

2021 Turkey Spencer Stuart Board Index Highlights

Now in its 8th edition, the *Turkey Spencer Stuart Board Index* analyses the board governance practices of the BIST 30 companies. Some of the most notable findings are highlighted below.

Diversity

Female representation on BIST 30 boards has been steadily increasing in recent years. The country's Corporate Governance Principles (CGP) recommend that Turkish boards have at least one female member and encourage companies to aim for a target of 25% female representation.

- » 18.5% of board members are women compared with 8% in 2014; however, this represents a slight decrease from 19% in 2020
- » 11% (three) companies have female chairs
- » This year, a female CEO was appointed to a BIST 30 company for the first time in five years
- » 11.9% of executive team members are women
- » 8.1% of directors are foreign
- » 75% of companies are governed by entirely national boards

Board composition

BIST 30 boards have grown slightly in size. In 2021 they had an average of 9.6 members compared with 9.3 in 2020.

- » 71% of companies have 9 to 11 directors
- » Four companies combine the roles of chair and CEO
- » 38% of new directors were joining a listed company board for the first time
- » 55.5 is the average age of new directors; this is three years younger than the average of all directors

18.5%

of BIST 30 board directors are women

38%

of new directors were joining a listed company board for the first time

17

is the average number of meetings for a BIST 30 board

₺421,197

is the average fee (gross) for BIST 30 directors

11%

of audit committee chairs are women

Board meetings and commitments

BIST 30 boards meet more often on average than boards in other European countries. Some very different practices in Turkey are also apparent when looking at how often boards meet and what responsibilities are taken on.

- » The average number of meetings for a BIST 30 board is 17 per year, excluding two outliers that recorded 151 and 154 meetings respectively
- » 64% of companies convene 14 times or fewer
- » 21% of chairs sit on at least one other listed board
- » 10% of CEOs have an outside directorship

Remuneration

Fees for non-executive directors vary widely: the highest average fee is TRY 1,094,458, whereas the lowest is TRY 70,303. All figures are annual gross payments.

- » The average fee for non-executive directors in BIST 30 companies is TRY 421,197 in 2021 and TRY 363,565 in 2020.

Committees

BIST 30 boards have an average of four committees, although two boards maintain more than five.

- » Credit committees meet 30 times per year (on average)
- » Audit committees meet 9.3 times (on average)
- » 11% of audit committees are led by female chairs

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