13th Annual Report

WOMEN ON BOARD

2025 Turkiye

Sabancı University
Corporate Governance Forum

Sabancı University Corporate Governance Forum

The Sabancı University Corporate Governance Forum (CGF) was established on March 1, 2003, as a joint initiative of the Turkish Industrialists and Businessmen's Association (TÜSİAD) and Sabancı University. Hosted by Sabancı Business School, it is an interdisciplinary and cross-sectoral initiative focused on fostering better corporate behavior and practices that impact socio-economic welfare.

The Forum's mission is to enhance the corporate governance framework and practices. To achieve this, CGF undertakes and commissions scientific research, fosters dialogue between academicians and practitioners, and actively engages in policy and practice development initiatives.

Currently, the CGF hosts several notable initiatives, including **30% Club Turkiye, the Independent Women Directors Project, Business Against Domestic Violence,** and **CDP Türkiye.**

Click here for the website.

> **Independent Women Directors Project:** The Sabancı University Corporate Governance Forum (CGF), in strategic partnership with Egon Zehnder International (EZI) Türkiye, launched the **Independent Women Directors (IWD)** project in 2012. The IWD Project aims to promote gender diversity in corporate governance by encouraging companies to consider female candidates for independent board director positions.
>
> To support this objective, the project maintains a database of qualified women candidates. Each application is carefully evaluated against criteria established by the Forum and EZI Türkiye. As of January 2026, the IWD database includes 336 board-qualified women.
>
> **Click here for the website.**

30 Percent Club Turkiye

The 30% Club campaign, originally founded by Dame Helena Morrissey in the UK in 2010, has grown into a global initiative promoting diversity in business leadership. In 2016, efforts to establish the Turkiye Chapter were initiated by founding members Melsa Ararat, Murat Yeşildere, Tayfun Bayazıt, Ahmet Dördüncü, Humphrey Hutton, Murat Özyeğin, Sani Şener, and Ömer Yüngül. The Chapter was officially launched at Borsa İstanbul in 2017 and has been hosted and coordinated by the Sabancı University Corporate Governance Forum since its inception.

The 30% Club Türkiye is a voluntary organization of senior corporate professionals dedicated to improving business through diversity. With 69 members as of today, the Chapter includes board chairs, CEOs, and senior executives committed to driving change. The Club works globally across more than 20 countries, and individuals and organizations are encouraged to support its mission.

The 30% Club Türkiye focuses on achieving tangible progress by:

- Encouraging and supporting board chairs and CEOs to increase female representation on boards and in senior management.
- Providing resources and information to businesses striving to improve diversity at all organizational levels.
- Leveraging public and social media to advocate for change.
- Conducting and promoting research to guide governments and institutions toward impactful actions.

The Board of Directors of the 30% Club Türkiye has set the following targets for 2026:

30%

Achieving 30% female participation on the boards of BIST companies.

30%

Ensuring 30% female participation in top executive teams.

100 %

Eliminating all-male boards among BIST-100 companies.

Acknowledgement

This report was prepared by Ata Can Bertay (Sabancı Business School), Ozan Duygulu (SU CGF Director) and Elif Onur (SU CGF). Belgin Aytekin (Women on Board Researcher) played a pivotal role in collecting and analyzing data from 585 publicly listed companies. We also thank Osman Kerem Üşenmez (SU CGF Intern) for the excellent research assistance. The report's design and cover art were created by Duygu Serin. Additional peer review and drafting support were provided by Melsa Ararat (SU CGF Founding Director). The report also benefited from a contribution on prospective quota scenarios authored by Ata Can Bertay.

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CONTENT

Foreword

Türkiye faces binding constraints on both financial and human capital, limiting growth and competitiveness. Debt finance is costly, while over a decade of brain drain has narrowed the domestic talent pool. The growing presence of Turkish professionals, mostly women, and students abroad signals a structural skills gap. Mobilising underutilised domestic talent and attracting foreign talent through inclusive corporate cultures is therefore central to economic and industrial policy.

Global transformation-or 'rupture'- of economic and political order amplifies these pressures. COP30 recognised that mitigation alone is insufficient and placed climate adaptation at the centre of capital allocation. Artificial intelligence is reshaping labour markets and corporate organisation, while geopolitical risks and militarisation intensify. Managing these technological, financial, and social transitions requires leadership with intellectual depth, technological literacy, geopolitical awareness, and moral imagination.

One of the key steps companies can take is to appoint boards that reflect these realities: effective, competent, younger, and open to robust debate between different perspectives, yet united by shared values and capable of decisive action. This must be paired with courageous, entrepreneurial, and accountable CEOs. By rejecting anti-competitive shortcuts, enforcing zero tolerance for corruption, and fostering workplaces grounded in freedom of expression and human rights, companies can adapt sustainability to a new era.

Yet, women still represent a largely untapped talent pool, free from many forms of masculine groupthink and ready to contribute to the companies' resilience with fresh, out-of-the-box perspectives. Members of the 30% Club understand that women-inclusive boards, management teams, and workforces are not only matters of fairness, but powerful drivers of shareholder value and stakeholder welfare.

Persistent homogeneity and entrenchment in the boards of BIST-listed companies presented in this report reflect path dependence and market failure rather than efficiency. Turkish and European business leaders' refreshed commitment to accelerate Türkiye's EU accession, articulated in a DEIK-organised letter signed by business councils from all 26 EU member states, demonstrates clear policy direction. The EU Gender Balance on Corporate Boards Directive (2022/2381) requires listed companies to ensure at least 40% of non-executive directors (or 33% of all directors) are of the underrepresented sex, supported by transparent procedures and enforcement by the end of 2026. Gender balance is framed as corporate governance reform, not as social policy, and is intended to restore meritocracy by addressing informal barriers and insider networks that distort selection.

Türkiye's long-standing experience in navigating a multi-crisis environment presents a unique opportunity; by diversifying board perspectives, this inherent agility can be institutionalised and converted into a distinct strategic advantage. To deepen capital markets, and strengthen institutional credibility, board diversity must be embedded in corporate governance regulation also as part of a broader EU-aligned competitiveness agenda. To this end, 30% Club welcomes the CMBT's draft revised Corporate Governance Principles mandating gender diversity in BIST-listed companies' boards and looks forward to supporting its full implementation.

Melsa Ararat,
Board Chair, 30 Percent Club Türkiye

Foreword

In times of uncertainty, boards rarely falter because they lack information; they struggle because they lack perspective. This challenge is especially pronounced in Türkiye today, where economic volatility, geopolitical complexity, technological disruption, and societal change are jointly placing unprecedented demands on boards. In such an environment, board effectiveness depends not only on access to data, but on the breadth of perspectives brought to the table and the ability to challenge assumptions, interpret complexity, and exercise sound judgment under pressure.

It is against this backdrop that the Women on Board Türkiye 2025 report takes on particular importance. The report offers a rigorous assessment of women's representation on boards in Türkiye, while also elevating a more fundamental governance question: not only who sits at the table, but how diverse perspectives, especially women's voices, shape influence, debate, and decision making once there.

BCG, through its global work with boards and senior leadership teams, consistently sees that strong governance is less about formal structures and more about the quality of dialogue and judgment. Boards that perform best in uncertain environments are those that intentionally bring together diverse experiences and perspectives and, critically, convert that diversity into better collective decisions. From this vantage point, diversity is not an aspiration or a signal, it is a practical enabler of sharper strategic debate, stronger risk oversight, and more resilient long-term direction.

The report's distinction between representation and influence is therefore pivotal. While women's participation on boards in Türkiye has advanced in some areas, overall progress has slowed, and in certain dimensions shows signs of reversal. More importantly, strategic authority remains concentrated. Women continue to be underrepresented in key committees and leadership roles where priorities are set and trade-offs are made. The evidence makes clear that the gap between presence and power is not a matter ofoptics, it is one of the central governance challenges facing boards today.

BCG is pleased to support this research precisely because it reframes the conversation beyond surface-level metrics toward what truly matters: Board Effectiveness. By combining robust analysis with insight into how boards actually operate, the report contributes to a more constructive and actionable dialogue on leadership and governance in Türkiye.

We hope this work encourages shareholders, board members, and executives to look beyond board composition alone and ask whether their governance structures are truly designed to unlock the value of diverse perspectives. In a world where uncertainty is no longer the exception, strengthening the role and influence of women on boards is not optional, it is foundational to resilient, responsible, and future-ready leadership.

Burak Tansan

Managing Director & Senior Partner, Chairman -Turkey

Global Leader of Environmental, Social and Governance (ESG) in Emerging Markets

Boston Consulting Group (BCG)

Executive Summary

This report provides a comprehensive analysis of gender diversity in corporate leadership across Türkiye, focusing on 2025 data from Borsa Istanbul (BIST) and offering insights from global and sector-specific perspectives. With 585 companies listed and a total of 3,910 board seats, the report highlights marginal progress, persistent challenges, and emerging opportunities for gender equity.

Progress in Gender Diversity

- Women held 19.4% of board seats in BIST-listed companies in 2025, an 8 basis point increase from 18.7% in 2024.
- The share of independent female directors amongst the independent directors rose to 24.5% in 2025 (24.4% in 2024), signaling the ongoing trend for female directors' entry to the boards as independent directors, while women's representation in executive board roles increased marginally to 20.1% in 2025, compared to 19.7% in 2024.
- Among BIST-100 companies, women held 17.5% of board seats in 2025, down from 19.7% in 2024. Similarly, the share of independent female directorships declined marginally to 27.1%, from 28.8% in 2024. While BIST-100 companies continue to perform above the BIST average in terms of independent female representation, the slowdown suggests that earlier gains may not yet reflect a sustained structural shift.

Challenges in Representation

- Despite progress, 30.3% of BIST-listed companies still lack female board members, with 177 companies having all-male boards in 2025 (compared to 191 in 2025).
- Women account for 9.7% of board chairpersons and only 5.3% of CEOs, reflecting significant underrepresentation in executive leadership as before.

Sectoral Perspectives

- Sectors such as *agriculture, wood products, and fishing and professional, scientific and technical activities* show relatively high female board participation (33.3% and 28.6%, respectively), whereas traditionally male dominated industries like construction and transportation lag behind.

Initial Public Offerings (IPOs)

In 2025, 23 companies went public, compared to 46 in 2024. Women held 15.4% of board seats in newly listed companies, marginally up from 15.3% in 2024 but lower than BIST average.

In 2025, 34.8% of newly listed companies continued to have all-male boards, down from approximately 46% in 2024, suggesting some improvement but still pointing to a persistent lack of awareness regarding institutional expectations for board diversity among newly listed firms.

30% Club Türkiye Members

As of August 31, 2025, the 30 Percent Club Türkiye included 69 members, with 38 publ icly l listed companies. These companies outperformed BIST averages, with 28.1% of board positions held by women, including 36.4% of independent female directorships.

New Contributions

This year's report provides a richer perspective on gender equity in business leadership by featuring an in-depth scenario analysis of how alternative board quota designs could affect overall female representation on corporate boards (see the quota scenarios box in Section 2).

SECTION 1 | INTRODUCTION

Gender diversity in corporate leadership remains a major global concern, with women holding only 23.3% of board seats worldwide. This gap has significant consequences for business performance, societal dynamics, economic development, and environmental sustainability. Studies consistently demonstrate that boards with gender diversity tend to make better decisions, especially when considering both short-term profits and long-term goals. Although some regions have made substantial progress, Türkiye still faces considerable obstacles, underscoring broader systemic and social challenges to advancing gender equality.

In the World Economic Forum's 2025 Global Gender Gap Index, Türkiye's parity score slipped to 0.633 from 0.645 in 2024, and its global ranking fell to 135th out of 148 economies -down eight places from the previous year. This drop was mainly driven by the political empowerment subindex. Additionally, Türkiye's score of 55.8 in the revised World Bank's Women, Business and the Law (WBL) supportive framework indicator highlights inadequate institutional support for women in the workplace, revealing the structural challenges that limit their advancement in leadership roles. This is despite Türkiye's WBL legal score of 80.0, placing it around the mid-40s globally (out of 190 economies) -a relatively strong position on gender-equal laws on the books. Türkiye performs better on formal legal equality than on the support systems that make those rights effective in practice, leaving a notable gap between laws and lived outcomes, suggesting that implementation and policy supports (budgets, services, procedures, enforcement capacity, incentives, and monitoring) lag behind the legal framework.

Türkiye's position becomes more pronounced when compared to G20 countries and global trends. Women hold an average of 23% of board seats in G20 markets, with Türkiye trailing behind major markets such as France (44%), the United Kingdom, Australia, and Canada.[1] Although Borsa Istanbul outperforms several G20 markets, including Brazil, China, and Saudi Arabia, it lags far behind in fostering gender equity in leadership. This gap is further exacerbated by societal challenges: in 2025, monitoring by women's rights organizations recorded 294 women killed by men and 297 women found dead under suspicious circumstances, with suspicious deaths rising from 259, reaching a record high. Many victims were killed for asserting autonomy over their lives, such as refusing marriage or ending relationships. Insufficient enforcement of protective laws, regressive policies, and inadequate gender-focused frameworks further hinder progress.

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[1] SSE Initiative, 2024, Gender equality in corporate leadership: G20 and Regional analysis. https://sseinitiative.org/sites/sseinitiative/files/publications-files/g20-regional-unsse-ifc-2024.pdf

Globally, there are lessons Türkiye can draw from. The European Union, for instance, has demonstrated the effectiveness of legislative action. Its 2022 directive mandating 40% female board representation by 2026 has driven significant progress, with women now holding 34% of board seats across the EU[2], up from 18% in 2010. Countries like Norway and France lead with nearly 45% representation, though disparities persist at the executive level, where women hold only 25% of C-suite roles globally and only 8% of CEO positions in France's publicly listed companies. These examples highlight the need for systemic solutions that extend beyond board representation to address deep-rooted structural inequalities. This year's report also includes a scenario box evaluating the possible implications of prospective gender quotas for corporate boards (see Box 2.1 in Section 2).

The findings of this report make it clear that incremental progress is no longer sufficient, especially in the face of recent pushback against diversity from global political landscape. Transformative change is urgently needed in Türkiye, requiring bold policy interventions, corporate commitments, and cultural shifts. Aligning with global best practices and fostering inclusive environments can unlock the full potential of gender-diverse leadership, driving not only economic growth but also social cohesion. As the Women on Boards in Türkiye Report marks its 13th edition, the message is still the same: the time for decisive action is now.

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[2] European Commission, 2024, 2024 Report on Gender Equality in the EU.
https://commission.europa.eu/document/download/965ed6c9-3983-4299-8581-046bf0735702_en

SECTION 2 | WOMEN ON BOARDS IN TURKIYE 2025

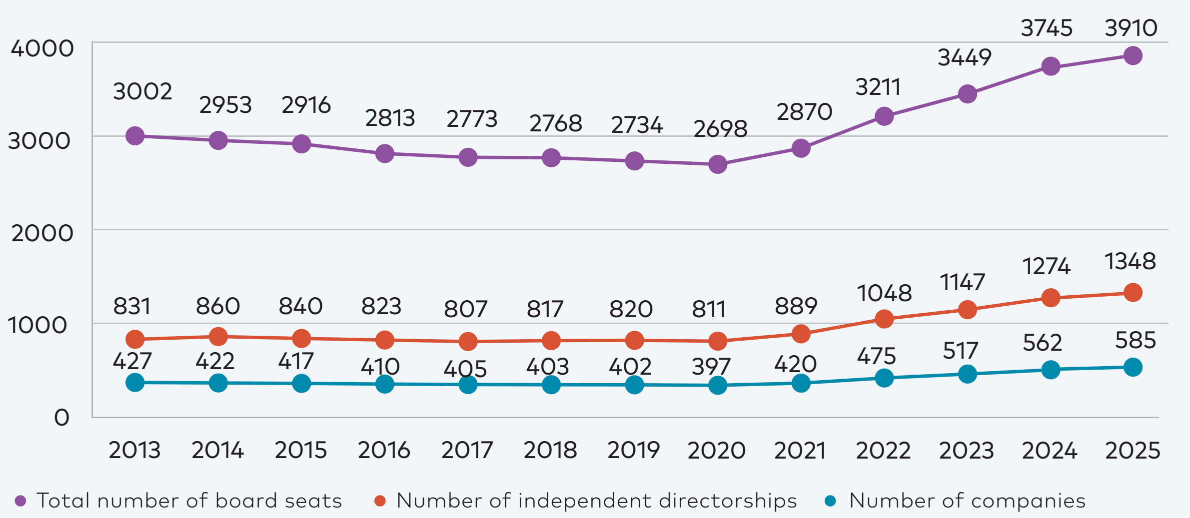
In 2025, Sabanci University Corporate Governance Forum (CGF) researchers collected publicly available data on the board of directors and board committees of the companies listed in BIST, using the Public Disclosure Platform and company websites with a cutoff date of 31 August 2025. CGFT has been combining publicly available data on boards with hand-collected data on the attributes of the directors since 2013. This effort enables the categorization of directors into professional directors and affiliated directors who are members of the controlling families or direct shareholders. The objective of this categorization is to track the progress in the likelihood of professional women breaking the glass ceiling.

The analysis presented below represents the current picture and the trend in BIST companies with respect to gender diversity on boards between 2013-2025.

Overview of Board Seats

In 2025, there were 585 companies listed in BIST, marking the highest number since 2013. Accordingly, the total number of board seats reached 3,910, compared to 3,745 in 2024. Similarly, the number of independent board members reached 1,348, the highest number since 2013 as seen in ***Chart 2.1.*** The average board size staid same at 6.7 in 2025. The ratio of independent directors is 34.5% in 2025, slightly higher than 34% in 2024.

Chart 2.1 Total Number of Board Seats and Independent Directorships between 2013-2025 in BIST



In 2025, 585 women held 760 board seats, whereas 2506 men held 3150 seats as shown in ***Table 2.1.*** The percentage of women holding multiple directorships is 18.8% (111 out of 585). On the average board members sit in 1.26 boards whereas female board members sit in 1.30 boards. The percentage of men holding multiple directorships is slightly lower at 16.4% (410 out of 2506) than 15.41% in the last year. ***Table 2.1*** presents the numbers of board seats occupied by men and women in detail. There are 51 male and 16 female directors who sit on four or more boards.

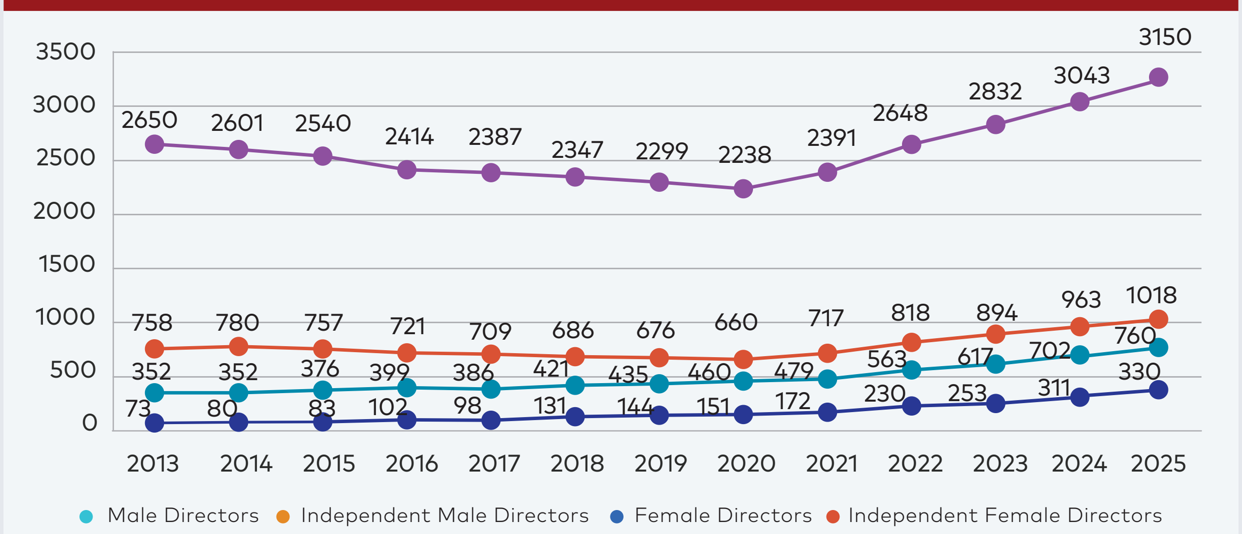
Table 2.1 Women and men holding multiple directorships in 2025

Number of Chairs										Number Of Individuals	Total Directorships
Female Directors	475	66	28	11	5					585	760
Male Directors	2096	271	88	24	16	7	2	2	0	2506	3150
All	2571	337	119	35	21	7	2	2	0	3091	3910

Overview of Male and Female Board Seats in BIST

Chart 2.2 represents the change in the total number of board seats and the number of female and independent directors between 2013-2025. Out of 1348 independent directors in 2025, 330 were female. The ratio of female independent members within the total number of independent members has been increasing since 2013.

Chart 2.2 Number of Total Board Seats and Independent Directors Seats by Gender between 2013-2025



Overview of Gender Diversity in BIST Company Boards in 2025

In 2025, out of 585, 177 (30%) BIST companies did not include any female directors in their boards compared to 190 (34%) companies in 2024. Those companies with all-male boards are listed in Appendix A. ***Chart 2.3*** presents the breakdown of companies with or without female directors in 2025.

Chart 2.3 Number of BIST Companies with/without female directors in 2025

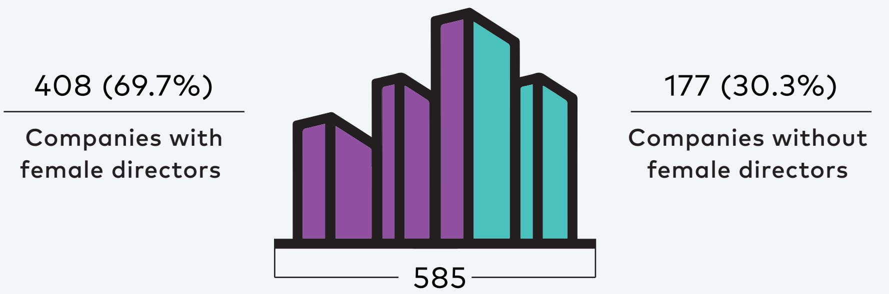
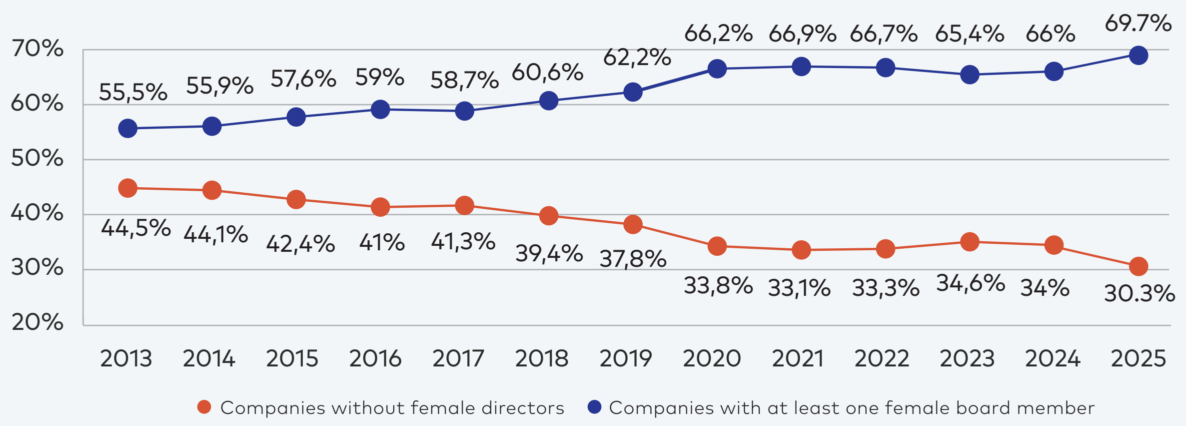


Chart 2.4 demonstrates a marginal change in the ratio of companies with at least one female director between 2013 and 2025. In 2025, 69.7% of the companies had at least one female board member which has increased from 66% in 2024. This ratio has been stagnant at around 66% since 2020. The persistence of all-male boards raises the question of what different quota designs could change and how quickly. Box 2.1 provides illustrative scenarios for BIST (with an EU benchmark).

Chart 2.4 Overview of BIST Companies With/Without Female Directors Between 2013-2025



Box 2.1 - What would prospective gender quotas imply for Borsa Istanbul and how does the EU compare?

Where Türkiye stands in 2025. Women's representation on boards in Türkiye remains below that of many peer markets. In 2025, women held 19.4% of board seats across Borsa Istanbul listed companies (760 out of 3910 seats), while 177 of 585 companies (30.3%) still had all-male boards. In the BIST-100 specifically, women held 17.5% of board seats, and the number of BIST-100 companies with all-male boards rose to 31. These figures suggest that incremental progress may not eliminate all-male boards or deliver 'critical mass' representation in the near term. In this box, analyzed scenarios are as follows:

1. At least one woman on every board - implemented by adding seats (no replacement).
2. At least one woman on every board - implemented by replacing men (fixed board size).
3. 25% quota with fixed board size (women replacing men).

Scenario outcomes: female seat shares and the implied demand for female directorships[3]

Baseline (2025). Women hold 760 seats out of 3910 (19.4%).

Scenario 1 - **At least one woman on every board (closing all-male boards).** This requirement translates into a concrete Year-1 demand: each of the 177 companies with no women on their boards would need one female board seat, implying 177 new female directorships. Given the observed multiple-directorship pattern (women hold 1.30 board seats on average), roughly 137 additional individual women are needed to fill those seats. If seats are added (no replacement), total seats rise to 4,087, women rise to 937, and women's share becomes 22.9%. If men are replaced (fixed board size), the total seats remain at 3910; women still rise to 937, and women's share becomes 24.0%. At the recent trend pace (an increase of about 0.6 percentage points per year), these scenario jumps correspond to about 5.7 years (no replacement) or 7.4 years (replacement) of progress condensed into a single design change.

Scenario 2 - **25% quota, fixed board size (women replacing men).** Under a 25% quota implemented with a fixed board size, female-held seats would need to rise to about 1370, implying a women's share of 35.0% in the scenario table. Relative to the baseline (760), this means 610 additional female directorships, equivalent to roughly 470 additional individual women. If the 'at least one woman' rule is met first (women's seats rise to 937), the incremental Year-2 requirement becomes 433 additional female directorships, translating to roughly 334 additional individual women. At a +0.6pp annual trend, this shift corresponds to roughly 25.7 years of business-as-usual progress.

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[3] Assumptions and calculation methodology: (1) Scenario calculations use the scenario table totals and assume increased female representation is achieved either by (i) adding seats ('no replacement') or (ii) replacement through turnover with fixed board size ('replacement / quota'). (2) Year-1 demand under 'at least one woman per board' equals the number of companies with zero female directors multiplied by 1; with 2025 data this is 177 directorships. (3) Conversion from new female directorships to 'new individual women required' uses the observed multiple-directorship rate among women: average seats per female director = 760/585 ≈ 1.30; therefore, individual women needed ≈ (new female directorships)/1.30, rounded up to whole persons. (4) The 25% quota (fixed board size) scenario uses the target female-held seats in the scenario table (1370), so new female directorships = 1370 - 760 = 610 (baseline) and incremental Year-2 directorships after meeting Year-1 = 1370 - 937 = 433.

Table A: Hypothetical Scenarios	Current Values	New female directors added (not replacing men)	New female directors added (replacing men)	25% quota (keeping the board size fixed)
Total number of directorships	3910	4087	3910	3910
Number of female directors	760	937	937	1370
Ratio of Female Directors on the board	19.4 %	22.9 %	24.0 %	35.0 %
Average yearly increase (0.6%)/Years leaped		5.7	7.4	25.7

Table B: Hypothetical Scenarios	At least one female in 2026	25% female quota in 2027
Total number of directorships	937	1370
New female directorships	177	433
Individual females needed (using 1.3 seats per female director average)	136	333

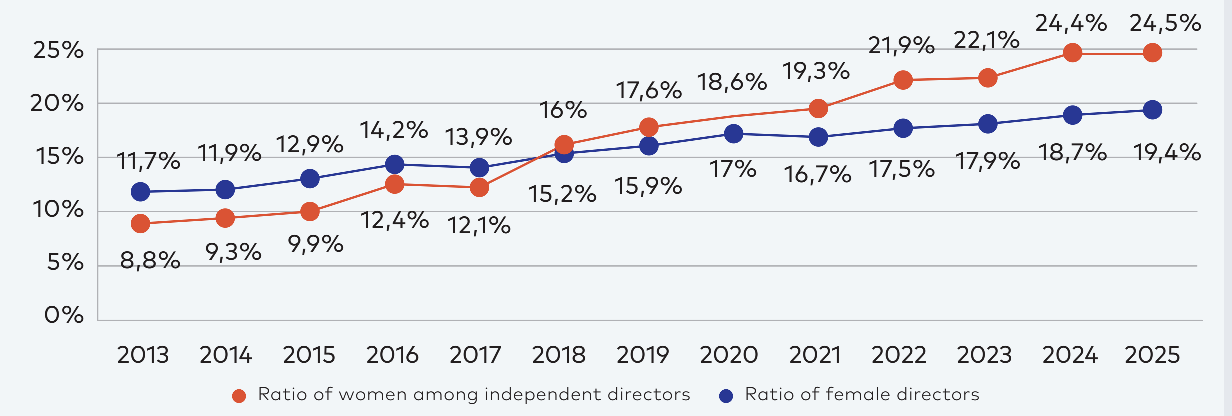
EU comparison: binding targets tend to accelerate outcomes. EU experience indicates that binding targets can accelerate change. The EU's Gender Balance on Corporate Boards Directive entered into application at the end of 2024 and sets targets for large listed companies of 40% of the underrepresented sex among non-executive directors (or 33% among all directors) by 30 June 2026. The EU average is now around 34% women on boards, and outcomes differ markedly by policy intensity: countries with binding quotas have substantially higher female board representation than those relying on soft measures or no action.

Implication for Borsa Istanbul (and especially BIST-100). The quota debate is not only about setting a percentage target; it is also about whether the market can quickly mobilize a sufficiently large and diverse pool of qualified female candidates. Translating quotas into required new female directorships - and then into required new individual women, given the observed 1.30 seats per woman - makes the potential supply constraint concrete and highlights where complementary measures (succession planning, candidate databases, board-readiness programs, and nomination practices) become essential.

Overview of Female Directors in BIST

In 2025, women were elected to 760 seats in the boards of companies listed in BIST. This number represents 19.4% of all directorships, increased from 18.7% in 2024. On the other hand, as shown in ***Chart 2.5*** below, the ratio of female independent board members to all independent directors increased from 24.4% in 2024 to 24.5% in 2025.

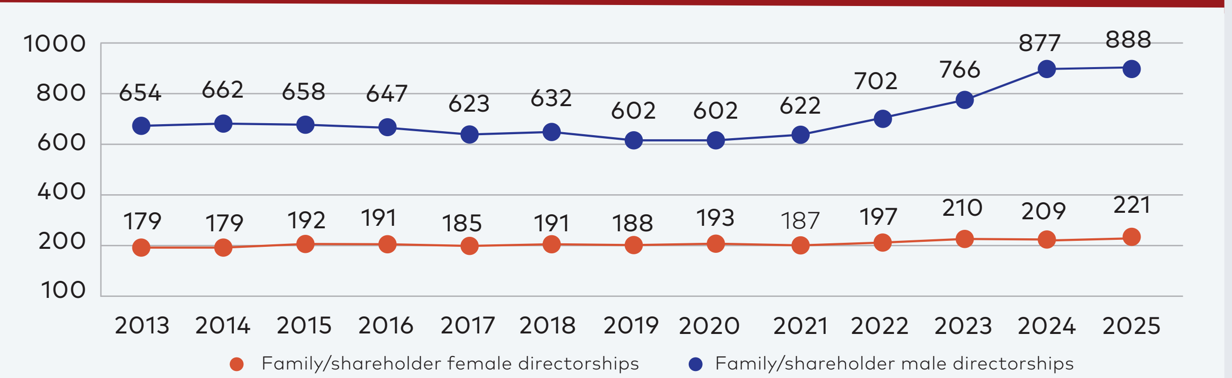
Chart 2.5 Overview of Female Directors and Independent Female Directors between 2013-2025



Overview of Family/Shareholder Female-Male Directorships in BIST

In 2025, there are 221 female directors affiliated with controlling shareholders and owner families in BIST representing 29.1% of all female directors in 2025 compared to 209 family/shareholder female directorships representing 29.6% in 2024 as shown in ***Chart 2.6*** below. This ratio is 28.8% for male directors in 2025.

Chart 2.6 Number of Board Seats Occupied by Female and Male Directors Affiliated with Controlling Families in BIST between 2013-2025



Breakdown of Female Directors on BIST Boards

The breakdown of female directors in BIST company boards is presented in ***Table 2.2*** below. The board seats occupied by professional women have increased from 494 in 2024 to 539 in 2025. The number of female family members has increased to 221 in 2025.

Table 2.2 Number of Female Directors in BIST between 2013-2025

	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Independent Professional	73	80	83	102	98	131	144	151	172	230	253	311	330
Other Professionals	101	93	101	107	103	99	103	115	120	136	154	182	209
Executive	24	22	23	20	17	16	24	31	37	47	44	50	61
Non-executive	77	71	78	87	86	83	79	84	83	89	110	132	148
All Professional	**174**	**173**	**184**	**209**	**201**	**230**	**247**	**266**	**292**	**366**	**407**	**494**	**539**
Family/Shareholder	179	179	192	191	185	191	188	193	187	197	210	209	221
Executive	45	46	51	53	53	52	51	58	76	78	90	88	92
Non-executive	134	133	141	138	132	139	137	135	111	119	120	121	129
Total	**353**	**352**	**376**	**399**	**386**	**421**	**435**	**459**	**479**	**563**	**617**	**702**	**760**

In 2025, out of 760 female directorships, 277 (36%) are held by female directors who are non-executive but not independent, whereas 330 (43%) are independent. As shown in ***Chart 2.7***, only 153 (20%) of the female directors have executive responsibilities, compared to 20% in 2024.

Chart 2.7 Breakdown of Female Directors in BIST in 2025

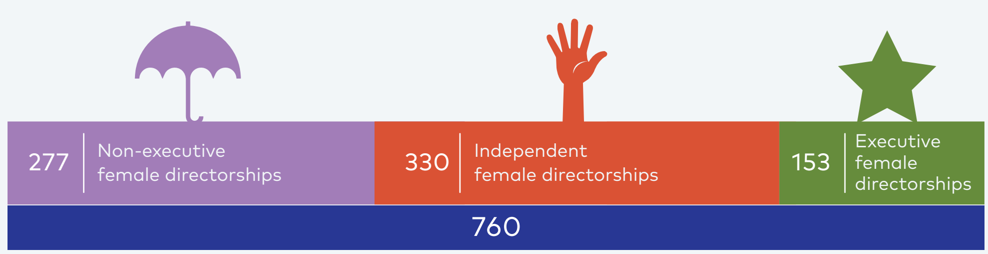
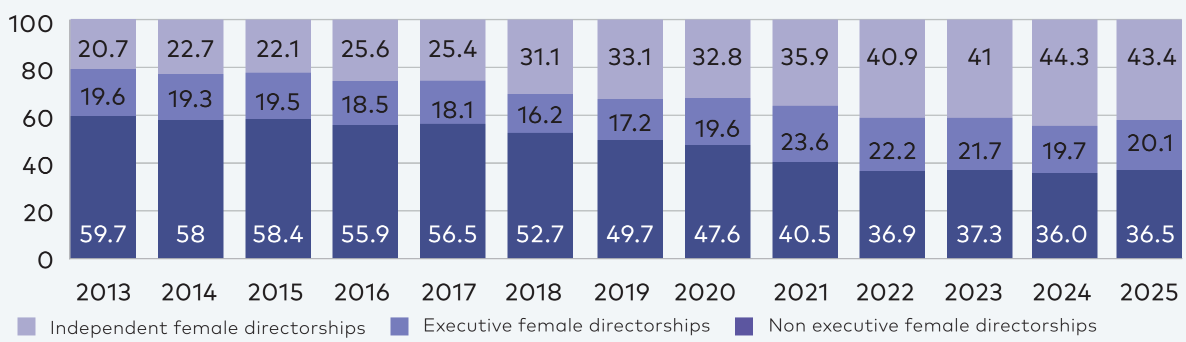


Chart 2.8 below shows the breakdown of statutory positions of female directors as required by the Capital Markets Board as independent, executive, and non-executive directors.

Chart 2.8 Breakdown of Female Directorships (%) between 2013-2025



New Appointments

In 2025, 146 new female directors were appointed to BIST boards, out of which 62 are independent, 49 are non-executive (but not independent), and 35 are executive directors. 27 of the newly appointed women are affiliated with controlling families. ***Table 2.3*** provides an overview of female board appointments and departures in 2023, 2024, and 2025.

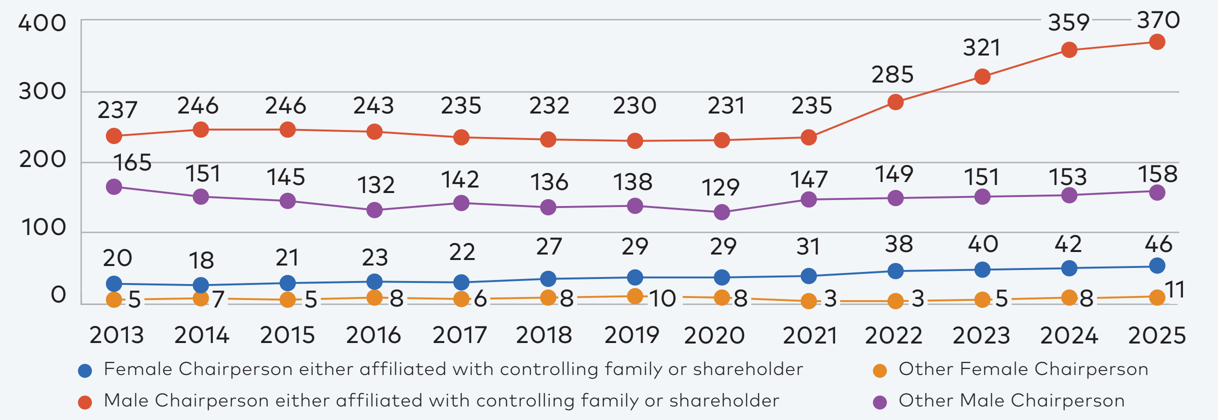
Table 2.3 Number and Percentages of New Female Board Member Appointments and Departuresin 2023, 2024, and 2025

Appointments	2023		2024		2025	
New female board appointments	**140**		**212**		**146**	
New independent female appointments	54	38,6%	122	57,5%	62	42,5%
New non-executive female appointments	55	39,3%	61	28,8%	49	33,5%
Professional non-executive female app.	34	61,8%	47	77%	35	71,4%
Non-executive female app. either affiliated with the controlling family or shareholder	21	38,2%	14	23%	14	28,6%
New executive female appointments	31	22,1%	29	13,7%	35	23%
Professional executive female app.	9	29,0%	14	48,3%	22	62,9%
Executive female app. either affiliated with the controlling family or shareholder	22	71,0%	15	51,7%	13	37,1%
Resignations	**2023**		**2024**		**2025**	
Female board departures	84		127		88	
Independent female resignation	29	34,5%	65	51,2%	45	51,1%
Non -executive female resignation	34	40,5%	41	32,3%	26	29,6%
Professional non-executive female resignation	14	41,2%	25	61,0%	12	46,2%
Non -executive female dep. either affiliated with the controlling family or shareholder	20	58,8%	16	39,0%	14	53,8%
Executive female resignation	21	25,0%	21	32,3%	17	19,3%
Professional executive female resignation	9	42,9%	7	33,3%	4	23,5%
Executive female res. either affiliated with the controlling family or shareholder	12	57,1%	14	66,7%	13	76,5%

Women and Men in Chairperson/CEO/General Manager Positions on BIST Boards

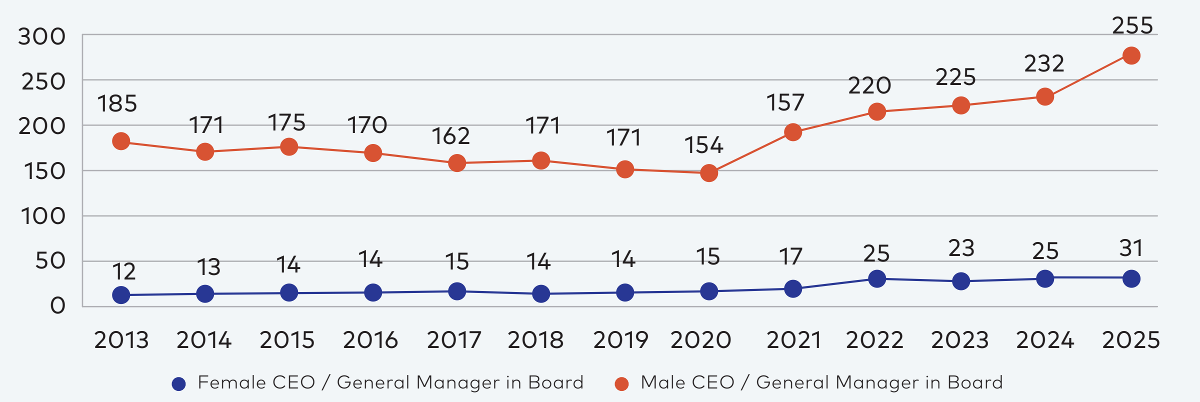
Only 57 companies have appointed a female chairperson in 2025 corresponding to 9.7% of all companies. As shown in ***Chart 2.9***, 46 of the 57 female chairpersons are affiliated with the controlling families and/or they directly own a significant number of shares. Only 11 professional women were appointed as the board chair again this year compared to 158 professional men.

Chart 2.9 Number of Female and Male Chairperson between 2013-2025



In 2025, 31 companies have female CEOs who sit on the board, corresponding to only 5.3% of all BIST companies. The number of male CEOs is 255, representing 41.3% of all companies, as shown in ***Chart 2.10***. In 2025, out of 255 male CEOs, 54 have dual roles both as CEO and Chair, whereas 4 women have dual roles as both. 299 companies (51%) did not include their CEO/General Manager on their board in 2025. Last year, out of 232 male CEOs, 54 had dual roles as both CEO and Chair, whereas 4 women had dual roles as both. 305 companies (54%) did not include their CEO/General Manager on their board in 2024.

Chart 2.10 Number of Female and Male CEO or General Manager on the Board between 2013-2025



Presence of Women on Boards Across Sectors

Table 2.4 presents an overview of female directors serving on BIST Companies' boards in different sectors. There has been considerable variation across sectors in terms of both the presence of female directors and the percentage of female directorships. For instance, 91.7% and 80.6% of the companies in two major sectors, namely Hotels and Restaurants and secondly Electricity Gas and Water, have at least one female on their boards. In 2025, the highest percentage of female directorships is 33.3% in the Agriculture, Wood Products and Fishing which is followed by 28.6% in the Professional, Scientific, and Technical Activities industry.

Table 2.4 Female Directors in industries 2025

	Total #of companies	Companies with Female directors		Total #of directorships	Female directorships	
Information and Communication	5	2	**40%**	41	4	**9,8%**
Education, Health, Sports and Other Social Services	9	4	**44,4%**	84	6	**7,1%**
Electricity Gas and Water	36	29	**80,6%**	245	54	**22,0%**
Real Estate Activities	4	3	**75%**	24	5	**20,8%**
Administrative and Support Services	8	4	**50%**	46	8	**17,4%**
Manufacturing Industry	245	172	**65,8%**	1631	328	**20,1**
Construction and Public Works	14	8	**50%**	77	9	**11,7%**
Mining	7	3	**33,3%**	38	4	**10,5%**
Financial Institutions	157	115	**68,2%**	1091	229	**21.0%**
Professional, Scientific and Technical Activities	4	3	**75%**	21	6	**28,6%**
Hotels and Restaurants	12	11	**91.7%**	77	16	**20,8%**
Agriculture, Wood Products and Fishing	4	3	**75%**	21	7	**33,3%**
Technology and Defense	39	25	**64,1%**	238	40	**16,8%**
Wholesale and Retail Trade, Hotels and Restaurants	29	22	**75,9%**	191	36	**18,8%**
Transportation, Telecommunication and Storage	12	4	**33.3%**	85	8	**9,4%**

Initial Public Offerings (IPOs) in 2025

During the 2025 reporting period, a total of 23 companies offered its shares to the public, compared to 46 companies in 2024. In 2025, women constituted 15.4% of board members in newly publicly listed companies, a slight increase from 15.3% in 2024. ***Table 2.5*** indicates that approximately 35% of these new companies had all-male boards in 2025, compared to about 50% in previous years. Although there has been improvement, investment banks and issuers should further prioritize meeting institutional investor and

Table 2.5 Changes in the ratio of women in New Publicly Listed Companies between 2021-2025

	2021	2022	2023	2024	2025
No of Companies	**39**	**63**	**45**	**46**	**23**
No of the board members	231	367	266	282	143
No of female members	30	57	36	43	22
% of female members	**13%**	**15,5%**	**13,5%**	**15,3%**	**15,4%**
No of companies without female members	19	32	21	21	8

The ***Table 2.6*** shows trends in independent directorships in newly listed companies in BIST between the years 2021 and 2025. The percentage of independent members differ each year but increased in 2025 (33.6%) when compared to 2021 (28.1%). In 2022 there is a peak in independent members percentage (33.5%) but decreased back to 30.1% in the years 2023 and 2024, before increasing again in 2025. Female independent member presentation gradually increased from 2021 (16.9%) to 2025 (22.9%) with an exception in 2023 (8.8%).

Table 2.6 Independent Directorships between 2021-2025 in New Publicly Listed Companies

	No of independent members		No of independent female members	
2021	65	28,1%	11	16,9%
2022	123	33,5%	24	19,5%
2023	80	30,1%	7	8,8%
2024	85	30,1%	18	21,2%
2025	48	33,6%	11	22,9%

Composition of Board Committees

All companies have mandatory Audit Committees and Corporate Governance Committees. Some companies have other committees, such as the Sustainability Committee. 24% of Audit Committee seats and 24.6% of Corporate Governance Committee seats are filled by women, as shown in ***Table 2.7***. These figures correspond to 279 seats in audit committees, and 314 seats in corporate governance committees, which are slightly higher than the number of seats filled by female members in 2024. Also, 294 of 1303 seats

Table 2.7 Overview of female and male held committee memberships in 2025

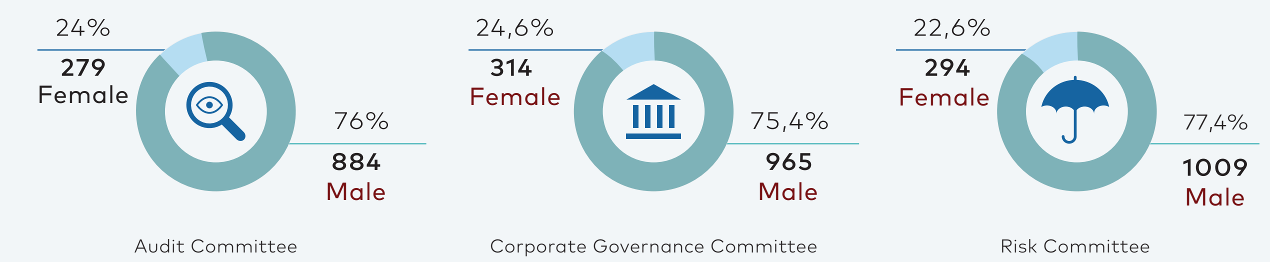


Chart 2.11 presents the progress in gender diversity in board committees over the years. The number of seats held by female directors on audit, corporate governance, and risk committees has increased over the years, except for female representation on corporate governance committees, which fell from 25.4% in 2024 to 24.6% in 2025. ***Chart 2.12*** shows that female leadership in those committees is also similar to 2024, with around a 1% reduction in the number of committee chair positions held by women in risk and corporate governance committees.

Chart 2.11 Overview of Committee Seats Occupied by Female Directors between 2017-2025

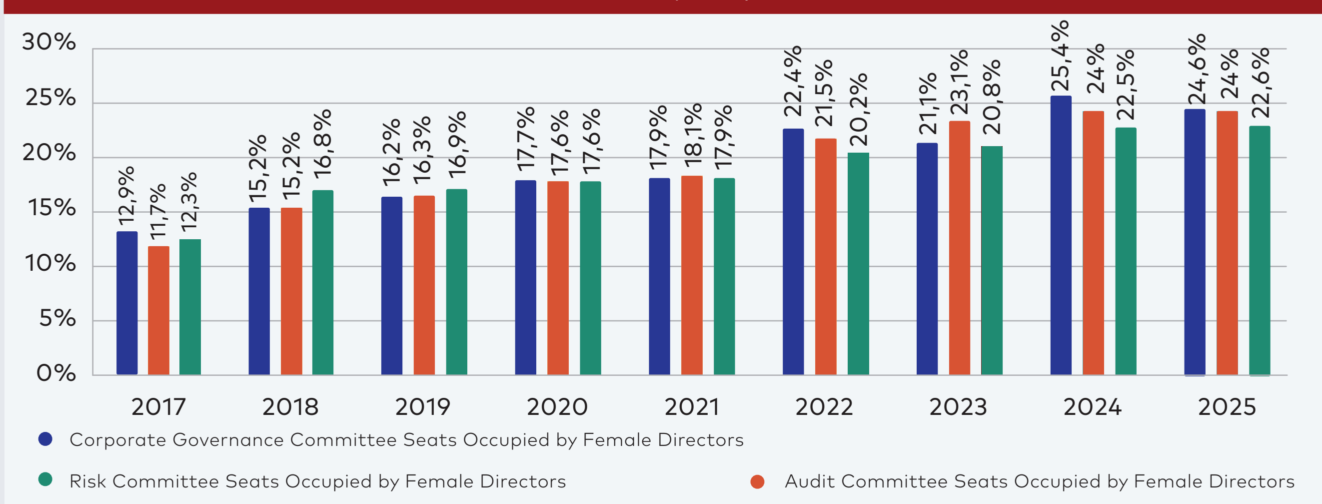
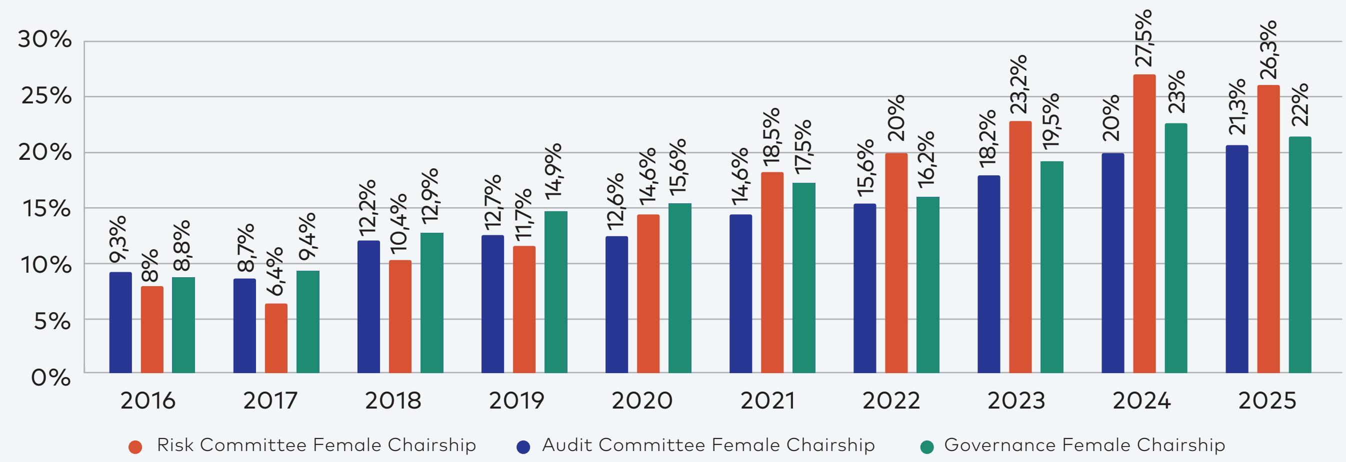


Chart 2.12 Gender of Committee Chairs between 2016-2025



Gender Diversity in Boards in Main BIST Indices

BIST-100

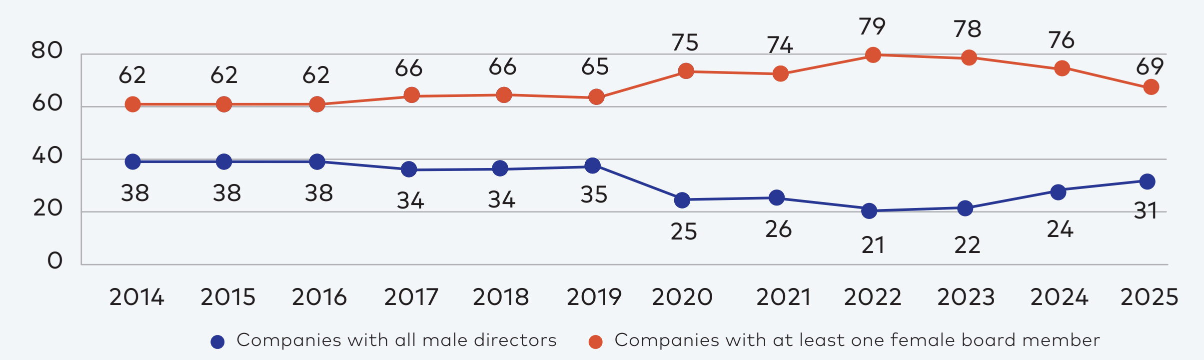
BIST-100 index includes the largest and economically most significant companies in BIST. The changes over the years in the representation of women in these companies are presented in ***Table 2.8*** and Table 2.9. As shown below, the percentage of women on boards of BIST-100 companies is 17.5% in 2025. The ratio of independent female directors is 27.1% in BIST 100 Companies. Both values are lower than 2024 indicating that the gains achieved in the prior year may not yet signify a lasting structural change.

Table 2.8 Changes in the ratio of women in BIST 100 companies between 2012-2025

	2012		2015		2018		2021		2022		2023		2024		2025	
Total number of board seats	818		882		833		844		822		816		788		788	
Female held directorships	82	10.0%	100	11.4%	130	15,6%	129	15,3%	144	17,5%	141	17,3%	155	19,7%	138	17,5%
Man held directorships	736	89.9%	772	88.6%	703	84,4%	715	84,7%	678	82,5%	675	82,7%	633	80,3%	651	82,5%
Independent directorships	193		259		262		275		283		282		274		269	
Independent female directorships	10	5.2%	19	7.3%	53	20,2%	53	19,3%	69	24,4%	73	25,9%	79	28,8%	73	27,1%
Independent male directorships	183	94.8%	239	92.7%	209	79,8%	222	80,7%	214	75,6%	209	74,1%	195	71,2%	195	72,9%

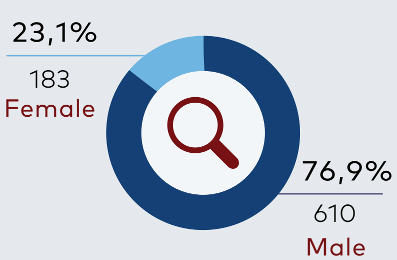
As indicated in ***Chart 2.13***, the largest companies in BIST have taken steps toward greater diversity; nevertheless, the number of firms with exclusively male boards remained above 20 until this year. In 2025, 31 companies in the BIST 100 have all-male boards, representing a notable increase from 24 in 2024. This trend after 2021 underscores the continuing lack of progress among BIST100 firms, as their averages fall again below those of the broader BIST market.

Chart 2.13 Overview of BIST 100 Companies With/Without Female Directors Between 2014-2025

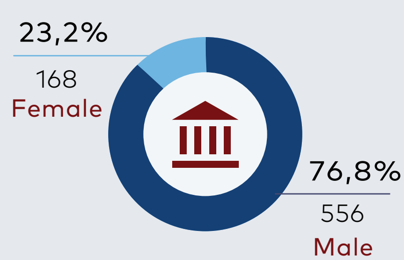


BIST Financial Index, BIST Corporate Governance Index and Sustainability Index

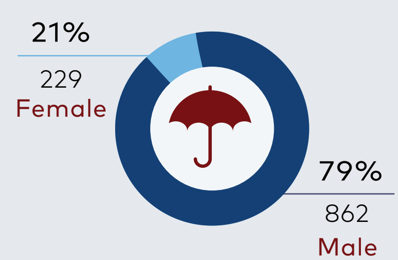
There are 157 companies in the BIST Financial Index, 88 companies in the Corporate Governance Index, and 94 companies in the Sustainability Index in 2025. The percentage of female directors in companies that constitute the Corporate Governance Index decreased slightly from 23.4% in 2024 to 23.2% in 2025, whereas the percentage of female directors in the Financial Index increased from 19.3% in 2024 to 21% in 2025. The percentage of female directors in the Sustainability Index decreased from 24.2% in 2024 to 23.1% in 2025.



Directors
in Sustainability Index



Directors
in Corporate Governance Index



Directors
in Financial Index

30% Club Türkiye Members

As of August 31, 2025, the 30 Percent Club Türkiye comprises 69 members, 38 of which are publicly listed companies. These listed members show higher representation of women on boards, with women holding 28.1% of board positions, outperforming the averages for the BIST-100 and BIST All.

Among the 335 total board members in these companies, 241 (71.9%) are male, and 94 (28.1%) are female. Notably, independent directors make up 32. 8% of all board members, with 36. 4% of these independent positions are held by women. In terms of leadership, 8 companies have a female chairperson (21.05%), and there are 4 female General Managers/CEOs compared to 19 male counterparts. Furthermore, 22. 7% of directors are family/shareholder representatives, with women comprising 25 of these positions, as can be seen in Table 2.10.

Table 2.9 Overview of 30% Club Türkiye Members in 2025

No of Companies	**38**	
Total Board Members	**335**	
Male Directors	241	71,9%
Female Directors	**94**	**28,1%**
Independent Directors	110	32,8%
Independent Female Directors	40	36,4%
GM/CEO Female Directors	**4**	
GM/CEO Male Directors	**19**	
Family /Shareholder Directors	76	22,7%
Family /Shareholder Female Directors	25	
Female Chairperson	8	21,05%

BIST Markets Summary

The data highlights board composition across BIST all, BIST 100, Main Market, and Star Market in 2025. Independent directorships consistently account for around 35t% across all categories. Female representation remains below 20%, with the highest in BIST ALL at 19.4%. Despite the steady presence of independent directorships, women remain significantly underrepresented, with male directors continuing to dominate boardrooms - exceeding 80%- in all categories.

Table 2.10 BIST Markets Summary in 2025

	BIST ALL		BIST 100		MAIN MARKET		STAR MARKET	
Board seats	**3910**		**789**		**1695**		**1705**	
Independent Directorships	1348	34.5%	269	34.1%	601	35.5%	591	34.7%
Female Directorships	**760**	**19.4%**	**138**	**17.5%**	**323**	**19.1%**	**316**	**18.5%**
Male Directorships	3150	80.6%	651	82.5%	1372	80.1%	1389	81.5%

SECTION 3 | WOMEN EMPOWERED BOARD INDEX

In presenting statistics on women on boards in Turkiye, we use the same methodology (as in previous years) explained below[1].

3.1 Classifying Women Directors

We differentiate female directors who sit on the boards as direct shareholders or representatives of controlling families from professional female directors. The concept of "glass ceiling" in Turkiye refers predominantly to professional women. Therefore, we classify woman directors as:

- Directors who are members of the controlling families in family-controlled firms, and/or directors who are direct shareholders
- Professional directors

Furthermore, we classify all woman directors in accordance with the applicable laws and regulations in Turkiye as:

- Executive
- Non-executive (but not independent)
- Independent

Non-executive directors may not qualify for independence when they are affiliated with the controlling shareholders, when they hold significant percentage of shares in the firm, or when they are professionals affiliated with other firms in the business group if the firm belongs to a business group.

3.2 Calculating Diversity

We are interested in "diversity" as well as "female presence". Therefore, we measure gender diversity using Blau's[2] index of heterogeneity. For gender diversity, Blau index can range from zero (when only one gender is represented on the board) to 0.50 (when there are equal numbers of men and women). Gender Diversity Index (GDI) values of BIST MAIN and STAR companies based on Blau are presented in Appendix B, and the top scoring companies are listed in Table 4.1.

[1] The methodology is developed by Sabancı University faculty members Melsa Ararat and Özgecan Koçak in 2013.

[2] Blau, P. M. 1977. Inequality and heterogeneity. New York: Free Press.

[3] Finkelstein, S. & Hambrick, D. C. 1996. Strategic leadership: Top executives and their effects on organizations. Minneapolis: West Publishing.

3.3 Calculating Woman Power

Power represents the ability to exert influence on decision-making. We define five sources of comparative power as 'influence variables' adopted from Finkelstein's taxonomy[3]:

- **W** = Presence of Women (percentage of female directors in the board)
- **WBC** = Committee Membership Power (percentage of seats occupied by women in all board committees)
- **WP** = Professional Authority Power (percentage of female directors among all professional directors - professional directors exclude family members and shareholders but include other affiliated professional directors)
- **WI** = Independence Power (percentage of independent female directors among all independent directors)
- **WC** = Chair/CEO Power (percentage of women in chair and CEO positions - this variable takes the value of 0 if both the chair and the CEO are male, 0.5 if the CEO is a woman, 1 if both the chair and the CEO are female.

In the case of a female chair, the variable takes the value of 1 when the CEO is not on the board regardless of the gender.

We then make an adjustment for critical mass:

- **CM** = Adjustment for Critical Mass [when the Number of Women **(N)** on the board is greater than 2, the firm is rewarded by a Critical Mass adjustment value of (N-2)/BS where **(BS)** is the Board size].

Women Empowered Board Index (WEI) is calculated as follows:

$$WEBI = a\,(W\%) + b\,(WBC\%) + c\,(WP\%) + d\,(WI\%) + e\,(WC) \qquad \text{for } N < 3$$

$$WEBI = a\,(W\%) + b\,(WBC\%) + c\,(WP\%) + d\,(WI\%) + e\,(WC) + f\,(CM) \qquad \text{for } N > 2$$

All coefficients are taken as one in the Index calculation. In the future we plan to calculate these coefficients empirically when data set covers a sufficiently long period.

Table 3.1 Companies with the highest (0.50) Gender Diversity Index (GDI) using Blau's Heterogeneity Index

A1 CAPİTAL YATIRIM MENKUL DEĞERLER A.Ş.	MAIN MARKET
RÖNESANS GAYRİMENKUL YATIRIM A.Ş.	STAR MARKET
SUN TEKSTİL SANAYİ VE TİCARET A.Ş.	STAR MARKET
HİTİT BİLGİSAYAR HİZMETLERİ A.Ş.	STAR MARKET
AYDEM YENİLENEBİLİR ENERJİ A.Ş.	STAR MARKET
MAVİ GİYİM SANAYİ VE TİCARET A.Ş.	STAR MARKET
ALARKO CARRIER SANAYİ VE TİCARET A.Ş.	MAIN MARKET
EMEK ELEKTRİK ENDÜSTRİSİ A.Ş.	MAIN MARKET
İŞ YATIRIM ORTAKLIĞI A.Ş.	MAIN MARKET
KOROPLAST TEMİZLİK AMBALAJ ÜRÜNLERİ SANAYİ VE DIŞ TİCARET A.Ş.	MAIN MARKET
KRON TEKNOLOJİ A.Ş.	MAIN MARKET
MONDİ TURKEY OLUKLU MUKAVVA KAĞIT VE AMBALAJ SANAYİ A.Ş A.Ş.	MAIN MARKET
ÖZERDEN AMBALAJ SANAYİ A.Ş.	SUB MARKET
PARDUS GİRİŞİM SERMAYESİ YATIRIM ORTAKLIĞI A.Ş.	MAIN MARKET
PLASTİKKART AKILLI KART İLETİŞİM SİSTEMLERİ SANAYİ VE TİCARET A.Ş.	MAIN MARKET
SEĞMEN KARDEŞLER GIDA ÜRETİM VE AMBALAJ SANAYİ A.Ş.	MAIN MARKET
TÜRK TUBORG BİRA VE MALT SANAYİİ A.Ş.	MAIN MARKET
ULUSAL FAKTORİNG A.Ş.	MAIN MARKET
ÜNLÜ YATIRIM HOLDİNG A.Ş.	MAIN MARKET

[3] Based on the outcome of research by Konrad, A.M.,Kramer, V., Erkut, S. 2008. The Impact of Three or More Women on Corporat e Boards, Organizational Dynamics, Vol. 37, No. 2, pp. 145–164.

Table 3.2 Top 10 Companies in Women Empowered Board Index (WEBI)

1	ERSU MEYVE VE GIDA SANAYİ A.Ş.	SUB MARKET	4,950
2	GÜLER YATIRIM HOLDİNG A.Ş.	MAIN MARKET	4,600
3	ANATOLİA TANI VE BİYOTEKNOLOJİ ÜRÜNLERİ ARAŞTIRMA GELİŞTİRME SANAYİ VE TİCARET A.Ş.	MAIN MARKET	4,200
4	SANİFOAM ENDÜSTRİ VE TÜKETİM ÜRÜNLERİ SANAYİ VE TİCARET A.Ş.	MAIN MARKET	4,200
5	KERVANSARAY YATIRIM HOLDİNG A.Ş.	WATCHLIST MARKET	4,133
6	PINAR SÜT MAMULLERİ SANAYİİ A.Ş.	MAIN MARKET	4,067
7	RÖNESANS GAYRİMENKUL YATIRIM A.Ş.	STAR MARKET	3,833
8	ADRA GAYRİMENKUL YATIRIM ORTAKLIĞI A.Ş.	STAR MARKET	3,800
9	RTA LABORATUVARLARI BİYOLOJİK ÜRÜNLER İLAÇ VE MAKİNA SANAYİ TİCARET A.Ş.	MAIN MARKET	3,800
10	ANADOLU ANONİM TÜRK SİGORTA ŞİRKETİ	STAR MARKET	3,694

Table 3.3 Companies that have more than the minimum target level 25% women on board

ANATOLİA TANI VE BİYOTEKNOLOJİ ÜRÜNLERİ ARAŞTIRMA GELİŞTİRME SANAYİ VE TİCARET A.Ş.	MAIN MARKET	80.0%
ERSU MEYVE VE GIDA SANAYİ A.Ş.	SUB MARKET	80.0%
SANİFOAM ENDÜSTRİ VE TÜKETİM ÜRÜNLERİ SANAYİ VE TİCARET A.Ş.	MAIN MARKET	80.0%
KUŞTUR KUŞADASI TURİZM ENDÜSTRİ A.Ş.	PRE MARKET TRADING PLATFORM	75,0%
ANADOLU ANONİM TÜRK SİGORTA ŞİRKETİ	STAR MARKET	66,7%
KOTON MAĞAZACILIK TEKSTİL SANAYİ VE TİCARET A.Ş.	STAR MARKET	66,7%
IŞIKLAR ENERJİ VE YAPI HOLDİNG A.Ş.	STAR MARKET	66,7%
GÜLER YATIRIM HOLDİNG A.Ş.	MAIN MARKET	66,7%
ONCOSEM ONKOLOJİK SİSTEMLER SANAYİ VE TİCARET A.Ş.	MAIN MARKET	66,7%
ORMA ORMAN MAHSULLERİ İNTEGRE SANAYİ VE TİCARET A.Ş.	PRE-MARKET TRADING PLATFORM	66,7%
TSKB GAYRİMENKUL YATIRIM ORTAKLIĞI A.Ş.	MAIN MARKET	66,7%
A1 YENİLENEBİLİR ENERJİ ÜRETİM A.Ş.	MAIN MARKET	60,0%
ADRA GAYRİMENKUL YATIRIM ORTAKLIĞI A.Ş.	STAR MARKET	60,0%
LDR TURİZM A.Ş.	STAR MARKET	60,0%
AGROTECH YÜKSEK TEKNOLOJİ VE YATIRIM A.Ş.	STAR MARKET	60,0%
AVRASYA GAYRİMENKUL YATIRIM ORTAKLIĞI A.Ş.	SUB MARKET	60,0%
AVRASYA PETROL VE TURİSTİK TESİSLER YATIRIMLAR A.Ş.	SUB MARKET	60,0%
BURÇELİK BURSA ÇELİK DÖKÜM SANAYİİ A.Ş.	MAIN MARKET	60,0%
BURÇELİK VANA SANAYİ VE TİCARET A.Ş.	SUB MARKET	60,0%
EMİNİŞ AMBALAJ SANAYİ VE TİCARET A.Ş.	WATCHLIST MARKET	60,0%
EURO KAPİTAL YATIRIM ORTAKLIĞI A.Ş.	SUB MARKET	60,0%
EURO MENKUL KIYMET YATIRIM ORTAKLIĞI A.Ş.	SUB MARKET	60,0%
EURO TREND YATIRIM ORTAKLIĞI A.Ş.	SUB MARKET	60,0%
EURO YATIRIM HOLDİNG A.Ş.	WATCHLIST MARKET	60,0%
HEDEF GİRİŞİM SERMAYESİ YATIRIM ORTAKLIĞI A.Ş.	MAIN MARKET	60,0%
KERVANSARAY YATIRIM HOLDİNG A.Ş.	WATCHLIST MARKET	60,0%
KÜTAHYA PORSELEN SANAYİ A.Ş.	MAIN MARKET	60,0%
MARKA YATIRIM HOLDİNG A.Ş.	MAIN MARKET	60,0%
METRO YATIRIM ORTAKLIĞI A.Ş.	SUB MARKET	60,0%
RTA LABORATUVARLARI BİYOLOJİK ÜRÜNLER İLAÇ VE MAKİNA SANAYİ TİCARET A.Ş.	MAIN MARKET	60,0%
SKYALP FİNANSAL TEKNOLOJİLER VE DANIŞMANLIK A.Ş.	MAIN MARKET	60,0%
PINAR SU SANAYİ VE TİCARET A.Ş.	MAIN MARKET	57,1%
PINAR SÜT MAMULLERİ SANAYİİ A.Ş.	MAIN MARKET	55,6%
A1 CAPİTAL YATIRIM MENKUL DEĞERLER A.Ş.	MAIN MARKET	50,0%
RÖNESANS GAYRİMENKUL YATIRIM A.Ş.	STAR MARKET	50,0%
SUN TEKSTİL SANAYİ VE TİCARET A.Ş.	STAR MARKET	50,0%
HİTİT BİLGİSAYAR HİZMETLERİ A.Ş.	STAR MARKET	50,0%
AYDEM YENİLENEBİLİR ENERJİ A.Ş.	STAR MARKET	50,0%

Table 3.3 Companies that have more than the minimum target level 25% women on board

MAVİ GİYİM SANAYİ VE TİCARET A.Ş.	STAR MARKET	50,0%
ALARKO CARRIER SANAYİ VE TİCARET A.Ş.	MAIN MARKET	50,0%
EMEK ELEKTRİK ENDÜSTRİSİ A.Ş.	MAIN MARKET	50,0%
İŞ YATIRIM ORTAKLIĞI A.Ş.	MAIN MARKET	50,0%
KOROPLAST TEMİZLİK AMBALAJ ÜRÜNLERİ SANAYİ VE DIŞ TİCARET A.Ş.	MAIN MARKET	50,0%
KRON TEKNOLOJİ A.Ş.	MAIN MARKET	50,0%
MONDİ TURKEY OLUKLU MUKAVVA KAĞIT VE AMBALAJ SANAYİ A.Ş A.Ş.	MAIN MARKET	50,0%
ÖZERDEN AMBALAJ SANAYİ A.Ş.	SUB MARKET	50,0%
PARDUS GİRİŞİM SERMAYESİ YATIRIM ORTAKLIĞI A.Ş.	MAIN MARKET	50,0%
PLASTİKKART AKILLI KART İLETİŞİM SİSTEMLERİ SANAYİ VE TİCARET A.Ş.	MAIN MARKET	50,0%
SEĞMEN KARDEŞLER GIDA ÜRETİM VE AMBALAJ SANAYİ A.Ş.	MAIN MARKET	50,0%
TÜRK TUBORG BİRA VE MALT SANAYİİ A.Ş.	MAIN MARKET	50,0%
ULUSAL FAKTORİNG A.Ş.	MAIN MARKET	50,0%
ÜNLÜ YATIRIM HOLDİNG A.Ş.	MAIN MARKET	50,0%
SMART GÜNEŞ ENERJİSİ TEKNOLOJİLERİ ARAŞTIRMA GELİŞTİRME ÜRETİM SANAYİ VE TİCARET A.Ş.	STAR MARKET	45,5%
KALESERAMİK ÇANAKKALE KALEBODUR SERAMİK SANAYİ A.Ş.	STAR MARKET	44,4%
İNDEKS BİLGİSAYAR SİSTEMLERİ MÜHENDİSLİK SANAYİ VE TİCARET A.Ş.	STAR MARKET	44,4%
TÜRKİYE ŞİŞE VE CAM FABRİKALARI A.Ş.	STAR MARKET	44,4%
AKİŞ GAYRİMENKUL YATIRIM ORTAKLIĞI A.Ş.	STAR MARKET	44,4%
ALKİM KAĞIT SANAYİ VE TİCARET A.Ş.	MAIN MARKET	44,4%
PINAR ENTEGRE ET VE UN SANAYİİ A.Ş.	MAIN MARKET	44,4%
AKIN TEKSTİL A.Ş.	WATCHLIST MARKET	42,9%
ALARKO GAYRİMENKUL YATIRIM ORTAKLIĞI A.Ş.	MAIN MARKET	42,9%
BİOTREND ÇEVRE VE ENERJİ YATIRIMLARI A.Ş.	STAR MARKET	42,9%
SARKUYSAN ELEKTROLİTİK BAKIR SANAYİ VE TİCARET A.Ş.	STAR MARKET	42,9%
ALTINYUNUS ÇEŞME TURİSTİK TESİSLER A.Ş.	MAIN MARKET	42,9%
DERİMOD KONFEKSİYON AYAKKABI DERİ SANAYİ VE TİCARET A.Ş.	MAIN MARKET	42,9%
DYO BOYA FABRİKALARI SANAYİ VE TİCARET A.Ş.	MAIN MARKET	42,9%
SEYİTLER KİMYA SANAYİ A.Ş.	SUB MARKET	42,9%
AKSA AKRİLİK KİMYA SANAYİİ A.Ş.	STAR MARKET	41,7%
DOĞAN ŞİRKETLER GRUBU HOLDİNG A.Ş.	STAR MARKET	41,7%
OBA MAKARNACILIK SANAYİ VE TİCARET A.Ş.	STAR MARKET	41,7%
AKDENİZ YATIRIM HOLDİNG A.Ş.	SUB MARKET	40,0%
EGEYAPI AVRUPA GAYRİMENKUL YATIRIM ORTAKLIĞI A.Ş.	MAIN MARKET	40,0%
LİMAK DOĞU ANADOLU ÇİMENTO SANAYİ VE TİCARET A.Ş.	STAR MARKET	40,0%
KİMTEKS POLİÜRETAN SANAYİ VE TİCARET A.Ş.	STAR MARKET	40,0%
DEVA HOLDİNG A.Ş.	STAR MARKET	40,0%
ATLAS MENKUL KIYMETLER YATIRIM ORTAKLIĞI A.Ş.	SUB MARKET	40,0%
BAYRAK EBT TABAN SANAYİ VE TİCARET A.Ş.	MAIN MARKET	40,0%

Table 3.3 Companies that have more than the minimum target level 25% women on board

BERKOSAN YALITIM VE TECRİT MADDELERİ ÜRETİM VE TİCARET A.Ş.	SUB MARKET	40,0%
DESA DERİ SANAYİ VE TİCARET A.Ş.	MAIN MARKET	40,0%
DURUKAN ŞEKERLEME SANAYİ VE TİCARET A.Ş.	MAIN MARKET	40,0%
EGEPLAST EGE PLASTİK TİCARET VE SANAYİ A.Ş.	MAIN MARKET	40,0%
FEDERAL-MOGUL İZMİT PİSTON VE PİM ÜRETİM TESİSLERİ A.Ş.	MAIN MARKET	40,0%
FORMET METAL VE CAM SAN. A.Ş.	MAIN MARKET	40,0%
ICU GİRİŞİM SERMAYESİ YATIRIM ORTAKLIĞI A.Ş.	MAIN MARKET	40,0%
MANAS ENERJİ YÖNETİMİ SAN. VE TİC. A.Ş.	MAIN MARKET	40,0%
MAZHAR ZORLU HOLDİNG A.Ş.	SUB MARKET	40,0%
OYLUM SINAİ YATIRIMLAR A.Ş.	SUB MARKET	40,0%
ÖZSU BALIK ÜRETİM A.Ş.	MAIN MARKET	40,0%
PC İLETİŞİM VE MEDYA HİZMETLERİ SANAYİ TİCARET A.Ş.	MAIN MARKET	40,0%
SEKURO PLASTİK AMBALAJ SANAYİ A.Ş.	SUB MARKET	40,0%
SODAŞ SODYUM SANAYİİ A.Ş.	PRE-MARKET TRADING PLATFORM	40,0%
UFUK YATIRIM YÖNETİM VE GAYRİMENKUL A.Ş.	MAIN MARKET	40,0%
ULUSOY UN SANAYİ VE TİCARET A.Ş.	MAIN MARKET	40,0%
ZEDUR ENERJİ ELEKTRİK ÜRETİM A.Ş.	MAIN MARKET	40,0%
ENERJİSA ENERJİ A.Ş.	STAR MARKET	37,5%
ESCAR FİLO KİRALAMA HİZMETLERİ A.Ş.	STAR MARKET	37,5%
GÖLTAŞ GÖLLER BÖLGESİ ÇİMENTO SANAYİ VE TİCARET A.Ş.	STAR MARKET	37,5%
ÇEMTAŞ ÇELİK MAKİNA SANAYİ VE TİCARET A.Ş.	MAIN MARKET	37,5%
LİDER FAKTORİNG A.Ş.	MAIN MARKET	37,5%
QNB FİNANS FİNANSAL KİRALAMA A.Ş.	PRE-MARKET TRADING PLATFORM	37,5%
TÜRK PRYSMİAN KABLO VE SİSTEMLERİ A.Ş.	MAIN MARKET	37,5%
TAV HAVALİMANLARI HOLDİNG A.Ş.	STAR MARKET	36,4%
QNB BANK A.Ş.	PRE-MARKET TRADING PLATFORM	36,4%
YATAŞ YATAK VE YORGAN SANAYİ VE TİCARET A.Ş.	MAIN MARKET	36,4%
AFYON ÇİMENTO SANAYİ T.A.Ş.	MAIN MARKET	33,3%
ALKİM ALKALİ KİMYA A.Ş.	MAIN MARKET	33,3%
ARZUM ELEKTRİKLİ EV ALETLERİ SANAYİ VE TİCARET A.Ş.	MAIN MARKET	33,3%
BESLER GIDA VE KİMYA SANAYİ A.Ş.	STAR MARKET	33,3%
ATAKULE GAYRİMENKUL YATIRIM ORTAKLIĞI A.Ş.	SUB MARKET	33,3%
KALYON GÜNEŞ TEKNOLOJİLERİ ÜRETİM A.Ş.	STAR MARKET	33,3%
MLP SAĞLIK HİZMETLERİ A.Ş.	STAR MARKET	33,3%
DESTEK FİNANS FAKTORİNG AŞ.	STAR MARKET	33,3%
GELECEK VARLIK YÖNETİMİ A.Ş.	STAR MARKET	33,3%
ALARKO HOLDİNG A.Ş.	STAR MARKET	33,3%
BAREM AMBALAJ SANAYİ VE TİCARET A.Ş.	MAIN MARKET	33,3%
ESENBOĞA ELEKTRİK ÜRETİM A.Ş.	STAR MARKET	33,3%

Table 3.3 Companies that have more than the minimum target level 25% women on board

MARGÜN ENERJİ ÜRETİM SANAYİ VE TİCARET A.Ş.	STAR MARKET	33,3%
NATUREL YENİLENEBİLİR ENERJİ TİCARET A.Ş.	STAR MARKET	33,3%
AKSA ENERJİ ÜRETİM A.Ş.	STAR MARKET	33,3%
ARMADA GIDA TİCARET SANAYİ A.Ş.	STAR MARKET	33,3%
SUWEN TEKSTİL SANAYİ PAZARLAMA A.Ş.	STAR MARKET	33,3%
TAPDİ OKSİJEN ÖZEL SAĞLIK VE EĞİTİM HİZMETLERİ SANAYİ TİCARET A.Ş.	STAR MARKET	33,3%
AKFEN GAYRİMENKUL YATIRIM ORTAKLIĞI A.Ş.	STAR MARKET	33,3%
LOGO YAZILIM SANAYİ VE TİCARET A.Ş.	STAR MARKET	33,3%
ÇATES ELEKTRİK ÜRETİM A.Ş.	STAR MARKET	33,3%
ÇİMSA ÇİMENTO SANAYİ VE TİCARET A.Ş.	STAR MARKET	33,3%
HEDEF HOLDİNG A.Ş.	STAR MARKET	33,3%
KORDSA TEKNİK TEKSTİL A.Ş.	STAR MARKET	33,3%
İŞ YATIRIM MENKUL DEĞERLER A.Ş.	STAR MARKET	33,3%
YAPRAK SÜT VE BESİ ÇİFTLİKLERİ SANAYİ VE TİCARET A.Ş.	STAR MARKET	33,3%
HACI ÖMER SABANCI HOLDİNG A.Ş.	STAR MARKET	33,3%
AKFEN İNŞAAT TURİZM VE TİCARET A.Ş.	STAR MARKET	33,3%
DMR UNLU MAMULLER ÜRETİM GIDA TOPTAN PERAKENDE İHRACAT A.Ş.	MAIN MARKET	33,3%
DOĞUŞ GAYRİMENKUL YATIRIM ORTAKLIĞI A.Ş.	SUB MARKET	33,3%
GOODYEAR LASTİKLERİ T.A.Ş.	MAIN MARKET	33,3%
HİDROPAR HAREKET KONTROL TEKNOLOJİLERİ MERKEZİ SANAYİ VE TİCARET A.Ş.	MAIN MARKET	33,3%
ICBC TURKEY BANK A.Ş. (TEKSTİLBANK)	MAIN MARKET	33,3%
INGRAM MİCRO BİLİŞİM SİSTEMLERİ A.Ş.	MAIN MARKET	33,3%
İNTEMA İNŞAAT VE TESİSAT MALZEMELERİ YATIRIM VE PAZARLAMA A.Ş.	MAIN MARKET	33,3%
İŞ GİRİŞİM SERMAYESİ YATIRIM ORTAKLIĞI A.Ş.	MAIN MARKET	33,3%
İZMİR FIRÇA SANAYİ VE TİCARET A.Ş.	MAIN MARKET	33,3%
KAFEİN YAZILIM HİZMETLERİ TİCARET A.Ş.	MAIN MARKET	33,3%
KENT GIDA MADDELERİ SANAYİİ VE TİCARET A.Ş.	PRE-MARKET TRADING PLATFORM	33,3%
MARMARİS ALTINYUNUS TURİSTİK TESİSLER A.Ş.	MAIN MARKET	33,3%
MEGA POLİETİLEN KÖPÜK SANAYİ A.Ş.	WATCHLIST MARKET	33,3%
PENTA TEKNOLOJİ ÜRÜNLERİ DAĞITIM TİC. A.Ş.	MAIN MARKET	33,3%
ROYAL HALI İPLİK TEKSTİL MOBİLYA SANAYİ VE TİCARET A.Ş.	WATCHLIST MARKET	33,3%
RUBENİS TEKSTİL SANAYİ TİCARET A.Ş.	MAIN MARKET	33,3%
SANKO PAZARLAMA İTHALAT İHRACAT A.Ş.	MAIN MARKET	33,3%
SUMAŞ SUNİ TAHTA VE MOBİLYA SANAYİ A.Ş.	PRE-MARKET TRADING PLATFORM	33,3%
TEKNOSA İÇ VE DIŞ TİCARET A.Ş.	MAIN MARKET	33,3%
VİKİNG KAĞIT VE SELÜLOZ A.Ş.	MAIN MARKET	33,3%
SASA POLYESTER SANAYİ A.Ş.	STAR MARKET	30,0%
ÇELEBİ HAVA SERVİSİ A.Ş.	STAR MARKET	30,0%
KIRAÇ GALVANİZ TELEKOMİNİKASYON METAL MAKİNE İNŞAAT ELEKTRİK SANAYİ VE TİCARET A.Ş.	MAIN MARKET	28,6%

Table 3.3 Companies that have more than the minimum target level 25% women on board

LİLA KAĞIT SANAYİ VE TİCARET A.Ş.	STAR MARKET	28,6%
KALEKİM KİMYEVİ MADDELER SAN. VE TİC. A.Ş.	STAR MARKET	28,6%
GLOBAL YATIRIM HOLDİNG A.Ş.	STAR MARKET	28,6%
ZORLU ENERJİ ELEKTRİK ÜRETİM A.Ş.	STAR MARKET	28,6%
CREDITWEST FAKTORİNG A.Ş	SUB MARKET	28,6%
DOĞANLAR MOBİLYA GRUBU İMALAT SANAYİ VE TİCARET A.Ş.	MAIN MARKET	28,6%
FONET BİLGİ TEKNOLOJİLERİ A.Ş.	MAIN MARKET	28,6%
OTTO HOLDİNG A.Ş.	MAIN MARKET	28,6%
SÖKTAŞ TEKSTİL SANAYİ VE TİCARET A.Ş.	MAIN MARKET	28,6%
AKMERKEZ GAYRİMENKUL YATIRIM ORTAKLIĞI A.Ş.	SUB MARKET	27,3%
TÜRKİYE SINAİ KALKINMA BANKASI A.Ş.	STAR MARKET	27,3%
BRİSA BRIDGESTONE SABANCI LASTİK SANAYİ VE TİCARET A.Ş.	STAR MARKET	27,3%
ANADOLU EFES BİRACILIK VE MALT SANAYİİ A.Ş.	STAR MARKET	27,3%
KARTONSAN KARTON SANAYİ VE TİCARET A.Ş.	MAIN MARKET	27,3%
AKENERJİ ELEKTRİK ÜRETİM A.Ş.	MAIN MARKET	25,0%
AYEN ENERJİ A.Ş.	MAIN MARKET	25,0%
CONSUS ENERJİ İŞLETMECİLİĞİ VE HİZMETLERİ A.Ş.	MAIN MARKET	25,0%
ÜLKER BİSKÜVİ SANAYİ A.Ş.	STAR MARKET	25,0%
DO & CO AKTIENGESELLSCHAFT	MAIN MARKET	25,0%
DOĞAN BURDA DERGİ YAYINCILIK VE PAZARLAMA A.Ş.	MAIN MARKET	25,0%
AYGAZ A.Ş.	STAR MARKET	25,0%
ŞOK MARKETLER TİCARET A.Ş.	STAR MARKET	25,0%
PEGASUS HAVA TAŞIMACILIĞI A.Ş.	STAR MARKET	25,0%
ARÇELİK A.Ş.	STAR MARKET	25,0%
TÜPRAŞ-TÜRKİYE PETROL RAFİNERİLERİ A.Ş.	STAR MARKET	25,0%
KOCAER ÇELİK SANAYİ VE TİCARET A.Ş.	STAR MARKET	25,0%
BURSA ÇİMENTO FABRİKASI A.Ş.	STAR MARKET	25,0%
KONYA ÇİMENTO SANAYİİ A.Ş.	STAR MARKET	25,0%
TURCAS HOLDİNG A.Ş.	STAR MARKET	25,0%
KOÇ HOLDİNG A.Ş.	STAR MARKET	25,0%
GARANTİ FAKTORİNG A.Ş.	SUB MARKET	25,0%
GERSAN ELEKTRİK TİCARET VE SANAYİ A.Ş.	MAIN MARKET	25,0%
İMAŞ MAKİNA SANAYİ A.Ş.	MAIN MARKET	25,0%
LORAS HOLDİNG A.Ş.	MAIN MARKET	25,0%
MARTI GAYRİMENKUL YATIRIM ORTAKLIĞI A.Ş.	MAIN MARKET	25,0%
ŞEKER FİNANSAL KİRALAMA A.Ş.	SUB MARKET	25,0%

**191 companies out of 585 have more than the minimum target level 25% women on board.*

Appendix A: Companies with all Male Boards in BIST in 2025

1	A.V.O.D. KURUTULMUŞ GIDA VE TARIM ÜRÜNLERİ A.Ş.	MAIN MARKET
2	ACISELSAN ACIPAYAM SELÜLOZ SANAYİ VE TİCARET A.Ş.	MAIN MARKET
3	AHES GAYRİMENKUL YATIRIM ORTAKLIĞIA.Ş.	MAIN MARKET
4	AHLATCI DOĞALGAZ DAĞITIM ENERJİ VE YATIRIM A.Ş.	STAR MARKET
5	AKSU ENERJİ VE TİCARET A.Ş	SUB MARKET
6	ALBARAKA TÜRK KATILIM BANKASI A.Ş.	STAR MARKET
7	ALCATEL LUCENT TELETAŞ TELEKOMÜNİKASYON A.Ş.	MAIN MARKET
8	ALTINAY SAVUNMA TEKNOLOJİLERİ A.Ş.	STAR MARKET
9	ALTINKILIÇ GIDA VE SÜT SANAYİ TİCARET A.Ş.	MAIN MARKET
10	ARTEMİS HALI A.Ş.	MAIN MARKET
11	ASTOR ENERJİ A.Ş.	STAR MARKET
12	ATLANTİS YATIRIM HOLDİNG A.Ş.	WATCHLIST MARKET
13	ATP TİCARİ BİLGİSAYAR AĞI VE ELEKTRİK GÜÇ KAYNAKLARI ÜRETİM PAZARLAMA VE TİCARET A.Ş.	STAR MARKET
14	AVRUPA YATIRIM HOLDİNG A.Ş.	MAIN MARKET
15	AYES ÇELİK HASIR VE ÇİT SANAYİ A.Ş.	PRE-MARKET TRADING PLATFORM
16	BAHADIR KİMYA SANAYİ VE TİCARET A.Ş.	MAIN MARKET
17	BALATACILAR BALATACILIK SANAYİ VE TİCARET A.Ş.	PRE-MARKET TRADING PLATFORM
18	BAŞKENT DOĞALGAZ DAĞITIM GAYRİMENKUL YATIRIM ORTAKLIĞI A.Ş.	STAR MARKET
19	BERA HOLDİNG A.Ş.	STAR MARKET
20	BEYAZ FİLO OTO KİRALAMA A.Ş.	MAIN MARKET
21	BİEN YAPI ÜRÜNLERİ SANAYİ TURİZM VE TİCARET A.Ş	STAR MARKET
22	BİM BİRLEŞİK MAĞAZALAR A.Ş	STAR MARKET
23	BİN ULAŞIM VE AKILLI ŞEHİR TEKNOLOJİLERİ A.Ş.	STAR MARKET
24	BİRİKİM VARLIK YÖNETİMİ A.Ş.	MAIN MARKET
25	BİRKO BİRLEŞİK KOYUNLULULAR MENSUCAT TİCARET VE SANAYİ A.Ş.	WATCHLIST MARKET
26	BİRLİK MENSUCAT TİCARET VE SANAYİ İŞLETMESİ A.Ş.	WATCHLIST MARKET
27	BLUME METAL KİMYA A.Ş.	MAIN MARKET
28	BMS BİRLEŞİK METAL SANAYİ VE TİCARET A.Ş.	MAIN MARKET
29	BOR ŞEKER A.Ş.	MAIN MARKET
30	BULLS GİRİŞİM SERMAYESİ YATIRIM ORTAKLIĞI A.Ş.	MAIN MARKET
31	ÇAN2 TERMİK A.Ş.	STAR MARKET

Appendix A: Companies with all Male Boards in BIST in 2025

32	CASA EMTİA PETROL KİMYEVİ VE TÜREVLERİ SAN. VE TİC. A.Ş.	WATCHLIST MARKET
33	ÇEMAŞ DÖKÜM SANAYİ A.Ş.	MAIN MARKET
34	CEO EVENT MEDYA A.Ş.	MAIN MARKET
35	COSMOS YATIRIM HOLDİNG A.Ş.	SUB MARKET
36	ÇUHADAROĞLU METAL SANAYİ VE PAZARLAMA A.Ş.	MAIN MARKET
37	CW ENERJİ MÜHENDİSLİK TİCARET VE SANAYİ A.Ş.	STAR MARKET
38	DAGİ GİYİM SANAYİ VE TİCARET A.Ş.	MAIN MARKET
39	DAP GAYRİMENKUL GELİŞTİRME A.Ş.	STAR MARKET
40	DEMİSAŞ DÖKÜM EMAYE MAMÜLLERİ SANAYİİ A.Ş.	MAIN MARKET
41	DENGE YATIRIM HOLDİNG A.Ş.	MAIN MARKET
42	DERLÜKS YATIRIM HOLDİNG A.Ş.	MAIN MARKET
43	DİTAŞ DOĞAN YEDEK PARÇA İMALAT VE TEKNİK A.Ş.	MAIN MARKET
44	DOFER YAPI MALZEMELERİ SANAYİ VE TİCARET A.Ş.	MAIN MARKET
45	DÖKTAŞ DÖKÜMCÜLÜK TİCARET VE SANAYİ A.Ş.	MAIN MARKET
46	EDİP GAYRİMENKUL YATIRIM SANAYİ VE TİCARET A.Ş.	MAIN MARKET
47	EFOR YATIRIM SANAYİ TİCARET A.Ş.	STAR MARKET
48	EGE ENDÜSTRİ VE TİCARET A.Ş.	STAR MARKET
49	EKOS TEKNOLOJİ VE ELEKTRİK A.Ş.	MAIN MARKET
50	EKSUN GIDA TARIM SANAYİ VE TİCARET A.Ş.	MAIN MARKET
51	ELİTE NATUREL ORGANİK GIDA SANAYİ VE TİCARET A.Ş.	MAIN MARKET
52	EMLAK KONUT GAYRİMENKUL YATIRIM ORTAKLIĞI A.Ş.	STAR MARKET
53	ENSARİ SINAİ YATIRIMLAR A.Ş.	MAIN MARKET
54	ERBOSAN ERCİYAS BORU SANAYİİ VE TİCARET A.Ş.	MAIN MARKET
55	ERSAN ALIŞVERİŞ HİZMETLERİ VE GIDA SANAYİ TİCARET A.Ş.	MAIN MARKET
56	ESCORT TEKNOLOJİ YATIRIM A.Ş.	MAIN MARKET
57	EUROPAP TEZOL KAĞIT SANAYİ VE TİCARET A.Ş.	STAR MARKET
58	EUROPOWER ENERJİ VE OTOMASYON TEKNOLOJİLERİ SANAYİ TİCARET A.Ş.	STAR MARKET
59	FLAP KONGRE TOPLANTI HİZMETLERİ OTOMOTİV VE TURİZM A.Ş.	SUB MARKET
60	FORTE BİLGİ İLETİŞİM TEKNOLOJİLERİ VE SAVUNMA SANAYİ A.Ş.	MAIN MARKET
61	GALATASARAY SPORTİF SINAİ VE TİCARİ YATIRIMLAR A.Ş.	STAR MARKET
62	GARANTİ YATIRIM ORTAKLIĞI A.Ş.	SUB MARKET
63	GİMAT MAĞAZACILIK SANAYİ VE TİCARET A.Ş.	MAIN MARKET

Appendix A: Companies with all Male Boards in BIST in 2025

64	GIPTA OFİS KIRTASİYE VE PROMOSYON ÜRÜNLERİ İMALAT SANAYİ A.Ş.	MAIN MARKET
65	GİRİŞİM ELEKTRİK SANAYİ TAAHHÜT VE TİCARET A.Ş.	STAR MARKET
66	GÖKNUR GIDA MADDELERİ ENERJİ İMALAT İTHALAT İHRACAT TİCARET VE SANAYİ A.Ş.	STAR MARKET
67	GSD DENİZCİLİK GAYRİMENKUL İNŞAAT SANAYİ VE TİCARET A.Ş.	MAIN MARKET
68	GÜBRE FABRİKALARI T.A.Ş.	STAR MARKET
69	GÜLERMAK AĞIR SANAYİ İNŞAAT VE TAAHHÜT A.Ş.	STAR MARKET
70	GÜNDOĞDU GIDA SÜT ÜRÜNLERİ SANAYİ VE DIŞ TİCARET A.Ş.	MAIN MARKET
71	GÜR-SEL TURİZM TAŞIMACILIK VE SERVİS TİCARET A.Ş.	STAR MARKET
72	HALK GAYRİMENKUL YATIRIM ORTAKLIĞI A.Ş.	STAR MARKET
73	HAREKET PROJE TAŞIMACILIĞI VE YÜK MÜHENDİSLİĞİ A.Ş.	STAR MARKET
74	HAT-SAN GEMİ İNŞAA BAKIM ONARIM DENİZ NAKLİYAT SANAYİ VE TİCARET A.Ş.	MAIN MARKET
75	HEKTAŞ TİCARET T.A.Ş.	STAR MARKET
76	HOROZ LOJİSTİK KARGO HİZMETLERİ VE TİCARET A.Ş.	MAIN MARKET
77	HUN YENİLENEBİLİR ENERJİ ÜRETİM A.Ş.	MAIN MARKET
78	İHLAS GAYRİMENKUL PROJE GELİŞTİRME VE TİCARET A.Ş.	MAIN MARKET
79	İHLAS GAZETECİLİK A.Ş.	MAIN MARKET
80	İHLAS HABER AJANSI A.Ş.	MAIN MARKET
81	İHLAS HOLDİNG A.Ş.	MAIN MARKET
82	İNNOSA TEKNOLOJİ A.Ş.	PRE-MARKET TRADING PLATFORM
83	İPEK DOĞAL ENERJİ KAYNAKLARI ARAŞTIRMA VE ÜRETİM A.Ş.	STAR MARKET
84	İŞBİR HOLDİNG A.Ş.	PRE-MARKET TRADING PLATFORM
85	İŞBİR SENTETİK DOKUMA SANAYİ A.Ş.	MAIN MARKET
86	İZ YATIRIM HOLDİNG A.Ş.	SUB MARKET
87	İZDEMİR ENERJİ ELEKTRİK ÜRETİM A.Ş.	STAR MARKET
88	İZMİR DEMİR ÇELİK SANAYİ A.Ş.	MAIN MARKET
89	KARDEMİR KARABÜK DEMİR ÇELİK SANAYİ VE TİCARET A.Ş.	STAR MARKET
90	KAREL ELEKTRONİK SANAYİ VE TİCARET A.Ş.	STAR MARKET
91	KARSAN OTOMOTİV SANAYİİ VE TİCARET A.Ş.	STAR MARKET
92	KATILIMEVİM TASARRUF FİNANSMAN A.Ş.	STAR MARKET

Appendix A: Companies with all Male Boards in BIST in 2025

93	KATMERCİLER ARAÇ ÜSTÜ EKİPMAN SANAYİ VE TİCARET A.Ş.	MAIN MARKET
94	KAYSERİ ŞEKER FABRİKASI A.Ş.	STAR MARKET
95	KERVAN GIDA SANAYİ VE TİC. A.Ş.	MAIN MARKET
96	KİLER GAYRİMENKUL YATIRIM ORTAKLIĞI A.Ş.	STAR MARKET
97	KİLER HOLDİNG A.Ş.	STAR MARKET
98	KIZILBÜK GAYRİMENKUL YATIRIM ORTAKLIĞI A.Ş.	STAR MARKET
99	KOÇ METALURJİ A.Ş.	MAIN MARKET
100	KOLEKSİYON MOBİLYA SANAYİ A.Ş.	MAIN MARKET
101	KONFRUT TARIM A.Ş	MAIN MARKET
102	KONYA KAĞIT SANAYİ VE TİCARET A.Ş.	MAIN MARKET
103	KÖRFEZ GAYRİMENKUL YATIRIM ORTAKLIĞI A.Ş.	MAIN MARKET
104	KOZA ALTIN İŞLETMELERİ A.Ş.	STAR MARKET
105	KOZA ANADOLU METAL MADENCİLİK İŞLETMELERİ A.Ş.	STAR MARKET
106	KOZA POLYESTER SANAYİ VE TİCARET A.Ş.	STAR MARKET
107	KUYAŞ YATIRIM A.Ş.	STAR MARKET
108	LİNK BİLGİSAYAR SİSTEMLERİ YAZILIMI VE DONANIMI SANAYİ VE TİCARET A.Ş.	STAR MARKET
109	LOKMAN HEKİM ENGÜRÜSAĞ SAĞLIK, TURİZM, EĞİTİM HİZMETLERİ VE İNŞAAT TAAHHÜT A.Ş.	MAIN MARKET
110	LÜKS KADİFE TİCARET VE SANAYİİ A.Ş.	MAIN MARKET
111	MACKOLİK İNTERNET HİZMETLERİ TİCARET A.Ş.	MAIN MARKET
112	MAKİM MAKİNA TEKNOLOJİLERİ SANAYİ VE TİCARET A.Ş.	MAIN MARKET
113	MEDİTERA TIBBİ MALZEME SAN. VE TİC. A.Ş.	MAIN MARKET
114	MEKA GLOBAL MAKİNE İMALAT SANAYİ VE TİCARET A.Ş.	MAIN MARKET
115	MENDERES TEKSTİL SANAYİ VE TİCARET A.Ş.	MAIN MARKET
116	MERCAN KİMYA SANAYİ VE TİC. A.Ş.	MAIN MARKET
117	MHR GAYRİMENKUL YATIRIM ORTAKLIĞI A.Ş.	MAIN MARKET
118	MİA TEKNOLOJİ A.Ş.	STAR MARKET
119	MOPAŞ MARKETÇİLİK GIDA SANAYİ VE TİCARET A.Ş.	STAR MARKET
120	NASMED ÖZEL SAĞLIK HİZMETLERİ TİCARET A.Ş.	MAIN MARKET
121	NATURELGAZ SANAYİ VE TİCARET A.Ş.	MAIN MARKET
122	NETAŞ TELEKOMÜNİKASYON A.Ş.	MAIN MARKET
123	OFİS YEM GIDA SANAYİ TİCARET A.Ş.	MAIN MARKET
124	ONUR YÜKSEK TEKNOLOJİ A.Ş.	MAIN MARKET

Appendix A: Companies with all Male Boards in BIST in 2025

125	ORÇAY ORTAKÖY ÇAY SANAYİ VE TİCARET A.Ş.	SUB MARKET
126	OYAK YATIRIM MENKUL DEĞERLER A.Ş.	MAIN MARKET
127	OYAK YATIRIM ORTAKLIĞI A.Ş.	SUB MARKET
128	ÖZYAŞAR TEL VE GALVANİZLEME SANAYİ AŞ.	MAIN MARKET
129	PANORA GAYRİMENKUL YATIRIM ORTAKLIĞI A.Ş.	MAIN MARKET
130	PARSAN MAKİNA PARÇALARI SANAYİİ A.Ş.	STAR MARKET
131	PASİFİK EURASIA LOJİSTİK DIŞ TİCARET A.Ş.	STAR MARKET
132	PASİFİK GAYRİMENKUL YATIRIM ORTAKLIĞIA.Ş.	STAR MARKET
133	PASİFİK TEKNOLOJİ A.Ş.	STAR MARKET
134	PEKER GAYRİMENKUL YATIRIM ORTAKLIĞI A.Ş.	MAIN MARKET
135	PLATFORM TURİZM TAŞIMACILIK GIDA İNŞAAT TEMİZLİK HİZMETLERİ SANAYİ VE TİCARET A.Ş.	MAIN MARKET
136	QUA GRANITE HAYAL YAPI VE ÜRÜNLERİ SAN. TİC. A.Ş.	STAR MARKET
137	RAINBOW POLİKARBONAT SANAYİ TİCARET A.Ş.	SUB MARKET
138	RAL YATIRIM HOLDİNG A.Ş.	STAR MARKET
139	REYSAŞ GAYRİMENKUL YATIRIM ORTAKLIĞI A.Ş.	STAR MARKET
140	RUZY MADENCİLİK VE ENERJİ YATIRIMLARI SANAYİ VE TİCARET A.Ş.	MAIN MARKET
141	SANİCA ISI SANAYİ A.Ş.	MAIN MARKET
142	SARAY MATBAACILIK KAĞITÇILIK KIRTASİYECİLİK TİCARET VE SANAYİ A.Ş.	MAIN MARKET
143	SELÇUK ECZA DEPOSU TİCARET VE SANAYİ A.Ş.	STAR MARKET
144	SENKRON SİBER GÜVENLİK YAZILIM VE BİLİŞİM ÇÖZÜMLERİ A.Ş.	WATCHLIST MARKET
145	SERANİT GRANİT SERAMİK SANAYİ VE TİCARET A.Ş.	MAIN MARKET
146	SERVET GAYRİMENKUL YATIRIM ORTAKLIĞI A.Ş.	STAR MARKET
147	SÖNMEZ FİLAMENT SENTETİK İPLİK VE ELYAF SANAYİ A.Ş.	SUB MARKET
148	SÖNMEZ PAMUKLU SANAYİİ A.Ş.	PRE-MARKET TRADING PLATFORM
149	SÜMER VARLIK YÖNETİM A.Ş.	MAIN MARKET
150	SUR TATİL EVLERİ GAYRİMENKUL YATIRIM ORTAKLIĞI A.Ş.	STAR MARKET
151	TARKİM BİTKİ KORUMA SANAYİ VE TİCARET A.Ş.	MAIN MARKET
152	TEMAPOL POLİMER PLASTİK VE İNŞAAT SANAYİ TİCARET A.Ş.	MAIN MARKET
153	TERA YATIRIM TEKNOLOJİ HOLDİNG A.Ş.	MAIN MARKET
154	TGS DIŞ TİCARET A.Ş.	SUB MARKET
155	TORUNLAR GAYRİMENKUL YATIRIM ORTAKLIĞI A.Ş.	STAR MARKET

Appendix A: Companies with all Male Boards in BIST in 2025

156	TRABZON LİMAN İŞLETMECİLİĞİ A.Ş.	MAIN MARKET
157	TRABZONSPOR SPORTİF YATIRIM VE FUTBOL İŞLETMECİLİĞİ TİCARET A.Ş.	STAR MARKET
158	TREND GAYRİMENKUL YATIRIM ORTAKLIĞI A.Ş.	SUB MARKET
159	TÜMOSAN MOTOR VE TRAKTÖR SANAYİ A.Ş.	STAR MARKET
160	TUREKS TURİZM TAŞIMACILIK A.Ş.	STAR MARKET
161	TURK İLAÇ VE SERUM SANAYİ A.Ş.	MAIN MARKET
162	TÜRK TELEKOMÜNİKASYON A.Ş.	STAR MARKET
163	TÜRKİYE VAKIFLAR BANKASI T.A.O.	STAR MARKET
164	ULAŞLAR TURİZM YATIRIMLARI VE DAYANIKLI TÜKETİM MALLARI TİCARET PAZARLAMA A.Ş.	SUB MARKET
165	UMPAŞ HOLDİNG A.Ş.	PRE-MARKET TRADING PLATFORM
166	UŞAK SERAMİK SANAYİİ A.Ş.	STAR MARKET
167	VAKIF GAYRİMENKUL YATIRIM ORTAKLIĞI A.Ş.	MAIN MARKET
168	VBT YAZILIM A.Ş.	MAIN MARKET
169	VERUSATURK GİRİŞİM SERMAYESİ YATIRIM ORTAKLIĞI A.Ş.	MAIN MARKET
170	YAYLA ENERJİ ÜRETİM TURİZM VE İNŞAAT TİCARET A.Ş.	MAIN MARKET
171	YENİ GİMAT GAYRİMENKUL YATIRIM ORTAKLIĞI A.Ş.	MAIN MARKET
172	YEO TEKNOLOJİ ENERJİ VE ENDÜSTRİ A.Ş.	STAR MARKET
173	YEŞİL GAYRİMENKUL YATIRIM ORTAKLIĞI A.Ş.	WATCHLIST MARKET
174	YEŞİL YATIRIM HOLDİNG A.Ş.	MAIN MARKET
175	YİBİTAŞ YOZGAT İŞÇİ BİRLİĞİ İNŞAAT MALZEMELERİ TİCARET VE SANAYİ A.Ş.	PRE-MARKET TRADING PLATFORM
176	YİĞİT AKÜ MALZEMELERİ NAKLİYAT TURİZM İNŞAAT SANAYİ VE TİCARET A.Ş.	MAIN MARKET
177	YÜNSA YÜNLÜ SANAYİ VE TİCARET A.Ş.	MAIN MARKET

Appendix B: Gender Diversity Of Companies In Bist Markets 2025

Company	Market	Board'S Gender Diversity Index Value	Women Empowered Index Value	Percentage of Woman Boards
1000 YATIRIMLAR HOLDİNG A.Ş.	STAR MARKET	12,5%	1,125	0,219
A.V.O.D. KURUTULMUŞ GIDA VE TARIM ÜRÜNLERİ A.Ş.	MAIN MARKET	0,0%	0	0,00
A1 CAPİTAL YATIRIM MENKUL DEĞERLER A.Ş.	MAIN MARKET	50,0%	2,733	0,500
A1 YENİLENEBİLİR ENERJİ ÜRETİM A.Ş.	MAIN MARKET	60,0%	2,633	0,480
ACISELSAN ACIPAYAM SELÜLOZ SANAYİ VE TİCARET A.Ş.	MAIN MARKET	0,0%	0	0,00
ADEL KALEMCİLİK TİCARET VE SANAYİ A.Ş.	MAIN MARKET	8,3%	0,194	0,153
ADESE GAYRİMENKUL YATIRIM A.Ş.	MAIN MARKET	16,7%	0,167	0,278
ADRA GAYRİMENKUL YATIRIM ORTAKLIĞI A.Ş.	STAR MARKET	60,0%	3,800	0,480
AFYON ÇİMENTO SANAYİ T.A.Ş.	MAIN MARKET	33,3%	1,667	0,444
AG ANADOLU GRUBU HOLDİNG A.Ş.	STAR MARKET	16,7%	0,333	0,278
AGESA HAYAT VE EMEKLİLİK A.Ş.	STAR MARKET	22,2%	1,278	0,346
AGROTECH YÜKSEK TEKNOLOJİ VE YATIRIM A.Ş.	STAR MARKET	60,0%	2,133	0,480
AHES GAYRİMENKUL YATIRIM ORTAKLIĞIA.Ş.	MAIN MARKET	0,0%	0	0,00
AHLATCI DOĞALGAZ DAĞITIM ENERJİ VE YATIRIM A.Ş.	STAR MARKET	0,0%	0	0,00
AKBANK T.A.Ş.	STAR MARKET	10,0%	0,600	0,180
AKÇANSA ÇİMENTO SANAYİ VE TİCARET A.Ş.	STAR MARKET	16,7%	0,333	0,278
AKDENİZ YATIRIM HOLDİNG A.Ş.	SUB MARKET	40,0%	1,900	0,480
AKENERJİ ELEKTRİK ÜRETİM A.Ş.	MAIN MARKET	25,0%	1,726	0,375
AKFEN GAYRİMENKUL YATIRIM ORTAKLIĞI A.Ş.	STAR MARKET	33,3%	1,813	0,444
AKFEN İNŞAAT TURİZM VE TİCARET A.Ş.	STAR MARKET	33,3%	0,583	0,444
AKFEN YENİLEBİLİR ENERJİ A.Ş.	STAR MARKET	16,7%	0,417	0,278
AKIN TEKSTİL A.Ş.	WATCHLIST MARKET	42,9%	0,571	0,490
AKİŞ GAYRİMENKUL YATIRIM ORTAKLIĞI A.Ş.	STAR MARKET	44,4%	2,533	0,494
AKMERKEZ GAYRİMENKUL YATIRIM ORTAKLIĞI A.Ş.	SUB MARKET	27,3%	1,614	0,397
AKSA AKRİLİK KİMYA SANAYİİ A.Ş.	STAR MARKET	41,7%	2,542	0,486
AKSA ENERJİ ÜRETİM A.Ş.	STAR MARKET	33,3%	1,897	0,444
AKSİGORTA A.Ş.	STAR MARKET	22,2%	1,278	0,346
AKSU ENERJİ VE TİCARET A.Ş	SUB MARKET	0,0%	0	0,00
ALARKO CARRIER SANAYİ VE TİCARET A.Ş.	MAIN MARKET	50,0%	2,933	0,500
ALARKO GAYRİMENKUL YATIRIM ORTAKLIĞI A.Ş.	MAIN MARKET	42,9%	2,400	0,490
ALARKO HOLDİNG A.Ş.	STAR MARKET	33,3%	1,911	0,444

Appendix B: Gender Diversity Of Companies In Bist Markets 2025

ALBARAKA TÜRK KATILIM BANKASI A.Ş.	STAR MARKET	0,0%	0	0,00
ALCATEL LUCENT TELETAŞ TELEKOMÜNİKASYON A.Ş.	MAIN MARKET	0,0%	0	0,00
ALFA SOLAR ENERJİ SANAYİ VE TİCARET A.Ş.	STAR MARKET	14,3%	1,643	0,245
ALKİM ALKALİ KİMYA A.Ş.	MAIN MARKET	33,3%	1,444	0,444
ALKİM KAĞIT SANAYİ VE TİCARET A.Ş.	MAIN MARKET	44,4%	1,850	0,494
ALTINAY SAVUNMA TEKNOLOJİLERİ A.Ş.	STAR MARKET	0,0%	0	0,00
ALTINKILIÇ GIDA VE SÜT SANAYİ TİCARET A.Ş.	MAIN MARKET	0,0%	0	0,00
ALTINYUNUS ÇEŞME TURİSTİK TESİSLER A.Ş.	MAIN MARKET	42,9%	2,355	0,490
ALVES KABLO SANAYİ VE TİCARET A.Ş.	MAIN MARKET	14,3%	0,343	0,245
ANADOLU ANONİM TÜRK SİGORTA ŞİRKETİ	STAR MARKET	66,7%	3,694	0,444
ANADOLU EFES BİRACILIK VE MALT SANAYİİ A.Ş.	STAR MARKET	27,3%	1,489	0,397
ANADOLU HAYAT EMEKLİLİK A.Ş.	STAR MARKET	18,2%	0,564	0,298
ANADOLU ISUZU OTOMOTİV SANAYİ VE TİCARET A.Ş.	MAIN MARKET	6,7%	0,478	0,124
ANATOLİA TANI VE BİYOTEKNOLOJİ ÜRÜNLERİ ARAŞTIRMA GELİŞTİRME SANAYİ VE TİCARET A.Ş.	MAIN MARKET	80,0%	4,200	0,320
ANEL ELEKTRİK PROJE TAAHHÜT VE TİCARET A.Ş.	MAIN MARKET	20,0%	0,200	0,320
ARÇELİK A.Ş.	STAR MARKET	25,0%	1,483	0,375
ARD GRUP BİLİŞİM TEKNOLOJİLERİ A.Ş.	STAR MARKET	16,7%	1,250	0,278
ARENA BİLGİSAYAR SANAYİ VE TİCARET A.Ş.	MAIN MARKET	20,0%	1,100	0,320
ARMADA GIDA TİCARET SANAYİ A.Ş.	STAR MARKET	33,3%	1,833	0,444
ARSAN TEKSTİL TİCARET VE SANAYİ A.Ş.	MAIN MARKET	20,0%	0,200	0,320
ARTEMİS HALI A.Ş.	MAIN MARKET	0,0%	0	0,00
ARZUM ELEKTRİKLİ EV ALETLERİ SANAYİ VE TİCARET A.Ş.	MAIN MARKET	33,3%	1,667	0,444
ASCE GARİMENKUL YATIRIM ORTAKLIĞI A.Ş.	STAR MARKET	14,3%	0,310	0,245
ASELSAN ELEKTRONİK SANAYİ VE TİCARET A.Ş.	STAR MARKET	11,1%	0,722	0,198
ASTOR ENERJİ A.Ş.	STAR MARKET	0,0%	0	0,00
ATA GAYRİMENKUL YATIRIM ORTAKLIĞI A.Ş.	SUB MARKET	14,3%	1,176	0,245
ATAKEY PATATES GIDA SANAYİ	STAR MARKET	16,7%	1,167	0,278
ATAKULE GAYRİMENKUL YATIRIM ORTAKLIĞI A.Ş.	SUB MARKET	33,3%	2,111	0,444
ATLANTİS YATIRIM HOLDİNG A.Ş.	WATCHLIST MARKET	0,0%	0	0,00
ATLAS MENKUL KIYMETLER YATIRIM ORTAKLIĞI A.Ş.	SUB MARKET	40,0%	0,900	0,480
ATP TİCARİ BİLGİSAYAR AĞI VE ELEKTRİK GÜÇ KAYNAKLARI ÜRETİM PAZARLAMA VE TİCARET A.Ş.	STAR MARKET	0,0%	0	0,00

Appendix B: Gender Diversity Of Companies In Bist Markets 2025

AVRASYA GAYRİMENKUL YATIRIM ORTAKLIĞI A.Ş.	SUB MARKET	60,0%	2,300	0,480
AVRASYA PETROL VE TURİSTİK TESİSLER YATIRIMLAR A.Ş.	SUB MARKET	60,0%	1,800	0,480
AVRUPA YATIRIM HOLDİNG A.Ş.	MAIN MARKET	0,0%	0	0,00
AVRUPAKENT GAYRİMENKUL YATIRIM ORTAKLIĞI A.Ş.	STAR MARKET	14,3%	0,926	0,245
AYDEM YENİLENEBİLİR ENERJİ A.Ş.	STAR MARKET	50,0%	2,655	0,500
AYEN ENERJİ A.Ş.	MAIN MARKET	25,0%	0,450	0,375
AYES ÇELİK HASIR VE ÇİT SANAYİ A.Ş.	PRE-MARKET TRADING PLATFORM	0,0%	0	0,00
AYGAZ A.Ş.	STAR MARKET	25,0%	1,650	0,375
AZTEK TEKNOLOJİ ÜRÜNLERİ TİCARET A.Ş.	MAIN MARKET	16,7%	0,167	0,278
BAGFAŞ BANDIRMA GÜBRE FABRİKALARI A.Ş.	MAIN MARKET	11,1%	0,111	0,198
BAHADIR KİMYA SANAYİ VE TİCARET A.Ş.	MAIN MARKET	0,0%	0	0,00
BAK AMBALAJ SANAYİ VE TİCARET A.Ş.	MAIN MARKET	16,7%	1,667	0,278
BALATACILAR BALATACILIK SANAYİ VE TİCARET A.Ş.	PRE-MARKET TRADING PLATFORM	0,0%	0	0,00
BALSU GIDA SANAYİ VE TİCARET A.Ş.	STAR MARKET	16,7%	1,333	0,278
BANTAŞ BANDIRMA AMBALAJ SANAYİ TİCARET A.Ş.	MAIN MARKET	20,0%	1,700	0,320
BANVİT BANDIRMA VİTAMİNLİ YEM SANAYİİ A.Ş.	MAIN MARKET	12,5%	0,833	0,219
BAREM AMBALAJ SANAYİ VE TİCARET A.Ş.	MAIN MARKET	33,3%	0,667	0,444
BAŞKENT DOĞALGAZ DAĞITIM GAYRİMENKUL YATIRIM ORTAKLIĞI A.Ş.	STAR MARKET	0,0%	0	0,00
BAŞTAŞ BAŞKENT ÇİMENTO SANAYİ VE TİCARET A.Ş.	PRE-MARKET TRADING PLATFORM	20,0%	0,700	0,320
BATI EGE GAYRİMENKUL YATIRIM ORTAKLIĞI A.Ş.	MAIN MARKET	12,5%	0,125	0,219
BATIÇİM BATI ANADOLU ÇİMENTO SANAYİİ A.Ş.	STAR MARKET	14,3%	0,952	0,245
BATISÖKE SÖKE ÇİMENTO SANAYİİ T.A.Ş.	STAR MARKET	14,3%	0,952	0,245
BAYDÖNER RESTORANLARI A.Ş.	MAIN MARKET	20,0%	1,533	0,320
BAYRAK EBT TABAN SANAYİ VE TİCARET A.Ş.	MAIN MARKET	40,0%	1,400	0,480
BERA HOLDİNG A.Ş.	STAR MARKET	0,0%	0	0,00
BERKOSAN YALITIM VE TECRİT MADDELERİ ÜRETİM VE TİCARET A.Ş.	SUB MARKET	40,0%	1,900	0,480
BEŞİKTAŞ FUTBOL YATIRIMLARI SANAYİ VE TİCARET A.Ş.	STAR MARKET	6,7%	0,133	0,124
BESLER GIDA VE KİMYA SANAYİ A.Ş.	STAR MARKET	33,3%	2,733	0,444
BEYAZ FİLO OTO KİRALAMA A.Ş.	MAIN MARKET	0,0%	0	0,00
BİEN YAPI ÜRÜNLERİ SANAYİ TURİZM VE TİCARET A.Ş	STAR MARKET	0,0%	0	0,00

Appendix B: Gender Diversity Of Companies In Bist Markets 2025

BİLİCİ YATIRIM SANAYİ VE TİCARET A.Ş.	MAIN MARKET	11,1%	0,311	0,198
BİM BİRLEŞİK MAĞAZALAR A.Ş	STAR MARKET	0,0%	0	0,00
BİN ULAŞIM VE AKILLI ŞEHİR TEKNOLOJİLERİ A.Ş.	STAR MARKET	0,0%	0	0,00
BİOTREND ÇEVRE VE ENERJİ YATIRIMLARI A.Ş.	STAR MARKET	42,9%	3,571	0,490
BİRİKİM VARLIK YÖNETİMİ A.Ş.	MAIN MARKET	0,0%	0	0,00
BİRKO BİRLEŞİK KOYUNLULULAR MENSUCAT TİCARET VE SANAYİ A.Ş.	WATCHLIST MARKET	0,0%	0	0,00
BİRLEŞİM GRUP ENERJİ YATIRIMLARI A.Ş.	STAR MARKET	20,0%	1,533	0,320
BİRLEŞİM MÜHENDİSLİK ISITMA SOĞUTMA HAVALANDIRMA SANAYİ VE TİCARET A.Ş.	MAIN MARKET	20,0%	1,533	0,320
BİRLİK MENSUCAT TİCARET VE SANAYİ İŞLETMESİ A.Ş.	WATCHLIST MARKET	0,0%	0	0,00
BİZİM TOPTAN SATIŞ MAĞAZALARI A.Ş.	MAIN MARKET	12,5%	0,875	0,219
BLUME METAL KİMYA A.Ş.	MAIN MARKET	0,0%	0	0,00
BMS BİRLEŞİK METAL SANAYİ VE TİCARET A.Ş.	MAIN MARKET	0,0%	0	0,00
BMS ÇELİK HASIR SANAYİ VE TİCARET A.Ş.	MAIN MARKET	20,0%	1,700	0,320
BOĞAZİÇİ BETON SANAYİ VE TİCARET A.Ş.	STAR MARKET	16,7%	1,500	0,278
BOR ŞEKER A.Ş.	MAIN MARKET	0,0%	0	0,00
BORLEASE OTOMOTİV A.Ş.	STAR MARKET	20,0%	0,400	0,320
BORUSAN BİRLEŞİK BORU FABRİKALARI SANAYİ VE TİCARET A.Ş.	STAR MARKET	14,3%	0,143	0,245
BORUSAN YATIRIM VE PAZARLAMA A.Ş.	STAR MARKET	20,0%	0,400	0,320
BOSCH FREN SİSTEMLERİ SANAYİ VE TİCARET A.Ş.	STAR MARKET	16,7%	0,333	0,278
BOSSA TİCARET VE SANAYİ İŞLETMELERİ T.A.Ş.	MAIN MARKET	22,2%	1,139	0,346
BRİSA BRIDGESTONE SABANCI LASTİK SANAYİ VE TİCARET A.Ş.	STAR MARKET	27,3%	1,536	0,397
BÜLBÜLOĞLU VİNÇ SANAYİ VE TİCARET A.Ş	MAIN MARKET	20,0%	0,533	0,320
BULLS GİRİŞİM SERMAYESİ YATIRIM ORTAKLIĞI A.Ş.	MAIN MARKET	0,0%	0	0,00
BURÇELİK BURSA ÇELİK DÖKÜM SANAYİİ A.Ş.	MAIN MARKET	60,0%	2,300	0,480
BURÇELİK VANA SANAYİ VE TİCARET A.Ş	SUB MARKET	60,0%	2,300	0,480
BURSA ÇİMENTO FABRİKASI A.Ş.	STAR MARKET	25,0%	1,317	0,375
BÜYÜK ŞEFLER GIDA TURİZM TEKSTİL DANIŞMANLIK ORGANİZASYON EĞİTİM SANAYİ VE TİCARET A.Ş	MAIN MARKET	20,0%	1,200	0,320
ÇAĞDAŞ CAM SANAYİ VE TİCARET A.Ş.	MAIN MARKET	14,3%	0,393	0,245
ÇAN2 TERMİK A.Ş.	STAR MARKET	0,0%	0	0,00
CARREFOURSA CARREFOUR SABANCI TİCARET MERKEZİ A.Ş.	MAIN MARKET	8,3%	0,367	0,153
CASA EMTİA PETROL KİMYEVİ VE TÜREVLERİ SAN. VE TİC. A.Ş.	WATCHLIST MARKET	0,0%	0	0,00

Appendix B: Gender Diversity Of Companies In Bist Markets 2025

ÇATES ELEKTRİK ÜRETİM A.Ş.	STAR MARKET	33,3%	1,667	0,444
ÇELEBİ HAVA SERVİSİ A.Ş.	STAR MARKET	30,0%	1,483	0,420
ÇELİK HALAT VE TEL SANAYİİ A.Ş.	MAIN MARKET	14,3%	0,843	0,245
CEM ZEYTİN A.Ş.	MAIN MARKET	20,0%	1,700	0,320
ÇEMAŞ DÖKÜM SANAYİ A.Ş.	MAIN MARKET	0,0%	0	0,00
ÇEMTAŞ ÇELİK MAKİNA SANAYİ VE TİCARET A.Ş.	MAIN MARKET	37,5%	2,433	0,469
CEO EVENT MEDYA A.Ş.	MAIN MARKET	0,0%	0	0,00
ÇİMBETON HAZIRBETON VE PREFABRİK YAPI ELEMANLARI SANAYİ VE TİCARET A.Ş.	MAIN MARKET	12,5%	1,083	0,219
ÇİMENTAŞ İZMİR ÇİMENTO FABRİKASI T.A.Ş.	PRE-MARKET TRADING PLATFORM	12,5%	0,917	0,219
ÇİMSA ÇİMENTO SANAYİ VE TİCARET A.Ş.	STAR MARKET	33,3%	1,667	0,444
COCA-COLA İÇECEK A.Ş.	STAR MARKET	8,3%	0,544	0,153
CONSUS ENERJİ İŞLETMECİLİĞİ VE HİZMETLERİ A.Ş.	MAIN MARKET	25,0%	1,917	0,375
COSMOS YATIRIM HOLDİNG A.Ş.	SUB MARKET	0,0%	0	0,00
CREDITWEST FAKTORİNG A.Ş	SUB MARKET	28,6%	1,236	0,408
ÇUHADAROĞLU METAL SANAYİ VE PAZARLAMA A.Ş.	MAIN MARKET	0,0%	0	0,00
CVK MADEN İŞLETMELERİ SANAYİ VE TİCARET A.Ş.	STAR MARKET	16,7%	0,417	0,278
CW ENERJİ MÜHENDİSLİK TİCARET VE SANAYİ A.Ş.	STAR MARKET	0,0%	0	0,00
DAGİ GİYİM SANAYİ VE TİCARET A.Ş.	MAIN MARKET	0,0%	0	0,00
DAP GAYRİMENKUL GELİŞTİRME A.Ş.	STAR MARKET	0,0%	0	0,00
DARDANEL ÖNENTAŞ GIDA SANAYİ A.Ş.	MAIN MARKET	16,7%	0,167	0,278
DATAGATE BİLGİSAYAR MALZEMELERİ TİCARET A.Ş.	MAIN MARKET	14,3%	1,010	0,245
DCT TRADING DIŞ TİCARET A.Ş.	MAIN MARKET	14,3%	0,143	0,245
DEMİSAŞ DÖKÜM EMAYE MAMÜLLERİ SANAYİİ A.Ş.	MAIN MARKET	0,0%	0	0,00
DENGE YATIRIM HOLDİNG A.Ş.	MAIN MARKET	0,0%	0	0,00
DENİZ GAYRİMENKUL YATIRIM ORTAKLIĞI A.Ş.	MAIN MARKET	16,7%	1,083	0,278
DERİMOD KONFEKSİYON AYAKKABI DERİ SANAYİ VE TİCARET A.Ş.	MAIN MARKET	42,9%	1,988	0,490
DERLÜKS YATIRIM HOLDİNG A.Ş.	MAIN MARKET	0,0%	0	0,00
DESA DERİ SANAYİ VE TİCARET A.Ş.	MAIN MARKET	40,0%	2,067	0,480
DESPEC BİLGİSAYAR PAZARLAMA VE TİCARET A.Ş.	MAIN MARKET	12,5%	0,992	0,219
DESTEK FİNANS FAKTORİNG AŞ.	STAR MARKET	33,3%	1,983	0,444
DEVA HOLDİNG A.Ş.	STAR MARKET	40,0%	1,633	0,480

Appendix B: Gender Diversity Of Companies In Bist Markets 2025

DİNAMİK ISI MAKİNA YALITIM MALZEMELERİ SAN. VE TİC. A.Ş.	MAIN MARKET	20,0%	1,533	0,320
DİRİTEKS DİRİLİŞ TEKSTİL SANAYİ VE TİCARET A.Ş.	WATCHLIST MARKET	20,0%	0,400	0,320
DİTAŞ DOĞAN YEDEK PARÇA İMALAT VE TEKNİK A.Ş.	MAIN MARKET	0,0%	0	0,00
DMR UNLU MAMULLER ÜRETİM GIDA TOPTAN PERAKENDE İHRACAT A.Ş.	MAIN MARKET	33,3%	1,233	0,444
DO & CO AKTIENGESELLSCHAFT	MAIN MARKET	25,0%	0,750	0,375
DOFER YAPI MALZEMELERİ SANAYİ VE TİCARET A.Ş.	MAIN MARKET	0,0%	0	0,00
DOĞAN BURDA DERGİ YAYINCILIK VE PAZARLAMA A.Ş.	MAIN MARKET	25,0%	1,667	0,375
DOĞAN ŞİRKETLER GRUBU HOLDİNG A.Ş.	STAR MARKET	41,7%	1,685	0,486
DOĞANLAR MOBİLYA GRUBU İMALAT SANAYİ VE TİCARET A.Ş.	MAIN MARKET	28,6%	2,019	0,408
DOĞU ARAS ENERJİ YATIRIMLARI A.Ş.	STAR MARKET	10,0%	0,211	0,180
DOĞUŞ GAYRİMENKUL YATIRIM ORTAKLIĞI A.Ş.	SUB MARKET	33,3%	2,167	0,444
DOĞUŞ OTOMOTİV SERVİS VE TİCARET A.Ş.	STAR MARKET	16,7%	0,333	0,278
DOĞUSAN BORU SANAYİİ VE TİCARET A.Ş.	SUB MARKET	20,0%	1,283	0,320
DÖKTAŞ DÖKÜMCÜLÜK TİCARET VE SANAYİ A.Ş.	MAIN MARKET	0,0%	0	0,00
DÜNYA HOLDİNG A.Ş.	SUB MARKET	20,0%	1,400	0,320
DURAN DOĞAN BASIM VE AMBALAJ SANAYİ A.Ş	MAIN MARKET	16,7%	1,250	0,278
DURUKAN ŞEKERLEME SANAYİ VE TİCARET A.Ş.	MAIN MARKET	40,0%	1,067	0,480
DYO BOYA FABRİKALARI SANAYİ VE TİCARET A.Ş.	MAIN MARKET	42,9%	3,138	0,490
E-DATA TEKNOLOJİ PAZARLAMA A.Ş.	MAIN MARKET	20,0%	0,783	0,320
EBEBEK MAĞAZACILIK A.Ş.	STAR MARKET	16,7%	1,500	0,278
ECZACIBAŞI YATIRIM HOLDİNG ORTAKLIĞI A.Ş.	STAR MARKET	16,7%	0,667	0,278
EDİP GAYRİMENKUL YATIRIM SANAYİ VE TİCARET A.Ş.	MAIN MARKET	0,0%	0	0,00
EFOR YATIRIM SANAYİ TİCARET A.Ş.	STAR MARKET	0,0%	0	0,00
EGE ENDÜSTRİ VE TİCARET A.Ş.	STAR MARKET	0,0%	0	0,00
EGE GÜBRE SANAYİİ A.Ş.	STAR MARKET	22,2%	0,956	0,346
EGE PROFİL TİCARET VE SANAYİ A.Ş.	MAIN MARKET	16,7%	1,333	0,278
EGE SERAMİK SANAYİ VE TİCARET A.Ş.	MAIN MARKET	16,7%	1,200	0,278
EGEPLAST EGE PLASTİK TİCARET VE SANAYİ A.Ş.	MAIN MARKET	40,0%	1,800	0,480
EGEYAPI AVRUPA GAYRİMENKUL YATIRIM ORTAKLIĞI A.Ş.	MAIN MARKET	40,0%	2,233	0,480
EİS ECZACIBAŞI İLAÇ, SINAİ VE FİNANSAL YATIRIMLAR SANAYİ VE TİCARET A.Ş.	STAR MARKET	16,7%	0,667	0,278
EKİZ KİMYA SANAYİ VE TİCARET A.Ş.	WATCHLIST MARKET	20,0%	1,533	0,320
EKOS TEKNOLOJİ VE ELEKTRİK A.Ş.	MAIN MARKET	0,0%	0	0,00

Appendix B: Gender Diversity Of Companies In Bist Markets 2025

EKSUN GIDA TARIM SANAYİ VE TİCARET A.Ş.	MAIN MARKET	0,0%	0	0,00
ELİTE NATUREL ORGANİK GIDA SANAYİ VE TİCARET A.Ş.	MAIN MARKET	0,0%	0	0,00
EMEK ELEKTRİK ENDÜSTRİSİ A.Ş.	MAIN MARKET	50,0%	3,017	0,500
EMİNİŞ AMBALAJ SANAYİ VE TİCARET A.Ş.	WATCHLIST MARKET	60,0%	2,133	0,480
EMLAK KONUT GAYRİMENKUL YATIRIM ORTAKLIĞI A.Ş.	STAR MARKET	0,0%	0	0,00
ENDA ENERJİ HOLDİNG A.Ş.	STAR MARKET	8,3%	1,017	0,153
ENERJİSA ENERJİ A.Ş.	STAR MARKET	37,5%	2,375	0,469
ENERYA ENERJİ A.Ş.	STAR MARKET	12,5%	0,992	0,219
ENKA İNŞAAT VE SANAYİ A.Ş.	STAR MARKET	20,0%	1,283	0,320
ENSARİ SINAİ YATIRIMLAR A.Ş.	MAIN MARKET	0,0%	0	0,00
ERBOSAN ERCİYAS BORU SANAYİİ VE TİCARET A.Ş.	MAIN MARKET	0,0%	0	0,00
ERCİYAS ÇELİK BORU SANAYİ A.Ş.	MAIN MARKET	16,7%	1,250	0,278
EREĞLİ DEMİR VE ÇELİK FABRİKALARI T.A.Ş.	STAR MARKET	11,1%	0,222	0,198
ERSAN ALIŞVERİŞ HİZMETLERİ VE GIDA SANAYİ TİCARET A.Ş.	MAIN MARKET	0,0%	0	0,00
ERSU MEYVE VE GIDA SANAYİ A.Ş.	SUB MARKET	80,0%	4,950	0,320
ESCAR FİLO KİRALAMA HİZMETLERİ A.Ş.	STAR MARKET	37,5%	2,167	0,469
ESCORT TEKNOLOJİ YATIRIM A.Ş.	MAIN MARKET	0,0%	0	0,00
ESENBOĞA ELEKTRİK ÜRETİM A.Ş.	STAR MARKET	33,3%	1,900	0,444
ETİLER GIDA VE TİCARİ YATIRIMLAR SANAYİ VE TİCARET A.Ş.	MAIN MARKET	16,7%	0,367	0,278
EURO KAPİTAL YATIRIM ORTAKLIĞI A.Ş.	SUB MARKET	60,0%	3,300	0,480
EURO MENKUL KIYMET YATIRIM ORTAKLIĞI A.Ş.	SUB MARKET	60,0%	3,300	0,480
EURO TREND YATIRIM ORTAKLIĞI A.Ş.	SUB MARKET	60,0%	3,300	0,480
EURO YATIRIM HOLDİNG A.Ş.	WATCHLIST MARKET	60,0%	2,050	0,480
EUROPAP TEZOL KAĞIT SANAYİ VE TİCARET A.Ş.	STAR MARKET	0,0%	0	0,00
EUROPEN ENDÜSTRİ İNŞAAT SANAYİ VE TİCARET A.Ş.	STAR MARKET	16,7%	0,167	0,278
EUROPOWER ENERJİ VE OTOMASYON TEKNOLOJİLERİ SANAYİ TİCARET A.Ş.	STAR MARKET	0,0%	0	0,00
EYG GAYRİMENKUL YATIRIM ORTAKLIĞI A.Ş.	MAIN MARKET	16,7%	0,500	0,278
FADE GIDA YATIRIM SANAYİ TİCARET A.Ş.	MAIN MARKET	20,0%	1,533	0,320
FEDERAL-MOGUL İZMİT PİSTON VE PİM ÜRETİM TESİSLERİ A.Ş.	MAIN MARKET	40,0%	1,800	0,480
FENERBAHÇE FUTBOL A.Ş.	STAR MARKET	7,1%	0,143	0,133
FLAP KONGRE TOPLANTI HİZMETLERİ OTOMOTİV VE TURİZM A.Ş.	SUB MARKET	0,0%	0	0,00
FONET BİLGİ TEKNOLOJİLERİ A.Ş.	MAIN MARKET	28,6%	0,486	0,408

Appendix B: Gender Diversity Of Companies In Bist Markets 2025

FORD OTOMOTİV SANAYİ A.Ş.	STAR MARKET	16,7%	1,117	0,278
FORMET METAL VE CAM SAN. A.Ş.	MAIN MARKET	40,0%	1,800	0,480
FORTE BİLGİ İLETİŞİM TEKNOLOJİLERİ VE SAVUNMA SANAYİ A.Ş.	MAIN MARKET	0,0%	0	0,00
FRİGO-PAK GIDA MADDELERİ SANAYİ VE TİCARET A.Ş.	MAIN MARKET	16,7%	1,333	0,278
FUZUL GAYRİMENKUL YATIRIM ORTAKLIĞI A.Ş.	STAR MARKET	16,7%	1,333	0,278
GALATA WIND ENERJİ A.Ş.	STAR MARKET	16,7%	0,333	0,278
GALATASARAY SPORTİF SINAİ VE TİCARİ YATIRIMLAR A.Ş.	STAR MARKET	0,0%	0	0,00
GARANTİ FAKTORİNG A.Ş.	SUB MARKET	25,0%	1,500	0,375
GARANTİ YATIRIM ORTAKLIĞI A.Ş.	SUB MARKET	0,0%	0	0,00
GEDİK YATIRIM MENKUL DEĞERLER A.Ş.	MAIN MARKET	20,0%	1,450	0,320
GEDİZ AMBALAJ SANAYİ VE TİCARET A.Ş.	MAIN MARKET	14,3%	1,036	0,245
GELECEK VARLIK YÖNETİMİ A.Ş.	STAR MARKET	33,3%	1,983	0,444
GEN İLAÇ VE SAĞLIK ÜRÜNLERİ SAN. VE TİC. A.Ş.	STAR MARKET	20,0%	1,450	0,320
GENTAŞ DEKORATİF YÜZEYLER SANAYİ VE TİCARET A.Ş.	MAIN MARKET	20,0%	1,700	0,320
GERSAN ELEKTRİK TİCARET VE SANAYİ A.Ş.	MAIN MARKET	25,0%	0,667	0,375
GEZİNOMİ SEYAHAT TURİZM TİCARET A.Ş.	MAIN MARKET	20,0%	0,950	0,320
GİMAT MAĞAZACILIK SANAYİ VE TİCARET A.Ş.	MAIN MARKET	0,0%	0	0,00
GIPTA OFİS KIRTASİYE VE PROMOSYON ÜRÜNLERİ İMALAT SANAYİ A.Ş.	MAIN MARKET	0,0%	0	0,00
GİRİŞİM ELEKTRİK SANAYİ TAAHHÜT VE TİCARET A.Ş.	STAR MARKET	0,0%	0	0,00
GLOBAL MENKUL DEĞERLER A.Ş.	SUB MARKET	16,7%	0,917	0,278
GLOBAL YATIRIM HOLDİNG A.Ş.	STAR MARKET	28,6%	1,269	0,408
GÖKNUR GIDA MADDELERİ ENERJİ İMALAT İTHALAT İHRACAT TİCARET VE SANAYİ A.Ş.	STAR MARKET	0,0%	0	0,00
GÖLTAŞ GÖLLER BÖLGESİ ÇİMENTO SANAYİ VE TİCARET A.Ş.	STAR MARKET	37,5%	1,500	0,469
GOODYEAR LASTİKLERİ T.A.Ş.	MAIN MARKET	33,3%	1,567	0,444
GÖZDE GİRİŞİM SERMAYESİ YATIRIM ORTAKLIĞI A.Ş.	STAR MARKET	22,2%	1,675	0,346
GRAINTURK TARIM A.Ş.	STAR MARKET	16,7%	0,167	0,278
GSD DENİZCİLİK GAYRİMENKUL İNŞAAT SANAYİ VE TİCARET A.Ş.	MAIN MARKET	0,0%	0	0,00
GSD HOLDİNG A.Ş.	MAIN MARKET	11,1%	0,254	0,198
GÜBRE FABRİKALARI T.A.Ş.	STAR MARKET	0,0%	0	0,00
GÜLER YATIRIM HOLDİNG A.Ş.	MAIN MARKET	66,7%	4,600	0,444
GÜLERMAK AĞIR SANAYİ İNŞAAT VE TAAHHÜT A.Ş.	STAR MARKET	0,0%	0	0,00
GÜNDOĞDU GIDA SÜT ÜRÜNLERİ SANAYİ VE DIŞ TİCARET A.Ş.	MAIN MARKET	0,0%	0	0,00

Appendix B: Gender Diversity Of Companies In Bist Markets 2025

GÜR-SEL TURİZM TAŞIMACILIK VE SERVİS TİCARET A.Ş.	STAR MARKET	0,0%	0	0,00
HACI ÖMER SABANCI HOLDİNG A.Ş.	STAR MARKET	33,3%	0,944	0,444
HALK GAYRİMENKUL YATIRIM ORTAKLIĞI A.Ş.	STAR MARKET	0,0%	0	0,00
HAREKET PROJE TAŞIMACILIĞI VE YÜK MÜHENDİSLİĞİ A.Ş.	STAR MARKET	0,0%	0	0,00
HAT-SAN GEMİ İNŞAA BAKIM ONARIM DENİZ NAKLİYAT SANAYİ VE TİCARET A.Ş.	MAIN MARKET	0,0%	0	0,00
HATEKS HATAY TEKSTİL İŞLETMELERİ A.Ş.	MAIN MARKET	11,1%	0,311	0,198
HEDEF GİRİŞİM SERMAYESİ YATIRIM ORTAKLIĞI A.Ş.	MAIN MARKET	60,0%	3,467	0,480
HEDEF HOLDİNG A.Ş.	STAR MARKET	33,3%	1,667	0,444
HEKTAŞ TİCARET T.A.Ş.	STAR MARKET	0,0%	0	0,00
HİDROPAR HAREKET KONTROL TEKNOLOJİLERİ MERKEZİ SANAYİ VE TİCARET A.Ş.	MAIN MARKET	33,3%	2,400	0,444
HİTİT BİLGİSAYAR HİZMETLERİ A.Ş.	STAR MARKET	50,0%	2,917	0,500
HOROZ LOJİSTİK KARGO HİZMETLERİ VE TİCARET A.Ş.	MAIN MARKET	0,0%	0	0,00
HUB GİRİŞİM SERMAYESİ YATIRIM ORTAKLIĞI A.Ş.	SUB MARKET	20,0%	0,450	0,320
HUN YENİLENEBİLİR ENERJİ ÜRETİM A.Ş.	MAIN MARKET	0,0%	0	0,00
HÜRRİYET GAZETECİLİK VE MATBAACILIK A.Ş.	MAIN MARKET	14,3%	0,143	0,245
IC ENTERRA YENİLENEBİLİR ENERJİ A.Ş.	STAR MARKET	16,7%	0,667	0,278
ICBC TURKEY BANK A.Ş. (TEKSTİLBANK)	MAIN MARKET	33,3%	1,833	0,444
ICU GİRİŞİM SERMAYESİ YATIRIM ORTAKLIĞI A.Ş.	MAIN MARKET	40,0%	1,800	0,480
İDEALİST GAYRİMENKUL YATIRIM ORTAKLIĞI A.Ş.	SUB MARKET	20,0%	1,450	0,320
İHLAS EV ALETLERİ İMALAT SANAYİ VE TİCARET A.Ş	SUB MARKET	14,3%	0,536	0,245
İHLAS GAYRİMENKUL PROJE GELİŞTİRME VE TİCARET A.Ş.	MAIN MARKET	0,0%	0	0,00
İHLAS GAZETECİLİK A.Ş.	MAIN MARKET	0,0%	0	0,00
İHLAS HABER AJANSI A.Ş.	MAIN MARKET	0,0%	0	0,00
İHLAS HOLDİNG A.Ş.	MAIN MARKET	0,0%	0	0,00
İHLAS YAYIN HOLDİNG A.Ş.	MAIN MARKET	11,1%	0,236	0,198
İMAŞ MAKİNA SANAYİ A.Ş.	MAIN MARKET	25,0%	0,417	0,375
İNDEKS BİLGİSAYAR SİSTEMLERİ MÜHENDİSLİK SANAYİ VE TİCARET A.Ş.	STAR MARKET	44,4%	2,833	0,494
İNFO YATIRIM MENKUL DEĞERLER A.Ş	MAIN MARKET	16,7%	0,167	0,278
INGRAM MİCRO BİLİŞİM SİSTEMLERİ A.Ş.	MAIN MARKET	33,3%	1,833	0,444
İNNOSA TEKNOLOJİ A.Ş.	PRE-MARKET TRADING PLATFORM	0,0%	0	0,00

Appendix B: Gender Diversity Of Companies In Bist Markets 2025

İNTEMA İNŞAAT VE TESİSAT MALZEMELERİ YATIRIM VE PAZARLAMA A.Ş.	MAIN MARKET	33,3%	1,500	0,444
INVEO YATIRIM HOLDİNG A.Ş.	STAR MARKET	20,0%	1,533	0,320
INVESTCO HOLDİNG A.Ş.	STAR MARKET	16,7%	1,367	0,278
İPEK DOĞAL ENERJİ KAYNAKLARI ARAŞTIRMA VE ÜRETİM A.Ş.	STAR MARKET	0,0%	0	0,00
İŞ FİNANSAL KİRALAMA A.Ş.	STAR MARKET	22,2%	0,444	0,346
İŞ GAYRİMENKUL YATIRIM ORTAKLIĞI A.Ş.	STAR MARKET	22,2%	0,644	0,346
İŞ GİRİŞİM SERMAYESİ YATIRIM ORTAKLIĞI A.Ş.	MAIN MARKET	33,3%	1,653	0,444
İŞ YATIRIM MENKUL DEĞERLER A.Ş.	STAR MARKET	33,3%	1,528	0,444
İŞ YATIRIM ORTAKLIĞI A.Ş.	MAIN MARKET	50,0%	2,000	0,500
İŞBİR HOLDİNG A.Ş.	PRE-MARKET TRADING PLATFORM	0,0%	0	0,00
İŞBİR SENTETİK DOKUMA SANAYİ A.Ş.	MAIN MARKET	0,0%	0	0,00
IŞIK PLASTİK SANAYİ VE DIŞ TİCARET PAZARLAMA A.Ş.	MAIN MARKET	16,7%	1,250	0,278
IŞIKLAR ENERJİ VE YAPI HOLDİNG A.Ş.	STAR MARKET	66,7%	2,333	0,444
İSKENDERUN DEMİR VE ÇELİK A.Ş	STAR MARKET	22,2%	0,444	0,346
İZ YATIRIM HOLDİNG A.Ş.	SUB MARKET	0,0%	0	0,00
İZDEMİR ENERJİ ELEKTRİK ÜRETİM A.Ş.	STAR MARKET	0,0%	0	0,00
İZMİR DEMİR ÇELİK SANAYİ A.Ş.	MAIN MARKET	0,0%	0	0,00
İZMİR FIRÇA SANAYİ VE TİCARET A.Ş.	MAIN MARKET	33,3%	2,000	0,444
JANTSA JANT SANAYİ VE TİCARET A.Ş.	STAR MARKET	16,7%	1,500	0,278
KAFEİN YAZILIM HİZMETLERİ TİCARET A.Ş.	MAIN MARKET	33,3%	0,733	0,444
KALEKİM KİMYEVİ MADDELER SAN. VE TİC. A.Ş.	STAR MARKET	28,6%	1,736	0,408
KALESERAMİK ÇANAKKALE KALEBODUR SERAMİK SANAYİ A.Ş.	STAR MARKET	44,4%	3,195	0,494
KALYON GÜNEŞ TEKNOLOJİLERİ ÜRETİM A.Ş.	STAR MARKET	33,3%	2,283	0,444
KAPLAMİN AMBALAJ SANAYİ VE TİCARET A.Ş.	MAIN MARKET	20,0%	1,400	0,320
KARDEMİR KARABÜK DEMİR ÇELİK SANAYİ VE TİCARET A.Ş.	STAR MARKET	0,0%	0	0,00
KAREL ELEKTRONİK SANAYİ VE TİCARET A.Ş.	STAR MARKET	0,0%	0	0,00
KARSAN OTOMOTİV SANAYİİ VE TİCARET A.Ş.	STAR MARKET	0,0%	0	0,00
KARSU TEKSTİL SANAYİİ VE TİCARET A.Ş.	MAIN MARKET	11,1%	0,811	0,198
KARTONSAN KARTON SANAYİ VE TİCARET A.Ş.	MAIN MARKET	27,3%	0,980	0,397
KATILIMEVİM TASARRUF FİNANSMAN A.Ş.	STAR MARKET	0,0%	0	0,00
KATMERCİLER ARAÇ ÜSTÜ EKİPMAN SANAYİ VE TİCARET A.Ş.	MAIN MARKET	0,0%	0	0,00

Appendix B: Gender Diversity Of Companies In Bist Markets 2025

KAYSERİ ŞEKER FABRİKASI A.Ş.	STAR MARKET	0,0%	0	0,00
KENT GIDA MADDELERI SANAYİİ VE TİCARET A.Ş.	PRE-MARKET TRADING PLATFORM	33,3%	2,667	0,444
KERVAN GIDA SANAYİ VE TİC. A.Ş.	MAIN MARKET	0,0%	0	0,00
KERVANSARAY YATIRIM HOLDİNG A.Ş.	WATCHLIST MARKET	60,0%	4,133	0,480
KİLER GAYRİMENKUL YATIRIM ORTAKLIĞI A.Ş.	STAR MARKET	0,0%	0	0,00
KİLER HOLDİNG A.Ş.	STAR MARKET	0,0%	0	0,00
KİMTEKS POLİÜRETAN SANAYİ VE TİCARET A.Ş.	STAR MARKET	40,0%	2,400	0,480
KIRAÇ GALVANİZ TELEKOMİNİKASYON METAL MAKİNE İNŞAAT ELEKTRİK SANAYİ VE TİCARET A.Ş.	MAIN MARKET	28,6%	1,786	0,408
KIZILBÜK GAYRİMENKUL YATIRIM ORTAKLIĞI A.Ş.	STAR MARKET	0,0%	0	0,00
KLİMASAN KLİMA SANAYİ VE TİCARET A.Ş.	MAIN MARKET	16,7%	0,333	0,278
KOÇ HOLDİNG A.Ş.	STAR MARKET	25,0%	0,533	0,375
KOÇ METALURJİ A.Ş.	MAIN MARKET	0,0%	0	0,00
KOCAER ÇELİK SANAYİ VE TİCARET A.Ş.	STAR MARKET	25,0%	1,452	0,375
KOLEKSİYON MOBİLYA SANAYİ A.Ş.	MAIN MARKET	0,0%	0	0,00
KONFRUT TARIM A.Ş	MAIN MARKET	0,0%	0	0,00
KONTROLMATİK TEKNOLOJİ ENERJİ VE MÜH. A.Ş.	STAR MARKET	20,0%	1,283	0,320
KONYA ÇİMENTO SANAYİİ A.Ş.	STAR MARKET	25,0%	1,233	0,375
KONYA KAĞIT SANAYİ VE TİCARET A.Ş.	MAIN MARKET	0,0%	0	0,00
KORAY GAYRİMENKUL YATIRIM ORTAKLIĞI A.Ş.	MAIN MARKET	16,7%	0,833	0,278
KORDSA TEKNİK TEKSTİL A.Ş.	STAR MARKET	33,3%	1,567	0,444
KÖRFEZ GAYRİMENKUL YATIRIM ORTAKLIĞI A.Ş.	MAIN MARKET	0,0%	0	0,00
KOROPLAST TEMİZLİK AMBALAJ ÜRÜNLERİ SANAYİ VE DIŞ TİCARET A.Ş.	MAIN MARKET	50,0%	3,267	0,500
KOTON MAĞAZACILIK TEKSTİL SANAYİ VE TİCARET A.Ş.	STAR MARKET	66,7%	2,667	0,444
KOZA ALTIN İŞLETMELERİ A.Ş.	STAR MARKET	0,0%	0	0,00
KOZA ANADOLU METAL MADENCİLİK İŞLETMELERİ A.Ş.	STAR MARKET	0,0%	0	0,00
KOZA POLYESTER SANAYİ VE TİCARET A.Ş.	STAR MARKET	0,0%	0	0,00
KRİSTAL KOLA VE MEŞRUBAT SANAYİ TİCARET A.Ş.	MAIN MARKET	20,0%	1,533	0,320
KRON TEKNOLOJİ A.Ş.	MAIN MARKET	50,0%	2,667	0,500
KUŞTUR KUŞADASI TURİZM ENDÜSTRİ A.Ş.	PRE-MARKET TRADING PLATFORM	75,0%	2,500	0,375
KÜTAHYA PORSELEN SANAYİ A.Ş.	MAIN MARKET	60,0%	2,883	0,480

Appendix B: Gender Diversity Of Companies In Bist Markets 2025

KÜTAHYA ŞEKER FABRİKASI A.Ş.	MAIN MARKET	14,3%	1,060	0,245
KUVVA GIDA TİCARET VE SANAYİ YATIRIMLARI A.Ş.	WATCHLIST MARKET	20,0%	1,450	0,320
KUYAŞ YATIRIM A.Ş.	STAR MARKET	0,0%	0	0,00
KUZEY BORU A.Ş.	MAIN MARKET	14,3%	0,143	0,245
KUZUGRUP GAYRİMENKUL YATIRIM ORTAKLIĞI A.Ş.	MAIN MARKET	12,5%	1,018	0,219
LDR TURİZM A.Ş.	STAR MARKET	60,0%	3,133	0,480
LİDER FAKTORİNG A.Ş.	MAIN MARKET	37,5%	1,567	0,469
LİLA KAĞIT SANAYİ VE TİCARET A.Ş.	STAR MARKET	28,6%	1,952	0,408
LİMAK DOĞU ANADOLU ÇİMENTO SANAYİ VE TİCARET A.Ş.	STAR MARKET	40,0%	2,467	0,480
LİNK BİLGİSAYAR SİSTEMLERİ YAZILIMI VE DONANIMI SANAYİ VE TİCARET A.Ş.	STAR MARKET	0,0%	0	0,00
LOGO YAZILIM SANAYİ VE TİCARET A.Ş.	STAR MARKET	33,3%	1,800	0,444
LOKMAN HEKİM ENGÜRÜSAĞ SAĞLIK, TURİZM, EĞİTİM HİZMETLERİ VE İNŞAAT TAAHHÜT A.Ş.	MAIN MARKET	0,0%	0	0,00
LORAS HOLDİNG A.Ş.	MAIN MARKET	25,0%	0,417	0,375
LÜKS KADİFE TİCARET VE SANAYİİ A.Ş.	MAIN MARKET	0,0%	0	0,00
LYDİA HOLDİNG A.Ş.	STAR MARKET	20,0%	1,033	0,320
LYDİA YEŞİL ENERJİ KAYNAKLARI A.Ş.	MAIN MARKET	20,0%	0,533	0,320
MACKOLİK İNTERNET HİZMETLERİ TİCARET A.Ş.	MAIN MARKET	0,0%	0	0,00
MAKİM MAKİNA TEKNOLOJİLERİ SANAYİ VE TİCARET A.Ş.	MAIN MARKET	0,0%	0	0,00
MAKİNA TAKIM ENDÜSTRİSİ A.Ş.	MAIN MARKET	20,0%	0,450	0,320
MANAS ENERJİ YÖNETİMİ SAN. VE TİC. A.Ş.	MAIN MARKET	40,0%	2,067	0,480
MARGÜN ENERJİ ÜRETİM SANAYİ VE TİCARET A.Ş.	STAR MARKET	33,3%	1,900	0,444
MARKA YATIRIM HOLDİNG A.Ş.	MAIN MARKET	60,0%	2,800	0,480
MARMARİS ALTINYUNUS TURİSTİK TESİSLER A.Ş.	MAIN MARKET	33,3%	2,333	0,444
MARSHALL BOYA VE VERNİK SANAYİİ A.Ş.	MAIN MARKET	16,7%	1,333	0,278
MARTI GAYRİMENKUL YATIRIM ORTAKLIĞI A.Ş.	MAIN MARKET	25,0%	0,250	0,375
MARTI OTEL İŞLETMELERİ A.Ş.	MAIN MARKET	22,2%	0,722	0,346
MATRİKS FİNANSAL TEKNOLOJİLER A.Ş.	MAIN MARKET	16,7%	1,167	0,278
MAVİ GİYİM SANAYİ VE TİCARET A.Ş.	STAR MARKET	50,0%	2,333	0,500
MAZHAR ZORLU HOLDİNG A.Ş.	SUB MARKET	40,0%	1,400	0,480
MEDİTERA TIBBİ MALZEME SAN. VE TİC. A.Ş.	MAIN MARKET	0,0%	0	0,00
MEGA METAL SANAYİ VE TİCARET A.Ş.	STAR MARKET	22,2%	1,689	0,346

Appendix B: Gender Diversity Of Companies In Bist Markets 2025

MEGA POLİETİLEN KÖPÜK SANAYİ A.Ş.	WATCHLIST MARKET	33,3%	1,583	0,444
MEKA GLOBAL MAKİNE İMALAT SANAYİ VE TİCARET A.Ş.	MAIN MARKET	0,0%	0	0,00
MENDERES TEKSTİL SANAYİ VE TİCARET A.Ş.	MAIN MARKET	0,0%	0	0,00
MEPET METRO PETROL VE TESİSLERİ SANAYİ TİCARET A.Ş.	SUB MARKET	16,7%	0,167	0,278
MERCAN KİMYA SANAYİ VE TİC. A.Ş.	MAIN MARKET	0,0%	0	0,00
MERİT TURİZM YATIRIM VE İŞLETME A.Ş.	MAIN MARKET	9,1%	1,091	0,165
MERKO GIDA SANAYİ VE TİCARET A.Ş.	MAIN MARKET	20,0%	1,233	0,320
METRO TİCARİ VE MALİ YATIRIMLAR HOLDİNG A.Ş.	MAIN MARKET	16,7%	0,167	0,278
METRO YATIRIM ORTAKLIĞI A.Ş.	SUB MARKET	60,0%	2,133	0,480
MHR GAYRİMENKUL YATIRIM ORTAKLIĞI A.Ş.	MAIN MARKET	0,0%	0	0,00
MİA TEKNOLOJİ A.Ş.	STAR MARKET	0,0%	0	0,00
MİGROS TİCARET A.Ş.	STAR MARKET	8,3%	0,319	0,153
MİSTRAL GAYRİMENKUL YATIRIM ORTAKLIĞI A.Ş.	MAIN MARKET	12,5%	0,992	0,219
MLP SAĞLIK HİZMETLERİ A.Ş.	STAR MARKET	33,3%	2,000	0,444
MMC SANAYİ VE TİCARİ YATIRIMLAR A.Ş.	WATCHLIST MARKET	20,0%	0,450	0,320
MOBİLTEL İLETİŞİM HİZMETLERİ SANAYİ VE TİCARET A.Ş.	MAIN MARKET	16,7%	0,167	0,278
MOGAN ENERJİ YATIRIM HOLDİNG A.Ş.	STAR MARKET	16,7%	1,367	0,278
MONDİ TURKEY OLUKLU MUKAVVA KAĞIT VE AMBALAJ SANAYİ A.Ş A.Ş.	MAIN MARKET	50,0%	2,333	0,500
MOPAŞ MARKETÇİLİK GIDA SANAYİ VE TİCARET A.Ş.	STAR MARKET	0,0%	0	0,00
NASMED ÖZEL SAĞLIK HİZMETLERİ TİCARET A.Ş.	MAIN MARKET	0,0%	0	0,00
NATUREL YENİLENEBİLİR ENERJİ TİCARET A.Ş.	STAR MARKET	33,3%	1,900	0,444
NATURELGAZ SANAYİ VE TİCARET A.Ş.	MAIN MARKET	0,0%	0	0,00
NET HOLDİNG A.Ş.	STAR MARKET	15,4%	0,445	0,260
NETAŞ TELEKOMÜNİKASYON A.Ş.	MAIN MARKET	0,0%	0	0,00
NİĞBAŞ NİĞDE BETON SANAYİ VE TİCARET A.Ş.	SUB MARKET	16,7%	0,167	0,278
NUH ÇİMENTO SANAYİ A.Ş.	STAR MARKET	7,1%	0,483	0,133
NUROL GAYRİMENKUL YATIRIM ORTAKLIĞI A.Ş.	MAIN MARKET	16,7%	0,167	0,278
OBA MAKARNACILIK SANAYİ VE TİCARET A.Ş.	STAR MARKET	41,7%	1,667	0,486
OBASE BİLGİSAYAR VE DANIŞMANLIK HİZMETLERİ TİCARET A.Ş.	MAIN MARKET	16,7%	1,117	0,278
ODAŞ ELEKTRİK ÜRETİM SANAYİ TİCARET A.Ş.	STAR MARKET	20,0%	0,200	0,320
ODİNE SOLUTİONSTEKNOLOJİ TİCARET VE SANAYİ A.Ş.	STAR MARKET	16,7%	1,250	0,278
OFİS YEM GIDA SANAYİ TİCARET A.Ş.	MAIN MARKET	0,0%	0	0,00

Appendix B: Gender Diversity Of Companies In Bist Markets 2025

ONCOSEM ONKOLOJİK SİSTEMLER SANAYİ VE TİCARET A.Ş.	MAIN MARKET	66,7%	3,292	0,444
ONUR YÜKSEK TEKNOLOJİ A.Ş.	MAIN MARKET	0,0%	0	0,00
ORÇAY ORTAKÖY ÇAY SANAYİ VE TİCARET A.Ş.	SUB MARKET	0,0%	0	0,00
ORGE ENERJİ ELEKTRİK TAAHHÜT A.Ş.	STAR MARKET	20,0%	1,533	0,320
ORMA ORMAN MAHSULLERİ İNTEGRE SANAYİ VE TİCARET A.Ş.	PRE-MARKET TRADING PLATFORM	66,7%	2,500	0,444
OSMANLI YATIRIM MENKUL DEĞERLER A.Ş.	MAIN MARKET	20,0%	0,450	0,320
OSTİM ENDÜSTRİYEL YATIRIMLAR VE İŞLETME A.Ş.	MAIN MARKET	16,7%	1,167	0,278
OTOKAR OTOMOTİV VE SAVUNMA SANAYİ A.Ş.	STAR MARKET	22,2%	1,006	0,346
OTTO HOLDİNG A.Ş.	MAIN MARKET	28,6%	0,486	0,408
OYAK ÇİMENTO FABRİKALARI A.Ş.	STAR MARKET	10,0%	0,200	0,180
OYAK YATIRIM MENKUL DEĞERLER A.Ş.	MAIN MARKET	0,0%	0	0,00
OYAK YATIRIM ORTAKLIĞI A.Ş.	SUB MARKET	0,0%	0	0,00
OYLUM SINAİ YATIRIMLAR A.Ş.	SUB MARKET	40,0%	0,733	0,480
ÖZAK GAYRİMENKUL YATIRIM ORTAKLIĞI A.Ş.	STAR MARKET	16,7%	1,250	0,278
ÖZATA DENİZCİLİK SANAYİ VE TİCARET A.Ş.	STAR MARKET	16,7%	0,417	0,278
ÖZDERİCİ GAYRİMENKUL YATIRIM ORTAKLIĞI A.Ş.	MAIN MARKET	20,0%	0,200	0,320
ÖZERDEN AMBALAJ SANAYİ A.Ş.	SUB MARKET	50,0%	3,333	0,500
ÖZSU BALIK ÜRETİM A.Ş.	MAIN MARKET	40,0%	2,067	0,480
ÖZYAŞAR TEL VE GALVANİZLEME SANAYİ AŞ.	MAIN MARKET	0,0%	0	0,00
PAMEL YENİLENEBİLİR ELEKTRİK ÜRETİM A.Ş.	MAIN MARKET	20,0%	1,450	0,320
PANELSAN ÇATI CEPHE SİSTEMLERİ SANAYİ VE TİCARET A.Ş.	MAIN MARKET	20,0%	1,367	0,320
PANORA GAYRİMENKUL YATIRIM ORTAKLIĞI A.Ş.	MAIN MARKET	0,0%	0	0,00
PAPİLON SAVUNMA GÜVENLİK SİSTEMLERİ BİLİŞİM MÜHENDİSLİK HİZMETLERİ İTHALAT İHRACAT SAN. VE TİC. A.Ş.	STAR MARKET	14,3%	0,310	0,245
PARDUS GİRİŞİM SERMAYESİ YATIRIM ORTAKLIĞI A.Ş.	MAIN MARKET	50,0%	3,233	0,500
PARK ELEKTRİK ÜRETİM MADENCİLİK SANAYİ VE TİCARET A.Ş.	MAIN MARKET	22,2%	1,611	0,346
PARSAN MAKİNA PARÇALARI SANAYİİ A.Ş.	STAR MARKET	0,0%	0	0,00
PASİFİK EURASIA LOJİSTİK DIŞ TİCARET A.Ş.	STAR MARKET	0,0%	0	0,00
PASİFİK GAYRİMENKUL YATIRIM ORTAKLIĞIA.Ş.	STAR MARKET	0,0%	0	0,00
PASİFİK TEKNOLOJİ A.Ş.	STAR MARKET	0,0%	0	0,00
PC İLETİŞİM VE MEDYA HİZMETLERİ SANAYİ TİCARET A.Ş.	MAIN MARKET	40,0%	1,650	0,480
PEGASUS HAVA TAŞIMACILIĞI A.Ş.	STAR MARKET	25,0%	1,569	0,375

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PEKER GAYRİMENKUL YATIRIM ORTAKLIĞI A.Ş.	MAIN MARKET	0,0%	0	0,00
PENGUEN GIDA SANAYİ A.Ş.	MAIN MARKET	16,7%	0,750	0,278
PENTA TEKNOLOJİ ÜRÜNLERİ DAĞITIM TİC. A.Ş.	MAIN MARKET	33,3%	2,400	0,444
PERGAMON STATUS DIŞ TİCARET A.Ş.	SUB MARKET	16,7%	1,200	0,278
PETKİM PETROKİMYA HOLDİNG A.Ş.	STAR MARKET	22,2%	1,028	0,346
PETROKENT TURİZM A.Ş.	MAIN MARKET	20,0%	1,450	0,320
PINAR ENTEGRE ET VE UN SANAYİİ A.Ş.	MAIN MARKET	44,4%	3,067	0,494
PINAR SU SANAYİ VE TİCARET A.Ş.	MAIN MARKET	57,1%	3,257	0,490
PINAR SÜT MAMULLERİ SANAYİİ A.Ş.	MAIN MARKET	55,6%	4,067	0,494
PLASTİKKART AKILLI KART İLETİŞİM SİSTEMLERİ SANAYİ VE TİCARET A.Ş.	MAIN MARKET	50,0%	3,667	0,500
PLATFORM TURİZM TAŞIMACILIK GIDA İNŞAAT TEMİZLİK HİZMETLERİ SANAYİ VE TİCARET A.Ş.	MAIN MARKET	0,0%	0	0,00
POLİSAN HOLDİNG A.Ş.	STAR MARKET	16,7%	0,583	0,278
POLİTEKNİK METAL SANAYİ VE TİCARET A.Ş.	STAR MARKET	16,7%	0,333	0,278
PRİZMA PRES MATBAACILIK YAYINCILIK SANAYİ VE TİCARET A.Ş	SUB MARKET	20,0%	0,533	0,320
QNB BANK A.Ş.	PRE-MARKET TRADING PLATFORM	36,4%	2,076	0,463
QNB FİNANS FİNANSAL KİRALAMA A.Ş.	PRE-MARKET TRADING PLATFORM	37,5%	2,208	0,469
QUA GRANITE HAYAL YAPI VE ÜRÜNLERİ SAN. TİC. A.Ş.	STAR MARKET	0,0%	0	0,00
RAINBOW POLİKARBONAT SANAYİ TİCARET A.Ş.	SUB MARKET	0,0%	0	0,00
RAL YATIRIM HOLDİNG A.Ş.	STAR MARKET	0,0%	0	0,00
RAY SİGORTA A.Ş.	STAR MARKET	6,7%	0,333	0,124
REEDER TEKNOLOJİ SANAYİ VE TİCARET A.Ş.	STAR MARKET	16,7%	0,417	0,278
REYSAŞ GAYRİMENKUL YATIRIM ORTAKLIĞI A.Ş.	STAR MARKET	0,0%	0	0,00
REYSAŞ TAŞIMACILIK VE LOJİSTİK TİCARET A.Ş.	STAR MARKET	14,3%	0,343	0,245
RODRİGO TEKSTİL SANAYİ VE TİCARET A.Ş.	SUB MARKET	16,7%	0,167	0,278
RÖNESANS GAYRİMENKUL YATIRIM A.Ş.	STAR MARKET	50,0%	3,833	0,500
ROYAL HALI İPLİK TEKSTİL MOBİLYA SANAYİ VE TİCARET A.Ş.	WATCHLIST MARKET	33,3%	0,778	0,444
RTA LABORATUVARLARI BİYOLOJİK ÜRÜNLER İLAÇ VE MAKİNA SANAYİ TİCARET A.Ş.	MAIN MARKET	60,0%	3,800	0,480
RUBENİS TEKSTİL SANAYİ TİCARET A.Ş.	MAIN MARKET	33,3%	1,333	0,444
RUZY MADENCİLİK VE ENERJİ YATIRIMLARI SANAYİ VE TİCARET A.Ş.	MAIN MARKET	0,0%	0	0,00

Appendix B: Gender Diversity Of Companies In Bist Markets 2025

SAFKAR EGE SOĞUTMACILIK KLİMA SOĞUK HAVA TESİSLERİ İHRACAT İTHALAT SANAYİ VE TİCARET A.Ş.	MAIN MARKET	16,7%	0,167	0,278
SAN-EL MÜHENDİSLİK ELEKTRİK TAAHHÜT SANAYİ VE TİCARET A.Ş.	SUB MARKET	20,0%	0,700	0,320
SANİCA ISI SANAYİ A.Ş.	MAIN MARKET	0,0%	0	0,00
SANİFOAM ENDÜSTRİ VE TÜKETİM ÜRÜNLERİ SANAYİ VE TİCARET A.Ş.	MAIN MARKET	80,0%	4,200	0,320
SANKO PAZARLAMA İTHALAT İHRACAT A.Ş.	MAIN MARKET	33,3%	1,167	0,444
SARAY MATBAACILIK KAĞITÇILIK KIRTASİYECİLİK TİCARET VE SANAYİ A.Ş.	MAIN MARKET	0,0%	0	0,00
SARKUYSAN ELEKTROLİTİK BAKIR SANAYİ VE TİCARET A.Ş.	STAR MARKET	42,9%	2,481	0,490
SASA POLYESTER SANAYİ A.Ş.	STAR MARKET	30,0%	2,579	0,420
SAY YENİLENEBİLİR ENERJİ EKİPMANLARI SAN.VE TİC.A.Ş	MAIN MARKET	20,0%	0,450	0,320
SDT UZAY VE SAVUNMA TEKNOLOJİLERİ A.Ş.	STAR MARKET	20,0%	0,450	0,320
SEĞMEN KARDEŞLER GIDA ÜRETİM VE AMBALAJ SANAYİ A.Ş.	MAIN MARKET	50,0%	3,000	0,500
ŞEKER FİNANSAL KİRALAMA A.Ş.	SUB MARKET	25,0%	1,250	0,375
ŞEKER GAYRİMENKUL YATIRIM ORTAKLIĞI A.Ş.	MAIN MARKET	20,0%	0,400	0,320
ŞEKER YATIRIM MENKUL DEĞERLER A.Ş.	MAIN MARKET	12,5%	1,083	0,219
ŞEKERBANK T.A.Ş.	STAR MARKET	8,3%	0,667	0,153
SEKURO PLASTİK AMBALAJ SANAYİ A.Ş.	SUB MARKET	40,0%	1,567	0,480
SELÇUK ECZA DEPOSU TİCARET VE SANAYİ A.Ş.	STAR MARKET	0,0%	0	0,00
SELVA GIDA SANAYİ A.Ş.	SUB MARKET	16,7%	0,167	0,278
SENKRON SİBER GÜVENLİK YAZILIM VE BİLİŞİM ÇÖZÜMLERİ A.Ş.	WATCHLIST MARKET	0,0%	0	0,00
SERANİT GRANİT SERAMİK SANAYİ VE TİCARET A.Ş.	MAIN MARKET	0,0%	0	0,00
SERVET GAYRİMENKUL YATIRIM ORTAKLIĞI A.Ş.	STAR MARKET	0,0%	0	0,00
SEYİTLER KİMYA SANAYİ A.Ş.	SUB MARKET	42,9%	2,321	0,490
SİLVERLİNE ENDÜSTRİ VE TİCARET A.Ş	SUB MARKET	14,3%	0,143	0,245
SİNPAŞ GAYRİMENKUL YATIRIM ORTAKLIĞI A.Ş.	STAR MARKET	20,0%	1,033	0,320
SKYALP FİNANSAL TEKNOLOJİLER VE DANIŞMANLIK A.Ş.	MAIN MARKET	60,0%	3,550	0,480
SMART GÜNEŞ ENERJİSİ TEKNOLOJİLERİ ARAŞTIRMA GELİŞTİRME ÜRETİM SANAYİ VE TİCARET A.Ş.	STAR MARKET	45,5%	2,577	0,496
SMARTİKS YAZILIM A.Ş.	MAIN MARKET	20,0%	1,450	0,320
SODAŞ SODYUM SANAYİİ A.Ş.	PRE-MARKET TRADING PLATFORM	40,0%	0,400	0,480
ŞOK MARKETLER TİCARET A.Ş.	STAR MARKET	25,0%	1,650	0,375

Appendix B: Gender Diversity Of Companies In Bist Markets 2025

SÖKE DEĞİRMENCİLİK SANAYİ VE TİCARET A.Ş.	MAIN MARKET	16,7%	0,167	0,278
SÖKTAŞ TEKSTİL SANAYİ VE TİCARET A.Ş.	MAIN MARKET	28,6%	0,571	0,408
SÖNMEZ FİLAMENT SENTETİK İPLİK VE ELYAF SANAYİ A.Ş.	SUB MARKET	0,0%	0	0,00
SÖNMEZ PAMUKLU SANAYİİ A.Ş.	PRE-MARKET TRADING PLATFORM	0,0%	0	0,00
SUMAŞ SUNİ TAHTA VE MOBİLYA SANAYİ A.Ş.	PRE-MARKET TRADING PLATFORM	33,3%	1,333	0,444
SÜMER VARLIK YÖNETİM A.Ş.	MAIN MARKET	0,0%	0	0,00
SUN TEKSTİL SANAYİ VE TİCARET A.Ş.	STAR MARKET	50,0%	3,167	0,500
SUR TATİL EVLERİ GAYRİMENKUL YATIRIM ORTAKLIĞI A.Ş.	STAR MARKET	0,0%	0	0,00
SUWEN TEKSTİL SANAYİ PAZARLAMA A.Ş.	STAR MARKET	33,3%	1,833	0,444
TAB GIDA SANAYİ VE TİCARET A.Ş.	STAR MARKET	16,7%	1,167	0,278
TAPDİ OKSİJEN ÖZEL SAĞLIK VE EĞİTİM HİZMETLERİ SANAYİ TİCARET A.Ş.	STAR MARKET	33,3%	1,833	0,444
TARKİM BİTKİ KORUMA SANAYİ VE TİCARET A.Ş.	MAIN MARKET	0,0%	0	0,00
TAT GIDA SANAYİ A.Ş.	MAIN MARKET	22,2%	1,139	0,346
TATLIPINAR ENERJİ ÜRETİM A.Ş.	STAR MARKET	12,5%	0,525	0,219
TAV HAVALİMANLARI HOLDİNG A.Ş.	STAR MARKET	36,4%	3,029	0,463
TEK-ART İNŞAAT TİCARET TURİZM SANAYİ VE YATIRIMLAR A.Ş.	MAIN MARKET	16,7%	0,167	0,278
TEKFEN HOLDİNG A.Ş.	STAR MARKET	11,1%	0,754	0,198
TEKNOSA İÇ VE DIŞ TİCARET A.Ş.	MAIN MARKET	33,3%	3,167	0,444
TEMAPOL POLİMER PLASTİK VE İNŞAAT SANAYİ TİCARET A.Ş.	MAIN MARKET	0,0%	0	0,00
TERA FİNANSAL YATIRIMLAR HOLDİNGA.Ş.	SUB MARKET	16,7%	0,167	0,278
TERA YATIRIM MENKUL DEĞERLER A.Ş.	MAIN MARKET	20,0%	0,200	0,320
TERA YATIRIM TEKNOLOJİ HOLDİNG A.Ş.	MAIN MARKET	0,0%	0	0,00
TGS DIŞ TİCARET A.Ş.	SUB MARKET	0,0%	0	0,00
TOFAŞ TÜRK OTOMOBİL FABRİKASI A.Ş.	STAR MARKET	10,0%	0,411	0,180
TORUNLAR GAYRİMENKUL YATIRIM ORTAKLIĞI A.Ş.	STAR MARKET	0,0%	0	0,00
TRABZON LİMAN İŞLETMECİLİĞİ A.Ş.	MAIN MARKET	0,0%	0	0,00
TRABZONSPOR SPORTİF YATIRIM VE FUTBOL İŞLETMECİLİĞİ TİCARET A.Ş.	STAR MARKET	0,0%	0	0,00
TREND GAYRİMENKUL YATIRIM ORTAKLIĞI A.Ş.	SUB MARKET	0,0%	0	0,00
TSKB GAYRİMENKUL YATIRIM ORTAKLIĞI A.Ş.	MAIN MARKET	66,7%	3,167	0,444
TUĞÇELİK ALÜMİNYUM VE METAL MAMÜLLERİ SANAYİ VE TİCARET A.Ş.	MAIN MARKET	16,7%	0,167	0,278

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TUKAŞ GIDA SANAYİ VE TİCARET A.Ş.	STAR MARKET	20,0%	1,533	0,320
TÜMOSAN MOTOR VE TRAKTÖR SANAYİ A.Ş.	STAR MARKET	0,0%	0	0,00
TÜPRAŞ-TÜRKİYE PETROL RAFİNERİLERİ A.Ş.	STAR MARKET	25,0%	1,483	0,375
TURCAS HOLDİNG A.Ş.	STAR MARKET	25,0%	1,167	0,375
TUREKS TURİZM TAŞIMACILIK A.Ş.	STAR MARKET	0,0%	0	0,00
TUREKS TURUNÇ MADENCİLİK İÇ VE DIŞ TİCARET A.Ş.	MAIN MARKET	16,7%	0,167	0,278
TÜRK HAVA YOLLARI A.O.	STAR MARKET	22,2%	1,194	0,346
TURK İLAÇ VE SERUM SANAYİ A.Ş.	MAIN MARKET	0,0%	0	0,00
TÜRK PRYSMİAN KABLO VE SİSTEMLERİ A.Ş.	MAIN MARKET	37,5%	2,208	0,469
TÜRK TELEKOMÜNİKASYON A.Ş.	STAR MARKET	0,0%	0	0,00
TÜRK TRAKTÖR VE ZİRAAT MAKİNELERİ A.Ş.	STAR MARKET	8,3%	0,917	0,153
TÜRK TUBORG BİRA VE MALT SANAYİİ A.Ş.	MAIN MARKET	50,0%	3,167	0,500
TURKCELL İLETİŞİM HİZMETLERİ A.Ş.	STAR MARKET	22,2%	0,778	0,346
TÜRKER PROJE GAYRİMENKUL VE YATIRIM GELİŞTİRME A.Ş.	MAIN MARKET	16,7%	0,167	0,278
TÜRKİYE GARANTİ BANKASI A.Ş.	STAR MARKET	18,2%	0,906	0,298
TÜRKİYE HALK BANKASI A.Ş.	STAR MARKET	22,2%	0,778	0,346
TÜRKİYE İŞ BANKASI A.Ş.	STAR MARKET	18,2%	1,030	0,298
TÜRKİYE KALKINMA VE YATIRIM BANKASI A.Ş.	PRE-MARKET TRADING PLATFORM	14,3%	0,736	0,245
TÜRKİYE SİGORTA A.Ş.	STAR MARKET	14,3%	0,619	0,245
TÜRKİYE SINAİ KALKINMA BANKASI A.Ş.	STAR MARKET	27,3%	1,803	0,397
TÜRKİYE ŞİŞE VE CAM FABRİKALARI A.Ş.	STAR MARKET	44,4%	2,778	0,494
TÜRKİYE VAKIFLAR BANKASI T.A.O.	STAR MARKET	0,0%	0	0,00
UFUK YATIRIM YÖNETİM VE GAYRİMENKUL A.Ş.	MAIN MARKET	40,0%	1,800	0,480
ULAŞLAR TURİZM YATIRIMLARI VE DAYANIKLI TÜKETİM MALLARI TİCARET PAZARLAMA A.Ş.	SUB MARKET	0,0%	0	0,00
ÜLKER BİSKÜVİ SANAYİ A.Ş.	STAR MARKET	25,0%	1,833	0,375
ULUSAL FAKTORİNG A.Ş.	MAIN MARKET	50,0%	2,717	0,500
ULUSOY ELEKTRİK İMALAT TAAHHÜT VE TİCARET A.Ş.	MAIN MARKET	20,0%	0,900	0,320
ULUSOY UN SANAYİ VE TİCARET A.Ş.	MAIN MARKET	40,0%	2,567	0,480
UMPAŞ HOLDİNG A.Ş.	PRE-MARKET TRADING PLATFORM	0,0%	0	0,00
ÜNLÜ YATIRIM HOLDİNG A.Ş.	MAIN MARKET	50,0%	3,000	0,500
UŞAK SERAMİK SANAYİİ A.Ş.	STAR MARKET	0,0%	0	0,00

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VAKIF FİNANSAL KİRALAMA A.Ş.	STAR MARKET	14,3%	0,536	0,245
VAKIF GAYRİMENKUL YATIRIM ORTAKLIĞI A.Ş.	MAIN MARKET	0,0%	0	0,00
VAKIF MENKUL KIYMET YATIRIM ORTAKLIĞI A.Ş.	SUB MARKET	20,0%	1,233	0,320
VAKKO TEKSTİL VE HAZIR GİYİM SANAYİ İŞLETMELERİ A.Ş.	STAR MARKET	12,5%	0,825	0,219
VANET GIDA SANAYİ İÇ VE DIŞ TİCARET A.Ş.	SUB MARKET	20,0%	1,200	0,320
VBT YAZILIM A.Ş.	MAIN MARKET	0,0%	0	0,00
VERA KONSEPT GAYRİMENKUL YATIRIM ORTAKLIĞI A.Ş.	MAIN MARKET	20,0%	0,200	0,320
VERUSA HOLDİNG A.Ş.	STAR MARKET	16,7%	1,333	0,278
VERUSATURK GİRİŞİM SERMAYESİ YATIRIM ORTAKLIĞI A.Ş.	MAIN MARKET	0,0%	0	0,00
VESTEL BEYAZ EŞYA SANAYİ VE TİCARET A.Ş	STAR MARKET	14,3%	1,010	0,245
VESTEL ELEKTRONİK SANAYİ VE TİCARET A.Ş.	STAR MARKET	14,3%	1,010	0,245
VİKİNG KAĞIT VE SELÜLOZ A.Ş.	MAIN MARKET	33,3%	2,500	0,444
VİŞNE MADENCİLİK ÜRETİM SANAYİ VE TİCARET A.Ş.	MAIN MARKET	16,7%	1,250	0,278
YAPI VE KREDİ BANKASI A.Ş.	STAR MARKET	22,2%	1,472	0,346
YAPRAK SÜT VE BESİ ÇİFTLİKLERİ SANAYİ VE TİCARET A.Ş.	STAR MARKET	33,3%	1,083	0,444
YATAŞ YATAK VE YORGAN SANAYİ VE TİCARET A.Ş.	MAIN MARKET	36,4%	1,379	0,463
YAYLA AGRO GIDA SANAYİ VE TİCARET A.Ş.	STAR MARKET	20,0%	0,450	0,320
YAYLA ENERJİ ÜRETİM TURİZM VE İNŞAAT TİCARET A.Ş.	MAIN MARKET	0,0%	0	0,00
YENİ GİMAT GAYRİMENKUL YATIRIM ORTAKLIĞI A.Ş.	MAIN MARKET	0,0%	0	0,00
YEO TEKNOLOJİ ENERJİ VE ENDÜSTRİ A.Ş.	STAR MARKET	0,0%	0	0,00
YEŞİL GAYRİMENKUL YATIRIM ORTAKLIĞI A.Ş.	WATCHLIST MARKET	0,0%	0	0,00
YEŞİL YAPI ENDÜSTRİSİ A.Ş.	MAIN MARKET	20,0%	0,400	0,320
YEŞİL YATIRIM HOLDİNG A.Ş.	MAIN MARKET	0,0%	0	0,00
YİBİTAŞ YOZGAT İŞÇİ BİRLİĞİ İNŞAAT MALZEMELERİ TİCARET VE SANAYİ A.Ş.	PRE-MARKET TRADING PLATFORM	0,0%	0	0,00
YİĞİT AKÜ MALZEMELERİ NAKLİYAT TURİZM İNŞAAT SANAYİ VE TİCARET A.Ş.	MAIN MARKET	0,0%	0	0,00
YONGA MOBİLYA SANAYİ VE TİCARET A.Ş.	PRE-MARKET TRADING PLATFORM	20,0%	0,200	0,320
YÜKSELEN ÇELİK A.Ş.	MAIN MARKET	20,0%	1,700	0,320
YÜNSA YÜNLÜ SANAYİ VE TİCARET A.Ş.	MAIN MARKET	0,0%	0	0,00
ZEDUR ENERJİ ELEKTRİK ÜRETİM A.Ş.	MAIN MARKET	40,0%	1,900	0,480
ZİRAAT GAYRİMENKUL YATIRIM ORTAKLIĞI A.Ş.	STAR MARKET	16,7%	0,333	0,278
ZORLU ENERJİ ELEKTRİK ÜRETİM A.Ş.	STAR MARKET	28,6%	1,069	0,408

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