



Women of the Future Mentorship Program

Social Responsibility Report

1st Program Cycle | 2026

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Abbreviations

Abbreviation	Definition
CEO	Chief Executive Officer
CSO	Civil Society Organisation
CV	Curriculum Vitae
ISO	International Organization for Standardization
KAGIDER	Women Entrepreneurs Association of Türkiye
KBGV	Cultural Awareness Foundation
SDG	Sustainable Development Goal
SMART	Specific, Measurable, Achievable, Relevant and Time-bound
SWOT	Strengths, Weaknesses, Opportunities and Threats
TEGV	Educational Volunteers Foundation of Türkiye
TEV	Turkish Education Foundation
TOG	Community Volunteers Foundation



Women of the Future Mentorship Program

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Executive Summary

The Women of the Future Mentorship Program is a social responsibility program designed to address inequalities of opportunity that young women may encounter during the transition from university to working life. Implemented between February and August 2026, the program brought together one-to-one mentoring, training, webinars, workshops, experience-sharing and applied learning within a holistic development model, and was completed with an in-person closing event held in Istanbul on 18 August 2026.

The program received 93 applications from across Türkiye. Eighteen young women from 15 different cities in Türkiye participated in the one-to-one mentoring and learning modules and were supported through employee volunteering and contributions from external professionals. A total of 29 people—24 Forvis Mazars Türkiye employees and 5 external professionals—shared their knowledge, experience and time with participants in various roles. In addition, 18 more young women were included in the learning modules, bringing the total number of university students reached to 36.

A total of 90 mentor–mentee sessions and 92 hours of one-to-one mentoring were delivered. In addition, 23 learning modules comprising 18 training sessions, 3 webinars and 2 workshops provided a total of 32.5 hours of learning and experience-sharing.

The short-term change generated by the program was assessed through participant feedback and program outputs. A total of 23 participants—18 mentees and 5 training participants—responded to the end-of-program feedback survey. Feedback was received from all 18 mentees who participated in the one-to-one mentorship program, and 94.4% of the mentees stated that the program provided them with a new perspective on their career planning. The overall program satisfaction score, based on feedback from a total of 23 participants, was 4.70 out of 5. These results indicate that the program created a development environment that supports young women's career awareness and preparation for working life. The post-program career development of participants is planned to be monitored in order to assess the program's medium-term outcomes and long-term contribution.

The findings at the end of the program are based on participants' self-assessments. As no comparative baseline measurement was conducted at the beginning of the program, these indicators do not represent a causal impact that can be directly attributed to the program; rather, they reflect participants' assessments of their program experience and the changes they perceived.



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Program Profile	
Program Name	Women of the Future Mentorship Program
Program Owner	Forvis Mazars Türkiye
Implementation Period	February–August 2026
Program Coordination	Strategic Projects and Internal Sustainability Directorate
Target Group	Young women in their third and fourth years of university who may experience disadvantages or difficulties in accessing education and career opportunities
Implementation Model	One-to-one mentoring, training, webinars, workshops, capstone project and multi-stakeholder collaboration
Forvis Mazars Türkiye's Contribution	Program design and coordination, employee contribution, professional expertise and corporate resources
Total Participants	36
Geographical Reach	15 cities
Volunteers Contributing to the Program	29 people
Participation from Forvis Mazars Türkiye	24 people
External Professional Participation	5 people
Mentors	17 people
Trainers	19 people (14 employees + 5 external professionals)
Jury Members	3 people
Actively Contributing NGOs	9
Learning Modules	23 (18 training sessions, 3 webinars, 2 workshops)
End-of-Program Indicators	Overall program satisfaction 4.70/5; Feedback was received from all 18 mentees who participated in the one-to-one mentorship program, and 94.4% of the mentees stated that the program provided them with a new perspective on their career planning
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1. Program Rationale and Social Issue

Young Women's Transition from Education to Employment in Türkiye

The transition of young women from university to working life in Türkiye represents a critical period in which career direction takes shape, professional networks begin to develop, and the knowledge and competencies acquired during education are put into practice in working life.

According to 2025 data from the Turkish Statistical Institute (TurkStat), the young population aged 15–24 in Türkiye is approximately 12.7 million, representing 14.8% of the total population. Of the young population, 51.2% are male and 48.8% are female. Indicators of young people's participation in working life show marked differences between women and men. In the 15–24 age group, the employment rate was 53.0% for men and 26.7% for women. In the same age group, the unemployment rate was 11.7% for men and 22.1% for women, while the proportion of young people neither in employment nor in education was 16.3% for men and 30.9% for women.¹

These indicators point to the importance of supporting young women in their transition from education to working life. Access to professional networks, role models, career guidance and business-world experience are particularly important areas of support for young women who are socioeconomically disadvantaged, affected by disasters or disruptions in their education, or have limited access to career opportunities.

The Women of the Future Mentorship Program was designed in response to this need, with the aim of supporting young women's transition from university to working life through a more equipped and guided development process.

2. Program Objectives and Target Group

2.1. Program Objective

The primary objective of the Women of the Future Mentorship Program is to support young women in their transition from university to working life by strengthening their access to the knowledge, competencies, guidance and professional networks they may need throughout their career journeys.

Rather than adopting a traditional training approach based solely on knowledge transfer, the program was designed as a holistic development model combining one-to-one mentoring, competency development, experience-sharing and applied learning.

Through the one-to-one mentoring process, participants were supported in assessing their strengths and areas for development, defining career goals and translating these goals into concrete steps. Through training sessions, webinars and workshops, the program also aimed to develop participants' knowledge and skills across a range of areas, from digital competencies and career development to corporate competencies, sustainability and gender equality.

In this respect, the program aims not only to support young women's employability, but also to contribute to their transition into working life in a more informed and prepared manner, enabling them to shape their own career journeys.

2.2. Target Group

The program's target group consisted of young women in their third and fourth years of university who were transitioning from education to working life. In selecting mentees for the one-to-one mentorship program, the assessment process considered not only their career development and mentoring needs, but also the difficulties they faced in accessing education and career opportunities, as well as their personal circumstances. In this context, factors such as financial barriers to accessing opportunities, lack of academic support, family responsibilities, housing or transportation difficulties, and experiences of disasters or other challenging life events were taken into account.

After the mentorship capacity had been filled, the program's training, webinar and workshop activities were also opened to other applicants in order to extend the learning and development opportunities to a broader group. As a result, in addition to the 18 mentees, 18 other young women benefited from the learning activities, bringing the program's total reach to 36 participants.

¹ Turkish Statistical Institute (TURKSTAT), Statistics on Youth, 2025, Press Release No. 58017, 14 May 2026. The primary source of the data is TURKSTAT Household Labour Force Statistics, 2025, [TURKSTAT – Statistics on Youth, 2025](#)

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3. Theory of Change

The social impact approach of the Women of the Future Mentorship Program is based on the recognition that the challenges young women may face in transitioning from university to working life are not limited to gaps in knowledge and technical competencies. Access to professional networks, contact with role models, career guidance, self-awareness and opportunities to become familiar with the business world were also considered important components of this transition.

Accordingly, the program brought together one-to-one mentoring, competency development, experience-sharing and applied learning as complementary intervention tools. The program's Theory of Change is based on the premise that, through short- and medium-term outcomes, these interventions can contribute in the long term to supporting young women's participation in quality employment and economic life.

The program's Theory of Change was structured in line with the impact chain below.

Table 1. Theory of Change of the Women of the Future Mentorship Program

Theory of Change Stage	Description
Social Issue	Inequalities that young women may face in accessing knowledge and development opportunities, professional networks and career support mechanisms during the transition from education to working life.
Inputs / Capitals	The time, professional knowledge and experience of Forvis Mazars Türkiye employees; the organization's intellectual capital and corporate resources; the stakeholder networks of civil society organizations; and the expertise contributions of external professionals.
Activities	Structured one-to-one mentorship, training sessions, webinars, workshops, experience-sharing sessions, a capstone project, and multi-stakeholder collaborations.
Outputs	93 applications, 36 young women reached, 18 mentees, 90 mentor-mentee sessions, 92 hours of one-to-one mentorship, 23 learning modules, and 32.5 hours of learning and experience-sharing activities.
Short-Term Outcomes	Support for participants' career awareness, strengthened access to knowledge and competencies, increased awareness regarding preparation for working life, and a positive program experience.
Medium-Term Outcomes	Submission of job and internship applications; transition into employment or internships; greater clarity regarding career direction; and career development and progression following graduation.
Long-Term Contribution Goal	To support young women's participation in quality employment and economic life, contribute to reducing inequalities in access to development and career opportunities, and establish a sustainable cycle of impact and solidarity in which program graduates take on mentoring roles in future periods and transfer their knowledge and experience to new participants.

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3.1. Key Assumptions of the Theory of Change

The program's Theory of Change is based on the assumptions that participants actively engage in the mentorship and learning processes; mentor-mentee matches support participants' development needs; the awareness and competencies gained through the program can be translated into career-related behaviors; and participants are able to access relevant education, internship, and employment opportunities after the program.

Labor market conditions, participants' educational status, and other development opportunities they may access outside the program are factors beyond the program's direct control.

3.2. Link to the Forvis Mazars Türkiye Value Creation Model

The Forvis Mazars Türkiye Value Creation Model, in line with the shared purpose of its global network, aims to support the success of its people and clients, contribute to the sound functioning of financial markets, strengthen trust in society, contribute to strengthening the economic foundations of a fair and prosperous world while safeguarding the environment, and create long-term value for all stakeholders. In line with this approach, the organization's various forms of capital are considered key components in translating strategic priorities into concrete actions and creating value for stakeholders. This approach is aligned with Forvis Mazars Türkiye's value creation model.

The Theory of Change of the Women of the Future Mentorship Program is also linked to the social dimension of this value creation approach. By bringing together Forvis Mazars Türkiye's institutional knowledge and expertise and employee volunteering with contributions from civil society organizations and external professionals, the program aims to create social value by supporting young women in their transition from education to working life.

Within this framework, human capital and employee contributions are reflected in the program through employees sharing their professional knowledge, experience, competencies, and time with young women through mentoring, training, and other program activities. Intellectual capital is reflected through the transfer of the organization's expertise

and knowledge, as well as that of the professionals contributing to the program, into learning content and mentoring processes. Social and relationship capital is reflected through the interactions and collaborations established among Forvis Mazars Türkiye employees, young women, civil society organizations, and external professionals in pursuit of a shared social purpose.

By mobilizing these forms of capital through the program, the aim has been to support young women in strengthening their career awareness, knowledge and competencies, and readiness for working life. The program's long-term value creation approach focuses on supporting young women's participation in quality employment and economic life, contributing to reducing inequalities in access to development and career opportunities, and fostering a sustainable cycle of impact and solidarity in which program alumni transfer their knowledge and experience to new participants in subsequent years.

In this way, the Future Women Mentoring Program represents a multi-stakeholder implementation model that brings together Forvis Mazars Türkiye's institutional expertise, employee volunteering, and stakeholder relationships around a shared social purpose and transforms these resources into social value.

3.3. Women of the Future Mentorship Program Value Creation Chain

Forvis Mazars Türkiye Purpose

Our ambition is to help build the economic foundations of a fair and prosperous world by caring for the success of our people and clients, the health of financial markets, the maintenance of trust in society, the safeguarding of the environment, and creating long-term value for all our stakeholders.

Capital Deployed in the Program

- Human capital
- Intellectual capital
- Social and relationship capital

Program Activities

- Mentoring
- Training
- Webinars
- Workshops
- Multi-stakeholder collaboration

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Short / Medium-Term Value

- Career awareness
- Access to knowledge and competencies
- Readiness for working life
- Supporting access to job/internship opportunities

Long-Term Contribution

- Supporting young women's participation in quality employment and economic life
- Contributing to reducing inequalities of opportunity



Figure 1. Sustainable Impact and Solidarity Cycle

4. Impact Measurement Methodology

The program's social impact was assessed using program records relating to activities carried out, mentoring and training data, participant feedback and capstone project results.

During the assessment process, the program's activities and outputs were distinguished from the short-term outcomes observed among participants. Medium- and long-term outcomes that could not be directly measured with the available data were treated as areas for future monitoring.

In the end-of-program feedback survey, feedback was received from all 18 mentees who participated in the one-to-one mentorship program, resulting in a 100% response rate for the mentee group. In addition, 5 participants who only took part in the learning activities voluntarily responded to the feedback survey, bringing the total number of participant responses reviewed within the scope of the report to 23.

As no systematic feedback collection process was conducted for participants who only took part in the learning activities, their responses were not treated as a separate response rate or as representative results for this group. The feedback assessment covered overall program satisfaction, participants' views on the program duration, the program's contribution to career planning, their experience of communication throughout the program, and responses to open-ended questions.

To assess the program's medium-term outcomes and long-term contribution, participants' post-program career development is planned to be monitored.

The reporting approach focused on evaluating activities not only in terms of reach and outputs, but also in terms of the change and social value created for stakeholders. This approach is aligned with integrated reporting in that it makes visible the links among human resources, stakeholder relationships, volunteering, competency development and long-term value creation. Accordingly, the verifiable indicators and outcomes presented in this report also provide a data and narrative basis that can be used in Forvis Mazars Türkiye's integrated sustainability reporting.

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5. Stakeholders and Stakeholder Engagement

The Women of the Future Mentorship Program was implemented through a multi-stakeholder model that brought together the knowledge, experience, time and stakeholder networks of Forvis Mazars Türkiye employees, civil society organisations and external professionals from different fields of expertise around a shared social purpose. While Forvis Mazars Türkiye assumed active responsibility for the design, coordination and implementation of the program, employee volunteers contributed through mentoring, training and other program activities; civil society organisations supported access to the target group; and external professionals contributed their expertise and experience.

5.1. Internal Stakeholder Engagement and Employee Volunteering

Forvis Mazars Türkiye employees played an active role in the design and implementation of the Women of the Future Mentorship Program through project coordination, mentoring, training, jury evaluation, and contributions across various areas of expertise. Employees' contribution of their professional knowledge, experience, competencies, and time constituted one of the program's key inputs and enabled young women to interact directly with professionals from different fields of expertise.

A total of 24 Forvis Mazars Türkiye employees contributed to the program in various roles. The contribution of employee volunteers represents a tangible example of how Forvis Mazars Türkiye's human capital and corporate expertise were leveraged through an initiative aimed at creating social value.

Table 2. Forvis Mazars Türkiye Employees

No	Name	Role(s) in the Program
1	Ayaz Karadağ	Mentor, Trainer
2	Aysuda Ataçay	Mentor
3	Burcu Tuna	Program Coordinator, Mentor, Trainer, Jury Member
4	Büşra Suiçmez	Mentor, Trainer
5	Dila Şensesli	Program Communications Lead
6	Dr. İzel Levi Coşkun	Program Sponsor, Trainer
7	Elif Coşkun	Mentor, Trainer
8	Ezgi Oral	Trainer
9	Gökçe Gücüyener	Mentor
10	Gökçe Yavuzbilge	Jury Member
11	Gökhan Güçlü	Jury Member
12	Halil İbrahim Topal	Mentor, Trainer
13	Hilal Armağan Kay	Mentor
14	Mehmet Eronat	Mentor, Trainer
15	Nadir Kurtarıcı	Mentor, Trainer
16	Nejdet Kay	Mentor, Trainer
17	Nur Aslan	Trainer
18	Orçun Gücüküoğlu	Mentor
19	Seda Ayten Korkut	Mentor
20	Selvihan Tonguç	Mentor
21	Sevda Ergül	Mentor
22	Sevgi Özdemir	Program Facilitator, Mentor, Trainer
23	Tuğba Demiryürek	Trainer
24	Yaman Alkan	Mentor, Trainer



Note: Some employees assumed more than one role within the program. Therefore, role-based participation figures were assessed independently of the total number of unique employees. A total of 24 Forvis Mazars Türkiye employees contributed to the program in different roles.

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5.2. Collaboration with Civil Society Organisations

During the development of the program and efforts to support access to the target group, a total of 26 civil society organisations were contacted. 9 of these organisations actively contributed to reaching the target group by promoting the program through their own stakeholder networks, and applications to the program were received through these announcements.

The civil society organisations that actively contributed to the program were Community Volunteers Foundation (TOG), GEA, Support to Life Association (STL), Turkish Education Foundation (TEV), YenidenBiz, Women Entrepreneurs Association of Turkey (KAGIDER), Buradayız Hatay Association (BUHAD), Educational Volunteers Foundation of Turkey (TEGV), and Cultural Awareness Foundation (KBGV).

Among these organisations, Cultural Awareness Foundation (KBGV) provided contributions beyond supporting access to the target group. In addition to promoting the program through its own network, the Foundation provided the top three participants at the end of the program with one year of free online access to its training programs. In addition, a representative of the Foundation delivered training on volunteering and social responsibility, contributing expertise to participants' learning process.

The participation of civil society organisations strengthened the program's multi-stakeholder structure by enhancing access to the target group, incorporating different stakeholder networks into the program, facilitating expertise-sharing and providing participants with additional development opportunities. This structure enabled Forvis Mazars Türkiye's corporate coordination and the stakeholder reach and expertise of civil society organisations to come together around a shared social purpose.

5.3. Professional Stakeholder Engagement

Within the scope of the program, five external professionals contributed their expertise to the program's mentorship and learning processes by voluntarily sharing their knowledge and experience on a pro bono basis.

- Çağatay Tengiz – Notitek: Delivered the “Artificial Intelligence: The Age of Transformation” training, contributing a total of 54 minutes of training to the program.

- İpek Kaytaz – Professional Coach: Contributed her mentoring experience to the design and development of the program's mentoring structure and delivered mentor and mentee training sessions and mentoring experience-sharing meetings, contributing a total of 4.5 hours to the program.
- Ömer Özgen – Chair of the Board, Foundation for the Development of Cultural Awareness: Delivered the “Volunteering and Social Responsibility” training, contributing 1 hour and 15 minutes to the program.
- Assoc. Prof. Özgün Biçer – Faculty Member, Marmara University Faculty of Economics: Delivered the “Gender Equality in Working Life” and “Diversity Management and Inclusion” training sessions, contributing a total of 2 hours and 54 minutes of training to the program.
- Tülin Akın – Founder of TABİT and AgriGO.ai: Shared her experience with participants through the “Inspiring Woman Leader” webinar, contributing 1 hour to the program.

The involvement of external professionals enabled participants to access experiences from different sectors and fields of expertise and contributed to enriching the mentoring and learning processes with diverse perspectives.

The venue for the program's in-person closing event was provided voluntarily by Fark Labs / Arya Family as an in-kind contribution. This contribution strengthened the program's multi-stakeholder structure, which was implemented with stakeholder support.



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6. Program Input and Activities

The Women of the Future Mentorship Program was implemented through a holistic model that brings together mentoring, competency-based learning, experience sharing, and applied learning to address the diverse development needs of young women as they transition into working life. The program's key inputs included the time and expertise contributed by volunteers, Forvis Mazars Türkiye's institutional knowledge and expertise, contributions from external professionals, and collaborations developed with civil society organisations.

The program concluded with an in-person closing event held in Istanbul on 18 August 2026. During the closing event, the program journey and participants' experiences were shared, certificates and awards were presented, and an opportunity was created for face-to-face interaction among stakeholders.

6.1. Program Inputs

One of the program's key inputs was the contribution of knowledge, experience, and time by Forvis Mazars Türkiye employees and external professionals. A total of 24 Forvis Mazars Türkiye employees contributed to the program in various roles, including program implementation, mentoring, training, jury evaluation, and communication. Of these employees, 17 served as mentors, 14 as trainers, and 3 as jury members; some employees assumed more than one role within the program. Therefore, role-based participation figures were assessed independently of the total number of unique individuals.

In addition, 5 external professional trainers from different areas of expertise contributed their knowledge and experience to the program. As a result, a total of 19 trainers took part in the program. When Forvis Mazars Türkiye employees and external professionals are considered together, a total of 29 individuals contributed to the program in various roles.

The implementation of the program drew on Forvis Mazars Türkiye's institutional knowledge and expertise, contributions from external professionals, and collaborations developed with civil society organisations. These resources were brought together at different stages, from program design through implementation, supporting the program's multi-stakeholder structure.

Forvis Mazars Türkiye also provided employee time and corporate resources for the design, coordination, and implementation of the program. While program activities were largely carried out on a voluntary basis, the venue for the in-person closing event was provided by Fark Labs / Arya Family as an in-kind contribution. Transportation, gifts, materials, and organisational expenses related to the closing event were covered by Forvis Mazars Türkiye, and the related expenditures were recorded.

6.2. Mentoring Activities

The mentoring process was structured to support participants in defining their career goals and assessing their personal development areas. Each mentee was matched with a mentor, and the process was designed as a five-session development journey.

The sessions covered current-state assessment, values and self-awareness, SWOT analysis, setting SMART goals, and planning the steps required to achieve these goals.

To ensure that the mentoring relationship was conducted within a common and structured framework, mentors and mentees received preparatory training before the program.

6.3. Training, Webinar and Workshop Activities

The program's learning activities were structured around four key development areas to support the different competencies participants may need in preparing for working life:

Digital Competencies and Technology

- Information Technologies
- Basic Excel
- Information Security and Cybersecurity
- Artificial Intelligence: The Age of Transformation

Business and Career Development

- CV Preparation and Interview Techniques
- Next-Generation Career: Right Choices, Right Steps
- Presentation Skills
- Diction and Body Language
- Mentee Training

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Management and Organisational Competencies

- Strategic Planning
- ISO 9001 Quality Management System
- Basic Accounting
- Marketing and Digital Marketing
- Problem-Solving Techniques

Sustainability and Social Impact

- Gender Equality in the Workplace
- Diversity Management and Inclusion
- Sustainability and the 17 SDGs
- Volunteering and Social Responsibility

The webinars and workshops complementing the training program aimed to expose participants to different experiences and perspectives and enhance their awareness in areas such as career development, personal development, well-being, and sustainability.

The following modules were delivered:

- Inspiring Woman Leader
- Zero English, Infinite Persistence
- Chinese Business Culture
- Sustainability Workshop
- Breathing Techniques for Stress Management

Mentoring Ethics and Safe Communication

To support a safe, ethical mentoring process based on mutual trust, mentors and mentees were provided with information and training at the beginning of the program. This covered confidentiality, boundaries within the mentoring relationship, the roles and responsibilities of both parties, and principles of ethical communication.

Throughout the program, a communication mechanism was established to enable mentors and mentees to contact the program coordination team directly in case of any needs or concerns, and the process was monitored by the program team.

6.4. Capstone Project

At the end of the program, a capstone project was conducted to support participants in applying the knowledge and skills they had acquired. Participants were asked to assess the current situation based on a fictional company case, identify the root causes of the problems, and develop practical and actionable solutions.

The capstone projects were evaluated by a three-member jury based on predefined criteria and served as a complementary exercise designed to enable participants to apply the knowledge and competencies acquired throughout the program.

Capstone Project Participation Requirements

The completion project was structured as the final stage of the program for mentees participating in the one-to-one mentorship program. To be eligible to participate in the completion project, mentees were required to attend at least 80% of the learning activities offered within the program and complete the planned mentor–mentee meeting process.

A total of 15 mentees who met these requirements completed their projects and submitted them for jury evaluation. The completion project aimed to enable participants to apply the knowledge, awareness, and experience gained throughout the program through a specific project assignment.

Completion Project Evaluation Process

The 15 completion projects submitted for evaluation were reviewed by a three-member jury through a structured evaluation process. The projects and participant information were shared with the jury members, and a common scoring matrix was used to support consistency and comparability across evaluations.

Prior to the evaluation, an alignment meeting was held with the jury members to establish a common understanding of the evaluation approach and scoring process. Following the jury members' individual assessments, the results were reviewed collectively, and the final ranking was determined based on the average scores awarded by the jury members. Although one of the jury members also served as a mentor within the program, that jury member's mentee did not participate in the completion project evaluation process.

7. Program Outputs

As a result of the activities carried out under the Future Women Mentorship Program, measurable outputs were achieved across the areas of program reach, mentoring, learning, and volunteering.

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7.1. Participant and Geographic Reach

The program received 93 applications from across Türkiye. Following the evaluation of applications, 18 young women were selected for the mentorship program, while an additional 18 young women participated in the learning activities as training-only participants. In total, 36 young women benefited from the program's learning and development activities.

Participants joined the program from 15 cities across Türkiye: Adana, Afyon, Ankara, Antalya, Bursa, Denizli, Eskişehir, İstanbul, Isparta, İzmir, Kocaeli, Kütahya, Manisa, Ordu, and Van. This geographical diversity was considered an important indicator of the program's reach, demonstrating its ability to engage young women living in different regions and bring diverse local experiences together within a shared learning network.

Participants' Access to Opportunities Profile

Participants' statements at the application stage indicate that the challenges they faced in accessing education and career opportunities emerged across different dimensions. The application form assessed participants' experiences in areas such as:

- access to opportunities due to financial constraints,
- academic support,
- family responsibilities,
- housing and transportation conditions, and
- disasters or other challenging life events.

Participants were also asked to assess their level of access to education and career opportunities based on their own experiences.

Table 3. Challenges Faced by Participants

Challenge	Number of Participants (n=36)	Percentage
Lack of academic support	26	72.2%
Family responsibilities	23	63.9%
Difficulties in accessing opportunities due to financial constraints	21	58.3%
Housing or transportation difficulties	14	38.9%
Disasters / challenging life events	6	16.7%

As participants could report more than one area of difficulty, the percentages exceed 100% in total.

36 participants (19.4%) reported experiencing disadvantages in accessing education and career opportunities, 26 (72.2%) reported experiencing difficulties from time to time, while 3 (8.3%) stated that they generally had access to such opportunities. Accordingly, 91.7% of participants reported experiencing at least occasional difficulties in accessing education and career opportunities.



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7.2. Mentoring Outputs

A total of 18 mentees participated in the one-to-one mentoring process. Throughout the program, 90 mentor–mentee sessions were conducted, providing a total of 92 hours of one-to-one mentoring support.

7.3. Learning Outputs

A total of 23 learning modules were delivered as part of the program, comprising 18 training sessions, 3 webinars and 2 workshops. These learning and experience-sharing activities provided a total of 32.5 hours of learning.

7.4. Capstone Project Outputs

At the end of the program, 15 participants submitted capstone projects. The projects were evaluated by a three-member jury on a 100-point scale, and the three participants with the highest average jury scores were identified. Jury members contributed a total of 29.5 hours of their time and expertise to the review and evaluation of the projects.

The top three participants were awarded one year of complimentary access to training programs offered by the Cultural Awareness Foundation (KBGV), as well as a ticket to a Youth Philharmonic Orchestra concert. In addition to these opportunities, the first-place participant will receive a reference letter from the CEO and be offered a rotational internship at Forvis Mazars Türkiye's Istanbul Office.



8. Short-Term Outcomes

The program's short-term outcomes were assessed in the areas of participants' career awareness, access to knowledge and competencies, and overall program experience. When the mentorship process, learning activities, and participant feedback were considered together, positive short-term indicators were observed across these areas.

8.1. Career Awareness

One of the program's key short-term outcomes was participants' perception that the program had provided them with a new perspective on career planning. Among mentees specifically, 17 of the 18 mentees (94.4%) stated that the program had provided them with a different perspective on career planning. These findings indicate that the program generated a positive short-term outcome by supporting participants in evaluating their career options and approaching their transition into working life with greater awareness.

8.2. Access to Knowledge and Competencies

Throughout the program, participants were provided with access to a range of knowledge and skills designed to support their preparation for working life through learning activities covering digital competencies, business and career development, management and organisational competencies, and sustainability and social impact.

According to participant feedback, Sustainability and the 17 SDGs, Strategic Planning, Career Development, and the Breathing Techniques for Stress Management Workshop were among the most highly rated topics. The capstone project also provided participants with an opportunity to apply the knowledge and methods acquired throughout the program to a fictional business case.

8.3. Program Experience

Participants' overall satisfaction with the program averaged 4.70 out of 5. The average rating for the program duration was 4.96/5, with 22 of the 23 participants rating the duration with the highest score of 5. Regarding communication throughout the program, 16 participants rated it as "very attentive and supportive," 6 participants as "attentive and adequate," and 1 participant as "could be improved."

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These results indicate that the overall program experience, duration, and communication processes were evaluated positively by the majority of participants.

Program Experience from Participants' Perspectives

Open-ended responses collected through the end-of-program feedback survey indicate that greater clarity in career direction, strengthened self-awareness and self-confidence, preparation for professional life, and access to mentor guidance were prominent themes in participants' experiences. Participants' own reflections provide a qualitative perspective that complements the quantitative indicators measured within the scope of the program.

"The program served as a bridge in my transition from academic life to the professional world. While the feedback I received from my mentor strengthened my decision-making, the online training sessions supported my personal development with practical and applicable knowledge."— Mentee, anonymous participant

"Before the program, I had some idea of where I wanted to go, but I was unsure whether this was truly what I wanted and what I could do to achieve it. By the end of the program, I feel that I have started moving towards the career I aspire to."

— Mentee, anonymous participant

"For me, the most valuable gains were becoming part of a strong network of women leaders, having the opportunity to receive one-to-one mentorship from an inspiring mentor, and gaining self-confidence as I discovered my own potential."

— Mentee, anonymous participant

"Through my conversations with my mentor, I realized that I had gained a better understanding of myself. The fact that we were both in the same field was particularly valuable in terms of sharing knowledge and experience."

— Mentee, anonymous participant



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9. Medium-Term Outcomes

To monitor the program's medium-term outcomes, the first follow-up survey is planned to be conducted with participants six months after the completion of the program, in February 2027. The follow-up will assess participants' job and internship applications after the program, their transition into employment or internships, and developments in their career paths.

The career journeys of the first cohort of participants will continue to be monitored in subsequent years through a four-year follow-up period. This will enable an assessment of how the program's observed short-term outcomes relate over time to participants' transition into working life and career development.

10. Alignment With the Sustainable Development Goals

Forvis Mazars Türkiye takes a holistic approach to its economic, social, and environmental impacts within its sustainability and value creation approach, structuring its corporate social responsibility initiatives and stakeholder collaborations with consideration for their contribution to the United Nations Sustainable Development Goals (SDGs) on which it focuses. Our organisation's value creation model is based on translating strategic priorities into concrete actions and monitoring the value created by linking it to the relevant forms of capital and the SDGs.

In line with this approach, Forvis Mazars Türkiye develops collaborations with civil society organisations, supports volunteering activities, and contributes not only financial resources but also the knowledge and expertise of its employees to initiatives aimed at creating social value. This approach is identified in the 2025 Integrated Report as one of the key elements of Forvis Mazars Türkiye's approach to social impact and communities.

The Women of the Future Mentorship Program is one of the initiatives implemented within the social value creation dimension of this approach. By bringing together Forvis Mazars Türkiye's institutional expertise and employee volunteering with contributions from civil society organisations and external professionals, the program aims to support young women in their transition from education to working life.

Accordingly, the program's activities and expected outcomes have been aligned with:

- **SDG 4** – Quality Education | Relevant Target: 4.4
- **SDG 5** – Gender Equality | Relevant Target: 5.5
- **SDG 8** – Decent Work and Economic Growth | Relevant Target: 8.6
- **SDG 10** – Reduced Inequalities | Relevant Target: 10.2
- **SDG 17** – Partnerships for the Goals | Relevant Target: 17.17

These linkages are reflected in the program as follows:

SDG 4 – Quality Education

Through the training sessions, mentoring, webinars, and workshops delivered under the program, young women were supported in developing the knowledge and competencies they may need in preparing for working life.

SDG 5 – Gender Equality

The program was designed specifically for young women and aims to contribute to gender equality by supporting young women's career development.

SDG 8 – Decent Work and Economic Growth

Strengthening young women's career awareness and readiness for working life, while supporting their access to job and internship opportunities, constitutes one of the program's key elements in facilitating their transition into quality employment.

SDG 10 – Reduced Inequalities

By prioritising young women who are socioeconomically disadvantaged, affected by disasters, or experiencing inequalities of opportunity during the participant selection process, the program aims to contribute to reducing inequalities in access to development and career opportunities.

SDG 17 – Partnerships for the Goals

The program's multi-stakeholder implementation model brought together the knowledge, experience, expertise, and stakeholder networks of Forvis Mazars Türkiye employees, civil society organisations, and external professionals from different fields of expertise around a shared social purpose. Of the 26 civil society organisations contacted as part of the program, 9 actively contributed to promoting the program within their own networks.

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In addition, various stakeholders contributed to the program through training, knowledge and expertise sharing, and development opportunities provided to participants. These contributions supported the program's multi-stakeholder implementation model, bringing together the knowledge, experience, and resources of different stakeholders around a shared social purpose.

11. Corporate Social Value Created Through Volunteering

The Women of the Future Mentorship Program created an active volunteering platform through which employees could translate their professional knowledge and experience into social value. As part of the program, 24 Forvis Mazars Türkiye employees contributed in various roles, including program implementation, mentoring, training, jury evaluation, and communication, sharing their knowledge, experience, and time with young women.

By combining employee volunteering with corporate expertise, the program was able to provide its target group not only with theoretical knowledge, but also with real-world professional experience and access to role models. This structure also represented a tangible example of the organisation's capacity to create social value through its human capital, corporate expertise, and stakeholder relationships. As changes in employee engagement or sense of belonging were not separately measured within the scope of this report, these areas were not considered direct impact outcomes.

In this respect, by bringing together employee volunteering and corporate expertise around a shared social purpose, the program demonstrated the link between social contribution and corporate value creation.



12. Impact Boundaries and Methodological Limitations

The program's current impact assessment is based on program records, participant feedback, mentoring and learning processes, and capstone project results. These data provide a basis for assessing the program's reach, activities delivered, and short-term outcomes.

Similarly, the assessment of medium- and long-term outcomes, such as transition into employment and career development, depends on follow-up studies to be conducted after the program. Therefore, the report distinguishes between outcomes that can be verified based on currently available data and impact areas that will need to be monitored in the future.

As the total working time of the program team involved in the design, coordination, communication, and implementation processes was not separately measured, a total figure for employee/volunteering hours has not been calculated. Within the scope of this report, only activity durations that can be verified through program records have been taken into account. Accordingly, recorded hours relating to one-to-one mentoring, learning activities, and jury evaluation have been reported, while time allocated to program management and coordination has not been included in the total contribution hours.

Participant feedback is based on self-assessments conducted at the end of the program. As no comparative baseline measurement was conducted at the beginning of the program, the feedback results reflect participants' assessments of their program experience and the changes they perceived.

It is acknowledged that, in addition to the program, participants' career development may be influenced by various factors, including university education, individual career pursuits, university career centers, other development programs, professional networks, and labor market conditions. Therefore, changes observed after the program will not be attributed solely to the Women of the Future Mentorship Program; rather, they will be assessed in terms of the program's potential contribution to these changes. In future program cycles, implementing comparative baseline and endline measurements and continuing post-program follow-up activities will support a more comprehensive assessment of the changes generated by the program.

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12.1. Impact Risks and Actions Taken During Program Implementation

During the implementation of the program, various operational risks that could affect the program's expected outcomes were monitored, including mentor-mentee matching, scheduling of meetings, participant and mentor continuity, and potential access and communication difficulties during online meetings. Issues arising throughout the process were monitored by the program coordination team, and where necessary, solution-oriented actions were taken by communicating with the relevant parties.

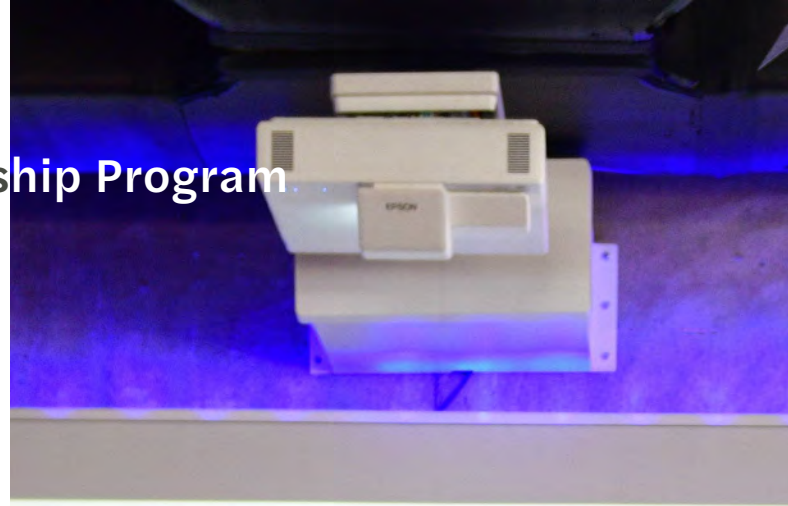
These implementation experiences demonstrated the importance of not only identifying risks at the program design stage, but also monitoring them regularly throughout the program and responding in a timely manner when needed. The lessons learned are planned to be used to further improve the matching, communication, follow-up, and participant experience processes in future program cycles.

13. Monitoring and Impact Measurement Plan

To monitor how the changes generated by the program develop over time and to enable a more robust assessment of its long-term social impact, participants' post-program career journeys are planned to be monitored over a four-year period. The first follow-up will be conducted six months after the completion of the program, in February 2027, followed by annual monitoring of participants' career development.

The program is planned to be implemented each year with a new cohort of participants. In future program cycles, impact measurement is intended to be structured from the beginning of the program, with baseline and endline measurements conducted in areas including career awareness, self-awareness, and selected competencies. This will enable changes occurring during each program cycle to be assessed comparatively and allow the long-term development of participants from different cohorts to be monitored.

The verifiable indicators obtained during the program's first implementation cycle in 2026 will serve as a reference point for monitoring changes in results across future program cycles.



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13.1. Post-Program Monitoring Areas

Table 4. Career Tracking Areas

Monitoring Area	Development to Be Monitored
Job and Internship Applications	Job and internship applications submitted by participants after the program
Transition into Working Life	Employment or internship status
Career Direction	Development in participants' career goals and aspirations
Career Progression	Development and progression in participants' career journeys after graduation

Through these indicators, the career journeys of the first cohort of participants will be monitored over a four-year period, and the development of the program's medium- and long-term outcomes over time will be assessed.

The current outcome indicators and post-program monitoring areas are summarised in the table below.

Table 5. Outcome Indicators and Monitoring Plan

Impact Area	Indicator	Current Status	Monitoring
Career Awareness	Percentage of mentees who stated that the program provided them with a new perspective on career planning	94.4%	End-of-program participant feedback August 2026
Program Experience	Overall program satisfaction	4.70 / 5	End-of-program participant feedback August 2026
Career Behaviour	Percentage of participants who applied for a job or internship after the program	To be monitored	6-month follow-up
Transition into Working Life	Percentage of participants who started a job or internship, taking into account their graduation and education status	To be monitored	6-month and annual follow-up
Career Progression	Participants' career development and progression in working life after graduation	To be monitored	Annual follow-up – 4 years
Scaling of Impact	Number/percentage of first-cohort program alumni who return to the program as mentors	To be monitored	From the 4th program year onwards

Monitoring Note: Participants were at different stages of their education and graduation status at the beginning of the program. Therefore, when assessing transition-to-work indicators, participants' education and graduation status at the relevant follow-up period will be taken into account. Participants who are still continuing their education will not be excluded from the follow-up; for these participants, job and internship applications, internship experiences, career direction, and work-readiness processes will be monitored. Employment transition outcomes will be assessed taking participants' graduation status into consideration.



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14. Lessons Learned and Areas for Development

The first cycle of the Women of the Future Mentorship Program provided valuable lessons regarding both the program's strengths and opportunities to manage and measure its social impact more systematically. Based on participant feedback, mentoring experiences, and observations from the implementation process, areas for development have been identified for consideration in future program cycles.

14.1. Enhancing the Mentor–Mentee Matching Process

To better align the mentoring experience with participants' career goals, future matching processes could benefit from a more detailed assessment of criteria such as sector, area of expertise, career goals, and development expectations.

14.2. Structuring Impact Measurement from the Beginning of the Program

During the first program cycle, short-term outcomes were assessed primarily through end-of-program feedback. In future cycles, introducing baseline and endline measurements for career awareness, self-awareness, and selected competency areas would strengthen the comparative assessment of changes experienced by participants.

14.3. Strengthening Post-Program Follow-Up

Regular monitoring of participants' post-program career journeys is important for assessing the program's long-term social impact. Accordingly, indicators such as job and internship applications, transition into employment or internships, clarification of career direction, and career progression are planned to be monitored at defined intervals over a four-year period, beginning with the first follow-up.

14.4. Strengthening the Sustainability of Stakeholder Engagement

Contributions from civil society organisations, external professionals, and employee volunteers enriched the program by bringing together diverse areas of expertise and experience. In future program cycles, maintaining the continuity and diversity of partnerships aligned with the program's objectives will further support its capacity to create social value.

These lessons provide a foundation for organizational learning aimed at enhancing future program cycles, enabling more systematic monitoring of medium-term outcomes and long-term contribution, and strengthening a sustainable social impact model that supports program graduates in becoming active stakeholders who contribute to new participants over time.



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14.5. Maintaining Engagement with Program Alumni and Developing Future Mentors

As the program continues each year with new participants, engagement with program alumni is planned to continue beyond the completion of each program cycle. In this context, periodic alumni gatherings are planned, and alumni are expected to be invited to relevant Forvis Mazars Türkiye events to maintain their connection with the organisation and the program network.

From the program's fourth year onwards, eligible participants from the first cohort are expected to contribute as mentors to new participants alongside existing Forvis Mazars Türkiye mentors. To prepare program alumni for the mentor role, they are planned to be supported through development opportunities focusing on mentoring, coaching, and communication skills.

This approach aims to facilitate the transfer of knowledge and experience gained through the program to new participants and support program alumni in becoming active stakeholders who contribute to social impact over time.

15. Conclusion and Forward-Looking Assessment

The Women of the Future Mentorship Program was completed as a holistic social impact initiative that brings together mentoring, learning, volunteering, and stakeholder collaboration to support young women in their transition from university to working life. The in-person closing event held on 18 August 2026 marked the final stage of the program, bringing participants, volunteers, and stakeholders together to reflect on the learning and mentoring journey.

The data obtained during the first implementation cycle indicate positive short-term outcomes, particularly in the areas of career awareness, access to knowledge and competencies, and program experience. Post-program follow-up studies will be important in assessing how these gains relate to medium-term outcomes such as job and internship applications, transition into employment or internships, and clarification of career direction.

The program's long-term value proposition lies in contributing to young women's transition into working life with greater preparedness, awareness, and support, while also translating Forvis Mazars Türkiye's approach to social value creation into practice through employee volunteering, corporate expertise, and stakeholder collaboration. In this respect, the program provides an example that can support the organisation's sustainability and integrated reporting efforts with verifiable indicators related to the creation of human and social value.



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The program is planned to continue with new participants in future cycles, while the career journeys of program alumni will be monitored over the long term. In the long term, the program aims to scale its social impact over time by maintaining alumni engagement with the program network and enabling eligible program alumni to contribute as mentors to participants in future cycles.

In this way, the program aims to evolve into a sustainable social impact model that not only reaches new young women each year, but also enables participants who have benefited from the program to share their experience with future participants, thereby multiplying its impact across successive cohorts.

16. References

- Forvis Mazars Türkiye, Integrated Report 2025
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