

# ŞEVKET SABANCI FIRST CHANCE PROGRAM

Equity in Action: How Şevket Sabancı  
First Chance Program Transforms  
Youth Employment and Promotes Equal  
Opportunities?

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# EXECUTIVE SUMMARY

This report reports on the social impact of the Şevket Sabancı First Chance Program, designed and implemented by Esas Sosyal (the social investment unit of Türkiye's leading investment group, Esas Holding).

Esas Holding was founded by the late Şevket Sabancı and his family in 2000, and Esas Sosyal in 2015 with the aim of managing social investments. Since then, Esas Sosyal has been carrying out sustainable and measurable social investment programs that have supported the school to work transition of nearly 1,500 youth (as of 2024) and mobilized a diverse ecosystem of 4,500 including NGOs, private sector partners and others that share the mission of ensuring equal opportunities in employment for youth in Türkiye.

The social investment programs of Esas Sosyal focus on a key challenge for youth employment in Türkiye: Equal opportunities. Thousands upon thousands of youth, many of which are the first in their family to attend university, graduate from schools which are lesser known and preferred by employers. The Şevket Sabancı First Chance (SSFC), the flagship program of Esas Sosyal, provides carefully selected high potential youth with school to work transition support by offering 12 months of full-time paid work at NGOs and over 250 hours of training at the First Chance Academy, along with mentoring and buddy support to enhance their personal and professional development.

The SROI (Social Return on Investment) analysis, conducted by the consulting firm S360 and commissioned by Esas Sosyal, used the SROI methodology to focus on the 6<sup>th</sup> cohort of the First Chance Program and its relevant ecosystem partners. SROI is a form of social cost and benefit analysis designed to capture intangible social outcomes and aims to tell the story of change using monetary values. SROI identifies the outcomes of program interventions on key stakeholders, and impact is measured by the change in outcomes associated with the intervention. For example, if a project demonstrates an impact ratio of 2:1, this indicates that an investment of 1 unit generates a social value of 2 units.

The report begins with an introduction to Esas Sosyal's work and Şevket Sabancı First Chance Program (SSFC), followed by an overview of the SROI methodology. It then details the outcomes of the SROI assessment, focusing first on the impact of the program on participants, followed by its effects on ecosystem partners. The report concludes with the calculation of the SROI ratio and a summary of key findings.

The high-level summary of outcomes are as follows:

- The First Chance program generates social value way beyond original financial investments. S360 estimates a significant **SROI of 1:2.52**, indicating that for every 1 TL invested, the program yields over two and a half times that amount in social value.
- The program achieves its primary goal of creating equal employment opportunities for young people, and generates positive long-term effect in professional and personal lives of youth by boosting confidence and motivation, enhancing career awareness, and fostering supportive relationships. This impact is achieved through the collaboration of Esas Sosyal's growing ecosystem including NGOs, corporate supporters, HR professionals, and mentors.
- First Chance generates a value for those ecosystem stakeholders involved in the program. Program fosters a systematic transformation by mobilizing diverse stakeholders, at the individual and institutional level. Non-governmental organizations (NGOs) gain access to a qualified talent pool and embrace a vision for equal employment, as do post-program private sector employers. Meanwhile, program mentors and buddies are motivated to support youth.

In conclusion, the program is found to contribute significantly to creating equal employment opportunities for young people in Türkiye. Beyond simply supporting this vision through individuals, it has successfully generated organizational impact, establishing an ecosystem that promotes the vision of equal opportunity for both NGOs and other organizations who are key partners of the program.

## ABOUT ESAS SOSYAL

Esas Sosyal is the social investment unit of Esas Holding, founded in 2015 by the late Şevket Sabancı and his family, with a vision to give back to society in alignment with the company's values of responsible citizenship.

### Promoting Equal Opportunities in Youth Employment

Since founding, Esas Sosyal has been carrying out sustainable and measurable social investment programs focusing on a key challenge for youth employment in Türkiye: Equal opportunities.

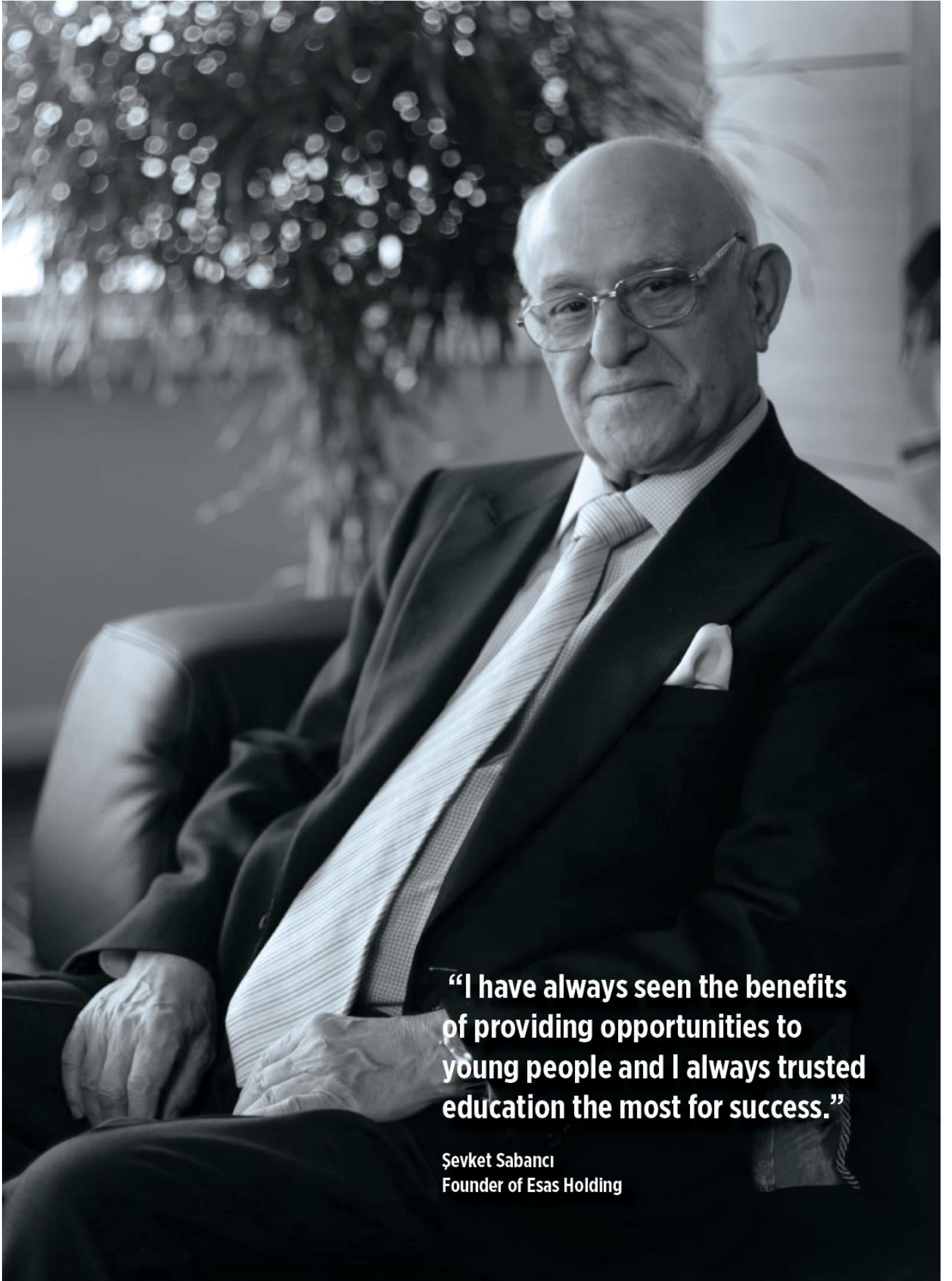
So far, Esas Sosyal supported the school to work transition of nearly 1,500 youth (as of 2024) and mobilized a diverse ecosystem of 4,500 NGOs, private sector partners and others that share the mission of ensuring equal opportunities in employment for youth in Türkiye.

### Second-tier University Graduates are at a Greater Disadvantage

In Türkiye, university graduates face the highest unemployment rates, with 1 in 4 recent graduates out of work. Graduates from second-tier universities are particularly disadvantaged, often overlooked in hiring processes and facing longer unemployment periods—averaging 15 months. Many are first-generation university students, relying on scholarships to fund their education. They struggle with limited resources, such as lack of preparatory courses, internships, networking, and essential professional skills. After graduation, these challenges continue as they find it difficult to secure jobs. Eventually, many settle for low-paying, unqualified positions or return to their hometowns without prospects. Esas Sosyal intervenes to prevent young people from becoming long-term NEETs, supports them to join the workforce and helps them continue their early careers as well-equipped and confident individuals.

### Solution Models

First solution model **Şevket Sabancı First Chance Program**, launched in 2016, promotes equality, diversity, and inclusion in youth employment by helping recent graduates gain their first work experience in NGOs. In 2021, **Hayırlı Sabancı English Chance Program**, began offering English language training to university students. In 2022, **Alumni Program** was introduced to strengthen Esas Sosyal's graduate network, promote equality of opportunity, and enhance youth representation through solidarity among graduates of the SSFC Program.



**“I have always seen the benefits  
of providing opportunities to  
young people and I always trusted  
education the most for success.”**

**Şevket Sabancı  
Founder of Esas Holding**

## ŞEVKET SABANCI FIRST CHANCE PROGRAM

Şevket Sabancı First Chance Program aims to provide equal opportunities in youth employment since 2016. The program empowers recent graduates from second-tier universities to access job opportunities and strengthens their employability, while providing non-governmental organizations with a qualified young workforce.

### Program Offers



**12-month**  
*Paid Employment*



**250+ hours**  
*Training with First Chance Academy*



**Mentorship**



**Reference Letter**



**Mock Interviews**



**Personal Development**

### The Process

Each cohort begins with NGO applications and ends with the graduation ceremony and ecosystem gathering.

### For NGOs

#### 1. Selection and Evaluation

Each year new NGO applications are reviewed based on criteria that include offering young people the opportunity to experience a corporate structure and work with a manager and team who can mentor them. Esas Sosyal aims to partner with NGOs from diverse fields and address the current needs of civil society sector. The selection criteria are in the Appendix.

#### 2. 50 Job Positions

Job openings and the participant responsibilities are defined with NGOs based on their needs in positions such as Administrative Affairs, Business Development, Corporate Communication, Finance, HR, IT and Procurement. Participants' annual salary is paid as a donation to the NGO by Esas and ecosystem partners.

## For Participants

### 1. Selection and Evaluation

All applications are carefully reviewed, followed by a phone and two online interviews to assess candidates' motivation and fit for the role. Interviews are conducted by Esas Sosyal and NGO representatives. The selection criteria are in the Appendix.

### 2. Orientation Day

Participants are welcomed by Esas Sosyal and Esas Holding's senior management; they are introduced to the program's goals, the team, and fellow participants.

### 3. First Day at work

The full-time work experience in NGOs for 12 months begin.

### 4. Meeting with Buddies

Participants meet with their buddy, an alumnus from previous cohorts, who will remain a connection throughout the program.

### 5. English trainings begin

English trainings with native instructors in live online classes offered by Berlitz Language schools begin.

### 6. First Chance Academy starts

Trainings offering strengthening 21<sup>st</sup> century skills begin. The list of trainings can be found in the Appendix.

### 7. Meeting with Mentors

At the end of the six-month work experience, mentorship begins.

### 8. Seminars and Events

Throughout the program, participants meet with inspiring leaders from professional world.

### 9. Graduation Ceremony and Ecosystem Gathering

Participants and ecosystem partners gather at the graduation ceremony to celebrate and give participants their signed reference letter and completion certificates.

### 10. Beyond First Chance

After graduation, participants continue to be part of the Esas Sosyal ecosystem as members of the Alumni Program. Alumni Program continues to support the professional development of alumni and works together with its Alumni Committee to foster equal opportunity mission in youth employment.



# SOCIAL RETURN ON INVESTMENT (SROI) OF THE ŞEVKET SABANCI FIRST CHANCE PROGRAM

## SROI Methodology

SROI is a framework for measuring and accounting for the social, environmental and economic value created by an organization or a program. It provides a type of social cost-benefit analysis that identifies the effects of an intervention on key stakeholders and tells the story of change using monetary values. Impact is measured by valuing the social outcomes through appropriate financial proxies, which enables the calculation of a ratio of benefits to costs. For example, a ratio of 2:1 indicates that an investment of \$1 delivers \$2 of social value.

## Key Principles of the Methodology

The SROI approach is derived from a set of principles that underline the methodology. These principles guide the method's application and help verify the reliability of the analysis results:

**1. Involve stakeholders:**

Programs often have multiple stakeholders; in the case of First Chance there are many: Youth, NGOs and the managers of youth, mentors, buddies, trainers in the academy, mock interviewers (HR Professionals) and managers of companies that later hire them.

**2. Understand what changes:**

Often a 'pre-post' view is sought in understanding if and how social program interventions affect stakeholders. SROI seeks a detailed view to what exactly changed in the life of the main beneficiaries of the program.

**3. Value the things that matter:**

SROI focuses on identifying 'Unique Value Propositions' and uses financial proxies to measure and value outcomes that are typically unrecognized because they are not traded in markets.

**4. Only include what is material:**

There will be many outcomes so determining which information and evidence should be included in the accounts to provide a true and fair representation of the impact is essential.

**5. Do not overclaim:**

Not all outcomes are a result of the program implementation; so SROI makes sure that claims on outcomes/impact are linked to the program investments made.

**6. Be transparent:**

Ensuring that all stakeholders are clear on the process and that both positive and negative data are shared openly.

**7. Verify results:**

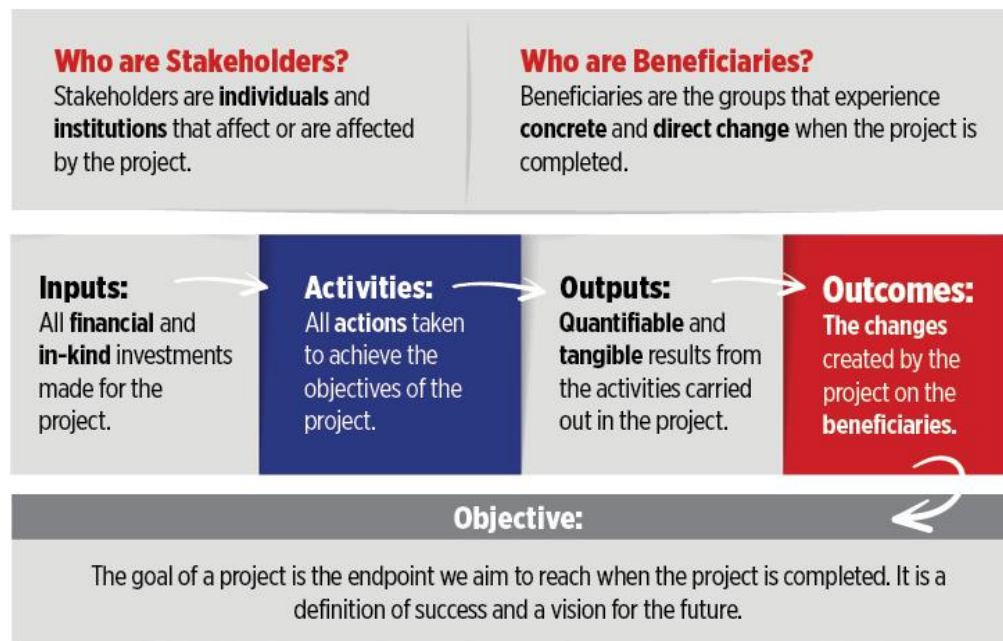
Making sure that data on outcomes are cross checked and verified by multiple sources.



### The Research Process

The process began with meetings between Esas Social and S360 to define the analysis scope and identify stakeholders. The analysis covers the 6<sup>th</sup> term of the Şevket Sabancı First Chance Program (September 2021 – August 2022), the most recent completed period. After reviewing the program activities and their effects, five beneficiary groups were identified: youth participants, mentors, peer advisors (buddies), civil society organizations (CSOs), and organizations providing financial and mentorship/event support.

In phase two, S360 conducted 11 interviews with 25 individuals from these groups, including in-depth interviews and focus groups. The goal was to observe changes and social impact directly. Focus group discussions covered stakeholders' involvement, benefits gained, and areas for improvement. Participants were encouraged to express their experiences in their own words. Change theories were developed for each beneficiary group based on these insights.



Following the development of change theories, surveys were conducted with beneficiaries to quantify results and assess the extent of change. The data was analyzed, and the financial value of the changes estimated using financial proxies. "Deadweight" and "attribution" rates were applied to calculate the net change according to the SROI methodology, accounting for effects that would have occurred without the project, thus reducing the risk of inflated claims.

After gathering qualitative, quantitative, and financial data, the SROI ratio was calculated by dividing the total value created by the project inputs (expenses). This ratio reflects the social impact generated per 1 TRY invested. In summary, SROI is the ratio of the monetary value of social value created to the investment made. The final step involved reporting the analysis results, which were shared with project stakeholders.

The tables in the appendix highlight key findings for each stakeholder group.

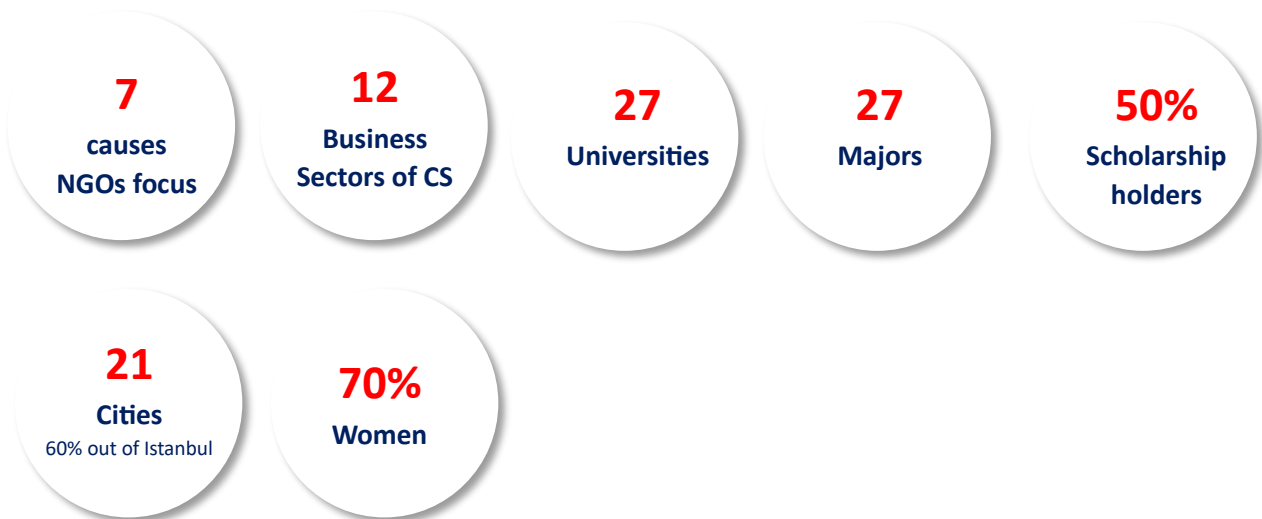
## Outputs of Şevket Sabancı First Chance Program 6<sup>th</sup> Cohort (2021-2022)

The program has produced significant outputs over the course of the year, including the number of people and organizations involved and the activities provided during the implementation process.



\* One participant left the program voluntarily in the 6<sup>th</sup> month of the program after receiving a job offer and decided to pursue it.

The participants and ecosystem partner organizations represent a diverse group. Most of the participants are women who are coming to Istanbul for the first time after studying or living with their parents in Anatolian cities.



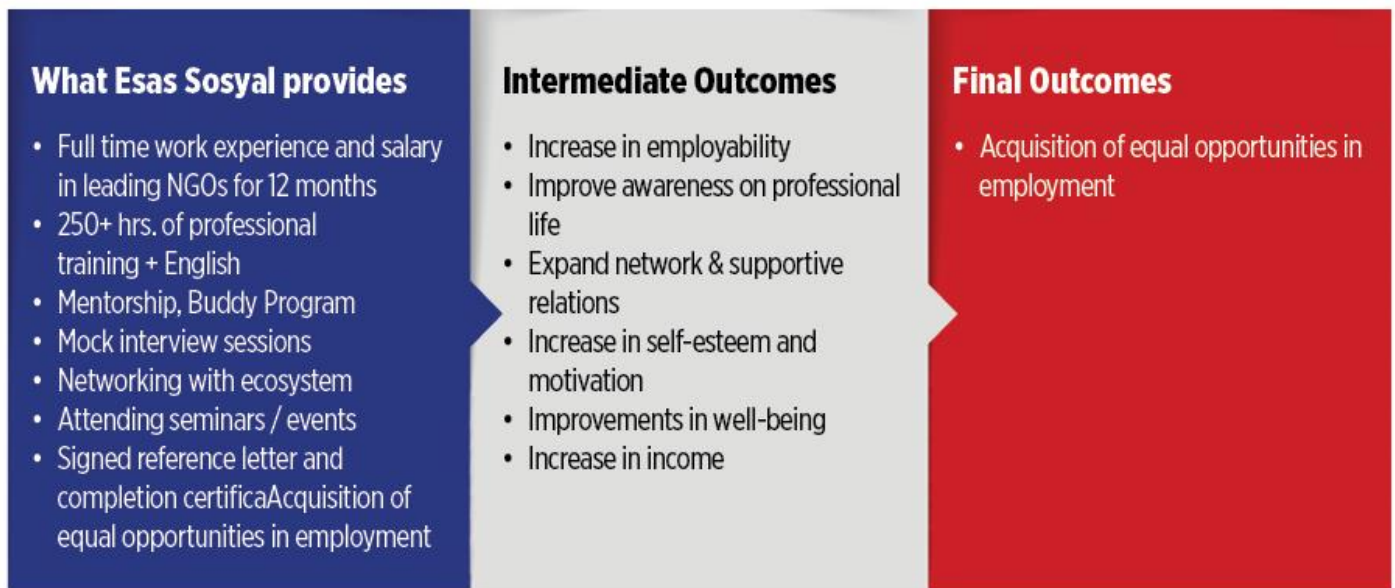
### Şevket Sabancı First Chance Program Outcomes

The SSFC program creates the highest social value for youth, aligning with its original goals. It not only reduces barriers to employment but also provides personal and professional benefits. This impact is made possible through meaningful collaboration among ecosystem partners including businesses, professionals, nonprofits and youth. The analysis showed program generates unique value for other stakeholders as well, particularly NGOs, providing them access to a dynamic workforce. Most importantly, the mission of promoting equal opportunities in youth employment has become a shared value among stakeholders directly involved with the youth. Therefore, program signals a more diverse, equitable, and inclusive approach to future recruitment. The following sections outline the program's impact in more detail.

### What Changed for Young People?

The SSFC program generates the highest social value for youth, who are the main beneficiaries. The full-time work experience and salary, 250+ of professional skill, English and personal development training, in addition to the mentoring and networking opportunities provided by the program not only reduce barriers to employment. They also produce value and create significant impact for participants as outlined in the theory of change below.

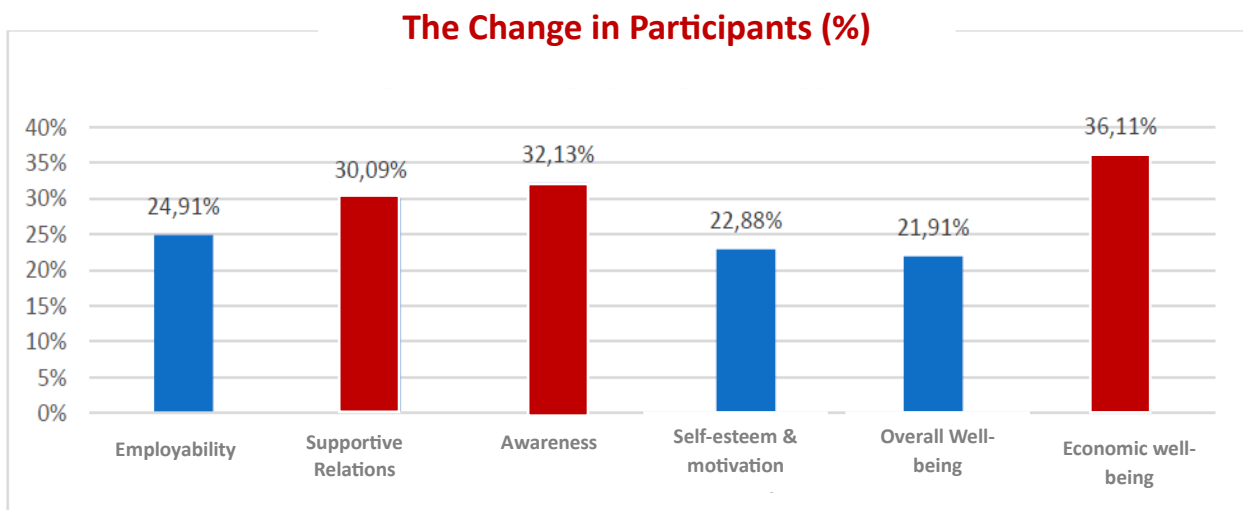
### SSFC PROGRAM THEORY OF CHANGE



### Summary of Key Areas of Impact

From the perspective of youth participants in the SSFC program, there were three key areas of impact:

1. The greatest change experienced was in the area of **financial well-being**. Merely getting into the program and obtaining their first full-time job out of school reduced their financial worries.
2. Another significant area of change occurred in the **increased awareness** regarding the many complicated **psychological and technical aspects of working life**, allowing youth to learn how to manage/regulate these challenges. Most likely, the opportunities to learn and reflect together in professional skill building sessions facilitated this awareness, as did the final aspect of supportive relationships.
3. The final key area of impact was observed to be **supportive relationships** and networks. SSFC is designed to provide a broad net of support for youth, who, at the beginning of their careers, are quite often stressed about the unknown. By ensuring full access to assistance from the Esas Sosyal team, one another other (in the same cohort), buddies/Alumni (from previous cohorts), their NGO work managers and assigned mentors. This support net appears to be a critical ingredient contributing to the high impact of the program, also indicating how critical such supportive environments are for new graduates transitioning from school to work – especially those who are the first generation in their family to complete a 4-year education and work in a 'white collar' professional role.



**Chart 1** shows the key areas of impact where participants experienced change as a result of the program.

### Deep Dive into Key Impact Areas

1. **Promoting economic well-being with full time employment:** Once youth start a full-time job and earn a regular income; participants' financial worries decreased and economic well-being increased. They reported increased confidence in their professional lives. Initially hesitant to set career goals and apply for desired jobs, they expressed broadening their objectives and increasing motivation to pursue careers in other fields after the program. Youth who complete the program have a more positive future outlook, and negative feelings associated with unemployment and uncertainty about career direction diminish, leading to an overall improvement in their psychological well-being. Moreover, gaining a year of work experience in NGOs instills in them a sense of contributing to society, resulting in more positive self-perceptions and improved emotional health.

*Most of us are doing the work we love, creating social value, and finding happiness." - Participant*

*"I had a lot of anxiety about the future; I was a graduate from an unknown university and felt hopeless. First Chance became my opportunity." - Participant*

2. **Enhancing job readiness through awareness:** Participants expressed increased awareness of the realities of professional life as one of the key areas of change as a result of the SSFC program. This awareness enabled them to effectively navigate their professional journey upon completing the program. Through engaging with various professionals and participating in trainings, they acquired valuable knowledge about different sectors, particularly civil society. They emphasized that personal feedback from managers and mentors enriched their experience and helped them understand professional expectations. They also reported developing essential skills related to professional life and the job search process. In summary, they believe that this awareness and knowledge gain via the SFC program **increased their employability and access to equal opportunities** in employment.

*"While we received training in various topics, from time management to project writing, we combined it with real work experience which deepened our understanding of professional life."*  
*Participant*

*"We often get confused about which area to specialize in. Having someone with experience and expertise to support you in creating a roadmap along the way is invaluable." - Participant*

*"Here, I evolved into a professional employee and this gave me the confidence I need."*  
*Participant*

3. **Fostering a supportive social network:** Most participants cited the relationships they formed and the networks they developed as one of the program's most significant benefits. This net included a diverse range of partners who can address both day-to-day questions and long-term career advice, playing a crucial role in keeping participants connected to the process and fostering their personal and professional growth. For first-generation college graduates pursuing white-collar careers, it is especially important to address the uncertainties and stress they face at the beginning of their careers. As the program progressed, the support system fostered a sense of belonging, which continued even after the program ended, with ongoing relationships providing continued support.

*"First Chance truly feels like a family. We support each other in every situation." - Participant*

*"It helped me form great friendships, both with people from my own and from previous cohorts. Whenever there's an issue, everyone makes an effort to help each other." - Participant*

*"I continued meeting with my mentor, even after I graduated. She introduced me to the entire IT team at the software company where she works. I received valuable advice from them and support whenever there are any issues. I believe the most valuable part of the program is mentoring." Participant*

*"Esas Sosyal provides a network of over 200 people. Having access to this network is very effective; we can reach the information we need. In five years, we will become even more important to each other." - Participant*

### Ultimate Outcome for Youth: Acquiring Equal Opportunities in Employment

At the end of the program graduates received job offers, several of them from more than one employer. Of the 90% employed upon completing the program, 59% continued their work with new employment contracts at the program's host NGOs. The remaining 41% chose to pursue new opportunities in the private sector. These graduates found roles in sectors such as banking, telecommunication, technology, retail, insurance, food services and publishing. They began working in variety of positions including HR, IT, auditing, corporate communications, marketing, procurement and training and development.

**94%**  
received job  
offers before



**90%**  
employed upon  
completion



**100%**  
employed within  
6 months



*"Three months into my job, I received a contract extension offer from my employer, along with offers from other places. Before the program, we applied for jobs without knowing if our CVs were even being read." - Participant*

*"Many people cannot pursue their professions and use their talents after graduating. First Chance provides us with equal opportunities in employment. Once you enter here, many doors open up." - Participant*

### Case Study: Aleyna's Story



**ALEYNA BEŞE**  
Semi Senior Auditor  
BDO Türkiye  
Şevket Sabancı First Chance  
Alumni (6<sup>th</sup> Cohort)

**After graduating from the Econometrics department at Canakkale Onsekiz Mart University, Aleyna applied for several positions. She had her first job interview through the Şevket Sabancı First Chance Program.**

"I graduated from a university in a rural area of Türkiye that offered limited employment opportunities. After being out of work for six-months, I came across the SSFC First Chance Program and was among the lucky ones to be accepted. It marked a turning point in my life."

**During the program, Aleyna worked as a Financial Reporting and Budget Assistant at the Mother-Child Education Foundation (ACEV).**

"After I completed the program, I got job offers from multiple places including "Big 4" companies which previously seemed unattainable. The SSFC program instilled the value of taking small steps towards new opportunities, inspiring me for life."

**After completing the program, Aleyna became an active member of the alumni community, allowing the program experience to continue to empower her early career years.**

"When I told my manager that I wanted to continue my career in auditing, he said that usually only resumes from top 5 universities in Türkiye key are considered, and that it would be impossible for me to be hired in this field. If I were the person I was before First Chance, I would not have pursued this dream. However, after the First Chance program, I believe that my skills- not the school I graduated from- is what matters. So, I applied to the auditing departments of two major companies and was accepted by both!"



### What Changed for the Ecosystem?

The SSFC program was found to generate social value for all stakeholders involved, particularly for NGOs who are the main program partners. While producing unique value for each stakeholder, the mission of promoting equal opportunities in youth employment has become a shared value for stakeholders that have direct contact with youth in the program. In this way, program also supports the future recruitment of young people in a more diverse, equitable and inclusive manner.

### Key Impact Areas According to Stakeholders

#### NON-GOVERNMENTAL ORGANIZATIONS (NGOs)

<b>Program Outcomes for NGOs</b>	<ul style="list-style-type: none"><li>• Access to qualified human resources</li><li>• Gain new perspectives</li><li>• Increase in reputation as an attractive workplace for youth</li><li>• Gain a Vision of Equal Opportunity</li></ul>
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The SSFC program relies on its selected NGO partners to provide meaningful employment opportunities for the youth involved. Following youth, the SSFC program most significantly impacts NGOs in a number of ways. First, NGOs gain increased access to young talent. Many NGOs reported that they typically work with a small staff and face challenges in allocating resources for new hires. In fact, 78% of survey participants stated they would not have hired a recent graduate for the same position without the SSFC program. Through the program, NGOs not only enhance workforce but also gain access to qualified and motivated young people. By hiring and hosting youth, NGOs gain fresh perspectives and also improve their reputation, making them more attractive to other young talent. As a result, the program helps NGOs' improve their practices around providing equal opportunities for youth employment. This is a significant outcome, as it suggests that in the future, young people graduating from second-tier universities may have greater opportunities for employment within NGOs.

*"NGOs used to be places where people worked after retirement. After First Chance, the organizational culture began to change as younger and more dynamic individuals joined."*  
**NGO Representative**

*"We learn a lot from each other regardless of age or experience. Young people come up with creative ideas and spark inspiration." -* **NGO Representative**

*"NGOs have very few staff due to limited budgets, making new hires difficult. The program significantly contributes to human resources, as hiring independently is currently impossible."*  
**NGO Representative**

### Case Study: Community Volunteers Foundation's (TOG) Story



**CAGRI KOSE**  
Human Resources and  
Procurement Manager  
Community Volunteers  
Foundation

**TOG, one of Türkiye's leading NGOs in youth development, with over 20 years of experience was among the first to partner with SSFC program. The collaboration has now spanned 8 years, during which 19 young people have gained their first work experience.**

"Through this program, we, have the opportunity to meet new young people each year and collaborate with them. Thanks to the training and mentorship provided, participants are able to quickly adapt to professional life and successfully fulfill their responsibilities. The process is mutually beneficial: as we share our experience and the needs of civil society, we help nurture new candidates eager to work in the sector. We also learn from each other and refresh ourselves as an organization. We believe this program is highly valuable for both young people and civil society organizations, and we are proud to be part of it."

### MENTORS

#### Program Outcomes for Mentors

- Increase in Motivation to Create Social Value
- Improve Skills as a Mentor
- Gain New Perspectives
- Gain a Vision of Equal Opportunity

Mentors are carefully screened, selected and matched with SSFC youth program participants. Over the course of 12-months, mentors meet with youth several times, and through one-on-one communication, they observe the program's positive impact on participants. The greatest reward for mentors come from the satisfaction of contributing to the program and creating social benefits for youth who lack equal opportunities. These personal contributions are made more visible through their direct interaction with youth, motivating them to re-engage in volunteering. The process also provided an ideal setting for mentors from different organization and skill sets to connect with youth gain insight into their perspectives. In these interactions, mentors not only guide the youth but also learn from them, broadening their own perspectives and fostering a deeper commitment to equal opportunities.

*"My mentee has taught me a lot. I now have a deeper understanding of young individuals entering the workforce. I have come to realize this process requires time and preparation; and it is essential to be patient and to inspire rather than merely guide. The whole journey can be quite challenging."*  
**Mentor**

*"Supporting young people as they navigate their paths is immensely fulfilling."* - **Mentor**

### Case Study: Alp Gur's Story



**ALP GUR**  
Chief Supply Chain Officer  
KOROZO GROUP

**20+ years' experience in the food and packaging industries, he has mentored numerous young professionals before, including two through SSFC Program.**

"If someone asked me what the most enjoyable volunteer work I've done lately is, I would definitely say, "Being a mentor in the Şevket Sabancı First Chance Program and adding this dimension to my own learning journey." My mentee and I are both part of the business world and society. It is very motivating to feel that my mentee has benefited from my experiences. For mentors, this is a unique opportunity for adapting the change and truly understanding it in a sincere way. Besides, our responsibilities for supporting civil society continues and we should not remain indifferent."

### CORPORATE SUPPORTERS

#### Program Outcomes for Corporate Supporters

- Increase in Reputation as an Attractive Workplace for Youth

Corporate supporters provide in kind (mock interviews, mentoring, training) and in some cases also financial support to the SSFC program. Here, the focus was on understanding the changes at the organizational level for corporate supporters, beyond the individual changes experienced by professionals who volunteer as mentors, interviewers and in other roles. For corporate supporters, being a stakeholder has been found to have a positive impact on promoting the vision of equal opportunities in youth employment. It has also been found to strengthen their employer brand especially in the eyes of youth.

*"The program strengthens our employer brand; there will be more young people who prefer to work with us because we are supporters." - Corporate Supporter*

### Case Study: Turcas Petrol's Story



**ELIF KIRANKABEŞ**  
Human Resources Director  
TURCAS PETROL &  
AKSOY HOLDING

**Since 2021, Turcas Petrol, an oil/energy focused investment company, has supported four young people, provided mentorship for two and has been attending mock interviews every year.**

"We are pleased to be among the corporate supporters of the Şevket Sabancı First Chance Program, which instills the belief of investing in young people is an important step for the future. As a company that believes in equal opportunities and prioritizes contributing to youth employment, we have greatly enjoyed the opportunity to meet with young people through the participation of our management team as mentors in the program. I would like to thank Esas Sosyal for bringing this valuable program to life and create this chance for the youth, who are our hope for the future."



### BUDDIES

<b>Program Outcomes for Buddies</b>	<ul style="list-style-type: none"><li>• Increase in Motivation to Create Social Value</li><li>• Build a Network of Supportive Relations</li><li>• Improve Skills in Personal and Professional Life</li></ul>
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Buddies are actually SSFC Alumni from previous cohorts who volunteer to support a new SSFC participant. Currently, nearly half work in the civil society sector, while the rest are employed in the private sector, allowing them to offer diverse perspectives. Having walked similar paths themselves, they find fulfillment in supporting those who come after them. They establish supportive connections and strengthen their sense of belonging within the First Chance ecosystem, and expand their network.

*"After receiving so many wonderful things, I felt a desire to give back." - Alumni*

*"It's much more valuable to have support from someone who has walked the same path and Experienced the job. Being able to be friends with each other and talk about different issues is wonderful. - Alumni*

### SROI Ratio Calculation

In the first section of the report, the changes created among the project stakeholders, as detailed, are assigned a financial value using the Social Return on Investment (SROI) method, which is a step to calculate the social value created per 1 TL investment in the project. The SROI value is determined by dividing the financial value of the created impact (in TL) by the amount of investment (in TL), thus calculating how much social impact is generated per 1 TL of investment.

Using the SROI methodology, the total social value obtained through Şevket Sabancı First Chance Program is calculated as 13,481,201 TL. The tables shared in the Appendix include the most important aspects of the analysis for each key stakeholder.

The investment made in the program for the 2021-2022 period is calculated to be 5,358,412.47 TL. This amount includes costs such as full-time salary of participants for 12 months, education and activities for young people, personnel costs for those working on this project at Esas Sosyal, expenses for mock interviews, mentoring and buddy programs, the financial value of voluntary work, and communication costs.

The result shows that for every 1 TL invested in the project, a social value of 2.52 TL is created. As the SROI ratios above 1:1 indicate the success of the project, this result demonstrates that the project more returns surpassing initial investments.

**An investment of 1 TL  
generates  
2.52 TL  
in social value**

**Social impact of  
13.5 m TL  
for 6<sup>th</sup> cohort (2021-2022)**

# Conclusion and Next Steps

The First Chance program generates social value way beyond original financial investments. S360 estimates a significant SROI of 1:2.52, indicating that for every 1 TL invested, the program yields over two and a half times that amount in social value. The SROI ratio of 1:1 means each 1 TL invested generates 1 TL of social value, and ratios above 1:1 demonstrate the program's success. Compared to the cost per participant, the program's impact is substantial. Esas Sosyal produces significant value in the S dimension of ESG and is considered a pioneering approach from both global and local perspectives.

The program achieves its primary goal of creating equal employment opportunities for young people, and generates positive long-term effect in professional and personal lives of youth by boosting confidence and motivation, enhancing career awareness, and fostering supportive relationships. We achieve this impact with the support of our strong and growing ecosystem including NGOs, corporate supporters, HR professionals, and mentors. When considering the current situation and needs of young people in Türkiye, the impact the program has on the lives of its participants stands out as particularly significant. With the unemployment rate for higher education graduates at 25% and the average time to secure a job at 15 months, the program's focus on improving employability is a vital contribution. According to "Well-Being of Young People in Türkiye" research, only 38% of young people express satisfaction with their financial situation, while the overall satisfaction rate with life among young people is 46%, for those seeking employment the rate drops to 28%. By fostering a supportive community and strengthening relationships, the program has proven effective in enhancing young people's well-being and providing meaningful support in areas where they need it most.

Program also fosters a systematic transformation by mobilizing diverse stakeholders, at the individual and institutional level. Non-governmental organizations (NGOs) gain access to a qualified talent pool and embrace a vision for equal employment, as do post-program private sector employers. Meanwhile, program mentors and buddies are motivated to support youth.

In conclusion, the program is found to contribute significantly to creating equal employment opportunities for young people in Türkiye. Beyond simply supporting this vision through individuals, it has successfully generated organizational impact, establishing an ecosystem that promotes the vision of equal opportunity for both NGOs and other organizations who are key partners of the program.

The social return is likely to be achieved for every new cohort, provided that the program's delivery is monitored and managed to ensure performance standards are maintained.

# Appendix

## A-1. Glossary

**Attribution:** An assessment of how much of the outcome was caused by the contribution of other organizations or individuals.

**Beneficiary:** Stakeholders who experience concrete and direct change as a result of the project

**Deadweight:** A measure of the amount of outcome that would have occurred even if the activity had not taken place.

**Impact Map (Theory of Change):** A table that captures how an activity creates change by detailing how resources are used to implement activities that lead to particular outcomes for different stakeholders.

**Input:** The contributions made by each stakeholder that are necessary for the activity to take place.

**Outcome:** The changes resulting from an activity, including both intended (expected) and unintended (unexpected) outcomes, which can be either positive or negative from the stakeholders' perspective.

**Outputs:** A way of describing the activity in relation to each stakeholder's inputs in quantitative terms.

**Stakeholder:** Individuals, organizations or entities that experience changes –positive or negative– due to the activity that is being analyzed.



## **A-2. Şevket Sabancı First Chance Program Selection Criteria**

### **Application Criteria for NGOs**

Associations, foundations, and umbrella organizations (such as federations, confederations, etc.) established at least 3 years ago in accordance with Turkish laws, and meet the following criteria can apply to the Şevket Sabancı First Chance Program:

- Engaged in activities for the benefit of society
- Have at least 5 full-time employees
- Have a budget of at least 2 million TL in 2023 (including HR budget)
- Provide a clear job description for the position being requested
- Believe in Esas Sosyal's mission of equal opportunity in youth employment and adopt the principles of diversity, equality, and inclusivity in their recruitment processes
- Offer participants on-the-job experience and personal development opportunities.

### **Application Criteria for Program Participants (Youth)**

- Graduated from any state university no more than 1 year ago
- Having a GPA of at least 2.5 on a 4.0 scale, or 65 points or higher on a 100-point scale
- Not having worked full-time before (internships and temporary jobs are not included in this scope)
- Being a citizen of the Republic of Türkiye
- Having the qualifications to contribute to and benefit from the program
- Committing to participate in the program for 12 months and work full-time at the selected NGO
- Committing to fully attend the training programs offered under the First Chance Academy for 12 months.

### A-3. Şevket Sabancı First Chance Academy Curriculum (2021-2022)

SSFC participants gain practical experience at NGOs while benefiting from career development training within First Chance Academy. The program includes MS Office training, English courses by Berlitz, and a curriculum from PERYÖN Academy focused on 21st-century skills and professional workplace expectations. The program helps young people develop essential competencies and acquire the skills needed for the future workplace, preparing them to become valuable employees who contribute to their organizations.

**MS Office training** is an online program where participants progress through beginner, intermediate and advanced modules at their own pace.

**English courses** consists of a 2.5-month course tailored to participants' proficiency levels. These speaking-focused courses take place in live online classrooms with 8 participants and are taught by native speakers from Berlitz Language Schools, a leading institution in business and professional English.

**First Chance Academy** trainings, designed and delivered by PERYÖN (The Turkish Human Management Association), equip participants with essential professional skills. PERYÖN is Türkiye's first NGO dedicated to human management, providing the largest HR network and leading efforts to create a better working life for professionals.

Trainings	Webinars
<ul style="list-style-type: none"> <li>• First Step in Professional Life and Work Ethics</li> <li>• Business Planning, Prioritization, and Follow-up</li> <li>• Diction and Effective Speaking Skills</li> <li>• Body Language and Effective Presentation Skills</li> <li>• Persuasion and Negotiation</li> <li>• Problem-Solving Techniques</li> <li>• Stress Management</li> <li>• Decision Making, Analytical and Critical Thinking Skills</li> <li>• Agile Project Management</li> <li>• Personal Leadership and Emotional Intelligence</li> <li>• Intra-organizational Entrepreneurship</li> </ul>	<ul style="list-style-type: none"> <li>• Working Planned and Remote</li> <li>• Financial Literacy</li> <li>• Technology Literacy</li> <li>• Agile Learning and Learning Management Systems</li> <li>• Understanding V.U.C.A World</li> <li>• Networking and Development of Social Networks</li> </ul>

## A-4. Şevket Sabancı First Chance NGO Partners (2021-2022)





## A-5. Şevket Sabancı First Chance Corporate Supporters (2021-2022)

## A-6. SROI Calculation

	Outcomes	Data Collection	Change (%)	Deadweight	Attribution	Total Net Chance	Total Value Created (TL)
PROGRAM PARTICIPANTS	Employability	Participants, mentors	26%	44%	60%	9%	276,977.5
	Network & supportive relations	Participants, mentors	31%	44%	60%	10%	684,753.9
	Awareness on professional life	Participants, mentors	33%	44%	60%	11%	111,739.3
	Self-esteem & motivation	Participants, mentors	24%	44%	60%	8%	1,677,804.8
	Well-being	Participants, mentors	23%	44%	60%	8%	496,018
	Financial well-being	Participants	36%	44%	59%	12%	1,569,681
	Financial gain by being employed	Value calculated and added	-	-	-	-	7,920,554
	TOTAL						12,737,528 TL
	Outcomes	Data Collection	Change (%)	Deadweight	Attribution	Total Net Chance	Total Value Created (TL)
BUDDIES	Well-being	Buddies	19%	47%	38%	4%	40,660.4
	Supportive relations	Buddies	29%	47%	38%	6%	29,358.2
	Personal & professional development	Buddies	28%	47%	38%	6%	7,652.7
	TOTAL						77,761.2 TL
	Outcomes	Data Collection	Change (%)	Deadweight	Attribution	Total Net Chance	Total Value Created (TL)
MENTORS	Motivation to volunteer	Mentors	12%	47%	59%	4%	58,025.155
	Skills & experience	Mentors	10%	47%	59%	3%	5,964.5
	New/Fresh perspectives	Mentors	7%	47%	59%	2%	9,477.2
	Vision of equal opportunity	Mentors	7%	47%	59%	2%	4,759.1
	TOTAL						78,226 TL
	Outcomes	Data Collection	Change (%)	Deadweight	Attribution	Total Net Chance	Total Value Created (TL)
NGOs	Reputation	NGOs	5%	49%	38%	1%	216,792.3
	Access to qualified HR	NGOs	6%	49%	38%	1%	77,853.4
	New/Fresh perspectives	NGOs	7%	49%	38%	1%	38,088
	Vision of equal opportunity	NGOs	12%	49%	38%	2%	2,175.3
	TOTAL						334,909 TL
	Outcomes	Data Collection	Change (%)	Deadweight	Attribution	Total Net Chance	Total Value Created (TL)
	Reputation	Value added	-	-	-	-	252,867
	TOTAL						252,867 TL
	The Total Value Created for All Stakeholders						13,481,201 TL

## A-7. Sustainable Development Goals

Sustainable Development Goals	Targets & Indicators	How SSFC Meet These Targets
<b>4</b> QUALITY EDUCATION 	<b>4.4:</b> By 2030, significantly increase the number of young people and adults with the necessary skills—including technical and vocational skills—required for employment, decent jobs, and entrepreneurship.	Şevket Sabancı First Chance Program provides university graduates with no prior work experience access to quality education required for employment.
<b>8</b> DECENT WORK AND ECONOMIC GROWTH 	<b>8.5:</b> By 2030, ensure full and productive employment, access to decent jobs, and equal pay for equal work for all men and women, including youth and people with disabilities.	The program works to eliminate inequalities in youth employment, creates pathways for young people to develop the skills needed for market and supports them during future employment process thus prevent them becoming long-term NEETs.
	<b>8.6:</b> Significantly reduce the proportion of NEET youth.	
<b>10</b> REDUCED INEQUALITIES 	<b>10.2:</b> By 2030, ensure social, economic, and political inclusion for all, regardless of age, gender, disability, race, ethnicity, religion, economic status, or any other condition, and empower them.	The program supports young people graduated from less known/preferred schools and face challenges to access employment opportunities. Program fosters equal and fair recruitment policies in both the civil society and private sectors by transforming participating NGOs and private sector supporters.
	<b>10.3:</b> Ensure equal opportunities and eliminate laws, policies, and practices that lead to discrimination. This includes reducing unequal opportunities by promoting the adoption of appropriate laws, policies, and actions.	
<b>17</b> PARTNERSHIPS FOR THE GOALS 	<b>17.16:</b> Enhance global cooperation for sustainable development by fostering multi-stakeholder partnerships that share and mobilize knowledge, expertise, technology, and financial resources, particularly in developing countries.	The program brings together university graduate participants, NGOs, corporate supporters from private sector, and mentors from various industries. In this way program creates a platform where the private sector and civil society can support each other. It ensures the sharing of both financial and knowledge resources to benefit all stakeholders.
	<b>17.17:</b> Promote and expand effective public, public-private, and civil society partnerships by leveraging their experiences and resource mobilization strategies.	

# PROGRAM

## ŞEVKET SABANCI