Gender Equality and **Equal Opportunities**

PERFORMANCE INDICATOR	TARGET YEAR	TARGET	PERFORMANCE OF 2020	STATUS BY TARGET	BASE YEAR / STATUS
Female executive rate	2025	31%	29%	In progress	2019 / 28%
Female rate of directors and higher executives	2023	23%	22%	In progress	2019 / 18%

As part of **our Human Rights and Equal Opportunities Policy,** supporting and ensuring gender equality and women's participation in the labor force and employment are among our priorities. Based on gender and equal opportunities in line with our policies, we contribute to the personal and professional development of all our employees, according to our employees' current tasks, competencies and areas for development, as a result of detailed studies that we do. In any case, we do not discriminate between genders.

Within the framework of our understanding of adding value to society, which is one of the most important indicators of our people-oriented approach, we implement projects that support gender equality. At the same time, we aim to increase the employment and participation of women in the business world, as well as to ensure their effective participation in social life, to strengthen their presence in all aspects of life.

OUR INTERNAL PRACTICES FOR GENDER EQUALITY

We see the concept of gender equality as an important part of our corporate culture. In order to increase the female executive ratio in our company, we carry out various programs and organize training. In this context, we have prepared the **"Value for Equality"** online training series. We discussed the issue in detail with the "Orange Break" session with the instructor and in our interactive distance training assigned to all our employees. In order to adapt the concept of gender equality to our new employees, we have added this training to our orientation programs.

As Migros, with the "Value for Equality" training, we gain information about the egalitarian practices that we implement, as well as the awareness of being able to see the position we are in with our language and life. **8,788 employees** participated in this training, which was defined for all our employees and prepared with interactive video technology. In 2021, interview training was conducted for managers in stores and administrative staff. The principles of equality and inclusion, which must be followed by the units interviewing the candidates who are identified by the Human Resources teams, were conveyed. During interviews, it was emphasized that it was **forbidden to ask discriminatory and sexist questions,** and they could not be an elimination criteria.

As a leading company in the sector, we know the importance of women's place in management, and we aim to increase the number of women executives within our company with the awareness of our responsibility in this regard. We have increased our **female executive** rate from **28%** last year to **29%** this year and aim to increase that rate to **31%** by 2025. At the beginning of 2020, we signed the CEO Pledge of LEAD Network EU. According to 2019 data, the rate of women in directors and higher executives was 18%, and we have committed to increasing this rate to 23% by 2023. By the end of 2020, we have increased the rate of women in directors and higher executives to 22%.

We support our female employees as they lead their own development and even acquire new professions based on their areas of interest and demands. In this direction, 265 women employees have completed the GATEM Butcher Training Program for specialization purposes and started their duties in our stores and fresh meat processing plants across 81 provinces. **The average number of female butchers in Turkey is 1%, while the rate of our female butchers in Migros has reached 9%**.

Within the framework of our remuneration policy, which covers our employees in our domestic operations, there is no difference in salary and side rights based on gender among employees with similar duties and performance. Details about our pricing system are included in our guidebook "Orange Book". We share this guide transparently with all our employees via email and intranet. Basically, all of our employees benefit from the side rights determined within the scope of the Collective Bargaining Agreement. Our store employees (blue collar) receive hourly wages, our store administrative employees (white collar) receive monthly salaries, and all their side rights are proportional to their years of seniority.

OUR WORK FOR MOTHERS AND EXPECTANT MOTHERS

The Happy Mother pregnancy follow-up system application, supported by short training and video content about the legal rights of our pregnant employees, healthy eating, child development, return to work life after childbirth, was implemented as of 2020. With this application, we begin to register our female employees who are pregnant, and as part of this process, we first send a congratulatory message to them.. We inform our employees about a woman's legal rights during pregnancy. In addition, we support our pregnant employees throughout the year through **online training of different content, from nutrition, child development, and healthy parenting.** When the birth occurs, we congratulate our employees with a baby care package. In addition, special uniforms have been designed for our pregnant employees in order to work more comfortably within the framework of the Happy Mother application. In 2019 we began to include our female employees in promotion processes even during maternity leave in order to prevent stagnation in their career development due to childbirth. In addition, mothers who give birth are allowed to work from home until their baby reaches the age of 1.

For working mothers, we apply 1.5 hours of breastfeeding permission per day, which is legally granted, as **2 -hours breastfeeding leave per day in Migros.** In addition, five-day legal paternity leave is given to fathers whose wife has just given birth. Mothers who have just given birth can use the **right to work part-time for a period of six months** after completing six months of unpaid maternity leave. In 2020, 758 of our female employees are on maternity leave and 1,142 of our male employees are on paternity leave. In **2019, we have 78% women employees who are on maternity leave and return from leave as of the end of 2020** and continue to work.

LEAD NETWORK

LEAD Network, which we, as Migros, supported the establishment of in Turkey, is an international non-governmental organization that focuses on increasing the rate of senior female managers in the retail and consumer goods industry and supports increasing female employment in business life. **Lead Network Turkey,** the president of which is our FMCG Marketing Director, supports the development of talented female workforce in our industry and contributes to our industry to help increase the number, reputation and influence of female leaders. In this direction, we participate in the **Lead Network EU – Mentorship Program with 3 mentors and 2 mentees** from our company. In addition, as Migros, we are a **Silver Partner (Gümüş Ortak) within the scope of Lead Network EU,** where we have extended our partnership for another three years.

We continue the research work that we started in 2019, which we conducted under the leadership of Lead Network Turkey, demonstrating our performance on "diversity and inclusion". With this study, we aim to create our company's Gender Diversity Scorecard. **By signing the CEO Pledge of LEAD Network EU** in 2020, we have committed to increase the rate of women in directors and senior-level managers by 5 points in 2023.

MIGROS LEADERSHIP PATH - I DEVELOP PROGRAM

We support our female employee's career paths with executive coaching and personal development plans so that they can take more part in management levels. We enable women managers to represent our company in sectoral committees and professional organizations and encourage them to participate in this direction. **42%** of our participants in the **Migros Leadership Path – I Develop Program,** which we have implemented to train future leaders, are **female managers.**

WOMEN IN TECHNOLOGY ASSOCIATION (WTECH)

We care about women exploring their potential in the world of science and technology and ensuring equality of opportunity. Accordingly, **the number of female employees working in our R&D center, information technology department and business development department has increased by 37.5% in the last 2 years.** We closely monitor and support the activities of the Women in Technology Association, which was established to increase the number of women in the technology sector and support social development. In this direction, Kerim Tatlıcı, our Chief Information Officer, serves on the board of the association

MIGROS WOMEN'S CLUB

With the **Migros Women's Club**, which is our Migros social platform and **established in Msosyal**, we aim to ensure that our women employees working in stores and administrative units interact with each other and increase the loyalty of women employees. Articles and videos with various informative content are shared in the club, from personal and career development to health. In addition, a series of speeches by our female leaders is being launched in order to inspire and support our female employees on their way to leadership.

FEMALE EMPLOYEE LOYALTY PROJECT GROUP

Our project group, which was implemented in order to boost female employee loyalty in 2019, aims to ensure that **Migros becomes one of the most preferred companies by women in Turkey** by developing the most accurate approach, working conditions and suggestions. As part of this goal, we have started to implement work on many issues, such as the creation of different educational opportunities that focus on the career and personal development of our female employees in our company, supporting their working lives with the different rights that we offer to our pregnant women employees, raising awareness of our employees by starting to provide and disseminate gender equality training within the company in 2020.

STORE MANAGER CANDIDATE GROUPS

We create store manager candidate groups consisting of female executive candidates and before we include female executive candidates in our staff, we undergo a special training process and contribute to their professional development.

WOMEN ON BOARD MENTORING PROGRAM

We participate in the inter-company mentoring program carried out by the Association of Women in the Board of Directors, which aims to increase the number of female members on the board of directors. To date, **3 female managers at director level** have benefited from this program **as mentee**.

OUR PROJECTS SUPPORTING GENDER EQUALITY IN SOCIETY

FAMILY CLUBS

We believe that family, the smallest yet the most crucial constituent of society, has to be healthy and well-educated to ensure the productivity and strength of the community as a whole. Based on this, we have launched Family Clubs in collaboration with District Community Education Centers to aid with the skills development of women, men and children of all ages. Operating across a diverse geographical area, our Family Clubs offer free-of-charge vocational and skills training courses as well as socialization opportunities for people with similar interests.

As of the end of 2020, Family Clubs operating out of **Migros stores in 30 locations across Turkey** provide training courses in **105 different fields,** including cooking, oil painting, foreign language training, photography, plates to robotic coding. Our Family Clubs, which the **majority of 121,000 members are women,** support women to take a more active role in social life, invest in their personal development, have a profession and become a stronger role model for their children.

The number of women who start their own business is increasing every day with the Ministry of Education-approved certification, which they have received through the knowledge and skills acquired by participating in these courses given in Family Clubs. So far, **1,300 female members have started to earn income after training.** Due to the necessity of taking a break from physical education in 2020, the migros_ailekulubu Instagram account was established and compacted short **training videos reached 145 thousand views.**

In our Family Clubs, we also carry out various works for children and aim to contribute to them. In this direction, we aim to develop the knowledge level and imagination of children by offering training such as painting, music, chess, and organizing workshops on coding, sustainability and zero-waste topics.

AİLE KULÜBÜ
Bu Kulüp Herkese iyi gelecek!

BETTER FUTURE AMBASSADORS

The Better Future Ambassadors platform is our online platform where women who follow Migros closely can come together and share their ideas and opinions and contribute to the family budget by performing the tasks given. The **number of members** of the platform, which are designed entirely for women, **exceeded 120,000 in 2020.**

In the first months of the year, we reached 35,000 people through our physical activities and then through our digital activities. In 2019, it became a platform providing employment to women. It **employed 450 women** as of the end of 2020.

MIGROS WOMEN'S ACADEMY

As a result of the joining forces of **Migros Retail Academy,** which is a school in the retail sector, with **Family Clubs** and **Better Future Ambassadors, Migros Women's Academy was launched at the beginning of 2021.** This training platform was established to help women develop themselves and acquire new skills through the training they receive in different subjects and aims to support its members in many areas such as personal development training, hobby acquisition and vocational training.

In addition, it is planned to support women who are in the process of starting their business to participate in working life and their marketing of the products they produce. Access to the platform, where training and new content will be added at regular intervals, will be easy through MigrosTV. As Migros, we **aim to reach 1 million women in 3 years** through this academy.