

Our Employee Profile

In order to adapt quickly to changing and transforming world conditions, we have aimed to strengthen the profiles of our employees, who have a key role in our success. For this purpose, we enable our employees to reveal their creative aspects and discover their strength by following a strategy that will increase their motivation. We believe that protecting employee rights, ensuring an equal working environment and contributing to the personal and professional knowledge of our employees play an active role in sustainability. We implement practices and policies that will enable our employees to strengthen their competence in issues such as solving problems, making the right decisions and owning their business.

As a fair-minded employer providing equal opportunities to our employees, in cooperation with our subsidiaries in Turkey and abroad, we serve our customers with our employees with **different languages, religions and ethnicities**. We play an **active role in ensuring gender equality and equality of opportunity** both in the business world and in our society while participating in various projects with our business partners. With this role, we contribute to the creation of an equal and fair working environment in the business world as well as in the company.

As of 2020:

- We boast a team of **50,000** across our value chain, including the indirect employment we create.
- We employed **10,000** new people.
- Thanks to our **internal application system**, we have hired **581** positions using our internal resources.
- Thanks to our **'Recommend a Friend'** project, we evaluated recommendations by employees and hired **348** people.
- **906 disabled employees** were employed within Migros, **16** of whom were in executive positions.
- **98%** of our managers are made up of our **internal resources**.
- The **average age** of our employees is **32**. In addition, **81%** of our employees are Millennials. and **5%** are Generation Z.
- The average term of seniority in our administrative units and store managers is **12** years.

Across our entire value chain:



50.000
Employees



81% Y
Millennials



40% Female
Employees

EMPLOYEE DISTRIBUTION

Administrative Units and Store Managers	16%
Store Employees	84%

EMPLOYEE AGE DISTRIBUTION

Over 50	2%
Between 30-50	45%
Under 30	53%



NUMBER OF EMPLOYEES BY YEAR	FEMALE	MALE
0-5 years	8,809	13,333
5-10 years	3,310	5,125
10 years and above	2,466	4,630

Empowering Our Employees

TALENT AND CAREER MANAGEMENT

We have defined our employer brand motto as “good job, good future”.



We stand by our employees as their biggest supporter in order to strengthen their competencies and support them in their career planning. In this direction, we contribute to the professional and personal development of our employees from day one in order to guide their careers.

Our “**Migros Career Paths**” practice allows our employees in all stores and administrative units to manage their careers correctly and efficiently. We give priority to our employees for the gaps and opportunities that arise in our department staff, and we ensure that they climb the career ladder. In 2020, with this understanding, we filled 98% of our store management positions internally.

According to the “**Most Popular Companies 2020**” survey, we have the title of “most preferred company” in the retail sector.

With our human resources assessment systems, we monitor the competencies, capabilities and performance of our employees and evaluate them fairly and transparently. Once in two years, our administrative employees and store managers are subjected to a competence and potential assessment, which consists of two stages.

With this assessment, which we call “**360° Feedback and Personal Assessment**”, our employees can see how their competence is observed by the managers, superiors, subordinates and peers. With this assessment, we enable our employees to identify their potential and we help them with development plans according to strong and open-to-development criteria.



In 2020;



- We included our employees working in administrative units and stores in the performance management process. We conducted **more than 9,500 individual performance assessments**.



- We included **26,000 store employees** in the same process, which includes measurements of basic skills, professional competencies, quality of service and work performance twice a year.



- We subjected a total of **34,774 employees** to performance assessments.



- We worked with an independent consultancy firm to further assess our employees in an effort to unlock their competence potential.

We do various work to make the motivation of our employees sustainable and reward them for their success and efforts. With the “**Migros Rewarding System**”, we give various awards to our employees in line with their performance in the areas of creativity, added value and teamwork. **In 2020, we distributed a total of 2,400,000 reward points to over 7,000 employees.**

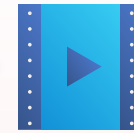
As Migros, we attach importance to bringing young talents to our company. In 2020, when we had to decommission our university activities, we focused on our social-media activities to ensure talent acquisition. We bring our brand ambassadors together with young talent online. We have updated our corporate career site so that they can easily and quickly apply for jobs by recognizing us and our teams. We provide continuous information and support from our **Migros Career Instagram, LinkedIn and Facebook accounts**.



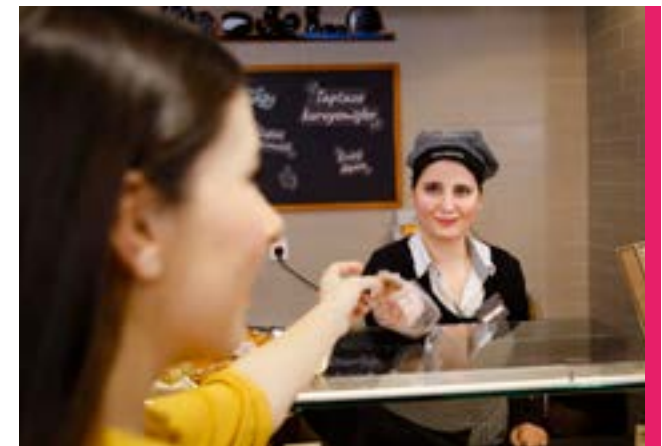
CONTRIBUTION TO EMPLOYMENT DEVELOPMENT

Regardless of the circumstances, we adapt quickly to the current situation and contribute to our employees by developing various training methods to ensure their continuous development. With the **Migros Retail Academy (MPA)**, which we have implemented in line with our goal of providing all our employees with training at work and lifelong learning opportunities, we provide in-class, field and distance education for their career and personal development. Thanks to the MPA, which includes different training and development programs, we were awarded a total of 36 awards in the international arena. In 2020, when we switched to a new working model due to the Covid-19 pandemic, we revised all our training programs to be suitable for distance education so as not to disrupt the training and development processes of our employees. As we continue our current trainings by using technology, we have implemented new trainings regarding Covid-19 pandemic and our field precautions, and we have organized live broadcasts with expert speakers regularly.

In 2020;



- We provided professional and personal training to 99% of our employees. Our **39,328 employees received 1,259,900 (employee x days) training.**
- Our employees received a total of **232,000 days of face-to-face training in 467 different titles** and **1,027,000 distance training sessions in 1,323 different subjects.**
- Through our MPA Teams channel, we shared **143 videos** with our employees featuring interesting content.
- In order to gain professional experience and adapt to the working environment, we have enabled 2,372 male and 1,996 female employees (**total 4,368**) to participate in the on-the-job training program of İşkur (Turkish Employment Agency).
- Our investments in all areas such as personal and professional development, education, career planning, performance management, and competence assessment of our employees **exceeded TRY 14 Million.**



Our employees who could not complete their university education receive five certificates within the scope of the **Migros Retail Associate and Bachelor's Degree Program**, which we carry out in cooperation with Anadolu University, so they become an Associate Degree graduate within Migros. In addition, those who have completed three more certificate programs qualify as Bachelor's Degree holders. 56 of our employees have successfully completed the program so far, thereby obtaining Associate or Bachelor's Degrees.

In order to adapt quickly to change and transformation, we launched the **'Intrapreneurship Development Program'**, which is based on the lean entrepreneurship model, in our project management processes. The Program included 15 new teams and 130 team members. At the same time, three new agile teams participated in theoretical and practical workshops. Cross-functional teams

using agile working methods have implemented innovative business ideas through collaboration. This program included theoretical training, team-specific mentoring support, senior management feedback interviews, and project presentations. It allowed team members to deepen their professional and personal competencies and knowledge in their existing areas of expertise. It also enabled them to gain new competencies in different fields.

Good Idea Good Project platform, creative and new ideas of all our employees, it aims to be evaluated by idea hunters consisting of different departments of our company and to implement those that are suitable and to compete for projects. Ideas are evaluated in 10 categories such as efficiency, sustainability, and technology. **In 2020**, there were a total of **3,556 idea entries**. Of the ideas transmitted, a total of 22 projects and 17 rapid applications were implemented.



EXAMPLES FROM 2020 TRAINING

Discount Application Training to Prevent Food Waste	Distance Education	19,895
Waste Recovery Process	Distance Education	19,137
ISO 14001 Environmental Management System	Distance Education	9,181
Hand Washing Ritual	Distance Education	18,253
Sustainability Marathon	Distance Education	12,944
Environmental Awareness and Bag Use	Distance Education	303
Hygiene and Quality at Migros	Distance Education	15,366
Compulsory Hygiene Training	Face-to-face or Online Classes	7,400
Emotional Intelligence, Intrinsic Motivation, Proactivity, Mental Agility	50 Online Classes	650
Quizgame*	Gamified Award-Winning Education	9,100
Health, Psychology, Remote Communication, Leadership, Performance Management, Technology, Retail, Economics	51 sessions	5,556

*Quizgame questions have a wide range of content, such as sustainability, digitalization, industry developments and trends.



METHOD

NUMBER OF PARTICIPANTS



EMPLOYEE SATISFACTION

In 2020, we were among the companies that increased the employee loyalty and satisfaction score the most and were awarded the “Employee Loyalty Achievement Award” for the third time.

We take various actions to ensure the satisfaction of our employees, who are the most important asset of our value creation process, and to ensure the sustainability of this satisfaction. With the “Employee Loyalty and Satisfaction Survey” conducted by an independent research firm every year, we measure our employees’ satisfaction and loyalty to the company, identify open-for-improvement areas and take action in this direction. Within the framework of the “Employee Loyalty and Satisfaction Survey”, which we completed in 2020 with a 90% participation rate, our **employee loyalty rate** was determined as **75%**. In order to ensure the satisfaction of our employees and to strengthen their loyalty, we provide all employees of stores and administrative units with side rights such as private health insurance, life insurance, and personal accident insurance. With our **DE.HA – Flexible Fringe Benefits Program**, for which we were awarded the Stevie Award for Great Employers last year, we enable our employees to shape the fringe benefits we offer according to their preferences and needs, and provide them with additional benefits.

In order to boost our employees’ satisfaction, solve the issues they might have and handle possible breaches of our code of ethics in the most effective way, **we resolved** approximately **34,400 calls** we received in 2020 through our “**Migros Sharing Hotline**”.



	2018	2019	2020
Number of Employees Participating in Employee Loyalty and Satisfaction Survey	29,395	29,493	28,128
Employee Satisfaction Rate	77%	79%	84%
Employee Loyalty Rate	69%	71%	75%



FREEDOM OF ASSOCIATION

Since 1972, the company has conducted its operations in a working environment that respects the rights of employees to unionize. Constructive dialogue between trade unions and Migros encompasses topics such as abolishing forced labor and child labor, compliance with local rules and regulations, and impartiality and fairness. Accordingly, any violations of human rights or ILO standards at Migros are subject to disciplinary action or punishment.

The collective bargaining agreement signed between Migros and Tez-Koop İş Union, valid between 1 May 2020 and 31 December 2022, is in effect. As of 2020, **69% of all employees are trade union members.** The collective labor agreement contains several occupational health and safety related provisions including food aid, cleaning supplies and equipment, sick leave and pay, workplace doctors, examination room and medicine cabinets, illness and light work, and work clothing and equipment. Employees of our company who are union members have premiums, subsistence, holiday bonuses, per diems, fuel aid, clothing aid and premium side rights according to the situation of entitlement. In addition, the company offers allowances to employees in the event of marriage, childbirth and death, as well as a once-per-year education grant for their children.

