Our Employee Profile

Following the value we created, we act in parallel with our company's culture, values and our governance approach to ensure health, safety and development of our employees. To help and add value to the development of our employees in this respect, we carry out trainings and provide career opportunities. We also make investments to ensure the development as well as health and safety of our employees. In addition to fair and transparent performance and career management, we continue our efforts to keep employee satisfaction at high levels and to create value, with fringe benefits we provide to our employees and with gender equality and equal opportunity practices. Our employees have a key role in our ability to quickly adapt to changing and transforming world conditions. Accordingly, it is among our priority goals to create **a competent and qualified employee profile** by investing in our employees. To make it easier for our employees to bring to light their creativity and discover their intrinsic power, we follow 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.

In addition to offering **equal opportunities** to our employees with our fair employer identity, we provide our customers with services together with all our employees, by collaborating with our domestic and foreign affiliates, **without discrimination of language, religion and ethnic origin. We play an active role in ensuring gender equality and equal opportunity** both in the business and in our society, while participating in various projects with our business partners. Thus, we contribute to the creation of an **equal and fair working environment** both within the company and in the business.

In 2021,

- **40%** of **40,470** employees were female and **60%** were male.
- We employed **8,000** new people.
- Thanks to our internal application system, we hired personnel for **725** positions using our internal resources.
- With our "Recommend a Friend" project, we assess the recommendations from our employees and hired **395** people.
- The number of disabled employees employed in Migros reached **1,026*,** 21 of whom were in management level.
- We placed **98%** of our managers from our internal resources.
- Our employees with an age average of **32; 80%** Y and **7%** Z generation members.
- We reached an average term of service of **11** years in our administrative departments and store managers.
- **55%** of our employees work in their hometown.**

**Our disabled employees comprise 3% of all employees, of which 27% are women and 73% are men.*

***The province of birth registered is regarded as the "hometown".*

We keep customer satisfaction at a high level, offering our customers a higher quality service with our staff having a high competency level.

Empowering Our Employees

Talent and Career Management

As the greatest supporter of our employees, we contribute to their professional and personal development from the first day of their employment to develop their competencies and support their career planning. We monitor the competencies, talents and performances of our employees with our human resources assessment system, and we assess our employments fairly and transparently as a result of this monitoring and observations. Our performance assessment system uses the KPIs (key performance indicators) and the OKR (Objectives & Key Results) structures that reveal agility. We dynamically follow up throughout the year the status of key financial goals with KPIs and the projects with OKRs. In addition, strategic workforce planning and talent gap analysis of the workforce are carried out. Our administrative department employees and store managers are biennially put through a competency measurement and potential assessment consisting of 2 stages. In our Performance Management, besides financial targets, there are also project-based targets. While measuring financial results and basic functional metrics with KPI; With the OKR (Objectives & Key Results) structure, projects are monitored and evaluated.

With this assessment, which we call **“360° Feedback and Personal Assessment”**, our employees can see how their competency is monitored by their managers, subordinates, superiors and peers. Then they have reports that enable them to correctly identify their potential as a result of the reliable inventory of Personal Assessment Tools. By this practice, we identify their potential and help them with their development plans according to their strengths and aspects for improvement.

In 2021, we placed **98%** of our manager staff from our internal resources.

Our practices in 2021 to support our employees in shaping their career:

- **More than 9,500** individual performance assessments including our employees in administrative departments and stores
- Assessment of key abilities, professional competencies, service quality and work performances for **28,000** store employees twice a year
- Performance assessment for **34,256** employees
- Additional assessments with an independent consultancy firm to reveal the competency potentials of our employees

With our **“Migros Career Paths”** application, we provide our employees from all stores and administrative departments with the opportunity to manage their careers properly and efficiently. We give priority to our employees for the position gaps and opportunities that arise in our department, and we ensure that they can climb the career ladders.

Results of the Competency and Performance Management processes constitute the basis for Strategic Human Resources planning. At Strategic Human Resources planning meetings, critical positions at all levels and backup plans are set, and proactive decisions are taken aimed at the future of organizational structure.

We carry out various efforts in order to ensure a sustainable working motivation for our employees, and we reward them for their success and efforts. With the **“Migros Rewarding System”**, we award various prizes to our employees in line with their performance in the areas of creativity, creating added value and teamwork. In this context, we distributed a total of 2,400,000 reward points to over 7,000 employees in 2021. These points can be used for shopping both at Migros and at contracted institutions.

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As Migros, with our motto of “better job, better future”, we attach importance to acquisition of young talents to our company, and we bring our brand ambassadors together with young talents online. We updated our corporate career website to help them know about our company and teams to ensure that they can easily and quickly apply to our job advertisements. We provide continuous information and support through our Migros Career **Instagram**, **LinkedIn** and **Facebook** accounts.

With our Smart Long-Term Internship Program, we provide university students with the opportunity to participate in orientation, mentoring, and training/development programs for 8 months and to gain professional experience. Through Anadolu Education and Social Assistance Foundation (Anadolu Eğitim ve Sosyal Yardım Vakfı), we provided success scholarship support to a total of 14 university students, 13 of them in the country and 1 abroad. In addition, we provide mentoring support with our 13 top managers to the mentoring program, which is designed to guide the future of the students.

Contribution to Employee Development

To contribute to our employees, regardless of the circumstances, we quickly adapt to the current condition to ensure sustainability of the development of our employees, and we produce various training methods. The trainings that we provide to our employees covers the main topics of professional development, on-the-job training, competency development, personal development leadership and management. With **"Migros Retail Academy" (MPA)"**, we offer all our employees the opportunity of training at work and lifelong learning and provide them with in-class and distance trainings for their career and personal development.

Through **"Migros Retail Academy"**, we first aim to develop the human resources that will achieve the strategic goals of the company, in accordance with the company's priorities and personal and industrial needs. We believe that the key to sustainable success for organizations in the quickly changing and transforming world is to re-create talents adding skills, and we work through this goal. We aim to create experiential improvement journeys for our talents by blending all innovative ideas and methods to create a corporate and personal effect. Recently we have been focusing on Servant Leadership, Diversity & Women's Leadership, Organizational Climate, Reverse Mentoring, Upskilling & Reskilling and Learning From Each Other to ensure a leadership transformation for sustainable success. Following these strategies, the Migros Retail Academy monitors key training objectives for our head office and store management staff within the scope of performance management.

In 2022, we aim

- to increase the Average Training Hours Per Person (In-Class + Online) to **104 hours**
- to raise the strategic trainings in all our trainings provided throughout the year to a **minimum of 15%**,
- to increase the total training hours of Leadership and Potential Development Programs by **45%**,
- and to increase the total training hours of New Generation Competency Development Training Programs by **20%**.

We provide our employees with a daily average training of 4,896 employee*hour (an average training of 80.4 hours per person including face to face and remote trainings) at regular intervals according to their needs to ensure particularly professional development, on-the-job training and competency development. 87% of the total hours of training given in a year in our company is provided from internal resources and without incurring training costs. In 2021, we provided training to 99% of our employees. The remaining portion is the persons who left their job in the trial or couldn't participate in training due to absenteeism.

In line with our changing strategies, we periodically update our training content according to the needs of our employees. The **"Faculty of Leadership Development"** continues its activities on leadership and skills development, and we provide trainings to enhance the leadership skills of our employees.

To support our employees against the adverse effects of Covid-19 pandemic, we designed 25 different remote training modules specific to Covid-19 pandemic, particularly information and awareness, mask usage, disinfection rituals, hygiene rules, physical and emotional resistance, vaccination and remote and office work. In 2021, our modules were used by our employees 119,328 times.

In 2021,

- Our investments for our employees in all areas such as personal and professional development, training, career planning, performance management and competency assessment, exceeded TRY 11.5 million.
- 40,470 employees received 3,130,246 hours (employee * hours) of training.
- Our employees received a total of 1,787,000 hours of in-class training under 434 different titles and 1,342,000 hours of remote training under 2,060 different titles.
- Through our MPA Teams channel, we shared with our administrative department employees 143 open source videos with inspiring contents such as personal development, general knowledge, time management, emotional resistance, health and themes on the agenda.
- We assisted a total of 5,095 people that we encouraged to participate in İşkur's On-the-job Training Program, 2,594 females and 2,501 males, to gain experience and adapt to working environment before getting a start in the working life.

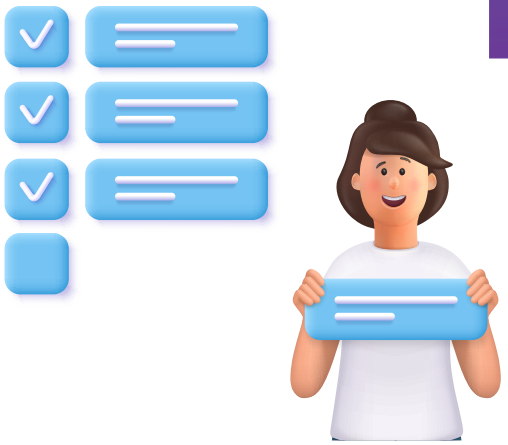
"Migros Retail Business Associate Degree and Bachelor's Degree Program", in collaboration with Anadolu University, provided our employees with the opportunity to be an associate degree and bachelor's degree graduate. After completing 5 certificate programs during the training process, our employees are deemed to be graduates of an associate degree within Migros; in addition, those who complete 3 more certificate programs are considered to be bachelor's degree holders. Under this program, 87 employees have been awarded Associate or Bachelor's Degree up until today.

Our collaboration with Koç University, Boğaziçi University and Uludağ University goes on for the training programs we provide to our employees at different levels with different expertise. For the long-term " Store Manager Training Program", we have been collaborating with Anadolu University, Karadeniz Technical University, Ege University and Süleyman Demirel University to carry out MAYA Orientation Programs. In addition to their academic program, senior students at these universities take retailing classes from Migros Managers and academics. Students participating in the program have the opportunity to work part-time, first as a store employee and then as a store manager. In 2021, we also collaborated with Bahçeşehir University and Yaşar University for our works to create an Agriculture PlatformOur Good Idea, Good Project platform aims to assess the new and creative ideas of all our employees through the Idea Hunters from different departments and to put into practice those that are found appropriate, and to make the projects compete with each other. Ideas are evaluated in 10 categories such as efficiency, sustainability and technology etc. A total of 3,182 ideas were entered in 2021. Among those ideas communicated since 2020, a total of 22 projects were put into effect with 18 quick implementation.

As the expectations from the employees change in time, we design numerous projects as Migros and implement them to train employees who will meet the changing expectations. Accordingly, we launched in 2019 the **"Internal Entrepreneurship Development Program"** which we grounded on a basic entrepreneurship model to quickly adapt to changes and transformation in our project management processes. Teams assigned between functions create collaborations by using agile working methods and put innovative business ideas into practice. 21 different projects were examined in the program and 263 people participated in these projects up to now. In this period, agile internal entrepreneurship project teams participated in theoretical and applied workshops. One of the projects was incorporated into a company, 10 projects that succeeded entrepreneurship were transferred to the respective departments to be integrated into the regular businesses of our company. In addition, we focus on the competency development of our employees when designing the programs, and thus we also have the advantage of creating new career paths. Establishing agile teams with members from different departments, we implement new project ideas, quickly take actions and create a comprehensive knowledge within our company together with team members with different competencies.

In 2021, in the **Agile Transformation School** that we designed combining our training programs to support agile transformation under a single umbrella and enrich them with different contents, 194 programs reached 2,934 participants both with comprehensive programs supporting us in adapting to agile business manners and strengthening our entrepreneurial spirit, and with trainings that prepare us for the future with firm steps by developing our digital competencies. We carried into effect the **Agidemy**

Master Development Program aiming at training experts on Agile, Scrum and Kanban, which took 6 months with 18 participants. We started to follow up the digital competencies of future under the trademark GETReady, and constituted 7 new training topics under **GETReady Tech** with a developed competency set. GETready future competencies training was held in the form of 92 group virtual classroom training sessions with 1,246 participants. In addition, the GETready Tech catalog, through which we aim to develop the digital competencies of our employees, was created. In the GETready Tech trainings, 37 training sessions were held with 606 participants. ADAS Translator program produced its graduates of its 3rd period.



We provide management skills training to our employees who have been promoted to the executive/lead position, with the Building Blocks of Management program, and to our employees who have been promoted to the manager/expert position, with the Mission: Leadership program. Within the scope of Migros Leadership Path program, leadership training is given to potential executives, assistant store managers and store managers who will play a role in the future of the company. Experienced managers and group managers are also provided with training that will strengthen their leadership competencies. We plan all our works and programs to ensure that our female employees can take part more in management levels. We support the vision that the business world can fight better against difficulties if women progress in leadership roles. We support career processes with manager coaching and personal development plans to ensure that our female managers represent us at industrial committees and professional organizations and to encourage their participation accordingly. 42% of our participants of the **Migros Leadership Path – I Develop Program** that aim to train the future leaders **are our female managers**.

With KÜMPEM, the Koç University & Migros Executive Development Program, we ensure that our mid-level managers are equipped with all kinds of information they may need in the business world, with a program lasting 39 days/234 hours. In addition to academic knowledge, the programs are supported by case studies specific to the domestic and international retail industry, with the participation of industry experts.

Thanks to MPA, which includes different training and development programs, we were awarded a total of 36 prizes in the international arena.

You can find detailed information on the trainings that we provided to our employees during the year, in the **'Annexes'** section.

Employee Satisfaction

We consider our employees as the most important part of our value creating process, and we take actions to ensure continuous employee satisfaction. “The Employee Loyalty and Satisfaction Survey” yearly conducted by an independent research company measures the satisfaction level of our employees and their loyalty to our company. These assessments accurately identify the areas for improvement and help us take actions accordingly. Our research in 2021 with a participation rate of 96%, the employee loyalty ratio was found **69%*.**

There is an employee satisfaction and loyalty target in the performance cards of all our executives at manager level and above, including the members of our senior management. 2.5-3% of annual performance bonuses are directly affected by this target.

To increase the satisfaction of our employees and to strengthen their loyalty to the company, we provide all employees of stores and administrative departments with many fringe rights such as private health insurance, life insurance, personal accident insurance, automatic private pension scheme membership, check-up coverage etc. In 2021, we made an expenditure of TRY 3,308,763 for employee expenses and fringe benefits. We make basic fringe benefit payments to all our employees such as food allowances, salaries and bonuses. We also provide our employees with benefits such as travel allowance, feast allowance, leave allowance, fuel allowance, clothing allowance, education allowance, social benefits such as maternity, death and marriage, fuel oil allowance and office support package. In addition, our employees also have varying fringe benefits depending on collective labor agreements and individual employment contracts. Changes in working hours due to Covid-19 did not have any negative impact on employee salaries. Our employees can be given paid official leave up to 1 week in the cases such as the need to take care of family member or loss of relatives.

We have a bonus practice that is applicable to 70% of our administrative employees, other than those in the top management, in line with their seniority and positions, and to all of our store employees.

“DEHA”, the flexible fringe benefits program specific to our Migros administrative and white-collar store employees, offers our employees the opportunity to rearrange their current fringe benefits. The program provides our employees with electronic items and clothing allowance, fuel oil allowance, various benefits on e-commerce and holiday. DEHA flexible fringe benefits program, awarded Stevie Awards for Great Employers, was offered to 5,777 employees in the reporting year.

For our store employees, we have a flexible shift schedule with a minimum of 4 hours of work a day and a maximum of 11 hours of work a day, to be counted towards the required 45 hours a week. In our administrative units, flexible working is available provided that the required weekly working hours are completed by starting/ending the work 1 hour early or 1 hour late.

We resolved 38,558 calls we received in 2021 through our “Migros Sharing Hotline”, which is dedicated to the problems of our employees aiming to reply their questions in written and orally and to handle the possible breaches of ethical principles in the most effective way.

- We support our employees in developing and socializing in different areas through our hobby and travel clubs. In 2021, our Nature and Adventure Club, Cooking Club and Bicycle Club were active.
- Nature and Adventure Club organized events in Kartepe Karaoluk Plateau and Kuzuyayla Natural Park.
- 500 people participated in the bicycle-themed photo contest organized by the Migros Bicycle Club, which we lead throughout Türkiye. The bicycle club organized the Natural Event for Prevention of Extinction of Cappadocia Lizards with 40 participants and Istanbul Büyükada Pine Scent Event with 25 participants. In the European Mobility Week, we organized Eskişehir Porsuk Stream Event and Erzincan Dark Canyon bicycle event with 20 participants. In Istanbul Formats Marathon was organized in the European Mobility Week, the first 3 contestants were awarded a cup and 25 contestants were awarded a medal. In Istanbul H24 races, we ranked 12th among 350 participants and won a participation reward to our company.
- Migros provides discounted tariffs specific to its employees to ensure that we can both easily access Migros applications and enjoy internet with ease of payment. A total of 5,778 employees benefited from this, using 8,568 lines. Migros employees have these privileged tariffs with a fixed price guarantee of 2 years.
- With contributions of Anadolu Efes, we provide a total of 415 people with the opportunity to watch 10 enjoyable games.

	2021
Number of employees who participated in the employee loyalty and satisfaction survey	39,000
Employee satisfaction score (%)	79
Employee loyalty score (%)*	69

In 2021, we were awarded the “Employee Loyalty Success Award” with the scores of our employee loyalty and satisfaction surveys.

We create various opportunities to increase satisfaction of our employees and to ensure that they can have an enjoyable time. In 2021, our employees benefited 107,952 times from the events and activities detailed below.

**The Employee Loyalty rate is also monitored on a gender basis. Employee satisfaction rate was 72% and male employee satisfaction rate was 68%.*

Freedom of Association

As an indicator of our respect for the unionization right of employees, we have labor union member employees in our Company since 1972. We are in a dialog with the trade union to discuss issues such as elimination of forced and/or child labor, compliance with all the local rules and regulations and being impartial and fair. The failure to comply with ILO standards under the umbrella of Migros may lead to disciplinary penalties or penal implementations.

Our Company implements the collective labor agreement signed between Migros and Tez-Koop Trade Union and which is valid from 1 May 2020 to 31 December 2022. As of 2021, 70.1% of our employees are union members. The collective labor agreement includes provisions of occupational health and safety, related to protective food aid, cleaning supplies and equipment, sick leave and pay, workplace doctor, examination room and medicine cabinets, illness, persons to be employed in light duties, work clothing and equipment. Under the collective labor agreement, a bonus is also loaded for food allowance into Money Club cards of Migros, Mjet and Miget employees every month. Employees who are union members have bonuses, food allowance, travel allowance, religious feast allowance, leave allowance, fuel allowance, clothing allowance, and premium benefits according to their entitlement. In addition, employees are granted marriage, maternity and death allowance in case of such events and education allowance once in a year for their studying children, at the amounts specified in the collective labor agreement.