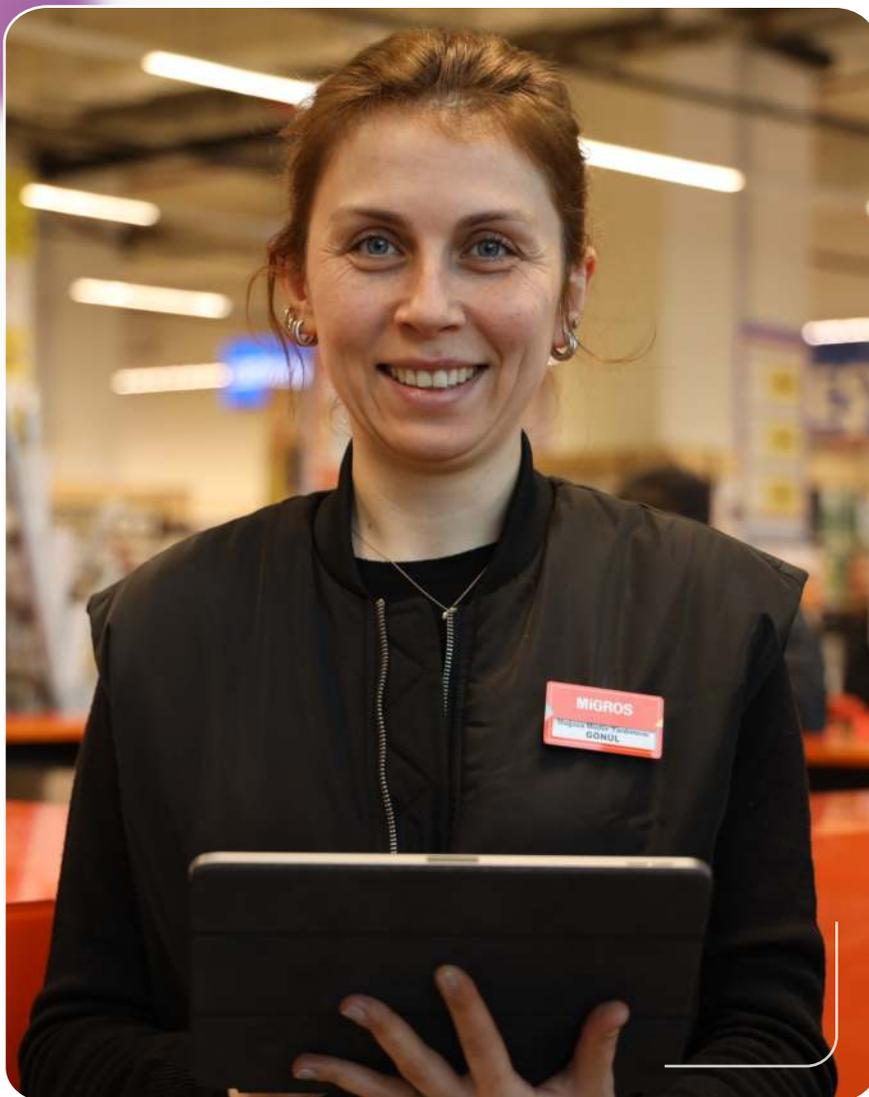


Employee Profile



Migros' value creation model centers around ensuring the health, safety, and development of its employees. The company achieves this through a strong corporate culture and effective governance, both underpinned by strong core values. While seeking to retain talented people by offering continuous-progression and career opportunities that enhance their abilities, Migros focuses its employee health and safety operations primarily on its employees' wellbeing and welfare. Making no distinctions whatsoever among stakeholders with respect to gender, language, religion, or ethnicity, Migros provides its employees with a workplace environment that is mindful of the principles of fairness, inclusivity, equality, and diversity. Migros adheres to a gender-balanced employment policy that embraces all age groups.

- 46% of Migros employees are female and 54% are male.
- New jobs were provided to 10,000 people.
- 96% of management positions were filled through internal promotions.
- 1,470 vacancies were filled internally through Migros' in-house recruitment system.
- 72% of Migros employees are employed outside Istanbul.
- Among employees whose average age is 33, 68% are Gen Y and 22% are Gen Z.
- Average length of employment among female employees is 4.1 years; among male employees, it is 7.6 years.
- Average tenure among administrative employees and store managers is 10 years.

- 57% of Migros' employees work in or near their hometowns.*
- 1,221 new employees were recruited as a result of Migros' Employee Recommendation project.
- The number of employees with physical disabilities on the company's payroll reached 1,435, about 2.8% of them in positions with management responsibilities.**

Migros provides its employees with a workplace environment that is mindful of the principles of fairness, inclusivity, equality, and diversity.



* Defined as the same province as which they were born.

** Disabled employees make up 2.8% of Migros' workforce; 28% of them are female and 72% are male.

Employee Satisfaction & Talent Management

Talent & Career Management

A key tenet of Migros' **Human Resources Policy**  is to provide opportunity equality to every employee from the recruitment and hiring process forward. To prevent discrimination and ensure an equal evaluation environment for everyone, hiring decisions are made solely on the basis of a consideration of their competencies and skills.

Because Migros regards its employees as its most valuable asset, one of the company's priorities is to support their career progression and their professional and individual development. Seeking to create an employee profile of well- equipped, customer-focused difference-makers, Migros tracks its employees' competencies, abilities, and performance by means of a human resources evaluation system that is transparent and fair. Evaluation results are used as input for career-planning, potential-spotting, compensation, and training & development processes.

Performance Management

Migros ensures that each year's strategies and objectives are fairly and equally understood by all company functions through annually conducted **Target-Deployment Workshops**. Performance management processes once again played a key role in supporting Migros' opportunity equality principles and employees' career progression in 2024.

Employees' performance is tracked through a mix of **Key Performance Indicator (KPI)** and **Objective & Key Result (OKR)** criteria. Performance is assessed on the basis not only of financial targets

but also through an objective review of the status of ongoing/completed agile-team projects. When necessary, outside consultancies are contracted to carry out comprehensive assessments of employees' strengths and weaknesses. The results of these assessments are then integrated into individualized development plans.

In addition, the **"360° Performance Evaluation"** process implemented by managers in administrative units has enabled a multidimensional assessment of employees' working habits and styles. Through the **"360° Feedback & Personal Evaluation"** method, employees' performance is assessed by peers, subordinates, and supervisors, with the results being used as input for employees' personalized development plan. The Migros Code of Ethics is an integral element of the employee performance evaluation system. Compliance with its principles is taken into account in remuneration processes.

Administrative employees undergo performance evaluations once a year. Store managers' and employees' performance is reviewed twice a year. 50,815 employees performance reviews were carried out in 2024.

- The performance of **2,227 administrative employees** was subjected to an annual review in 2024.
- The performance of **48,588 store managers and employees** was subjected to two semi-annual reviews in 2024.

"Training calendar" and **"Feedback"** platforms have been specially developed for store managers for the purpose of strengthening employee-

management communication and generally providing a better work environment experience. Through the **"Migros Career Planning Platform"**, precedence is given to filling departmental vacancies with candidates from within the company itself, thereby giving existing employees a chance to be promoted and to advance their careers.

Migros manages its strategic workforce-planning and talent-vacancy analysis processes effectively. Forward-looking decisions are taken at strategic human resources planning meetings to proactively ensure that all critical positions are identified and have backup plans in place.

One of Migros' priorities is to support their career progression and their professional and individual development.



Employee Satisfaction & Talent Management

Compensation & Fringe Benefits

Migros' compensation system is informed by the company's principles of equality and fairness and is based on objective criteria such as performance-management and job-family levels. There are no differences in pay between male and female employees. Compensation is determined solely on the basis of job family level and individual performance; no gender-based distinctions are made. The company makes the same opportunities available to male and female employees and is just as equitable in its approach to paying all their salaries and bonuses. In line with the same principles of equitability and fairness, Migros uses

a monthly salary plus performance-driven bonus system to attract and retain qualified employees who will contribute to the company's success. Systematic assessment of employees' individual performance and project success is the bedrock of Migros' remuneration policy. Detailed information about Migros' remuneration system may be found in **"Migros Human Resources Policy"** and **"Migros Remuneration Policy"**. In determining these policies, the opinions of independent consultants are also considered, with the aim of enhancing employee satisfaction and conforming to industry standards.

Migros gives importance to stakeholders' views and has recourse to independent consultancy services when determining compensation policy and strives

to constantly improve the compensation system accordingly. This is intended to help ensure that the company's compensation practices are structured fairly and equitably among all employees. The presence of independent viewpoints in the conduct of compensation processes also helps ensure that they are more transparent and objective.

Migros strengthens its overall approach to management and governance by integrating the company's sustainability targets and performance indicators into its senior executive remuneration policy. Performance results achieved in managing the environmental, social, and governance (ESG) aspects of the organization are elements of the corporate performance evaluation system.

This strengthens ESG management approaches and ensures that senior executive pay is linked to corporate objectives. In addition to senior executives' annual performance targets, the company also has an incentives system which, by operating in three-year cycles, is designed to better serve Migros' longer-term performance. The monetary incentives which an executive qualifies for based on the financial results of one three-year cycle are paid out over the next three years. In the case of mergers and acquisitions that are subject to the company's control and a senior executive's contract is terminated without justifiable cause, the remuneration packages, rewards, bonuses, and fringe benefits to which they are entitled up to that point may be paid as part of the mutual rescission process (golden parachute)

The Migros Board of Directors has authorized the **Corporate Governance Committee** to determine remuneration policy. The board has also defined this committee's duties and working principles, details of which may be found in **"Working Principles for the Corporate Governance Committee"**. This committee may solicit the opinions of independent consultants when it considers them necessary; in such cases, the consultancy fees are paid by Migros itself. This approach helps ensure that executive remuneration processes are conducted objectively and professionally.

Migros has an in-house flexible-benefits program called **"DE-HA"** that contributes significantly to its reputation as a preferred employer by giving administrative employees and stores' white-collar employees a range of solutions addressing their particular needs. In 2024, 8,274 people benefited from this program, which won Stevie Awards for

The company makes the same opportunities available to male and female employees and is just as equitable in its approach to paying all their salaries and bonuses.



Employee Satisfaction & Talent Management



Great Employers in three separate categories. Under the DE-HA program, employees can customize their fringe benefit entitlements across an array of options ranging from private pension and health insurance coverage to discount shopping privileges, gasoline, and sports event packages.

Employees' salary, fringe benefit, and other entitlements are all determined by and will vary according to the terms of their work contract or collective bargaining agreement. All employees receive certain basic benefits such as salaries, bonuses, premiums and food allowance. Additional benefits such as allowances for travel, leave, holidays, clothing, education, maternity, bereavement, marriage, military service, office

supplies, mobile phones & accounts, fuel etc. may also be provided according to requirements. Moreover, supplementary benefits such as private health insurance with Migros contribution, life insurance, personal accident insurance, group private pension plan memberships, and medical check-up coverage are also available to employees. In 2024, the company paid out a total of TRY 30.58 billion for employee-related expenses and benefits, including bonuses and performance premiums.

Employees may be provided with up to one week of paid compassionate leave to care for family members or in the event of a bereavement. There is a bonus practice that applies to 40% of administrative employees, other than those in the

senior management, in line with their seniority and positions, and to all store employees. Migros store employees are permitted to determine their own work schedules on condition that they work at least four but not more than eleven hours during any 24-hour period and also satisfy the 45 hours-a-week requirement. Administrative-unit employees are permitted to arrive at/leave the workplace up to an hour early or late on condition that they satisfy the weekly worktime requirement.

Contributing to Employee Development

Aware that its employees are the greatest strength on which the company may draw in its efforts to keep pace with the business world's rapidly changing conditions, Migros designs technology-supported learning experiences for all employees. Through **Migros Retail Academy (MPA)**, the company contributes to employee career progression and personal development by means of in-house training and lifelong learning opportunities. In 2024, 98% of all employees benefited from Migros Retail Academy training resources; 87% of all training was delivered by the company's own sources.

- In 2024 a total of 6,385,245 (employee*hours) training were delivered both in-person and online. Each employee received 124 hours of training on average.
- Training participation breakdown:
 - 51% men, 49% women
 - Gen-Z 34%, Gen-Y 61%, Gen-X+ 6%

- In 2024 more than TL 60.1 million was budgeted and invested in employees' personal & occupational development, career planning & management, and performance management & review processes.
- In addition to job-related training, a total of 43 "Migros Orange Break", "We're Different/We're Equal", "Mfest", "Catch The Change", "Better Future Stories", and "Leadership Rhythm" themed webinars were attended by 9,276 people.

Sustainability Training

The "**Sustainability Series**" of training provided to strengthen and deepen sustainability awareness in Migros' corporate culture continued in 2024. Training focused on such issues as climate change, sustainable biodiversity, food loss, water management, and plastic waste management. 12,760 employees took part in sustainability training in 2024 bringing the total number over the last three years to 36,514.

Comprehensive training was introduced in 2024 to increase store managers' sustainability awareness and leadership skills. During this process, a total of 1,045 store managers were informed about the company's sustainability strategy and roadmap the topics it focuses on in this area, its goals and

Migros designs technology-supported learning experiences for all employees.

Employee Satisfaction & Talent Management

actions, and their knowledge and skills in this area were strengthened. Detailed information about company-provided training resources related to gender equality, diversity, and inclusion issues is presented in “**Gender & Opportunity Equality**”. 

Leadership Training

In 2024 Migros conducted a comprehensive program to develop employees' leadership competencies and identify potential future managers. Course content was designed to address the particular needs of employees at different levels and was enriched with the addition of other resources. During 2024, 786 employees at the manager level or higher took part in Leadership Development Faculty programs and received a total of 19,044 hours of training. Average leadership training time for employees in this target group was 17 hours.

- **Mission:** Leadership and Leadership Attitude & Stance Workshop: Designed for newly-promoted managers, this program consists of 2.5 days of training and one-on-one coaching sessions.
- **Effective People Management:** Developed for managers with experience of managing teams, this program gives participants a chance to analyze their own behavior as well as that of their team members. Individual needs analyses were performed using a variety of checklists and assessment tools, culminating with the presentation of participants' individualized development and action plans.
- **Leadership Path: Discovery:** Designed for those who are not yet managers, this program gives employees a chance to find out whether or not they have the potential to become a leader who will play a role in Migros' future.
- **In-Store Leadership:** Designed for Migros store managers, this program aims to teach participants how to see events from different viewpoints and help them to develop their own strategic thinking competencies.
- **LeadNext:** Introduced in 2023, this program is presented as a catalogue aimed at supporting leadership competencies. This program was conducted 17 times in 2024.
- **Management Building Blocks:** Intended for those who have been newly promoted to executive positions, this program aims to equip participants with basic leadership skills. The program consists of three days of training and a one-day follow-up session. The program focuses on such issues as organizational priorities in a changing world as well as self-management and team-building processes.
- **Effective Performance & Feedback Training:** Intended for team leaders, this program aims to increase participants' one-on-one interaction effectiveness.
- **Leading The Future:** Intended for director and senior management level, this developmental program consisted of two modules in 2024: “Leadership That Strengthens” and “Inclusive Leadership”.
- **Subconscious Bias Training:** Intended for managers, this training program uses “Shed Those Prejudices” workshops to teach participants how to create a more inclusive workplace environment by making themselves aware of many of the unconscious prejudices that leaders may harbor.

- **Business Awareness & Management Simulation:** Consisting of case studies and simulations, this program aims to equip store managers with the knowledge and experience they need to do business and understand financial concepts.

Trainee, Mentoring & Coaching Programs

Migros conducts a variety of traineeship programs whose aim is to help talented young people ready themselves for a career in retailing and also familiarize them with the retailing industry's dynamics. The **Smart Long-Term Internship**

During 2024, 786 employees at the manager level or higher took part in Leadership Development Faculty programs and received a total of 19,044 hours of training.



Employee Satisfaction & Talent Management

Program is intended to give third and fourth-year university students a hands-on experience in real workplaces. Thirty of those who applied to attend the Smart Long-Term Internship Program were admitted to it in 2024. Under this program, participants work as trainees at the company for up to 8 months. During this time, they work alongside Migros-employed professionals, get hands-on experience with retail industry dynamics, and acquire a broad understanding of job requirements by means of rotations through different company units.

Mentoring programs focus on effectively supporting employees' personal and professional development. During the 2024 "You're My Mentor" program, 616 mentees took part in 2,283 hours of mentoring sessions. Forty mentees selected to attend the "In Pursuit of A Better Future" took part in 18 hours of mentoring sessions. Under the "Next-Generation Mentoring" program, 12 mentees and 24 mentors interacted for a total of sixty hours.

- A total of 86 hours of coaching sessions were provided under Migros' coaching programs in 2024. Under the In-House Coaching program that Migros initiated to train its own coaches and qualify them for professional certification, 14 employees attended a total of 80 hours of training across five days.

Agile Transformation School

Migros' **Agile Transformation School** program provides employees with training resources that encourage agile work practices, strengthen entrepreneurial spirit, and enhance digital skills. 464 employees received training in 38 of the topics in the school's **GETready Tech** catalogue program while 612 received training in 72 of the topics in the school's **GETready Soft Skills** catalogue program.

Corporate Intrapreneurship Program

Migros conducts its Corporate Intrapreneurship Program both to discover entrepreneurial potential among its employees and to actuate their innovative business ideas. Based on the lean startup model, this program supports the creation and implementation of these ideas by interfunctional authorized teams making use of agile working methods. 14 projects were carried out under this program in 2024 exploring such ideas as **filling stations, alternative energy resources, product availability & stock management, and agricultural & local development**. 130 employees took part in these projects, during which they deepened their professional competencies in many different areas.

Good Idea & Good Project Platforms

Migros set up its **Good Idea & Good Project** platforms to promote innovative thinking among its employees and support projects which they come up with. These platforms continued to foster in-house innovation by providing employees with opportunities to demonstrate their creativity and come up with products that generate added value for the company's business processes. In 2024 some improvements were made in the Good Idea platform to make it easier for employees to express their innovative ideas more effectively. **110 project suggestions** were submitted to the platform in 2024 covering such topics as how to improve Migros' business processes, increase its operational efficiency, and come up with innovative solutions.

Migros' employees also submitted five projects for consideration in the **Bi'Fikir ideas competition**



conducted by Anadolu Holding. Four projects placed first and one placed second in their respective categories.

University Collaborations & Professional Development Training

Migros works closely with external project partners to maximize the benefit of the professional and personal development programs that it conducts for its employees. A large number of these programs involve university collaborations.

In 2024, 14 projects were carried out under the Corporate Intrapreneurship Program.



Employee Satisfaction & Talent Management

- Koç University Migros Executive Development Program (KÜMPREM):** Intended for midlevel managers, this program consists of a 39-day course of 234 hours of instruction designed to equip participants with all the knowledge they might need to advance their professional careers. 30 people graduated from the 2023-2024 KÜMPREM program. 37 employees are currently enrolled in the 2024-2025 program.
- Boğaziçi University Retailing Management Certification Program:** Conducted jointly with Boğaziçi University and intended for managers, this program focuses on such subjects as leadership, strategic marketing, and customer experience. In 2024 this program was attended

by 26 people, who received certification after completing the 96-hour course.

- Anadolu University Retailing Program:** Under a "Migros Retailing Associate & Undergraduate Degree Program" agreement with Anadolu University, employees who do not yet hold such degrees are given a chance to study and be awarded one. Employees who complete the five e-certifications specified in the course description are awarded associate degrees; those who complete an additional three are awarded undergraduate degrees that are recognized by Migros. Those who attend this program have an opportunity to complete the requirements for an undergraduate degree in about two and a half years on average.

- Migros Store Manager Training Program (MAYA):** MAYA is a comprehensive development program whose aim is to equip Migros store manager candidates with the knowledge and skills they need in a variety of sectors. MAYA programs are being conducted in partnership with Migros at Ege, Karadeniz Technical, Anadolu, Marmara, Trakya, Hitit, Süleyman Demirel, Uludağ, 19 Mayıs universities. Under the MAYA program, senior-year students at these schools may enroll in courses covering subjects such as sales, teamwork, communication, customer experience, finance, logistics, retailing mathematics, and leadership. Those who attend this two-semester course are also provided with traineeship position opportunities at four different stores. 67 MAYA program participants graduated in 2024, 37 of

whom have since pursued careers at Migros. During the 2023-period, five people attended the MAYA program under Anadolu Foundation scholarships and were subsequently employed after graduation.

Employee Satisfaction & Wellbeing

Migros strives to ensure and sustain employee satisfaction and wellbeing in a variety of different ways. The company recognizes that employee motivation is an integral part of successful performance evaluation and career progression processes. **Migros Sharing Hotline** is an employee hotline that the company set up to receive and resolve employee feedback within 48 hours. 30,151 calls were received through this hotline during 2024; all reported issues were resolved verbally or in writing within the specified timeframe. Believing in the power of positive peer feedback in employee motivation, Migros set up a **Thank-You Platform** on its HR Portal through which every employee may send a thank-you note to another. More than 44 thousand employees sent digital thank-you notes through this system in 2024. The company also set up the **Migros Reward Galaxy Platform** to acknowledge employees' efforts and celebrate their tangible and intangible achievements. During 2024, more than six thousand Migros employees whose performance was assessed according to such metrics as creativity, added-value creation, and teamwork were rewarded by this system. Employees can exchange their accumulated points for goods and services at Migros stores and merchant partners.

A Worklife Assessment Survey and/or Happy Place to Work Survey is conducted every year by an



Migros recognizes that employee motivation is an integral part of successful performance evaluation and career progression processes.



Employee Satisfaction & Talent Management



independent research company in order to measure the degree to which Migros employees are satisfied with working for the company. Issues that are in need of improvement are identified and action plans are subsequently formulated accordingly. These surveys are intended to quantify such things as employee motivation, happiness, and stress levels. In the Happy Place to Work Survey conducted in 2024, Migros scored a total of 82 out of 100 points. The performance scorecards of all executives at manager level and above including the members of senior management have an

“**Employee satisfaction**” target which contributes between 2.5-5% of their annual performance bonuses and directly affects this target.

Migros prioritizes the holistic health and wellbeing of its employees and assesses both aspects across five key dimensions: Positive Workplace Environment, Health, Motivation, Psychological Wellbeing, and Financial Wellbeing. Dedicated working groups formed for each of these metrics are tasked with formulating plans and undertaking initiatives that will systematically address every aspect of employee wellbeing.

1. Positive Workplace Environment

Migros attaches great importance to improving physical working conditions and to increasing opportunities for positive social interaction in the workplace in order to ensure the overall wellbeing of its employees when on the job. The company engages in an ongoing effort to make its workplaces more ergonomic and more sociable for its employees. In order to improve manager-team interaction, manager-employee communication is strengthened in a variety of ways such as coaching, developing feedback skills, and unleashing team potential.

- Migros has introduced a **Development Dialogue Week** program of interactions between employees and managers that takes a continuous-development and coaching approach while also focusing on performance and feedback. Besides in-person and remote training sessions, videos, supplementary materials, and a Progression Dialogue Guide, the week also featured an “Establish Dialogue Through A Coaching Point Of View” webinar that was attended by about 300 leaders.
- During the 2024 **Store Manager Development Festival**, the topics of discussion were crisis management, financial indicators, retailing trends, and holistic wellbeing. Statements made by the speakers were shared 84 times, generating 7,563 likes and comments.
- During the 2024 round of the **Better Future Shares** series dealing with seven issues designed to support store-managers’ and regional sales-managers’ manager-employee relations and

improve in-house communication, the themes were Let’s Talk and Take a Deep Breath. 103 store managers took part in 2024 events.

- A series of individualized training videos is currently being prepared to improve **intergenerational communication** and communication styles and habits.

In the Happy Place to Work Survey conducted in 2024, Migros scored a total of 82 out of 100 points.



Employee Satisfaction & Talent Management

2. Health

Migros gives great importance to the physical wellbeing of its employees and supports and protects it in many different ways by providing workplace access to such resources as **nutritional counseling, physiotherapeutic exams, medical massages, medical pilates, and medical examinations**. A Survey-Based Breast Cancer Risk Analysis was conducted during 17 October Breast Cancer Awareness Week. Online access was provided to nutritional counseling services to make the services available to store employees as well. Online discussions with healthcare professionals organized throughout the year not only help raise employee awareness about health-related issues but also serve as a platform for addressing employees' health-related questions. Migros additionally provides its employees with company-matched private health insurance, life insurance, personal accident insurance, and medical checkup coverage.

Recognizing that being healthy depends on having access to proper and adequate nutrition, Migros provides its employees with free, filling, and high-quality meals consisting of at least three different portions every day at work. Migros headquarters employees are provided with cafeteria meals whose calorie counts are announced each day. Cafeteria menus include low-calorie and vegetarian/vegan options. To standardize and regulate employee meal service inputs and production processes across the company, Migros acquired a stake in GurmePack. The meals of more than 9,000 employees working in the company's Marmara region stores are now being supplied as a result of this partnership. Moving forward, Migros is continuing to phase in similar employee-meal

production and delivery services and to extend the same services to stores in other parts of the country as well.

The practical effectiveness of Migros' commitment to employee health is continuously monitored and measured according to criteria specified by the **Workforce Nutrition Alliance (WNA)**. The company continues to be WNA "Gold" status with performance in the areas of wholesome and nutritious employee meal provision, health screenings and training, and sterile lactation-room.

3. Psychological wellbeing

Migros continued to invest in its employees' psychological wellness in 2024. Acknowledging that well-being is not only physical health but also depends on strong and resilient mental and emotional health, Migros conducted a "Well-being Week" from May 27 to 30. During this week, a series of online and in-person seminars and workshops were held, covering topics such as healthy nutrition, mental health, physiotherapy, and physical activity.

Migros has launched an award-winning series of 5 Dimensions of Wellbeing videos titled **"Individual Motivation Elixir of Success", "Adaptation", "Mindfulness", "Movement Literacy", "Psychological Resilience & Flexibility", "Strengthening My Memory", and "Financial Literacy"**. These videos, which are accessible to all employees at all times, have so far attracted 20,948 views. A designated number of employees who view the entire series and correctly answer a series of questions receive a package of healthcare products as a reward.

Migros has published a **"Workplace Policy on Domestic Violence & Abuse"** consistent with its approach to creating social value. In addition to this policy, the company also set up a **"Domestic Violence Support Hotline"** which employees who have suffered any form of violence can use with complete assurance that their privacy will be protected. This hotline continued to operate in 2024. To further support psychological wellbeing, Migros also organizes webinars and training programs in which experts increase employees' awareness of such issues.

The award-winning series of 5 Dimensions of Wellbeing videos have so far attracted 20,948 views.



Employee Satisfaction & Talent Management



4. Motivation

Migros stages a variety of events and conducts programs designed to increase employee motivation. Motivation-enhancing gatherings are organized to strengthen team spirit by encouraging employees to socialize, take part in friendly games, and enjoy cultural and artistic activities with one another.

The team-building, collaboration-fostering events organized for Migros employees during 2024 included a **Bowling Tournament, a Volleyball**

Tournament, camping trips and tours, and other social activities. Workshops were organized and messages were shared on the occasion of special observances such as Environment Week and Happiness Day. In the annual “Years At Migros” presentation of seniority awards, Migros employees from every function, level, and position receive awards acknowledging 10, 20, 25, 30, and 35 years of service at the company. During the 2024 round of these presentations, 1,690 employees from 700 stores in 67 cities accepted their awards.

Employees' motivation is supported by offering gifts on special occasions, organizing special events on special days such as Women's Day, Mother's Day, Father's Day, and the opportunity to attend Anadolu Efes Sports Club matches. Motivation-boosting webinars and online training resources delivered by experts also continue to be made readily available. 12,000 employees took part in the “Happiness Box” program, which makes it possible for teams from all over the country to connect and organize whatever social or cultural events they might wish such as having a breakfast, going on a picnic, or attending a concert.

During 2024, Migros organized 18 programs and events to support and improve the physical and mental health of its employees. People benefitted from these events a total of 58,102 times.

5. Financial Awareness

The company engages in ongoing efforts to support its employees' financial wellbeing and increase their financial literacy. Under the Migros Family & Me program, employees qualify for special discounts when purchasing goods and services from the program's participating vendors.

Migros' **DE-HA flexible fringe benefits program,** which has won Stevie Awards for Great Employers in three separate categories, continues to allow the company's employees to customize their fringe benefit entitlements across an array of options that include medical checkup and health insurance coverage, shopping and gasoline discounts, and sports event packages.

Through the Migros Employee Pension Fund, Migros employees benefit from company-matched support in their retirement years. Financial literacy-boosting webinars and online training resources delivered by experts are also readily available. These materials broaden employees' knowledge about specific issues while also increasing their financial literacy in general.

Migros partners with Anadolu Foundation to provide educational scholarships to 13 university students. Also, the company also began providing scholarships to the dependent children of deceased employees through the foundation as well. 20 child/youngsters benefited from these scholarships in 2024.

Migros organized events to support and improve the physical and mental health of its employees. People benefitted from these events a total of 58,102 times.



Employee Health & Safety

As per the **Migros Occupational Health & Safety Policy**,  Migros deploys an effective OHS management system that gives first priority to the health and safety of its own employee and those of subcontractors. Migros classifies* its workplaces and operations in accordance with the requirements of relevant Occupational Health and Safety (OHS) Laws and Regulations. The company holds **TS ISO 45001 Occupational Health & Safety Management System** certification. This certification covers not only Migros workplaces and employees but also the company's interactions with subcontractors and their employees. Besides fulfilling all mandatory OHS inspection and training requirements, Migros also systematically conducts inspections and training of its own in line with recognized good practices.

OHS Participation & Representation, Risk Management Processes

As required by laws and regulations and to ensure employees' engagement in OHS processes, OHS committees are formed and regularly convene in all Migros-owned business units. Committee membership is arranged so as to ensure that the interests of all employees are represented. As of end-2024: 1,097 people were members of 182 OHS committees at the company's stores, administrative units, production facilities, operational headquarters, and breeding farms; 156 people were members of 26 OHS committees

* Headquarters units, regional directorates, and stores are classified as low-risk workplaces. The MIGET meat processing plant, breeding farm, MIGBAK plant, distribution centers, and fruits&vegetables warehouses are all classified as hazardous workplaces.

** Changes in like-for-like performance show the improvement in lost-workday performance due to workplace accidents in 2024 compared to similar stores that suffered lost workdays due to workplace accidents in 2023.

based in Migros-owned distribution centers and fruits & vegetables & wholesale warehouses.

In workplaces statutorily defined as "Low-risk" (stores, administrative units), OHS committees convene once every three months; in those classified as "Hazardous", they convene every other month. Employee and union representatives participate in decision-making processes on OHS committees and may submit proposals related to OHS risks for a vote.

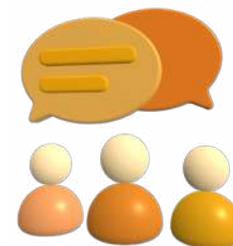
Workplace safety is ensured by identifying and eliminating or mitigating health risks, potential threats, and nonconformities in such a way as to minimize work-related accidents. The MSafe Occupational Health&Safety management system is deployed to ensure that all OHS-related risks are meticulously managed across all company-owned operations and premises. Routine risk assessments are carried out in newly-opened workplaces. Previously-made risk assessments are reviewed and revised in line with regulatory requirements and/or changes in workplace conditions. Risks are mapped, threats are categorized, and unsafe situations and behaviors are identified. Corrective action both to deal with nonconformities and to improve OHS performance is planned and taken. A comprehensive risk management approach is employed, addressing areas including fire safety, electrical hazards, loading docks, cutting tools, work equipment, manual carrying & handling, storage, disaster & emergency response, hygiene protocols, break rooms & cafeterias, and ergonomics. A total of 136,896 corrective/preventive actions were taken to deal with OHS risks in 2024. 3,207 near-miss incidents were reported. These were either entered into the MSafe system or else recorded by means of readily available workplace forms. Whenever a work-

related accident occurs, it is analyzed and action is taken to prevent its recurrence, including but not limited to technical and physical interventions, targeted training, and OHS warning signs and markings.

Performance & Targets

OHS PAS (Performance Analysis System) is an MSafe subsystem which allows individual stores' OHS performance to be comprehensively analyzed and scored. A key company objective is to systematically reduce the number of workdays lost due to work-related accidents each year. One way Migros achieves this is by keeping track of these OHS PAS-assigned store scores. On a like-for-like** (LFL) store basis, the number of workdays lost due to work-related accidents was down by 25% year-on

A total of 136,896 corrective/preventive actions were taken to deal with OHS risks in 2024.



Employee Health & Safety

in 2024. In 2025, a 10% reduction in the number of workdays lost due to work-related accidents in the same stores (LFL) is targeted compared to the previous year. In previous years the number of workdays lost due to work-related accidents was tracked and managed as the “lost-time work accident severity rate”, with the goal being to reduce that. Under the new system, it was decided to follow the target of reducing the number of lost workdays due to work-related accidents in like-for-like stores (LFL) through the OSH PAS score. Migros is aiming to reduce this number by 10% in 2025.

Thanks to the effective implementation of OHS policies and management of OHS processes, there were no work-related fatal accidents at company-owned workplaces in 2024. Migros aims to continuously improve its workplace safety performance so as to achieve the highest level of workplace safety for its employees and business partners. During 2024, 87 OHS specialists, 103 workplace doctors, and 31 healthcare employees provided 17,084 Migros and 9,067 subcontractor employees with a total of 225,913 hours of OHS services. Please refer to the “**Appendices**”  to this report for detailed information about numbers of work-related accidents per year, types of injuries, number of lost workdays/hours, distribution & percentage of employees receiving OHS services, and work accident severity & frequency rates.

In 2024 Migros budgeted a total of TL 212 million as OHS-related expenditures. OHS-related issues contribute 10% of the Occupational Health & Safety Group Manager’s performance scorecard and they have a direct impact on that executive’s annual bonus. Migros is represented in the Anadolu Group OHS Working Group, during whose monthly

meetings OHS issues and performance both within Anadolu Group and without are regularly discussed and assessed. This approach is regarded as important from the standpoints of quantifying OHS performance and continuously improving it.

OHS Activities & Training

Employees’ and business partners’ OHS awareness is continuously enhanced so as to make workplaces safer. As is the case every year, OHS training was regularly provided and briefing sessions were again conducted in the company’s stores and distribution centers during 2024. This training focuses on increasing employees’ ability to recognize, protect against, and correctly deal with risks that they may encounter in the day-to-day performance of their jobs and in this way to reduce risks by encouraging safe behavior. Potential hazards and precautions for dealing with them are regularly announced on a weekly and monthly basis. OHS bulletin boards -are used to inform employees about current OHS-related issues and events.

At distribution centers, fruits&vegetables warehouses, and production facilities, onsite OHS inspections are carried out; OHS specialists and workplace doctors check and report potential nonconformities. Exposure to technical risks is monitored by means of ambient measurements, periodic equipment checks and monthly maintenance. Work accidents and near-miss incidents are recorded, and annual target tracking is carried out through reports shared with managers, and improvement steps are planned accordingly. In the company’s stores and administrative units in 2024, 12,889 people were given onboarding medical examinations while 2,277 employees were given

regular examinations and 11,804 were given clinical medical examinations. In Migros’ distribution centers, fruits&vegetables warehouses, and wholesale warehouses, 7,420 people were given onboarding medical exams while 1,678 employees were given regular examinations and 36,692 were given clinical medical examinations. No toxic chemicals harmful to human health are used in the company’s operations. Migros adheres to hazardous-material management policies aimed at minimizing environmental and human health risks in its own workplaces and across its supply chain processes so as to avoid exposure to such risks.

A substantial amount of time is allocated for both online and in-person training. Those taking part in both classroom and virtual training are provided with an interactive learning experience and individualized guidance. Remote training not only makes it easier for trainers to reach much broader audiences but also gives employees quick access to information that they need.

OHS Classroom & Virtual Classroom Training

Migros Employees	22,557
Hours	95,887
Subcontractors & Subcontractor Employees	9, 583
Hours	77,814

OHS Remote Training

Migros Employees	36,882
Hours	429,052

Emergency & Disaster Preparedness Drills

Drills are regularly conducted to ensure that employees know how to respond properly in the event of emergencies. During 2024, 22,163 emergency and disaster-preparedness drills were carried out; 54,256 employees took part in them. Drills focus not only on teaching employees how to deal with fires, earthquakes, floods, and storms but also on how to respond in the event of landslides, avalanches, storm surges, and tsunamis. All emergency and disaster-drills are designed to increase employees’ premises-evacuation, equipment-use, first-aid, and crisis-management knowledge and skills. During 2024, 31,700 employees took part in “Earthquake & Evacuation” drills conducted in stores. 7,560 distribution center and warehouse employees took part in fire, earthquake, and evacuation drills in addition to being provided with theoretical and practical knowledge. Detailed information about emergency and disaster preparedness drills is presented in the “**Appendices**”  to this report.

During 2024, 22,163 emergency and disaster-preparedness drills were carried out; 54,256 employees took part in them.



Compliance with Corporate Policies & Code of Ethics

Migros' **Code of Ethics** and its **Human Resources, Human Rights & Opportunity Equality, Anti-Bribery & Anti-Corruption,** and **Responsible Sourcing Policies** are reviewed and, when necessary, revised annually. Company employees are informed about these policies by means of emails and the Turuncu Kitap employee handbook. The policies are publicly disclosed on the company's corporate website. In addition, suppliers and contractors can access these policies through the company's B2B platform MECOM. Online training resources are provided to acquaint all employees with these corporate policies and to make sure they understand and abide by them. As of end-2024, 32,445 employees completed this course material. The same content has been provided to 1,694 suppliers who actively use Migros' MECOM business-to-business platform. **The Migros Code of Ethics** sets out ethical behavior guidelines that are to be followed by the company and its employees in all matters related to making business decisions and engaging in business activities. Adherence to **Migros' Anti-Bribery & Anti-Corruption Policy** is a matter of the utmost concern to the Migros Board of Directors and the strictest compliance is required of all company employees, business partners, and suppliers. As a member of the Turkish Ethics & Reputation Society (TEİD), Migros takes part in activities pertaining to a wide range of issues such as corporate ethical behavior and compliance management, sustainability, diversity, inclusivity, statutory compliance, and anticorruption while also contributing to the promotion of ethical business practices in general.

Critical Concern Communication & Evaluation Processes

Every communication about a violation of the Migros Code of Ethics or of the Migros Anti-Bribery & Anti-Corruption Policy that is received is examined and

investigated. If a company employee is involved in the matter, the Migros Discipline Committee convenes and decides what action needs to be taken.

Employees may report suspected violations of ethical guidelines, including bribery and corruption, to a dedicated email address (etikkurul@migros.com.tr) or through the **Migros Shareline**, which is an internal reporting system accessible to all employees. In line with Migros' open-door policy, all senior management' and function managers' contact information is available on the company's corporate website. This policy allows all stakeholders to report potential violations of the company's ethical guidelines to Migros executives anonymously.

Migros customers, suppliers, and other stakeholders may also report complaints about bribery, corruption, or other unethical behavior through the **Customer Communication Center** on **0850 200 4000** as well as through the etik@migros.com.tr email address. An "Ethics Reporting and Tracking" system has been set up to collect and evaluate complaints about non-compliance with policies and guidelines. Complaints may also be submitted through various channels such as the Migros call center, email addresses, or mobile app. This system allows Migros to centralize the information and systematically track all action that is taken. All incoming complaints, warnings, and accusations are directed to appropriate company units for examination and investigation. The Internal Audit Department can also conduct investigations on reported issues within the framework of Migros Code of Ethics. At the conclusion of the examination/investigation process, corrective measures are taken when deemed to be necessary. Reports of unethical behavior are responded to within six business days on average.

Whenever something suspicious is deemed to have been reported in good faith, Migros categorically protects the identity of anyone reporting the

incident to prevent any retaliation against them. Migros has publicly stated that it regards retaliatory and/or abusive behavior towards someone who has reported a suspicion or who has taken part in an investigation as being absolutely unacceptable. Disciplinary action is taken against any person who behaves in such ways. During 2024, Migros received a total of 1,058 reports of ethical violations through all communication channels. Of this number, 412 were received directly from company employees. In 2024 the company also received eight reports from anonymous whistleblowers. Reported instances of unethical behavior are examined by related committees and action is taken as deemed to be necessary. During 2024, the work agreements of 271 employees were terminated by discipline committees convened in response to reports of ethical violations.

The Migros Code of Ethics sets out ethical behavior guidelines that are to be followed by the company and its employees in all matters related to making business decisions and engaging in business activities.

