

Gender & Opportunity Equality



Gender and opportunity equality is a cornerstone of Migros' corporate culture and is addressed as a material issue in the Migros Better Future Plan. In keeping with this attitude, the company is absolutely opposed to any form of gender-based discrimination in business and makes certain that each and every one of its employees benefits from the same opportunities. Migros distinguishes itself as an employer whose practices support female employees' career progression and encourages women to be productive and enterprising.

As a female-friendly company, Migros proactively strives to increase the presence of women in leadership roles and to implement fairness policies that promote gender equality in the workplace. Besides increasing women's participation in the formal economy, Migros also undertakes projects whose aim is to empower women in the social sphere as well. The company manages programs and adheres to policies to support female employees' career progression and to ensure that women have equal access to every workplace right to which they are entitled.

As set forth in both its **Gender Equality & Inclusion** and its **Human Rights & Equal Opportunity Policies**, Migros supports women's participation in the workforce and social gender equality. This approach is not confined solely to in-house practices but is also reflected in the wide range of initiatives aimed at creating broad-based social value. It is because of these and similar efforts that Migros was included yet again in the internationally-recognized Bloomberg Gender-Equality Index measuring companies' progress toward a gender-equal workplace. Additionally, in the 2024 "Female-Friendly Companies" survey conducted by Capital Magazine regarding female employment in the business world, the company ranked 2nd on the list of "100 Female Executive

Friendly Companies" and 4th on the list of "100 Female Employee-Friendly Companies". Increasing the percentage of women in all management positions has a direct impact on the annual performance bonuses of executives with human-resources business-partners responsibilities and make up 3-4% of their overall targets. The company's target of 33% for women in all management positions was achieved in 2024. Migros has set itself the goal of increasing this percentage to 35% by 2027 and to 40% by 2035. In 2024, 47% of the company's store managers were women. As of year-end, women were the managers of 1,590 Migros stores and, in the case of 551 stores, all the employees were women. Of all the Migros employees who were promoted to higher positions in 2024, 39% were women.

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Performance Indicator	Target year	Target	2024 Performance	Status By Target	Base-year / Status
Percentage of Women in Senior Management (CEO & Direct-Reports)	2026	27-33%	25%	In progress	2018 / 15%
	2027	35%		In progress	2019 / 28%
Percentage Women in All Management Positions	2035	40%	33%	New	2024 / 33%
	2050	50%		In progress	2023 / 33%

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The Migros Board of Directors signed a commitment of increasing the percentage of women in our senior management consisting of the Chief Executive Officer and direct reports to 27-33% by 2026. At end-2024, 3 of the 12 people representing the Chief Executive Offices, other C-Suites and the group directors who directly report to CEO, were women (25%).

Migros is a signatory to the **United Nations' Women's Empowerment Principles (WEP)** initiative. Consisting of seven core principles, this initiative aims to empower women in the workplace across all sectors and levels. The principles also serve as guideposts for companies developing corporate policies that foster gender equality. In 2024, Migros hosted representatives of a number of Kosovar businesses as part of the UN Women Kosovo organization's program of promoting and implementing **"Women's Empowerment Principles"**. On this occasion, Migros showcased good-practice examples of the company's social gender & opportunity equality initiatives aimed at empowering women in both the workplace and the social sphere.

Gender Equality Initiatives at Migros

Women's Empowerment Training & Development Programs

Achieving greater representation and presence for women in education, employment, leadership roles, and decision-making mechanisms is a Migros priority. The company has initiated and runs a number of training and development programs specially designed to support the personal and professional development of its female employees.

Store and administrative-unit management employee are given training on how to conduct inclusive, gender-neutral interviews by avoiding questions of a discriminatory or sexist nature. Social gender equality is a component of the orientation program that all newly-hired Migros employees attend before they begin working.

The gender equality initiatives that began with the launch of the company's **"We Are Different / We Are Equal"** program are continuing with the provision of a variety of training resources such as videos, webinars, and bulletins. In the conduct of its in-house social gender equality activities, Migros also benefits from the services of a consultant who is a specialist in dealing with such matters. The aim is to support a greater representation and presence for women in the business world and to increase the number of women in leadership roles.

These activities are intended to foster greater equality awareness among all employees. Forty volunteer equality instructors, expert consultants, and project teams played active roles in this process. Company-provided **"Valuing Equality"** social gender equality training focuses on creating a workplace environment in which men and women enjoy equal rights and opportunities. This training is designed to encourage employees to embrace Migros' equality principles as their own and to increase awareness about these issues. Social gender equality training resources in the form of webinars and classroom sessions continued to be provided during 2024. To date, a total of 43,915 employees have completed this training. Detailed information about social gender equality training provided in 2024 is presented in the **"Appendices"** to this report.



Diversity & Inclusion Activities

Migros regards people's differences as an asset and therefore aims to create an environment that fosters a culture of inclusivity in the workplace. The company integrates these values into its corporate culture through activities whose aim is to increase awareness about diversity and inclusion issues. During 2024, **"Digital Equality Bulletins"** were used to convey messages about workplace diversity and inclusion to all employees.

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Employees were given opportunities to interact with people with Down Syndrome during sessions of the **Migros Paint Pouring Workshop**. Twenty-two digital-format issues of Migros' **"I Heard That"** equality bulletin were sent to all employees. The series of "We are different / We are equal" podcasts included some whose guests were senior executives and which focused on increasing store managers' gender equality awareness, fostering an inclusive workplace culture, and promoting greater sensitivity towards diversity issues in leadership roles. These podcasts were viewed by 524 people.

Migros has published a **Workplace Policy on Domestic Violence & Abuse** consistent with its attitudes towards creating social value. The 24/7 Domestic Violence Hotline which the company launched remained accessible to employees suffering from violence of any kind in 2024. Employees calling this support line are provided with guidance as to what they should do, with complete assurance that their personal information will be treated with the utmost confidentiality. To increase social awareness of the need to prevent violence against women, a "Breaking the Cycle" panel discussion was organized on the occasion of the **November 25th International Day for the Elimination of Violence against Women**. This gathering was attended by 83 listeners.

Female Employee Empowerment & Leadership Programs

Programs are conducted to increase representation for women in leadership positions with the aim of giving them more opportunities to undertake such roles. Under the **Women's Leadership Development Program**, training, development, and coaching support is provided through online seminars designed to inspire, motivate, and empower women. **The Discover Your Potential Development Journey Program** conducted for store personnel aims both to support the development of existing leaders and to encourage others to become leaders. This program is conducted online through the MAYA Store Manager Training platform and focuses on such skills as time management and persuasive communication using an array of training resources and webinars beneficial to participants' personal development. Seventy-six of the 257 female employees who successfully completed this program have been promoted to management positions. **"Entrepreneurial Women Illuminating The Future", "Investing In Equality", and "Women's Leadership"** panel discussions were conducted on the occasion of 8 March Women's Day.

Membership in Organizations Empowering Women in Business

Migros supported the establishment of the **LEAD Network in Türkiye**, which aims to increase the number, reputation, and sphere of influence of women leaders by encouraging the development of a talented female workforce to support gender equality and strengthen the leadership roles of women in business.

As a member of **LEAD Network Europe**, a Migros employee took part in the network's mentoring program as a mentee. Migros also takes part in an inter-company mentorship program conducted by Women on Board Association Türkiye, whose aim is to promote social development by increasing female representation in the boardroom. To date, three of the company's female senior executives have benefited from this program as mentees and a fourth has been approved for participation.

With this approach, Migros has continued to add value not only to its own employees but also to the business world. As a member of the **Quality Association (KalDer) Inclusiveness & Gender Equality Task Force**, Migros takes part in projects and initiatives that empower women to participate more fully in economic life, across all sectors and at all levels. Migros is also a member of the Turkish chapter of the 30% Club, a London-based organization that promotes social development by increasing female representation on company boards and in senior management.

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Parental Support Programs

Happy Family is the name of a program through which the company provides Migros employees who are expecting a child with video and other training resources informing them about such matters as healthy nutrition and prenatal care as well as about their maternity-leave, return-to-work, and other associated rights. This program's resources were accessed 61,641 times in 2024. The Migros Happy Family program consists of 59 training modules covering a variety of childcare and development topics created in collaboration with pedagogues. The modules address the particular needs of different age groups from 0-12 years. New parents receive congratulatory messages as well as gift packages appropriate for newborn infants. Company-supported health insurance provides coverage for prenatal and delivery-related services. There are lactation rooms at the company's headquarters; employee changing rooms in stores are designed and equipped to be suitable for mothers who nurse infants. Female employees' career path or progression processes are not affected by childbirth; those who give birth remain fully eligible for promotion. As required by laws and regulations, total parental leave begins 8 weeks before the anticipated date of birth and ends eight weeks after. Total maternity leave time is 16 weeks. Fathers are also given 1 week of paternity leave beginning on the date of birth. The law requires that mothers with newborn infants at work be given at least 1.5 hours a day of nursing breaktime; Migros allows up to 2 hours a day. Migros also allows them to take up to 6 months of unpaid postnatal parental leave and, having returned to the job, to work on a part-time basis for up to another 6 months. These practices make significant contributions to increasing employee loyalty and supporting family life.

Migros Women's Academy

The Migros Women's Academy program combines the resources and strengths of Migros Retail Academy and Migros Family Clubs. Migros Women's Academy is an online development platform that supports women's personal development as well as their presence in business. The program offers an extensive lineup of resources **consisting of more than 80 training packages and 300 training videos** presented by 50 expert trainers across diverse areas ranging from personal and occupational development to family dynamics and brand building.

Supporting Women Farmers and Entrepreneurs

During 2024 Migros once again continued its initiatives to strengthen women's cooperatives and to support their productive efforts. Cooperatives were provided with training resources to aid them in improving their quality standards and in developing their marketing processes. In 2024 Migros worked with **21 women's cooperatives**, from which it purchased a total of **2,500 tons of fruits&vegetables** in the course of the year. These procurements helped the women's cooperatives not only to play more active roles in the formal economy but also to sustainably increase their own output.

Migros works with the Women Entrepreneurs Association of Türkiye (**KAGİDER**) in the conduct of that organization's "**Development & Acceleration of Women Entrepreneurs in Agriculture**" program to help women play more active and effective roles in agriculture. The program conducted in 2024

was attended by 43 women from 24 provinces, who gained knowledge and experience in such areas as digital agriculture, finance, food safety, and brand-building. During sessions conducted over two days, participants received training from knowledgeable experts on a host of topics such as entrepreneurship, product sales, quality processes, and sustainable farming techniques. After the training, selected women entrepreneurs will receive mentoring support for one year. Program participants whose products conform to Migros' quality standards are given opportunities for their goods to be sold in stores all over Türkiye.

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In 2024 participants from 34 women's cooperatives were also provided with training on such topics as food safety, packaging techniques, certification processes, and Migros procurements criteria. Besides supporting local economies, Migros' engagement with women's cooperatives also helps publicize and promote the cooperative movement across the country.

Family Clubs

Partnering with **District Public Education Centers**, Migros Family Clubs set up at **36 stores in 24 provinces** provide free resources for discovering and developing the talents, abilities, and skills of men, and women no matter what their age or background. The occupational and personal-development training courses provided through Migros-supported Family Clubs cover **223 subjects** ranging from beekeeping to mushroom cultivation, from traditional manuscript illumination to paper marbling, from the culinary arts to sport, and from medicinal & aromatic plants to digital marketing. Migros Family Clubs support individuals in their efforts to acquire new skills and generate income of their own. Family Club courses are organized in line with the principles of gender & opportunity equality and are intended to encourage participants to play more active roles in social and economic life.

Migros has set itself the goal of having provided Migros Family Club classroom training to 850 thousand people by the end of 2027. As of end-2024, 595,623 people had benefited from all such courses. The number of women attending Family Club courses continues to increase steadily as does the number of successful graduates with certificates approved by the Ministry of National Education and start up a money-earning business of their own. Of the **28 thousand** Migros Family Club graduates who have gone into business, 21 thousand are women.

2024 Migros Family Club course highlights:

- Through the **"Zero Waste Kitchen"** module of the Family Club culinary arts course, Migros helps prevent food waste. These courses have been attended by 2,266 people.

- 187 people who successfully completed Migros Family Club **beekeeping, royal-jelly production, and queen-bee rearing courses** have been awarded MEB diplomas. They have also been provided with the support of Migros experts to go into business on their own.

- Working in partnership with County Public Education Centers and County Agriculture & Forestry Offices, professional training programs were conducted for 45 cooperatives, 300 of whose members have been awarded certificates. Complementary training has also been provided for 25 cooperatives. Following the completion of such programs, 15 products supplied by 5 cooperatives have gone on sale in Migros stores or may be purchased through the Migros Yemek platform.

- Courses that support sustainability by teaching recycling practices are given under the Migros Family Club program. 2,003 people took part in 106 workshops exploring ways to reused recycled materials instead of throwing them away.

- Working in partnership with County Agriculture & Forestry Offices and County Public Education Centers, 24 orchard and agriculture courses were conducted. These courses were attended by 483 people.

- Workshops dealing with such issues as healthy nutrition, gluten-free and vegan diets, and breathing exercises were conducted by Provincial Health Department and County Public Education Center nutritionists. These workshops were attended by 4,590 people.

In addition to classroom and workshop training resources, Migros Family Club YouTube and Instagram videos racked up 5 million views.