

Employee Profile



Prioritizing its employees’ wellness, safety, and professional development is a core element of Migros’ corporate culture and informs the Company’s approach to value creation. Employee health and safety initiatives support employee wellness while a focus on continuous development through training and career opportunities serves as a key driver of talent retention.

Migros is committed to providing a fair, inclusive, and equitable workplace environment for all employees and strictly prohibits all discrimination based on language, religion, gender, nationality, or ethnicity. The Company adheres to a policy aimed at establishing a balanced gender distribution and ensuring that all age groups are represented across its workforce.

47% of Migros employees are female and 53% are male.

In 2025:

- New jobs were provided to more than 9,000 people.
- 90% of management positions were filled through internal promotions.
- 72% of Migros employees are employed outside Istanbul.
- Among employees whose average age is 33, 64% are Gen Y and 26% are Gen Z.
- Average length of employment among female employees is 4.9 years; among male employees, it is 6.6 years.
- Average tenure among administrative employees and store managers is 11 years.
- 55% of Migros’ employees work in or near their hometowns.*

- 447 new employees were recruited as a result of Migros’ Employee Recommendation project.
- The number of employees with disabilities on the Company’s payroll reached 1,570, about 5.03% of them in positions with management responsibilities.**



* Defined as the same province as which they were born.
** Disabled employees make up 2.9% of Migros’ workforce; 28% of them are female and 72% are male.

Employee Satisfaction and Talent Management

Talent and Career Management

At Migros, providing equal opportunities to every prospective and existing employee is a fundamental tenet of the **Human Resources Policy** governing every HR process, starting from initial recruitment. Mechanisms are in place to ensure that every applicant is treated fairly and without bias and that all selection and hiring decisions are based solely on skills and competencies.

Migros shapes and steers the career trajectories of its workforce by fostering a culture of continuous professional and personal growth. Migros regularly monitors and assesses employee performance, skills, and competencies through transparent human resources evaluation systems with the aim of building a customer-centric, highly competent, and high-impact team. The insights gained from these evaluations are utilized to guide career planning, to identify high-potential talent, and to structure compensation and benefit packages.

Performance Management

Through its **From Vision to Action Workshop**, Migros ensures that strategies and targets are established in a balanced manner and are embraced across all corporate functions.

The Company’s performance management process is structured so as to contribute to employee career development while also upholding the principle of equal opportunity. Throughout the year, performance is regularly monitored using a combination of **Key Performance Indicators (KPI)** and the **Objectives and Key Results (OKR)** system. In addition to financial targets, the objectives that each team is required to achieve within its own area, as well as team projects carried out by agile teams, are also taken into consideration in the evaluation process.

In addition to internal assessments, Migros works with outside consultancy firms to conduct a comprehensive analysis of employees’ strengths and areas in need of development. The analyses provided by



these firms are integrated into individual development plans, ensuring a more effective growth process for employees.

For employees in administrative units, the Company utilizes a **360° Performance Evaluation** system, allowing managers to conduct a multi-dimensional analysis of employees’ ways of working. The 360° Feedback and Self-Assessment methodology enables employees to be evaluated by their managers, peers, subordinates, and supervisors. The findings from this process play a guiding role in the creation of personalized development plans. Administrative employees’ performance reviews are conducted once a year; store managers and store employees undergo performance reviews twice a year. Of the 46,869 Migros employees that underwent performance reviews in 2025, 2,375 were administrative employees and 44,494 were store managers and employees.

Through its “Migros Career Planning Platform” intranet portal, Migros provides a transparent roadmap for store-level advancement, detailing the specific competencies and qualifications necessary for professional growth. Migros fills open positions primarily through internal recruitment, thereby offering its own workforce clear pathways for professional development.

Prioritizing its employees’ wellness, safety, and professional development is a core element of Migros’ corporate culture and informs the Company’s approach to value creation.



Employee Satisfaction and Talent Management



Migros' remuneration policy is designed to ensure pay equity and fairness, utilizing objective criteria.

As part of its strategic workforce planning, Migros utilizes various analytical methods to identify current competency gaps, evaluate recruitment and candidate screening processes, determine employee engagement risks, monitor industry labor dynamics, and analyze internal organizational networks. This approach provides clearer insights into human resources processes and assists in identifying specific opportunities for improvement. Migros conducts strategic workforce reviews to define key roles and develop succession plans.

Remuneration Approach

Migros' remuneration policy is designed to ensure pay equity and fairness, utilizing such objective criteria as job family architectures and performance management. Migros implements an equal pay for equal work policy, ensuring that compensation is determined regardless of language, religion, race, or gender. Employee evaluations take into account both individual performance and success in assigned projects. In line with the same core principles, Migros continues to apply monthly salaries, bonuses, and performance-based incentive schemes with the aim of attracting qualified talent and retaining existing employees.

Migros also utilizes third-party expert analysis and stakeholder insights in its

remuneration processes to enhance employee satisfaction and ensure alignment with industry standards. By having recourse to external expert perspectives, this approach likewise strengthens transparency and objectivity, thereby contributing to a fair and balanced compensation system. The Migros Code of Ethics is fully integrated into the employee performance evaluation system; compliance with its principles is a key consideration in the remuneration process.

The Company links senior management (CEO and C-Level) remuneration to the achievement of sustainability objectives and strategic performance metrics. Migros has incorporated environmental, social, and corporate governance (ESG) performance outputs into its corporate performance evaluation system. This results in a sustainability-focused remuneration framework that is aligned with the Company's strategic goals.

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. 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.

Detailed information about the Company's remuneration system is presented in the Migros **Human Resources Policy** and the **Migros Remuneration Policy**.

Other Fringe Benefits

In addition to fundamental benefits such as salaries, bonuses, and food allowances provided to all employees, additional benefits may also be offered based on individual needs. These may include transportation allowances, heating support, leave allowances, holiday bonuses, clothing and education assistance, support in cases of birth, death, marriage or military service, office support packages, mobile phone and line allocation, and fuel allowances. 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 2025, the Company paid out a total of TL 43,548 billion for employee-related expenses and benefits, including bonuses and performance premiums.

Migros has an in-house flexible-benefits program called **"DE-HA"** that offers administrative employees' and stores' white-collar employees a range of solutions addressing their particular needs. A total of 2,549 people benefitted from this program in 2025. Under the DE-HA program, employees may customize their fringe benefit entitlements across an array of options ranging from private pensions and health insurance coverage to discount shopping privileges, gasoline, and sports event packages.

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

In its efforts to keep pace with the business world's changing dynamics, Migros designs technology-enriched learning experiences for all of its employees. Training curricula encompass professional development, on-the-job learning, competency and personal growth, as well as leadership and management. These topics are delivered through a hybrid learning model consisting of in-class, virtual-classroom, and distance-learning approaches. The Company continuously updates its training processes to align with evolving skill sets and future-workforce needs. Medium- and short-term priorities include:

- Upscaling digital competencies
- Providing AI-enhanced and inclusive leadership training
- Launching specialized vocational academies
- Expanding the Company's coaching and feedback culture
- Redesigning the Migros Leadership Faculty
- Further building social gender equality awareness

- Digitalizing employee onboarding processes.

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 2025, 98% of all employees benefited from Migros Retail Academy training resources; 89% of all training was delivered by the Company's own sources.

- In 2025 a total of 5,669,113 employee*hours training was delivered both in-person and online. Each employee received 108 hours of training on average.
- In 2025, TL 107 million was budgeted and invested in employees' personal and occupational development, career planning and management, trainings, performance management and review processes.
- In addition to job-related training, a total of 82 "Migros Orange Break", "We're Different/We're Equal", "Mfest", "Catch The Change", "Better Future Stories", and "Leadership Rhythm" themed webinars were attended by 12,821 people.

Employee Satisfaction and Talent Management

Sustainability Training

The “Sustainability Series” of training resources strengthening and deepening sustainability awareness in Migros' corporate culture continued to be made available during 2025. This training is provided to all employees, including newly-hired ones. It focuses on such issues as climate change, sustainable biodiversity, food loss, water management, and plastic waste management. 26,533 employees received sustainability training during 2025.

Since 2024, store managers have been receiving comprehensive training that focuses on increasing their sustainability awareness and strengthening their ability to deal with sustainability issues in the workplace. During 2025, sustainability training was provided to another 2,271 store managers, bringing the total number since the program's inception to 3,316.

Detailed information about Migros-provided training resources related to gender equality, diversity, and inclusion issues is presented in the “Gender and Opportunity Equality” section of this report.

Leadership Training

Migros conducts a comprehensive program whose aims are to train the Company's future leaders and to build existing employees' leadership skills.

This program is supported by course content specially designed to address the particular needs of employees at different organizational levels. In 2025, 654 employees received a total of 19,044 hours of leadership training. Within the target group of managers and above in administrative functions, an average of 33 hours of leadership training was delivered per employee.

- **Business Awareness and Management Simulation:** This training program is designed to enhance store managers' knowledge and experience in core commercial operations and financial concepts through theoretical instruction, case studies, and simulation-based practical applications.
- **LeadNext:** This program is presented as a catalogue aimed at supporting leadership competencies. Managers select the course they want from the catalogue and sign up for it.
- **Management Building Blocks:** This program aims to equip newly promoted executives with basic leadership skills. It is normally taken 1-1.5 years after promotion.
- **Mission:** Leadership Program and Leadership Attitude and Stance Workshop: This program is designed for newly-promoted managers.

- **Effective People Management:** This program is designed to strengthen the leadership competencies of team leaders and experienced managers by enabling leaders to analyze both their team members and themselves more closely. The program begins with an initial needs-analysis session and continues with the creation of personalized development and action plans.
- **Leadership Path: Discovery:** This training program is designed to support future managers in unlocking and realizing their potential.
- **Effective Performance and Feedback Training:** Intended for team leaders, this program provides insights for managers about dealing with employees individually.
- **Leading the Future:** This is a developmental program intended for Migros' director and senior management level.
- **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.

Internship, Mentoring, and Coaching Programs

Migros conducts its Smart Long-Term Internship Program to help talented young people ready themselves for a career in retailing and also familiarize them with the retailing industry's dynamics. It is intended for third and fourth-year university students and lasts for eight months. 54 people who applied to attend the program were admitted to it in 2025 and given the opportunity to work alongside Migros staff and take part in a variety of training programs and activities.

Migros conducts a variety of mentoring programs aimed at supporting employees' personal and professional development. In 2025 “You're My Mentor” program, 373 mentees took part in a total of 2,966

hours of mentoring sessions. 40 mentees selected to attend the “In Pursuit of a Better Future” program took part in 25 hours of mentoring sessions. Under the “Next-Generation Mentoring” program, 16 mentees interacted for a total of 91 hours with their mentors. In addition, 1,660 hours of mentoring were provided to 332 new hires by their assigned onboarding **buddy mentors**. The **Mentor Connect Internal Mentoring Program** is a structured development initiative designed to strengthen the exchange of knowledge and experience within Migros while supporting employees' individual and professional growth. Mentoring time per mentee averaged 5 hours in administrative units and 2.44 hours per mentee in stores.

Migros organized **Effective People Management, Coaching-Style Leadership Case Study Workshop**, and **In-House Coaching** programs in 2025. Last year 74 participants received a total of 142 hours of coaching.

Information Technology Training

Migros conducts its **Agile Transformation School** program to ensure a healthy digital transformation process that fosters and supports innovation. As part of the **GETready Tech** catalog program, which was designed to build new competencies based on future technological developments, 52 programs were conducted for 1,042 employees in 2025 while 867 employees benefitted from 62 of the **GETready Soft Skills** catalogue program's training modules.

Migros conducts a six-month **Advanced Data Analytics School** program to enhance the digital skills of employees across various departments and enable the more effective use of data in business processes. The **Agidemy Master Program** is a three-month development journey aimed at enabling employees to specialize in Agile working methodologies. Through the **Empowerment Program**, employees seeking to participate in agile working groups are offered specialized training in Kanban, Scrum, and Product Owner roles.

Good Idea Plus and Good Project Platforms

Migros continued to actively utilize its Good Idea Plus and Good Project platforms to encourage innovative thinking and support projects that provide added value to business processes. In 2025, a total of 971 ideas were shared via the Good Idea Plus platform across categories including Productivity, Digitalization, Worklife and Employee Experience, and New Products and Services. Following their evaluation, 33 of these suggestions were selected as a “Good Idea”. Employees also submitted 108 project proposals through the Good Project Platform. These projects were instrumental in driving process improvements and operational excellence while delivering innovative solutions across the organization. Migros employees also submitted four projects for consideration in the Bi'Fikir ideas competition conducted by its parent company Anadolu Holding, achieving first place in one category, second place in two categories, and third place in one category.

University Collaborations and Professional Development Training

Migros works closely with external project partners to maximize the benefit of the professional and personal development

programs that the Company conducts for its employees. Many of these programs involve university collaborations.

- **Koç University Migros Executive Development Program (KÜMPEM):** Intended for midlevel executives, this program is designed to equip participants with all the knowledge they might need to advance their professional careers. The 2024-2025 KÜMPEM program consisted of a 41-day course of 246 hours of instruction and graduated 36 people. 37 employees are currently enrolled in the 2025-2026 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 2025 this program was attended by 26 people, who received certification after completing the training.
- **Anadolu University Retailing Program:** Under a “Migros Retailing Associate and 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. The program was attended by 1,632 people in 2025.



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- **Migros Store Manager Training Program (MAYA):** MAYA is a development program whose aim is to equip Migros store manager candidates with the retailing knowledge and skills they need. MAYA programs are being conducted in partnership with universities in many parts of the country. Under the MAYA program, 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 program are also provided with four-month store employee and four-month store manager traineeship position opportunities at four different stores. 62 MAYA program participants graduated in 2025, 29 of whom have since begun careers at Migros.

Under an agreement with Anadolu Foundation, six people attended the MAYA program on foundation-provided scholarships during the 2024-2025 academic year. Two of them were hired by Migros after graduation.

Employee Satisfaction and Wellbeing

Migros considers maintaining high levels of employee motivation, alongside performance evaluations and career development, as a priority, and undertakes various actions to ensure and sustain employee satisfaction and wellbeing.

The Company has set up an employee hotline called Migros Shareline up to receive employee feedback and to resolve them verbally or in writing within 48 hours of receipt, and total of 21,071 calls received through the line in 2025 were successfully resolved.

Believing in the power of positive 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 97 thousand digital thank-you notes were sent through this system during 2025.



Migros set up the **Migros Reward Galaxy Platform** to acknowledge employees' efforts and reward them for their successes in such areas as creativity, added-value creation, and teamwork. In 2025, more than six thousand Migros employees received more than 10 million reward points through this platform. Accumulated points can be exchanged for goods and services at Migros stores and merchant partners.

Every year Migros has a Worklife Assessment Survey and/or Happy Place To Work Poll conducted by an independent research company in order to measure the degree of Migros employees' satisfaction. These surveys are intended to quantify such matters as employee motivation, happiness, and stress levels. Issues that are in need of improvement are identified and action plans are subsequently drawn up accordingly. In the 2025 Worklife Assessment Survey, Migros scored a total of 65 out of 100 points. Employee satisfaction is a key performance indicator for department-level Migros managers and above. It contributes between 2.5% and 5.0% of their performance scorecards and has a direct impact on their annual bonuses.

Migros prioritizes the total health and wellbeing of its employees and assesses both aspects across five key dimensions: "Positive Workplace Environment", "Health",

"Motivation", "Psychological Wellness", and "Financial Awareness". Individual working groups created for each of these metrics are tasked with formulating plans and undertaking initiatives that will systematically address every aspect of employee health and wellbeing.

Migros deploys practices designed to fortify internal synergies, empower leadership to maximize human capital potential, and drive cross-functional collaboration.



1. Positive Workplace Environment

Migros conducts development programs that support the leadership, coaching, and feedback competencies of its managers with the aim of enhancing the employee experience and fostering an effective communication culture as the foundation of a healthy workplace. The Company deploys practices designed to fortify internal synergies, empower leadership to maximize human capital potential, and drive cross-functional collaboration.

- **Development Dialogue Week** was organized to strengthen communication within teams. Training sessions focused on performance, feedback, and coaching. Video sets and a Development Dialogue Guide were shared with employees. 61 participants received Effective Performance and Feedback Training. An "Engaging in Dialogue with a Coaching Perspective" webinar was conducted in which 68 leaders took part.
- During the **Store Manager Development Festival**, which addressed topics such as customer experience, digital literacy, technology management, total loss prevention, and sustainability, 85 learning modules were shared, resulting in 5,631 interactions.
- The **Better Future Shares Series** was conducted to strengthen knowledge sharing between store managers and regional sales managers. The series featured sessions such as "Let's Talk", "Take a Deep Breath", "3-2-1 Customer", "Together at Work", "The Art of Winning", and "For the Power of Data". The program was attended by 4,483 store managers.
- An individualized series of training videos designed to foster more **effective intergenerational communication** was assigned to 15,110 employees. 3,616 store managers have also successfully completed this program.
- Through the **Macro Up Employee Wellness Program**, the Company shared workplace-appropriate exercise routines, posture awareness techniques,

and breathing exercises to support the physical health of employees. 27 store managers have attended wellness training under this program.

- Thirty-six store managers from across the country participated in the **"Future On You: Effective Communication Workshop"**, an initiative designed to help leadership strengthen internal team communication.
- Migros has digitalized its employee shuttle services to enhance commuting efficiency and accessibility. This allows employees to view routes and easily reserve seats on the transportation options most convenient for their schedules.

2. Health

Migros provides a comprehensive suite of medical services and health programs to support the physical health and wellbeing of its employees. Workplace health services include dietitian counseling, physiotherapy examinations, medical massage, medical pilates, and physician consultations. To ensure equitable access to nutritional support across the organization, blue-collar employees are given access to online dietitian services. Employees are also offered Migros-subsidized private health insurance, life insurance, personal accident insurance, and check-up coverage.

Online informational webinars with healthcare professionals throughout the year provide employees with up-to-date information on health topics of interest and also contribute to the promotion of healthy lifestyle habits across the organization. Recognizing the vital role of a balanced and nutritious diet in employee wellness, Migros provides its employees with a minimum of three portions of high-quality, filling meals free of charge every day. Headquarters employees are provided with daily calorie counts for all meals, alongside diet-friendly, vegetarian, and vegan options.

In 2025, Migros expanded the scope of its meal-provision services, implementing a standardized meal program that is currently accessible to 23,000 employees. Migros oversees the planning of all production processes, menu content, calorie calculations, and special occasion menus, with all operational processes being managed by Gurmepack. The company aims to expand the program in 2026 to reach a broader section of its workforce across the organization.

3. Psychological Wellbeing

Migros has launched a video series supporting the 5 Dimensions of Wellbeing. Comprising training modules such as "Individual Motivation: The Elixir of Success", "Adaptation", "Mindfulness", "Psychological Resilience and Flexibility",



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“Strengthening My Memory”, and “Financial Literacy”, these videos support personal development while helping employees maintain a more resilient and balanced presence in their working lives. During 2025, these videos were watched by 12,243 employees, who completed a total of 116,943 hours of training time. The overall aim of psychological wellness training is to enhance the psychological resilience of employees across a broad spectrum of issues ranging from individual motivation to financial literacy. In this way, Migros also fosters a sustainable learning and development culture that supports the overall wellbeing of its employees.

As part of its commitment to generating social value, Migros has adopted and enforces a **Workplace Policy Against Domestic Violence and Abuse**. The Company has also set up a **Domestic Violence Support Line** offering a secure and anonymous resource for employees facing abuse while prioritizing data privacy and victim safety.

To support psychological wellness, webinars and training sessions featuring subject matter experts are also organized, thereby increasing employee awareness of these matters. Information about both the policy and the support line are communicated to employees through educational posters, SMS messages, surveys, and various internal communication platforms. The objective is to systematically strengthen awareness about violence and abuse both in the workplace and at home.

Migros launched the **“Bi’ Mola” (Take a Break) Workshops** program to help employees explore their interests outside of work, enhance their creativity, and strengthen their social bonds. During 2025, the program reached 254 employees through 17 workshops exploring subjects ranging from batik dyeing and macramé making to artisanal chocolate production and breath awareness. Also in 2025, sixty-five employees participated voluntarily in the 46th İstanbul Marathon, running on behalf of the Migros Group to support Anadolu Foundation’s “Işığınla Gelecek” scholarship campaign.

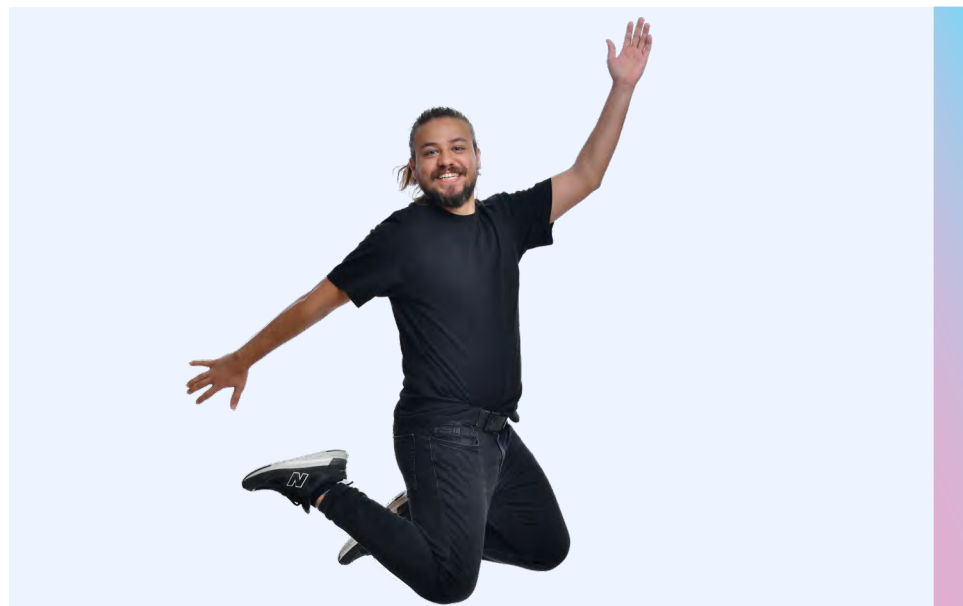
4. Motivation

To strengthen employee motivation and team spirit, Migros organizes a variety of social, cultural, and sporting events throughout the year. These activities allow employees to connect with one another, reinforcing their sense of corporate identity and fostering a culture of collaboration.

In 2025, Migros prioritized social and cultural initiatives as a core strategy for driving employee interaction. The **Migros Volleyball Team** maintained a year-round training schedule led by professional coach and delivered a successful performance in the inter-corporate league. By means of workshops and awareness events held on special occasions such as Environment Week and International Day of Happiness, Migros fosters a deeper sense of social and environmental responsibility among its employees.

To strengthen employee engagement, the traditional **“Years at Migros”** Seniority Awards ceremony was held again in 2025, presenting awards to employees across various functions for **10, 20, 25, 30, 35, and 45 years** of service. In 2025, a total of 1,975 employees from 1,133 stores across 70 cities who qualified for seniority awards were honored by the Company for their long-standing contributions and dedication. Through the “Migros Family & Me” platform designed to enhance employees’ quality

In 2025, Migros organized 10 different programs and events aimed at supporting the physical and mental health of its employees, who engaged with these initiatives a total of 20,337 times.



of life, Migros offers a variety of exclusive benefits ranging from education and healthcare to shopping and tourism. As part of the **Bi’Mutluluk Gathering** (an internal employee engagement program) in 2025, “Hello to Summer” events were staged to bring together teams from across Türkiye. These events were attended by 13,348 employees.

In 2025, Migros organized 10 different programs and events aimed at supporting the physical and mental health of its employees, who engaged with these initiatives a total of 20,337 times.

5. Financial Awareness

Migros continued its efforts to support the financial wellness of its employees and increase their financial awareness throughout 2025. Through the Company’s **“Migros Family &Me”** platform, partnerships have been established with 30 different companies, providing exclusive opportunities across a broad spectrum ranging from education and healthcare to shopping and tourism.

Migros’ regularly conducted DE-HA flexible fringe benefits program support employees in utilizing benefits tailored to their individual needs, such as check-ups, health insurance, discounted shopping privileges, gasoline, and sports event packages. As part of the discounted communication plans offered to the workforce, over 10,000 employees benefitted from advantageous mobile line subscriptions.

To support its employees’ retirement planning, the Company continues to provide an employer-matched private pension scheme. In collaboration with the Anadolu Foundation, Migros has started scholarships not only to 13 university students which the Company already provided, but also to the children of its deceased employees. In 2025, a total of 30 children and young people benefited from this new initiative.

Migros Better Future Volunteers

Launched in 2025, the **Migros Better Future Volunteers** program is a corporate volunteering platform designed to encourage employee participation in socially-beneficial projects and activities. This program gives employees a chance to share their knowledge and expertise to develop solutions addressing environmental, social, and community needs. It serves as a unified platform through which Migros employees can come together and create collective value.

Organized around five key focus areas **“Environment and Sustainability”, “Education and Personal Development”, “Health and Wellbeing”, “Culture and Arts”, and “Social Solidarity”**- the Migros Better Future Volunteers program supports employees’ efforts to play active roles in addressing these issues. An organizational framework spearheaded by the Human Resources

and Industrial Relations Department has been created to institutionalize and expand voluntarism across the Company. The core elements of this organizational framework consist of the Executive Committee, Central and Regional Committees, Volunteer Project Leaders, and participating volunteers.

In 2025, the program’s first year, Migros focused on the preparation and development phases needed to strengthen the corporate volunteering framework. A comprehensive survey was conducted to understand the interests and priorities of employees regarding volunteerism. Based on this survey’s findings, a “Volunteering Principles Guide” was developed in collaboration with the Private Sector Volunteers Association. While the core framework of the program was introduced to all employees through a launch event, specialized briefing and training sessions were also held for the Central and Regional Committees. Concurrent with this, numerous project proposals were submitted by employees. These proposals were assessed based on the program’s criteria, after which a portfolio of feasible projects was developed. The goals for 2026 include full-scale implementation of these projects and expanding the Migros Better Future Volunteers program’s reach into other parts of the country.

Employee Health and Safety



Migros deploys an effective OHS management system that gives first priority to the health and safety of its own employees and those of subcontractors.



As required by its **Occupational Health and Safety Policy**, Migros deploys an effective OHS management system that gives first priority to the health and safety of its own employees and those of subcontractors. All Company units are audited and certified compliant with the TS ISO 45001 Occupational Health and Safety Management System standard.* 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. All operations at Migros are conducted in accordance with the requirements of the Occupational Health and Safety Act, with every workplace being classified according to its mandatory hazard category.*

OHS Participation & Representation, Risk Management Processes

Migros holds regular OHS (Occupational Health and Safety) committee meetings across all its units, thereby fulfilling its legal obligations while also ensuring the active participation of its employees in OHS processes. With the inclusion of employee representation in OHS committees, union and employee representatives who participate in these meetings take part in

decision-making processes, and provide recommendations on the identification of risks.**

As of end-2025; 1,263 people were members of 229 OHS committees at stores, administrative units, production facilities, operational headquarters, and breeding farms. 267 people were members of 27 OHS committees at distribution centers, fruits-vegetables and wholesale warehouses.

OHS committees at all Migros workplaces are charged with the duties of inspecting, monitoring, and issuing warnings as part of their operational mandate. In workplaces statutorily defined as “Low-risk” (stores and administrative units), OHS committees convene once every three months; in those classified as “Hazardous”, they convene every other month. Meeting agendas are set based on findings and recommendations provided by workplace safety specialists, workplace physicians, and employee representatives. Minutes are taken at every meeting detailing all topics discussed and decisions made. These minutes are signed by the committee’s chair and members.

Risk Assessment Process

Migros conducts its risk assessment processes in line with its **OHS Policy** so as to embrace all aspects of its activities and operations. To ensure safe workplace environments and contribute to the prevention of work-related illnesses and accidents, hazards are identified and non-conformities and potential risks are detected at an early stage. The digitalization and technologization of risk assessment processes allow comprehensive risk analyses to be conducted across both existing and new areas of activity. Based on the findings of these analyses, appropriate corrective and remedial action plans are drawn up to address non-conformities and areas that are in need of improvement.

Migros' centralized **MSafe Occupational Health and Safety System** is used to carry out routine risk assessments for all newly opened workplaces. For existing

workplaces already being monitored, the system is regularly updated and expanded with the addition of new modules whenever there are changes in laws and regulations or in workplace conditions. As a result of **risk mapping**, hazards are identified, unsafe conditions and behaviors are determined, and corrective actions are planned to address these non-conformities and areas for improvement. The main areas addressed include fire, electrical hazards, loading docks, cutting tools, work equipment, manual carrying and handling operations, storage operations, disaster and emergency response, hygiene protocols, break rooms and cafeterias, and ergonomics. In 2025, Migros began utilizing AI-supported root cause analysis on its MSafe platform to investigate workplace accidents.

A total of 135,079 corrective/preventive actions were assessed and taken to deal with OHS risks in 2025. During the year, Migros recorded near-miss reports involving 4,176 staff members and 1,355 sub-contractor employees. These incidents were documented through the MSafe platform or on-site reporting forms. Systematic post-accident evaluations result in targeted interventions such as engineering and construction improvements, specialized training programs, enhanced safety signage, documentation updates, weekly and monthly OHS briefings and alerts.

Performance and Targets

Migros utilizes the built-in Performance Analysis System (OHS PAS) module of the MSafe platform to comprehensively evaluate and score the occupational health and safety performance of each store. This system is used to target year-over-year reductions in lost time injuries (LTI) at the store level while maintaining continuous oversight through regular performance scoring. While the 2025 target for like-for-like (LFL) locations was a 10% decrease



in accident-related lost days, the target was exceeded with a twelve-month 20% reduction being achieved.* The Company has set a target for 2026 to achieve an additional 12% reduction in accident-related lost days across LFL stores.

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 2025. 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. In 2025, 139 OHS specialists, 197 workplace doctors, and 39 healthcare employees provided 53,915 Migros and 13,992 subcontractor employees with a total of 356,229 hours of OHS services. Detailed information about numbers of work-related accidents per year, types of injuries, number of lost workdays/hours, distribution and percentage of employees receiving OHS services, and work accident severity and frequency rates is presented in the **“Appendices”** section of this report.

In 2025, Migros budgeted a total of TL 545 million as OHS-related expenditures. OHS-related issues contribute 11% of the Occupational Health and 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 regular exchange and analysis process contributes significantly to monitoring OHS performance and identifying ways to continuously improve it.

OHS Activities and Training

To ensure the sustainability of a safe workplace environment, Migros engages in a variety of efforts aimed at increasing the OHS awareness of both employees and business partners. Throughout 2025, employees’ active engagement in OHS processes was supported through training and briefings conducted at stores, distribution centers, and administrative units.

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

** The number of employee representatives in OHS committees is 659 in total across stores, administrative units, production facilities, the operations center, and the breeding farm; and 147 in total across distribution centers, fruits-vegetables and wholesale warehouses.

* Changes in like-for-like performance show the improvement in lost-workday performance due to workplace accidents in 2025 compared to similar stores that suffered lost workdays due to workplace accidents in 2024.

Employee Health and Safety

Training content is designed to ensure that employees are able to identify risks in their daily operations, correctly take necessary precautions, and respond appropriately to situations when they arise. To reinforce a proactive safety culture across the Company, weekly and monthly safety advisories focused on hazard identification and preventive measures are shared; up-to-date announcements are also communicated to staff by means of OHS bulletin boards.

Through systematic site inspections conducted at distribution centers, fruits-vegetables warehouses, and production facilities, occupational safety specialists and workplace physicians execute and track remedial action taken for all identified non-conformities. Technical risk assessment is supported by systematic ambient monitoring, periodic machinery inspections, and a rigorous monthly maintenance schedule. Workplace accidents and near-miss incidents are systematically recorded, progress toward annual targets is assessed through management reports, and findings are used to develop action plans for operational improvements.

In 2025, 25,698 people were given onboarding medical examinations while 19,040 employees were given regular examinations and 17,269 were given clinical medical examinations in the Company's stores and administrative units. In Migros' distribution centers, fruits-vegetables and wholesale warehouses, 5,810 people were given onboarding medical exams while 1,768 employees were given regular examinations and 36,674 were given clinical medical examinations.

Migros ensures that no toxic chemical substances posing any risk to human health are used in any of its operational processes. Migros adheres to comprehensive chemical management protocols throughout its operations to protect staff and value chain partners from harmful exposure and to maintain potential environmental and OHS risks at the lowest possible level.

Recognizing that awareness and accountability are fundamental to its operations, Migros places great importance on promoting comprehensive understanding of OHS roles and responsibilities among its workforce in order to sustain a proactive safety culture. Employees are provided with a variety of training resources aimed at strengthening role-appropriate conduct and eliminating unsafe work habits.

Migros utilized a hybrid training model in 2025, providing a substantial volume of training content across both digital platforms and in face-to-face settings. An interactive learning environment offering participants one-on-one guidance was created through both classroom-based and online sessions. Distance learning facilitated outreach to a broader audience, giving employees quick access to the information they need.

Emergency and Disaster Preparedness Drills

Drills are regularly conducted to ensure that employees know how to respond properly in the event of emergencies. In 2025, 19,164 emergency and disaster-preparedness drills were carried out; 42,054 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. In 2025, 22,702 employees took part in "Earthquake and Evacuation" drills conducted in stores. 7,690 distribution center and warehouse employees took part in fire, earthquake, and evacuation drills. Detailed information about emergency and disaster preparedness drills is presented in the **"Appendices"**  to this report.

Migros places great importance on promoting comprehensive understanding of OHS roles and responsibilities among its workforce in order to sustain a proactive safety culture.