

Gender and Opportunity Equality

Performance Indicator	Target Year	Target	2025 Performance	Status by Target	Base Year/Status
Percentage of Women in Senior Management	2026	27-33%	25%	In progress	2018/15%
	2027	35%		In progress	2019/28%
Percentage of Women in All Management Positions	2035	40%	33%	In progress	2024/33%
	2050	50%		In progress	2023/33%

Migros regards gender and opportunity equality as a fundamental element of the Company's corporate culture and treats it as a material topic within the framework of the Migros Better Future Plan. Maintaining a clear stance against gender discrimination in the workplace, the Company provides equal opportunities for all employees while distinguishing itself through practices that specifically support women's career development, productivity, and entrepreneurship.

Migros takes concrete steps to increase female representation in leadership positions, to implement fair gender equality policies, and to strengthen female employment. The Company undertakes projects to foster the social advancement of women while establishing dedicated programs and support structures designed to provide women with equitable access to career opportunities.

Under the Migros **Gender Equality and Inclusion Policy** and the **Human Rights and Equal Opportunity Policy**, the Company supports women's workforce participation, employment, and gender equality. In the 2025 "Female-Friendly Companies" survey conducted by Capital magazine, Migros ranked 2nd in the **"Female Executives"** category and 5th in the **"Female Employees"** category.

Migros is a signatory to the United Nations Women's Empowerment Principles (WEPs) initiative. WEPs comprise seven fundamental principles that promote the presence of women across all sectors and levels of professional life.



Performance and Targets

The 2025 target of 33% female representation in management at Migros was achieved. The Company has set targets to increase this ratio to 35% by 2027 and to 40% by 2035. 42% of the Company's stores had female managers in 2025. As of year-end, 1,591 Migros stores were managed by women; at 134 stores, all management-level employee were women. Women accounted for 40.6% of all employee promotions in 2025. Target for increasing the percentage of women in all management positions directly impact the annual performance bonuses of Human Resources Business Partners (HRBPs) and have weightings of 3-4%.

Increasing female representation at the senior management level, which comprises the CEO and direct-reports to 27-33% by year-end 2026 is a target approved and tracked by the Migros Board of Directors. As of the end of 2025, there are a total of 12 individuals within

42% of the Company's stores had female managers in 2025.



the scope of this target—including the Chief Executive Officer, General Manager, Executive Directors, and Assistant General Managers—of whom 3 are women (25%).

Gender Equality Initiatives at Migros

Gender Equality and Inclusion Training

The Company conducts targeted training and development programs for its female employees to ensure their stronger and more effective representation in leadership positions and in training, recruitment, and decision-making mechanisms.

To prevent bias in recruitment and talent acquisition processes, store managers and those in administrative positions receive training on avoiding discriminatory or sexist language and on utilizing inclusive and equitable language during interviews. The orientation program for all new Migros employees also includes specific training modules focused on gender equality.

Migros carries out its gender equality initiatives under the **"We are different/ We are equal"** brand through various channels, including training programs, video series, online seminars, podcasts, and equality bulletins. Migros has recourse to external consultants with specialized expertise to support its internal gender equality efforts. Migros fielded 40 volunteer trainers via Train-The-Trainer (TTT) workshops, leveraging a multiplier effect to strengthen its inclusive corporate culture. These workshops included inclusive leadership and avoiding unconscious bias training sessions designed specifically for managers. Including the webinars and training programs conducted in 2025, the total number of Migros employees who have received gender equality and inclusion training to date is 43,019. The table including gender equality and inclusion training is presented in the **"Appendices"** to this report.

During **"Ezber Bozan Kadınlar"** (Game-Changing Women) meetings held on International Women's Day, women who have overcome gender stereotypes in various professional fields shared their



inspiring experiences. An **Inclusivity and Accessibility Workshop** held on International Day of Persons with Disabilities shared the access barriers faced by different user groups through current examples and practical case studies. Participants explored ways to integrate more accessible and inclusive solutions into their own operational workflows. An **"Equality for a Future Without Violence"** group session organized for the International Day for the Elimination of Violence against Women highlighted equality as an essential component for ensuring safe, equitable, and inclusive environments across all sectors.

In accordance with its **Workplace Policy On Domestic Violence and Abuse**, Migros provides a Domestic Violence Support Line for employees experiencing any form of violence. The helpline offers 24/7 counseling and directs employees to appropriate support resources.

Migros conducts programs which support female leadership and the career progression of its female workforce and which expedite women's advancement to senior roles. Through its "Female Leaders' Development Journey" and "Discover Your Potential" development programs, the Company supports the professional development both of female store employee and of existing female leaders.

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. The Company's membership in LEAD Network EU, in which it participates as a Silver Partner, continues. In 2025, Migros Group CEO Özgür Tort was recognized among Türkiye's leaders contributing to gender equality at the inaugural CEO Awards organized by LEAD Network Türkiye. In the capacity of its membership of LEAD Network, Migros has joined the LEAD Network's mentoring program with one mentee.

Migros participates in the inter-company mentorship program conducted by the **Women on Board Association (YKKD)** to increase female employee representation and engagement. To date, four female director-level executives have benefitted from this program as mentees; one more has been accepted for the upcoming term. Migros is a member of the Turkish chapter of the London-based **30% Club**, which supports social progress by increasing female representation on company boards and in senior management.

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Parental Support Initiatives

Through the “**Migros Happy Family**” program, the Company provides expectant mother and father employees with information on issues such as healthy nutrition, child development, returning to work post-childbirth, and legal rights, while also supporting them with a variety of videos and other training resources covering 59 different topics including family communication, childcare, and change management. These resources were accessed 35,499 times in 2025.

Company-sponsored health insurance includes comprehensive coverage for prenatal and childbirth services.

Lactation rooms are available at Migros headquarter to support the needs of nursing mothers. At the individual store level, employees' changing rooms are configured to address the needs of nursing mothers. Migros' employees' career progression and promotion cycles are unaffected by maternity or parental leave. All employees continue to be included in development and advancement tracks regardless of their leave status.

While adhering to statutory requirements of 16 weeks for maternity leave and 5 days for paternity leave, Migros provides 2 hours of nursing breaks a day instead of the mandatory 1.5 hours. New mothers may opt for part-time work during the six months immediately after returning from their six-month unpaid maternity leave.

Supporting Women Farmers and Entrepreneurs

During 2025, Migros continued its efforts to empower women's cooperatives and increase women's participation in formal-economy production. Company-conducted training programs contribute towards improving these cooperatives' quality standards and marketing processes. In 2025, the Company

partnered with 22 women's cooperatives and sourced 2,000 tons of fresh produce from them. Through such procurements, Migros helps women's cooperatives to play a more active role in the formal economy and to sustainably increase their production capacity.

Migros works with the Women Entrepreneurs Association of Türkiye (KAGİDER) in the conduct of that organization's “**Development and Acceleration of Women Entrepreneurs in Agriculture**” program providing female entrepreneurs with quality, financing, branding, digitalization, and marketing-oriented training resources and workshops. The sixth round of the program conducted in 2025 focused on such issues as building female entrepreneurs' corporate capacities, strengthening their access to markets, and formulating sustainable business models. More than 400 women from close to 60 provinces have benefitted from this program since its inception.

Under the **Migros Supplier Development Programs**, capacity-building training was provided to women's cooperatives throughout the year in such areas as product safety, marketing, sales, legal compliance, and digital commerce.

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Family Clubs

Partnering with District Public Education Centers, Migros Family Clubs provide free resources for discovering and developing the talents, abilities, and skills of men, and women no matter what their age or background. 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.

Operating at 37 Migros stores across 25 provinces in Türkiye, Migros Family Clubs offer training in 244 different fields, ranging from beekeeping and mushroom cultivation to culinary arts, sports, musical instruments, handicrafts, medicinal and aromatic plants, and digital marketing. 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-2025, 680,677 people had benefitted 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 29 thousand Migros Family Club graduates who have gone into business, 22 thousand are women.

2025 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 2,975 people.
- 178 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 and Forestry Offices, professional training programs were conducted for 35 cooperatives, 498 of whose members have been awarded certificates. Following the training programs, the Company initiated talks to feature the products of 69 producers across five cooperatives on Migros shelves.
- Courses that support sustainability by teaching recycling practices are given under the Migros Family Club Recycling Workshops. 87 people took part in 10 certification trainings, and 2,792 people in 219 workshops exploring ways to reused recycled materials instead of throwing them away.
- Working in partnership with County Agriculture and Forestry Offices and County Public Education Centers, 11 orchard and agriculture courses were conducted. These courses were attended by 227 people.
- 24 certified training sessions covering healthy living, nutrition, first aid, and breathing techniques conducted in collaboration with County Public Education Center nutritionists were attended by 465 people.

- 5,220 people took part in Migros-supported events conducted by experts in such areas as balanced, gluten-free, and vegan nutrition.
- 920 people took part in 33 Migros-supported World Environment Day events dealing with such topics as Water Conservation and Mindful Water Consumption.
- As part of the Healthy Living Academy (SAHA) project initiated by the Ministry of Health, nearly 200 participants attended seminars held in collaboration with provincial and county health directorates at Migros Family Clubs on the topics of AIDS/HIV, sexually transmitted diseases (STDs), and cervical cancer.

In addition to classroom and workshop training resources, Migros Family Club YouTube and Instagram videos racked up 6 million views.

