

Gender Equality and Equal Opportunities

GRI 103-1, 103-2, 103-3, 405, 405-1, 405-2

We are among 100 Female Executive-Friendly Companies

Under our [Human Rights and Equal Opportunities Policy](#), we support gender equality and women's participation in the labor force. As part of our policies based on gender equality and equal opportunities, we do not discriminate against any gender when it comes to career planning and we put in detailed effort focusing on employees' current duties, competencies and development areas.

We support gender equality in our society with projects in line with one of the major pillars of our human-centric approach: Adding value to the society. Accordingly, we aim to boost women's participation in business and empower them in social life.

OUR INTERNAL PRACTICES FOR GENDER EQUALITY

We organize various programs and trainings to increase female executive ration in our company. Our company ranked 4th among **"Female Employee-Friendly Companies"** and 3rd among **"Female Executive-Friendly Companies"** according to the **"100 Female-Friendly Companies"** survey conducted by Capital Magazine in 2019. As of 2019, 28 percent of our employees both in Turkey and abroad are women. We want to increase the rate of our female executives to 30 percent by 2024.

We support our female employees' as they lead their own development and even acquire new professions based on their areas of interest and demands. For instance, 300 female employees completed the GATEM Butcher Training

Program for specialization purposes and are now working in stores and fresh meat processing plants across 81 provinces. Although the rate of female butchers in Turkey is 1 percent, 10 percent of butchers in Migros are female.

In order to prevent stagnation in the career development of female employees due to childbirth, in 2019 we began to include them in promotion processes even during maternity leave. We have a pregnancy follow-up system currently in progress. When we launch the system in 2020, we will support our pregnant employees further with brief trainings and video content about their legal rights, healthy nutrition, child development and return to work after childbirth. In 2020, we also plan to create various training opportunities focusing on career and personal developments of our female employees in the company and raise

awareness among employees with training programs on gender equality.

In our domestic operations, we do not apply gender-based differences in our salary and remuneration policies for employees in similar positions and performance levels. Details of our salary and remuneration system may be found in the "Orange Book" guide.



LEAD Network

LEAD Network is an internationally operating non-governmental organization that focuses on increasing the rate of senior female managers in the retail and consumer goods industry. Our company supported the establishment of the Turkey chapter of the Netherlands-based Lead Network. **Lead Network Turkey, the president of which is our FMCG Marketing Director**, supports the development of talented female workforce in our industry and contributes to our industry to help increase the number, reputation and influence of female leaders. We participate in the mentoring program with three mentors and three mentees from our company.

In addition, our Company is a Gold Partner in Lead Network Europe.

In 2019, we started working on a research to demonstrate our performance in "diversity and inclusion" under the leadership of Lead Network Turkey. Through these efforts, we aim to create the Gender Diversity Scorecard of our Company. One of our targets for next year with regards to LEAD Network is the signing of the **CEO Pledge**. Thus, **we will commit ourselves to increasing the rate of our female directors and female senior-level managers from 18 percent to 23 percent by 2023** as part of our gender equality plan .



Migros Leadership Path - I Develop Program

We support our female employees throughout their career paths with executive coaching and personal development plans so that they can participate more in the management level. We ensure that our female managers represent our company and encourage their participation in sectoral committees and professional organizations. 42 percent of the participants of our program are female managers.

Women on Board Mentoring Program

Since the beginning of the program, we have participated in the inter-company mentoring program, which is organized to increase the number of women on the Boards of Directors, with one of our female managers every year. To date, three of our female managers have benefited from this program as a mentee.

Migros Women's Club

The Migros Women's Club, created on Migros' social platform, aims to drive engagement among our female employees working in stores and administrative units. Articles and videos with various informative content are shared in the club, from personal and career development to health. Finally, a series with motivational and inspirational speeches from female leaders was launched to support our female employees on their way to leadership.

Female Employee Loyalty Project Group

Starting to work on boosting female employee loyalty in 2019, our project group aims to develop the most accurate approach, working conditions and suggestions to help Migros position itself among the companies that women prefer to work for the most in Turkey.

GRI 103-1, 103-2, 103-3, 413, 413-1

OUR PROJECTS SUPPORTING GENDER EQUALITY IN SOCIETY

Family Clubs



We believe that family, the smallest yet the most crucial constituent of society, has to be healthy and well-educated to ensure the productivity and strength of the community as a whole. Driven by this understanding, we have launched Family Clubs in collaboration with District Community Education Centers to aid with the skills development of women, men and children of all ages. Operating across a diverse geographical area, our Family Clubs offer **free-of-charge vocational and skills training courses as well as socialization opportunities for people with similar interests.**

As of the end of 2019, Family Clubs operating out of Migros stores in 27 locations across Turkey provide training courses in 92 highly diverse fields, including confectionery and cooking, embroidery, marbling, ceramic and wood painting, oil painting, pilates, foreign language training, sign language, diction, photography and robot programming. With members mostly comprised of

women, Family Clubs enable women to participate in social life more actively, invest in their own personal development, pursue careers, and become stronger role models for their children. With each passing day, **more and more women set up their own businesses thanks to the knowledge, skills and Ministry of Education-approved certification** they obtain upon completing Family Clubs courses.



Family Clubs also aim to contribute to the development of children with courses such as painting, music and chess. We also help develop their knowledge and imagination with workshop on coding, sustainability and zero waste.

In 2019, 19 book-reading events at 14 Family Clubs and eight event organizations in four cities enabled us to reach over 2,000 children and their parents directly. Over the course of the last two years, Family Clubs provided 250,000 trainings.

Women in Technology Association (WTECH)

We provide the highest level of support for the activities and initiatives of the Women in Technology Association, which was established to support women in discovering their true potential in today's world of science and technology and contribute to societal development by advocating equal opportunity and increasing the number of women in technology. Our Chief Information Officer serves on the board of the association.

Better Future Ambassadors

Our Better Future Ambassadors Platform **was designed as an online platform where women who closely follow Migros come together to share their ideas and opinions and contribute to their family budgets by fulfilling assigned tasks.** Designed exclusively for women, the platform reached 90,000 members in 2019, while the face-to-face events organized by the platform saw approximately 1,000 participants. During 2019, Better Future Ambassadors transformed into a platform providing employment opportunities for women, and 142 ambassadors took part in events as workshop instructors and hosts.

