

# Our Employee Profile

GRI 102-8, 102-41, 103-1, 103-2, 103-3, 202-1, 401-1, 402-1, 404-1, 404-2, 404-3, 405-1, 406-1, 408-1, 412-1

At the core of our empowerment concept lies unlocking our employees' creativity and energy, helping them discover their power within. We actively take part in numerous platforms and joint projects with our partners to establish gender equality and equal opportunities both in the business world and in the society at large.

Based on our human-centric management approach, we believe that protecting the rights of our employees, the architects of our success, as well as improving their personal and professional knowledge play a critical role in building a sustainable future. As a fair-minded employer providing equal opportunities to its employees, we offer services with a work force coming from various language, religious and ethnic backgrounds both in Turkey and in our subsidiaries abroad. We launch practices and policies that help improve our employees' competences in problem-solving, autonomous decision

making and ownership mindset etc.

We boast a team of 45,000 across our value chain, including the indirect employment we create. The average age of our employees is 32, **with 83 percent of whom are Millennials**. We have an **average seniority period of 11 years** among our store managers and our administrative employees, 17 percent of our total work force. We pay special attention to employing from the local community in every location we operate in. 55 percent\* of our employees work in their hometowns.

In 2019, **we employed 5,000 new people**. Through our internal application system, we utilized internal resources to fill 346 positions. Thanks to our "Recommend a Friend" project, we evaluated recommendations by employees and hired 276 people. In 2019, Migros had a total of 797 employees with disabilities.

## Employee Distribution



17%

Administrative Units and Store Managers



83%

Store Employees

## Employee Age Distribution



2%

Over 50



55%

Between 30-50



43%

Under 30

## Across the entire value chain



45,000

employees



83%

Millennials



40%

Female employees

\* This is the recruitment rate of the candidates whose city of birth according to their National ID, is the same place with location of the Migros operation they applied for.

# Empowering Our Employees

GRI 103-1, 103-2, 103-3, 404, 404-2, 404-3

## TALENT AND CAREER MANAGEMENT

We are aware of the significance of talent and career planning in creating an experienced and qualified human resource. Therefore, we provide professional and personal development opportunities to our employees from day one and offer them career guidance. Our **Migros Career Paths practice** allows all of our store and administrative employees to manage their careers in a fair-minded and objective manner. In 2019, thanks to Store Career Paths, we filled 98 percent of our store management positions internally.

**We were named most preferred company to work for in the retail industry in the “Most Popular Companies 2019” survey.**

With our human resources assessment systems, we objectively monitor and assess the competencies, skills and performance of our employees according to common criteria. Every other year, our administrative employees and store managers undertake a **360° Feedback and Personal Assessment**, which evaluates competencies and potential in two stages. With “360° Feedback”, our employees not only observe themselves but find out how their managers, superiors, subordinates and peers perceive their competencies; while “Personal Assessment Tools” provide reliable inventories and reports to employees, helping them correctly determine their potential. We thereby discover the strengths and areas of development of our employees and devise development plans for them accordingly. In 2019, more than 1,100 members of administrative employees and more than 3,500 store managers received 360° Feedback and Personal Assessment Reports. Our Ramstore employees in

North Macedonia and Kazakhstan also utilize the system. Additionally, we work with a consultancy firm to further assess our employees in an effort to unlock their competence potential.

We apply Migros Rewarding System to recognize our employees’ performance with regards to creativity, added value and teamwork. Accordingly, in 2019, more than 8,000 employees received various awards, with more than 3,100,000 reward points distributed to our employees in total.



In 2019, we were named most preferred company to work for in the retail industry in the “Most Popular Companies 2019” survey, which was conducted by a consultancy firm focusing on university students and new graduates.

In 2019, we met with a great number of university students in 58 career events across Turkey. In its very first year, our **Smart Long-term Internship Program** that aims to prepare university students for business life **won a Bronze Stevie in the Best Youth Employment Strategy**



**category of the Stevie Awards for Great Employers.** As part of the 8-month program, students attend orientation, mentoring, training/ development programs and acquire professional experience. Furthermore, we got together with engineering students at the Migros Master Minds Ideathon which focuses on design-oriented thinking. Students who scored high were recruited into the Smart Long-term Internship Program. In 2019, the entirety of our administrative and store employees and 97 percent of our store managers underwent performance assessment as part of our performance management process.

*The breakdown of employees who joined the assessment can be found in detail in the Human Resources tables at the Annexes.*

### CONTRIBUTION TO THE EMPLOYMENT DEVELOPMENT

We believe that the resources we allocate to employee development will contribute greatly to both our employees and our company's success. With a commitment to providing in-house and lifelong learning opportunities to all of our employees, we have integrated continuous development into our corporate culture. To serve this end, we established **Migros Retail**

**Academy (MPA)** that supports our employees' personal and professional development through partnerships with universities as well as through in-class and online training options. We train our employees ourselves at the Food Technology Training Center (GATEM) launched as part of MPA. We play a leading role in this area in Turkey with a diverse range of training and development programs and 36 awards handed out by the world's most prestigious assessment institutions.

We run long-term training and certificate programs in partnership with Boğaziçi

University, Anadolu University, Koç University, Ege University, Karadeniz Technical University, Uludağ University and Georgia State University.

Employees who have not completed their university education obtain five certificates as part of **Migros Retail Associate and Bachelor's Degree Program**, hence obtaining associate degrees within Migros. Those who add three certificate programs on top of the initial five qualify as Bachelor's Degree holders. **43 of our employees have successfully completed the said program so far, hence obtaining Associate or Bachelor's Degrees.**



**43**

store employees graduated from university with Migros Retail Associate and Bachelor Degree Program.



**372**

employees completed the Executive Development Program.



**38,426**

employees received 1,030,000 (days x employees) trainings.



**99%**

of our employees were provided with professional and personal training.

GRI 401-2, 404-1, 404-2

Our mid-level managers participate in the Executive Development Program developed in partnership with Koç University at KÜMPEM (Koç University Migros Retail Training Center). As of the end of 2019, a total of 372 employees completed this program.

In an effort to rapidly respond to the needs of a changing world, we began to implement agile methodologies in our project management processes. We provided theoretical and applied training to 15 agile project team members. The Finance Business Partnership team, put together with the organizational change required by agile methodology, completed the said training as well.

In 2019, we started to offer in-class training to our employees, using our GETready catalog to teach the competencies of the future. 649



employees joined 41 training sessions focusing on 10 different competencies. Additionally, we used the BizBize (We Share & We Learn) Program to help employees share knowledge and experience in their respective fields of expertise and interest, thereby learning from each other, reaching a total of 2,096 employees.

In an effort to acquire professional experience and adapt to the working environment, 2,202 male and 2,166 female employees (totaling 4,368) joined İşkur's (Turkish Employment Organization) On-the-Job Training Program.

In 2019, we provided in-class and online 1,030,000 (days x employees) trainings to 38,426 employees. Hence 99 percent of our employees were provided with professional and personal training. In 2019, our investments in employees' personal and professional development, training, career planning, performance management, competence assessment amounted to more than TRY 17 million.

### EMPLOYEE SATISFACTION

We adopt approaches to satisfy our employees, the most important asset of our value creation process. First of

all, with the "Recruitment Evaluation Questionnaire", we learn about the experiences in the recruitment process of all newly recruited employees. In addition, we work with an independent research firm each year that carries out Employee Loyalty and Satisfaction Survey in order to measure our employees' satisfaction and loyalty to the company, discover and prioritize areas of improvement. Compared to 2018, our **Employee Loyalty Rate** rose by 2 points to 69 percent. Our rate of increase was above the norm in the retail industry and **earned us an "Employee Loyalty Achievement Award" for the third consecutive time.**

In order to ensure employee satisfaction and boost their loyalty, we introduce private health insurance, life insurance and personal accident insurance to both store and administrative employees in equal measure. With DE.HA - Flexible Fringe Benefits Program, a winner of Stevie Awards for Great Employers, we enable our employees to shape their fringe benefits according to their needs and preferences and take further advantage from them.

We created "Migros Sharing Hotline" in order to boost our employees' satisfaction, solve the issues they might



have and rapidly handle possible breaches of code of ethics. In 2019, the line provided solutions to 20,500 calls.