

# Gender Equality and Equal Opportunities



Performance Indicator	Target Year	Target	2021 Performance	Status by Target	Base Year / Status
Female ratio among Directors and Higher-Level Executives	2023	23%	18%	In progress	2019/18%
Female ratio among Top Management (Chief Executive Officer and direct reports)	2026	27-33%	25%	In progress	2018/15%
Female Executive rate	2027	35%	30%	In progress	2019/28%

Our Migros Better Future Plan prioritizes gender equality and equal opportunity as our central policies. We encourage and support women regarding productivity and entrepreneurship aiming to add value to the national economy, increase the welfare of the country and to achieve gender equality. In line with our goals and our **Human Rights and Equal Opportunity Policy**, it is on top of our agenda to implement and support projects to promote women's employment and participation into working life and gender equality. In the light of our policies based on gender equality and equal opportunity without any gender discrimination, we ensure that all our employees can shape their career plans taking into account their current duty, competencies and areas for improvement, and by this means we contribute to their personal and professional development.

The performance cards of our Human Resources Business Partners (executive and manager level) contain the goal of increasing our female executive ratio. These targets, which have a share of 3-4% among all targets, directly affect the annual performance bonuses.

We are among the companies that create employment for women most in Türkiye, with our 20 thousand female employees, 16,011 of whom are direct employees, and we ranked among the first 3 companies with our egalitarian culture in the 100 Women Friendly Companies list of the Women Friendly Companies 2021 research of Capital magazine aimed to point out the importance of women employment in business.



## Our Internal Practices for Gender Equality

We believe that gender equality is one of the essential parts of our corporate culture and aim to avoid inequalities to provide women with the opportunities they deserve, to prevent disadvantages they might encounter and to raise awareness on these issues. Accordingly, we carry out many practices and organize training to increase the number of female executives in our company. We started the **online training series of “Value for Equality”**. We discuss the issue in detail with the “Orange Break” session led by an educator and our interactive remote training dedicated to all our employees and share information on our egalitarian practices. To ensure that the concept of gender equality is adopted by our new employees, we added this training into their orientation programs as well. To embrace equality even more, we prepared and shared with all our employees a video training series in which we listened to Ebru Tuay, an expert psychotherapist, who was selected by UN Women among global champions, on Gender and how we organize our lives at home, on the street and at work, how we feel it in our dreams and experiences. In 2021, **10,200 persons participated in our “Value for Equality” training.**

In addition to our Value for Equality training, we carried out interview trainings for our managers in stores and administration. We established the principles of inclusion and equality to be followed by the departments interviewing the candidates designated by the Human Resources teams. It was again emphasized that it **is forbidden to ask discriminatory and sexist questions during interviews** and such questions cannot serve as criteria for elimination.

Apart from our trainings within the company, we also carry out various efforts to raise awareness. In 2021, we targeted stereotyped phrases to correct the disturbing sexist discourses in our language and informed all our employees with 2 different infographics pointing out the correct wordings. In addition, we make it enjoyable to learn

throughout the company by drafting questions about gender equality in the contests, and received correct answers by 70%.

As a leading company in the retail industry, we care about the role of women in management and aim to increase the number of female managers in our company taking active responsibility. We increased our ratio of **female managers** from **29%** last year to **30%** this year. We updated our goal of increasing the ratio of female managers to 31% for 2025 further to 35% by 2027. We aim to have at least 1 female manager in all our stores. As of 2021, the ratio our stores with at least 1 female manager is 48%, corresponding to 1,090 stores. 3 stores are managed completely by female labor. 33.5% of our total employees who were promoted in 2021 are women.



At the beginning of 2020, we signed the CEO Pledge of LEAD Network EU. According to 2019 data, our ratio of female directors and higher executives was 18%, and we committed to increase it to 23% by 2023.

Our Board of Directors signed a commitment of increasing female representation ratio in our senior management consisting of the Chief Executive Officer and direct reports to 27-33% by 2026. As of 2021, we have 3 females out of 12 people representing the Chief Executive Officer, other C-Suites and the directors directly reporting to the CEO.

er to help them shape their career path according to their interests and wishes and acquire new professions. As a result of our support, 209 female employees completed their specialization training under GATEM Butcher Training Program and started to work in our stores and fresh meat processing plants in 81 provinces. While the average number of female butchers in Türkiye is 1%, the ratio of our female butchers reached 7.7% as a result of the support of Migros.

Under our remuneration policy that covers all our employees in our domestic operations, there is no gender difference in salary and fringe benefits among employees with similar roles and performance. Out of 17,691 employees hired in 2021, females represent 43%. Our guidebook named "Orange Book" details our remuneration system. We transparently share this guidebook with all our employees through e-mail and intranet. Basically, all our employees benefit from the fringe benefits specified by Collective Labor Agreement. Our store employees (blue collar) are hourly paid employees, and our store administrative employees (white collar) are salaried employees. Fringe benefits of all our employees are proportioned to their service period. In addition, their fringe benefits and salary ranges are determined referring to the market data and standards based on job, family, and level basis. Our policies and standards allow no gender difference in any aspect.

You can find detailed information on the ratios of female employees by their roles in the '**Annexes**' section.



## Our Works for Mothers and Expectant Mothers

Since 2020, we inform our pregnant employees with short training and video contents on healthy nutrition, child development, returning to business after giving birth, and legal rights through our **The Happy Mother pregnancy follow-up system** application. In 2021, 1,130 expectant mothers enrolled in the Happy Mother application. With this practice, we start to record our female employees from the start of the pregnancy period and we first send a congratulatory message to them. We inform our employees about women's legal rights during pregnancy. In addition, we support **our pregnant employees throughout the year via online trainings of different content, from nutrition to child development and parenting.** We include also our beloved fathers in the scope of **Happy Family**, which we address under the Happy Mother application; and we raise the awareness of fathers with trainings on topics such as parenting, supporting the mothers, and child care. On our Happy Mother application, the expectant mothers were offered 38,497 videos under 16 different titles, and 12,283 of these videos were completed. In addition, we reached **9,370 parents** with these trainings. Upon the birth, we congratulate our employees with a baby care package. As a Happy Mother practice, we also designed special uniforms for our pregnant employees to help them work more comfortably. The health insurance policy to which our company contributes covers prenatal and maternity services. There are breastfeeding rooms for our mothers in our headquarters, and the changing rooms in our stores are suitable for the use of our breastfeeding mothers.

We include our pregnant employees in the promotion processes even if they are on maternity leave to avoid an interruption in their careers. As Migros, mothers who have given birth are allowed to work at home until their baby turns the age of 1. In accordance with laws and regulations, maternity leave is 16 weeks, 8 weeks before and 8 weeks after birth, and paternity leave is 1 week. The breastfeeding leave of 1.5 hours per day legally granted to working mothers is applied in **Migros as 2 hours per day.** In addition, mothers can benefit from the right to work part-time in the 6-month period after having used their unpaid maternity leave of 6 months. In 2021, 573 female employees took maternity leave and 1,175 male employees took paternity leave. **42% of our female employees took maternity leave in 2021 and returned to work at the end of 2021.** A significant portion of the remaining ratio consists of our female employees who are still on maternity leave.

## Women in Technology Association (WTECH)

Like in all areas, we attach importance to ensuring that women can discover their potential and to ensuring equal opportunity in the science and technology world as well. In the light of this thought, **the number of our female employees in our R&D Center and Information Technologies and Business Development department increased by 39% in the last 2 years.** We closely follow up and support the activities of Women in Technology Association, which was established to support social development and to increase the number of women taking charge in the technology industry. For this purpose, our Chief Information Officer holds office in the board of the Association.





## LEAD Network

LEAD Network Türkiye, which we helped with the foundation, is an international non-governmental organization that focuses on increasing the ratio of female senior managers in the retail and fast-moving consumer goods industries and supports the increase of female employment in business life. In the most general sense, **Lead Network Türkiye** contributes to our industry to support the development of talented female workforce and to increase the number, reputation and sphere of influence of female leaders. Our Fast-Moving Consumer Goods Marketing Director is the Chairman of this non-governmental organization. In line with our objective, we participate in the **Lead Network EU – Mentorship Program with 3 mentors and 3 mentees from our company.**

In addition, we continue to involve in **Lead Network EU as a Silver Partner.**

Signing the CEO Pledge of LEAD Network EU in 2020, we committed to increasing the ratio of female senior managers by 5 points by 2023.



## Migros Women's Club

**Migros Women's Club**, established in our social platform named **MSosyal**, aims to ensure the interaction of our female employees taking charge in our administrative departments and stores and to increase the loyalty of female employees. Having 1,280 members, our club shares informative and instructive contents in many areas from professional and personal development to health. In addition, a series of speeches by our female leaders is published to ensure that our female employees have inspiration, take firm steps and get supported on their way to leadership. 48 contents were published in our platform up until today.

## Women on Board Mentoring Program

We continue our efforts toward the goals that we set for our female employees. In order to increase the ratio and loyalty of female employees, we participate in the intercompany mentoring program specific to our female managers, which is carried out by the Women on Board Association. Within the scope of all our activities, we organize awareness activities, trainings and conferences to promote the concept of gender equality and to be able to assign more female managers. In addition, to prevent replacement of female managers of our stores, we plan to carry out satisfaction surveys through our system 6 months after the start of employment and to work, according to the survey results, with the relevant persons to solve problems. To date, **3 female managers at the director level** have benefited from this program as a mentee.

## Our Projects Supporting Gender Equality in Society

### Family Clubs

With our Family Clubs established in collaboration with District Public Education Centers, we aim to develop the skills of women, men and children of all ages. In addition to providing free vocational and skill development courses in Family Clubs, we also offer socialization opportunities for people with similar interests.

With their **167 thousand members** consisting mainly women, our Family Clubs support women in taking a more active role in social life, investing in their personal development, acquiring a profession and becoming a more substantial role models for their children. There is an increasing number of women who participated in the courses of Family Clubs and started up their businesses with the knowledge and skills acquired and the certification they received, approved by the Ministry of Education.

As an outcome of the support of Migros, **15,000 female members started** to have an income to date **following their training**. In 2020, we opened Migros Family Club Instagram account to make up for the obligatory interruption to fact-to-face education and **reached more than 1 million people with short educational videos**. "As of today, 31 thousand women have completed our vocational courses, have been entitled to receive a vocational certificate approved by the Ministry of National Education and have been equipped to engage in trade, and 16 thousand of our trainees have started to earn income.

In our Family Clubs, we provide courses for children, such as painting, music and chess, as well as workshops on popular global areas like coding, sustainability and zero waste. We aim to develop their knowledge and imagination and ensure they can grow as conscious individuals.



In the Corporate Social Responsibility Research of Capital Magazine, Family Clubs were included among corporate social responsibility projects considered the most successful by the business world.





As of the end of 2021, our Family Clubs in our **Migros stores in 33 locations throughout Türkiye** provided up to **128** vocational and personal development trainings such as cooking, oil painting, foreign language, photography, robotic coding, and bee breeding.

In addition, we conducted trainings throughout the year to raise awareness and change behavior in the field of healthy living and sustainability.



- ▶ In Family Clubs, with healthy nutrition experts from the Provincial Health Directorate and Public Education Centers, information was shared on topics such as 'What is a healthy diet?', 'How can we maintain a healthy diet?', 'Popular diets: gluten-free, vegan and raw food diets', and breathing exercise workshops were held for healthy living.
- ▶ 4,633 people received training to date in 230 courses under the topic of 'Zero Waste Kitchen' within the module of Kitchen Arts, one of our certified training programs.
- ▶ In 14 Family Clubs, we provided waste-free dining tables courses and shared practical recipes of the Agricultural Products Office to avoid wastage of bread as well as recipes to make vinegar from pineapple, and jam from ripe fruits, in order to prevent food wastage.
- ▶ With one-day courses, we shared recipes to prevent food waste and inform 136 organizations and 3,057 people.
- ▶ We organized events in cooperation with private education institutions operating under the Ministry of National Education for raising awareness on barrier-free life and we gave sign language trainings in 12 different groups. In addition, 71 store employees in our Accessible Stores were provided sign language training.
- ▶ Bee breeding, ecological literacy, and medical aromatic plant growing courses were held.
- ▶ Trainings were held for purse, basket and accessory making by putting bags and recycling materials into good use. The training on making bags from old dated Migroskop magazines by an upcycling method reached 3,438 people.

## Migros Women's Academy

Migros Women's Academy, which became a school in the retail industry, was launched at the beginning of 2021 by uniting the forces of Migros Retail Academy and Migros Family Clubs. This educational platform aims to inspire women in numerous subjects and contribute to them acquiring new skills and developing themselves through the courses that raise their awareness and motivation to participate in life. It aims to support women in many areas such as personal development, hobby acquisition, vocational training, family relations and brand creation. We organized in-class trainings with Regional Women's Cooperatives in Adana, Kocaeli, Samsun, Ankara and Eskişehir, with the support of the Ministry of

Trade. 500 people participated in the in-class events. We create opportunities for new collaborations with the in-class events.

In addition, Migros Women's Academy is planned to ensure those women who start their businesses participate in working life and market their products. Currently, this platform is easily accessible through Migros TV with more than 300 educational videos led by more than 50 instructors and trainings under more than 70 titles, providing 4 new educational content monthly. These contents in Migros TV had 296,637 page views. Besides, we update this platform by adding courses and new contents regularly. We aim to reach 1 million women in 3 years through our Migros Women's Academy.

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## Development and Acceleration of Woman Entrepreneur in Agriculture Program

Migros collaborates with the Women Entrepreneurs Association of Türkiye (KAGİDER) to strengthen women in the agriculture industry. The program, organized for the second time in 2021, has hosted to date 68 entrepreneurs selected among 433 woman entrepreneurs conducting business in the agriculture industry in online camps and 76 entrepreneurs in camps organized in a physical medium. To develop women in the agricultural sector and take more sustainable, solid and significant steps, 36 women entrepreneurs who participated in the online camp were given mentorship support for one year. Entrepreneur participants who meet the quality standards and relevant conditions are also offered the opportunity to be a supplier within Migros.

## Better Future Ambassadors

In 2016, we established the Better Future Ambassadors Platform, which is an online platform where women who follow Migros closely can come together and share their ideas and opinions and contribute to the family budget by performing the tasks given.

**The number of members of the platform, which was designed entirely for women, exceeded 140,000 between the year it was founded and 2021.** In 2019, it became a platform that provides employment opportunities to women and has provided employment to a total of **460 women** as of the end of 2021.

