

## Our Employee Profile

GRI 2-7, GRI 2-8, GRI 401-1



MIGROS RECOGNIZES THE IMPORTANCE OF MAXIMIZING **EMPLOYEE SATISFACTION** BY ADHERING TO PRACTICES THAT ARE INCLUSIVE AND EQUITABLE.

Migros makes employee health, safety, and development central to its corporate culture, values, and governance approach. In the conduct of all of its employee-related processes and operations, the company is mindful of the commitments it has made to abide by the precepts of the **United Nations Universal Declaration of Human Rights** and **International Labor Organization standards**. Because it regards its employees' development as a way of generating added value for the company, Migros acknowledges and incentivizes their strengths while also identifying weaknesses and providing resources and opportunities to help employees develop their careers and achieve their future goals. Because Migros regards the health and wellbeing of its employees as matters of importance, it allocates increasingly more resources to safeguarding both.

In addition to employee development-centered career-management processes and safe workplace environments, Migros also recognizes the importance of maximizing employee satisfaction, which it does both by providing a variety of fringe benefits and by adhering to practices that are **inclusive and equitable**. Migros knows that providing workplace environments that respect employees' rights, treat everyone **fairly and equally**, and support personal and professional progression is

indispensable to the sustainability of its business model.

Regarding individual differences as valuable assets, Migros strives to strengthen its reputation among all stakeholders both at home and abroad as an employer who treats all employees fairly and makes no distinctions whatsoever among them based on **language, religion, or ethnic origin**.

Migros furthermore believes it has a responsibility to champion **business-model equitability and fairness** throughout the business community. In line with this, the company enters into collaborations through which it undertakes a variety of projects that will contribute to social gender and opportunity equality and it likewise engages in ongoing efforts extend the reach of its positive impact.

Highlights of the progress which Migros made during 2022 in fulfillment of agility, continuous and collective learning, awareness and responsibility arising from compliance systems reinforced by its corporate culture are presented below.

- **40%** of Migros employees are female and **60%** are male.
- **9,000** new employees were added to the payroll.
- **752** position vacancies were filled through in-house promotions.
- **411** new personnel were recruited as a result of **Migros' Recommend a Friend project**.
- The number of employees with physical disabilities on the company's payroll reached **1,136**, and **25** of them are in positions with management responsibilities.\*
- **98%** of all management positions were filled through in-house promotions.
- **70%** of Migros' employees are employed outside Istanbul.
- The average age of all Migros employees is **32**. **77%** of them are **Gen Y** and **11%** of them are Gen Z members.
- Average term of service among administrative employees and store managers is **11 years**.
- **55%** of Migros' employees work in their hometowns.\*\*

\* Employees with disabilities make up 2.5% of Migros' workforce; 27% of them are female and 73% are male.

\*\* Hometowns are defined as the same province as which they were born.

AN  
EQUITABLE  
& FAIR  
BUSINESS  
MODEL



# Empowering Our Employees

GRI 2-26, GRI 201-3, GRI 401-2, GRI 404-1, GRI 404-2



MIGROS STRIVES TO BE ITS EMPLOYEES' BIGGEST SUPPORTER BY CONTRIBUTING TO THEIR CAREER PROGRESS **AS WELL AS PERSONAL AND OCCUPATIONAL DEVELOPMENT** FROM THE MOMENT THEY ARE HIRED

## Talent and Career Management

Migros regards well-trained, customer-focused, difference-making employees as the most important resource on which it can draw in order to further advance its pioneering position in retail sector. For this reason, the company strives to be its employees' biggest supporter by contributing to their career progress as well as personal and occupational development from the moment they are hired. Migros ensures that its company goals are embraced by all of its employees and steers career planning, potential-identification, compensation, and development processes by means of a **performance management system** which tracks and reviews employees' performance fairly and productively.

In order to make certain that the company's strategies and goals are fairly, transparently, and understandably communicated, a **dedicated workshop** is conducted annually. Throughout the year, Migros measures its employees' abilities, competencies, and performance by means of an HR performance-review system. Strictly **objective performance management processes** are

crucial to the principle of equality of opportunity and therefore play a determinative role in employee career and development plans. Both **Key Performance Indicators (KPI)** and agility-revealing **Objectives and Key Results (OKR)** metrics are incorporated into the performance management system, thus enabling the company to monitor and determine the degree

to which employees meet their financial targets and achieve their performance goals. The system is also robustly designed so as to securely allow each employee to view the results of the company's objective assessment of their strengths, weaknesses, and potentials. The system additionally provides input for strategic workforce planning and workforce talent gap analysis processes. With "360° Feedback and Personal Evaluation", our employees can see how their competencies are observed by their managers, subordinates, superiors and peers.

Administrative employees' performance is reviewed once a year; that of store managers and employees is reviewed twice a year. The evaluation process is intended to contribute to the realization of the company's strategic goals by setting objectively-quantifiable targets associated with specific elements of those strategies. Store managers' screens have "**Training Calendar**" and "**Feedback**" sections that were added to promote a better and more interactive employee-supervisor experience and to more effectively incorporate employees' personal preferences into training and evaluation processes.

To make it possible for all Migros employees to manage their own career-path and progression planning processes themselves, the talent & career management system is equipped with a "**Migros Career Paths**" module that immediately reports departmental staffing vacancies/opportunities and gives the company's own employees the first chance to take advantage of them.

Through its **Career Coaching Platform**, Migros gives **newly-recruited store employees** access to coaching resources provided by the company's internal trainers to help them get up to speed in their new jobs in the most effective way possible. Since becoming operational in May 2022, this platform's **49 coaches** have given coaching support to **1,229** new hires.

## OBJECTIVE PERFORMANCE MANAGEMENT



THROUGH THE CAREER COACHING PLATFORM, **1,229 NEWLY-RECRUITED** EMPLOYEES WERE SUPPORTED

# Empowering Our Employees

All **Strategic Human Resources** planning is informed by input from the **Company's Talent & Performance Management** processes. During strategic human resources planning meetings, critical positions and backup plans are reviewed for every level; when risks are identified, proactive decisions are taken to deal with them. Effective human resources management, planning, evaluation, and training processes are what enable Migros to identify its HR needs clearly and usually to deal with them internally. In 2022, **98% of the company's managerial staffing requirements** were fulfilled by means of internal promotions. Thanks to the talent & career management system's internal application module, **752 position vacancies were also filled internally**.

**Highlights of Migros' talent & career management** operations during 2022 are presented below:

- Individual performance evaluations for **37,140** employees
- Annual evaluations for **1,506** administrative employees
- **35,634** semiannual store management and store employee evaluations,
- More than **370** administrative-unit and store management employee competency evaluations,
- Supplementary independent consultancy-conducted employee competency-potential evaluations.

In addition to effective performance-evaluation and career-management systems and processes, Migros also recognizes the crucial role that motivation plays in employees' success. For this reason, the company identifies and rewards employee success in a variety of ways, one of the most important of which is the **"Migros Rewarding System"**, which considers employees' performance according to such metrics as creativity, added-value creation, and teamwork. During 2022, **11 thousand Migros employees** were rewarded by this system.

Migros' human resources practices have to date earned it a total of 24 awards from internationally prestigious "Stevie Awards" and "Globe Awards" programs. Under The Globe Awards Business Excellence program, the jury included Migros among the world's ten most successful HR-practices companies and assigned the company Grand Winner status.

In keeping with its **"Better Job, Better Future"** approach, Migros prioritizes attracting talented young people to work for the company and strives to reach out to them through its brand ambassadors. Through its Migros Career **Instagram** 🌐, **LinkedIn** 🌐, and **Facebook** 🌐 social media accounts the company sends out a constant stream of information and support concerning career opportunities at Migros. The company also recently updated its corporate career website to make it easier for users to become acquainted with the company and its HR teams and to learn about open positions and apply for them. One of the most important ways in which Migros attracts talented young people is through its eight-month **Long-Term Internship Program** called

## BETTER JOB, BETTER FUTURE

MIGROS PRIORITIZES ATTRACTING TALENTED  
YOUNG PEOPLE TO WORK FOR THE COMPANY  
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THROUGH ITS BRAND AMBASSADORS



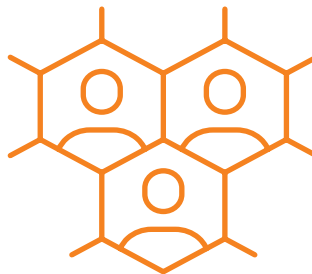


# Empowering Our Employees



“**Smart**”, which gives university students a chance to benefit from the company’s orientation, mentoring, and training programs and gain hands-on professional experience before embarking on their careers. 71 university students attended the 2022-2023 round of the Smart program. Migros conducts programs such as **M-Draft**, **Hiring Day**, and **Datathon** that are also designed to attract and recruit talented young people. During **Datathon**, an event that Migros organizes to support data science culture, the innovative and creative ideas of more than 1,600 participants competed. Prizes aggregating TL 100,000 were handed out to the top three teams whose projects made it to the finals.

Through Anadolu Education and Social Assistance Foundation (Anadolu Eğitim ve Sosyal Yardım Vakfı), Migros has provided **scholarship** to 13 successful university students, in addition to which the company also gives them access to mentoring support provided by senior managers to help guide them towards their futures.



## Contributing to Employee Development

Aware that its employees are the greatest strength on which the company may draw in its efforts to keep pace with the business world’s rapidly changing conditions, Migros designs technology-supported learning experiences for all employees so that they may maximize their own progress and development. Through **Migros Retail Academy** (MPA), which contributes to employee career and personal development through in-house and lifelong learning opportunities, the company gives its employees access to classroom and distance-learning resources.

Migros strives to help its employees gain experience which is informed by its goals and priorities and which is nourished by retailing industry requirements and global practices. In line with this, the company engages in an ongoing effort to expand its training catalogue resources under such headings as professional development, on-the-job training, competency development, personal development, and leadership & management skills. In order to ensure the sustainable success of such training, curriculums focus on such leadership-transforming concepts as “**Servant Leadership**”, “**Diversity & Inclusiveness**”, “**Women’s Leadership**”, “**Organizational Climate**”, “**NexGen Mentoring**”, “**Upskilling & Reskilling**”, and “**Mutual Learning**”.

**In line with its employee-development goals** in 2022 Migros:

- Outperformed its target of increasing total (In-Class + Online) learning time for administrative - unit and store management employees to 104 hours/person, increasing it to 124 hours instead
- **Outperformed its target** of increasing the percentage of strategic training in total training to at least 15%, by raising it to 17%
- Outperformed its target of increasing total **Administrative Unit Specialist Development Program** training time by 15%, increasing it by 23% instead

## 71 UNIVERSITY STUDENTS

71 UNIVERSITY STUDENTS ATTENDED THE 2022-2023 ROUND OF THE SMART PROGRAM.

## Empowering Our Employees

Conducted a total of **24 “Orange Break”, “Catch The Change”, and “Just Us”** themed **webinars** which dealt with a variety of issues related to the individual and leadership development of administrative employee through the **MPA Teams platform** and which were attended by **3,700 employees**.

- Was the recipient of **18 international awards** recognizing the success of Migros Retail Academy in 2022.
- Provided MPA training to **98% of all company employees** while also reducing training outlays by having **90% of all training conducted using in-house resources**.

Migros has initiated, as part of Migros Retail Academy, an “Agile4M Transformation Office” project through which agile-transformation coaching is being provided to 55 teams. Agidemy, an agile-transformation school set up within Migros Retail Academy, conducts an intensive agility program specially designed for Migros personnel.

In line with its changing strategies, Migros periodically updates its training curriculum content in light of its employees’ needs. To that end, the company focuses on developing employees’ leadership skills through the **Migros Leadership Development Faculty** and provides training capable of enhancing such skills.

Also benefiting from Migros Leadership Development Faculty resources during 2022 were **3 sessions of the “Mission: Leadership”** program, **5 initial and follow-up sessions of the “Management Building Blocks”** program, and **7 sessions of the TrendUP** and **15 sessions of the “Discovering”** programs that specially were conducted for regional sales managers.

For senior management, the company has set up the Migros Leadership Development Faculty’s “Leaders Assembled and Leadership for the Future” programs. The seminars which are intended for Directors and higher-level executives positions, were attended by 110 people. Those who complete the “Leaders Who Empower” segment of the first module of the **“Leadership for the Future”** program take part in group coaching sessions and in training programs supporting particular areas in which they need of development. The curriculum content of the **“Inclusive Leadership”** program is designed to take into account both the results achieved in the “Leaders Who Empower” segment and developmental needs. During 2022, 2,350 Migros employees took part in Leadership Development Faculty training programs. In 2022, a total of **716,841 hours of training time** (406,165 In-class+ 310,675 online) was attended by 7,345 Migros employees at all levels.

Through its **“Development Agreement”** program, Migros further enriches and strengthens its employees’ training & development inventories. During 2022, 1,737 Migros employees benefited from 121 training.



# 18

## AWARDS

MIGROS RETAIL ACADEMY RECEIVED 18 INTERNATIONAL AWARDS IN 2022.

## Empowering Our Employees



During 2022:

- Migros employees were provided with a total of **3,562,365 hours (employee\*hours)** of face-to-face and online training under 2,431 separate headings; average training time per person was 84 hours.
- Migros employees received a total of 2 million hours of in-class training under 527 separate headings along with 1.5 million hours of online training under 1,904 separate headings.
- The total value of all investments and resources allocated by Migros to employees' personal & professional development, career planning & management, performance management & review, and other training categories was **TL 16.5 million**.

Migros works closely with external project partners in order to ensure that its employees' personal & professional development derive maximum benefit from such collaborations. Under a **"Migros Retailing Associate & Bachelor's Degree Program"** agreement with Anadolu University, employees who do not yet hold such degrees are given a chance to study and be awarded one. **76 Migros employees** graduated from this program in 2022. Believing that collaborations such as these with external stakeholders makes itself stronger as a company, Migros also provides its employees access to academic-level programs at **Koç University, Boğaziçi University, and Uludağ University**. In partnership with the Uludağ University, product and technology-related training is provided to the company's store employees and managers.

Through the KÜMPEM Migros Executive Development Program at Koç University, midlevel managers are provided with a 39-day course of 234 hours of instruction designed to equip them with all the knowledge they might need to advance their careers in business. KÜMPEM redesigned as a hybrid training program that was launched in 2022.

**"MAYA Store Manager Training", "Fresh Produce Specialist Certification", and "Retail Industry Overview"** are the names of Migros employee-development programs carried out at Anadolu, Karadeniz Teknik, Ege, Trakya, Marmara, and Süleyman Demirel universities. Under the MAYA program, senior-year students at those schools may enroll in retailing industry-specific classes taught by Migros managers as well as by academicians. These courses cover a host of retailing-related issues ranging from sales to teamwork, from communication to the customer experience, from finance to logistics, and from retailing mathematics to leadership while at the same time also giving students the benefit of hands-on, real-world retailing experience as trainees. Students who attend these courses are given a chance to work for Migros initially as an entry-level store employee and subsequently as a store manager.

**"Retail Industry Overview"** is the name of a certification program initiated at Trakya University in 2022 in Migros' first collaboration with that school. This program is intended to introduce students to basic retailing-industry concepts and practices and thus to create a pool from which management-level personnel may be recruited.

**"Retailing Management Certification"** is the name of a program being undertaking jointly with Boğaziçi University. Specially designed for potential store managers, this program provides instruction in a variety of retailing and commercial subjects.

## UNIVERSITY COLLABORATIONS

MİGROS PROVIDES DIFFERENT TRAINING PROGRAMS TO ITS EMPLOYEES AT KOÇ UNIVERSITY, BOĞAZIÇI UNIVERSITY AND ULUDAĞ UNIVERSITY.





## Empowering Our Employees

**“Corporate Wellness & Productivity”** is the name of a new program added to the training catalogue in 2022. Under this program, **95 executives** were provided with instruction and support for coping with time and stress-related issues.

**“Sales School”** is the name of a Migros employee-development program that focuses on attitudes that create competitive advantages in the retailing industry by responding to its unique needs. Under this program, attention is given to all the training resources that store employees are given the benefit of from the moment they are hired onward. “Sales School” is intended to completely redesign company training programs to make them compatible with next-generation employee profiles and technological developments taking into account both Migros’ current needs and its future ones. In this redesign, career-path way-stations were reconsidered and attention was given to providing individualized training content addressing sales teams’ specific needs. A customized content **“E-Commerce School”** was set up for employees involved in Migros’ commercial operations.

Under its **“Personalization Project”**, the company works through Migros Family Clubs to focus on the personal development of store employees. A total of 384 people have taken part in 36 of these projects carried out in locations across the country.

Through its **“Distribution Center Development Program”**, Migros provides its employees with another resource capable of supporting their professional development. Intended for distribution center team leaders, department supervisors, and shift foremen and designed to boost successful teamwork in the conduct of warehousing operations, the training programs were created to

include **“Communications and Effective Team”** main headings. Under this program, 5 groups of department supervisors received 3 days of training while 10 groups of team leaders and shift foremen received 2 days of training.

**“Orange Break”** is the name of a development and career-focused series of podcasts delivered through Migros Sosyal App platform. **“Perishable Food Schools”** conducted as part of Migros Retail Academy, support apprenticeship and work-based learning. Through GATEM Butcher Training Program **Migros trains and develop its own butchers..** GATEM, along with schools opened to provide fresh-produce and charcuterie training in line with needs, have all been combined into **Migros Fresh Food Faculty**.

**MİGET Butcher Training Program and MİGET Women Meat Processor Training Programs** were launched in 2022. 77 people took part in 5 of these programs. Thanks to these programs, teaching men and women who lack any previous butchering experience whatsoever a valuable new trade, also creates a talent pool from which the company may draw. Thus, qualified employees need provided from own manpower is aimed.

Migros started the direct fish procurement process in 2022 and opened “Migros Fish School”. In addition to these, all personnel who are or will be employed in street-food functions are provided with **New Professional Development and Service-Ritual Training**.

**“Good Idea Good Project”** is the name of a platform that Migros initiated to solicit and benefit from new and creative ideas that its employees may come up with in such areas as efficiency, sustainability, technology, and the like. **1,541 ideas** that were submitted through this platform in 2022 vied with one another; so far **35** of the most successful ones have been undertaken as projects.

THROUGH GATEM BUTCHER TRAINING PROGRAM MİGROS IS FOOD RETAILER IN TÜRKİYE THAT TRAINS AND DEVELOPS ITS OWN BUTCHERS.



## Empowering Our Employees



Through its **Agile Transformation School**, Migros provides training in the form of comprehensive programs which support the company's ability to adapt to agile-work processes, strengthen a spirit of competition, and develop digital competencies that will enable its employees to advance more confidently into the future. New cycles of the Agile Transformation School's ADAS and Agidemy programs have been started in 2022.

Basic agile training was provided to five teams working one-on-one with agile coaches at the **Project Portfolio & Agile Transformation Office** that was set up within the Migros Information Technologies R&D Center in 2020. "Product Owner" and "Scrum master" development programs were also launched.

As of 2022, **810 employees had attended 77 programs** conducted as part of the **GETready** tomorrow's-competencies training that was developed to keep pace with the competencies of the future and to prepare employees for them. Migros believes that the success of its digital transformation is crucially dependent both on making improvements in existing technological infrastructure and on integrating digital transformation into the company's business models. For this reason, Migros is working to create an employee profile that is compatible with the company's digital strategies and thus it is having new competencies added to the existing **GETready Tech** catalogue of tomorrow's digital competencies. **423 Migros employees** attended **53 GETready programs** during 2022. Through the **Migros Advanced Data Analytics School's** data science program, Migros' IT department and Migros Retail Academy work together to develop the digital

competencies of other units' employees, to develop such competencies within their own units, to encourage employees to develop data-based projects useful in their own jobs, and to support digital-competency across the company as a whole. This six-month program provides training under the headings of Data Science, SQL, Python, KNIME, Agile, Artificial Intelligence, and Data Warehousing. During the program's fourth cycle, 31 employees were provided with "Team kanban practitioner", 10 with "Professional Agile Leadership", and 16 with "Applying professional scrum" training under the **Agidemy Master Development Program**.

Aware of the value that creative mindsets and new ideas generate for the company, Migros encourages its employees to make room for both in the conduct of their jobs. Through its **Corporate Intrapreneurship Program**, Migros promotes a Lean Startup model that provides the basis for coming up with innovative business ideas by means of interfunctional authorized teams making use of agile working methods. By providing training resources and working opportunities in this way, the company helps project team members not only to add greater depth to their existing professional and personal knowledge and skills but also to acquire new knowledge and skills by supporting their development in other areas. These projects also benefit the company by potentially opening up new revenue streams. Under the Corporate Intrapreneurship Program in 2022, three high-priority projects—**Energy Production Systems, Cooperative Unity, Jet Shopping Aisle**—were launched to encourage employee participation in the company's digital transformation and its incorporation into the company's business processes. To date, **235 employees** have created added value for Migros through their involvement in **28 Corporate Intrapreneurship Program projects**.

Migros is devoting increasingly more attention and resources to activities that will enhance its employees' ability to keep abreast of and adapt themselves to rapidly and constantly evolving global trends. The company undertakes a variety of projects for developing its employees and

## GETREADY

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CONDUCTED AS PART OF THE GETREADY  
TOMORROW'S-COMPETENCIES TRAINING.





## Empowering Our Employees

for creating productive business models for itself by expanding employees' competencies. Interfunctionally-enabled teams making use of agile working methods have demonstrated their ability to come up with many new ideas that may usefully be put into practice. Under its **HRF5 program** in 2022, a variety of projects were initiated under such names as “**HR Support for Subcontractor & Operator processes**”, “**Retail-Effective HR Management**”, “**Office Layout & Services Development**”, “**Multidimensional & Adaptive Talent Acquisition**”, “**Performance System Transformation**”, “**Value-Creating Internal Communication**”, “**Organizational Climate Transformation**”, “**Corporate Intrapreneurship**”, and “**We are different / We are equal**”

### Sustainability Trainings

Migros regards it is important to contribute to sustainability-awareness among its employees for the sake not just of own future as a company but of the future of the whole world. In keeping with this, **Migros Retail Academy** provides award-based sustainability training in cooperation with a **Boğaziçi University Lifelong Learning Center (BULLC)** whose aims are to promote sustainability awareness among and to contribute to the individual and professional development of Migros

employees through online training resources dealing with such issues as **Climate Change, Water Management, Sustainable Biodiversity, and Food and Plastic Waste Management** while also contributing to environmental wellbeing. A “Sustainability Series” of five training modules introduced in 2022 provides reward-based gamified sustainability training content that contributes to sustainability-awareness creation throughout the company. These trainings were received **63,446 times**. 19,093 Migros employees have received at least one of them at least once.

Orange Break sessions included “**Climate Revolution & The Circular Economy**” and “**Sustainable Development Agendas & Sustainable Development Goals**” webinars conducted by leading academicians and specialists in the field. Combat with Climate change training was also provided to Migros senior management.

404 Migros employees were completed interactive training on the use of recycling bins and proper at-source waste sorting that designed in cooperation with Migros Retail Academy.

## SUSTAINABILITY ORIENTED TRAININGS

MİGROS RETAIL ACADEMY PROVIDES AWARD-BASED SUSTAINABILITY TRAINING IN COOPERATION WITH A BOĞAZIÇI UNIVERSITY LIFELONG LEARNING CENTER.



# Empowering Our Employees



## Employee Satisfaction

Aware that its personnel are the most crucially important stakeholders who make it possible for the company to achieve its goals, Migros regards employees as the keystones of its value-creation model. In line with this, the company therefore acknowledges its responsibility to achieve and maintain high levels of employee satisfaction, takes steps to accomplish this, and measures and keeps track of its performance. The performance scorecards of all executives at manager level and above including the members of senior management have an “Employee satisfaction & loyalty” target which contributes between 2.5-3.0% of their annual performance bonuses are directly affected by this target. **The Employee Satisfaction & Loyalty Survey** is conducted by an independent research company to measure employee satisfaction level and loyalty. These surveys identify employee satisfaction and loyalty issues that are in need of improvement; survey findings are used as input for the formulation and conduct of action and follow-up plans. 84% of all Migros employees were polled in the 2022 Employee Satisfaction & Loyalty Survey, which reported 75% and 64% levels of employee satisfaction and employee loyalty\* respectively.

\* The Employee Loyalty rate is also monitored on a gender basis. Female employee loyalty rate was 67% and male employee loyalty rate was 62%.

In keeping with its commitment to being a responsible employer, Migros endeavors to strengthen employee loyalty by providing all store and administrative-unit employees with such fringe benefits as private health, life & personal accident insurance, automatic private pension enrollment, and medical checkup coverage.

In addition to basic fringe benefits such as food allowance, salary and bonus; Migros provides travel, feast, leave, heating & clothing, tuition, maternity, family-death, marriage, fuel, and office support package allowances. The company also provides various other fringe benefits as may be stipulated in collective bargaining agreements and individual work contracts. Migros employees’ salary entitlements were in no way affected on account of changes in working hours or because of lost worktime owing to Covid-19 lockdowns and restrictions. Migros employees may be provided up to a week of paid compassionate leave to take care of personal problems such as the death of or need to care for a family member or other close relative.

There is a bonus practice that applies to 70% of administrative employees, other than those in the top management, in line with their seniority and positions, and to all store employees. Through its “Stevie Awards For Great Employers” winning **DEHA Flexible Fringe Benefits Program**, which was specially designed for the company’s administrative and store white-collar employees, Migros allows its employees to customize their existing fringe benefit entitlements according to their personal wishes and needs. **6,335 Migros employees** took advantage of the DEHA Flexible Fringe Benefits Program in 2022.

Migros store employees are also **permitted to flexibly** determine their own **work schedules** on condition that they work at least four but not more than eleven hours during any 24-hour

## ‘DEHA’ FLEXIBLE FRINGE BENEFITS PROGRAM

6,335 MIGROS EMPLOYEES TOOK  
ADVANTAGE OF THE DEHA FLEXIBLE  
FRINGE BENEFITS PROGRAM IN 2022

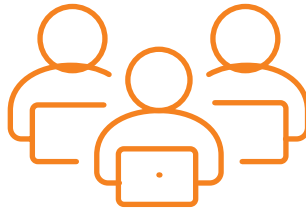


## Empowering Our Employees

GRI 2-30, GRI 403-4, GRI 407-1

### SOLUTION TO 42,744 CALLS WITH MIGROS SHARING HOTLINE

“THANK-YOU PLATFORM” IS SET UP ON ITS HR PORTAL THROUGH WHICH EVERY EMPLOYEE MAY SEND A THANK-YOU NOTE TO ANOTHER



period and also satisfy the 45 hours-a-week requirement. Administrative-unit employees are also permitted to arrive at/leave the workplace up to an hour early or late on condition that they satisfy the weekly worktime requirement.

In order to come up with solutions to employees' problems, to respond verbally or on request in writing to their questions, and especially to deal promptly and effectively with possible breaches of ethics ‘**Migros Sharing Hotline**’ has set up for employees to use. **42,744 calls** were received through this hotline during 2022 and their issues reported were resolved.

Migros also believes in the power of positive peer feedback in employee motivation. With this in mind and also to support a high-motivating workplace environment that acknowledges and encourages individual efforts, in 2022 the company set up a “**Thank-you Platform**” on its HR Portal through which every employee may send a thank-you note to another. In the first week of its launch, **more than 30 thousand thank-you notes** were sent through this system.

A variety of in-house events and activities are organized to enhance employee satisfaction by means of which Migros strengthens both its relationships with its employees and their emotional attachment and loyalty to the company.

### Freedom of Association

Migros fully respects and complies with the right of its employees to individually and collectively interact with the company and among themselves. Migros has been providing its employees with workplace environments and working conditions that recognize their right to unionization since 1972. The company cooperates fully and in every way possible with the Union, to ensure mutual compliance with ILO standards in dealing with such issues as compulsory labor and child labor as well as with applicable labor laws and regulations and with rules governing fair and impartial treatment and human rights.

As of end-2022, 70.8% of Migros' employees were union members. The two-year (1 January 2020 - 31 December 2022) collective labor agreement that Migros and Tez-Koop-Is Union signed on 30 March 2020 contained provisions governing a variety of occupational health & safety issues such as protective food aid cleaning supplies& equipment, sick leave & pay, workplace doctor, examination room and medicine cabinets, illness, people to be employed in light duties, and work clothing & equipment, all of which the company diligently and scrupulously complied with. As this collective labor agreement has expired, Migros and the union are currently in negotiations to draw up a new one.

Migros also provides its union-member employees with a variety of fringe benefits such as performance bonuses and food, travel, religious feast, leave, fuel, clothing, military service, cash indemnity, and child allowances. As stipulated in their collective labor agreement, union members employed in Migros workplaces covered by that agreement receive monthly allotments of Money card bonus that can be shopping in the specified amount. They are also entitled to receive marriage, maternity, and family-death allowance; those with dependent children attending school likewise receive a tuition allowance once a year. By supporting employees in such ways as these, Migros not only makes life easier for them but also burnishes its reputation as an employer who stands by all of its employees.

## RESPECT FOR LABOR RIGHTS

MIGROS FULLY RESPECTS AND COMPLIES WITH  
THE RIGHT OF ITS EMPLOYEES TO INDIVIDUALLY  
AND COLLECTIVELY INTERACT WITH THE  
COMPANY AND AMONG THEMSELVES.



## Our Employees' Health and Safety

GRI 3-1, GRI 3-2, GRI 3-3, GRI 403-1, GRI 403-3, GRI 403-5, GRI 403-6, GRI 403-7, GRI 403-8



Performance Indicator	Target Year	Target	2022 Performance	Status by Target	Base Year / Status
Work Accident Severity Rate (Lost days)	2025	1% ↓	0.43 % ↓	In progress	2020 / 19.09

Migros recognizes employee health & safety as one of its most fundamental priorities. The company classifies<sup>\*</sup> all workplaces as well as any operation involving employees in accordance with the requirements of **Occupational Health and Safety (OHS) Law** and it ensures their full legal framework compliance at all times.


While providing safe workplaces and working conditions throughout the company, Migros also strives to set an example for others. The company's heightened health & safety awareness is further supported by specific policies and concrete action. OHS issues and target-fulfillment are high on the list of criteria by which executives' performance is measured and they contribute 40% of the score on which annual performance bonus is based. Believing that safe-workplace sustainability is dependent on making OHS a key element of corporate culture, Migros allocates resources for promoting OHS awareness among employees and throughout the company.

<sup>\*</sup> While the head office, branch directorates and stores are in the less dangerous class, MİGET meat production facility, breeding farm, distribution centers, and fruit and vegetable warehouses are in the hazardous category.

In order to ensure that the company's mandatory OHS obligations are fulfilled and that employees are fully engaged in OHS processes, **OHS committee meetings** are regularly held in Migros Head Office, Branches Directorates, stores, MİGET meat processing plant, breeding farms. Migros conducts their works to improve its operations to ensure a safe and healthy working environment for employees, prevent occupational diseases, minimize work accidents, define hazards properly and identify the risks, and take proactive measures.

Migros has been awarded **TS ISO 45001 Occupational Health & Safety Management System**<sup>\*</sup> certification by the Turkish Standards Institution. Compliance with this standard is audited annually, most recently in 2022.

All units of Migros have ISO 45001, and **Migros OHS Management system** covers all of the company's employees. Believing that OHS performance can always be improved, Migros will continue to cultivate OHS awareness and to fulfill its OHS responsibilities well above and beyond mandatory requirements.

Migros formulates its OHS Policy through a restorative-leadership approach of dealing with any workplace-associated OHS risks to which its employees, business partners, and customers may be exposed. As such, the policy sets out guidelines for creating and maintaining safe and healthy workplaces and is continuously reviewed and assessed to determine whether or not it is in compliance with mandatory requirements and internationally accepted standards. The Migros **Occupational Health and Safety Policy**  is publicly disclosed on the company's corporate website.

All Migros workplaces and operations undergo a process of OHS risk-assessment so as to ensure that hazards are detected and unsafe situations/behaviors are identified. Both the assessment process itself and the analysis and reporting of its findings are made more effective and comprehensive through improvements in technology and digitalization. Corrective measures are planned and taken to deal with any unacceptably high risks as well as with issues that could do with improvement. All OHS risks, practices, corrective/restorative actions and follow-ups are recorded and monitored through the company's "MSafe Occupational Health Safety" management system application.

A SAFE AND  
HEALTHY  
WORKING  
ENVIRONMENT



MİGROS INVESTED  
A TOTAL OF TL 26.7  
MILLION FOR OHS IN 2022

# Our Employees' Health and Safety

## Our Performance and Targets

Both the steady increase in new employee and workplace numbers and the associated growth in the company's operations make it necessary to constantly review and update Migros' OHS performance metrics and targets.

Reflecting the accelerating pace of its digital transformation, in 2022 the company added new modules to its **MSafe OHS management system application** and took measures to require company executives to play more active roles in OHS processes. Along with the changes in that system, an **OHS Performance Analysis System (PAS)** was also introduced in which each workplace is assigned an OHS PAS score. The goal of the OHS PAS system is to facilitate all OHS performance, documentation, training, accident reporting, auditing, and risk-detection & mitigation processes are properly, effectively, and sustainably managed and improved. As a result of expansion in the OHS team, 6,312 onsite inspections were conducted at 2,099 workplaces in 2022. Migros has set itself the goal of reducing its Work Accident Severity Rate (lost days)\* by 1% (base-year 2020) by end-2025 through proactive risk-assessment and mitigation approaches. In 2022 the company's accident severity rate (lost days) was down by 0.22% as compared with 2021 and by 0.43% as compared with 2020. Among Migros stores, lost work days due to work-accident were down by 48% as measured on a like-for-like basis.\*\* Across all Migros workplace premises in 2022 1,647 work-related accidents were reported and 2,387 workdays were lost. Among the company's subcontractors, these numbers were 1,808 and 3,621 respectively. No death attributable to a work-related accident occurred on company-owned premises in 2022.

\* Detailed information about work-related accidents, lost worktime/workdays, and units in which work-related accidents occurred is provided in the "Annexes" section of this report.  
\*\* Like-for-like changes in same store performance reflect improvement in lost workdays due to work-related accidents in 2022 as compared with the same store's performance in 2021.



During 2022, **185 Migros employee** (74 OHS specialists, 84 workplace doctor, 27 health workers) were employed in the provision of a **total of 177,277 hours of OHS services** to subcontractors and their employees. OHS services were also provided to a total of 16,985 Migros employee, 15,052 of whom worked in stores and the remainder in administrative units. 33% of all store employee and 38% of all Migros employee received the benefit of OHS services in 2022; OHS services were also provided to the employee of 6,558 subcontractors, which number corresponds to 70% of the firms with which the company has a subcontractor business relationship.

## OHS Training Programs & Inspections

Migros believes awareness and responsibility are two issues that are very important from the standpoint of the conduct of all of its operations. For this reason the company provides training resources that make its employees aware of their OHS responsibilities, teach them about the requirements of their job descriptions, and thus reduce unsafe behavior that might disrupt work or process continuity.

In-class Trainings		Online Trainings	
OHS		OHS	
Number of Employees	5,842	Number of Employees	34,256
Hour	32,672	Hour	85,055
Covid-19		Covid-19	
Number of Employees	1,132	Number of Employees	8,633
Hour	1,132	Hour	41,705

Through both the OHS practices which it develops and adheres to and the OHS employee training which it provides, Migros seeks to prevent lost workday due to work-related accidents. In line with this, newly-hired employee are given OHS training during their orientation and OHS

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## Our Employees' Health and Safety



refresher training at regular intervals while they remain on the company's payroll. Through its OHS specialists and workplace doctors, Migros also ensures the OHS training processes are audited and properly conducted. In 2022, 34,256 Migros employees were given online OHS training while 5,842 received such training in class. Every new employee is given a physical examination by a Migros-employed workplace doctor before starting work and thereafter undergoes such checkups at regular intervals and has access to company-provided medical examination resources for as long as they remain on the company's payroll. During 2022, **12,790 health checkups** were performed. Of the Migros employees who took sick leave for reasons associated with Covid-19 during 2022, 47% were female.

Migros' OHS trainers and specialists provide company employee with emergency action plan training, which is subsequently followed up with drills at regular intervals. Drill performance is reviewed to determine where improvements in behavior are needed and refresher training is regularly provided as required.

Within scope of **Emergency Preparedness & Response (EPR)** works to make them aware of what needs to be done in the event of natural disasters and other emergencies **10,800 drills conducted involving such scenarios as fire, earthquake, flood, and storm emergencies**. Employees at 74 location which including MiGET and breeding farm were given **Firefighting Training** by third party organization. Migros Head Office Rescue Team members were given search and rescue training by Disaster & Emergency Management Presidency (AFAD) specialists. To strengthen its employees' awareness of what to do in the event of an earthquake, they were given "Drop, Cover, Hold On" training by company OHS specialists.



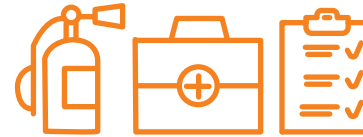
12,790  
HEALTH  
CHECKUPS

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## Our Employees' Health and Safety

The processes whereby Migros eliminates or minimizes OHS hazards and risks are summarized in the accompanying chart.



Eliminating Hazards and Reducing OHS Risks	Substitution	Engineering Control Processes	Administrative Control Processes (including training)	Personal Protective Equipment (PPE)
<ul style="list-style-type: none"> <li>• Eliminate/isolate hazards</li> <li>• Stop using hazardous chemicals</li> <li>• Design new workplaces to be more ergonomic</li> <li>• Remove non-essential machinery &amp; equipment</li> <li>• Near miss incident reporting forms on workplace OHS bulletin boards for employees to use to report hazards</li> </ul>	<ul style="list-style-type: none"> <li>• Preference of safe chemicals for employee health (Safety Data Sheet control processes)</li> </ul>	<ul style="list-style-type: none"> <li>• Environmental Monitoring &amp; measurement</li> <li>• Regularly-conducted inspections &amp; controls</li> <li>• MSafe OHS management system tickets opened after a periodic inspection</li> <li>• Work request forms</li> <li>• On-site inspection reports</li> <li>• Technical procurement OHS specifications</li> </ul>	<ul style="list-style-type: none"> <li>• OHS instructions &amp; documentation</li> <li>• Licensing &amp; certification processes</li> <li>• Determine OHS rules; monitor compliance</li> <li>• On-site inspections</li> <li>• Vocational trainings</li> <li>• 14-step hands-on induction training</li> <li>• Basic OHS training</li> <li>• Online OHS training</li> <li>• Post work-related accident/illness report trainings</li> <li>• Work-related machinery &amp; equipment training</li> <li>• Basic disaster-preparedness training</li> <li>• On-the-job talks</li> <li>• Situation-specific OHS training about current issues</li> </ul>	<ul style="list-style-type: none"> <li>• Assess PPE requirements in light of hazard/risk exposure</li> <li>• Standard-compatible PPE</li> <li>• Formulate PPE-use directives and communicate them to employees</li> <li>• Assign PPE to employees</li> <li>• Monitor PPE use</li> </ul>

## Our Employees' Health and Safety



### Our Employee Health Program

In keeping with its “**Better Job, Better Future**” approach, Migros attaches as much importance to its employees' physical and mental health and wellbeing as it does to their career and personal development. For this reason the company manages an Employee Health Program which covers all Migros employees in head office, branch directorates, and stores and which provides support across a wide range of issues from work-related accidents and illnesses to ergonomic workplace design and psychological counselling. Migros also measures and monitors its own performance in dealing with matters that affect employees' health & wellbeing so as to constantly improve it.

Based on its assessment of the healthy and nourishing meal options that Migros provides to employees and of the attention that the company gives to employee health and education such as sterile nursing rooms for mothers with infants, the **Workforce Nutrition Alliance** awarded Migros “**Gold**” level status.

During 2022, Migros employees availed themselves of **20 programs/events supporting their physical & mental health & wellbeing 61,960 times**.

A number of other resources which Migros provides to support its employees' physical & mental health and wellbeing are summarized below.

- Accessing private health insurance, health services and nutritionist opportunities are made it convenient and easy.
- 496 Migros availed themselves of Migros Employee Health Program medical checkups.

- 223 people attended a Breast Cancer awareness chat organized by Migros in partnership with Anadolu Medical Center. Listeners' attentions were drawn to the importance of early detection and diagnosis and to **self-examination screening** techniques. Breast Health Society Memeder breast-cancer awareness **Pink Ribbons** were handed out to all regional administrative unit employees.
- **1,376 Migros employees** availed themselves of the 24/7 **Psychological & Medical Consultancy Services** provided by the company.
- The calorie counts of all offerings provided in company premises equipped with their own meal halls are announced each day. Meal hall menus include **low-calorie and vegan** options.
- Motivational breakfast get-togethers are held once a month in all administrative units.

A variety of culture, art, and sport activities are organized by **Migros Family & Me Hobby Clubs** with the aims of enhancing employee motivation, reducing work-related stress, strengthening inter-employee communication, and fostering a sense of community. Such activities give participants a chance not only to socialize but also to pass the time when off work, meet and interact with personnel working in units other than their own, and practice their hobbies as well as acquire new ones.

Some of activities in this direction are as follows:

- **43 Migros Nature & Adventure club** members took part in two trips to the Taraklı Karagöl and Kartepe Karaoluk nature preserves.
- With contributions of Anadolu Efes, Migros provide a total of 2.050 people with the opportunity to watch 41 **basketball games**.
- On the occasion of Car Free Day as the part of **European Mobility Week** Migros fielded four and six-member teams that together racked up a total of 2,424 hours of racing time and earned the company **first place among eight corporate contenders**. This was the second time Migros teams competed in this event.
- Migros provides discounted tariffs specific to its employees to ensure that we can both easily access Migros applications and enjoy internet with ease of payment. **A total of 7,273 employees benefited from this, using 12,130 lines**.

A VARIETY OF CULTURE, ART, AND SPORT  
ACTIVITIES ARE ORGANIZED BY MİGROS FAMILY  
& ME HOBBY CLUBS.

