

KPI	Migros 2022 Performance
<b>Leadership</b>	
Percentage of women on company board	<p>Count total number of directors on most senior board: 12</p> <p>Count number of women on most senior board: 1</p> <p>Count number of women on most senior board, divide by total persons on most senior board: 8.33 %</p>
Gender balance in board leadership	<p>Migros Corporate Governance Committee has set a target (25%) for assignment of women members on the Board of Directors, and has made a recommendation in writing to the Board of Directors. The Board of Directors set the minimum ratio of women members as 25% and formulated a policy to achieve this goal. As a matter of principle, there are no barriers to women serving as members of the Board of Directors, at a number which will not be less than 25% of the number of all members. It has been reckoned that women members possessing academic and industrial experience who will contribute value to the Company can serve on the Board of Directors.</p> <p>Consequently, one woman member has been serving on the Company's Board of Directors composed of 12 members.</p>
Percentage of women executive officers	As of end-2022, we have 3 females out of 11 people representing the Chief Executive Officer, other C-Suites and the directors directly reporting to the CEO. (27%)
Chief diversity officer (CDO)	Our CHRO is responsible for gender diversity and equal opportunity practices. 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.

KPI	Migros 2022 Performance
<b>Talent Pipeline</b>	
Percentage of women in total management	In 2022 the ratio of female executives the company's increased by 2 points to 32%. Migros has committed itself to raising this to 35% by 2027. As a result of progress made towards having at least 1 female manager in every store, the percentage of such stores also increased by 2 points in 2022 and now stands at 50%. 1,321 company-owned stores now have at least 1 female manager. 318 stores are managed completely by female labor.
Percentage of women in senior management	As of end-2022, we have 3 females out of 11 people representing the Chief Executive Officer, other C-Suites and the directors directly reporting to the CEO. (27%)
Percentage of women in middle management	Ratios of Female Employees by Their Workforce within the Company (%) Table: Woman Middle/Other Level Management: 32%
Percentage of women in non-managerial positions	Woman Non-Managerial Position Ratio: 41.8%

Percentage of women in total workforce	40% of Migros employees are female.
Percentage of women total promotions	33% of Migros employee who were promoted to a higher position in 2022 were women.
Percentage of Women IT/Engineering	Ratios of Female Employees by Their Workforce within the Company Table IT/Engineering Positions: 32% / 40%
Percentage of new hires are women	Distribution of Employees Hired and Employees Left by Gender Table Female Employees Hired: 44 %
Percentage of women attrition	Distribution of Employees Hired and Employees Left by Gender Table Female Employees Left: 43%
Time-bound action plan with targets to increase the representation of women in leadership positions	<p>Migros gives importance to women's participation in management, seeks to increase the number of women with managerial responsibilities, and strives to achieve gender parity when recruiting for management positions. In 2022 the ratio of female executives the company's increased by 2 points to 32%. Migros has committed itself to raising this to 35% by 2027.</p> <p>As a result of progress made towards having at least 1 female manager in every store, the percentage of such stores also increased by 2 points in 2022 and now stands at 50%.</p> <p>Migros has been a signatory to the LEAD Network EU CEO Pledge since 2020 and its commitments under that pledge inform the company's gender-equality policy. In 2019, the ratio of female directors and higher executives was 18% at Migros and the company committed itself to increasing that to 23% by end-2023. In 2022 the percentage reached 20%. 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</p>
Time-bound action plan with targets to increase the representation of women in the company	<p>We manage all of our human resources processes, from recruitment and placement to compensation, in accordance with job profiles that we have defined in detail in our anti discrimination policy. We recruit and hire people solely on the basis of their competencies, without regard for culture, age, gender, ethnicity, or any disability that does not hinder job performance. Every employee is entitled to the same benefits and opportunities, regardless of their gender. All newly-hired entry-level personnel receive the same pay and benefits. We apply our human resources evaluation system within the framework of the principle of equal opportunity for everyone. We track and measure every employee's competencies, abilities, and performance according to exactly the same criteria. No instances of workplace discrimination were identified or reported in any of our operations in 2022. Detailed information about Migros' social gender equality policies and practices is provided in the "Gender &amp; Opportunity Equality" section of Migros 2022 Integrated Annual Report report.</p>

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Pay																								
Adjusted mean gender pay gap	<table><tr><th colspan="3">Female-Male Salary Average Indices</th></tr><tr><th></th><th>Job Key</th><th>Index</th></tr><tr><td rowspan="3">Ratio of average salary of female managers to average salary of male managers **</td><td>Manager</td><td>0.976</td></tr><tr><td>Deputy Manager</td><td>0.996</td></tr><tr><td>Store Manager</td><td>0.985</td></tr><tr><td rowspan="2">Ratio of average salary of non-executive female employees to average salary of non-executive male employees</td><td>Store employees (blue collar)</td><td>0.987</td></tr><tr><td>Specialist</td><td>1.003</td></tr><tr><td colspan="3">** Both base salaries and other premiums payments are included.</td></tr></table>			Female-Male Salary Average Indices				Job Key	Index	Ratio of average salary of female managers to average salary of male managers **	Manager	0.976	Deputy Manager	0.996	Store Manager	0.985	Ratio of average salary of non-executive female employees to average salary of non-executive male employees	Store employees (blue collar)	0.987	Specialist	1.003	** Both base salaries and other premiums payments are included.		
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Time-bound action plan to close its gender pay gap	<p>Indicates whether the company shares a publicly quantitative, time-bound action plan to close its gender pay gap.</p> <p>Migros adheres to a strictly gender-neutral remuneration policy that is equally applicable to all of its employees. No gender-based distinctions whatsoever with respect to the salaries or benefits provided to employees with similar levels of performance. Migros' remuneration policies and practices applicable to key positions and administrative employee are informed by the findings of Korn Ferry's remuneration market data. When determining remuneration policy, outsources professional advice and strives to achieve and maintain a salary &amp; compensation system that is fair and balanced for all concerned. Detailed information about Migros' remuneration system is provided in its Human Resources Policy and Remuneration Policy. For the benefit of its employees, the company also publishes Orange Book, a guide that provides everyone with transparent information about Migros' remuneration system. All Migros employees are offered with the fringe benefits under the company's collective labor agreement. Migros' store employee (blue-collar) are paid hourly wages and store administrative employees (white-collar) are paid monthly salaries. In addition, their fringe benefits and salary ranges are determined referring to the market data and standards based on job, family, and level basis. No such entitlements or benefits however are ever determined in any way that is not completely gender-neutral or otherwise nondiscriminatory. Migros' policies and standards allow no gender difference in any aspect. Salary assessments for all Migros employees were made in 2022 and increased on the basis of the determined criteria above.</p>																							
Inclusive culture																								
Number of weeks of fully paid primary parental leave offered	<p>Female employees on maternity leave remain within the promotion process so as to ensure that their career progression is not disrupted by the birth of a child. As required by laws and regulations, total maternity leave begins 8 weeks before the anticipated date of birth and ends 8 weeks after. Total maternity leave time is 16 weeks.</p> <p>The breastfeeding leave of 1.5 hours per day legally granted to working mothers is applied in Migros as 2 hours per day.</p>																							

Number of weeks of fully paid secondary parental leave offered	Fathers are also given 1 week of paternity leave beginning on the date of birth.																		
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Flexible working policy	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 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.																		

KPI	Definition
Inclusive culture (continued)	
Employee resource groups for women	<p>Because of the importance Migros gives to women's career development and its sense of responsibility for empowering women it work and social life, Migros conducts and supports programs which address issues that are of interest or concern to them and which encourage and empower their presence in both. One of these is Million Women Mentoring, a Migros-supported program whose aim is to provide mentoring resources to a million young women 25 years of age or less who are pursuing careers in STEM (Science, Technology, Engineering, or Mathematics) by bringing them together with sectoral leaders on a digital platform.</p> <p><b>LEAD Network</b></p> <p>The LEAD Network is a nonprofit organization whose mission is to attract, retain, and advance women in Europe's consumer goods and retail sector through education, leadership, and business development. Migros has been supporting the Turkish chapter of the LEAD Network since its inception and is currently a Silver Partner. In 2020 the company signed the LEAD Network EU CEO Pledge, committing itself to increasing the ratio of female directors and higher executives at the company by five points. The Chapter's Chair Aysun Zaman is Manager Director of Migros' Cosmetics Retail.</p> <p><b>Women on Board Mentoring Program</b></p> <p>Migros takes part in an inter-company mentorship program conducted by Women on Board Association Türkiye which aims to promote social development by increasing female representation on boards. To date, 3 female managers at the director level have benefited from this program as mentees. Migros also provides</p>



	<p>awareness-creation/enhancement and other training resources across its operations both to promote gender-equality concepts and to increase the number of women in positions with managerial responsibilities.</p> <p><b>Family Clubs</b></p> <p>Introduced in line with the company's commitment to gender &amp; opportunity equality, Migros' award-winning Family Club project gives people of all ages—whether they are Migros employees or not—many opportunities to discover what they are capable of doing. As the majority of their 255 thousand members are women, the clubs also encourage women to play bigger and more active roles outside the home in social spaces, to invest in their own personal futures, to acquire and develop marketable skills, and to be more effective role models for their children.</p> <p>23 thousand people—17 thousand of them women—who attended Migros-supported Family Clubs transformed their knowledge and skills into monetary earnings after graduation.</p> <p><b>Supporting Women Farmers and Entrepreneurs</b></p> <p>In keeping with its approach to gender &amp; opportunity equality, Migros conducts many projects intended to inspire and encourage women to be farmers and entrepreneurs; the company also collaborates with other organizations whose mission is to empower women in farming and business. Migros works with the Women Entrepreneurs Association of Türkiye (KAGİDER) in the conduct of KAGİDER's "Development and Acceleration of Woman Entrepreneur in Agriculture program" to provide program participants with what they need to know in order to be successful entrepreneurs. Products complying with Migros standards are offered to consumers in our stores all over Türkiye. During 2022, 15 of the 60 women taking part in this program were given Migros-provided mentoring support all year long. 193 women have benefited from this program during the last three years.</p> <p><b>Migros Women's Academy</b></p> <p>Migros undertakes many projects to support both the presence and the personal advancement of women in business life. Migros Women's Academy, which was launched in 2021, is intended to help women acquire new skills and play more diverse roles.</p> <p>Having previously set itself the goal of providing Family Club and Women's Academy vocational/ professional and personal development and training resources to one million people by end-2023, Migros had reached more than 2.8 million people through the two programs as of end-2022.</p>
Unconscious bias training	<p>In 2022, 9,419 Migros employees attend the social gender equality awareness training which the company makes available online to deter gender-based discriminatory behavior.</p> <p>In addition to social gender equality training, store and administrative-unit management employee are given training on how to conduct gender-neutral interviews. This training, which focuses on the principles of inclusiveness and equality with which those interviewing prospective new hires identified by HR teams should abide, likewise makes it clear that no questions of a discriminatory or sexist nature may be asked during job interviews; neither may they be used as criteria for dismissing a candidate. Company-supplied video-based training provides executives with clues about how to avoid gender-discriminating questions and dialogues. These videos have so far been viewed by 405 Migros employees.</p>

## Annual anti-sexual harassment training

Believing that violence of every sort is a violation of human rights, Migros has formulated and shared with its employees its Workplace Policy on Domestic Violence & Abuse , whose aims are to create domestic violence awareness among all employees, foster a workplace environment that has no tolerance whatsoever for violence in any form, and to make those who are the victims of such abuse aware of what they can do about it. An “Inequality-Based Violence Against Women” webinar that Migros organized on the occasion of November 25 International Day for the Elimination of Violence Against Women was attended by 110 employees. This was followed up by another webinar conducted in partnership with L’Oréal under the “Stand Up - Against street harassment” program. One session of this webinar in which psychologists took part was attended by 70 employees; another, which explored the issues of equality and justice from the standpoint of human rights, was attended by 238 employees.

Migros Workplace Policy on Domestic Violence & Abuse :

<https://www.migroskurumsal.com/en/about-us/our-policies#workplace-policy-on-domestic-violence-and-abuse>

We review our Human Resources, Human Rights & Equality of Opportunity, Migros Code of Ethics, Anti-bribery & Anti-corruption, and Responsible Sourcing policies annually and update them as needed. We share our policies, which were most recently updated in 2022, with our employees via email, with our suppliers and contractors through our MeCom B2B platform, and with the public on our corporate website. We provide transparency and detailed explanations of all of our corporate policies and Migros Code of Ethics through our comprehensive guidebook called the “Migros Orange Book”, which is specifically intended for our employees and which is accessible to all employees through the Migros corporate intranet. To ensure that everyone understands and embraces these policies, we provide online training resources that explain the specifics of these policies and their implications. All existing employees are required to complete this training; newly-hired personnel receive it during their first month of employment. All employees who complete this training must take a test to assess their knowledge of the material. Those who do not pass the test must repeat the course. As of 2022, 33,861 employees had completed Migros Corporate Policy training. We also provide the same training to 1,521 Migros suppliers who actively use our MeCom B2B platform.