



YILDIZ ★ HOLDING  
WOMEN'S  
PLATFORM  
SHINE TOGETHER



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# EXECUTIVE MESSAGES

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*With Yıldız Holding Women's Platform, we aim to empower all women in our value chain. In this regard, while we continue our support for women entrepreneurs and entrepreneur candidates, we will also continue our equal opportunity-based practices for our employees within Yıldız Holding without slowing down. "By maintaining this positive momentum in the coming period, we aim to reach a leading position in the area of equal opportunities with our company policies and projects and to set an example for different institutions at the international level.*

”

**ALİ ÜLKER**

YILDIZ HOLDING,  
CHAIR OF THE BOARD



Scan the QR code to watch the opening speech of our Chairman of the Board, Ali Ülker, at UN Women Expo 2023.

“

*Through the Yıldız Holding Women's Platform, we have launched many local and global initiatives to advance equal opportunity, support women's entrepreneurship, address the challenges faced by women in the workforce, and finally, empower women to actively participate in different sectors. Our goal is to further encourage women's participation in the economy and to ensure that they play an active role in the decision-making processes in our companies by taking positions at higher levels.*

”

**BEGÜM MUTUŞ**

YILDIZ HOLDING  
WOMEN'S PLATFORM AMBASSADOR,  
GENERAL MANAGER OF GLOBAL PUBLIC AFFAIRS



Scan the QR code to watch Yıldız Holding Women's Platform Ambassador Begüm Mutuş's speech at the Empowering Women Entrepreneurs on a Global Scale Panel at the United Nations General Assembly event.



## ABOUT THE REPORT

The Yıldız Holding Women's Platform 2023 Report contains the annual equal opportunity activities carried out by Yıldız Holding, pladis<sup>1</sup>, GODIVA, Şok Marketler Ticaret A.Ş. (Şok Marketler), Yıldız Ventures, Kerevitaş Gıda Sanayi ve Ticaret A.Ş. and Bizim Toptan Satış Mağazaları (Bizim Toptan) mainly between January 1, 2023 and December 31, 2023.



You can get more information about the relevant study by clicking on the links in the report or using QR codes.

## YILDIZ HOLDING WOMEN'S PLATFORM MANIFESTO



Scan the QR code for our "Yıldız Holding Equal Opportunity and Women's Empowerment Manifesto"

As Yıldız Holding, we launched the Yıldız Holding Women's Platform in 2021 with the mission of "We support equal opportunities for a better future" to empower women and ensure equal opportunities in the business world. We design our work under the platform to realize our commitments in four areas: "Discourse, Business Environment, Ecosystem and Value Chain", in line with our Yıldız Holding Equal Opportunity and Women's Empowerment Manifesto, which we created through a participatory process that also reflects the suggestions of our employees.



### DISCOURSE

We work to reflect our stance on equal opportunities in our discourse and communication language, and aim to build an egalitarian and inclusive corporate culture.



### BUSINESS ENVIRONMENT

We create a work environment where all men and women employees can work under fair and safe conditions in business life.



### ECOSYSTEM

We support women and girls, especially the entrepreneurial ecosystem, by going beyond our corporate boundaries.



### VALUE CHAIN

We work for the economic and social empowerment of women in a wide chain, from suppliers in the value chain to our customers.

<sup>1</sup> Türkiye (pladis Türkiye) and United Kingdom operations, which include the performance of Ülker Bisküvi Sanayi A.Ş. (Ülker Bisküvi), are reported together.

# YILDIZ HOLDING WOMEN'S PLATFORM ACTIVITIES

## 2020

- ▶ Preliminary work for Yildiz Holding Women's Platform has begun.

## 2022



- ▶ Yildiz Holding Women's Platform 2020 and 2021 Reports, which include the work carried out by Yildiz Holding and its companies on equal opportunities in 2019-2020 and 2020-2021, were shared.
- ▶ Yildiz Holding joined the multi-stakeholder Women Entrepreneurship Accelerator (WEA) initiative, established by the United Nations and managed by UN Women, which aims to create favorable ecosystems for women entrepreneurs around the world.
- ▶ The "Women Stars of the Year" award ceremony was held to reward good practices in the field of equal opportunities at Yildiz Holding.
- ▶ The "Shine Together" website and social network platform, which aims to raise awareness about women's empowerment, was established.

## 2021



### WOMEN'S EMPOWERMENT PRINCIPLES

Established by UN Women and the  
UN Global Compact Office



- ▶ Yildiz Holding Women's Platform was established.
- ▶ The first meeting of the Platform and a workshop attended by employees were held in March.
- ▶ Yildiz Holding Women's Platform Manifesto was prepared and shared with the opinions of employees.
- ▶ The Holding became a signatory of the United Nations Women's Empowerment Principles, which is a joint initiative of UN Women and the United Nations Global Compact.
- ▶ The Holding became the first signatory from Türkiye of the G20 Women's Empowerment Manifesto.
- ▶ In order to contribute to the construction of social equality in communication, the Communication Guide for Equal Opportunities was prepared and shared with employees.
- ▶ Equality Talks were initiated in order to be a role model and raise awareness about equal social opportunities.

## 2023



Scan the QR code to  
watch our Yildiz  
Holding Women's  
Platform movie.

- ▶ Yildiz Holding Women's Platform Manifesto has been updated to focus on the main axes of "Discourse, Business Environment, Ecosystem and Value Chain" by expanding the scope of the value created by the platform.
- ▶ Yildiz Holding Women's Platform 2022 Report was shared.
- ▶ It was shown as an example to the whole world at the UN Women special session on "Empowering Women Entrepreneurs on a Global Scale" at the United Nations Headquarters.
- ▶ As part of the Stevie® Awards for Women in Business, we were awarded the bronze medal in the "Achievement in Developing and Promoting Women" category.
- ▶ Within the scope of AIDEX 2023, The Global Humanitarian Aid Event, we are proud to have received the Development 2030 Corporate Social Responsibility Programme of the Year award.

# OUR ACHIEVEMENTS AND AWARDS

As Yıldız Holding Women's Platform, we won the **"Development 2030 Corporate Social Responsibility Program of the Year"** award within the scope of the AIDEX 2023 Global Humanitarian Aid Event and the bronze award in the **"Achievement in Development and Promotion of Women"** category at the 2023 Global Stevie® Awards for Women in Business.

With **"Women Stars of Agriculture"**, Kerevitaş was included in the "50 Most Innovative Companies" list prepared by Fast Company Türkiye, and the project won six global and local awards in total:



- ▶ Aided Development 2030 'Corporate Social Responsibility Program of the Year',
- ▶ Global Stevie Awards For Women In Business Corporate Social Responsibility Bronze award,
- ▶ Most Innovative Social Responsibility Project award from Gıda+ Awards,
- ▶ Smarties TR Sustainability Bronze award,
- ▶ Smarties TR Diversity and Inclusion Gold award
- ▶ Social Gender Equality award from Istanbul Marketing Awards.

Our employees have achieved important successes at Yıldız Holding and its companies with their success in business life and their efforts towards equal opportunities:



- ▶ Kerevitaş CMO Gülizar Öcal entered Fast Company Türkiye's "50 Most Successful CMO" list.
- ▶ Fezal Okur Eşkil, our Head of Strategy, Business Development and M&A, was elected as a Board Member of UN Global Compact Türkiye, Türkiye's most inclusive sustainability platform.
- ▶ Pladis R&D General Manager Jennifer Moss was included in The Grocer Magazine's list of the 10 most influential women in the manufacturing industry.
- ▶ Pladis Türkiye Human Resources Vice President Faruk Gözleveli was elected to the new term Board of Directors of LEAD Network Türkiye.

# OUR HIGHLIGHTED WORKS WITHIN THE SCOPE OF OUR MANIFESTO

## COUNT ME IN



The scope of the project, where cloth bags produced by housewives have been offered for sale in stores by Şok Marketler in order to support women entrepreneurs since 2019, has expanded further with the new cooperation with cooperatives in 2023. With the project, dozens of different categories of handmade products produced by women entrepreneurs and women's cooperatives throughout Türkiye, especially in the earthquake zone, are offered for sale in approximately 100 Şok stores, providing economic support to women entrepreneurs. In addition, by collaborating with women's cooperatives, it is aimed to provide equal opportunities to women in business life, to enable women to participate in production and to contribute to the country's economy.

Within the scope of the implementation in the coming periods, it is aimed to further increase the number of cooperatives and stores where the products are produced and the product variety, and to strengthen women economically by ensuring the continuity of sales.



# WOMEN STARS OF AGRICULTURE



YILDIZ ★ HOLDING

KEREVİTAŞ



10%

RATIO OF WOMEN FARMERS IN THE SUPERFRESH ECOSYSTEM



Scan the QR code for the first episode of the "SuperFresh Journey with Refika Birgül" campaign documentary series.

The 'Women Stars of Agriculture' project, which was launched in 2022 in cooperation with the Yıldız Holding Women's Platform and Kerevitaş with the support of the Ministry of Agriculture and Forestry, with the goals of making women's contributions and support in production more visible, ensuring the financial empowerment of women in the agricultural sector, and supporting contracted, local women farmers, continued its activities in 2023.

The goals of the project include guaranteeing the purchase of 5 thousand tons of fresh fruits and vegetables for women farmers for the SuperFresh brand by 2025, providing 1% advance support and creating an income of 35 million TL. In addition, Yıldız Holding Women's Platform provides incentives worth 500,000 TL to women farmers. The project not only provides income to women farmers, but also provides training on sustainable agricultural practices, increasing productivity and contributing to environmentally friendly agriculture.

By purchasing 6,330 tons of product and generating an income of 35 million TL in 2023, the project reached its 3-year goals within 1 year, and the rate of women farmers in the SuperFresh ecosystem was increased from 3% to 10%, resulting in an increase of 242%. In 2023, priority was given to women affected by the earthquake, and 1.6 million TL worth of purchases were made from the earthquake zone.

The Women Stars of Agriculture project aimed to convey the project aims and objectives to large audiences through various communication channels throughout the year in order to emphasize the importance of supporting women in the agricultural sector. The relevant episode of the "SuperFresh Journey with Refika Birgül" campaign documentary series, in which information about the support provided to women farmers and the contracted agriculture model was shared and an interview with a woman farmer in the project was included, became one of the 10 most watched commercials on YouTube.

The Women Stars of Agriculture project, which started 1.5 years ago, has been deemed worthy of 6 different awards from Türkiye and abroad with its successful results.



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## EQUAL SALARY CERTIFICATION



### YILDIZ ★ HOLDING



Determined to eliminate gender inequality in the workforce in all its aspects, Yıldız Holding has started the Equal-Salary Certification process in cooperation with a Switzerland-based non-profit foundation and PwC. In this process, PwC conducted a salary analysis based on end-2023 data and examined whether there was any unequal salary policy between men and women employees through statistical analysis.

The analysis included various dynamic factors such as job title, gender, salary, fringe benefits, perks, bonuses, additional payments, promotion, rotation, job changes, grade changes and OKR evaluations; all data were anonymized, excluding employee names. Holding other factors constant, the statistical findings revealed that women's average salary was 3.2% lower than men's. This result demonstrated that there was no statistically significant gender salary gap, thus completing phase 1 of the certification process.



In the later phase of the certification process, an in-depth audit process regarding employee perceptions and corporate operations will take place. In this context, investigations on special cases will be held with the Human Resources department, working sessions with leaders in the organization to gain insight into corporate functioning, and focus groups with employees.

Equal salary Certification represents the gold standard for equal salary and equal opportunities between men and women and is comparable to an ISO (International Organization for Standardization) standard for wages. This process proves the company's sensitivity to responsibility and demonstrates transparency regarding equal salary and equal treatment. It also publicly positions the organization as a pioneer in Diversity, Equity and Inclusion (DEI), contributing positively to Environmental, Social and Corporate Governance (ESG) efforts.



## BEYOND HAZELNUTS



### ÜLKER

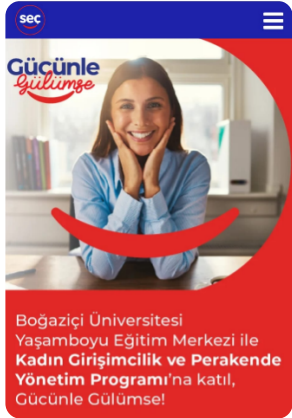
With the "Beyond Hazelnuts" project, Ülker aims to support sustainable and good agricultural practices in hazelnut cultivation, make the supply chain more resilient to climate change, and especially support the local economy and women hazelnut farmers. In this regard, within the scope of the project, Ülker organized a good agricultural practices training program for 50 farmers in 2023. The same program was continued with 25 women farmers in the Giresun region in October. Ülker provided training and support to women farmers participating in the program on subjects such as sustainable agricultural techniques, pest control and soil analysis, a total of 850 new hazelnut saplings were provided, and a communication network was established so that farmers could be informed about important dates regarding hazelnut practices.

**25** NUMBER OF WOMEN FARMERS PARTICIPATING IN THE PROGRAM





## SMILE WITH YOUR STRENGTH



With the equal opportunity project for women entrepreneurs, Seç Market implemented the "Smile with Your Power" program in 2023 in cooperation with Boğaziçi University Lifelong Training Center (BÜYEM) in order to keep women entrepreneurs strong in the ecosystem and to expand the existence of women. Of the 104 applicants, 50 were selected to participate in the program. 44 women entrepreneurs participated in the online training, which lasted a total of 24 hours and consisted of 3 modules (Entrepreneurship, Retail and Financial Management), and 19 women participants who completed the training were given certificates of success. Participants who received training had the opportunity to learn the important dynamics of the retail industry and entrepreneurship.

The program will continue in 2024 with the continuous support of Yıldız Holding Women's Platform. The company's goal is to continue supporting women in the retail industry and increase the number of stores owned and operated by women. This goal, carried out in close cooperation with Yıldız Holding Women's Platform, is an important sustainability initiative within the scope of Seç Market's long-term strategy.



## BEYOND COCOA



### ÜLKER

Ülker is developing projects for sustainable raw material supply in cocoa as well as in wheat and hazelnuts. It continues to develop transparent and traceable procurement processes to reduce the negative environmental and social impacts of cocoa supply in the value chain. Within the scope of the Beyond Cocoa project, cocoa farmers are given training on agroforestry and good agricultural practices. In line with the goal of protecting forests, which is among the main focus areas of the project, Earthworm Foundation carried out verification and traceability study with all cooperatives from which it purchased, ensuring that there was no deforestation. In cooperation with the Foundation, cooperatives in Africa have been inspected in the field for traceable cocoa supply since 2018.

As part of the social responsibility aspect of the project, Ülker first carried out school renovations in Ivory Coast. In the second stage, mobile health services were provided to women farmers and their children at the COODIG Cooperative in the Guiberoua region, where cocoa was purchased. Health screenings, pre- and post-pregnancy counseling for approximately 500 women, family planning, pre-cancer cell screening, tests on chronic diseases and awareness-raising activities were carried out. Hygiene kits were distributed to 300 young girls of middle school and high school age.

We aim to make permanent the positive effects we have achieved in Africa in the long term with practices such as empowerment of youth and women, agroforestry activities, climate-friendly production and traceability in the supply chain.

NUMBER OF  
WOMEN GIVEN  
COUNSELING  
BEFORE AND  
AFTER  
PREGNANCY

# 500

NUMBER OF  
HYGIENE KITS  
DISTRIBUTED TO  
YOUNG GIRLS

# 300



## LEADERSHIP DEVELOPMENT PROGRAMME



pladis

pladis launched the pladis Leadership Development Program in 2023 in cooperation with London Business School to provide future leaders with the necessary skills and create the networks they need.

In order to support talented, qualified women employees with high leadership potential to rise to senior positions where women are less represented, pladis encouraged skills suitable for leadership positions by creating only women as participants in the first year of the program. During the program, participants acquired skills to overcome the challenges they face in leadership through innovative learning methods used by experienced trainers in London. Women who participated in the program improved their self-awareness and self-confidence and gained lifelong relationship networks.



Scan the QR code to watch the short film video of the program.



## INVESTMENT SUPPORT FOR WOMEN ENTREPRENEURS



YILDIZ  
★  
VENTURES

Yıldız Ventures contributes to the empowerment of women in the Turkish and international entrepreneurship ecosystem by making direct investments in women-led and women-owned businesses or indirect investments through early-stage technology-focused venture capital funds.

Yıldız Ventures, which launched its own Venture Capital Investment Fund, which provides investments to startups in the incubation period, in 2023, continues to provide capital and establish collaborations to startups and funds in regional and international markets.

**500  
THOUSAND  
DOLLARS** INVESTMENT  
MADE IN A  
WOMEN-  
PARTNERED  
INITIATIVE IN  
TÜRKİYE

In 2022, Gözde Tech Ventures invested 500.000 dollars in a women-partnered startup in Türkiye, operating as a SaaS platform specializing in Human Resources management for SMEs and businesses. Additionally, Yıldız Ventures' shareholders supported a US-based women-led startup with a \$50,000 investment, which is a code-free Web3 platform that enables brands to create their own loyalty programs with a common infrastructure. Ahead of 2023, Yıldız Ventures has completed two accelerator programs that include 3 women-led seed stage startups with a total investment size of 150 thousand dollars.

Yıldız Ventures continues to make significant contributions through Venture Capital Funds by providing financial support of more than 500.000 dollars to more than 85 women entrepreneurs around the world since its establishment.



## TFF ÜLKER STAR GIRLS OF THE FUTURE



A MİLLİ KADIN FUTBOL TAKIMI ANA SPONSORU

Ülker supports women's football by becoming the main sponsor of the Women's National Teams within the scope of the agreement signed with the Turkish Football Federation (TFF).

In addition to the main sponsorship of the Women's National Teams, Ülker, together with TFF, implemented the "TFF Ülker Star Girls of the Future Project" to provide equal opportunities to girls, discover their talents, support their dreams and develop the football player pool of the U15 Girls National Team. Within the scope of the project, women football candidates uploaded their videos containing various technical moves to the 'ulkeryildizkizlar.tff.org' website, and 33 candidates selected by the National Team coaches attended the U15 Preparation Camp between 25-30 January. The project, which was carried out for the first time this year, is aimed to be continued in the coming years.



## DIVERSITY IN THE BUSINESS ENVIRONMENT IN NUMBERS

### HIGHLIGHTING PERFORMANCE INDICATORS IN 2023

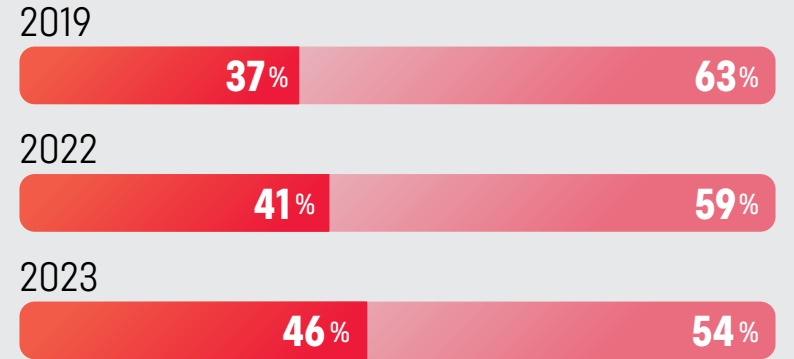
**46%** RATIO OF WOMEN EMPLOYEES AT YILDIZ HOLDING

Of the 70,807 people working in Yıldız Holding companies<sup>2</sup> as of 2023, 46% are women and 54% are men. Compared to 2019, it is seen that the rate of women employees increased from 37% to 46%. The companies with a high proportion of women among employees in 2023 are **GODIVA with 62%** and **Şok Marketler with 54%**.

### CHART 1

Distribution of employees in companies by gender based on selected years

■ Women ■ Men



<sup>2</sup> 2023 data includes Bizim Toptan, GODIVA, Kerevitaş, pladis, Şok Marketler and Yıldız Holding. Türkiye (pladis Türkiye) and United Kingdom operations, which include the performance of Ülker Bisküvi Sanayi A.Ş (Ülker Bisküvi), which were reported separately in previous years, were reported together under a single roof this year by pladis globally. Yıldız Ventures, which was included in the consolidated data for the years 2021-2022, is not included in the 2023 data.

## CHART 2

Distribution of white collar employees in companies by gender based on selected years

■ Women ■ Men

2019



2022



2023



The share of white-collar women employees in total employees increased from 30% in 2019 to 35% in 2023. The company that stands out with its women ratio among white-collar employees is GODIVA with 65%. When we look at blue-collar employees, there is a higher increase in the proportion of women employees; While the share of women in total employees was 36% in 2019, this rate increased to 47% in 2023. Companies that stand out with the proportion of women among blue-collar employees are GODIVA with 50% and Şok Marketler with 55%.

Distribution of blue collar employees in companies by gender based on selected years

■ Women ■ Men

2019



2022



2023



## 49% RATIO OF WOMEN EMPLOYEES AT STARTING LEVEL AT YILDIZ HOLDING

When employees at Yıldız Holding companies are categorized according to Entry/Starting, First Level and Senior Manager levels, it is observed that the share of women in Entry/Starting level employees increased from 43% in 2019 to 49% in 2023, bringing the ratio of women and men employees closer to each other. The companies that stand out with the ratio of women working at entry level are GODIVA with 65% and Şok Marketler with 54%.

## CHART 3

Distribution of Entry/First level employees by gender in companies based on selected years<sup>3</sup>

■ Women ■ Men

2019



2022



2023



## 54% RATIO OF WOMEN EMPLOYEES IN GODIVA MANAGEMENT POSITIONS

The rate of women in managerial positions (first level and senior managers) in Yıldız Holding companies is 28%. When looked at on a yearly basis, it can be seen that there are no significant changes in the proportion of women at managerial level. However, when compared to Türkiye in general, Yıldız Holding's performance in this field stands out as women constitute 22% of management positions and 11% of senior management positions<sup>4</sup>. Yıldız Holding companies that stand out with their proportion of women in managerial positions are GODIVA with 54% and pladis with 32%.

<sup>3</sup> Data regarding entry/beginning level employees is included in pladis only for the year 2023.

<sup>4</sup> UN Türkiye. (2023). Where we are: Türkiye. UN Women – Europe and Central Asia.

## CHART 4

Distribution of employees at managerial (first level and senior) level in companies based on gender, based on selected years<sup>5</sup>

■ Women ■ Men

2019

14%

86%

2023

23%

77%

50%

RATIO OF WOMEN EMPLOYEES ON THE BOARD OF DIRECTORS AT ŞOK MARKETLER

The rate of women on the Boards of Directors of Yıldız Holding companies was 14% in 2019 and 23% in 2023<sup>6</sup>. Throughout Türkiye, 18% of the Board of Directors memberships are women<sup>7</sup>. Companies that stand out with the proportion of women on their Boards of Directors are **Şok Marketler with 50%** and **Pladis with 31%**.



<sup>5</sup>Pladis data for first-level manager positions are only included in 2023.

<sup>6</sup>While GODIVA and pladis Türkiye are not included in the 2019 Board of Directors data, GODIVA is not included in the 2023 data.

<sup>7</sup>UN Türkiye. (2023). Where we are: Türkiye. UN Women – Europe and Central Asia.

53% of the newly recruited employees at all levels in Yıldız Holding companies in 2023 are women, while 47% are men. The proportion of women among all newly hired employees increased from 46% in 2019 to 53% in 2023. **GODIVA, with 62%**, and **Şok Marketler, with 55%**, were the companies that stood out in 2023, with the ratio of newly recruited women employees.

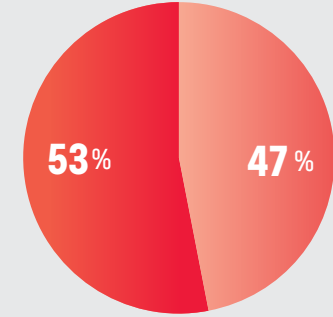
## CHART 5

Distribution of new hires in companies (at all levels) by gender (2023)

■ Women ■ Men

53%

RATIO OF NEWLY HIRED WOMEN EMPLOYEES AT YILDIZ HOLDING



Of the employees promoted in 2023, 57% are women and 43% are men. It is observed that the share of women among promoted employees has increased significantly compared to 27% in 2022. The company that stands out with the proportion of women among those promoted in 2023 is **Şok Marketler, with 60%**.

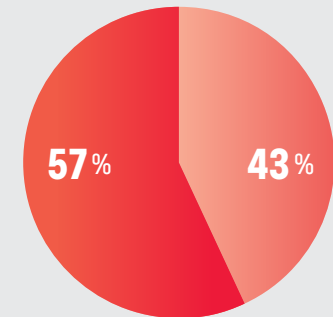
## CHART 6

Distribution of promoted employees in companies by gender<sup>8</sup>

■ Women ■ Men

57%

RATIO OF PROMOTED WOMEN EMPLOYEES AT YILDIZ HOLDING



<sup>8</sup>Data on promoted employees excludes GODIVA for 2023 and pladis for 2022.



**YILDIZ ★ HOLDING  
WOMEN'S  
PLATFORM  
SHINE TOGETHER**

As Yıldız Holding Women's Platform, we report and share our efforts towards equal opportunities and diversity performance at Yıldız Holding and its companies every year, this being the fourth time this year. This year, we carried out studies under the headings of discourse, business environment, ecosystem and value chain within the scope of our Yıldız Holding Women's Platform Manifesto and monitored our performance.

Under the title of discourse, we acted as spokespersons by taking part in various events in 2023 to raise awareness about gender equality, as we do every year. We shared our experiences and work by participating in more than 20 conferences, panels and workshops aimed at women's empowerment and equal participation in the economy and business life.

Our work on equal representation of our women employees in the workplace continued this year. In this context, we have continued to implement various activities to support our women employees in the work environment since the recruitment process. We carried out studies to increase representation by specifically monitoring indicators regarding women's participation in positions where they have been historically

underrepresented. When we look at this year's performance indicators; In Yıldız Holding companies, especially when compared to 2019, we see significant increases in the proportion of women among total employees, white-collar and blue-collar employees, entry/beginning level employees, newly hired and promoted employees.

We aim to create a broader social impact by supporting women to have equal opportunities in working life, both in our value chain and in our ecosystem, not only with the practices we implement in our own working environment, but also in the sectors we operate and with our work for our partners with whom we cooperate. In this context, in 2023, we have implemented various practices to strengthen their participation in economic life, by focusing on work that will support women entrepreneurs and women producers in our supply chains.

Next year, we will continue our efforts to create an equitable and inclusive working environment in all Holding companies, to increase the participation of women in positions where they are less represented, and to develop this approach in our entire value chain and ecosystem.





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