



YILDIZ ★ HOLDING
WOMEN'S
PLATFORM
SHINE TOGETHER



2023 REPORT

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EXECUTIVE MESSAGES

As Yıldız Holding Women's Platform, how do you evaluate the global contributions of your research to date?

Ali Ülker: We have around 80 thousand employees within Yıldız Holding who have passports of 98 different countries. For this reason, we attach importance to the global impact of the research we carry out under the umbrella of the Yıldız Holding Women's Platform, which we have implemented based on our dream of creating a culture where all our colleagues can feel they belong, and we produce special researches for the needs of each region in which we operate. For this reason, we especially prioritize establishing global collaborations.

Our collaborations have continued to grow stronger over the past year, and our joint work with UN Women (UN Gender Equality and Women's Empowerment Unit) was recently cited as an example to the whole world at the special session of the United Nations General Assembly. As a Turkish company operating successfully around the world, showing the steps we have taken to support women entrepreneurs as an example in this important event was a valuable and proud development that confirms the value our research creates on a global scale.

As a result of our research, this year we were also deemed worthy of the "Corporate Social Responsibility Program of the Year" award within the scope of the AIDEX 2023 Global

Humanitarian Aid Event and were entitled to receive the bronze award within the scope of the 2023 Stevie® Awards for Women in Business. We believe that these meaningful awards are a reflection of our commitment to leading the empowerment and participation of women in economic life globally.

What were the prominent activities of Yıldız Holding Women's Platform in 2023? What were the developments that stood out for you on the issues you committed to?

Begüm Mutuş: Throughout the year, we continued many projects to advance equal opportunities, support women's entrepreneurship and women's empowerment in our value chain, as well as launching many new, local and global projects. We continue to support contracted women farmers with our "Women Stars of Agriculture" project with Kerevitaş which started last year. The project aims to purchase 5,000 tons from women farmers and create TL 35 million in value by 2025, and we are happy to have already reached and even exceeded our targets. With the "Beyond Cocoa" project carried out by Ülker, we are working to empower women in cocoa farming communities by providing women farmers with various skills. Şok Marketler's "Şok'ta Ben'de Varım" project expanded in 2023 with new collaborations with women's cooperatives in different regions of Türkiye. We prioritized purchasing from women producers, entrepreneurs and cooperatives in the earthquake regions in our "Şok'ta Ben de

ALİ ÜLKER

YILDIZ HOLDING,
CHAIR



EXECUTIVE MESSAGES

Varım" and "Women Stars of Agriculture" projects. We also provided trainings on entrepreneurship and the retail sector to prospective women entrepreneurs through the "Smile With Your Strength" program, which we launched this year with SEÇ Market Chain in cooperation with Boğaziçi University Lifelong Education Center (BÜYEM). As a result of these efforts, the number of women entrepreneurs among SEÇ Market business partners has reached 10%.

As Yıldız Holding Women's Platform, our top priority is to create a positive transformation in the lives of women in our entire ecosystem and to ensure that equal opportunity is established in every area. We continue our research to increase the competencies of our employees, as well as the women in our value chain, and to increase women leadership in senior management. This year, we focused on training in line with our goal of increasing the number of women employees in leadership positions, which we have identified as an area of development for ourselves. With the "First Step Executive Leadership Program", we aimed to develop the leadership competencies of employees who will take on management positions for the first time. For our women employees who are advanced in their careers, we have developed a training in which innovative leadership competencies are taught and practiced through peer researches, in partnership with the "pladis Leadership Development Programme" and London Business School.

As one of the leading companies in this area in Türkiye, what kind of experiences have you had in supporting women's empowerment that other companies can benefit from?

Begüm Mutuş: The researches we have done to date include diversity in the workplace; It has concretely shown us that innovation is the key to growth and lasting success. It is of great importance for the future of the business world that companies determine their current situation and create policies that support equal opportunities at all levels of the organization, encourage equal remuneration and women's career advancement. The prerequisite for providing an inclusive work culture is to establish participatory processes by including employees in the process. We believe that creating the Yıldız Holding Women's Platform Manifesto through a participatory process with the opinions of our employees is very effective on the successes we have achieved today.

We believe that increasing the representation of women in our value chains and supporting women's entrepreneurship are among the responsibilities of the business world so that work on the business environment can trigger a transformation in society. The researches we have carried out in this area as Yıldız Holding have shown that creating a gender-based approach in our purchasing strategy does not compromise on quality, efficiency and cost savings, on the

BEGÜM MUTUŞ

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



EXECUTIVE MESSAGES

contrary, this approach makes significant contributions to companies to increase their options and market diversity and to have a positive impact on the country's economy.

Inspired by all these learnings, we believe that we can build a more inclusive and equal future by involving different companies in this journey.

When you think about the work done by Yıldız Holding Women's Platform so far, what can you say about its future goals and vision?

Ali Ülker: We have undertaken very important initiatives so far with our research in the area of equal opportunity and inclusion, which we carry out under the leadership of Yıldız Holding Women's Platform. We know that establishing equal opportunity in every sense is a long journey. In this regard, we continue our research with great determination to ensure that all women in our value chain are empowered and have equal opportunities. From now on, 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 institutions from different sectors at the international level.



ABOUT THE REPORT

The Women's Platform 2022 Report was published by Yıldız Holding, pladis, GODIVA, Şok Marketler Ticaret A.Ş. (Şok Marketler), Kerevitaş Gıda ve Kimya Sanayi ve Ticaret A.Ş. (Kerevitaş) and Bizim Tiptan Satış Mağazaları (Bizim Tiptan), mainly includes the annual work on equal opportunities carried out between January 1, 2023 and December 31, 2023. The report also includes programs that started in the past years and continue to have an impact, and the performance change over the years is also presented with comparisons where relevant.

The information in the report includes the consolidated performance of Yıldız Holding and its subsidiaries, unless otherwise stated. In the report, numerical performance data, in which the diversity indicators of the companies are analyzed, were provided by the relevant Human Resources departments, and the performances of the companies that stand out with rates above the average in diversity indicators are also indicated.

The report also mentions the Sustainable Development Goals and Women's Empowerment Principles (WEPs), to which practices contribute. Women's Empowerment Principles contributed by the programs and projects implemented throughout the year under the guidance of Yıldız Holding Women's Platform Equal Opportunity and Women's Empowerment Manifesto are indicated in the report using the icons of the relevant principles. For more detailed information, you can visit the official websites of the [Women's Empowerment Principles](#) and [Sustainable Development Goals](#).

¹ Türkiye (pladis Türkiye) and United Kingdom operations, which include Ülker Bisküvi Sanayi A.Ş. (Ülker Bisküvi) performance, are reported together.

You can get more information about the relevant research by clicking on the links in the report.



SHORTLY YILDIZ HOLDING

In our journey, which started in a biscuit factory in Istanbul in 1944, today we continue to offer food and snack products to 4 billion people in 5 continents around the world with more than 300 brands.

We produce in 12 countries with a total of 46 factories, 25 of which are in Türkiye and 21 abroad; With the contributions of our around 80 thousand employees, we produce a wide range of products, from biscuits to chocolate, from frozen food to packaging, under many brands, including GODIVA, McVities, Flipz, Jaffa Cakes, Ülker and Superfresh. Although our main focus is on food production, we also continue our research in retail, technology and investment partnership areas.

We always aim to improve in economic contribution, employment, exports, social solidarity and sustainability. We prioritize social contribution with the principle of "Make Happy, Be Happy" and have been working with the mission of distributing happiness to the world for 80 years with our products, services and our mission of being a positive impact-oriented company.



46

FACTORIES



300+

BRANDS



12

COUNTRIES



80.000

EMPLOYEES



HOW DOES YILDIZ HOLDING APPROACH WOMEN'S EMPOWERMENT?

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 research 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.



Our Yıldız Holding Equal Opportunity and Women's Empowerment Manifesto



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



ECOSYSTEM

We go beyond our institutional boundaries and support women and girls, especially the entrepreneurial ecosystem.



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.

YILDIZ HOLDING WOMEN'S PLATFORM

In 2021, as Yıldız Holding, we take the United Nations Women's Empowerment Principles (WEPs), of which we are a signatory, as our guide and carry out work in line with the Principles. Additionally, we support the United Nations Sustainable Development Goals with the activities we carry out under the umbrella of Yıldız Holding Women's Platform; We contribute to the goals of Gender Equality, Decent Work and Economic Growth and Reducing Inequalities.

As Yıldız Holding Women's Platform, we are proud of the progress we have achieved as a result of our research to ensure equal opportunity during this period when we completed the third reporting process that we started in 2021. However, we are aware that there are many more steps that need to be taken to fully ensure equal opportunity on a global scale. **The Global Gender Gap Report**, published every year by the World Economic Forum (WEF), states that we need 99 years to achieve gender equality in 2021 our first reporting period,² while in the **2023 report**, this period has increased to 131 years.³

When gender inequality indicators in various areas such as economic participation, education, health and political participation are examined, it is seen that 68.4% equality can be achieved all over the world.³ This rate may vary when evaluated within different categories such as health and

survival, education level, economic participation and opportunities, and political empowerment.

When looked at specifically for Türkiye, Türkiye ranks 129th among 146 countries in the general world ranking in ensuring gender equality, and 133rd in the subheading of Participation in Economic Life and Opportunities.³

These data show that women's participation in employment and access to economic resources still face major obstacles. It is of great importance to support women to increase their representation in leadership positions, especially in business life. Only 32% of senior leadership positions **globally** are convened by women.⁴ **In Türkiye**, women make up 22% of management positions, 11% of senior management positions and 18% of board memberships;⁵ These findings show that all companies have important responsibilities to ensure that women have equal rights in the workplace.

In this regard, since the first year the Yıldız Holding Women's Platform was established, we have been implementing a wide range of researches with the principle of equality in all our human resources practices to ensure equal opportunities in employment, and we focus on designing leadership and mentoring programs to increase the representation of women employees, especially at the leadership level.

In the area of entrepreneurship on a **global scale**, there is 1 woman entrepreneur for every 3 men.⁶ **In Türkiye**, women make up approximately 19% of entrepreneurs.⁷ The rate of companies owned by women in Türkiye remains below 4%.³ This situation emphasizes the need for researches to increase women's participation in economic life. When we look at the value chain, although the rate of women working in the agricultural sector in Türkiye is 42%, 74% of these women work in the areas belonging to their families without being paid.

As a company operating in the agriculture and food sector, we have updated our Manifesto accordingly by increasing our support to the value chain and women entrepreneurs as of 2022. We aim to support both the country's economy and local development with our research in this area.

As Yıldız Holding Women's Platform, we will continue to expand the benefits we create by diversifying our research under each heading in our Manifesto.⁸



² Crotti, R., Ratcheva, V., Zahidi, S., & [et al]. (2021). Global gender gap report 2021: Insight report.

³ Pal, K. K., Li, R., Piaget, K., & [et al]. (2023). Global gender gap report 2023: Insight report.

⁴ Laker, B. (2024). LinkedIn Data Shows That Women's Leadership Hires Drop To 32%. Forbes.

⁵ UN Türkiye. (2023). Where we are: Türkiye. UN Women – Europe and Central Asia.

⁶ GEM (Global Entrepreneurship Monitor) (2023). Global Entrepreneurship Monitor 2022/23 Women's Entrepreneurship Report

⁷ The Ministry of Labor and Social Security (2021).

⁸ TMMOB Ziraat Mühendisleri Odası (2022).

WOMEN'S EMPOWERMENT PRINCIPLES (WEPS)



PRINCIPLE 1

HIGH-LEVEL CORPORATE LEADERSHIP



PRINCIPLE 2

TREAT ALL WOMEN AND MEN FAIRLY AT WORK
WITHOUT DISCRIMINATION



PRINCIPLE 3

EMPLOYEE HEALTH, WELL-BEING AND SAFETY



PRINCIPLE 4

EDUCATION AND TRAINING FOR GENDER EQUALITY



PRINCIPLE 5

ENTERPRISE DEVELOPMENT, SUPPLY CHAIN
AND MARKETING PRACTICES



PRINCIPLE 6

COMMUNITY INITIATIVES AND ADVOCACY



PRINCIPLE 7

MEASUREMENT AND REPORTING

YILDIZ HOLDING WOMEN'S PLATFORM



**WOMEN'S
EMPOWERMENT
PRINCIPLES**
Established by UN Women and the
UN Global Compact Office



Our Yıldız Holding
Women's Platform film

2020

- ▶ Preliminary work has started for Yıldız Holding Women's Platform.

2021

- ▶ Yıldız Holding Women's Platform was established.
- ▶ In March, the first meeting of the Platform and a workshop attended by the employees were convened.
- ▶ Yıldız Holding Women's Platform Manifesto was prepared and shared with the opinions of the employees.
- ▶ Yıldız Holding Women's Platform Executive Board was established and convened 10 times during the year.
- ▶ The Holding became a signatory to the United Nations Women's Empowerment Principles, a joint venture of UN Women and the United Nations Global Compact.
- ▶ The Holding became the first Turkish signatory of the G20 Women's Empowerment Manifesto.
- ▶ A Communication Guide for Equal Opportunities was prepared and shared with employees in order to contribute to the construction of social equality in communication.
- ▶ Equality Talks were launched to provide a role model and to raise awareness about gender equality.

2022

- ▶ Yıldız Holding Women's Platform Executive Board convened 4 times during the year, once every quarter.
- ▶ Yıldız Holding Women's Platform 2020 and 2021 Reports, which include the work of Yıldız Holding and its companies on equal opportunities in 2019-2020 and 2020-2021, were shared.
- ▶ Yıldız Holding became involved in the multi-stakeholder "Women's Entrepreneurship Accelerator" (WEA) initiative, established by the United Nations and managed by UN Women, aiming to create favorable ecosystems for women entrepreneurs around the world.
- ▶ "Women Stars of the Year" award ceremony was convened in order to reward good practices in the area of equal opportunity at Yıldız Holding.
- ▶ The website and social networking platform "Shine Together" was established, aiming to raise awareness about the empowerment of women.

2023

- ▶ Yıldız Holding Women's Platform Executive Board convened 4 times during the year, once every quarter.
- ▶ Yıldız Holding Women's Platform Manifesto was updated to focus on the main axes of "Discourse, Business Environment, Ecosystem and Value Chain", with the expansion of the scope of the value created by the platform.
- ▶ Yıldız Holding Women's Platform 2022 Report, which includes the efforts of Yıldız Holding companies towards equal opportunities throughout 2022, was shared.
- ▶ We were deemed worthy of the bronze award in the "Achievement in Developing and Promoting Women" category within the scope of the Stevie® Awards for Women in Business.
- ▶ We won the Development 2030 Corporate Social Responsibility Program of the Year Award within the scope of AIDEX 2023 The Global Humanitarian Aid Event.
- ▶ Our efforts was appreciated at the "Empowerment of Women in the Digital Age through Entrepreneurship and Business Partnerships" panel hosted by CSW (The Commission on the Status of Women) under the umbrella of the United Nations Economic and Social Council.
- ▶ Our Yıldız Holding Women's Platform film was published on social media channels.
- ▶ Yıldız Holding Women's Platform was cited as an example to the whole world at the "UN Women Empowerment of Women Entrepreneurs on a Global Scale" special session at the United Nations Headquarters.



Salman Amin

pladis CEO



Ensuring we have an inclusive and diverse workforce is an essential part in delivering growth at pladis. Achieving gender parity requires each of us to challenge our own thinking and attitudes and the biases we may hold. This is why I, in partnership with the pladis leadership team, support the program and interventions being used to create gender parity across pladis; From those individuals in leadership roles who champion gender parity, our global and locally established Employee Resource Groups to our inclusive leadership development programme for women which is in partnership with London Business School, which I personally sponsor.

The appointment of the external Inclusion, Diversity and Equity Advisory Board was a pivotal moment for us and it remains instrumental in ensuring we're challenging

ourselves, holding each other to account, bringing in outside thinking and asking ourselves the difficult questions. We have made great progress and I am proud of how our colleagues have embraced the journey so far, but there is more to do. Not just in gender parity but across all areas of IDE. It's a continuously evolving journey and one where we must be mindful to acknowledge the successes so far, but also the challenges that we still face. We are all unique and, through curiosity and empathy, we can take action and create a promising future.



Mehmet Tütüncü

Yıldız Holding Vice Chair-CEO



At Yıldız Holding, establishing equal opportunities in the business environment and increasing the number of women leaders in senior management have been at the top of our agenda for a long time. We continue our research with great determination by focusing on inclusion, diversity and equal opportunity, which are among our global values. We have taken many pioneering steps on equal opportunity so far with the Yıldız Holding Women's Platform, which we established in 2021. Seeing the concrete outcomes of the successful practices we have carried out over the past three years encourages us to achieve even better. We are pleased to see that the data in the report supports the success of our equal opportunity policies. According to this data in our women's platform report, our women employee rate, which was 37% in 2019, has reached 46%;

The fact that the rate of our women employees who were promoted last year was 57% concretely demonstrates our vision of having more women employees in senior management levels.

With Yıldız Holding Women's Platform, we do not limit our practices for equal opportunities within the company, but also continue to support programs implemented to empower all women in our value chain. We work to ensure equal opportunity throughout our value chain in order to make all our stakeholders in the broad ecosystem we influence a part of this transformation. On this occasion, I would like to express my heartfelt gratitude to all our employees, business partners, customers and suppliers who support our research to empower equal opportunity.



HIGHLIGHTS IN 2023



DISCOURSE



Nine awards in total, two for Yıldız Holding Women's Platform and seven for the Women Stars of Agriculture Project

20

Experience sharing in more than 20 conferences, panels and workshops for women's empowerment and equal participation in the economy and business life.



BUSINESS ENVIRONMENT

46%

Women employee rate

35%

White-collar women employee rate, blue-collar women employee rate is 47%

53%

The rate of women employees hired in newly opened positions

42%

The rate of women employees in STEM positions

36%

The rate of women employees in income-generating positions

57%

The rate of women employees receiving promotions

77%

Employee survey rate stating that there is a business environment where individual differences are accepted

76%

Employee survey rate of those who think managers treat each individual with respect, fairness and openness



More than five practices to increase women's representation in leadership positions



Phase 1 of the Equal Salary Certification process has been completed and no statistically significant gender-related salary difference was found.

HIGHLIGHTS IN 2023



ECOSYSTEM

66%

The rate of women among those recruited through the pladis Türkiye Commercial Talent Program

58%

The rate of women among those employed through the JOB Young Talent Internship and Recruitment Program

10%

The rate of women dealers among SEÇ Market dealers



VALUE CHAIN

10%

With the Women Stars of Agriculture project; the rate of women farmers in the SuperFresh ecosystem

500
THOUSAND TL

With the Women Stars of Agriculture project; 35 million TL income generation with the purchase of 6,330 tons of product, 500,000 TL incentive for women farmers

1.6
MILLION TL

With the Women Stars of Agriculture project; purchase worth 1.6 million TL from the earthquake zone



With Beyond Cocoa; agroforestry and good agricultural practices training for cocoa farmers through Ülker

500

With Beyond Cocoa; pre- and post-pregnancy counseling, family planning, pre-cancer cell screening, tests and awareness-raising activities for approximately 500 women on chronic diseases.

300

With Beyond Cocoa; hygiene kits for 300 young girls of middle school and high school age.

100

With "Şok'ta Ben de Varım" The number of Şok stores where products produced by women entrepreneurs and women's cooperatives in Türkiye are offered for sale

OUR ACHIEVEMENTS AND AWARDS



2023 was a year for us, as the Women's Platform, in which our research towards equal opportunity and our representatives within the institution who stood out with their work towards equal opportunity were rewarded by various platforms.

As Yıldız Holding Women's Platform, we were happy to receive the **"Corporate Social Responsibility Program of the Year"** award within the scope of "AIDEX 2023 The Global Humanitarian Aid Event".

Additionally, as Yıldız Holding Women's Platform, we won the bronze award in the **"Achievement in Developing and Promoting Women"** category within the scope of the 2023 Global Stevie® Awards for Women in Business.

Kerevitaş was included in the **"50 Most Innovative Companies"** list prepared by Fast Company Türkiye with "Women Stars of Agriculture", which is one of our most prominent projects this year and which focuses on women farmers and which we realized with the support of the Ministry of Agriculture and Forestry. The project also received seven global and local awards, including the **"Corporate Social Responsibility Program of the Year"** award at the AIDEX 2023 Global Humanitarian Event, the **"Corporate Social Responsibility"** Bronze award at the Stevie Awards For Women In Business, the **"Most Innovative Social Responsibility Project"** award at the Food+ Awards, the **"Sustainability"** Bronze award at Smarties TR, the **"Diversity and Inclusion"** Gold award at Smarties TR and the **"Gender Equality"** award at the Istanbul Marketing Awards.



Our women executives working at Yıldız Holding and its companies have made us proud by achieving significant successes in various areas. Fezal Okur Eski, our Strategy, Business Development, and M&A President, who is featured on Fast Company Türkiye's Sustainable Leaders 50 list, has been elected as a Board Member of UN Global Compact Türkiye, the country's most inclusive sustainability platform.

Fulya Banu Sürücü, CFO of Ülker, has been included in the **"Top 50 Most Influential CFOs"** list since 2016, with the collaboration of Data Expert and BMI Business School. Gülizar Öcal, CMO of Kerevitaş, has been recognized on Fast Company Türkiye's **"Most Successful 50 CMOs"** list for effectively utilizing digital resources to stand out in marketing leadership. pladis Chief R&D Officer Jennifer Moss was included in The Grocer Magazine, a UK publication, in its list of the **10 most influential women** in manufacturing, published in May 2023. Our Global Brand and Patent Manager, Özgül Güngör, was appointed to the **International Trademark Association's Trademark Reporter Committee**, which leads scientific research on intellectual property issues around the world.

Faruk Gözleveli, Vice President of Human Resources at pladis TREECA, was elected to the new **Board of Directors of LEAD Network Türkiye**, a non-governmental organization focusing on senior women employees working in the retail and consumer products sector, by the members of the Turkish branch of LEAD Network, which has more than 19,000 members from more than 44 countries.





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.

OUR COMMITMENTS:

- ▶ We do not allow discrimination in our communication language. We review our internal and external communication materials with the lens of equality and use a language free from gender stereotypes.
- ▶ We organize training and workshops on equal opportunities with the participation of all our employees, aiming to develop attitudes and behaviors towards creating an unbiased corporate culture.
- ▶ We share and support the achievements of our women employees and their inspiring stories from inside or outside the company.
- ▶ We do not tolerate any form of discrimination, and we create a work culture where everyone feels safe and supported by open communication and feedback.



INTERNATIONAL WOMEN'S DAY AND WOMEN'S HISTORY MONTH EVENTS



pladis

pladis celebrated March 8, International Women's Day, with various global events such as panels, activities with guest speakers, and training within the framework of #EmbraceEquity, the theme of 2023. The aim of the events was to continue to raise awareness of the progress of women around the world and the challenges they face, and to raise the issue of how everyone can do their part in creating equality and support.

A panel was convened at pladis London Headquarters, where Fulya Fraser, Chief Growth Officer, Jennifer Moss, Chief R&D Officer, Tim Kensey, Vice President of HR Global Function, and Sandra Bishara, Director of the Global Taste Center of Excellence in Innovation and Technology, shared their views. Speakers on the panel shared what equity means to them and the positive impact this can have on women's careers.

**YILDIZ
★
HOLDING**

With the contributions of Yıldız Holding companies and under the leadership of the Yıldız Holding Women's Platform, newborn packages with essential baby supplies were prepared for 2,000 expectant mothers in the earthquake-affected region.

ÜLKER

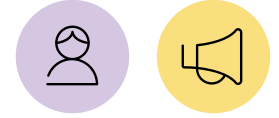
Through Ülker, more than 2,000 hygiene packages were distributed to women affected by the February 6 earthquake as part of Women's Day.



GODIVA launched a communication campaign during Women's History Month in March 2023, highlighting and celebrating the achievements of five startups from Belgium, Canada, Ghana, the UK and the US, awarded and supported by the Lady GODIVA initiative, which works to empower women in the global ecosystem, especially women entrepreneurs. GODIVA also ran communication campaigns highlighting women leaders in the industry. In this context, women in leadership positions at GODIVA shared their experiences about the business world and their journey at GODIVA. In the posts, the importance of GODIVA's supportive culture, where everyone is listened to and valued, was emphasized.



SPOKESPERSON FOR WOMEN'S EMPOWERMENT



YILDIZ ★ HOLDING

Yıldız Holding Women's Platform and Yıldız Holding companies participated in conferences and panels throughout the year regarding the empowerment of women and their equal participation in the economy and business life, and shared their experiences by organizing workshops.

The 2022 performance of Yıldız Holding Women's Platform was announced at a press conference led by Yıldız Holding Public Affairs General Manager and Women's Platform Ambassador Begüm Mutuş. Mutuş also represented the Women's Platform at many events throughout the year and shared information about the work done. At the Women Talk event organized by the Women in Sales Network, she conveyed to the participants the work carried out to ensure equal opportunities in the area of sales. At the meeting organized by the Commission on the Status of Women (CSW) under the umbrella of the UN Economic and Social Council on March 8, International Women's Day, Mutuş touched upon Yıldız Holding's support efforts after the earthquake disaster and the steps taken to support women entrepreneurs. Mutuş also participated as a speaker at the "Empowering Women Entrepreneurs: A Journey Full of Collaboration and Success" event organized by EIT

Food in Bilbao, Mutuş talked about Yıldız Holding's innovative initiatives and global collaborations with the Women's Platform, as well as long-term impact researches that empower women entrepreneurs.

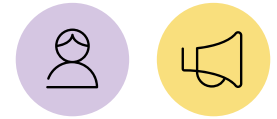
Begüm Mutuş took part as a speaker in the panel titled "How Can We Make Our Local and Gender Responsive Procurement Efforts More Effective?" within the scope of AIDEX 2023 convened in Geneva, Switzerland with the participation of more than 2,800 participants from more than 60 countries, including UN agencies, EU organizations, local and international non-governmental organizations, private investors, donors and government representatives.

Begüm Mutuş also convened an interview with journalist Şelale Kadak published on [Youtube](#) and shared the progress made in equal opportunity since 2021, support for women entrepreneurship, collaborations, goals and achievements.

In her [interview](#) with Harvard Business Review Türkiye in October 2023, Mutuş mentioned that women's access to equal opportunities and participation is a part of Yıldız Holding's corporate culture, and that this requires an approach that includes not only women but all employees and stakeholders.



SPOKESPERSON FOR WOMEN'S EMPOWERMENT



Chief Strategy Business Development and M&A, Fezal Okur Eskil, attended the Women Leadership Forum Istanbul 2023 event organized by the global consultancy company Bain & Company as a panelist. Eskil, who shared his own experiences as well as the efforts towards equal opportunities under the umbrella of inclusive corporate culture and sustainability, shared with the participants the pioneering and innovative practices implemented in this area within the Holding and its companies.

Gül Erol, Chief of Information Technologies and CEO of Yıldız Tech, participated as a speaker in the panel titled "Supporting the Leadership of Girls and Women in Innovation Ecosystems" within the scope of the Generation Equality Regional Midpoint event organized in cooperation with UN Women Europe and Central Asia Regional Office and the government of the Republic of Kazakhstan. Erol talked about the importance of increasing women's representation in the area of information technologies and the exemplary practices developed at Yıldız Holding to establish equal opportunity in the business world.

Sandra Bishara, Director of the Global Taste Centre of Excellence in Innovation & Technology and member of pladis's global Women in Leadership Network took part

in a panel discussion on career progression at the SKY, IBM and Vodafone, 'Lift as we Climb' women in technology event. A one-day event focusing on providing connection, motivation and inspiration for women in technology. Sandra was the only speaker from a non-tech background at the event, which aimed to connect, motivate and inspire women working in technology. She offered a different R&D perspective on how women can advance their careers, sharing her own experiences of working in different countries, adapting to different cultures and navigating career development to achieve career goals.

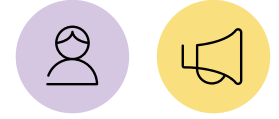
pladis R&D Director, Müge Corcor and Marketing Manager, Gülnihan Işı kara as prominent women leaders in the Turkish business world, spoke at the "World Wide Career Summit" and "Inspiring Women Stories: W-Share" events to inspire new generation women leaders and attract new talents to pladis.

pladis Marketing Director Tuba Akyüz and R&D Manager Meltem Çoban came together with university students who were especially affected by the earthquake in an online event. At the event, Akyüz and Çoban talked about their careers so far and what support students could access to help them achieve their dreams.

Along with all these researches, as Yıldız Holding Women's Platform, we participated in five meetings organized by the Gender Equality Experience Sharing Group organized by the UN Global Compact throughout the year and shared the value we attach to equal opportunity and the research we do with other companies. At the meeting, we developed new ideas by discussing the concrete steps that need to be taken to ensure equal opportunities and eliminate the obstacles facing women in business life.



UNITED NATIONS GENERAL ASSEMBLY "EMPOWERMENT OF WOMEN ENTREPRENEURS ON A GLOBAL SCALE" PANEL



YILDIZ ★ HOLDING

As Yıldız Holding, we were shown as an example to the whole world at the special session "UN Women Empowerment of Women Entrepreneurs on a Global Scale" at the United Nations New York Headquarters. While the projects we carry out globally as a Holding in cooperation with UN Women and our practices based on equal opportunities attract attention, Yıldız Holding Women's Platform Ambassador Begüm Mutuş also took part as a speaker at the event organized within the scope of the United Nations General Assembly week. Mutuş talked about the work of Yıldız Holding Women's Platform and made suggestions to the business world based on these researches.



"In 2021, we took a big step to further empower and make permanent the culture of equal opportunity in all our companies on a global scale and launched the Yıldız Holding Women's Platform. Chair of Yıldız Holding Ali Ülker, who was the driving force for the realization of this platform, continues to give us support, wisdom and contribution within the scope of our research both in Türkiye and all over the world. Through the Yıldız Holding Women's Platform, we have launched numerous 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.

Thanks to our platform, we have expanded the scope of our research to support the empowerment of our women employees and encourage women leadership throughout the global Yıldız Holding family, which hosts many companies. Through our collaboration with UN Women, we are committed to actively defending and supporting gender equality on all national and international platforms. For this purpose, as Yıldız Holding, we participated in the "Women Entrepreneurship Acceleration" (WEA) program. Accordingly, we accelerated the implementation of best practices that encourage investments in women's entrepreneurship. Regionally and globally, we have witnessed great success in supporting women entrepreneurship in supply chains. With this collaboration we initiated for gender-sensitive investment and procurement, we aimed to invest more than 4 million USD in women entrepreneurs within three years. We exceeded this commitment in less than a year by investing directly and indirectly USD 4.3 million in businesses owned or managed by women.



Based on our research, I think we should make the phrase "Easy to Achieve" a slogan. If you are a global company, all you have to do is open your supply chains to women and encourage them to join your journey. In this dynamic business environment, diversity is the key to innovation, growth and lasting success. Today, we call on all participants to take a proactive step towards women's empowerment in their respective sectors. Create policies in your institutions that support equal opportunities at all levels, encourage women's participation, equal remuneration and career progression, support women in their career journeys by providing mentoring programs and training opportunities, and invest in their skills and development. Develop a workplace culture that values diversity and inclusion. Celebrate successes, listen to diverse voices and root out prejudice. Collaborate with institutions and initiatives that focus on women's empowerment. Use your influence to advocate and support equal opportunity in your industry. All of these are our responsibilities as the private sector. Together, we can create a business world where women are not only empowered, but also grow and thrive, thus building a brighter and more inclusive future."



UNITED NATIONS GENERAL ASSEMBLY "EMPOWERMENT OF WOMEN ENTREPRENEURS ON A GLOBAL SCALE" PANEL



**YILDIZ
★
HOLDING**



Belen Sanz Luque

**Regional Director
Europe and Central Asia Regional Office
UN Women**

"Through our partnership with Yıldız Holding, we are proud to have established a benchmark in gender-responsive procurement that is now recognized as a global best practice, winning several awards. This initiative has proven the effectiveness of gender-responsive procurement, demonstrating its equitable benefits for both women entrepreneurs and the company. Moreover, it has underscored that integrating gender-responsive procurement principles into operations of

the company does not necessitate substantial expenditures but rather calls for a reconsideration of procurement practices and training of relevant staff members. We trust that Yıldız Holding's model will inspire numerous other companies to adopt gender-responsive procurement as a standard practice, and not as an exception. We look forward to continuing work with Yıldız Holding to bring higher impact to women entrepreneurs in the countries where the holding operates."





BUSINESS ENVIRONMENT

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

OUR COMMITMENTS:

- ▶ We identify areas that prevent equal opportunities in the working environment, set and follow measurable targets for development areas, and share the steps we take with transparency.
- ▶ We consider equal opportunity at the highest level, and we design policies and processes to implement equal opportunity in all areas of the business environment by setting performance targets for our managers.
- ▶ We create working environments with the theme of trust and cooperation for all our employees.
- ▶ We seek the opinions of all our employees, men and women, for important decisions that will directly concern our employees regarding the Women's Platform.
- ▶ We do not look at our human resources processes from a men-women job perspective, we offer all our employees equal and fair rights in areas such as recruitment, promotion, remuneration, fringe benefits, development and workload.
- ▶ We set up all recruitment processes by considering equal opportunity in order to prevent prejudices that may be related to gender, and we do not ask candidates questions that can be considered gender-specific during the recruitment process.
- ▶ We set targets to increase the ratio of women employees at senior management levels, including the Board of Directors, and carry out researches aimed at developing role models.



- ▶ We carry out practices to increase this ratio, especially in roles where women's representation is limited.
- ▶ We maintain the work and private life balance of our women with flexible and remote working practices and policies towards expanded social rights.
- ▶ We are expanding our maternity leave practice to include both spouses, and we provide the necessary support for our employees who return to work after maternity leave to continue their careers from where they left off. In order to facilitate the work life of parents, we provide nursery support and make it mandatory to have milk rooms in our offices.
- ▶ In order to support equality at home as well as at work, we develop programs that will empower the role of fathers, remind men of their responsibilities at home and ensure that they take responsibility.
- ▶ We identify the competencies of our women employees, support their career plans, carry out training and mentoring programs, provide all necessary resources to increase their professional development opportunities, and monitor their development through our monitoring and evaluation processes.
- ▶ We develop policies to encourage and reward our employees who make a difference in equal opportunity.

INCLUSIVE AND EQUAL OPPORTUNITIES IN EMPLOYMENT AND PROMOTIONS



YILDIZ ★ HOLDING

As Yıldız Holding, we are aware that the prejudices and obstacles that women may be exposed to in the business environment make it difficult for them to participate equally in business life. For this purpose, we aim to create a more inclusive and egalitarian business environment and to provide equal opportunities to women for this purpose. We rearrange our recruitment processes and employment policies with these priorities and set targets for women's employment. We are developing practices to increase the representation of women employees, especially in leadership and field positions where they are less represented.



As Yıldız Holding, in order to support increasing the proportion of women on the board of directors, we support and encourage our senior women leaders to be active participants in the Women on the Board of Directors Association (YKKD). In addition, many companies affiliated with Yıldız Holding are working to increase the rate of women employees in various levels and positions. In 2023, the efforts of Yıldız Holding, pladis, Bizim Toptan and Şok Marketler to increase recruitment policies in positions where women are currently scarce came to the fore.

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Bahattin Aydın

Yıldız Holding Chief People & Business Support Officer

“Yıldız Holding, a company that was born in Türkiye and expanded by integrating established companies worldwide, has grown into a global entity with around 80.000 employees across five continents. We believe that inclusivity and cultural diversity are assets that enrich us. Leading an ecosystem with employees from 98 different passports, our leadership ethos is built on the values of inclusivity and cultural diversity. At the heart of inclusivity is equal opportunity. That is why we see equal opportunity, which we have placed at the heart of our human resources policy, as a catalyst for enabling all our employees to realise their full potential and adapt to changing circumstances.

As architects of corporate culture, it is our responsibility as HR professionals to create an ecosystem in which all stakeholders operate in harmony. With a focus on equal opportunities, we strive to create a supportive work environment by employing individuals from diverse



socio-economic backgrounds who have proven themselves with their competence and skills, and who align with the values and corporate culture of Yıldız Holding, and by supporting them throughout their development. By increasing the percentage of female employees from 37% in 2019 to 46% in 2023, we have made significant progress in supporting equal opportunities in employment. Over the past three years, we have also increased the proportion of female employees on our boards of directors from 16% to 26%, thereby promoting greater female representation in the decision-making mechanisms of our companies. We continue to implement our action plan with determination to ensure that the contributions of the equal opportunities culture, which underpins the best practices of Yıldız Holding's Human Resources Policies and the Yıldız Holding Women's Platform, to building an inclusive ecosystem in our company are stronger, more enduring and sustainable.”

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INCLUSIVE AND EQUAL OPPORTUNITIES IN EMPLOYMENT AND PROMOTIONS



pladis

pladis globally continues its efforts to ensure gender diversity and equality. In line with its targets to increase the proportion of women in leadership positions, which it implemented in 2021, pladis increased the proportion of women in leadership roles globally from 33% in 2022 to 35% in 2023. pladis has seen great success within its UK&I, TREECA and North America regions, where the rates of women at leadership levels stand out.

35%

**RATE OF WOMEN
IN LEADERSHIP
ROLES**

As a result of Ülker's practices to increase the rate of women employees in its factories in order to ensure equal opportunities, the number of women working in blue-collar positions in 2023 will be compared to 2022; While it increased by 153% in the Topkapı factory, 102% in the Ankara factory, and 89% in the Gebze factory, there was a 28% increase in the proportion of women working in blue-collar positions across all factories. In this context, Interview with Leaders sessions were convened in the factories to highlight women leaders and create role models.

At Şok Marketler, one of the recruitment team's goals in 2023 was to increase the rate of women in recruitment and promotions, especially in field staff where the number of men employees is high. As a result, by the end of the year, the rate of women managers among all regional managers of Şok Marketler reached approximately 16%.



15%

**RATE OF WOMEN
EMPLOYEES**

For 2023, Bizim Toptan has redesigned its recruitment processes in line with the goal of keeping the women ratio among its store and field employees at 14%. For these purposes, Bizim Toptan does not include any questions regarding gender and military service criteria in its internal and external announcements during the recruitment process. In line with the rapid progress in the retailing sector and the need for qualified human resources, Bizim Toptan aims to improve the competencies of women employees who started their careers in retailing, contribute to their retailing knowledge and support their career advancement with the B-Raise Manager Training Program. In this direction, Bizim Toptan team increased the rate of women employees in stores and in the field to 15% as of November 2023.



INCLUSIVE AND EQUAL OPPORTUNITIES IN EMPLOYMENT AND PROMOTIONS



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Duygu Işık

Bizim Toptan Batman Merkez Store Manager

“In 2015, I started working as a Bizim Toptan store employee in the Elazığ Harput store. By participating in the B-Raise Manager Program, I was promoted to the position of Assistant Store Manager in the Kahramanmaraş store. I have been working as Store Manager at the Batman central store since 2022. When I first started working, the number of women employees was very low, but recently, the number of women employees in each of our stores has increased and we have women managers, which makes us happy and proud. Our company values every employee, and this is a great privilege for us.”

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**Gülay Küçük
Temelli**

Şok Marketler Store Manager

“In the retail sector, where I started my career in 2000, I worked as a store manager for 3 years, regional manager for 4 years, regional manager for 9 years at Şok Marketler, and I have been working as a branch manager at Şok Marketler for the last 1 year.

I think the biggest factor that brought me to my current position is that I love what I do. Additionally, being a detail-oriented, disciplined, result-oriented and committed woman was the most important factor in my success in my career journey. Success is the most important source of motivation for me. Every day is a new day in sales and we set new goals every day; Bringing these to a positive conclusion is my indispensable motivation.”

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**Yağmur Yıldırım
Özkan**

Bizim Toptan Altındağ Store Manager

“I started my professional career in Bizim Toptan family with the B-Raise Manager Program. As part of the program, I learned store management by working in different stores. I started my career as an assistant manager and continued my career in different cities, becoming a store manager. Working at Bizim Toptan contributed a lot to my personal development and management career. With Bizim Toptan's support, we feel supported as women employees in the area. We hope that the number of our women employees will increase even more.”

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SUPPORTING WOMEN IN LEADERSHIP POSITIONS



YILDIZ ★ HOLDING

In line with our goals of increasing the rate of women employees at all levels, Yıldız Holding and its companies carry out activities to support the promotion of women employees to senior positions, especially where women are underrepresented. In 2023, Yıldız Holding and its companies, beyond an approach that tries to increase the number of women only with employment targets, stand out with their practices aimed at supporting the development of their women employees, especially for senior leadership positions, increasing their leadership skills, increasing their self-confidence and expanding their networks.

For these purposes, we support the active participation of our managers, who will take on management roles for the first time, by encouraging them in their leadership journey as they prepare for the next step, through in-house leadership programs structured specifically for Yıldız Holding's leadership model. In 2023, we implemented the "pladis Executive First Step Leadership Program" in cooperation with Yıldız Holding and BMI Business School Istanbul. In

particular, within the scope of our goal of increasing the number of women employees in leadership and management positions where women are less represented, we ensured that women were included in the program in equal numbers with men in 2023. In the program, it was aimed for the participants to gain awareness on topics such as "Managing Yourself", "Managing Your Team and Relationships", "Managing Your Business", in order to support the development of managers who can show high performance individually and as a team, reveal their potential in business and process management, and contribute to the strategies and goals of the institution. The program also aimed to create an environment where people with similar competencies working in all Yıldız Holding companies can get to know each other and communicate closely with Yıldız Holding Vice Chair- CEO Mehmet Tütüncü and Chair of Yıldız Holding Ali Ülker. 39 of the 78 employees who completed the three-month leadership development program were women, and the participant satisfaction rate of the program was 92%.



SUPPORTING WOMEN IN LEADERSHIP POSITIONS



As Yildiz Holding, we have been carrying out the Corporate Membership Program with TurkishWin within the scope of mentoring activities in cooperation with the Yildiz Holding Women Platform since 2022, in order to support the personal development of our senior women leaders and to reinforce our support for diversity and gender equality throughout our company. Our women employees who are included in this global sharing platform where world citizen women inspire and empower each other; Throughout the program, they gain a dual experience as both a mentor and a protege and gain opportunities to develop their leadership competencies. A total of 40 white-collar women employees, 15 of whom were selected from Yildiz Holding and its companies in 2022 and 25 in 2023, were involved in this process, which included a one-year interactive mentoring program.



pladis developed a Leadership Development Programme in partnership with the London Business School, in order to provide future leaders the necessary skills, Leadership Capabilities and network to achieve their full potential and develop their careers at pladis.

Recognising the potential bias that can create unequal opportunities for women, pladis made the

first cohort of the program only for women, to ensure they were the first to benefit from the program. During the program, 22 senior women leaders acquired skills to overcome the challenges they face in leadership with innovative learning methods .These skills included communication techniques, methods of increasing employee motivation, self-assessment tools, discovery of new leadership methods and, accordingly, the development of personal transformation capacity.

Women who participated in the program improved their self-awareness and self-confidence and gained lifelong networks. In this way, pladis contributed to the gender parity ambition, which it aims to achieve, by supporting the promotion of its women employees, especially those who are talented, qualified and have high leadership potential, to senior positions where women are less represented. Surveys conducted as a result of the program showed that participants scored higher than the industry average in various indicators such as diversity, equality, motivation, voicing their opinions, collaboration and commitment to pladis. pladis Leadership Development Program participants shared the benefits they gained from the program with their feedback after the program:

- "It helped me get to know myself better."
- "It had a transformative impact on both my career and my life."
- "I feel very fortunate to have the opportunity to form new partnerships and friendships."
- "The best development program I've ever attended."
- "I learned practical techniques and tools to improve my management skills and manage challenging situations."

98 %	98% of the participants shared that they were satisfied with the program.
94 %	94% of the participants stated that they knew their route map for their career after the program.
94 %	94% of the participants stated that they thought they could immediately apply what they learned in the program.

SUPPORTING WOMEN IN LEADERSHIP POSITIONS



In addition, the active sponsorship of pladis CEO Salman Amin highlighted the importance of the program and drove broader awareness of it across colleagues to help support its success. At the end of the program, personal action plans were created for the participants and mentoring sessions were organized. Participants continue to stay in regular contact through the established network and continue to learn and share from each other.

pladis continues to invest in its women, through its Women in Leadership Network - WILN. The network continues to evolve to ensure meeting the needs of the members. In October 2023, the network held a virtual event with Joy Burnford, author of the book 'Don't Fix Women' and founder and CEO of gender equality consultancy Encompass Equality. Joy Burnford shared her insights on the importance of Allyship, how as senior women leaders, they can further a culture of inclusion and allyship through practical steps and role modelling within the business.

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Geraldine Fraser

pladis CHRO



“Since joining pladis in July 2023, I've witnessed firsthand the steadfast dedication of our organisation to fostering gender parity. From the outset, it became clear to me that pladis, under the visionary leadership of our CEO Salman Amin, is deeply committed to advancing gender equality. His unwavering commitment continually propels us to reach greater heights in our pursuit of gender parity.

One of the pivotal initiatives driving this mission forward is the establishment of our global Women in Leadership Network. Here, women colleagues come together to exchange experiences, insights, and expertise, creating a powerful ecosystem of support and learning. Members of this network also recently became the first cohort to take part in our inaugural pladis Leadership Development program, in partnership with the London Business School. The session focused on the distinct challenges and opportunities encountered by women leaders, underscoring our commitment to nurturing existing women talent and cultivating the leaders of tomorrow within pladis.

However, our commitment extends beyond empowering women individually. We recognise the importance of fostering a culture of inclusivity and equity across the entire organisation. Acknowledging the huge benefits it brings to our business performance and growth, we've intensified our efforts to analyse data and glean insights that illuminate pathways to fully harness and attract female talent through selective survey, data collection and focus groups.”

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Jennifer Moss

pladis Chief R&D Officer



“Research and Development, is such a great function to work in, it is the driving force in creating innovation, through Science, Technology, Engineering and Maths (STEM) with a blend of creativity. Yet, despite its immense potential, the gender gap persists, with women significantly underrepresented in these crucial fields from a young age. As they advance into the workforce, they often find themselves navigating through male-dominated environments, lacking sufficient female role models in leadership positions.

Recognising this disparity, we have drawn inspiration from our Women in Leadership Network (WILN) to establish our own UK&I R&D Women's Network. This platform serves as a supportive community where our women colleagues can learn, grow, and uplift one another. Additionally, it fosters alliances with male counterparts, ensuring a collective effort towards achieving gender parity and acts as a mechanism for accountability, addressing non-inclusive behaviours within our function.

In our commitment to amplifying women voices, we are elevating the visibility of women leaders through external engagements. At recent events, such as the 'Lift as We Climb' hosted by Sky, leaders like Sandra Bishara. These initiatives not only empower women to bring their team spirit and thrive in a global community of diverse colleagues, but also pave the way for a more inclusive and diverse R&D landscape..”

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SUPPORTING WOMEN IN LEADERSHIP POSITIONS



pladis is focused on furthering an inclusive culture and embarked on inclusive Leadership training for its Senior Leadership Team in Q4 2023. The training developed and facilitated by Chris Garrison, Inclusion and Diversity consultant, with the aim to educate senior leaders on the importance of an inclusive culture in creating high performing teams and the benefit it can bring to the success of pladis.

Finally, we support women's rise to leadership positions in our ecosystem. In this context, as Yıldız Holding, we have been participating in the Leadership Development Program in cooperation with a new leader among our stakeholders for more than five years, as a corporate supporter contributing to the creation of the leadership ecosystem. In addition, as Yıldız Holding, we became the silver sponsor of the Women's Power Summit for the Future, which was held on December 19, 2023 this year and discussed equality and diversity issues.



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Mete Buyurgan

Ülker CEO



“Among our main goals are to ensure that women are more involved at all levels of our company and ensure equal opportunities, and to encourage the empowerment of our women colleagues and their greater involvement in leadership roles. As Ülker Bisküvi, we act in accordance with the requirements of the United Nations Women's Empowerment Principles and the G20 Women's Empowerment Manifesto, of which Yıldız Holding is a signatory; We aim to empower women and support them in all areas of life.

By 2030, we aim to increase the rate of women employees to 35% and the rate of women employees at manager and above management levels to 40%; We continue to support women in all areas of life with projects such as Beyond Hazelnuts, Beyond Cocoa, TFF Ülker Star Girls of the Future.”

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EQUAL SALARY CERTIFICATION



YILDIZ ★ HOLDING

Gender pay inequality stems from the fact that women are paid lower salaries even though they show the same productivity as men in the same sector and capital⁹. Looking globally, the gender pay gap is 0.83%; This means that women earn \$0.83 for every \$1 that men earn. Therefore, lifetime income inequality between men and women occurs, causing significant numbers of women to find themselves in poverty when they retire.¹⁰

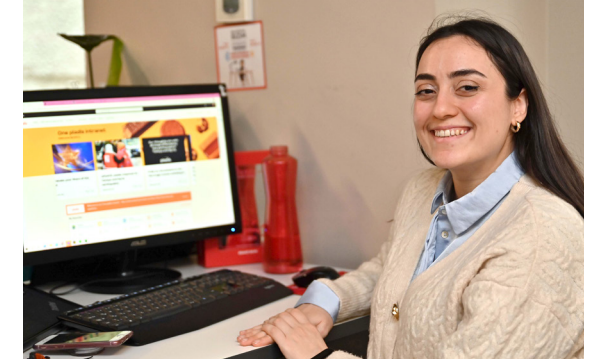
According to a report prepared in 2020 by the International Labor Organization (ILO) Türkiye Office in collaboration with TÜİK in order to ensure gender equality and prevent gender-based salary inequality in Türkiye, the gender-based salary gap in the public sector in Türkiye was 5.1%, while this rate was 15.3% in the private sector.¹¹

Yıldız Holding, which is determined to eliminate gender inequality among employees in every area, has started the Equal Salary Certification process, which is given by a Switzerland-based foundation in cooperation with PwC. Equal Salary Certification, which is an important standard for equal pay and equal opportunities

between women and men, comparable to the ISO standard on salaries, proves the company's accountability and demonstrates transparency regarding equal pay and equal treatment. It also positions the organization publicly as a pioneer in diversity and inclusion and contributes positively to the organization's environmental, social, governance (ESG) efforts.

In this regard, PwC carried out a salary analysis based on 2023 year-end data in order to reveal through a statistical analysis whether there is an unequal salary policy between women and men at Yıldız Holding.

Within the scope of this analysis, the data was anonymized and all dynamic factors such as title, gender, wages, fringe benefits, premiums, bonuses, additional payments, promotions, rotations, reassignments, grade changes, OKR evaluations for the year 2023 were included in the audit area, and as a result of the statistical researches, it was revealed that the average wage of women was 3.2% less than the average salary of men when other factors were convened constant. With this result showing that there



was no statistically significant gender-based salary difference between employees, the first phase of the certification process was completed.

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 convened with the Human Resources department, working sessions with leaders in the organization to get insight into corporate functioning, and focus groups with employees.

⁹ miboso. (2023). What is Gender Pay Gap?- Miboso Wellbeing

¹⁰ Dyvik, E. H. (2023). Global gender pay gap from 2015 to 2023.

¹¹ ILO Türkiye. (2021). ILO, which works to prevent gender pay inequality in working life in Türkiye, has rolled up its sleeves for equal pay at the company level.

MANCHESTER PRODUCTION FACILITY WOMEN'S DEVELOPMENT PROGRAM



pladis

The local Women's Network, at the Manchester Manufacturing site in pladis UK&I region, completed their first Women's development program, facilitated by Hayley Bilantz (international speaker and coach).

This led to four separate workshops exploring subjects such as overcoming barriers, changing your mindset, and building influencing techniques to support development and growth. Thus, helping further the

creation of women talent within the business and is a clear demonstration of investigating our women colleagues development at local level.

GREAT PLACE TO WORK CERTIFICATE



**YILDIZ
★
HOLDING**

94%

**RATE OF
"EMPLOYEES ARE
TREATED FAIRLY
REGARDLESS OF
THEIR GENDER"
STATEMENT**

As Yildiz Holding, we received the Great Place to Work® certificate in 2023, which is given to workplaces that offer the best employee experience, according to the survey results conducted by the Great Place to Work Institute.

The Great Place to Work certificate, issued by the Great Place to Work Institute, an independent research institution that evaluates corporate cultures and employee experience, is given to companies that achieve the highest scores as a result of surveys conducted with the company's employees, by measuring how companies are evaluated by employees at a global level, perceptions and

communication strategies in the sector. Yildiz Holding was entitled to receive the 'Great Place to Work' certificate in 2023 with the votes of its employees. The survey showed that 94% agreed with the statement "Employees are treated fairly regardless of their gender", 95% agreed with the statement "This workplace is a physically safe place" and 98% agreed with the statement "A new employee is welcomed here".

As a leading institution that embraces diversity and focuses on people and happiness, we will continue to contribute to the future of business, society and the world, starting with our employees.



MOTHER MENTORING PROGRAM



YILDIZ ★ HOLDING

Yıldız Holding continued the "Mother Mentoring Program", which it implemented in 2022 to facilitate the adaptation process of women returning from maternity leave to business life, in 2023. The program, which is in its second year under the Yıldız Holding Women's Platform's collaboration with EMCC and Studio Live, aims to bring together new mothers with employees who have experienced motherhood, so that women can share their experiences of motherhood and support each other. Within the scope of the program, mentoring and protege support and an interactive training program are also offered to the participants. Similar to last year, training was organized in this context, aiming to provide participants with mentoring and protege skills. Participants were provided with a free Studio Live App subscription. Apart from this, the program progressed with monthly trainings, blog posts and lessons including weekly meditation practices.



Especially the training in dealing with children was very good. I applied what I learned here and got good results. The instructor was very positive and the blogs were very helpful. I would like to participate as a mentor in the second term."

Mentee

"Mentoring training was very useful. The program structure and mentor-protege pairings were done very correctly. I found the program very useful in terms of meeting different people and establishing a closer bond with Yıldız Holding."

Mentor

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Hamide Güven Şen

Bizim Toptan A.Ş. Human Resources Director



"As Bizim Toptan, we offer a working environment where diversity and inclusion are supported. In this context, we have implemented a flexible working model in our stores for candidates who have taken a break from their business life, have no experience or have retired, to participate in business life, regardless of gender. Thus, we prioritize social equal opportunity in human resources practices and creating an ecosystem where women can participate in the workforce on equal terms. In this regard, we create environments in our stores where women can work more comfortably and focus on supportive elements in their career steps."

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SUPPORTING THE HEALTH AND WELL-BEING OF EMPLOYEES



To raise awareness of the importance of mental health and celebrate World Mental Health Day, pladis organized a global event with UK&I Managing Director David Murray and London Titans Wheelchair Basketball team members Louise Sugden and Freya Levy. At the event, the importance of resilience in the face of difficulties was emphasized and the benefits of mental health in competing to win were discussed. Louise and Freya shared their experiences as women, disabled and international athletes. It provided an intersectional perspective on how their mental health and experiences were framed by various identities, such as being women and disabled, as well as being Team GB athletes.

Within the scope of Breast Cancer Awareness month, which took place in October, campaigns and events were organized to raise awareness about breast cancer in the United Kingdom and Ireland regions where pladis operates. Within the scope of these researches, educational materials were prepared and people were provided with information on how to access support. These events and campaigns aimed to raise awareness of all employees about breast cancer and prostate cancer and to support an inclusive culture through empathy.



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Anisa Missaghi

pladis Corporate Affairs and Sustainability Officer



“As a member of the executive leadership team at pladis, I am proud to be part of an organisation that prioritises the development of women in leadership roles. I am one of a number of women at pladis who has come back into work following maternity leave and I am actively using my lived experience to shape a better future for women to integrate back into the workplace following a life transition which for some, can be challenging. Our commitment to investing in women at all levels of our business, will enable us to truly create an environment of inclusion, diversity, and equity. One way we are challenging ourselves to think differently at pladis is through the creation of the External Inclusion, Diversity and Equity Advisory Board where we actively seek independent feedback and best practices from our members, comprising of seasoned and independent external advisors. Their guidance not only enriches our understanding but also steers us toward continual improvement on our journey toward parity.”

”

SUPPORTING THE HEALTH AND WELL-BEING OF EMPLOYEES



YILDIZ ★ HOLDING

As Yıldız Holding, we have implemented the Corporate Wellbeing Pilot Program in cooperation with Wellbees, one of the institutions established in Türkiye and currently serving in many countries around the world, to support the well-being of our employees. A total of 210 people, 108 of whom are women, from Yıldız Holding departments and the HR departments of our companies take part in the program.

70%

RATE OF WOMEN
APPLIED TO THE
CENTER TO MAKE
CHANGES IN THEIR
EATING HABITS

With the Corporate Wellbeing Pilot Program, we support the well-being of our employees holistically under eight headings (environmental, financial, professional, emotional, intellectual, physical, spiritual, social) on a single platform with the Wellbees mobile application. The active usage rate of the platform, which includes written and visual content on these topics, groups that people can create in their areas of interest to empower socialization and ties between users, and "challenges" that increase interaction, is 1.5 times higher than similar local and global platforms. The platform also offers individual psychological counseling, dietitian and individual sports trainer support to everyone.

Users can also track their daily step counts on the platform and see personalized content recommendations based on their answers to questions about sleep and mood in the application.

In 2023, we participated in the global step competition organized by Wellbees with the Corporate Wellbeing Pilot Program. The steps taken in this competition turned into donations to meet the needs of children in the earthquake zone through UNICEF. We took more than 10 million steps in total in both competitions, in which Chair of Yıldız Holding, Ali Ülker, actively participated. According to the well-being insights we obtained through Wellbees, the daily step count of our colleagues who participated in the step competition increased by 32.56%. At the same time, our colleagues who actively use Wellbees take 7.29% more steps than the company overall. Finally, according to the well-being insights we obtained through Wellbees, our colleagues who use Wellbees feel 4.24% better than other companies overall.

Finally, a nutrition consultancy meeting was convened with 1,121 of our employees in 2023 at the Sabri Ülker Foundation Healthy Living Center. Approximately 70% of the clients who applied to the center to make changes in their eating habits were women employees.



THIS WORLD IS OURS SUSTAINABILITY TRAININGS



**YILDIZ
★
HOLDING**



With the mission of ensuring sustainable equal opportunity at Yıldız Holding, we have implemented the "This World is Ours" sustainability training program in cooperation with Boğaziçi University Lifelong Education Center (BÜYEM) and Sustainable Development Solutions Türkiye Network (SSDN Türkiye) as of 2023.

With the 12-week online program, the Sustainability Agenda, Protecting the World, Empowering with Stakeholders and Inspiring the Future training modules were given by expert trainers to a total of 28 employees of Yıldız Holding and its companies, 64% of who are women. In the first semester of the program, all participants graduated with a satisfaction score of 86% and were entitled to receive a certificate.

64%

**RATE OF WOMEN IN
TRAINING MODULES**

In 2023, the Sustainability training, comprising 5 modules, was made accessible to all employees via pladis Academy, pladis' e-learning platform. This training program aims to enhance sustainability awareness company-wide. It was meticulously designed and successfully implemented to ensure that employees understand their environmental and social responsibilities and contribute to the company's sustainability objectives.



DIVERSITY IN NUMBERS

We prioritize measuring the impact of our research under the guidance of the Manifesto throughout the year. In this context, while taking the prominent actions in our strategy, we determined the indicators to be reported jointly in the Holding and companies. All platform companies monitor their performance in the following indicators with an expanded scope in 2022 and set numerical targets. In this section of the report, you can examine the performance of the Holding and its companies for indicators.

- ▶ **Ratio of in- and out-of-scope women employees at all levels (entry and senior, etc.)**
- ▶ **Ratio of women managers**
 - Ratio of women employees in the Management and Executive Boards
 - Ratio of women employees at Entry/Manager/Senior manager levels
- ▶ **Ratio of women employees hired in newly opened positions**
- ▶ **Ratio of women employees in positions filled from within**
- ▶ **Proportion of working women promoted**
- ▶ **Ratio of women employees who quit their jobs**
- ▶ **Ratio of women employees in STEM positions**
- ▶ **Ratio of women employees in income generating positions**
- ▶ **Rates of women employees participating in mentoring, leadership and young talent programs**
- ▶ **Rates of women employees benefiting from the rights offered to parents**



NUMBER OF EMPLOYEES AND DIVERSITY

46%

RATE OF WOMAN
EMPLOYEES IN
YILDIZ HOLDING

Of the 70,807 people working in Yıldız Holding companies¹² as of 2023, 46% are women and 54% are men. Compared to the previous year, it is seen that the proportion of women employees in total employees has increased. In particular, when compared to 2019, when reporting started within the scope of Yıldız Holding Women's Platform, it is seen that the rate of women employees increased from 37% to 46% (Figure 1).

54%

RATE OF WOMAN
EMPLOYEES IN ŞOK
MARKETLER

In 2023, companies with a high proportion of women among employees stand out as **GODIVA** with **62%** and **Şok Marketler** with **54%** (Figure 2). The companies that stand out with the increase in the proportion of women employees over the years are **Bizim Toptan**, which increased the share of women among all employees from 9% to **17%** in 2019, and **Şok Marketler**, which increased it from 46% to **54%**.

FIGURE 1

Number of Employees in Companies
by Years and Gender

Women Men

2019

37% 23.560

39.939 63%

2022

41% 31.266

44.419 59%

2023

46% 32.322

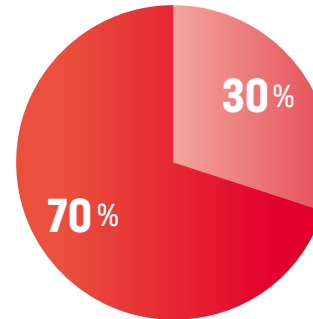
38.357 54%

FIGURE 2

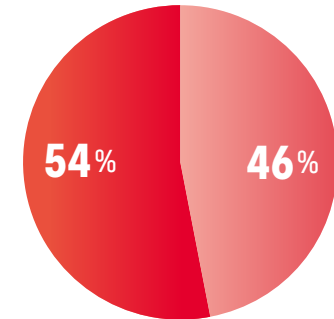
Featured Companies: Distribution of Employees
by Gender in GODIVA and Şok Marketler (2023)

Women Men

GODIVA



ŞOK MARKETLER



¹² 2023 data includes Bizim Toptan, GODIVA, Kerevitaş, pladis, Şok Marketler and Yıldız Holding unless otherwise stated. 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.

NUMBER OF EMPLOYEES AND DIVERSITY

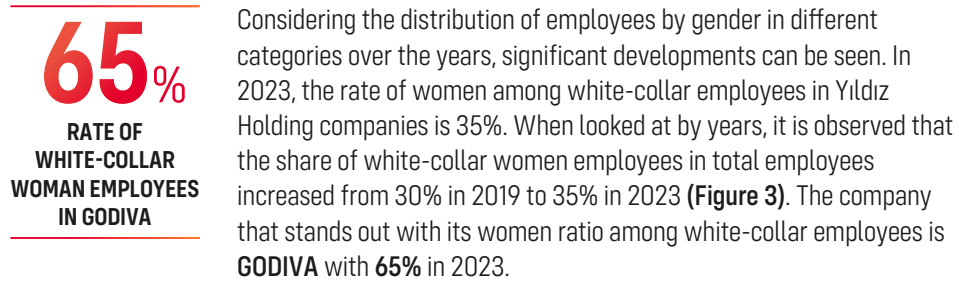
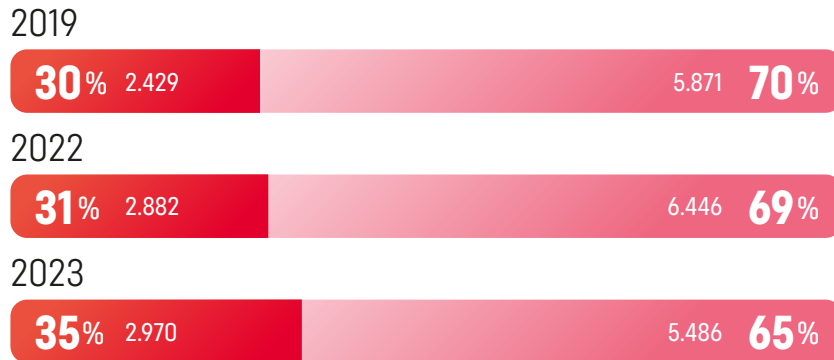


FIGURE 3

Number of white-collar employees in companies by years and gender

Women Men



¹³ Yıldız Ventures is not included.

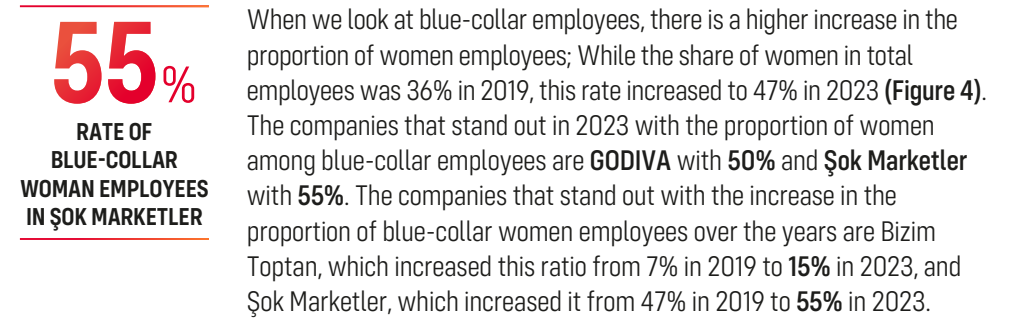
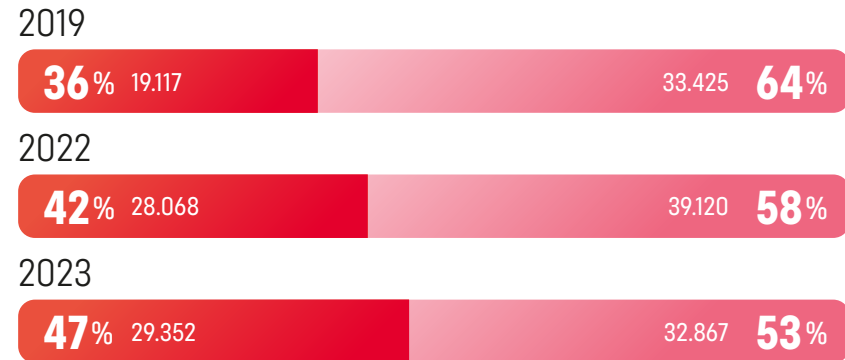


FIGURE 4

Number of blue-collar employees in companies by years and gender¹³

Women Men



NUMBER OF EMPLOYEES AND DIVERSITY

62% RATE OF WOMEN EMPLOYEES AMONG NEW HIRES AT ALL LEVELS IN GODIVA

In 2023, 97% of the newly opened positions at all levels in Yıldız Holding companies were filled from outside the institution, and 3% were filled from within the institution. While 53% of the newly recruited external employees were women, 47% were men. When looked at by year, it is seen that the proportion of women among all newly hired employees increased from 46% in 2019 to 53% in 2023. When we look at the distribution of new hires by age and gender, it is seen that the majority of new hires, both men and women, are in the age group under 30 (**Figure 5**). The companies that stand out in 2023 with the proportion of women employees among new hires at all levels are **GODIVA** with **62%** and **Şok Marketler** with **55%**.

When newly hired employees are analyzed according to their levels, the rate of women in newly hired first-level managerial positions is 44% and the rate of women in newly hired senior manager positions is 24%.

FIGURE 5

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

■ Women ■ Men

UNDER 30 YEARS OF AGE

54% 23.796 46% 20.353

BETWEEN 30-50 YEARS OF AGE

51% 5.181 49% 5.041

OVER 50 YEARS OF AGE

28% 116 72% 294

¹⁴ GODIVA does not include data on first-line and senior executive positions filled from within for 2023.

43% RATE OF WOMEN EMPLOYEES IN POSITIONS FILLED FROM WITHIN KEREVİTAŞ

When we look at the gender distribution of positions filled from within at all levels for 2023, it is observed that 31% of the positions filled from within are filled with women employees. Compared to 2022, this rate increased from 28% to 31% in 2023. The majority of positions filled from within, for both women and men, are employees under the age of 30 (**Figure 6**). Looking at the positions filled from within, the companies that stand out for 2023 are **Kerevitaş** with **43%**, **pladis** with **37%** and **Yıldız Holding** with **33%**.

When the positions filled from within are analyzed according to their levels, the rate of women in first-level managerial positions is 21%, while the rate of women in senior managerial positions filled from within is 15%.¹⁴

FIGURE 6

Distribution of internally filled positions in companies
(at all levels) by gender and age (2023)¹⁵

■ Women ■ Men

UNDER 30 YEARS OF AGE

33% 317 67% 639

BETWEEN 30-50 YEARS OF AGE

28% 205 72% 516

OVER 50 YEARS OF AGE

27% 3 73% 8

¹⁵ GODIVA for 2023, pladis, Şok Marketler and Yıldız Holding for 2022 are not included in the scope of internally filled position data. For 2023 only the data for pladis Türkiye is included.

NUMBER OF EMPLOYEES AND DIVERSITY BY LEVELS AND ROLES

65%

**RATE OF WOMAN
EMPLOYEES
WORKING AT ENTRY
LEVEL IN GODIVA**

When we look at the gender distribution of employees in Yıldız Holding companies according to Entry/Beginner, First Level and Senior Manager levels, it is seen that the share of women among Entry/Entry level employees will increase from 43% in 2019 to 49% in 2023, and the ratio of women and men employees will approach each other (**Figure 7**). The majority of women and men working at the Entry/Entry level are employees under the age of 30. The companies that stand out with the ratio of women working at entry level are **GODIVA** with **65%** and **Şok Marketler** with **54%**.

FIGURE 7

Distribution of entry/beginner level employees in companies by gender and age ¹⁶

■ Women ■ Men

2019

43 % 17.642 **57 %** 23.071

2022

40 % 22.322 **60 %** 33.633

2023

49 % 28.886 **51 %** 29.696

When looking at senior management and leadership positions, where women have been less represented from past to present, it can be seen that increasing the proportion of women in managerial and leadership levels at Yıldız Holding continues to stand out as an area of development, similar to previous years. In 2023, the rate of women at the first level management level in Yıldız Holding companies was 27%, and the rate of women among senior managers was 31%. Women make up 28% of employees with managerial titles, including first-level and senior managerial positions (**Figure 8**).

FIGURE 8

Distribution of employees at managerial (first level and senior) level in companies based on gender, based on selected years ¹⁷

■ Women ■ Men

2019

32 % 449 **68 %** 1.019

2022

29 % 419 **71 %** 1.040

2023

28 % 380 **72 %** 962

¹⁶ Data regarding Entry/Beginner level employees is not included in pladis only for the year 2023.

¹⁷ pladis data for the first level manager position is only included in 2023.

NUMBER OF EMPLOYEES AND DIVERSITY BY LEVELS AND ROLES

48%

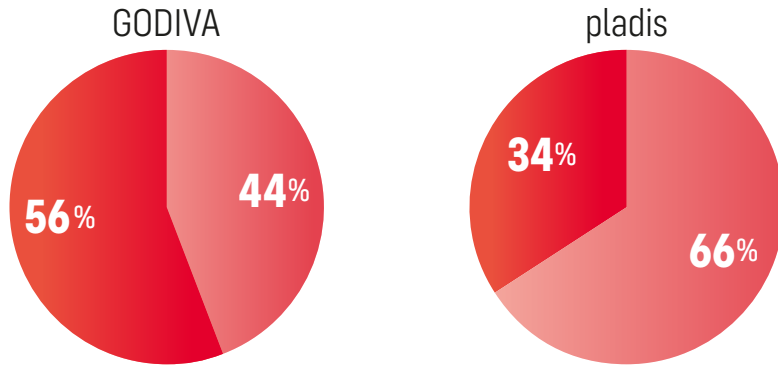
RATE OF WOMEN
IN SENIOR
MANAGEMENT
POSITIONS IN
GODIVA

In 2023, the companies that stood out with the ratio of women at the first level management level in Yıldız Holding companies were **GODIVA** with **56%** and **pladis** with **34%** (Figure 9). The company that stands out with the ratio of women in senior management positions is **GODIVA** with **48%** (Figure 10).

FIGURE 9

Distribution of employees at the first level management in prominent companies by gender (2023)

Women Men



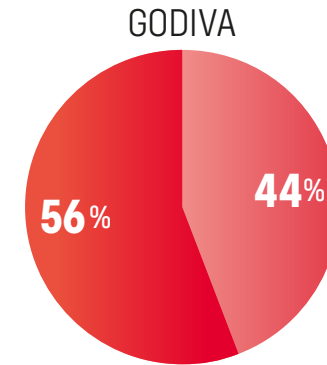
* This data is only valid for pladis Türkiye.



FIGURE 10

Distribution of senior management level employees by gender in prominent companies (2023)

Women Men



NUMBER OF EMPLOYEES AND DIVERSITY BY LEVELS AND ROLES

50%

**RATE OF WOMEN IN
THE BOARD OF
DIRECTORS IN ŞOK
MARKETLER**

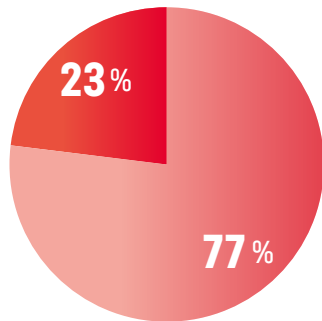
In Yıldız Holding companies, the rate of women in the Boards of Directors was 26% and the rate of women in the Executive Boards was 17% in 2023 (**Figure 11**). The rate of women in the Boards of Directors was 16% in 2020, and the rate of women in the Executive Boards in the same year was 22%. The companies that stand out in 2023 with the proportion of women in the Board of Directors are **Şok Marketler** with **50%** and **pladis** with **31%**, while the companies that stand out with the proportion of women in the Executive Boards is **Kerevitaş** with **20%**.

FIGURE 11

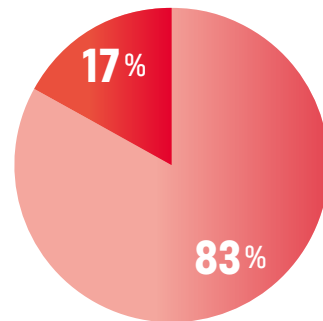
**Distribution of members of Management and Executive Boards
in companies by gender (2023)¹⁸**

■ Women ■ Men

BOARD OF DIRECTORS



EXECUTIVE BOARD



¹⁸ GODIVA is not included in the Board of Directors data for 2023, and pladis, Şok Marketler and Yıldız Holding are not included in the Executive Board data.

¹⁹ Science, Technology, Engineering and Mathematics.

62%

**RATE OF WOMEN
WORKING IN STEM
ROLES IN pladis**

For the first time, Yıldız Holding started reporting diversity data according to positions such as STEM¹⁹ and income-generating roles²⁰ for 2022. In this context, when the data is examined, it is seen that 42% of the total 628 people working in STEM positions in 2023 are women. Considering that this rate is 32% in 2022, there has been a significant improvement in the rates of women working in STEM roles. In 2023, more than half of those working in STEM roles were employees aged 30-50, for both men and women (**Figure 12**). **pladis Türkiye** became the leading company in this area in 2023 with a **62%** women employee rate in STEM roles.

FIGURE 12

**Distribution of employees in the STEM area
by age and gender (2023)²¹**

■ Women ■ Men

UNDER 30 YEARS OF AGE



BETWEEN 30-50 YEARS OF AGE



OVER 50 YEARS OF AGE



²⁰ Employees in income-generating positions include employees with functions such as sales, business development, production and marketing.

²¹ GODIVA for 2023, pladis and Yıldız Ventures for 2022 are not included in the scope of STEM data.

RESEARCHES IN MANIFESTO AREAS

NUMBER OF EMPLOYEES AND DIVERSITY BY LEVELS AND ROLES

69 %
RATE OF WOMEN
WORKING IN
INCOME-GENERATING
ROLES IN GODIVA

When we look at income-generating roles, it is seen that in 2023, the share of women employees among the total of 3,061 people working in these roles is 36%. Considering that this rate is 27% for 2022, a change similar to the increase in the rate of women employees in STEM roles is also observed for income-generating positions. In 2023, similar to 2022, the majority of those working in income-generating roles will be employees between the ages of 30-50, for both men and women (Figure 13). The companies that stand out with the rate of women working in income-generating roles are **GODIVA** with **69%** and **Kerevitaş** with **36%**.

FIGURE 13

Distribution of employees in income-generating positions by age and gender (2023)²²

Women Men

UNDER 30 YEARS OF AGE

48 % 280 **52 %** 300

BETWEEN 30-50 YEARS OF AGE

33 % 740 **66 %** 1.475

OVER 50 YEARS OF AGE

43 % 84 **57 %** 111

²² Bizim Toptan is not included in the income-generating roles data for 2023.

TALENT MANAGEMENT AND EMPLOYEE DEVELOPMENT

60 %
RATE OF WOMEN
AMONG THOSE
PROMOTED IN ŞOK
MARKETLER

In Yıldız Holding companies, 57% of the employees promoted in 2023 were women and 43% were men. It is seen that the share of women among promoted employees has increased significantly compared to 27% in 2022. Considering the ages of those who received promotions, most of those who received promotions for both women and men were employees under the age of 30 (Figure 14). The company that stands out with the proportion of women among those promoted in 2023 is **Şok Marketler**, with **60%**.

FIGURE 14

Distribution of promoted employees by age and gender (2023)²³

Women Men

UNDER 30 YEARS OF AGE

62 % 4.439 **38 %** 2.971

BETWEEN 30-50 YEARS OF AGE

50 % 1.691 **50 %** 1.689

OVER 50 YEARS OF AGE

36 % 9 **64 %** 16

²³ The data of promoted recipients does not include GODIVA for 2023, pladis and Şok Marketler for 2022.

TALENT MANAGEMENT AND EMPLOYEE DEVELOPMENT

50%

**RATE OF WOMAN
EMPLOYEES WHO
QUIT THEIR JOBS**

When we look at the distribution of employees who left their jobs by gender, it is observed that 50% of the employees who quit their jobs and 51% of the employees who quit their jobs voluntarily are women. For 2022, these rates were 47% and 49%, respectively. As in 2022, the share of men and women employees among those who quit their jobs and those who left voluntarily was close to each other. The age group under the age of 30 constitutes the majority of those who quit their jobs and those who quit their jobs voluntarily, for both men and women (Figures 15 and 16).

FIGURE 15

**The employees who left their jobs
by gender and age (2023)**

■ Women ■ Men

UNDER 30 YEARS OF AGE

52 % 20.922 **48 %** 19.020

BETWEEN 30-50 YEARS OF AGE

43 % 5.596 **57 %** 7.494

OVER 50 YEARS OF AGE

33 % 351 **67 %** 726



FIGURE 16

**The employees who left their jobs voluntarily
by gender and age (2023)**

■ Women ■ Men

UNDER 30 YEARS OF AGE

52 % 17.006 **48 %** 14.976

BETWEEN 30-50 YEARS OF AGE

46 % 4.276 **54 %** 5.006

OVER 50 YEARS OF AGE

32 % 139 **68 %** 290

MENTORSHIP PROGRAMS

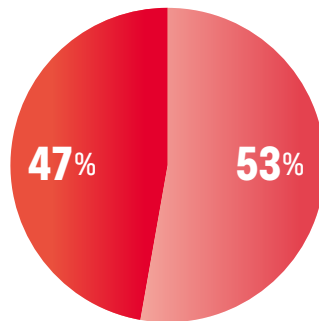
Yıldız Holding companies offer various development opportunities to employees and new graduates through mentoring programs, leadership programs and young talent programs. While mentoring and leadership programs support the development of employees in an inclusive manner, young talent programs play a role in paying attention to diversity while expanding the talent pool.

In 2023, 407 employees participated in the mentoring programs organized by three companies within Yıldız Holding, and 47% of the participants were women (**Figure 17**). In 2023, the companies that stood out with the high rate of women employees participating in mentoring programs were **Yıldız Holding** with **51%** and **pladis** with **59%** of those participating in mentoring programs being women.

FIGURE 17

Mentoring program participants by gender in companies (2023)²⁴

■ Women ■ Men



²⁴ The scope of mentoring data includes Bizim Toptan, pladis and Yıldız Holding in 2023.

LEADERSHIP PROGRAMS

42%

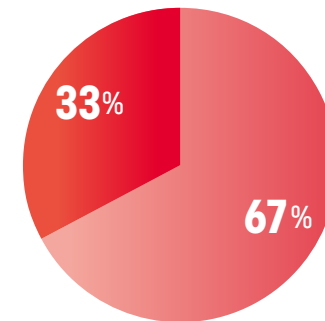
RATE OF WOMEN PARTICIPATED IN THE LEADERSHIP PROGRAMS IN KEREVİTAŞ

In 2023, 1,423 employees participated in the leadership programs organized by five companies within Yıldız Holding, and 33% of the participants were women (**Figure 18**). The companies that stand out in this regard in 2023 are **Şok Marketler** with **100%**, Kerevitaş with **42%** and **pladis** with **61%** of those participating in leadership programs being women.

FIGURE 18

Leadership program participants by gender in companies (2023)²⁵

■ Women ■ Men



²⁵ The scope of leadership programs data includes Bizim Toptan, Kerevitaş, pladis, Şok Marketler and Yıldız Holding in 2023.

YOUNG TALENT PROGRAMS

56%

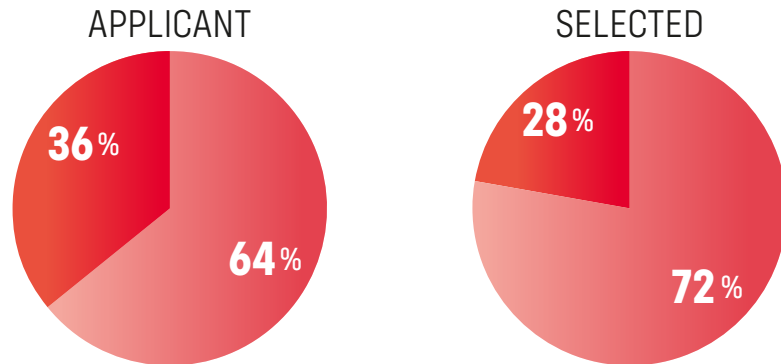
**RATE OF WOMEN
SELECTED FOR
YOUNG TALENT
PROGRAMS IN
KEREVİTAŞ**

In 2023, a total of 38,556 people applied to the young talent programs organized by five companies and 268 people were eligible to participate in these programs. While 36% of those who applied to the programs were women, 22% of those who were eligible to participate in the programs were women (**Figure 19**). The companies that stood out in this context in 2023 were Bizim Toptan, Yıldız Holding and Kerevitaş. The rate of women selected for young talent programs was **Kerevitaş** with **56%**, **Yıldız Holding** with **39%** and **Bizim Toptan** with **32%**.

FIGURE 19

**Distribution of applicants to Young Talent Programs
by gender (2023)²⁶**

■ Women ■ Men



²⁶ The data on programs for young talent and newly hired includes Bizim Toptan, Kerevitaş, pladis, Şok Marketler and Yıldız Holding in 2023.

RIGHTS OFFERED TO PARENTS

89%

**RATE OF WOMEN
RETURNED TO WORK**

100%

**RATE OF MEN
RETURNED TO WORK**

For Yıldız Holding companies, data on the rights offered to parents was shared for the first time in the previous year's reporting period. It is observed that in 2023, 21% of employees on maternity/parental leave will be women. When we look at women employees who went on maternity leave, it was seen that 89% of them returned to work after maternity leave, while this rate was 100% for men employees (**Figure 20**).

FIGURE 20

**Rates of those on maternity/parental leave and
those returning from leave²⁷**

■ Women ■ Men

WOMEN ON MATERNITY LEAVE

1.046

MEN ON MATERNITY LEAVE

1.297

WOMEN RETURNED TO WORK

933

MEN RETURNED TO WORK

1.292

²⁷ GODIVA, pladis and Yıldız Holding are not included in the data regarding maternity leave for 2023.



ECOSYSTEM

Going beyond our institutional boundaries, we support women and girls, especially the entrepreneurial ecosystem.

OUR COMMITMENTS:

- We support the training of women, especially in the professions in the sectors in which we operate, so that women can make choices in different occupational groups in accordance with their abilities and wishes under fair conditions.
- We aim to lead the business world in ensuring women's participation in the workforce. To this end, we support women entrepreneurs and expand their role in the ecosystem.



UN WOMEN STRATEGIC PARTNERSHIP AND EXPO'23



YILDIZ ★ HOLDING

As Yildiz Holding, we continue our partnership with the Women's Entrepreneurship Accelerator (WEA) initiative led by UN Women, which aims to create an international ecosystem for women entrepreneurs and unlock the potential of women entrepreneurs within the framework of our strategic cooperation with the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women).

YILDIZ ★ VENTURES

Within the scope of our partnership, in addition to the companies operating within Yildiz Holding implementing practices to empower women entrepreneurs in their supply chains, we also support various events organized on entrepreneurship as the Holding. In this regard, Yildiz Holding was one of the partners of the United Nations Women's Entrepreneurship EXPO'23, organized by UN Women in 2023.

Chair of Yildiz Holding , Ali Ülker, made the opening speech of the event convened in Kazakhstan on 16-17 November within the scope of Women's Entrepreneurship Satellite EXPO 2023. Emphasizing the cooperation with UN Women since the establishment of Yildiz Holding Women's Platform, Ülker stated that the determined stance will be maintained to provide equal social opportunities to women.

“

“While we were thinking about how we could make a difference for women at Yildiz Holding, the idea of establishing a platform came to our mind. We talked to many people about this issue and gathered the opinions of different groups by organizing an online conference attended by approximately 300 people.

We looked for strong institutions to support and guide us on this journey. That's why we started our journey by collaborating with UN Women and signing the Women's Empowerment Principles (WEPs). Our second important step was to establish our Platform. Based on the idea of supporting women entrepreneurs through our platform, we participated in the Women Entrepreneurship Acceleration Program.

Believing that companies focused on themselves cannot be very successful, I believe that we need to communicate with and support the society for greater results. For this reason, we took action to support strong entrepreneurs and young women who want to start or maintain their own businesses. Although our support target, which we



set to direct women entrepreneurs through our Yildiz Ventures platform in the first year, was 4 million dollars, we exceeded this target with great success and reached 5.3 million dollars. In addition, we continue our support for equal opportunities on different platforms with Şok Marketler, which opens its doors to women farmers and women entrepreneurs, and our SuperFresh brand, which supports women farmers.

Finally, I would like to emphasize that we definitely need women for a stronger society. So please don't give up and continue to make a difference.”



Click to watch
the speech

”

UN WOMEN STRATEGIC PARTNERSHIP AND EXPO'23



EXPO'23 PARTNERSHIP

Within the scope of EXPO'23, Yıldız Ventures Investment Director Ecem Altıok and Investment Leader Zeynep Ünal organized a workshop titled "Practical Tools for the Improvement of Financial Planning". Altıok and Ünal shared their expertise and insight on practical tools for advanced financial planning, a crucial aspect of running a successful business, helping participants make informed decisions that will move their businesses forward.

The National Women's Economic Empowerment Conference, organized by United Nations Women in Moldova within the scope of EXPO'23 on October 20, was an important milestone in empowering equal opportunity in supply chains. At the conference, Yıldız Holding Women's Platform Ambassador Begüm Mutuş shared Yıldız Holding's determination on equal opportunities and successful projects with the participants.

UN Women Expo Capital Quest event, where women entrepreneurs from different countries presented their business ideas to investors, was also convened in Istanbul on July 6. Chair of Yıldız Holding Ali Ülker, made the opening speech of the event, which was the last stage of the Women's Entrepreneurship EXPO,



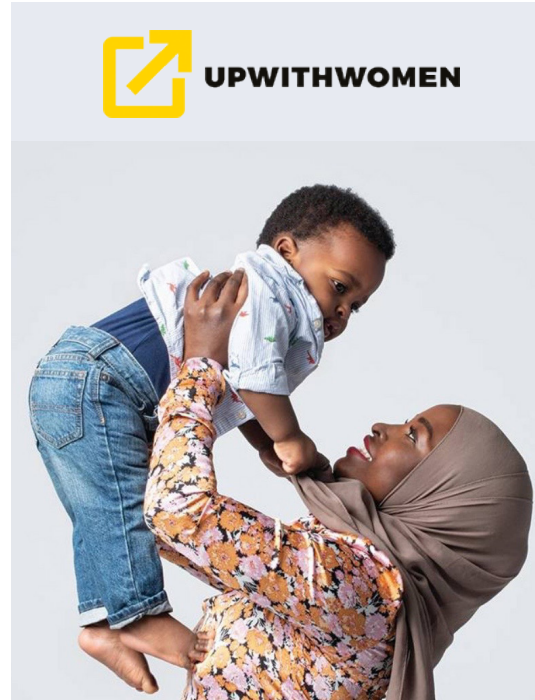
organized by the UN Women Regional Office for Europe and Central Asia in partnership with PricewaterhouseCoopers (PwC), the European Bank for Reconstruction and Development and Yıldız Holding. In his speech, Ülker touched upon the pioneering steps we have taken to support women entrepreneurship in line with our principles of equal opportunity, diversity and inclusion, and shared the details of the projects we have implemented through our companies and collaborations.

At the EXPO Capital Quest event, where 24 women entrepreneurs from 12 countries in Europe and Central Asia took part, Yıldız Ventures Investment Director Ecem Altıok spoke as one of the mentors of the Women's Entrepreneurship EXPO 2022 program. Altıok emphasized that it was a privilege to interact with the women attending the event, learn about their innovative initiatives, and share her expertise and guidance with women. An interview with Altıok was published on the UN Women website with the title "Investing in women entrepreneurs is not only a matter of gender equality but also a smart business decision."

LADY GODIVA INITIATIVE



The Lady GODIVA Initiative is GODIVA's signature social impact program which honors the legacy of Lady Godiva. She empowered the people of her community and paved a path that we continue to walk today. The Lady GODIVA Initiative has been focused on the empowerment of women around the world since its inception. The Initiative annually honors nonprofit organizations around the world that supports women's empowerment, particularly female entrepreneurship. In addition to being awarded a financial grant institution gain global visibility while also getting the opportunity to be included in the GODIVA global network. The Lady GODIVA Initiative activities are shared with internal and external stakeholders through regular communications, press releases and posts on social media platforms through Inside GODIVA, and employees are invited to vote for the organizations they believe should be honored by The Lady GODIVA Initiative each year. In addition, employees are invited to participate in a live webinar series which spotlights each of the organizations so they can share the impact they have made in their communities with the support of GODIVA.



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.

In 2022, Gözde Tech Ventures invested US\$ 500 thousand in a women-partnered startup in Türkiye, operating as a SaaS platform specializing in Human Resources management for SMEs and enterprises. Additionally, Yıldız Ventures' shareholders supported a US-based woman-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 acceleration 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 5 million dollars to more than 85 women entrepreneurs around the world since its establishment.



5
MILLION DOLLARS
INVESTING IN
WOMEN-FOUNDED
STARTUPS

INVESTMENT SUPPORT FOR WOMEN ENTREPRENEURS



“

Fezal Okur Eskil

Yıldız Holding Chief Strategy
and Business Development *
Officer



Yıldız Ventures places utmost importance on empowering women, fostering inclusivity and diversity in the entrepreneurship ecosystem. Yıldız Ventures has consistently shown support for women-led and women co-led businesses through various investments worldwide, encouraging an environment conducive to women's representation.

”

“

Ecem Altıok

Yıldız Holding Investment
Director



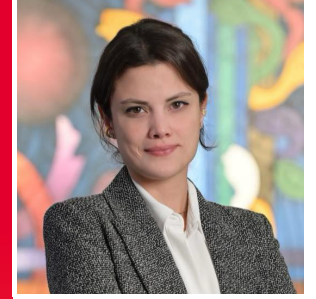
As Yıldız Ventures expands its influence in the global tech ecosystem we actively seek out and collaborate with startups helmed by women leaders, recognizing their potential and value beyond financial contributions.

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Zeynep Ünal

Yıldız Holding Investment
Manager



Through our involvement as an investor of various global VC funds, Yıldız Ventures has provided vital backing to over 85 start-ups led or co-led by women, demonstrating a strong commitment to gender diversity and women's representation in the startup ecosystem.

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SMILE WITH YOUR STRENGTH PROJECT



The "Entrepreneurship and Retail Management Training Program" was convened in June in cooperation with Boğaziçi University Lifelong Education Center (BÜYEM) within the scope of the "Smile With Your Strength" project, which was implemented to support women entrepreneurs and artisans and to increase the proportion of women dealers, which currently constitutes approximately 10% of SEÇ Market dealers.

Within the scope of the three-part training organized specifically for women entrepreneurs, BÜYEM gave "Entrepreneurship and Relationship Management" and "Retail and Management" trainings, while SEÇ Market gave the "Smile With Your Strength with the SEÇ Market Model" training. Within the scope of the training, various topics related to entrepreneurship in the retail sector such as the importance of entrepreneurship, communication and relationship management, product management in retail, digital transformation, financial awareness, merchandising and SEÇ Market business model were discussed. Participation and achievement certificates were given to 19 women participants who completed the 8-day training, which lasted a total of 24 hours. It is planned to continue training within the scope of the project in 2024.



Altan Sekmen

SEÇ Marketler-General Manager

"Growing rapidly since 2016, SEÇ Market has become one of the important players in the Turkish retail industry. As of today, SEÇ Marketler serves its customers with more than 2,700 stores in 81 provinces of Türkiye. Increasing the share of women entrepreneurs and supporting their empowerment in the ecosystem is an important part of SEÇ Market's strategy. In 2023, a significant portion of the total stores were owned and operated by women, with a rate of 10%.

SEÇ Market launched the "Smile With Your Strength" program in 2023 in cooperation with BÜYEM in order to increase its support for equal opportunities for women entrepreneurs. In the program attended by 44 women



entrepreneurs selected from 104 applicants, the participants had the opportunity to learn the very important dynamics of the retail industry and entrepreneurship.

With the program, SEÇ Market aims 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 a very important sustainability initiative within SEÇ Market's long-term strategy. In this regard, the program will continue in 2024 with the continuous support of Yıldız Holding Women's Platform."



SMILE WITH YOUR STRENGTH PROJECT



Çiğdem Ekiz

Zonguldak SEÇ Market Operator



"I am a mother of two children and I have been operating a SEÇ Market in Zonguldak since 2021. I was very excited when my wife came home one day with a SEÇ business plan. I wanted to start a business for myself, but I couldn't find the right business idea. The opportunities offered by SEÇ Market gave me confidence and encouraged me to decide to start working. In addition to its competitive power with its chains, SEÇ Market offers us the chance to be more successful by allocating the energy we would spend in the supply process to our workplace. We received support and consultancy from SEÇ Market at every stage, from the selection of the store location to the shelf arrangement, from product supply to the general market operation. In this period when trading becomes difficult, I both enjoy what I do and succeed in trading with the support provided under a corporate roof."



Sevgi Özen

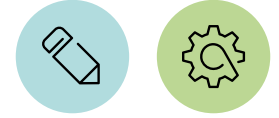
İzmir SEÇ Dealer



"After working as a manager in a company for years, I set out with the desire to do my own business. After first receiving KOSGEB support, I decided to do this job under the corporate identity of SEÇ Market. The SEÇ team kept my motivation high throughout this process and made me feel like they were always with me. Thanks to the consultancy support they provided, all that remained for me was to think about how I could provide better service to my customers and increase my turnover. In this way, it has provided significant support to me in working actively and standing for 2 years."



LEAD NETWORK TÜRKİYE MEMBERSHIP



Bizim Toptan is among the members of Lead Network Türkiye, which aims to attract and retain the women workforce in Türkiye to the retail and consumer goods sector, provide knowledge, experience and training support, and increase the number, reputation and influence of women leaders.

In 2023, 2 women managers from Bizim Toptan participated as mentees in the mentoring program created through Lead Network Türkiye. Additionally, 7 more employees were added to the membership list in 2023. In 2024, Bizim Toptan managers are planned to support the program as mentors.



Işıl Bük

Bizim Toptan Corporate Governance Committee Member and Investor Relations Senior Manager

"We live in a world where women face glass ceilings at every level in their working lives. Unfortunately, this situation still continues to occur in many countries. Various efforts are being made to overcome these glass ceilings in both recruitment and promotions. In my opinion, mentoring programs are one of the most valuable of these researches.

With the establishment of Yıldız Holding Women's Platform, I had the opportunity to take part in training and mentoring programs for women. Last year, I participated as a mentee in the mentoring program of Lead Network Türkiye, whose mission is to increase the number of women managers in the retail industry. The program consisted of a structure that included very comprehensive personal development training and regular meetings with my mentor, a C-level manager. The most useful part of this program for me was the meetings I had with my mentor. He made significant contributions to both my working life and my personal perspective.

**YILDIZ
★
HOLDING**



The establishment of the Yıldız Holding Women's Platform not only increased the participation of women employees in mentoring and training programs, but also had significant impacts in many different areas. The increase in the number of women employees in the Holding and Group companies, the inclusion of more women in management levels, the formation of active relations with non-governmental organizations for women employees, and the improvement of the working environment for women are some of these effects. In addition, projects to support women throughout society began to take more part in the social work of our companies. For example, we started a project called "Smile With Your Strength" for women entrepreneurs within SEÇ Market, one of Bizim Toptan's subsidiaries. With the participation of academics from Boğaziçi University Continuing Education Center, we organized a training program for women entrepreneurs covering the retail sector, market dynamics and entrepreneurship. We will continue to develop this project in 2024."



SUPPORTING WOMEN'S FOOTBALL



ÜLKER

Within the scope of the agreement signed with the Turkish Football Federation (TFF), Ülker became the main sponsor of the Women's National Teams and e-National Teams for 5 years, with the aim of supporting and empowering women's football.



ÜLKER

A MİLLİ KADIN FUTBOL TAKIMI ANA SPONSORU

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.

33 football player candidates, who were selected by the National Team technical directors as a result of the women football player candidates born in 2009-2010-2011 and citizens of the Republic of Türkiye uploading their videos on the website 'ulkeryildizkizlar.tff.org' including various movements such as shooting, passing and dribbling determined by the Women's National Team Technical Committee, participated in the U15 Preparatory Camp convened at the Riva Hasan Doğan Facilities between January 25-30. At the camp, participants had the opportunity to participate in training that would support their personal development as well as football. The project, which was carried out for the first time this year, is aimed to be continued in the coming years.

At the press conference about the project, Turkish Football Federation President Mehmet Büyükekşi emphasized that the Star Girls of the Future Project is an important step especially for women and women's football and that it creates a pool for the National Team. Ülker CEO Mete Buyurgan drew attention to the importance of women's equal participation in society, business life, sports, in short, in every area.

“

Mehmet Uçan

**Ülker Corporate Communications
Director**



“We are delighted to have successfully completed the first year of the 'TFF Ülker Star Girls of the Future Project' which we designed together with the Turkish Football Federation to provide opportunities for girls, discover their talents, support their dreams, and expand the player pool of the U15 National Team.

When we started this project, our aim was to reach girls wherever they are in the world and contribute to their development both on and off the field. We are happy to have achieved this goal. In the first year of our project, 809 girls applied. Thirty-three of them were selected for the second phase of the project, the U15 Preparation Camp. These 33 star candidates, as well as everyone who applied to our project, managed to capture the attention of the National Team Coaches. The selected 33 star candidates were supported both in football and in their personal development during the camp at TFF's facilities in Riva. In addition to the training sessions, the girls participated in games that reinforced their ability to act as a team. They also developed their imagination and creativity at the Ülker Children's Art Workshop, observed the production process at the Ülker Chocolate Factory, and received a Balanced Nutrition Education from the experts at the Sabri Ülker Foundation. By conversing with female role models who have achieved significant success in their fields, they benefited from their experiences and learned what they might encounter on the path to success from women who have lived through it. Our next aim is to expand our project and sustain it for many years.”

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SUPPORTING YOUNG TALENTS



YILDIZ ★ HOLDING

At Yildiz Holding, we attach importance to employing young talents and being inspired by young people's perspectives.

We evaluate the applications of thousands of students and new graduate candidates every year with the JOB Young Talent Internship and Recruitment Program, in which more than 1,200 young people have participated in 13 years, and we support the young people employed through this program with learning and development tools, mentoring programs and critical experiences in their career journeys. In 2023, 58% of the young talents employed in Technology, Marketing, Finance, Human Resources, Production and Business Development functions were women. Our interns, who made a strong start to their career journeys within the scope of the program, met with our Chair of Yildiz Holding Ali Ülker, and had the opportunity to learn about Yildiz Holding's vision and activities and ask their questions.

65%

RATE OF WOMEN IN
YOUTH ADVISORY
BOARD

Inspired by our collaboration with one of our stakeholders, Women in Sales Network, we employed 10 interns in sales roles in 2023, 60% of whom are women.

We continue to raise the leaders of the future with our Commercial Talent program. The program, which lasts approximately one and a half years and allows participants to improve themselves in different departments such as sales, sales operations, supply chain and marketing, thanks to the rotation practice, also offers participants the opportunity to develop themselves in line with their abilities through training, coaching and mentoring practices. In the last two years, 66% of those hired by Yildiz Holding through the Commercial Talent Program were women.

As Yildiz Holding, we were deemed worthy of the Talent Acquisition Awards Gold award at the Brandon Hall Group HCM Excellence Award 2023 with our Young Talent Program. In addition, with the program, we received an award in the "Best Human Resources Practices" category from the Sales Network Platform's "Best of Sales Awards".

In addition, we launched the Youth Advisory Board in 2023 in order to encourage young people to gain the vision that will carry Yildiz Holding into the future of business and to motivate young people in their ongoing career journey at Yildiz Holding. 65% of the Board, which has 17 active members, are women.





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.

OUR COMMITMENTS:

- ▶ We focus on women's participation in business life and their retention in employment.
- ▶ We run programs that will empower all women in our value chain.
- ▶ We support women entrepreneurs in our purchasing processes.



WOMEN STARS OF AGRICULTURE



**YILDIZ
★
HOLDING**

KEREVİTAŞ
GIDA SAN. VE TİC. A.Ş.

10%

**RATE OF WOMEN
FARMERS IN THE
SUPERFRESH
ECOSYSTEM**

While women constitute almost half of those working in the agricultural sector in Türkiye, the majority of these women work unpaid in the areas belonging to their families. Based on these data, it is of great importance to support the empowerment of women working in agriculture. In this regard, in cooperation with the Yıldız Holding Women's Platform and Kerevitaş, the Women Stars of Agriculture project was launched in 2022 with the support of the Ministry of Agriculture and Forestry, with the goals of increasing women's employment, making women's contributions and support more visible in production, ensuring women's financial empowerment in the agricultural sector, promoting equal opportunities, and supporting contracted, local women farmers. Through the project, it is aimed to guarantee the purchase of 5 thousand tons of fresh fruits and vegetables to women farmers by 2025, provide 1% advance support and create a value of 35 Million TL for the SuperFresh brand, one of Türkiye's largest agricultural raw material suppliers, through the contracted agriculture model. At the same time, Yıldız Holding Women's Platform, as a project collaborator, provides incentives worth 500,000 TL to women farmers.

In this context, the 3-year targets of the project were achieved within 1 year, and the rate of women farmers in the SuperFresh ecosystem, which was below 3%, was

increased by 242% to 10% by 2023, and it is aimed to increase this rate to 20% in the next 3 years. In addition, 35 million TL incomes were created with the purchase of 6,330 tons of products. In addition, a total of 1.6 million TL worth of purchases were made from the earthquake zone, giving priority to women affected by the earthquake.

Beyond creating income for women farmers, Women Stars of Agriculture also offers training on sustainable agricultural practices, increasing productivity and contributing to environmentally friendly agriculture. Training is provided to all contracted farmers through the agricultural team and service is provided 24/7.

In addition, the Women Stars of Agriculture project aims 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. In this context, more than 11 million media access was achieved with the work carried out to celebrate Women Farmers Day on October 15. The relevant episode of the "SuperFresh A 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 women farmer in the project was included, became one of the 10 most watched commercials on YouTube.



WOMEN STARS OF AGRICULTURE



YILDIZ ★ HOLDING

7

NUMBER OF
AWARDS WON BY
THE PROJECT

The Women Stars of Agriculture project has been presented to stakeholders in many different panels since its launch and was also shared with the participants at the 'Empowering Women through Entrepreneurship and Business Partnerships in the Digital Age' panel hosted by the Commission on the Status of Women (CSW) under the United Nations Economic and Social Council in New York on March 8, 2023. In addition, the "Women Stars of Agriculture" project took part in the Shining Women Conference convened on September 25, 2023. Moderated by Yıldız Holding Corporate Communications Group Director Zeynep Özler, Gülizar Öcal Doğan, CMO of Kerevitaş; Refika Birgül, Food Writer, Content Producer and TV Programmer; and Zahide Sözsoy, Farmer of Women Stars of Agriculture, the project was explained in the session 'An Inspiring Journey with Kerevitaş: Women Stars of Agriculture'.

The project won 7 global and local awards, including the 'Corporate Social Responsibility Program of the Year' award from Aidex Development 2030 Geneva, the 'Corporate Social Responsibility Bronze Award' at the Global Stevie Awards For Women In Business, and the

'Most Innovative Social Responsibility Project' award, Fast Company '50 Most Innovative Companies List', Smarties TR 'Sustainability Bronze award', Smarties TR 'Diversity and Inclusion Gold award' and Istanbul Marketing Awards 'Gender Equality award' at the Food+ Awards.



SOCIAL IMPACT ANALYSIS OF WOMEN STARS OF AGRICULTURE:

A social impact research was conducted in cooperation with IPSOS and Boğaziçi University in October 2023 to understand the impacts of the Women Stars of Agriculture project on the lives of women farmers and to identify priority development opportunities. According to the analysis, all of the women involved in the project stated that the project created a significant positive change in their lives. As a result of the analysis, it was seen that the project made women feel more vocal and self-confident in society by providing economic empowerment. It was understood that their visibility through the project's announcement platforms made farmer women feel important and valuable. In terms of financial benefits, the prominent issues were purchase guarantee, advance support, seed/fertilizer support and the ability to produce efficiently by gaining knowledge with agricultural engineers.

³⁰ TMMOB Ziraat Mühendisleri Odası (2022).

WOMEN STARS OF AGRICULTURE



Mert Altinkılınç

Kerevitaş CEO

"As Kerevitaş, we are one of Türkiye's largest agricultural raw material suppliers with a volume of approximately 150 thousand tons of agricultural products every year. With the awareness and responsibility of our great impact in the area of agriculture, we launched the "Women Stars of Agriculture" project in 2022 to reveal the potential of the women workforce who are in the agricultural sector but remain in the background and to provide equal opportunity in the area of agriculture as in every area.

With this project, which we initiated in cooperation with Yıldız Holding Women's Platform and with the support of our Ministry of Agriculture and Forestry, we are working to increase the number of women farmers in



our value chain and support their participation in the economy. Within the scope of this project, we offer a purchase guarantee to our contracted women farmers, provide advance support, and support them with our expert agricultural engineers at every stage from seed selection to harvest. The main goal of our project was to increase the rate of supported women farmers by 100% in 3 years, and we achieved this goal in just 1 year. To date, we have provided support by purchasing products worth 35 Million TL from our women producers, and we have reached our 3-year product purchase targets in 1 year. We continue to develop our project by giving priority to the regions affected by the February 6 earthquakes."



Gülizar Öcal Doğan

Kerevitaş CMO

"When we look at the agricultural sector in our country, 42% of the sector is women; In other words, approximately 2.5 million women work in agriculture. 74% of them work unpaid in fields belonging to their families. We were very excited when Yıldız Holding Women's Platform brought us the project proposal focused on women farmers. We immediately got to work; We implemented the "Women Stars of Agriculture" project, focusing on the opportunity area of financial empowerment of women working in the area of agriculture.

We announced this project by telling it in the documentary series "SuperFresh A Journey with Refika Birgül", in which we



told about our journey from farm to fork. With the idea of increasing the visibility of our women farmers and raising awareness on this issue within the scope of the 100th anniversary of our Republic, we brought our commercial featuring our women farmers to TV and digital platforms on October 15, 2023, International Women Farmers Day. In addition, we took part in Türkiye's important sustainability events and delivered our project to more than 20 thousand people in the panels we attended with our farmer Zahide Sözsoy and our brand ambassador Refika Birgül."



BEYOND HAZELNUTS



ÜLKER

Within the scope of Ülker's efforts to support hazelnut agriculture and biodiversity along with hazelnut agriculture, researches are carried out that focus on women farmers. The "Beyond Hazelnuts" project 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.

25

NUMBER OF WOMAN
FARMERS
PARTICIPATED IN
THE TRAINING
PROGRAM

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 to inform farmers about important dates regarding hazelnut practices.



BEYOND COCOA



ÜLKER

Ülker is developing projects for sustainable raw material supply in cocoa, 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 a verification and traceability research with all the cooperatives from which it purchased, ensuring that there was no deforestation. In cooperation with the Foundation, cooperatives in Africa have been inspected in the area 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.

Ülker aims to empower youth and women in Africa in the long term and to make permanent the positive effects it provides through practices such as agroforestry activities, climate-friendly production and traceability in the supply chain.



“

Süheyl Aybar

**Ülker Vice President- SQSE, OpEx,
NPD , TREECA • Türkiye, Central Asia
& Eastern Europe**



“Within the scope of Ülker's "Beyond Cocoa" project, we continue to develop transparent and traceable supply processes to closely monitor the environmental and social impacts of cocoa supply in the value chain. We provide agroforestry and good agricultural practices training to cocoa farmers. In line with the goal of protecting forests, which is among the main focus areas of the project, a verification and traceability research was carried out with the Earthworm Foundation and all the cooperatives from which it was purchased, to ensure that there was no deforestation. As part of social responsibility, we carried out school renovations, health screenings and hygiene kit distribution. We aim to make permanent the positive effects we have achieved in Africa in the long term with practices such as agroforestry activities, climate-friendly production and traceability in the supply chain, and to support the empowerment of youth and women.”

”

ŞOK'TA BEN DE VARIM / COUNT ME IN



The scope of the project, which aims to support women entrepreneurs by Şok Marketler since 2019 and where cloth bags produced by housewives are offered for sale in stores, 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. In this context, during the selection process of the cooperatives to cooperate with the project, the production capacities, product range and sustainability of the cooperatives, the number of women members and their contribution to regional employment are evaluated.

In the coming periods, the aim is to further increase the number and product variety of cooperatives and stores where the products are produced, and to ensure the continuity of sales and the economic empowerment of women.



Uğur Demirel

ŞOK Marketler CEO

"As ŞOK Marketler, today we serve all over Türkiye in more than 10,000 stores with over 47,000 employees. At the heart of all our activities is the aim to improve the society we live in and contribute to the growth of our country in every aspect. I am proud to say that 54% of our employees are women. While making a significant contribution to employment in our country, we also strongly support equal opportunities for women in the workforce. Today, as ŞOK Marketler, we are one of the leading retail brands in our country, best meeting customer expectations with our ecosystem consisting of thousands of people. In this success, the strength and efforts of our female colleagues, who make up more than half of our employees, play a significant role. With our successful efforts, we have achieved very good levels in the ratio of female employees and female managers within our company. We highly value the inclusion of women in the economy by ensuring equal opportunities for them.

We are aware of the great importance of women's empowerment not only for women but also for the overall increase in the welfare of society. For this reason, we have



been a brand that has been carrying out valuable work for women for a very long time. One of the most recent examples of this is our social responsibility project "I Am In Too," which we initiated in 2019 to add value to the efforts of female entrepreneurs. In this project, we offered cloth bags produced by housewives for sale in our stores, with the income going to them. Due to the interest shown in our project, which we started as a small first step that day, we expanded the scope of the project even further in 2023 and came together with women's cooperatives from different parts of Türkiye under the name "I Am In Too at ŞOK." Through our collaboration, we offer the products of women's cooperatives for sale in selected stores. In this way, we use our significant sales network power, which reaches almost all households in Türkiye, to both ensure equal opportunities for women in the workforce and encourage women to participate in production. We fully believe in the added value created by women. We wish for days when women take part in all areas of life more, move forward towards their goals with courage, and equal opportunities for women spread to all aspects of life."



CLOSURE

As Yıldız Holding Women's Platform, we report and share our research on 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 researches 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 equal opportunities, as 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 research 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 business environment since the recruitment process. We have carried out research to increase representation in these areas by particularly monitoring positions where women's representation rates have been low from past to present. When we look at this year's performance indicators, we see that there are significant increases in the proportion of women in Yıldız Holding companies, especially in total employees, white-collar and blue-collar employees, entry/beginning level employees,

newly hired and promoted employees, especially compared to 2019.

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 research for our partners with whom we cooperate. In this context, in 2023, we have implemented various practices to empower their participation in economic life, by focusing on work that will support women entrepreneurs and women producers in our supply chains.

Based on our performance monitoring this year, we see increasing the rate of women employees, especially among white-collar employees, in positions filled from within, in income-generating roles, and participating in leadership and young talent programs, as an area of development for our companies in the coming years. We will continue to expand our efforts to increase the participation of women, especially in leadership positions, and work on the reflection of our research on our performance. Next year, we will continue to monitor our performance on equal opportunity and continue our research to achieve our commitments in the areas we determined in our Manifesto and our goal of becoming a leading company in the area of equal opportunity in business life.





YILDIZ ★ HOLDING
WOMEN'S
PLATFORM
SHINE TOGETHER