



YILDIZ ★ HOLDING
WOMEN'S
PLATFORM
SHINE TOGETHER

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We believe that a sustainable future is only possible with the active participation of women in all areas of life, especially in the business world. The principles of equality, diversity, and inclusion are the inseparable part of our global values. With concrete steps taken in this direction, we successfully increased women's representation among our employees from **37% in 2019 to 49% in 2024**.

Additionally, as one of the strategic partners of the **Women Entrepreneurship Accelerator Programme** initiated by UN Women, we take pride in **creating an economic value exceeding 10 million dollars for women entrepreneurs** over the last three years through our projects.

We hope that our pioneering efforts in equal opportunities will inspire many institutions, and we wish for all our stakeholders to experience a business culture based on equality and diversity. In the coming years, we will continue to strengthen equal opportunities in the business world and contribute to social transformation together with all our stakeholders.

”

ALİ ÜLKER

YILDIZ HOLDING
CHAIR



“

Transforming prejudices and systems that fuel inequality, **ensuring women's stronger participation in economic life**, and establishing a more inclusive business environment remain our top priorities.

In this regard, **Yıldız Holding Women's Platform**, which I co-founded, is **celebrating its fifth year** as an initiative unique to the private sector in Türkiye. Through the projects we have implemented under this platform, we support women producers and suppliers, contribute to equality in the entrepreneurship ecosystem, and design all our company processes with an inclusion perspective.

Every year, we publish the **Yıldız Holding Women's Platform Report**, reflecting our commitment to continuous improvement, performance tracking, and accountability. While there is still progress to be made in **ensuring equal opportunity**, the projects we carry out demonstrate Yıldız Holding's strong commitment to social inclusion and equal opportunities in the business world.

”

BEGÜM MUTUŞ

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



Shortly

Yıldız Holding

05

As Yıldız Holding, we laid our foundations in Istanbul in **1944** and have since grown into a global food and retail company, **reaching 4 billion consumers across five continents with nearly 350 brands.**

By combining our strong heritage with an innovative and sustainable growth strategy, we continue to generate value in every market we operate in.

In addition to our globally recognized brands such as **Ülker, McVitie's and GODIVA**, we have strong brands and companies in Türkiye, including **Kerevitaş, ŞOK Marketler, Bizim Toptan, and Seç Market.**

With **45 factories** (25 in Türkiye and 20 abroad), production in **12 countries**, and **over 80,000 employees**, we are engaged in a vast ecosystem.

By combining our strong heritage with an innovative and sustainable growth strategy, we continue to generate value in every market we operate in.

In the food and snacks sector, we develop innovative products to meet consumer expectations in the best possible way and provide high-quality and accessible products through our robust supply chain network.

We promote diversity and equal opportunity through inclusive human resources policies that support the development of our employees.

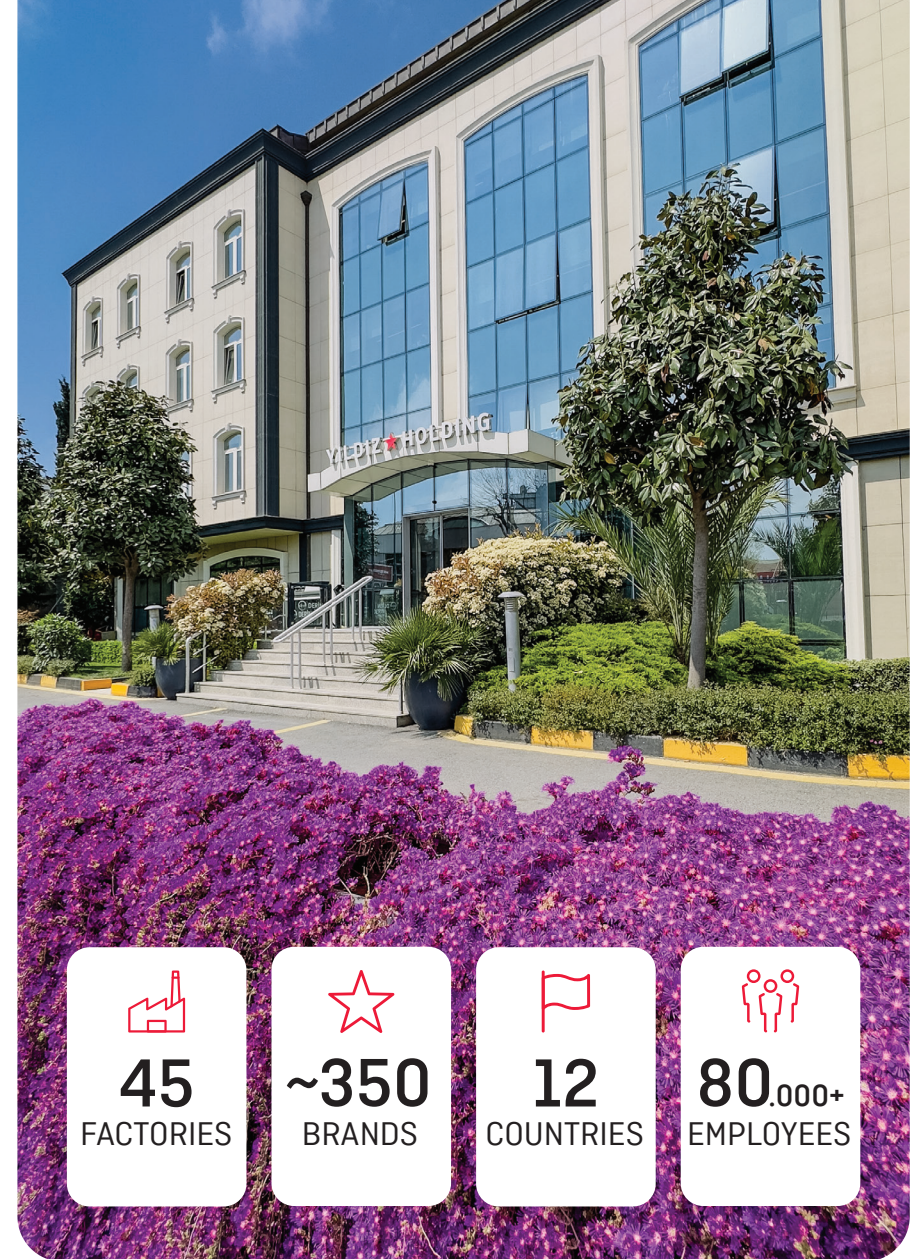
We integrate the **Women's Empowerment Principles (WEPs)** into every stage of our corporate culture.

To increase women's participation in the workforce and enhance their representation in leadership positions, we run various programs and invest in young talent **to develop future leaders.**

Beyond our internal initiatives, we support women across our ecosystem, from corporate collaborations to our supply chain.

Through responsible sourcing and internationally recognized **social impact projects in agriculture**, we continue to encourage women's participation in the economy and improve their working conditions.

With the motto **"Make Happy, Be Happy"** we have prioritized social contribution for over 80 years, spreading happiness through both our products and sustainable corporate social responsibility efforts.



How Does Yıldız Holding Approach Women's Empowerment?



In 2020, we set out to strengthen equal opportunities and initiated the efforts for the Yıldız Holding Women's Platform, which we officially launched in 2021. In the same year, we signed the **United Nations Women's Empowerment Principles (WEPs)**, committing to shaping our operations in line with these principles.



To support this commitment and ensure equal opportunities, we continue to contribute to the **United Nations Sustainable Development Goals** through our initiatives under the Yıldız Holding Women's Platform. In particular, we make contributions in the areas of **Gender Equality, Decent Work and Economic Growth, Reducing Inequalities, and Partnerships for the Goals**.



As of 2024, we are proud to complete our fourth annual reporting period and transparently share our performance in **ensuring equal opportunities** within our companies. In the coming periods, we remain committed to diversifying our efforts under each pillar of our Manifesto, expanding our impact, and creating a **more inclusive and equitable business environment**.



Yıldız Holding Women's Platform

Manifesto

As Yıldız Holding, we believe that **equal opportunities**, which we see as one of the cornerstones of sustainable development and value-creating growth, are essential for building a fair and inclusive future. To this end, the foundation of the Yıldız Holding Women's Platform, launched in 2021, is built on our **Yıldız Holding Equal**

Opportunity and Women's Empowerment Manifesto, created through a participatory process that includes our employees. We track and share our performance annually in the four main areas of our Manifesto: "**Discourse, Business Environment, Ecosystem, and Value Chain.**"



Scope

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The Yıldız Holding Women's Platform 2024 Report covers the efforts made in the field of equal opportunities by Yıldız Holding and its subsidiaries, including pladis¹, Şok Marketler Ticaret A.Ş. (Şok Marketler), Kerevitaş Gıda ve Kimya Sanayi ve Ticaret A.Ş. (Kerevitaş), Seç Marketçilik A.Ş. (Seç

Market), Yıldız Ventures, and Bizim Toptan Satış Mağazaları (Bizim Toptan) between January 1, 2024, and December 31, 2024.

You can learn more about the relevant initiatives by scanning the QR codes included in the report.



¹The performance of Ülker Bisküvi Sanayi A.Ş. (Ülker Bisküvi) is reported under the pladis umbrella, including operations in Türkiye (pladis Türkiye) and GODIVA.

2020

- Preliminary work has begun for the Yıldız Holding Women's Platform.

2021



**WOMEN'S
EMPOWERMENT
PRINCIPLES**

Established by UN Women and the
UN Global Compact Office

- Yıldız Holding Women's Platform has been established.
- In March, the first meeting of the Platform and a workshop with employees were held.
- Yıldız Holding Women's Platform Manifesto was prepared, and employee opinions were gathered.
- Holding became a signatory to the United Nations Women's Empowerment Principles, a joint initiative of UN Women and the United Nations Global Compact.
- Holding became the first signatory from Türkiye to the G20 Women's Empowerment Manifesto.
- For contributing to the construction of equal opportunity in communication, a Communication Guide for Equal Opportunities was prepared and shared with employees.
- To serve as a role model and raise awareness on equal opportunity, Equality Talks were realized.

2022



- Executive Board of the Yıldız Holding Women's Platform met four times throughout the year, once every quarter.
- Yıldız Holding Women's Platform 2020 and 2021 Reports, which include the efforts made by Yıldız Holding and its companies on equal opportunities in the 2019-2020 and 2020-2021 periods, were shared.
- Yıldız Holding joined the "Women Entrepreneurship Accelerator" (WEA) initiative, which was established by the United Nations and is managed by UN Women, aiming to create favorable ecosystems for women entrepreneurs worldwide.
- To reward best practices in the field of equal opportunities at Yıldız Holding, the "Women Stars of the Year" award ceremony was organized.
- Yıldız Holding Women's Platform's official website and social media platform "Shine Together" was launched to raise awareness about women's empowerment.

2023



Scan the QR code to watch
our Yıldız Holding
Women's Platform film.

- Executive Board of the Yıldız Holding Women's Platform met four times throughout 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" as the scope of the platform's value expanded.
- Yıldız Holding Women's Platform 2022 Report was published.
- We were appreciated with the bronze award in the "Achievement in Developing and Promoting Women" category at the Stevie® Awards for Women in Business.
- At AIDEX 2023 The Global Humanitarian Aid Event, we won the Development 2030 Corporate Social Responsibility Programme of the Year award.
- Our efforts were recognized 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.
- Yıldız Holding Women's Platform was showcased as a global example at the "UN Women Empowering Women Entrepreneurs Globally" special session at the United Nations Headquarters.
- Our Yıldız Holding Women's Platform film was broadcasted on social media channels.

2024



- Selected as a case study by the London Business School, we became an inspiring example in the academic world with the initiatives we implemented to establish equal opportunities in all areas, providing strategic approaches to equal opportunity and women's employment in the business world.
- Yıldız Holding Women's Platform 2023 Report was shared.
- As a result of a two-year evaluation conducted by the EQUAL-SALARY Foundation based in Switzerland and PwC, Yıldız Holding deserved the EQUAL-SALARY Certification.
- In the 100th year of our Turkish Republic, our efforts on equal opportunities were showcased as inspiring example projects at a special session held at the United Nations Headquarters, demonstrating that our commitment to our goals is recognized as worldwide.

Diversity in Numbers

13

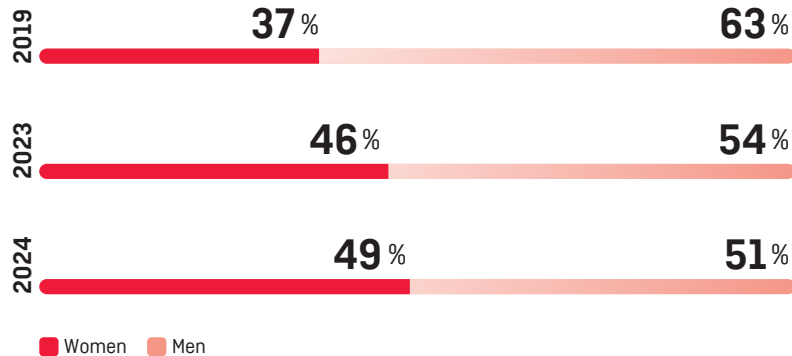
Key Performance Indicators in 2024

58%
ŞOK MARKETLER
PERCENTAGE OF
FEMALE EMPLOYEES

As of 2024, 49% of the 72,652 employees within Yıldız Holding² are women, while 51% are men. Compared to 2019, the percentage of female employees has increased from 37% to 49%. The company with the highest percentage of female employees is **ŞOK Marketler**, with 58%.

CHART 1

Gender distribution of employees in companies based on selected years

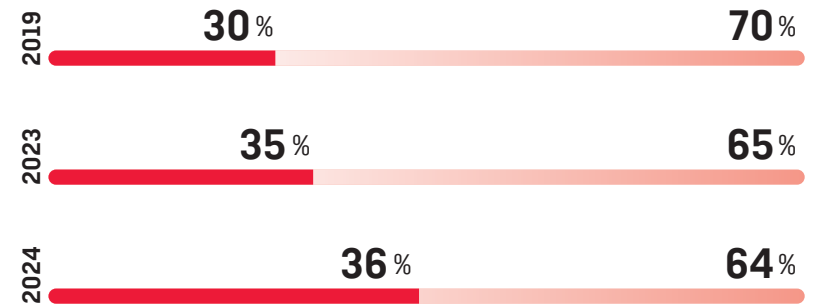


60%
ŞOK MARKETLER
PERCENTAGE OF
FEMALE
BLUE-COLLAR
EMPLOYEES

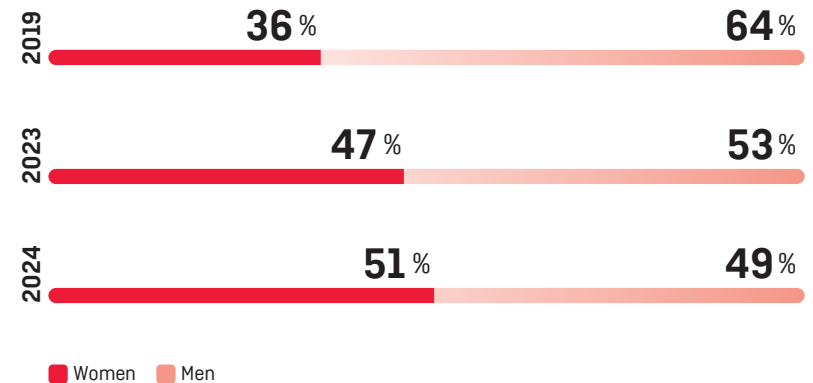
In 2019, the percentage of women among total white-collar employees was 30%, while this rate increased to 36% by 2024. The company with the highest percentage of women among white-collar employees is **pladis**, with 43%. The increase in the percentage of women among blue-collar workers is even more significant. In 2019, the percentage of female blue-collar employees was 36%, which rose to 51% in 2024. The company with the highest percentage of female blue-collar employees is **ŞOK Marketler**, with 60%.

CHART 2

Gender distribution of white-collar employees in companies based on selected years



Gender distribution of blue-collar employees in companies based on selected years



²As of 2024 data, unless otherwise specified, Bizim Toptan, Kerevitaş, pladis, ŞOK Marketler, and Yıldız Holding are included. In 2023, pladis data included both its operations in Türkiye (pladis Türkiye) and abroad, whereas in 2024, due to organizational changes, pladis data now also includes GODIVA, which was previously reported separately.

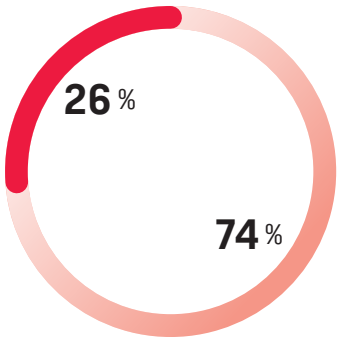
Diversity in Numbers

26%
YILDIZ HOLDING
PERCENTAGE OF
FEMALE EXECUTIVES

As of 2024, the percentage of women in management positions (first-level and senior management) within Yıldız Holding³ companies is 26%. Considering that women are represented at 20% in management positions and 12% in senior management positions nationwide in Türkiye, it is evident that Yıldız Holding is performing at a higher level compared to the national average in this area.

CHART 3

Gender distribution of employees at the management⁴ level (First-Level and Senior Management) in Companies in 2024.



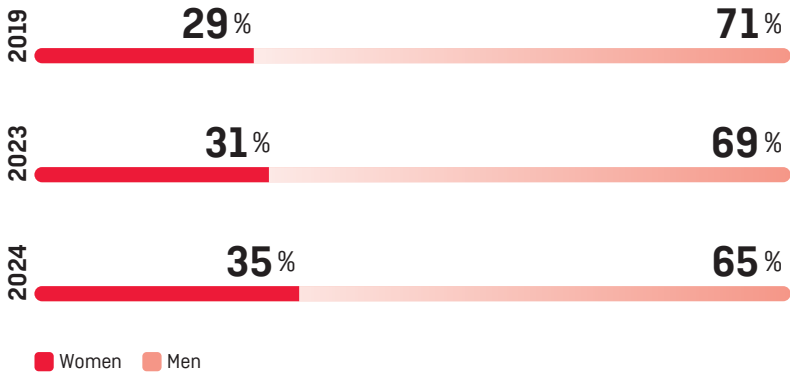
■ Women ■ Men

37%
pladis
PERCENTAGE OF
FEMALE EXECUTIVES

When evaluating the change over the years at the senior management level, the current situation has been maintained. In 2019, the representation of female employees was at 29%, and by 2024, this rate has increased to 35%. The company with the highest percentage of women in first-level and senior management positions is **pladis**, with **37%**.

CHART 4

Gender distribution of senior management level employees in companies based on selected years⁵



50%
ŞOK MARKETLER
PERCENTAGE OF
WOMEN ON THE
BOARD OF
DIRECTORS

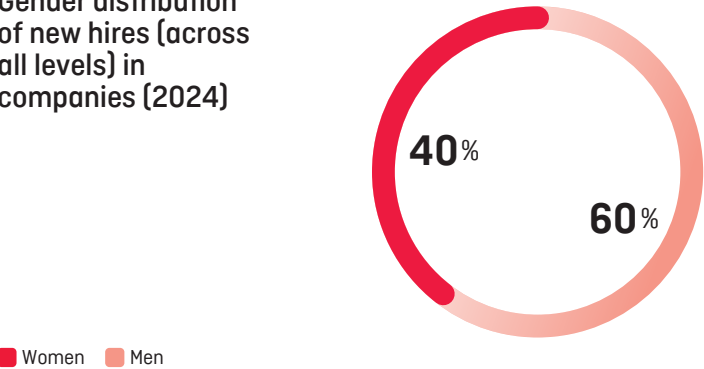
The percentage of women on the Boards of Directors in Yıldız Holding companies was 16% in 2020 and has increased to 22% in 2024.⁶ In Türkiye, women make up 18% of board memberships.⁷ The companies with the highest percentage of women on their Boards of Directors are **ŞOK Marketler** with **50%** and **Kerevitaş** with **33%**.

In 2024, 60% of new hires are women, and 40% are men. The proportion of women among new hires has significantly increased compared to 46% in 2019. The company with the highest percentage of women among new hires in 2024 is **ŞOK Marketler**, with **62%**.

³ For 2024, ŞOK Marketler is not included in the senior management data.
⁴ The ranks used for internal tracking by the companies are stated as I, M, and E.

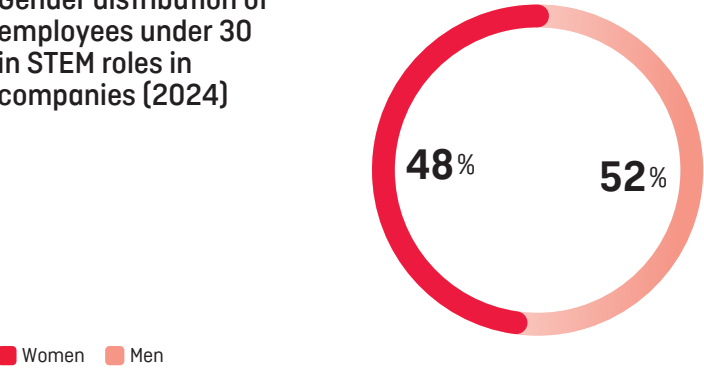
⁵ ŞOK Marketler is not included in the 2024 data.
⁶ Data for 2020 board members does not include GODIVA and pladis Türkiye.
⁷ UN Women. (2024). Gender Statistics 2023.

CHART 5
Gender distribution
of new hires (across
all levels) in
companies (2024)



In Yıldız Holding companies, women constitute 52% and men 48% of employees under the age of 30 in STEM (Science, Technology, Engineering, and Mathematics) fields in 2024. Since 2022, the percentage of young women in STEM roles within Yıldız Holding companies has remained above 50%. In 2024, the company with the highest proportion of women in STEM roles is **Yıldız Holding**, with **68%**.

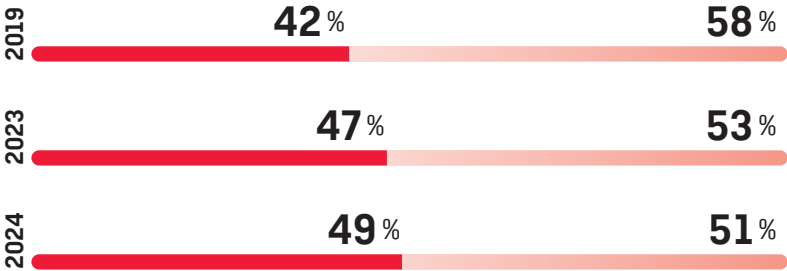
CHART 6
Gender distribution of
employees under 30
in STEM roles in
companies (2024)



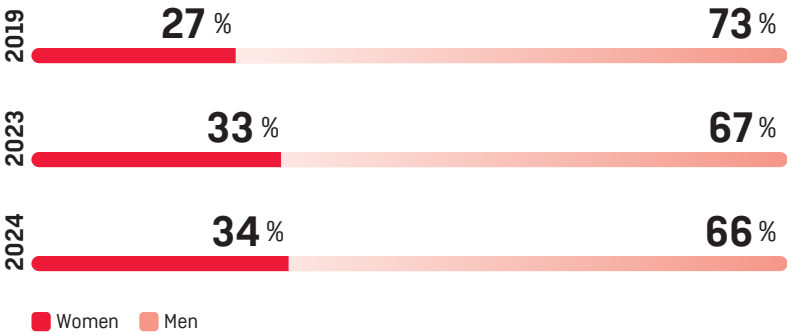
In 2024, a total of 968 employees participated in leadership programs organized by four companies within Yıldız Holding, and 49% of the mentoring program participants were women. The companies that stood out in this regard in 2024 were **Yıldız Holding** with **55%** and **pladis** with **54%**. In 2024, 34% of the leadership program participants were female employees. **Bizim Toptan** stood out with **50%** female representation among leadership program participants. Compared to 2019, female representation has increased in both talent development programs.

CHART 7
Gender distribution of employees participating in competency
development programs in selected years across companies

MENTORING



LEADERSHIP



*This includes the companies Bizim Toptan, Kerevitaş, Yıldız Holding, and pladis. Data related to Kerevitaş's mentoring program is only included for 2024.

Our Works Within the Scope of

Our Manifesto

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Equal Pay Certification



YILDIZ ★ HOLDING



As Yıldız Holding, we successfully completed a two-phase evaluation process conducted by the Switzerland-based **International EQUAL-SALARY Foundation** and **PricewaterhouseCoopers (PwC)** to officially document the pay equity between our female and male employees. We became one of the pioneering companies to earn the "EQUAL PAY Certification."

In the certification process, which we voluntarily applied for, our data based on diversity and inclusion, our pay policy, recruitment processes, promotions, and benefits were comprehensively reviewed using a scientific methodology.

In addition to data analysis during the certification process, detailed discussions were held with employees and HR teams to measure the internal perception of human resources practices. At the end of this meticulously conducted process, we were honored with the "EQUAL PAY Certification," which is considered a valuable document enhancing our employer brand worldwide.

What is the EQUAL PAY Certification?

The EQUAL PAY Certification, issued by the Switzerland-based EQUAL-SALARY Foundation, which independently evaluates wage inequality in organizations with a scientific approach, certifies that women and men in the institution are paid equally for equal work. The EQUAL PAY Certification, awarded after comprehensive audits by the EQUAL-SALARY Foundation, remains valid for three years. During this period, the company's efforts in line with diversity and equality principles are regularly monitored. Companies holding the certification must reapply after three years to ensure the continuation of the certification.

Work-Life Balance Analysis



As Yıldız Holding, we aim to create an inclusive business environment that supports our employees' success in both their professional and personal lives, regardless of gender, marital status, or parenting responsibilities. In line with these policies, we collect feedback to understand work-life balance and employee well-being.

In this context, we conducted a comprehensive study in 2024, led by **Prof. Dr. Fatma Ayanoğlu**, Director of the Women's Studies Application and Research Center in Economic and Social Fields at Marmara University. We gathered data through the **Work-Life Balance Analysis Survey**, with the participation of 270 employees.

The analysis results showed no significant differences in work-life balance based on marital status, gender, or parenting responsibilities. Employees stated that their jobs did not negatively impact their family lives. Notably, **female employees reported feeling the positive impact** of their jobs on their personal lives more strongly than their male colleagues.

This highlights the tangible impact of our women-friendly business environment and policies. The results confirm that our diversity and inclusion policies are not just theoretical but are effectively reflected in our business processes, reinforcing our commitment to equal opportunities.



Our Works Within the Scope of

Our Manifesto

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Count Me In



Launched by ŞOK Marketler in 2019, the "Count Me In" project aims to support women entrepreneurs by collaborating with women cooperatives to bring women's handcrafted products to customers. The scope of the project expanded further after the Kahramanmaraş-Hatay earthquake, turning into a comprehensive social initiative that encourages women's economic participation in the region.

Products produced by women cooperatives in various cities such as **Hatay, Adana, and Ankara**, are available at selected ŞOK Marketler stores. These include olives, tarhana, dried vegetables, geographically indicated products, and handmade headscarves. In addition, women cooperatives receive support in areas like product content and label design. Since the beginning of the project, over 100,000 products have been purchased, generating **more than 10 million TL** in economic value, with these products now available at **nearly 250 ŞOK Marketler stores**.

Women Stars of Agriculture



KEREVİTAŞ
GIDA SAN. VE TİC. A.Ş.



The Women Stars of Agriculture Instagram account has been launched!

In the agriculture sector, half of the workforce, approximately 2 million, are women, but 8 out of 10 women were working without pay. In order to address this injustice and provide equal opportunities, we set out with a goal. The biggest barriers for female farmers were the lack of technical knowledge and capital, and the program was launched to address these needs. Since 2022, Kerevitaş has aimed to support women in the agriculture sector and increase their representation through the **Women Stars of Agriculture Project**.

With this goal, Kerevitaş collaborates with **female farmers within the scope of a contract farming model**, offering these farmers a 2% additional price incentive. In addition, **technical support is provided to female farmers**, guiding them in choosing seed varieties suitable for regional soil conditions, supplying plant nutrition and protection products, and more.

In 2024, through the training programs organized by Kerevitaş, the goal is to economically empower female farmers and increase their numbers and qualifications in the sector. The training program, which received hundreds of applications, had nearly 400 female farmers participate within 6 months. Throughout the year, **68 female farmers** worked with the project, and a total of **60 million TL** was paid. **The collaboration rate with female farmers** has increased from 6% to 27% since the project's inception.

To expand the impact of the project, awareness-raising educational content has been spread through various digital platforms, conferences, panels, and publications. The digital communications have reached an estimated 20 million people. The project has received a total of 13 awards, including 6 global ones, for its successful results.

Our Works Within the Scope of

Our Manifesto

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Beyond Cocoa



ÜLKER



Since 2018, Ülker has been running the Beyond Cocoa Project in collaboration with the **Earthworm Foundation** for traceable and sustainable cocoa sourcing. To promote sustainable agricultural practices, field visits are made to suppliers and cooperatives in **Africa**, and comprehensive activities are carried out.

As part of this initiative, this year, **135 female farmers were provided with personal protective equipment and agricultural tools**. Mobile healthcare services were offered to improve the quality of life for farmers and their families. Female farmers received healthcare services such as prenatal and postnatal counseling, family planning, cancer screenings, and chronic disease check-ups. To raise awareness about child labor, **training was provided to 3,568 families**, and **5,348 school kits were distributed to children** in cocoa farming regions. The canteens and classrooms of five schools were renovated. Since 2023, a total of **2,250 farmers and their families have benefited from healthcare services**.



TFF Ülker Star Girls of The Future Project



ÜLKER



For many years, Ülker has been collaborating with the **Turkish Football Federation (TFF)** to provide equal opportunities for girls, support them in discovering their talents, and develop the pool of players for the **U15 Women's National Football Team**. In 2023, they launched the **TFF Ülker Star Girls of the Future Project**. The second phase of the project, the U15 Preparation Camp, took place between January 25-30, 2024.

The project aims to discover young talents from around the world who have the potential to play for the Türkiye U15 Women's National Team. A total of **809 female football player candidates** applied. **33 talented athletes**, selected by the National Team Coaches, participated in a six-day special camp.

During the camp, the young talents not only received football training but also participated in sustainability-themed workshops at the **Ülker Children's Art Workshop**, where they raised awareness about sustainability and improved their teamwork skills. Out of the 33 players who attended the camp, **10 were called up** to the U15 Women's National Team pool.

Our Works Within the Scope of

Our Manifesto

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Beyond Hazelnuts



ÜLKER



Ülker continues its "Beyond Hazelnuts" project, which it launched in 2023 to ensure the sustainability of hazelnut farming and contribute to passing on hazelnuts to future generations. As part of the project, farmers receive training on topics related to hazelnut farming, such as pest control, fighting weeds and diseases, techniques to increase soil fertility, and post-harvest hazelnut preservation. In addition, practical training is provided on topics such as pest counts, fertilization techniques, pruning practices, and making compost from hazelnut shells. In addition to the training, farmers participating in the project have the opportunity to apply the knowledge they gained in Ülker's hazelnut garden at its Giresun factory. Furthermore, farm visits are conducted to monitor the development of the hazelnuts grown in accordance with climate conditions.

In 2024, soil analyses, personal protective equipment, and first aid kits were provided to participating farmers. For those in need, new hazelnut saplings were supplied to rejuvenate their orchards. In 2025, the project plans to continue with 200 farmers, half of whom will be women, expanding its reach. The goal is to create broader support for equal opportunities in agriculture and sustainable hazelnut farming.

Smile With Your Strength



SEÇ Market continues to increase the impact of its "Smile With Your Strength", which supports neighborhood tradespeople and aims to increase the number of female franchisees, by offering a franchise business model to help women discover their potential and take a more active role in the business world.



In collaboration with Boğaziçi University Lifelong Learning Center (BÜYEM), the "Women Entrepreneurship and Retail Management Training Program" was held online this year, covering current topics such as "Effective Communication and Motivation," "Basics of Retailing," and "Digital Transformation." The project was completed in 2024 with **82 participants** selected from 425 applications. All participants received **free training**, and 46 participants who attended the five-day program in full were awarded certificates of achievement.

Our Works Within the Scope of

Our Manifesto

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Voice for Women's Empowerment



YILDIZ ★ HOLDING



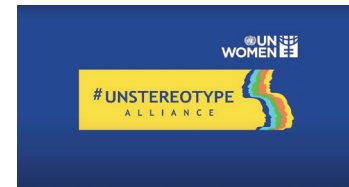
Principles of Women's Empowerment Panel

Yıldız Holding Women's Platform and Yıldız Holding companies participated in conferences and panels throughout the year, sharing their experiences in supporting women's economic empowerment and equal participation in the workforce.

On October 14, 2024, Yıldız Holding Women's Platform Ambassador **Begüm Mutuş** participated to **Women's Empowerment Principles (WEPs) In-Depth Review Series #8: The Role of the Private Sector in Strengthening Gender Equality During Crises** panel organized by **UN Women**, as a panelist. She discussed initiatives aimed at supporting women's participation in economic life following the February 6 earthquake, with the goal of accelerating post-disaster recovery.



At the **UN Global Compact Leaders Summit**, organized by the United Nations on September 24 in New York, Begüm Mutuş represented Yıldız Holding. During the summit, where Mutuş also delivered a speech, discussions focused on the role of women in the business world and the concept of the "Women's Economy".



Unstereotype Alliance

As Yıldız Holding, we have become a member of the Unstereotype Alliance platform established by UN Women. Through this significant membership, we commit to adopting a more responsible, equitable, and inclusive approach in advertising and marketing. By developing communication strategies that break stereotypes and promote diversity and equal opportunities, we are taking an important step toward a sustainable future.



Yıldız Holding Women's Platform Selected as a Case Study by LBS

Our projects aimed at supporting women's strength and potential in the workforce have been selected as a case study by London Business School.

The report featuring our projects was presented at a launch event attended by 55 participants, including representatives from NGOs and the United Nations. The presentation was delivered by award-winning case study author Lisa Duke and London Business School's Head of Executive Education, Helen Kerkentzes.



Our Works Within the Scope of

Our Manifesto

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United Nations Women's Entrepreneurship EXPO 2024



YILDIZ ★ HOLDING



As part of its strategic collaboration with UN Women, Yıldız Holding continues to contribute to the **Women's Entrepreneurship Accelerator (WEA)** initiative, which aims to create a global ecosystem for women entrepreneurs and unlock their potential.

Within this scope, Yıldız Holding Chair **Ali Ülker** delivered the opening speech at the **United Nations Women's Entrepreneurship EXPO 2024**, organized by UN Women. In his speech, Ali Ülker reaffirmed Yıldız Holding's commitment to supporting women's entrepreneurship.

Yıldız Ventures



YILDIZ ★ VENTURES

Since its establishment, Yıldız Ventures has invested approximately \$5.5 million in over 90 women-founded or co-founded startups through its technology-focused early-stage venture capital funds.



We have been included in the "Best Employers in Türkiye 2024" list, evaluated by the Great Place To Work certification.



Yeditepe University awarded "The Year's Inspiring Equal Opportunity and Workplace Culture Project Award" to Yıldız Holding as part of the "Inspiring Stories" program.

Kerevitaş's "Women Stars in Agriculture" project won multiple awards, including the Stevie Awards Bronze Reward and the MMA Smarties MEA Bronze Award in Digital Communication.

In addition, it was deemed worthy of an award in the Gender Equality category at the Istanbul Marketing Awards. Moreover, it achieved its success by winning an award in the xcategory at the Social Benefit Awards. The project also secured first place at the Best of Sales Network awards.

The Turkish Public Relations Association (TÜHİD) awarded Yıldız Holding Women's Platform in the Equal Opportunity category and Ülker was awarded with "TFF Ülker Star Girls of the Future" campaign.



Yıldız Holding Women's Platform received the Bronze Award in the Women-related Corporate Social Responsibility category at the Global Stevie Awards for Women in Business 2024.

Yıldız Holding Women's Platform was recognized with the "Gender Equality Brand Leadership Award" at the Women-Friendly Brands 2024 event.

For efforts in promoting equal opportunities and women's empowerment in business, Yıldız Holding received the "Golden Compass Turkish Public Relations Association Grand Jury KAGİDER 1:1 Special Award".



Achievements of

Our Women Employees

33

Fezal Okur Eskill, our Chief Strategy, Business Development, and M&A Officer, was included in the "**Sustainability Leaders 50**" list organized by Fast Company Türkiye".



In **The Legal 500 GC Powerlist 2024**, one of the leading assessments of the legal world, Yıldız Holding Three members of our legal team achieved a significant success by being included in the list. In the list, Yıldız Holding and Subsidiaries Legal Director **Meral Öncü** was listed in the Individual category; Yıldız Holding and Subsidiaries Legal Directorate Senior Attorney **İrem Bilgin** was included in the Rising Stars category with his achievements.

Gül Erol, Our Chief Information Technologies Officer and CEO of Yıldız Tech, proved her leadership in the field of technology by being included in the list of "**Türkiye's Most Effective Technology Leaders**" prepared in cooperation with BMI Business School and DataExpert and published in Milliyet Executive.



Aslı Özen Turhan, CMO at pladis UK&I, has achieved a great success with the pladis UK&I marketing team and agency partners by making the **Campaign UK Power 100 - 2024** list.



Kerevitaş CMO **Gülizar Öcal** was included in the list of "**Türkiye's 50 Most Effective CMOs**" prepared in collaboration with BMI Business School and DataExpert and published in Milliyet Executive.



Fulya Banu Sürücü, CFO of Ülker, was once again included in the "**Türkiye's 50 Most Influential CFOs**" list this year thanks to her achievements in the finance world.



Gül Erol, Chief Information Technologies Officer and CEO of Yıldız Tech, had a comprehensive interview with Serdar Turan, Editor-in-Chief of Harvard Business Review Türkiye, on the concept of transformative leadership and its place in the business world. In this interview, which addressed the technological changes shaping the business world in the post-pandemic period and ways of dealing with uncertainties, Erol highlighted the critical role of digital transformation in the success of companies. While emphasizing the necessity of innovation-focused strategic approaches, Gül Erol shared details on how Yıldız Holding integrates technology into its business strategies while preserving its core values.

Fezal Okur Eskill, Chief Strategy, Business Development, and M&A Officer attended COP29 held in Baku under the theme "In Solidarity for a Green World," aiming to find common solutions to limit the impacts of the

climate crisis and ensure a sustainable future. Eskill, who participated as a moderator in the session "Drivers of Corporate Climate Leadership: Target Setting and Reporting" organized by UN Global Compact Türkiye, also joined as a speaker in the session "Green Risks and Social Risks in the Context of Climate Change" organized by the Impact Investment Advisory Board (EYDK), sharing our pioneering steps and holistic system transformation practices with our "Zero Waste Company" business model.

These achievements obtained on both national and international platforms are not limited to the pride of receiving awards for us but are an indication that we are on the right track to achieving our goal of creating sustainable change. In the coming years, we will continue our efforts to ensure stronger participation of women in the economic life and to integrate equal opportunity into all areas of the business world.



Closure

As Yıldız Holding Women's Platform, we are once again sharing our efforts towards equal opportunity and our diversity performance within the Holding and group companies this year, as we realized every year. During the fourth reporting period, we monitored and evaluated the work we conducted in the areas of discourse, business environment, ecosystem, and value chain in line with our Yıldız Holding Women's Platform Manifesto. In the area of discourse, we actively participated in events aimed at raising awareness about equal opportunity in society in 2024. We shared our experiences and practices by attending national and international conferences, panels, and workshops on empowering women and ensuring their equal participation in the economy and business life.

In the business environment, we continued our efforts for equal representation and participation of women employees with determination this year. We implemented supportive practices for our female employees starting from the recruitment process. When we look at the performance indicators of 2024, we see significant increases in the total number of

employees, white-collar and blue-collar employees, employees at different levels and positions, and the proportion of women in equitable recruitment within Yıldız Holding compared to our first year of data collection in 2019. The high proportion of young female employees in STEM fields demonstrates our support for women in areas with low female representation.

Within the scope of our ecosystem and value chain, we continued to support equal opportunity not only in our own business environment but also among the stakeholders we collaborate with and the sectors we operate in. In 2024, we continued to support especially women entrepreneurs and women producers in our supply chains. We implemented long-term projects aimed at strengthening the economic participation of women.

In the upcoming period, we will continue to create an equitable and inclusive business environment in all companies within Yıldız Holding. We will persist in our efforts to increase the presence of women in areas where they are less represented and to further strengthen this approach in our value chain.







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