



YILDIZ ★ HOLDING WOMEN'S PLATFORM



2022 REPORT

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İçindekiler



*Executive
Messages*

*Executive
Messages*

Executive Messages

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When we look at the short two-year history of Yıldız Holding Women's Platform, we are justifiably happy to develop many projects that reflect Yıldız Holding's global values and principles and contribute to equal opportunities in our country and in the societies in which we operate globally.

Ali Ülker

Yıldız Holding,
Chairman of the Board



How do you evaluate the impact that Yıldız Holding Women's Platform has created so far?

Ali Ülker: When we look at the short two-year history of Yıldız Holding Women's Platform, which we created as Yıldız Holding with the aim of making our inclusive and egalitarian culture permanent; We are justifiably happy to develop many projects that reflect Yıldız Holding's global values and principles and contribute to equal opportunities in our country and in the societies in which we operate globally. Our understanding of investing in people and our strong belief in the importance of building a participatory and egalitarian society for value-creating growth continue

to guide us in all our business processes. In this direction, we are happy to see that we have been fulfilling the commitments we made while creating the Platform. We are proud to have developed an exemplary platform for the entire business world with the wide range of activities we have implemented and supported to date.

What were the focuses and prominent activities of Yıldız Holding Women's Platform in 2022?

Ali Ülker: Since the day we established Yıldız Holding Women's Platform, we see it as our responsibility to be leaders when it comes to women being represented more in business life, taking more roles in senior

management and critical points, and ensuring equal opportunity in the business world. In this direction, as in previous years, we continued many projects that we started to create value for both our employees and the society in general through the Yıldız Holding Women's Platform, and we implemented many new applications in line with the needs we identified. In addition, we continued to develop our global collaborations that supported us in this journey, while fulfilling the commitments we have determined in line with our strategic route map.

Begüm Mutuş: With the Yıldız Holding Women's Platform, which we established in March 2021, we carry out activities that focus on the principles of participation, equality and pluralism, and we are among the leading companies in the business world with these activities. In 2022, we participated in the multi-stakeholder "Women's Entrepreneurship Accelerator" initiative, which aims to create favorable

ecosystems for women entrepreneurs around the world, led by the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women). Thanks to this cooperation, we are committed to supporting women's entrepreneurship in the regional and global supply chain and investing more than 4 million USD in women entrepreneurs. In addition, we launched the "Women Stars of Agriculture" project with Kerevitaş to support women farmers and ensure equal opportunities in the supply chain. With this project, we aim to rapidly increase the number of women farmers working in the contract farming model. We support women's leadership or partnership initiatives with Yıldız Ventures with direct investment or venture capital funds, and contribute to the empowerment of women in the entrepreneurship ecosystem in Türkiye. In parallel with all these efforts, we are investing in our people, which is actually our most important resource.

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With the Yıldız Holding Women's Platform, which we established in March 2021, we carry out activities that focus on the principles of participation, equality and pluralism, and we are among the leading companies in the business world with these activities.

Begüm Mutuş

Yıldız Holding Women's Platform
Ambassador, General Manager





We support our employees' self-expression, continuous improvement and success with the equal opportunity we guarantee. We provide many development and change opportunities to our women employees with the mentoring and manager training programs in different focuses that we have implemented for our women employees in our group companies, especially Yıldız Holding. We launched the “**Mother Mentoring Program**” in order to support the adaptation process of working mothers who have just returned from maternity leave to work life. In 2022, we rewarded the work carried out for the development of women and equal opportunities in Yıldız Holding and its companies at the “**Star Women of the Year**” event and launched our social network platform “**Shine Together**”, where we aim to raise awareness about the empowerment of women. In addition to these, we have updated our **Yıldız Holding Women's Platform Equal Opportunity and Women's Empowerment Manifesto** in light of all the projects we have realized and the way we have progressed.

What are the reasons behind the renewal of Yıldız Holding's manifesto this year? What issues do the renewed value areas highlight?

Ali Ülker: We created the Yıldız Holding Women's Platform Equal Opportunity and Women's Empowerment Manifesto, which guides the activities of Yıldız Holding Women's Platform, in 2021, together with our employees through a participatory process. As Yıldız Holding, we accelerated our efforts to support women entrepreneurs and women in the value chain, especially in order to ensure equal opportunities in participation in economic life. Accordingly, we updated our manifesto to represent four areas where we create value: “Discourse, Business Environment, Ecosystem and Value Chain”. As Yıldız Holding, we aim to continue and expand the impact we have created for both our employees and the society we live in in the upcoming period.

Begüm Mutuş: As Yıldız Holding, we believe that supporting women-owned businesses will not only ensure that women have equal opportunities in the society, but also contribute to expanding the market, diversifying the supply chain and growing the economy, and contributing to increasing social welfare. For this purpose, we focus on the Ecosystem and Value Chain areas, which we expanded this year in our Manifesto, together with Yıldız Holding and all its companies, and we support our work with global collaborations. With the Women's Entrepreneurship Accelerator initiative, which we participated this year with the support of UN Women, we aim to carry out beneficial works not only for Yıldız Holding, but also for the whole society, with our efforts to support women's entrepreneurship in the regional and global arena.

What is revealed in Yıldız Holding Women's Platform 2022 report?

Begüm Mutuş: In our report, we, as Yıldız Holding Women's Platform, share our efforts and good practices towards equal opportunities in 2022. In the report, we share the current situation in the key performance indicators, which we have determined to declare performance on a consolidated basis and whose scope has expanded this year, in a comparative way. In this year's report, we aimed to highlight our practices in the area of equal opportunity as Yıldız Holding and its companies, and our contributions to the United Nations Women's Empowerment Principles (WEPs), of which we are a signatory. At the same time, we have comprehensively included the views of our stakeholders in the report in order to reveal how the activities of Yıldız Holding Women's Platform have had an impact on both our employees and stakeholders with whom we cooperate. I would like to thank Yıldız Holding and its companies, Yıldız Holding Women's Platform Steering Committee and all our colleagues for all their contributions in the reporting process.

About the Report

The Women's Platform 2022 Report includes the annual studies on equal opportunities carried out by Yıldız Holding, pladis, GODIVA, Şok Marketler Ticaret A.Ş (Şok Marketler), Kerevitaş Gıda ve Kimya Sanayi ve Ticaret A.Ş (Kerevitaş), Yıldız Ventures and Bizim Toptan Satış Mağazaları (Bizim Toptan), mainly between January 1, 2022 and December 31, 2022.

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 companies, 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 includes the views of the employees and managers of Yıldız Holding and its companies, as well as the project partners on the practices carried out for equal opportunities. The expressions in the answers received from the people reached during the report process have been arranged in accordance with their meaning. On the other hand, the report also mentions the Sustainable Development Goals and Women's Empowerment Principles (WEPs), which are contributed through practices. The Women's Empowerment Principles, to which the programs and projects implemented throughout the year under the guidance of Yıldız Holding Women's Platform Equal Opportunity and Women's Empowerment Manifesto contributed, are indicated by using the icons of the relevant principles. For more detailed information on the principles, you can visit the **Women's Empowerment Principles official website**.

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

² Yıldız Ventures data includes Yıldız Ventures, e-star, KV2K.





*Yıldız Holding
Women's Platform*

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Platform*

Yıldız Holding Women's Platform

2020

Preliminary work 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 held.

Yıldız Holding Women's Platform Manifesto was prepared and shared with the opinions of the employees.

Yıldız Holding Women's Platform Steering Committee 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. In order to contribute to the construction of social equality in communication, A Guide to Establishing Equal Opportunity Through Communication was prepared and shared with the employees.

Equality Conversations was launched to provide role models and also raise awareness about gender equality.

WOMEN'S EMPOWERMENT PRINCIPLES

Established by UN Women and the
UN Global Compact Office



2022



Yıldız Holding Women's Platform Steering Committee 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.

"Star Women of the Year" award ceremony was held 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 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's Approach to Women's Empowerment

While women, who make up approximately 40% of the total workforce in the world, contribute actively to social and economic development in various roles, the inequalities faced by women³ in working life are an ongoing obstacle to achieving gender equality in the workforce.

In order to ensure equal opportunity in the business world, it is a basic requirement to support employees' access to equal opportunities and resources regardless of their gender. For this, ending occupational and sectoral discrimination, including the gender pay gap in the workplace, gender-based inequalities in care responsibilities, and leadership roles, are among the first steps that will ensure women's empowerment in economic life. The freedom of women to work in safe, fair conditions and in the jobs they prefer is not only important for social welfare, but also economically important. Research shows that increasing women's economic participation improves the country's

economy, increases household productivity and living standards.⁴ Similar positive effects are observed in companies as well; Several reports indicate that ensuring gender diversity in management roles improves business outcomes, facilitates attracting new talent, and enables higher levels of profitability, productivity, creativity and innovation.⁵

Supporting women entrepreneurs and women in the value chain is among the most important ways to increase women's participation in the global workforce and economic life. Entrepreneurship creates a very important opportunity for women's economic empowerment. Today, women-owned businesses contribute significantly to the world economy, creating millions of new employment opportunities and promoting local development. However, there are many obstacles to the full participation of women entrepreneurs in the economy in terms of access to financial and social resources. Looking at global data, women are less represented than men in the area of entrepreneurship.⁶ In Türkiye, the proportion of men in both Early Stage Entrepreneurship activities and Established Business Ownership is more than twice that of women.⁷

³ World Bank, World Development Indicators. (2021). Labor force, female (% of total labor force).

⁴ UN Women: Women's Economic Empowerment Section, Policy Division; ILO: Gender Equality Bureau. (2012) Decent Work and Women's Economic Empowerment: Good Policy and Practice.

⁵ International Labour Organization. (2019). Women in Business and Management: The business case for change.

⁶ GEM (Global Entrepreneurship Monitor) (2022). Global Entrepreneurship Monitor 2021/22 Women's Entrepreneurship Report: From Crisis to Opportunity. London: GEM.

⁷ GEM (Global Entrepreneurship Monitor) (2022). Global Entrepreneurship Monitor 2021/2022 Global Report: Opportunity Amid Disruption. London: GEM.



Additionally, according to data from global supply chain research, only 1% of corporate purchasing spending is received by women-owned businesses, despite the fact that more than a third of all firms worldwide are owned by women.⁸ Based on the data that companies' sensitivity to gender equality in their value chains has a positive effect on profitability and investment income, practices sensitive to equal opportunities become critical for the development of both companies and economies.

As Yıldız Holding, we are aware of the urgency of eliminating these inequalities in the social and economic areas, and we support the equal opportunity for women's participation in the workforce and economy for a better future. We established the Yıldız Holding Women's Platform in 2021 in order to make all the steps we have taken in the area of women's empowerment a part of our corporate culture by perpetuating them in Yıldız Holding and its companies. Together with Yıldız Holding employees all over the world, we have gathered our approach to equal opportunities and women's empowerment through a participatory process under the "Yıldız Holding Women's Platform Equal Opportunity and Women's Empowerment Manifesto". The commitments we made in three main axes at the beginning stage and the strategic route map we created to reach them, we have updated it to represent four

areas, namely "Discourse, Business Environment, Ecosystem and Value Chain", in order to fully encompass our efforts to support women entrepreneurs and women in the value chain, which we started in 2022 and will continue to increase its impact. We have developed our manifesto within this framework, considering that there is a need for a manifesto where we can emphasize the works in this direction with a better view. Our Manifesto, which we have updated in the light of the current projects of the Yıldız Holding Women's Platform, which we laid the foundations for in 2020, and the areas in which it has expanded its impact, offers a comprehensive prediction about the value that the Platform will create in the future.

In addition, we take the United Nations Women's Empowerment Principles (WEPs), which we signed as Yıldız Holding in 2021, as our guide and carry out practices in line with the Principles, which strengthens the existing efforts of the private sector on gender equality, aims to contribute to the development of corporate policies and programs, and aims to support the establishment of key indicators and reporting practices. In addition, we support the United Nations Sustainable Development Goals, contribute to the goals of Gender Equality, Decent Work and Economic Growth, and Reducing Inequalities through the activities we carry out under the umbrella of Yıldız Holding Women's Platform.



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

Yıldız Holding Women's Platform Manifesto



YILDIZ ★ HOLDING
WOMEN'S
PLATFORM

Building a participatory and egalitarian society is an undeniable necessity for human development and value-creating growth. As Yıldız Holding and its companies, we attach importance to ensuring the equal and effective participation of women in business life, based on our belief that a sustainable future on a global scale will be possible with the active participation of women in all areas of life, especially in the business world.

We see it as our responsibility to lead with the mission of "We support equal opportunity for a better future" in order to empower women and provide equal opportunity in the business world.

We aim to create opportunities for Yıldız Holding in different companies and geographies, with the vision of "investing in people", to create opportunities for the whole society, to be among the companies

that are most desirable to work with, and to be remembered with the best conditions that allow women to be empowered.

In this context, as a company that values participation, equality and pluralism in all our business processes, we see equal opportunity as the common issue of all our employees, we carry out our work in a way that includes our women and men employees, and we create learning and experience sharing spaces by listening to each other.

Based on this, we prepared Yıldız Holding's Equal Opportunity and Women's Empowerment Manifesto, which we created through a participatory process that reflects the suggestions of our employees from Türkiye and globally in order to ensure equal opportunity in the business world and to empower women. With this manifesto, we promise to create a common Yıldız Holding corporate culture, free from prejudice, across countries and cultures, where all our employees are respected and valued as individuals regardless of gender, together with our employees.

Our manifesto includes our commitments in the area of equal opportunity in four main axes: discourse, business environment, ecosystem and value chain:



Discourse:

We are working hard to reflect our stance on equal opportunity in all of our discourse and communications. We want to build a corporate culture based on equality and inclusiveness.



Business Environment:

We are creating a fair and safe working environment for all of our employees.



Ecosystem:

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



Value Chain:

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



Manifesto Discourse

Manifesto 1 Discourse



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 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.
- ▶ 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.

Our Activities:

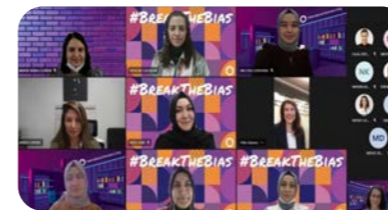
International Women's Day



YILDIZ ★ HOLDING

In Yıldız Holding companies, 2022 International Women's Day was celebrated in various ways, highlighting the values created by women in every layer of society.

Yıldız Holding Chairman of the Board of Directors Ali Ülker met with women employees on March 8, International Women's Day. At the event where the vision and goals of Yıldız Holding Women's Platform were shared, the 2021 activities of Yıldız Holding Women's Platform was also shared.



pladis

On March 8 2022, pladis marked International Women's Day with the official campaign theme #BreakTheBias. The theme focused on how society can remove stereotypes, discrimination and bias to create a more diverse, equitable and inclusive world for all. pladis held a global Inspire session with Dame Kelly Holmes, double Olympic Champion and member of pladis's Inclusion, Diversity and Equity Advisory Board as part of its events to celebrate and support this important day.

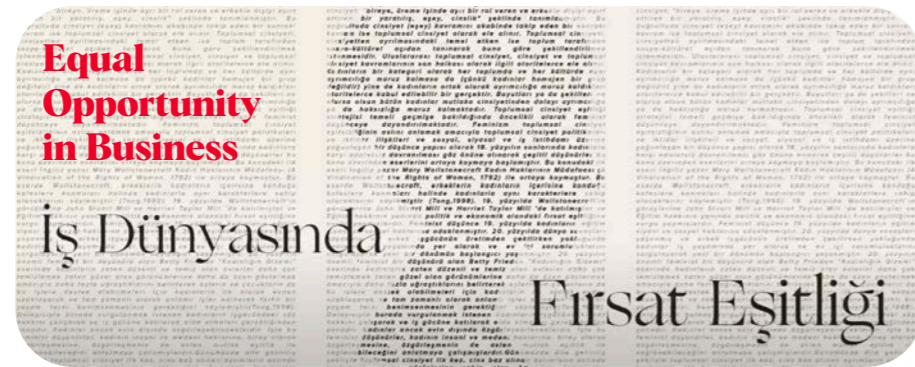
In addition, smaller local events and activations across markets explored the topic of bias, and how to remove this from the business world. For example, pladis published a video on social media featuring women employees in different duties and authorities in Türkiye, Romania and Kazakhstan, sponsored National Taekwondo player Zeliha Ağrıs and Women's National Football Team players. Through the published video, a total of 62,466 people were reached with 53,519 impressions on Facebook, Instagram, LinkedIn and Twitter. There were also "Interviews with Leaders", and virtual experience sharing sessions for office-based employees where the directors of different departments took part, and for the factory employees in person activities were organized for colleagues on site.

A Guide to Establishing Equal Opportunity Through Communication Film



**YILDIZ
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HOLDING**

As Yıldız Holding, we prepared and shared the film of the A Guide to Establishing Equal Opportunity Through Communication, which we created in order to reflect our mission and vision in the area of equal opportunity and to contribute to social equality in communication. The video, which we prepared with the aim of being an example in the area, was shared on various social media platforms and gained a high number of interactions.



As a company where women are represented at all levels and the majority of them are women, I am very happy that Yıldız Holding Women's Platform offers the opportunity to learn about different perspectives and experiences regarding equal opportunity and women's empowerment. We also support the work of Yıldız Holding Women's Platform with the practices we carry out at GODIVA. When we look at GODIVA today, we see that the number of women employees in leadership positions is higher. Believing that all our women employees are very talented, strong and of critical importance for the success of GODIVA, we provide equal development opportunities to all our women colleagues and celebrate their achievements in the organization together.

Manoj Loya

International President of GODIVA



SEVİLAY MUTLU

KEREVİTAŞ-INVESTMENTS AND TECHNICAL GROUP MANAGER



Inspirational Women Leaders Film



**YILDIZ
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The Inspirational Women Leaders Film, in which women executives at the top management levels in Yıldız Holding and its companies describe the difficulties they face as a woman in business life and how they overcome them, was shared through various channels to inspire both Yıldız Holding employees and women in the business world. The film was also shared on social media accounts, and the stories of women leaders were conveyed to large audiences.



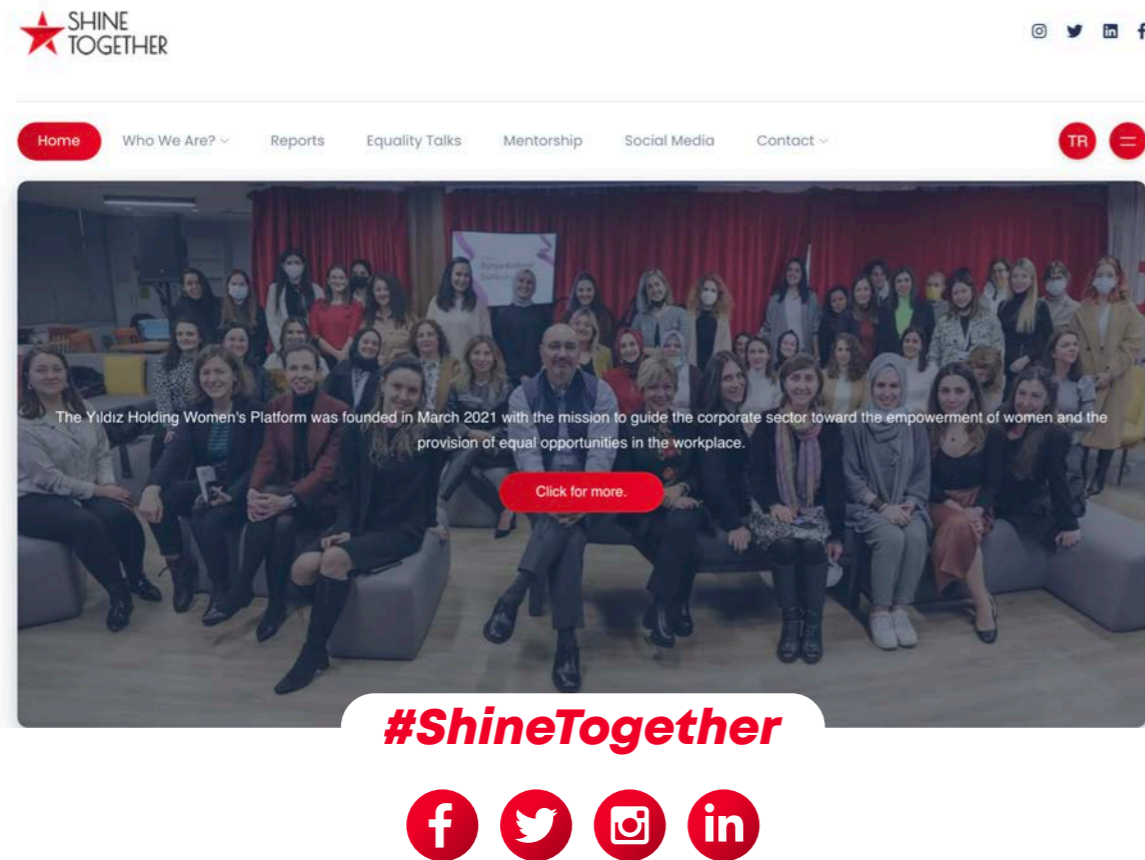
Shine Together Website



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As Yıldız Holding Women's Platform, which set out with the vision of leading women's empowerment and equal opportunity in the business world, we created the "Shine Together" website and social network (<https://www.shine-together.com>) in order to raise awareness and make visible on a global scale. We launched the website and social network, which includes the works, projects and news of the Yıldız Holding Women's Platform, at the Star Women of the Year event. We aim to lead the business world and set an example by sharing the achievements of the Holding and its companies with all our employees and the society through our social network, where reports on women employees at Yıldız Holding, mentoring programs and information on Equality Talks are available.

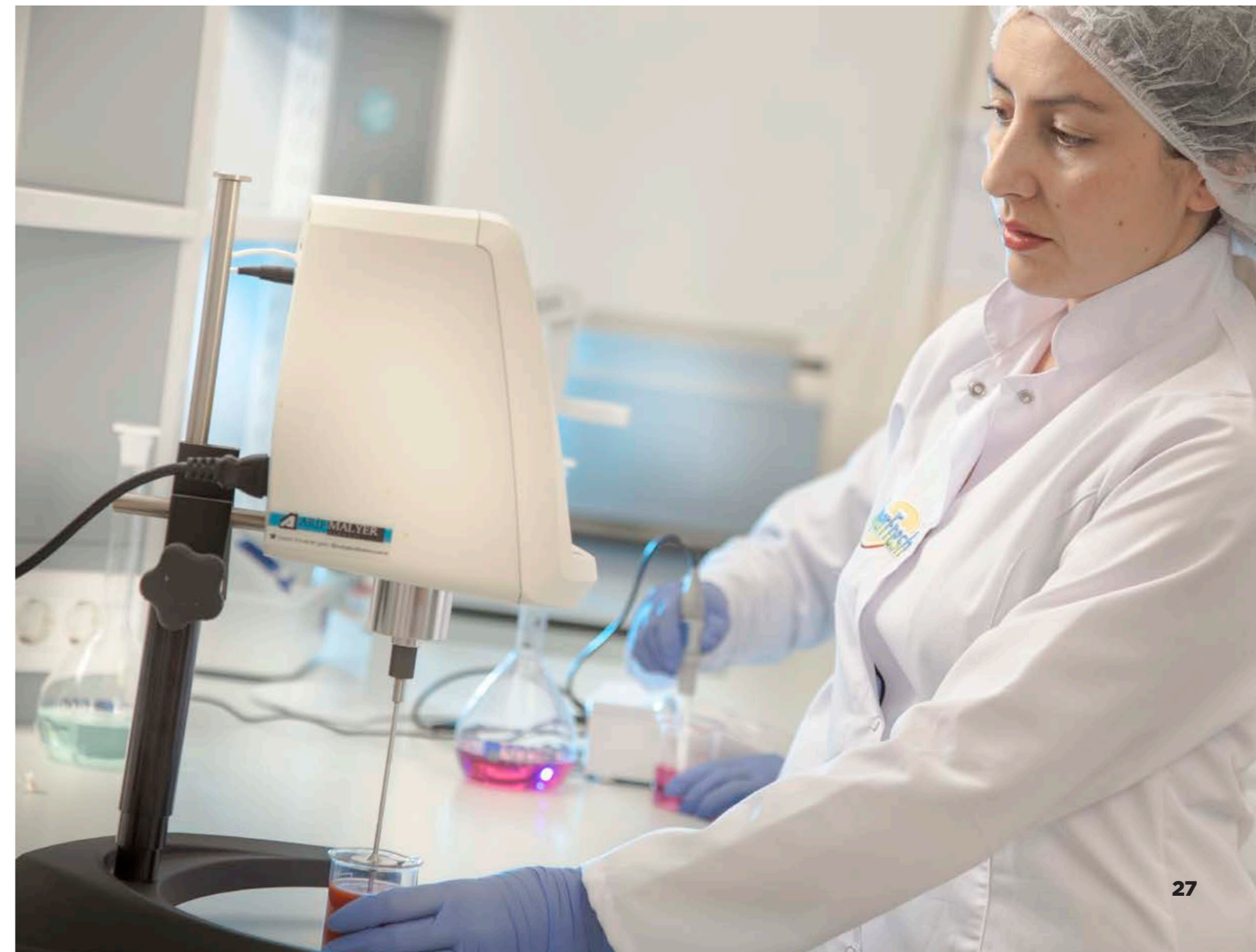


Gender Descriptions



pladis

One of the most significant obstacles to women applying for roles is the job description, as this is the first touch point for any potential candidate. Female candidates can be put off applying due to the wording of a job advert and description. To address this, pladis implemented a Digital Recruitment application called Textio for all newly opened positions in its UK and Ireland region to help create greater gender parity in the recruitment process. Textio, ensures that job descriptions and adverts are gender neutral. Creating gender neutral communications, has helped increase the number of women hired within the region, as more females are now applying for roles.



Advocacy for Women's Empowerment



YILDIZ ★ HOLDING

Yıldız Holding and its companies participated in various events and summits both in Türkiye and internationally throughout the year, sharing strategic route maps and sectoral opportunities for women to overcome the obstacles they face in the business world and society, and brought up many issues such as the importance of women's involvement in the economy and gaining access to equal opportunities.

Yıldız Holding Women's Platform Ambassador Begüm Mutuş attended the Environmental, Social and Corporate Governance (ESG) and Sustainable Investment Forum Türkiye conference organized by the British Chamber of Commerce (BCCT) in Istanbul on October 26-27, to explain the practices carried out under the umbrella of Yıldız Holding.

Yıldız Holding's vision of equal opportunity was conveyed at the Strong Women of Strong Türkiye Summit organized by Sabah Newspaper and A Para, where Yıldız Holding Women's Platform Ambassador Begüm Mutuş participated as a speaker. At this event, where Yıldız Holding Women's Platform led the industry and opened new doors to equal opportunity, Mutuş stated that all investments are people-oriented and they are working to activate the potential of women in all areas of society, especially in business life.

In April, GODIVA's global CEO, Nurtaç Afridi, was awarded the 2022 Top Women in Retail honor award by The Women In Retail Leadership Circle and received the award at the conference held in Miami. In October, Afridi attended the Women In Retail Leadership Circle's On The Road event in New York. Nurtaç, together with Ever/Body CEO Amy Shecter, American Girl President Jamie Cygielman and DVF President Gabby Hirata, took part in a panel where they each shared their views as leaders in their respective industries.

Lindsey Roberts, CFO of pladis UK and Ireland, spoke at the UK CFO Summit on 24 November 2022 and discussed the role of CFOs in inclusion and diversity as part of a panel of CFO leaders from various industries. At the panel, Roberts underlined the need to continue collective efforts to advance inclusion and diversity.

Burcu Koçer, Director of New Product Development Initiatives for pladis Türkiye, Eastern Europe and Central Asia addressed 200 female students from universities all over Türkiye at 3İK Work of Women and talked about the importance of women's presence in the working environment and the need to break down existing barriers.

Jennifer Moss, pladis' Chief Research and Development Officer, participated in the "Confidence conversation" podcast hosted by Joy Burnford, CEO of Encompass Equality, a well-known gender equality pioneer and author. Jennifer spoke about her career in STEM (Science, Technology, Engineering and Mathematics) and what led her to her dream job at pladis. Jennifer also shared, how being purpose-led and positive (two of pladis' winning traits and behaviours), and enjoying what you're working on, can make a difference to an individual's confidence.

As part of the discussion, Jennifer also highlighted pladis' vision to help attract and retain female talent in predominantly male-dominated STEM subjects. She also referred to pladis' Women in Leadership Network (a global network of senior female leaders) and the importance of supporting women to be their true selves in the workplace, regardless of the life transition they are currently experiencing.





Manifesto Business

Manifesto 2 Business Environment



Business Environment

We create a work 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, we set performance aims for our managers, we design policies and processes to implement equality of opportunity in all areas of the business environment.

▶ 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 the perspective of women's and men's work; We offer equal and fair rights to all our employees in areas such as recruitment, promotion, wages, side benefits, development and workload.

▶ In order to prevent gender-related biases, we edit all recruitment processes by considering the equal opportunity, we do not ask candidates questions that can be considered gender-specific during the recruitment process.

▶ Including the Board of Directors, we set goals to increase the ratio of women employees at senior management levels and carry out studies aimed at developing role models.

▶ Especially in roles where women representation is limited, we carry out practices to increase this rate.

▶ We maintain work and private life balance of our women with flexible and remote working practices and policies for expanded social rights.

▶ We are expanding our maternity leave practice to include both spouses, 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 lactariums in our offices.

▶ In order to support equality at home as well as at work, we develop programs that will strengthen 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.

Our Activities:

Inclusive and Equal Opportunities in Employment



YILDIZ
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HOLDING

As Yıldız Holding, we aim to create a more inclusive and fair work environment, and to offer equal opportunities by being aware of the difficulties women face in business life. For this, we review our recruitment process, closely follow international standards and set recruitment targets for the future.

At Yıldız Holding, we pay attention to the representation of women at all levels and positions, and we carry out studies to increase the number of women employees at all levels. The number of women on Yıldız Holding's Board of Directors increased from 12% to 18% last year. While this rate is 22% in the Holding's publicly traded companies across Türkiye, 5 of the 23 Board of Directors members are women. As Yıldız Holding Women's Platform, we are working with the Human Resources Department to increase the number of women security officers in the coming years, with our mission to implement equal opportunities at all levels. We aim to employ at least 1 woman security guard in each of our campuses in the next 5 years.

Bizim Toptan determined a key performance indicator to increase the number of women employees in stores with a staff of 10 or more, increasing its commitment from 23 women employees made in 2021 to 30. Today, Bizim Toptan employs at least one female employee in 144 stores.

pladis aims to increase its proportion of women within the business as part of its plan to achieve gender parity, part of their strategy is to focus on increasing senior women leadership roles. pladis believes that by creating more diverse leadership teams this will help improve its ability to retain and attract female talent. By having more women in senior leadership roles, this will help provide role models to inspire pladis' future female talent.



Before 2020, the number of female employees in sales staff working in the field was 63%, while this rate increased to 67% today.

“

I have been working as a manager in Bizim Toptan Satış stores for 9 years. While there was only 1 woman store staff in the stores I worked in before, 3 of our 6 personnel in total, excluding the customer representative and the goods reception personnel, are currently women in the store. While the number of women employees in the management, goods accepting and customer representatives' side was almost non-existent in the previous periods, the fact that we currently have female employees in all of these positions is the most important example of Yıldız Holding and Bizim Toptan Satış Mağazaları's equal opportunity efforts. Our company's principle of "to have at least one-woman employee in every store" is the biggest indicator of this understanding.

Aykut Korkmaz

Bizim Toptan
Bursa Erikli Store Manager

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Equal Opportunity in Remuneration



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HOLDING

The remuneration policy of Yıldız Holding and its companies is followed and analysed separately for men and women employees. In this direction, it is seen that the wage gap between men and women is gradually decreasing in the level-based analyzes on salary. According to the results of the analysis, the difference in wages between men and women according to their rank has decreased by 1.5% in Yıldız Holding and its companies* in the last 1 year.

* pladis and Şok Markets are excluded.



Barriers to women's access to equal opportunities in employment, working and advancement are a common problem of the whole world. As a global company that signed the United Nations Women's Empowerment Principles, Yıldız Holding carries out invaluable work to ensure and defend equal opportunity, to increase the number of women employees, and to support women in all platforms, through the Women's Platform. With the efforts of our company's CEO and our Human Resources team to support equal opportunity, our rate of women employees is increasing rapidly every year, both at the executive level and in junior teams. To give an example from myself, as someone who started working as an investor relations specialist at Yıldız Holding in 2012, I have been managing the Investor Relations Department of Bizim Toptan for the last 10 years. As a 5th term mentee of the Lead to Lead Mentoring Program, I am supported by my mentor, who has been a C-level manager in the sector for many years, through Lead Network Türkiye, of which we are a member. I am also very happy to take part in the projects initiated by Yıldız Holding under the leadership of the Women's Platform after its cooperation with UN Women. I believe that we will contribute positively to the lives of many more women in the coming periods through the platform.

Işıl Bük

Bizim Toptan Investor Relations Senior Manager



Organizational Climate Survey



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As part of Yıldız Holding's Talent Management Approach process, an "Organizational Climate Survey" was conducted with white-collar employees in order to identify employee loyalty, satisfaction and development areas of the institution. The responses of women and men employees were analyzed separately in order to evaluate the results of this survey conducted with employees at Yıldız Holding and its companies with the lens of equal opportunity. When the results of the analysis were examined, it was determined that there was no significant difference between the men and women employees in the examined focus. In this context, the survey results are evaluated regularly and incentive programs such as training, mentoring, leadership and rewarding are implemented and new programs are designed to increase equal opportunity and to retain/develop talent. In this direction, various projects such as, STEM Corporate Membership Program, Yıldız Holding Mother Mentoring program are developed taking into account employee feedback.



Supporting Women Factory Workers in MENAI Region



pladis

pladis' Egypt and Kingdom of Saudi Arabia manufacturing sites typically mirror the male dominated environment that is seen within wider society for these geographies. To address this, pladis has proactively worked to increase the number of female employees taking up roles on production lines.

In Egypt the first 20 female employees have been successfully recruited into manufacturing roles. And in Jeddah, the number of females working on the production lines has increased to circa 40% of the employee workforce. pladis is a pioneer in providing female employment opportunities within manufacturing sites in their Middle East, North Africa and India region.



In 2010, I started my career as a Production Worker and continued as an operator responsible for Operational Excellence processes. After being a candidate for the Production Foreman position of our factory, today I continue my duty as the first female Production Foreman of our factory. Although managing employees as a woman in a man-dominated shift brought with it various difficulties, believing in myself helped me overcome these difficulties. I focused on my job and continued to work with determination, with the promise of "promising happiness in every bite". The support of my teammates, who made me believe that I could do this job, also helped me on this journey. My advice to women employees who have just started their career journey; to stand upright in every subject, to show that they can achieve anything, and to express themselves freely.



Vahide Kalaycı

Ülker Karaman Factory Production Foreman



Mother Mentoring Program



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In order to support the adaptation process of working mothers who have just returned from maternity leave, we, as Yıldız Holding, launched the Mother Mentoring Program in 2022. By opening a space for experienced mother employees and new mothers to share their experiences; In the program we designed to support each other, inspire and contribute to their personal development, we offer mentoring & mentee support and an interactive training program.

In the first period between June and December 2022, 50 women employees participated in the European Mentoring & Coaching Council (EMCC) Mentoring Skills Workshop, as well as one-on-one mentor & mentee matchups in line with their needs and demands. Along with the mentoring meetings in the process, with a 6-month free subscription to the Studio Live application, access to online trainings on many different topics such as mindfulness, parent-child bonding relationship was provided. With these supports, the satisfaction of the participants reached 92% at the end of the 6-month program. Participants shared that they could apply what they learned in the short term and that they would like to participate in the program as a mentor in the following years.

Inspire Sessions



pladis

Inspire sessions are global hybrid events where all pladis colleagues are invited to join and listen to thought leaders exploring how pladis can become a more inclusive and diverse place to work. These sessions are hosted by their CEO, Salman Amin or a member of his leadership team.



In 2022, sessions were hosted three women leaders. These included former PepsiCo CEO and Chairperson, Indra Nooyi and pladis' external Inclusion, Diversity and Equity Advisory Board member Dame Kelly Holmes shared their experiences as women and talked about the prejudices and obstacles that they have had to overcome to achieve their success. They also covered the roles of male allies and what their role is in creating an equitable society. These inspiring events help raise awareness about inclusion, diversity, and equity on issues such as gender, race and all abilities.



Holistic and Gender-Balanced Approach to Health and Well-Being



YILDIZ ★ HOLDING

As Yıldız Holding, in line with our vision of “make happy, be happy”, we believe that health is the basis of happiness, and we consider equal access to health services and well-being of vital importance for all women and men employees. As the Holding, we believe that providing women with quality health care and well-being will improve the experience of women employees throughout their business life. In this direction, we implement various practices aimed at increasing the health and well-being of our women employees, in particular.

Health For Everyone

In addition to providing all employees with access to health coverage at a standard level regardless of status, Yıldız Holding also provides additional benefits and access to coverage for dependents within the scope of the “you choose your fringe benefits” application at an affordable price. All 4250 white-collar employees, 3000 men and 1250 women, in Yıldız Holding’s Türkiye region benefit from complementary health insurance coverage. Complementary health insurance request for new recruits is created on the first day of employment.



Sabri Ülker Foundation Wellness Center

Our employees are provided with training on physical (sleep, nutrition, exercise, rest, stress management and resilience building strategies), emotional, mental and social aspects to increase their well-being. Men and women employees can attend local trainings provided by Human Resources or approved by the company at the Sabri Ülker Foundation Healthy Living Center. In the last three years, approximately 1500 men and women employees were provided with consultancy services at the center.

The aim of the Center, which implements projects and organizations in different areas every year, is to ensure that employees learn about healthy, adequate and balanced nutrition, and at the same time, practice proper nutrition behaviors throughout their lives. The applications are also delivered to all our employees online. With its activities within this scope, our center has blazed a trail by being entitled to receive the “Nutrition-Friendly and Supporting Physical Activity Workplace Certificate” from the Ministry of Health.



World Mental Health Day

Mental health is an integral part of holistic health and is just as important as physical health. As part of its work to mark World Mental Health Day, pladis held an Inspire session with Alastair Campbell, British journalist, author, strategist, broadcaster and mental health campaigner, and his partner Fiona Millar, who is a writer, journalist and campaigner on education and parenting issues. They talked about their experience of depression, psychosis and addiction, and what they have learnt along the journey in recognizing and managing mental ill health. As part of the event, employees were able to share their experiences too.

Within pladis’ UK and Ireland region, colleagues have established #PositiveMinds, an award-winning program that aims to create an open sharing environment where employees can feel safe to discuss their mental health and gain access to support. There are more than 125 in-house trained Mental Health Ambassadors working across sites, and the programme is supported by union partners and Occupational Health Professionals.

Menopause Awareness and Training

In support of developing a holistic and gender-balanced approach to health and well-being in the work environment, pladis launched the Menopause Support Program for its employees in the UK and Ireland in November 2022. The programme aims to raise awareness about what menopause is, how it can affect women, where both male and female pladis colleagues can obtain support, and in turn through education, how to prevent negative perceptions and consequences for those impacted by menopause.

An employee online support group was formed for colleagues to share their experiences and know where to access support. New Menopause Guidelines were also implemented outlining the support available for employees directly or indirectly affected by menopause. In addition, a ‘menopause at work’ online learning module was offered through pladis’ online learning and development platform, that all employees can access and complete.



Training and Support for Mothers and Women

Kerevitaş is closely interested in the health checks and follow-ups of all women employees during pregnancy and breastfeeding. Activities aimed at raising awareness of women and all employees such as Pregnant and Lactating Trainings, Hygiene, AIDS, Breast Cancer, and Healthy Nutrition Trainings, which are held periodically and exceed a thousand hours in a one-year period, are carried out.



As a group of companies operating all over the world, we place equal opportunity at the center of the Holding's values, believing that diversity is richness for us. In this direction, we set targets for ourselves and regularly monitor all indicators in line with our principle of equality in terms of wages and fringe benefits. Setting and following targets in this area ensures equal opportunity. The proportion of women working at all levels, especially in management, is increasing day by day in our companies. Yıldız Holding Women's Platform also contributes to raising awareness by making the work of our companies in the area of equal opportunity more visible. The platform also positively affects the employee experience. The best examples of this are the Mother Mentoring Program for women employees returning from maternity leave, the STEM Corporate Membership Program that we created together with the TurkishWIN team to support the development of our women leaders, and the "Star Women of the Year" programs, which reward women employees who inspire women in the area of equal opportunity in our companies. As we see that our efforts so far have paid off, our motivation to continue working towards the same goal increases.

Bahattin Aydın

Yıldız Holding Human and Business Support President



Yıldız Holding Satellite Working Model



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Two years after the pandemic forced the corporate business world to experiment with flexible working, creating a flexible and inclusive workplace is more important than ever. Based on the necessity of considering the different needs of the employees and the negativities that these applications may create while implementing remote and flexible working practices, four new working models were implemented in Yıldız Holding and its companies within the scope of SATELLITE-Next Generation Working Models. The SATELLITE model consists of four breakdowns according to duties and responsibilities: remote, hybrid, office and sales-area.

Behind the implementation of the model, which was created by taking feedback from employees and examining trends and practices in the world, lies the need to improve the work-life balance, especially of women with child and elderly care responsibilities, as emphasized by the International Labor Organization (ILO). As part of the adaptation to the SATELLITE-Next Generation Working Models, online training series were offered to all white-collar employees within Yıldız Holding.



Women Stars of the Year



YILDIZ ★ HOLDING

The women employees who implemented projects for the development of women and equal opportunities in Yıldız Holding and its companies and supported existing projects throughout the year were rewarded at the Star Women of the Year event. Star Women of the Year is realized in line with our commitment to encourage and reward employees who make a difference in equal opportunity as Yıldız Holding Women's Platform. In the event held in December and in which Yıldız Holding Women Board Members also participated, 9 women employees of the Holding and its companies were awarded.

Journalist and Writer Elif Ergu Demiral moderated the panel held as part of the event. In addition, writer and psychiatrist Prof. Gülseren Budayıcıoğlu, Lawyer Nazan Moroğlu - Founding President of TÜBAKKOM (Turkish Bar Association Women's Law Commission), Social Responsibility Volunteer Monik İpek and Yıldız Holding Women's Platform Ambassador Begüm Mutuş took part as speakers. Talks on how to find solutions to the challenges faced by women in Türkiye and globally, what kind of partnerships should be developed and how to encourage women's participation in the workforce were shaped around the vision put forward by Yıldız Holding Women's Platform.



I started my career as a packaging operator at Kerevitaş in 1994 at the age of 18, and since 2018 I have been continuing as a Production Foreman. In my career, which I started at a young age with no experience, the fact that my company trusted me and continued to give me various responsibilities, connected me wholeheartedly with Kerevitaş. Even though I had difficulties in my professional life as a woman, I continued to be an employee who always defended my own view, believed in equal opportunity in all areas of life and who always had a humanistic approach. I have always been happy to see that the teams I was in had the same approach. With the support of my managers, I can highlight my work discipline and continue to work successfully for years. Increasing the visibility of women's professional management skills and eliminating the obstacles to their career development play a very important role in ensuring that women are more peaceful, happy and effective in business life. Kerevitaş, with whom I have shared every special moment since my youth, increases the responsibilities of women employees and creates areas where we can use our competencies, increasing our self-confidence and allowing me to take more solid steps. To women employees who have just started their career journey; First of all, I advise them to pay attention to occupational health and safety, to be aware of the importance of women in business life, and to never give up and always look ahead.

Ülker Tosun

Kerevitaş Bursa Factory Production Foreman



Women in Leadership Network and Peer Mentoring



pladis' Women in Leadership Network (WILN), was launched in the 4th quarter of 2021. The program aims to bring together the most senior females from across the business globally. The WILN meets several times a year (virtually and face to face) to provide an arena for our senior female leaders to connect, share, learn and support each other.

Inter-regional peer to peer mentoring relationships have been created to help build confidence and share insights and learnings to help further bonding within the network, as well as opportunities to support each other in driving change locally.

The first face-to-face Women in Leadership Network meeting was held at pladis' global headquarters in London in July 2022 with the participation of approximately 40 female employees. Salman Amin, CEO of pladis, and Stevie Spring CBE, Chairperson of Mind, the largest UK mental health charity, and Non-Executive Director of The Cooperatorative Group, were guest speakers. With Stevie providing a keynote session for the WILN.

In addition to face-to-face events, virtual online training events covering self-confidence and mentorship were delivered. To date, over 25 mentoring partnerships have been successfully established within the Network.



YH WOMEN IN LEADERSHIP PROGRAM

Yıldız Holding Public Relations General Manager and Women's Platform Ambassador Begüm Mutuş also took part as a mentor in the second term of the Women in Leadership Program, implemented under the coordination of EIC. Begüm Mutuş shared her vision of the program, which provides a platform for women researchers and entrepreneurs to develop skills and build networks: "Our main focus is to develop transparent, talent-oriented, gender-sensitive working conditions and collaborations. In particular, core qualities such as networking, effective communication, empowerment and, most importantly, constructive feedback are valuable in all leadership positions and are integral to building authority, respect and trust in your team members." she shared.

United Nations Women's Empowerment Principles Workshop



As Yıldız Holding, with the United Nations Women's Empowerment Principles (WEPs), of which we are a signatory, we are improving the scope and quality of our current efforts to increase the representation of women at senior management levels in all our companies; to be fair to all female and male employees without discrimination; to ensure the health, safety and well-being of employees; to provide learning and training opportunities for career development; and we commit to be the implementer and advocate of these principles. In this direction, GODIVA's Global CEO Nurtaç Ziyal Afridi signed the United Nations Women's Empowerment Principles on behalf of Yıldız Holding in June 2022.

We organized a workshop for our women employees in order to support each of the Women's Empowerment Principles, of which we are a signatory, with internal or external practices and communications. We aim to expand the workshop, which was held on August 15 in Istanbul, in 2023 in the United States and England, and to reach more people.



One Young World Summit



An all-female delegation of six pladis employees from across the five regions and global functions represented pladis at the One Young World (OYW) 2022 summit. OYW provides a global platform that aims to empower and develop young future leaders to build a just and sustainable future for all. The aim of OYW is to increase the self-confidence of the participants, helping them to build networks and learn from other future leaders from around the world. After attending the summit, the pladis delegation is now focusing on developing a social impact project that aims to improve employee well-being, and specifically mental health.



Diversity, Equality and Inclusion Talks



GODIVA organized 4 events under the title of Diversity, Equality and Inclusion Speaker Series (DEI Speaker Series), focusing on belonging, diversity, equality, inclusion and well-being, and aiming to support differences by raising awareness about diversity, with the participation of a total of 388 employees. As part of the first event of the Series, in which 183 people participated, 4 women employees shared their personal stories that showcase their careers, developments and inspirations.





Business Diversity in Numbers

Performance Indicators

We prioritize measuring the impact of our work throughout the year under the guidance of our manifesto. In this context, while taking the prominent actions in our strategy, we determined the indicators to be reported jointly in the Holding and its 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 these indicators.



As GODIVA, I am proud to say that we are a company where women are represented at all management levels and the ratio of women employees is 70%. We care about making sure we hear and empathize with different perspectives in line with our Global Diversity, Equality and Inclusion (DEI) strategy. From this perspective, we think that thanks to the awareness, curiosity and mutual communication we have, we create an environment of trust among our employees and create a work environment where everyone belongs. Our DEI Speaker series, which includes our invaluable leaders from all levels, unlocks many new relationships and brings different perspectives to the agenda as part of this approach. We believe that Yıldız Holding Women's Platform is very valuable as it shows us different perspectives and the benefits of equal opportunity through its work.



Lori Stockel

Global Head of Learning and Development,
Godiva Chocolatier

Ratio of in- and out-of-scope women employees at all levels (entry and senior, etc.)

Ratio of women executives

- Ratio of women employees in the Board of Directors
- Ratio of women employees at Entry/Manager/Senior manager levels

Ratio of newly hired women employees by external recruitment

Ratio of women employees in positions filled by internal recruitment

Ratio of promoted women employees

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

Indicators for diversity are monitored in Yıldız Holding and its companies, and various studies are carried out to increase performance. Accordingly, pladis has a Global Inclusion, Diversity and Equity Manager, whose primary purpose is to manage the company's diversity, inclusion and equity initiatives. In addition, Human Resources officers at pladis Türkiye, Bizim Toptan and GODIVA are responsible for diversity, equality and inclusion, and regularly monitor indicators and performance.

As of 2022, 41% of the more than 75,500 employees in Yıldız Holding companies are women and 59% are men. The rate of women employees, which was 37% in 2019, increased to 41% in 3 years. **(Figure 1)** Looking at the companies with the highest women employees in 2022, the prominent companies were GODIVA with 63% and Şok Marketler with 51%, respectively **(Figure 2)**. The companies with the highest increase in the number of women employees since 2019 were Bizim Toptan, which increased the rate of women employees from 9% to 14%, and Şok Marketler, which increased it from 46% to 51%.



Figure 1

Number of employees in companies by years and gender

● Women
● Men
● Other

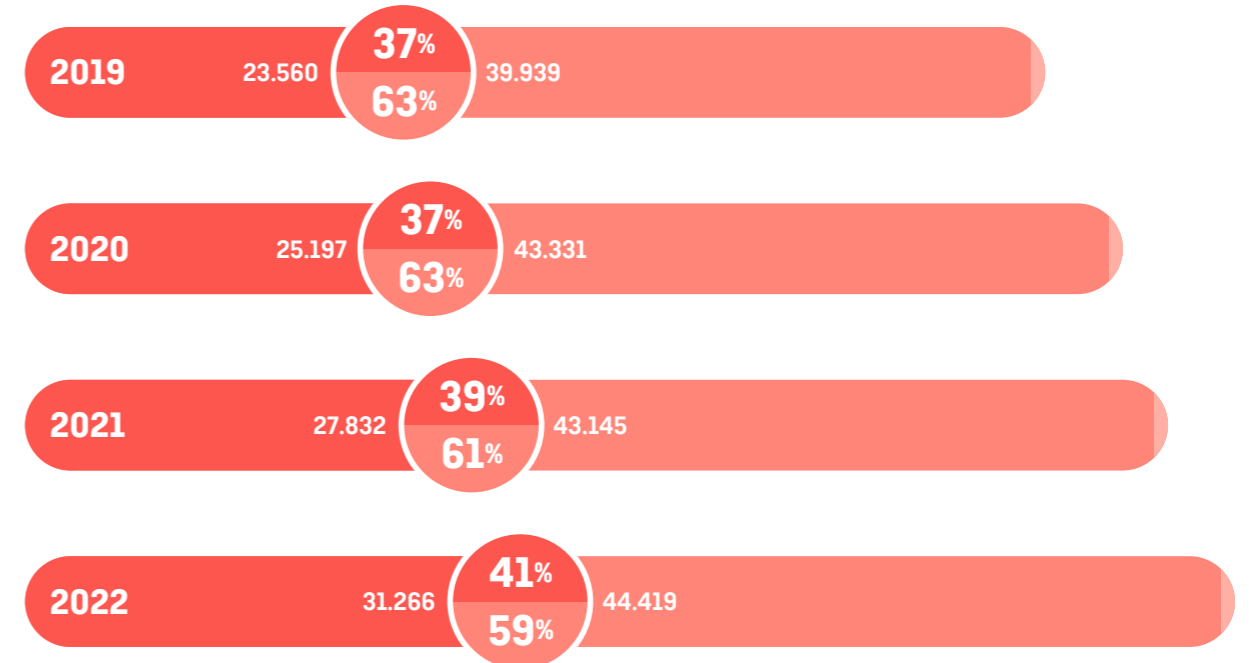
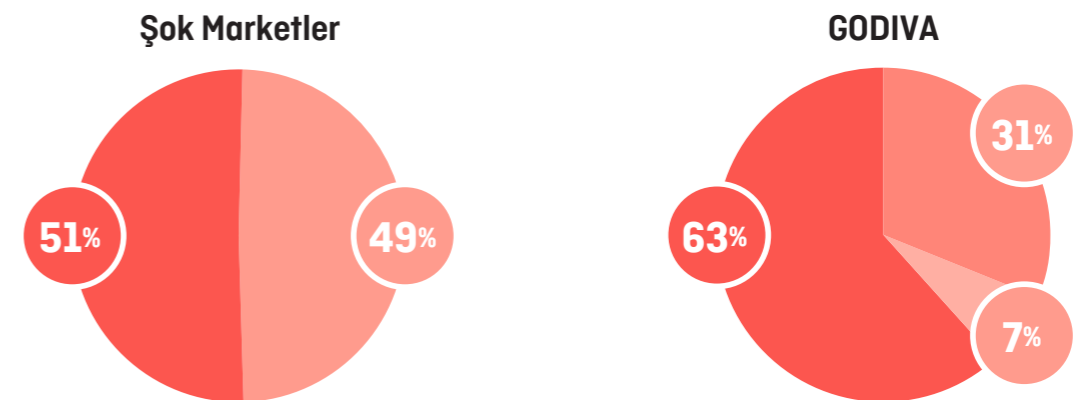


Figure 2

Prominent companies: Distribution of employees by gender in GODIVA and Şok Marketler (2022)

● Women
● Men
● Other



Looking at the distribution of consolidated employees in Yıldız Holding companies by years and categories, in 2022, 31% of white-collar employees and 42% of blue-collar employees are women.

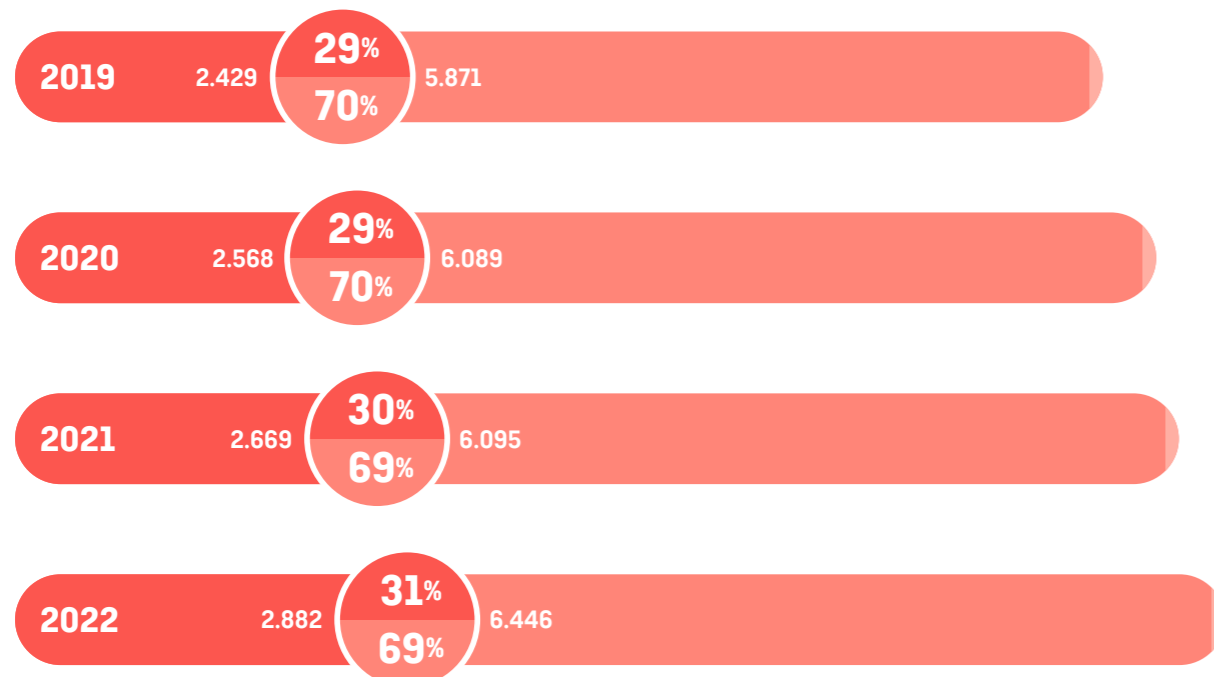
Compared to 2019, the rate of white-collar women employees increased from 29% to 31%, while this rate for blue-collar employees increased from 36% to 42%. (Figure 3, Figure 4)

in 2022, 31% of white-collar employees and 42% of blue-collar employees are women.

Figure 3

Number of white-collar employees in companies by years and gender⁹

- Women
- Men
- Other

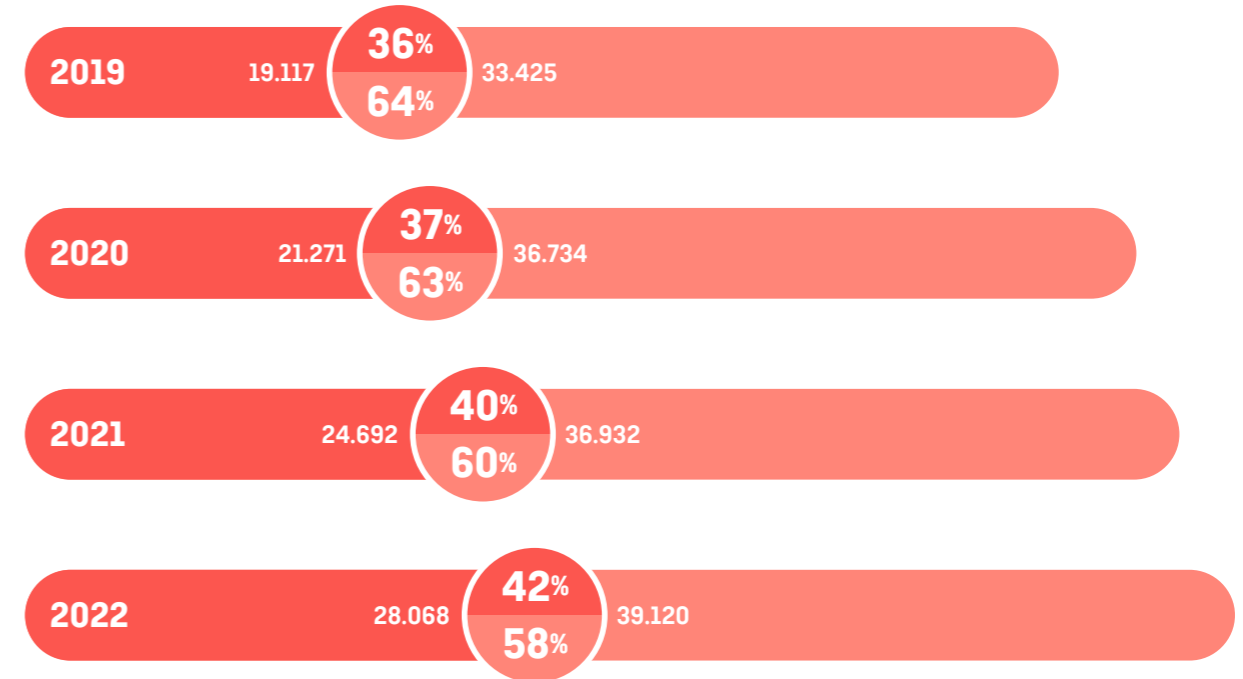


⁹ Yıldız Ventures was included in the scope of the report in 2021.

Figure 4

Number of blue-collar employees in companies by years and gender¹⁰

- Women
- Men
- Other



Various strategies are followed in Yıldız Holding companies to increase women's employment. These strategies include setting diversity and inclusion targets as part of senior executives' annual performance evaluations, creating candidate lists that take diversity into account at all levels in the recruitment process, using gender-neutral language in job postings, and providing unconscious bias trainings for managers, there are practices such as setting quantitative targets for the gender ratio of employees at various categories and levels, including interns. Along with the

strategies pursued to increase women's employment, companies also set targets to increase women's employment. In this context, Bizim Toptan and the UK and Ireland region of pladis aim to increase the number of women employees. In Türkiye, pladis determined its women employment target for 2022 as 50%, and this rate has been realized, achieving 51.8%. A target of reaching more than 60% has been set for 2023. Bizim Toptan's goal is to increase the number of women employees from 23 to 30 for stores with a norm of 10 and above.

¹⁰ Yıldız Ventures dahil değildir.

98% of all positions opened in Yıldız Holding companies in 2022 were filled with newly hired employees, and 2% were filled by internal recruitment. When the rate of women among newly hired employees at all levels is examined, this rate was 46% in 2019, while the rate of men and women recruitment in 2022 was equal to 50%. The vast majority of new hires, for both women and men, are under the age of 30 (**Figure 5**). The companies that stand out in 2022 with the rate of newly hired women are **GODIVA** with 60% and **Şok Marketler** with 52%. When compared to 2019, the companies that showed the most

improvement were **Bizim Toptan**, which increased the rate of women in new recruitment from 9% to 26%, and **pladis** in Türkiye, which moved from 29% to 42%.

The rate of women is **28%** in positions opened at all levels and filled by internal recruitment. Employees under the age of 30 accounted for the highest rate for both women and men. (**Figure 6**) The leading companies in 2022 with the proportion of women in internally filled positions are **GODIVA** with 58% and **pladis** in Türkiye with 55%.

Figure 5

Number of newly hired employees in companies (at all levels) by gender and age (2022)

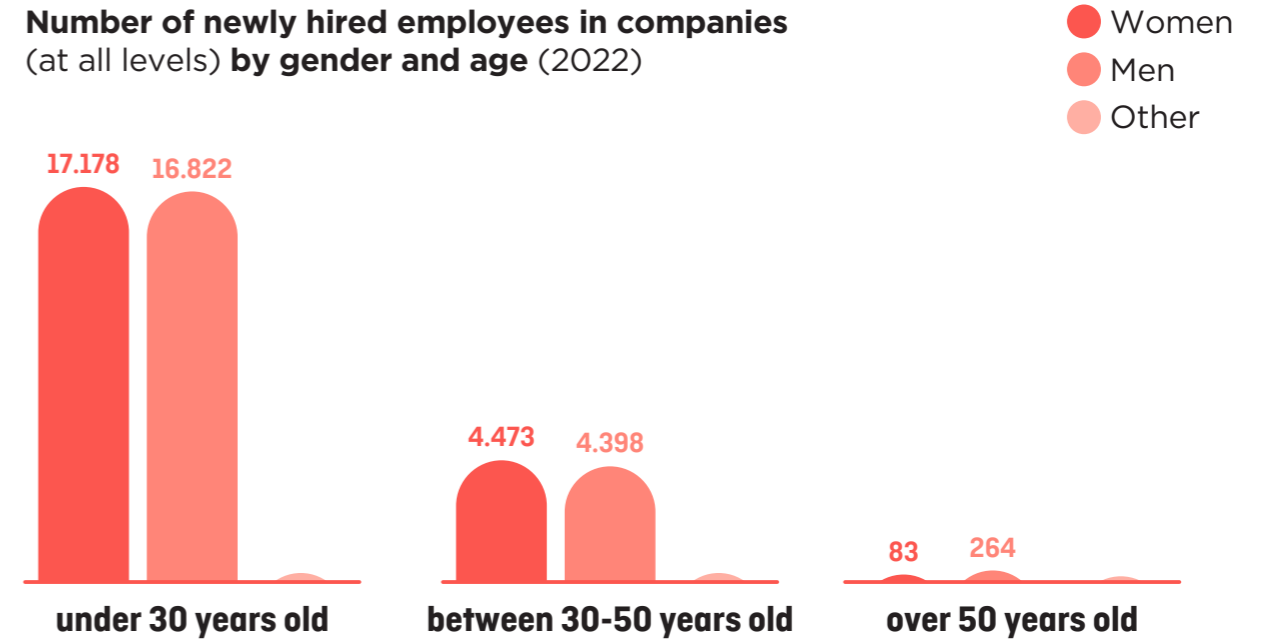
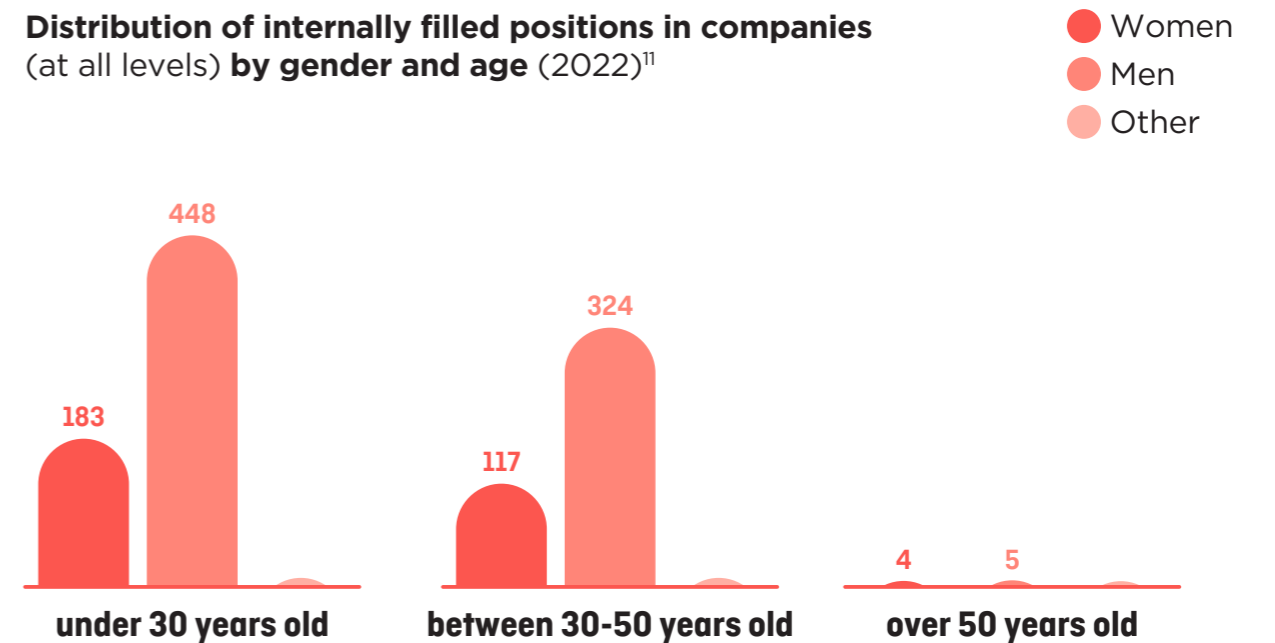


Figure 6

Distribution of internally filled positions in companies (at all levels) by gender and age (2022)¹¹



¹¹ Şok Marketler, pladis UK&I and Yıldız Holding are not included.



Number of employees and diversity by roles and levels

In line with the performance indicators started to be followed for 2022, data on the number of employees in STEM and income generating roles in Yıldız Holding companies were collected. When the collected data is analyzed, it is seen that **32%** of the 387 people working in STEM positions are women. **(Figure 7)** The companies that stand out with the ratio of women working in STEM roles are **pladis**

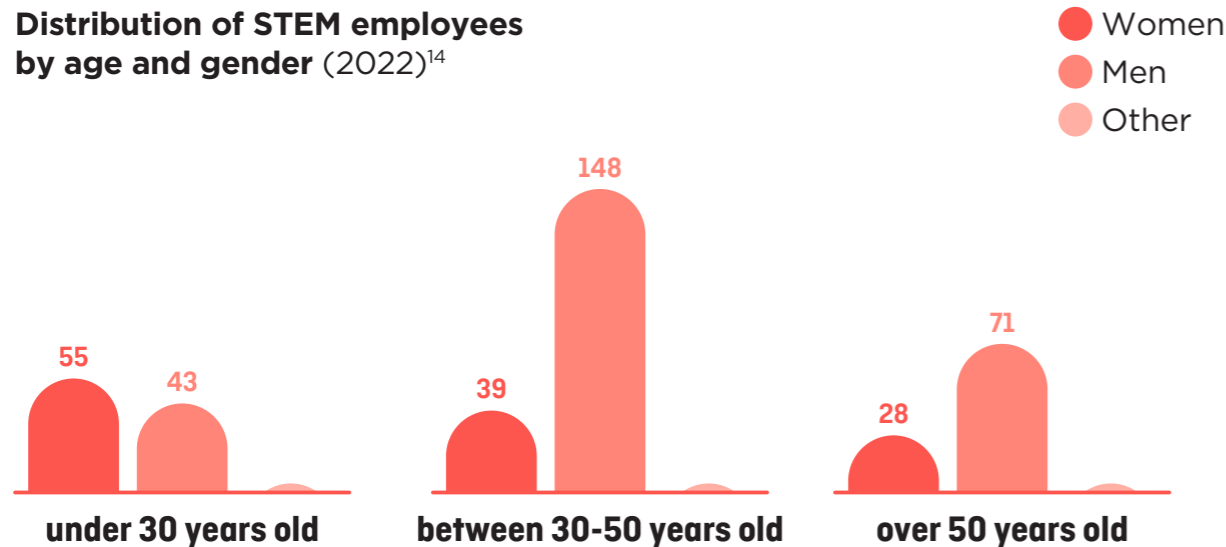
pladis within the Türkiye, Eastern Europe and Central Asia (49%), **Kerevitaş** (39%), **Bizim Toptan** (38%) and **GODIVA** (36%).

In addition, 27% of the total 4,214 people working in income generating positions in Yıldız Holding companies are women. **(Figure 8)** The companies that stand out with the ratio of women in income generating roles are **GODIVA** with 71% and **Yıldız Holding** with 31%.

*When the collected data is analyzed, it is seen that **32%** of the 387 people working in STEM positions are women.*

Figure 7

Distribution of STEM employees by age and gender (2022)¹⁴



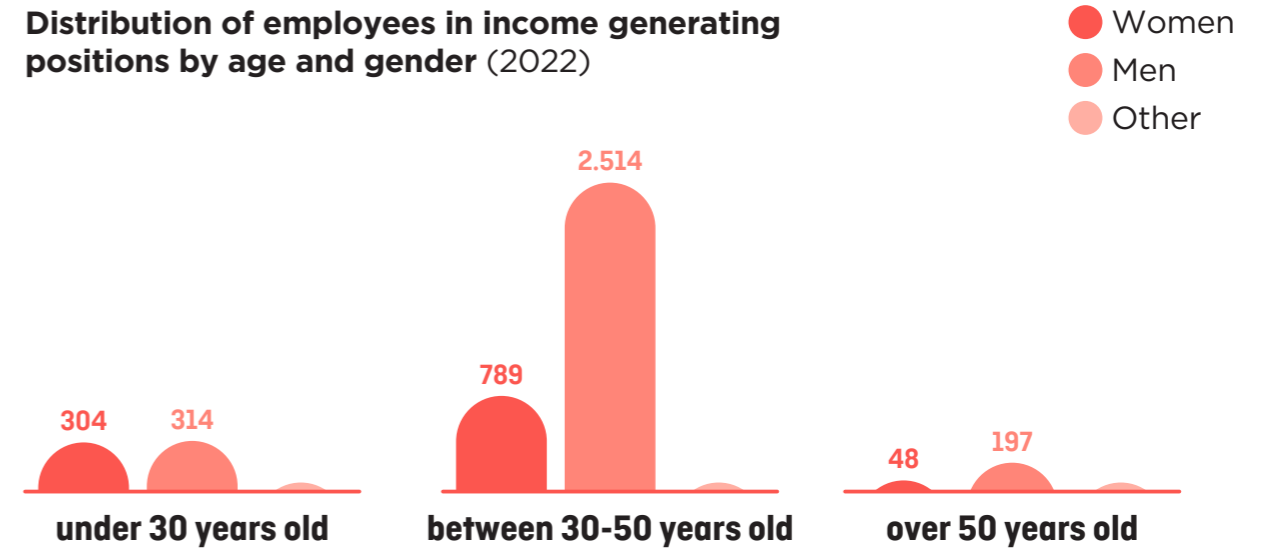
¹² Science, Technology, Engineering and Mathematics

¹³ Employees in income generating positions include employees with functions such as sales, business development, production, and marketing.

¹⁴ pladis UK&I and Yıldız Ventures are not included.

Figure 8

Distribution of employees in income generating positions by age and gender (2022)

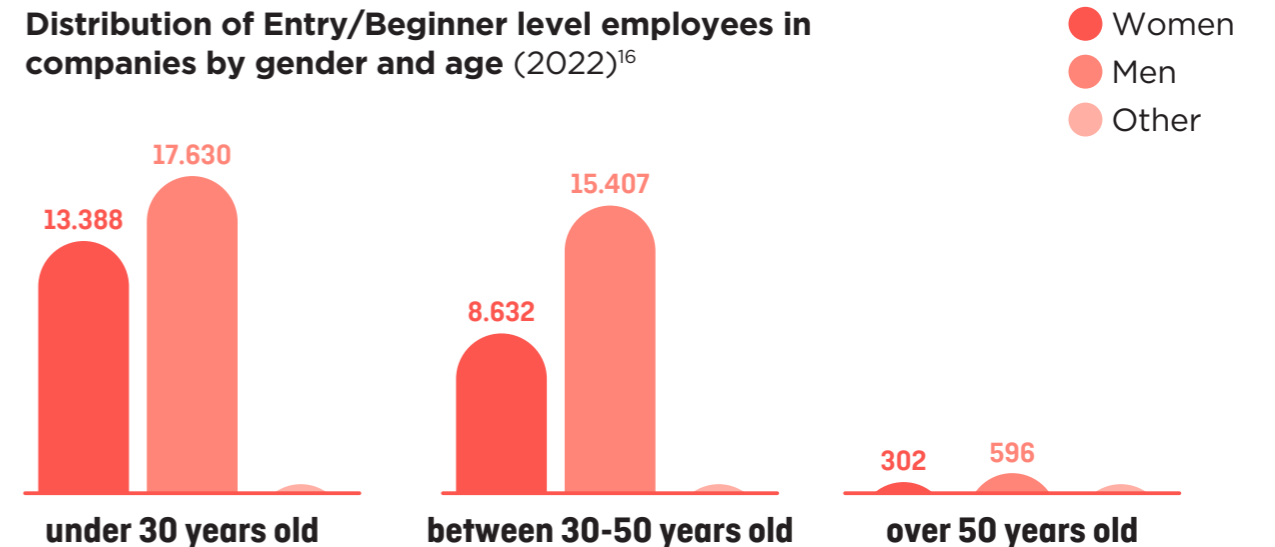


When the employees in Yıldız Holding companies are grouped¹⁵ according to Entry/Beginner, Manager and Senior Manager levels, it is seen that while 43% of the employees at the Entry/Beginner level were women in 2019, it is 40% in 2022.

Employees under the age of 30 constituted the highest proportion for both women and men. **(Figure 9)** The companies that stood out with the ratio of women employees at the entry level were **GODIVA** with 66% and **Şok Marketler** with 43%.

Figure 9

Distribution of Entry/Beginner level employees in companies by gender and age (2022)¹⁶



¹⁵ Respectively, they represent the levels I, M and E, which are the levels used by the company in internal monitoring.

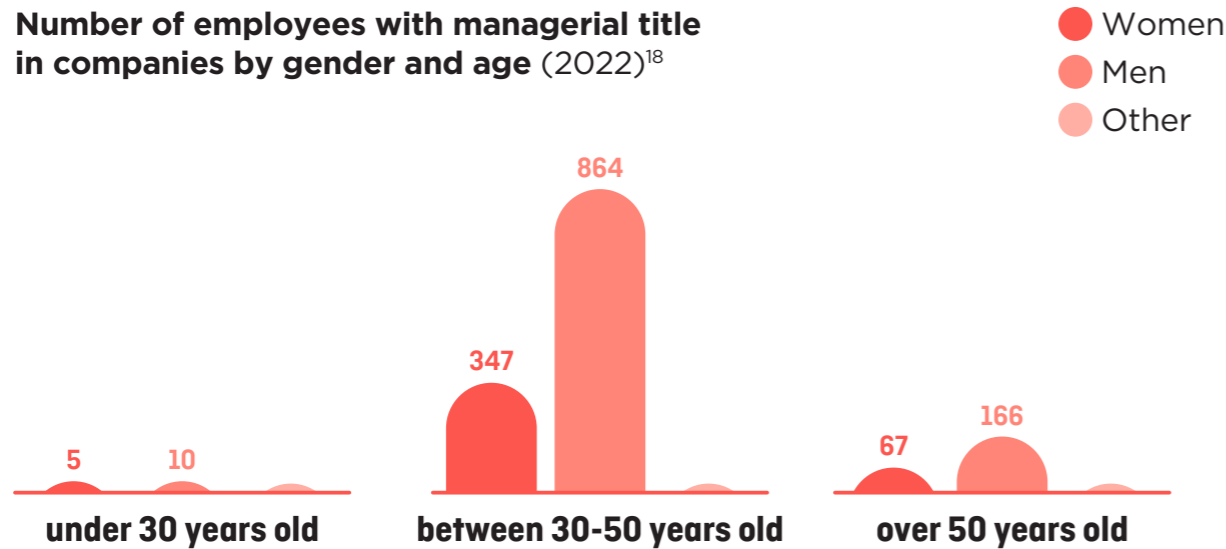
¹⁶ Pladis UK&I is not included.

In Yıldız Holding companies, 29% of the employees with management titles, including manager and senior manager positions, are women. Among the managers, the 30-50 age group constitutes the highest rate for both women and men. (Figure 10) Women make up 28% of managers and 29% of senior managers. Compared to 2019, it is seen that there is no significant change in the levels of managers and senior managers. **GODIVA** with 59% were the companies that stood out in 2022 with the ratio of women employees at the manager level. (Figure 11) The leading companies with women senior management level ratios were **GODIVA** (45%) and **pladis** (33%). (Figure 12)

When compared to the ratio of women employees at the entry/beginner level, it is seen that the ratio of women employees at the management and senior management levels has decreased. Among the companies that set targets to increase the number of women employees in managerial positions, **Şok Marketler** aims to increase the rate of women managers and number of women who get promoted. Accordingly, it has set a target of increasing the number of women regional managers by 25%. **pladis Türkiye**, on the other hand, aims to increase the number of women for director and above positions by 2% every year compared to the number of men, to reach 32% by 2025.

Figure 10

Number of employees with managerial title in companies by gender and age (2022)¹⁸



Women make up 28% of managers and 29% of senior managers.

¹⁷ Pladis UK&I is not included.

¹⁸ pladis UK&I is not included in the M category data.

Figure 11

Distribution of Manager level employees in prominent companies by gender (2022)

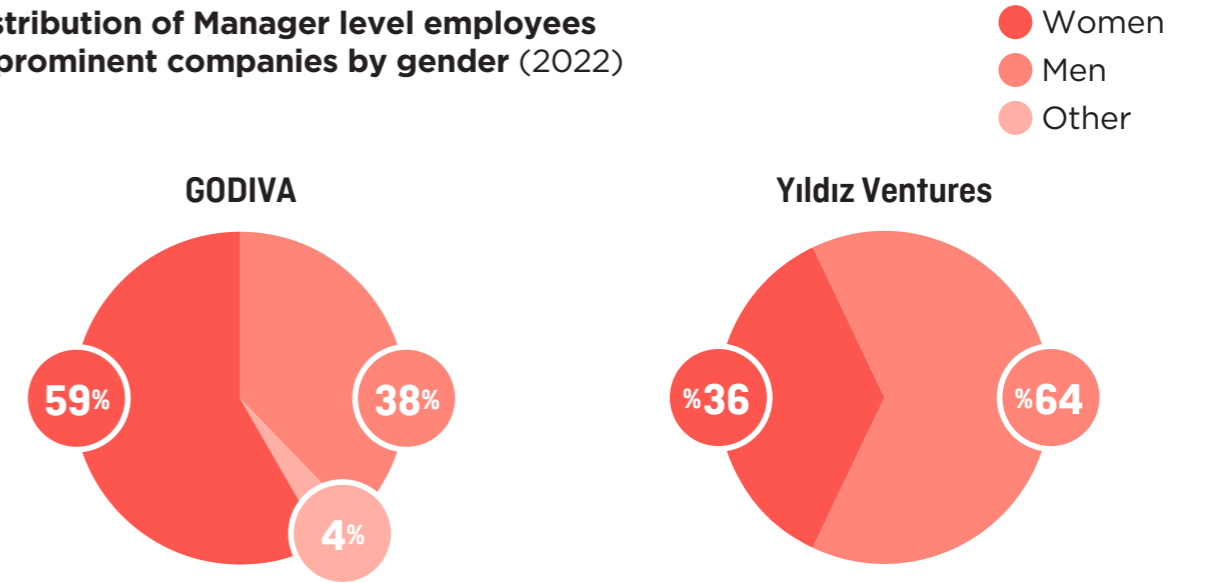
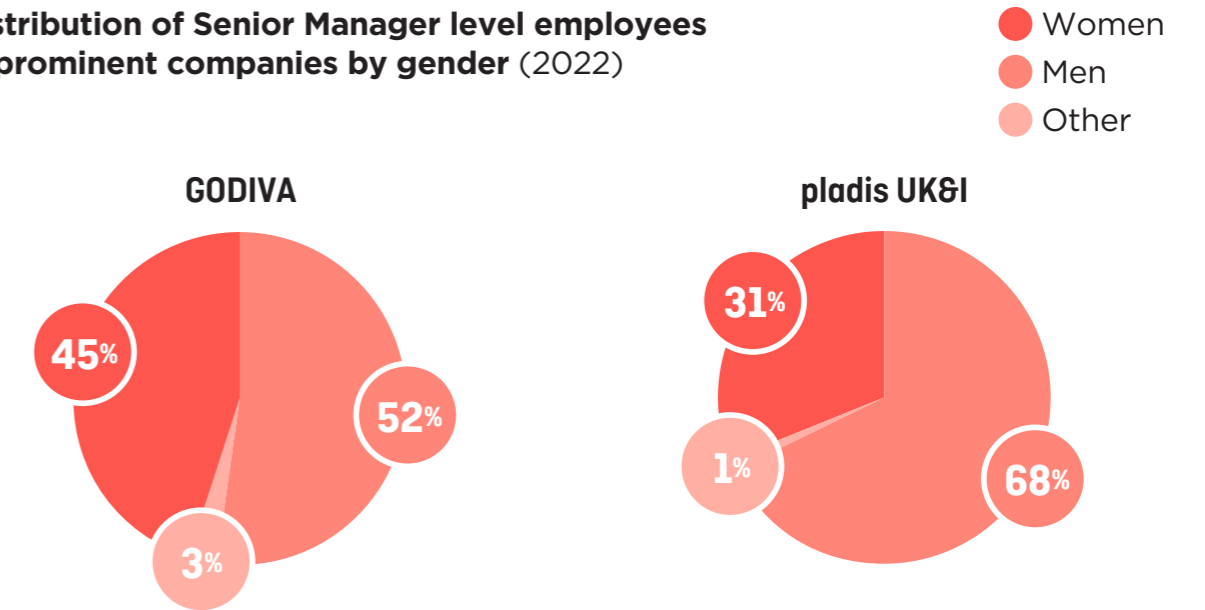


Figure 12

Distribution of Senior Manager level employees in prominent companies by gender (2022)



In Yıldız Holding companies, the rate of women on the Board of Directors increased from 14% in 2019 to 19% in 2022.¹⁹ **Şok Marketler** with 40% and **pladis Türkiye** with 25% came to the fore in 2022 with the ratio of women in the Board of Directors. When compared to 2019, Yıldız Holding, which increased the rate of women on the Board of Directors from 9% to 18%, and **Şok**

Marketler, which increased it from 25% to 40%, were the companies that stood out among Yıldız Holding companies. In the Executive Board, the proportion of women throughout the Holding was 27% in 2022.²⁰ The companies that stand out in 2022 with the ratio of women on the Executive Board are **GODIVA** with 43% and **Yıldız Holding** with 36%.

¹⁹ While GODIVA, pladis Türkiye and Yıldız Ventures are not included in 2019, GODIVA and Yıldız Ventures are not included in 2022.

²⁰ pladis UK&I, pladis Türkiye, and Yıldız Ventures are not included.

Talent Management and Employee Development

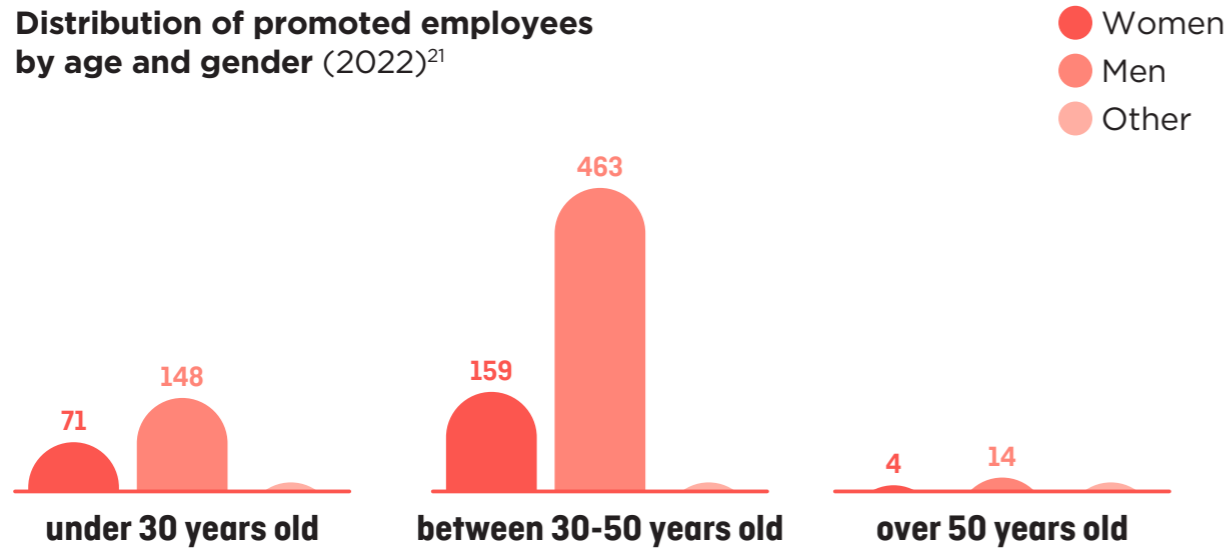
In the companies under Yıldız Holding, 27% of the employees who were promoted in 2022 were women. Looking at the age distribution, the majority of the employees who are promoted for both women and men are between the ages of 30-50.

(Figure 13) The companies where women were promoted the most were **GODIVA** with 58%, **pladis Türkiye**, **Eastern Europe** and **Central Asia** region with %39, and **Kerevitaş** and **Yıldız Holding** with 30%, respectively.

In the companies under Yıldız Holding, 27% of the employees who were promoted in 2022 were women.

Figure 13

Distribution of promoted employees by age and gender (2022)²¹



Within the scope of the data collected for the first time in 2022, 47% (Figure 14) of the employees who left their jobs and 49% (Figure 15) of the employees who left voluntarily (Figure 15) are women. In this

respect, it is seen that the ratios of men and women are close to each other among the employees who left their jobs and resigned. For both groups, the majority are women and men under the age of 30.



Figure 14

Number of employees who left their jobs by gender and age (2022)

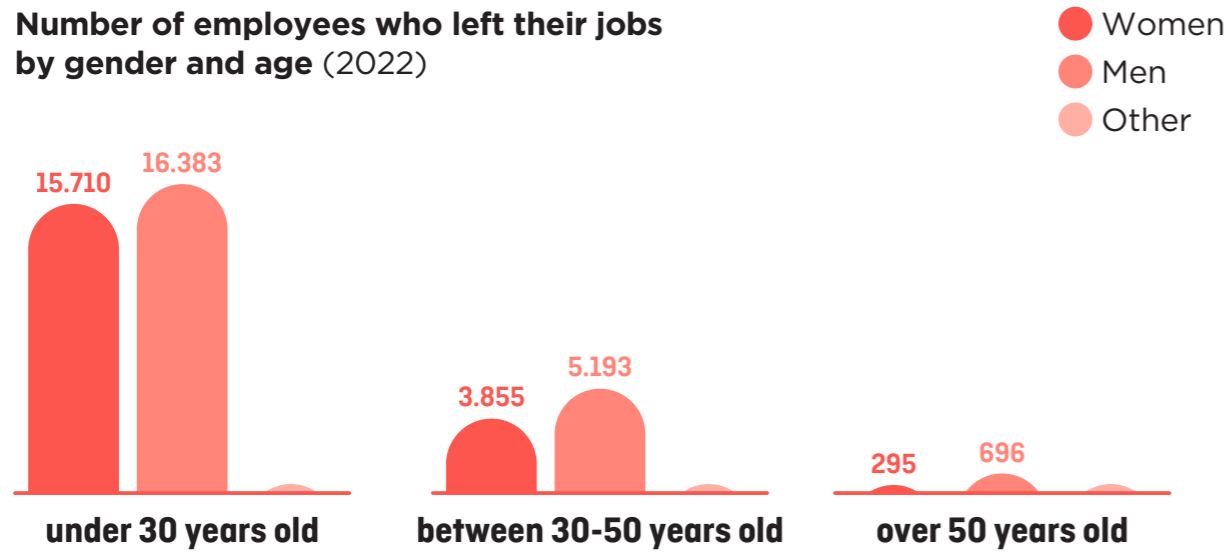
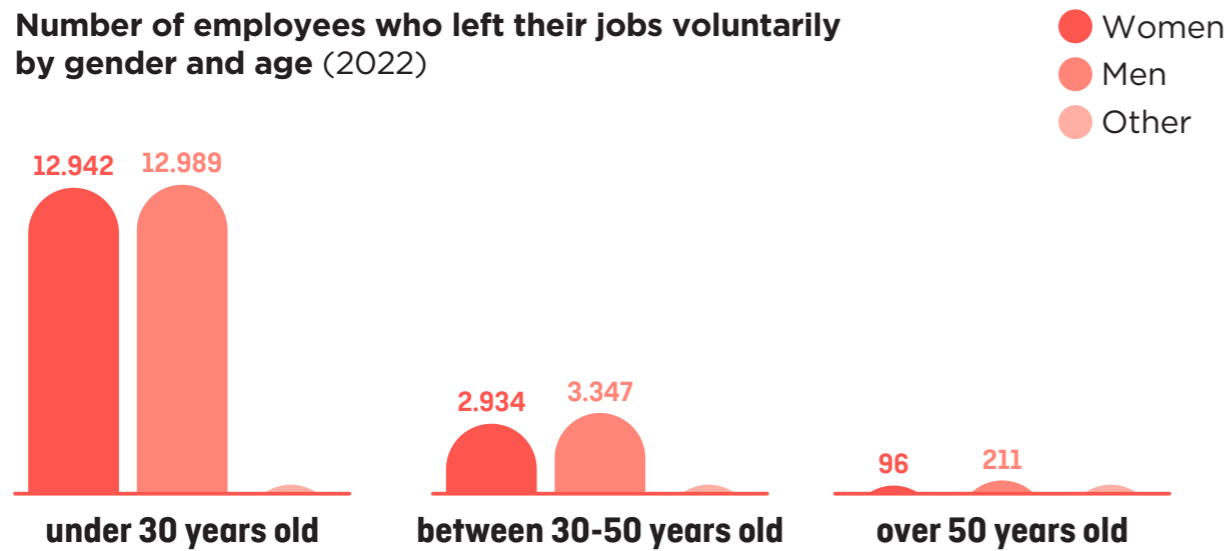


Figure 15

Number of employees who left their jobs voluntarily by gender and age (2022)



Yıldız Holding companies offer various development opportunities to employees and new graduates through mentoring programs, leadership programs and Young Talent programs. While mentoring and

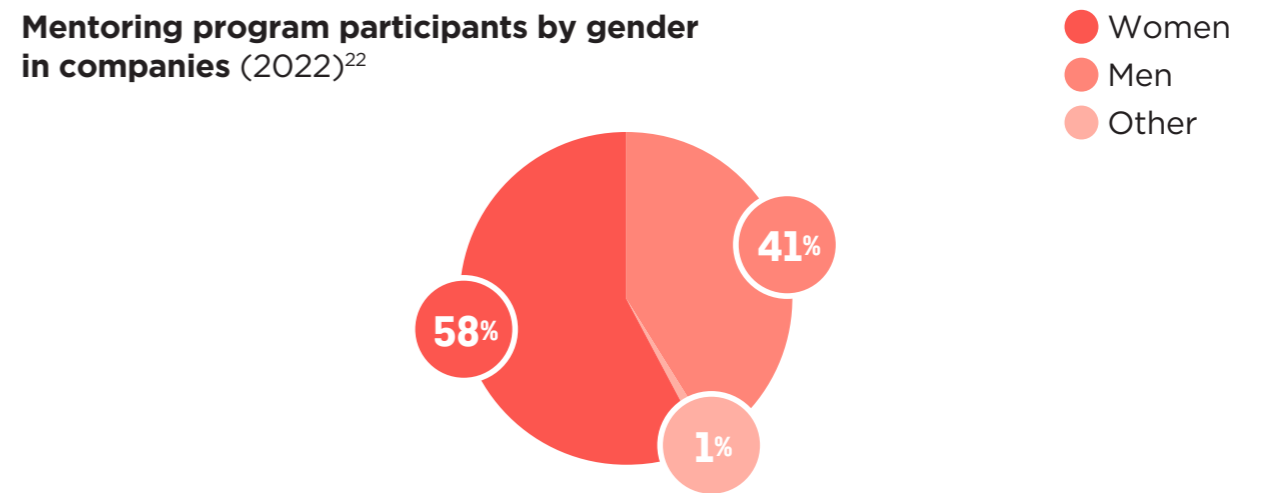
leadership programs support the development of employees in an inclusive way, young talent programs play a role in paying attention to diversity in expanding the talent pool.

Mentoring programs:

In 2022, mentoring programs were held with 463 participants in 5 companies within Yıldız Holding, and 58% of the participation in these programs was women. (Figure 16) The companies that stand out with the ratio of women participants among the employees benefiting from mentoring programs in 2022 were **Yıldız Holding** and **Bizim Toptan** with 100%, and **pladis UK and Ireland region** with 67%.

Figure 16

Mentoring program participants by gender in companies (2022)²²

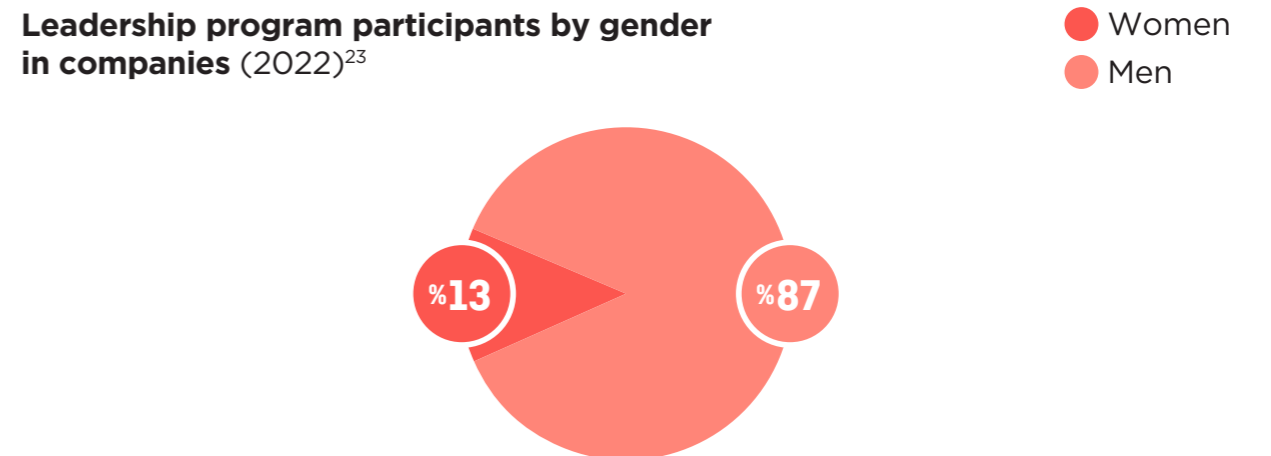


Leadership programs:

With the leadership programs held in 6 companies in 2022, 396 participants were reached, and the participation rate of women was 13%. (Figure 17) In 2022, **Yıldız Holding** with 50% and **Şok Marketler** with 21% were the companies that stood out with the rate of women participants in leadership programs.

Figure 17

Leadership program participants by gender in companies (2022)²³



²² Şok Marketler, GODIVA and Yıldız Ventures are not included.

²³ GODIVA and pladis UK&I are not included.

Young Talent programs:

With the Young Talent programs organized by 5 companies in 2022, 192 people were reached. A total of 64,467 people applied to these programs, 49% of whom were women and 51% were men. (Figure 18) The same rate was maintained for those selected for the programs, and the rate of women participating in Young Talent programs was almost equal to the rate of men with 49%. (Figure 19)

Figure 18

Distribution of applicants to Young Talent Programs by gender (2022)²⁴

● Women
● Men

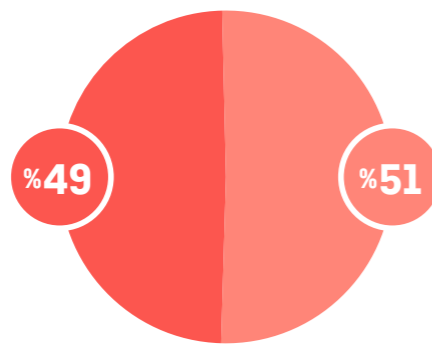
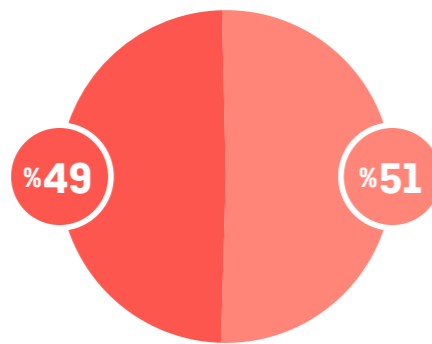


Figure 19

Distribution of candidates selected for Young Talent Programs by gender (2022)²⁵

● Women
● Men



Rights offered to parents

The data collected on the rights offered to parents in Yıldız Holding companies for the first time in 2022 show that 3 companies offer additional opportunities to parents in addition to the legally required financial support.

When the data on maternity/parental leaves are analyzed, it is seen that 42% of those who take maternity/parental leave are

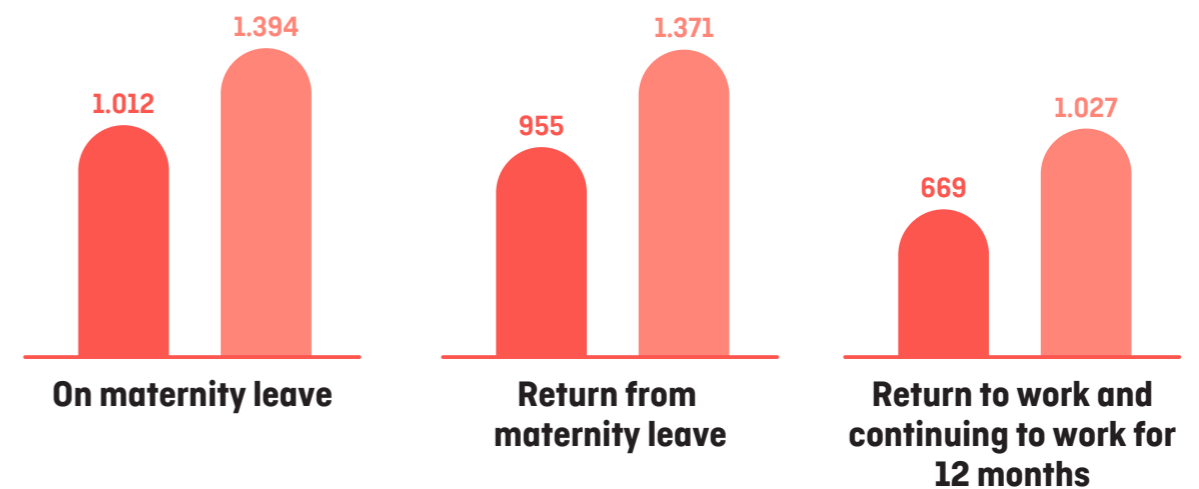
women. While 94% of women employees on maternity leave return to work from maternity leave, the rate of women who continue to work for 12 months after returning from maternity leave is 66%. On the other hand, 98% of men employees who take parental leave return to work after the leave, while the rate of men who continue to work for 12 months after returning from parental leave is 74%. (Figure 20).

When the data on maternity/parental leaves are analyzed, it is seen that 42% of those who take maternity/parental leave are women.

Figure 20

Gender distribution of those taking maternity/parental leave, returning from leave and continuing to work within 12 months of returning (2022)²⁶

● Women
● Men



²⁴ Kerevitaş, GODIVA, pladis UK&I and pladis Türkiye are not included.

²⁵ Kerevitaş, GODIVA and pladis Türkiye are not included.

²⁶ pladis UK&I is not included.

Manifesto Ecosystem

Manifesto 3 Ecosystem



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.

Our Activities:

EXPO'22 Sponsorship in UN Women Strategic Partnership



YILDIZ ★ HOLDING

Within the framework of Yıldız Holding's strategic partnership with UN Women for the empowerment of women globally, various activities were carried out in 2022 in cooperation with UN Women.

Yıldız Holding sponsored UN Women - Women's Entrepreneurship EXPO 2022, a unique partnership platform to promote the construction of a women's entrepreneurship ecosystem in Europe and Central Asia. With EXPO, which provides an interaction space for networking and cooperation, idea generation, capacity and business development for women entrepreneurs, investors and private sector representatives, an important opportunity was created for women entrepreneurs in a wide geography in Europe and Central Asia with satellite events held in 6 countries: Moldova, Croatia, Serbia, Türkiye, Kyrgyzstan and Ukraine. Yıldız Holding Chairman of the Board Ali Ülker, taking part as a speaker at the opening panel of EXPO, shared the importance and commitments given to women's entrepreneurship and women's empowerment as Yıldız Holding with the world. Ali Ülker shared the mission of Yıldız Holding Women's Platform with the participants with the message "It is extremely important for us to support women entrepreneurs in particular, because we act with the belief that the future largely depends on women entrepreneurs and their welfare, and we take care to ensure that women entrepreneurs reach equal opportunities."

YILDIZ ★ VENTURES

Yıldız Holding Investment Director Ecem Altıok made a presentation titled "Exploring New Markets and Establishing Strategic Partnerships with New Buyers" within the scope of EXPO. In addition, Ecem Altıok will support 2 women entrepreneurs within the scope of the mentoring program to be implemented for EXPO participant women in 2023.





Investment Support for Women Entrepreneurs



YILDIZ VENTURES

Yıldız Ventures supports women-led and women-co-led enterprises through direct investments or indirect investments through early-stage tech focused Venture Capital ('VC') funds. In this way, it contributes to the empowerment of women in the Turkish and international entrepreneurship ecosystem.

In 2022, Gözde Tech Ventures, the new generation technology investment arm of Gözde Girişim Capital Investment Partnership, was established and focused on technology investments in Türkiye and abroad. When direct investments are evaluated; in 2022, Gözde Tech Ventures invested **US\$500k** in a woman co-led start-up in Turkey, operating as a SaaS platform specialized in HR management for SMEs and enterprises.

Yıldız Ventures' shareholders have also individually supported a US based woman-led start-up which is as a no-code Web3 platform providing brands to create their own loyalty programs with a shared infrastructure, with a **US\$50k** investment ticket size.

Prior to 2022, Yıldız Ventures have completed two acceleration programs, which includes 3 women-led seed stage start-ups with a total investment size of **\$150k**.

In 2022, Yıldız Ventures' venture capital fund investments have led to **27 indirect shareholdings in women-led and women co-led businesses** amounting to a total ticket size of **c.\$630k**. Since the establishment of VC funds, Yıldız Ventures has backed women-led and women-co-led founders through indirect investments in VC funds across the globe. The investment exposure in women-led and women co-led founders so far has reached over **48 women-led /co-led businesses** amounting to **US\$3.6mn** in indirect investments. In addition, Yıldız Ventures has consolidated its support in the global technology ecosystem through its investor positions in 20 venture capital funds, in which it has indirectly invested in more than 300 early-stage ventures through venture capital fund investments.

Overall, in 2022 total invested capital in women-led and women co-led start-ups reached **c.\$1.2mn** with **29 start-ups as a result of both direct and indirect exposure in the global tech ecosystem**. **To-date**, the total amount we have invested in women-led and women co-led start-ups reached **\$4.3mn** with **53** start-ups.

The investment exposure in women-led and women co-led founders so far has reached over 48 women-led /co-led businesses amounting to US\$3.6mn in indirect investments.

Supporting Women in Leadership Roles



Bizim Toptan and pladis have corporate memberships in Lead Network Türkiye (Leading Executives Advancing Diversity), a non-profit organization established with the aim of attracting women managers in the retail and consumer goods sector in Europe, increasing the ratio of women managers and developing women employees.



Bizim Toptan, sharing its mission to grow the talented women workforce in Türkiye in the sector, creates effective and efficient solutions to the challenges women face in business life, and supports women to move into leadership roles, with its 2 women managers who participate as mentee in the mentor-mentee program created through Lead Network Türkiye.



Statistics and past performance records show that women are still in the minority in the tech industry, from the overall workforce to management, leadership and founding roles. Therefore, we prioritize supporting women-led initiatives in fundraising areas to support more women's participation in the technology workforce. In this direction, as Yıldız Ventures, we invest in early-stage technology-oriented startups and venture capital funds. In addition, we support various platforms such as UN Women, Arya Women's Platform, which focus on women's empowerment, and contribute to women's empowerment through processes such as mentoring, exchanging ideas with them, creating networks and inspiring them. In 2023, we aim to participate in the mentoring program and investor events for the selected women entrepreneurs of EXPO 2022. We are among the first supporters of the "100 Million USD campaign for Women Entrepreneurs in Türkiye and Neighboring Countries" initiated by the Arya Women's Investment Platform and the commitment campaign carried out in cooperation with Beyond the Billion. The efforts of Yıldız Holding Women's Platform support us in reaching our goals within the scope of all these activities.



Ecem Altıok

Yıldız Holding Investment Director



UN Women Women's Entrepreneurship Accelerator



**YILDIZ
★
HOLDING**

In line with our strategic cooperation with UN Women, as Yıldız Holding, we became a partner in the Women's Entrepreneurship Accelerator (WEA), a multi-stakeholder partnership aiming to create a favorable ecosystem for women entrepreneurs around the world. This global structure, led by UN Women, works to enable women entrepreneurs to show their potential. With the partnership, it is aimed that companies operating under the umbrella of Yıldız Holding will implement practices that will support women entrepreneurs in their supply chains.

In line with our partnership, as Yıldız Holding, we sponsored the opening event of the hybrid conference on Women's Entrepreneurship held in Geneva on December 7, as part of the WEA initiative. In the event held for the 3rd anniversary of WEA formation, a discussion area was created that will include all stakeholders in the women's entrepreneurship ecosystem and address the social barriers in front of women.

Yıldız Holding Women's Platform Ambassador Begüm Mutuş took part as a speaker at the event. Mutuş said that she sees it as her responsibility to lead with the mission of "We support equal opportunity for a better future" in line with the goal of empowering women and providing equal opportunities in the business world and committed to making these criteria applicable to Yıldız Holding and its companies.



TurkishWIN Corporate Membership Program



YILDIZ ★ HOLDING

With TurkishWIN, we launched our STEM Corporate Membership Program to support the personal development of our senior women leaders and to reinforce our support for diversity, equality, and equity throughout our company. Our 15 women employees working in the STEM area participated in this global sharing platform for 1 year, where women from different countries and different sectors inspire and empower each other. Our women employees, who are included in the program as both mentors and mentees, contribute to increasing the impact and accessibility of our in-house social responsibility projects on diversity, inclusion, and employee engagement. TurkishWIN stated that the cooperation established with Yıldız Holding was based on the shared values of strengthening the economic and social lives of women, ensuring professional development of women and equal opportunity. In this regard activities are carried out in harmony with the common values of responsibility, courage, curiosity, generosity and collective achievement.



Supporting National Athletes



pladis has been supporting sports and athletes in Türkiye for many years, both at the level of national teams and clubs, as well as in different branches. With the new cooperation announced in May 2021, together with the Turkish Football Federation (TFF), pladis assumed the main sponsorship of the Women's National Teams for the years 2021-2026. Ülker Metro has also supported National Taekwondo Player Zeliha Ağrı since 2018.

The 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 institutions 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.



Initiatives supported in 2021:

GODIVA created a platform where their collective voices can be heard by collaborating with initiatives (#SheDIDIT 'Belgium', Up With Women 'Canada', China Women's Development Foundation 'China', AVA: Against Violence and Abuse 'UK' and Hot Bread Kitchen 'USA') that it supports in the 2021-2022 period that enhance women's careers, help them get out of poverty and prevent violence against women. Grant support and collaborations have led to tangible changes in initiatives in a variety of ways:



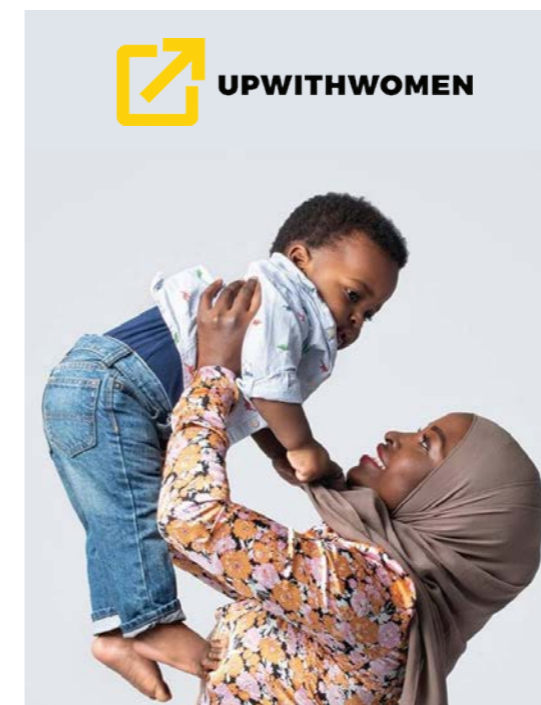
#SheDidit: Entrepreneurship programs and activities were developed with our support the infrastructure was expanded, and social media activities increased. SheHUB, a joint concept store where women entrepreneurs test their work by exhibiting, was launched.

Up With Women: In Canada, coaching and training programs increased, expanding infrastructure, operational efficiency, and social impact. In addition, the organization found the opportunity to reach more people, and with its activities, they achieved their goals for the 2021-2022 period.

China Women's Development Foundation: A video highlighting the important works of the organization was produced, In addition, GODIVA's support helped increase the organization's social media presence and communication activities

Against Violence and Abuse: The grants were used to develop Breathing Space, a digital tool that provides mental health resources. The app provides access to resources and tools for victims of gender-based violence.

Hot Bread Kitchen: With the grant, the salaries of critically important personnel for the implementation of the programs were supported and operational and administrative expenses were covered.



Initiatives supported in 2022:

In 2022, the honorees of The Lady GODIVA Initiative expanded to include Womenpreneur (Belgium), The Canadian Women's Foundation (Canada), Alliance for African Women Initiative (Ghana), Young Women's Trust (UK) and Step Up (USA), contributing to the support of women's entrepreneurship in various countries and the development of women's resilience in the face of social problems.

Womenpreneur: It is a leading women's empowerment organization that provides resources for women who are struggling to access services worldwide. Womenpreneur works in Europe and the MENA region to support women who are challenged by economic instability with career opportunities in technology and entrepreneurship. Launched in 2016 by supporting 10 women, the program has now reached more than 16,000 women in Belgium and beyond.

The Canadian Women's Foundation: Working to bring systemic change through funding, research, advocacy and knowledge sharing, the foundation is a national leader in the gender equality movement in Canada. The foundation supports women, girls, and people with gender differences and focuses on providing self-confidence and leadership by removing them from violence and poverty. It contributes to building a gender-equal Canada by challenging prejudices, raising awareness, and advocating for policies and practices that make life better for all those affected by gender injustice.



Alliance for African Women Initiative (AFAWI): It is a grassroots organization that supports and empowers women and children in communities in Ghana. The organization is committed to building the capacities of marginalized individuals in Ghana. Advocacy activities produce sustainable results, helping to share skills among peers and help community members take control of their own development.

Young Women's Trust: It is an organization that supports and represents women aged 18-30. Its core mission is to achieve financial justice for young women through equal economic and employment opportunities. Young women are at the center of the organization's work, leading activities, designing programs and actively participating.



Step Up: It is an organization that encourages girls to explore and discuss what is possible by bringing them together in inspiring spaces. With structured support and access to a strong community, this mentorship nonprofit organization guides girls towards their own unique goals. It first sets goals with girls and then creates a road map to get there. Whether it is a university, an internship, a communication network or just gaining self-confidence; Step Up supports girls in many different ways.

Supporting Young Talents



YILDIZ ★ HOLDING

Established to raise awareness among companies and women, the Women in Sales Network aims to initiate a social transformation in the business world by getting the support of 80 leading companies in Türkiye. Yıldız Holding, one of the program partners, is committed to playing an active role in ensuring gender balance in sales. In this context, with the protocol signed in December, as Yıldız Holding, we are committed to maintaining a gender balance of at least 50% in intern recruitment by offering internship opportunities to 100 women students.

As Yıldız Holding, we care and prioritize providing equal opportunities to young talent with our JOB Internship & New Graduate Recruitment Program, which has been going on for more than 10 years. Hundreds of talented individuals who stepped into their careers with us not only improve their professional competencies, but also contribute to their personal development with the mentoring support they receive. To date, 54% of the young employees included in the JOB@YıldızHolding mentoring program have been women.

pladis

pladis, Commercial Talent in Türkiye and the UK and Ireland graduate programme were created to support young talent. In the last two years, the Commercial Talent programme has achieved 67% female hires into the programme each year. The UK and Ireland graduate programme achieved 60% female hires the 2022 graduate intake. This achievement not only helps the organization build an early talent pool for future women leaders, but also provides women with the opportunity to gain key skills and experience through a structured development programme.



Girls Out Loud



pladis

pladis is a longtime sponsor of Girls Out Loud, which aims to raise the aspirations of teenage girls in the UK. Girls Out Loud works to empower teenage girls to use their voices, and through its programmes teenage girls increase their self-confidence and emotional resilience. pladis continues to support the Girls Out Loud programme by sponsoring three young women to mentor girls between the ages of 12-14 in the Big Sister programme. Mentors provide guidance and advice to the participants about the pressures of growing up.

Girls Out Loud works to empower young girls to find their own voice, and through its programs they increase their self-confidence, emotional resilience and self-confidence.

BeingShe: Seeing Her Evolve



pladis

In the UK and Ireland pladis has created a number of Employee Resource Groups (ERGs), under the banner of BeingMe, with 'BeingShe: Seeing Her Evolve' focusing on gender equality. BeingShe is open to all 4,500 UK and Ireland based employees regardless of their gender. Contained within BeingShe is a Women's Network, which offers support and training to help increase members confidence and their sense of empowerment. The network has continued to grow and currently has 121 members across eight pladis UK and Ireland sites.

BeingShe continues to provide support and hold events to raise awareness of a number of important topics, such as breast cancer awareness, menopause and baby loss, as well as marking global awareness days such as International Women's Day.

Alia El-Yassir

Regional Director for
UN Women Europe and Central Asia



On which common values do you think YH Women's Platform and UN Women cooperate?

Commitment to gender equality and women's empowerment, as well as true belief in the transformative power of partnership to make positive changes happen! I was so impressed by the fact that the Platform started its work by engaging Yıldız Holding employees across Turkey and the globe to develop the so-called women's empowerment manifesto. This in itself is so empowering, where there is a strong sense of partnership and ownership within the Yıldız Holding workforce about the values and principles the Platform is trying to achieve.

In what ways do you think Yıldız Holding Women's Platform contributes to the women entrepreneur ecosystem in Turkey? Within the framework of the Women's Entrepreneurship Accelerator, in which areas can Yıldız Holding support women entrepreneurs globally?

The UN Women Regional Office for Europe and Central Asia is very happy to have Yıldız Holding as a partner in our efforts to support women's entrepreneurship. With strong

leadership and extremely capable technical support of its Women's Platform, Yıldız Holding very quickly went from commitment to action. It is so impressive to see many of Yıldız Holding companies in Turkey commit to gender-responsive procurement – what better way to supporting women's entrepreneurs than investing in and buying from them? With this commitment, Yıldız Holding is not only the first in Turkey, but also the first in the broader region to take on this innovative work. The Yıldız Holding Women's Platform began engaging with affiliates to align Corporate Social Responsibility activities with the principle of gender responsive procurement. Within the first year of partnership, \$1m has already been spent for gender responsive procurement from agripreneurs, \$150,000 has been invested in women's entrepreneurship and leadership training and \$4.3million has been invested in 53 women start-up businesses. This is exemplary commitment delivery in such a short time.

Through their gender-responsive procurement focus, Yıldız Holding is joining forces with the wider global WEA partnership and contributing through this partnership to Generation Equality to

tackle the unfinished business of empowering women, especially women entrepreneurs.

How would you describe Yıldız Holding's contribution to the Women's Entrepreneurship EXPO 2022 in terms of supporting women's entrepreneurship?

The UN Women Regional Office for Europe and Central Asia developed the Women's Entrepreneurship EXPO to support women entrepreneurs across the region. One of the key focus areas of the EXPO is to create an enabling ecosystem for women entrepreneurs by equipping them with knowledge, skills and networks. Yıldız Holding was a key partner in the 2022 EXPO and also contributed by providing one of its Master Classes, focusing on helping women entrepreneurs across the region to explore new markets and establish strategic partnerships with new buyers.

Why is it important for companies like Yıldız Holding to be signatories of the Women's Empowerment Principles (WEPs)? What are the different ways to implement the Principles and how

do UN Women workshops help Yıldız Holding to implement the Principles?

The WEPs are an excellent tool that can help companies to build and implement an Action Plan to advance gender equality and women's empowerment at the workplace, marketplace and communities.

The workshops we organized with Yıldız Holding Women's Platform were an important avenue to get into the "how-to" of implementation, working in the same inclusive and participatory way that was used for the development of the Yıldız Holding Women's Platform Manifesto, but getting into the technical details by targeting key functions and business processes across the various Yıldız Holding companies that have come on board to support women's entrepreneurship acceleration. We look forward to following up on these workshops and taking the work to the next level, so that Yıldız Holding can become a global champion of gender-responsive procurement and showcase great results!



Manifesto Value Chain

Manifesto 4 Value Chain



Value Chain

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

Our Commitments:

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



Our Activities:

Women Stars of Agriculture



YILDIZ ★ HOLDING

As Yıldız Holding Women's Platform, we aim to increase equal opportunities for women in the supply chain in order to empower women in business life and in all areas of society. In this context, we signed the "Women Stars of Agriculture" project with the support of the Ministry of Agriculture and Forestry in order to support contracted women farmers. This work, carried out in cooperation with Kerevitaş within the framework of UN Women partnership, is followed by the General Directorate of Plant Production of the Ministry of Agriculture and Forestry.

KEREVİTAŞ

With the project, which aims to purchase products directly from women farmers contracted with SuperFresh, one of the largest suppliers of agricultural raw materials in our country, it is foreseen to guarantee the purchase of 5 thousand tons of fresh fruit and vegetables until 2025 and to create a value of 35 million TL. The 15 contracted women farmers in the project are located in the provinces of Manisa, Eskişehir, Afyon, Konya, İzmir, Bursa and Hatay, and a value of 7,966,308 TL was created by purchasing 1,643 tons from these women farmers in 2022. With SuperFresh's Women Stars of Agriculture, which will provide assurance and financing to women farmers in the supply chain, it is aimed to increase the rate of women farmers included in the existing contract farming model by 100 percent in the next three years. In addition, the women farmers in the project will be given an incentive of 500 thousand TL by Yıldız Holding Women's Platform.

Yıldız Holding Women's Platform Ambassador Begüm Mutuş and one of the supported farmers, Zahide Sözsoy, took part as speakers at the Gender Sensitive Purchasing Summit held on October 21 with the cooperation of UN Women Türkiye, KAGIDER and Global Compact Türkiye, and talked about the Women Stars of Agriculture project.

Gender Responsive Procurement Program



YILDIZ ★ HOLDING

Supporting women-owned businesses across the value chain is critical to equal participation in economic opportunities. In this direction, as Yıldız Holding, we aim to launch a new pilot program in 2023 as part of our strategic cooperation with UN Women's Entrepreneurship Accelerator (WEA). Yıldız Holding, as the pilot implementer for the Gender Responsive Procurement and Investment program, will support companies and the public to ensure equal participation of women by considering gender while purchasing services. In this way, the economic empowerment of women will be supported through service purchases, and equal opportunity will be ensured in the value chain.

In the first year of the program, \$1 million was spent on gender-sensitive procurement from agricultural entrepreneurs. In addition, 150,000 dollars were invested in women's entrepreneurship and leadership training and 4.3 million dollars were invested in 53 newly established women businesses. In 2023, as Yıldız Holding, we aim to disseminate the works we will carry out in this context as an example of good practice around the world in cooperation with UN Women.

Diversity and Inclusion in Grocery Program



pladis

Grocery Aid is a UK-based charity that has been providing emotional, practical and financial support for grocery people since 1857. The program aims to inspire and encourage those in the industry to improve on diversity and inclusion, and to share and learn from each other. pladis continues to set an example in the UK and Ireland region with its work on diversity and inclusion in groceries as part of Grocery Aid. In addition, pladis participated in a mentoring programme led by Grocery Aid that helps accelerate the development of diverse talents across the industry to create future leaders. As part of the programme, members of the Wigston bakery in the UK participated in a learning lab session - a panel event celebrating different cultures and discussing specific issues related to inclusion and diversity.



Seç Market Women Business Partners



YILDIZ ★ HOLDING

The number of women entrepreneurs who own their own store and make up about 10% of Seç Market business partners, which is one of the important players in the retail sector with more than 2400 partnerships in Türkiye, is increasing day by day. Yıldız Holding Board Member Murat Ülker states that women's employment is supported by emphasizing that traditional artisan culture is combined with modern marketing.

New projects continue to be developed to increase women branch candidates in 2023. With Seç Market, women's entrepreneurship is supported all over Türkiye, creating an opportunity for women to become stronger in the competition in the retail industry.



Seç Market General Manager Altan Sekmen shares that, regarding the steps to be taken in the near future, some additional projects will be implemented to support women branch candidates, and that they plan to increase this rate even more, and that the collaborations to be made will make significant contributions to the development of the country and to support women's entrepreneurship.

The women business partners of Seç Market, on the other hand, state that the business partnership has made a wide variety of contributions to them.



“.....
It was a very good idea to meet Seç Market with the idea of developing my trade within a corporate structure. We have achieved a 30% increase in turnover thanks to both the increase in my service quality and the supply of products at more affordable prices.

.....”
Nevin Özışık
Branch of Seç Yozgat

“.....
I wanted to start a business for myself, but we did not have the right business idea. Opportunities offered by Seç Market encouraged us and then we decided to enter this business. In addition to our competitiveness with market chains, we were given the chance to be more successful by allocating the energy we would spend in the wholesale or procurement process to our workplace. We received support and consultancy from Seç at every stage, from the selection of the store location to the shelf arrangement, from the product supply to the general market operation. In this period when trade becomes difficult, we both enjoy our work and succeed in trade with the support provided under a corporate roof.

.....”
Çiğdem Ekiz
The operator of Zonguldak Seç

“.....
After working as a manager in a company for years, I set out with the desire to do my own business. First, after receiving KOSGEB support, I decided to do this business under the corporate identity of Seç Market. Seç team kept my motivation high throughout this process. Thanks to the consultancy support they provided, all that remained to me was to think about how I could provide better service to my customers and increase my turnover.

.....”
Sevgi Demirköprü
Branch of Seç İzmir

“.....
Before I became a Seller, I was running my own market, but due to the intense competition in the sector, I started a new search. Being Seç Market strengthened my hand in price competition, made it easier for me to reach a wider product variety, and when it became a corporate brand, people's trust in us increased.

.....”
Hatice Kuzucu
Branch of Seç Kayseri

Development of Minorities in the Value Chain



Minority Supplier Development UK (MSDUK) connects innovative and fast-growing ethnic minority businesses with global companies committed to creating inclusive and diverse supply chains. In this context, pladis has become a member of this global organization that promotes the rights of minority businesses in order to increase inclusion and diversity. Believing that diversified supply chains bring new ideas to the market and benefit profitability, pladis assures that it will expand these activities with its MSDUK membership.



Closing Remarks

With Yıldız Holding Women's Platform 2022 Report, we share the concrete efforts and performance of Yıldız Holding and its companies focusing on women's participation in the business world and equal opportunities. With this report, we discuss the activities we carry out for equal opportunity under the umbrella of Yıldız Holding within the framework of the benefits created within the scope of the United Nations Women's Empowerment Principles, while we share the impact of these activities with diversity performance indicators in a transparent manner.

We evaluated all the works we coordinated through the Yıldız Holding Women's Platform, established in 2021, under the headings of discourse, business environment, ecosystem, and value chain within the scope of our Manifesto, which we updated this year. In 2022, we carried out many activities to strengthen our stance on equal

opportunities and to reflect our approach to our communication language. Believing in the impact of role models, spokespersons, and solidarity, we organized a wide range of activities to raise awareness about equal opportunities. We have implemented programs and practices that will enable all employees to work in fair and safe conditions and support their development in the business environment. Beyond our area of activity, we primarily supported women in the entrepreneurship ecosystem. At the same time, we carried out projects focusing on the economic and social development of women in our entire value chain. In line with our goal of expanding the impact of our work and becoming the industry leader in equal opportunity, we participated in global initiatives and business groups and supported programs in this area.

In order to follow the concrete reflections of the projects we have realized in Yıldız

We observe an increase in total women employee ratio, women employee ratio in new recruitment and women ratio in the Board of Directors throughout the Holding in 2022.



Holding and its companies, we have expanded the performance indicators we have determined in line with the targets we have set for ourselves. We report for the first time our data on the ratio of women employees in internally filled positions, the ratio of women employees who left their jobs, the ratio of women employees benefiting from parental rights, diversity in STEM and income-generating positions, and we explain our concrete targets to increase the ratio of women in employment and leadership roles. As seen in these performance indicators, when compared to previous years, we observe an increase in total women employee ratio, women employee ratio in new recruitment and women ratio in the Board of Directors throughout the Holding in 2022.

In the upcoming period, we aim to maintain this positive momentum and reach a leading position in the area of equal opportunity with our company policies and projects. As in the 2020-2021 data, it is observed that

the rate of women employees in manager and senior manager titles in all Holding companies is lower than the rate of women employees at the entry level. In order for this indicator to improve, we focus on our support programs in order for women to rise in their career journey, and we see the increase in the number of women employees participating in leadership programs, as well as the rate of women employees who are promoted, and the representation of women at management and senior management levels among all Holding companies as our development areas.

As Yıldız Holding, we will continue to develop and implement programs for the development areas highlighted in the report, and to share our journey with comprehensive indicators by monitoring our performance in the area of diversity in the coming period. At the same time, we will continue to work with all our strength to realize the commitments we set in our Manifesto.



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