
Arçelik

**Diversity
Policy**

Arçelik strongly values inclusion and diversity in top management and in the workforce globally. Inclusion is one of the main pillars embedded in Arçelik's core strategy and improving gender diversity is a key focus area Arçelik aims to strengthen in the overall organization.

Arçelik believes that ensuring the diversity of accumulation of knowledge, experience and opinion before the Board of Directors will make positive contribution to the efficient operation of the Board of Directors and to the company activities. Therefore, in Board member nominations diversity criteria are taken into consideration in terms of gender, nationality, ethnicity, culture, age, religion with the emphasize that Board members are selected on the basis of their vast skills and experience suitable to execute and lead in line with Arçelik's size, portfolio and culture. Arçelik operates in a vast geography with production facilities in 9 countries and sales offices in more than 140 countries. This requires Arçelik Board members to have sufficient global experience and to be chosen based on the availability of below mentioned skills and experience:

Understanding of the global trends shaping consumer durable goods industry and consumer insights, knowledge and experience in markets where Arçelik is present, financial expertise, internal control, financial administration, knowledge and skills to execute on employee capital and remuneration enhanced knowledge of corporate governance issues, experience and or understanding of operating production facilities with complex structures, experience on marketing and sales, experience on R&D, science, innovation, engineering and technology, experience and/or insight on digital technologies and digital transformation, cybersecurity, connected appliances, experience and execution capability on corporate social responsibility and company reputation, successful performance record, good corporate citizenship engagement, high integrity and accountability and dedication to act and decide upon the interests of all stakeholders concerned.

The Company pays attention that the Board Members have enough time to deal with the Company's activities; however, there is no restriction for them to handle other task or tasks apart from the Company. Especially since the business experiences and sector specific knowledge of independent members have a significant contribution to the Board of Directors, such restriction is not deemed necessary.

The composition of the Board should allow members to act in good faith and independently from one another. A variation of age, gender, different social and educational backgrounds, different areas of expertise is strongly valued.

Arçelik is dedicated to empowering women globally in each location we operate and we see our efforts on this issue as a journey. The women members in the Board of Directors in 2019 was 17%. We are working to raise the next generation of women in the workforce globally, equipped with the latest capabilities and expertise, especially in science, technology and engineering. With our efforts to increase the current 18,6% women manager position in the organization, we aim to reach higher levels of women members in the Board in the coming periods. For the first time in the organization since Arçelik was established in 1955, we have a target to appoint a woman factory product director as well as appoint two women directors in the science and technology related departments of Arçelik in 2030.