

1. PURPOSE

This policy has been prepared with the intent to define Doğuş Holding's corporate approach to diversity, equity, and inclusion (DEI) and to establish an entire set of binding principles. In alignment with the Human Rights Policy and the Employee Engagement Policy, the policy aims to ensure an inclusive and equitable working environment in which everyone enjoys equal rights.

2. SCOPE

Doğuş Holding Diversity, Equity, and Inclusion (DEI) Policy covers all employees, executives, business partners, suppliers, and all stakeholders within the value chain of Doğuş Holding. The policy is also taken into consideration in all human resources processes as well as in all business relations of Doğuş Holding.

3. DEFINITIONS

- **Diversity:** Refers to gender, age, ethnicity, disability status, religion, belief, language, culture, thought, sexual orientation, experience, and skills differences among individuals. For organizations, diversity represents the coexistence of varied perspectives within the workplace.
(UN Global Compact – Diversity and Inclusion in the Workplace Guide)
- **Equity:** Indicates securing every individual to have equal access to opportunities, resources, and rights. Equity involves the removal of systemic barriers to achieve fair outcomes.
(ILO Discrimination (Employment and Occupation) Convention No.111)
- **Inclusion:** Means creating a working environment where differences arising from diversity — and the views and perspectives of those who bear these differences — are reflected in decision-making processes and daily operations, and everyone feels valued and has a sense of belonging.
(European Institute for Gender Equality – Glossary and Thesaurus)
- **Equal Opportunity:** Refers to ensuring that no employee or candidate is placed at a disadvantage in recruitment, promotion, training, compensation, or career development processes due to their identity.
(GRI 405 – Diversity and Equal Opportunity Standard)
- **Bias:** Refers to conscious or unconscious assumptions made by individuals about a particular group in either a positive or negative way. Preventing bias in institutional processes constitutes the foundation of the DEI Policy.
(UN Guiding Principles on Business and Human Rights – Interpretive Guide)

- **Harassment and Discrimination:** Refers to behaviors that violate equality, are exclusionary or degrading, and undermine the dignity of employees. This policy adopts a zero-tolerance approach toward harassment and.
(ILO Violence and Harassment Convention No.190)

4. CORE PRINCIPLES

Within Doğuş Holding;

- The right of every individual to equal treatment is respected; discrimination, harassment, bullying, and exclusionary practices are strictly prohibited.
- The working environment is structured around a culture of mutual respect, where different identities, experiences, and perspectives coexist and contribute to shared value creation.
- Equal opportunity is safeguarded in all human resources processes such as recruitment, development, performance evaluation, compensation, and career advancement.
- Inclusive mechanisms are supported to ensure that employees can express themselves, have their opinions considered, and that their participation is valued.
- Compliance with diversity, equity, and inclusion principles is expected throughout the supply chain as well.

5. IMPLEMENTATION COMMITMENTS

Doğuş Holding undertakes to make the necessary formal arrangements to ensure the implementation of DEI principles within business processes, to conduct regular awareness and training programs for employees, and to monitor and report practices related to this policy.

6. GOVERNANCE AND RESPONSIBILITIES

The execution of this policy is under the responsibility of the Board of Directors of Doğuş Holding. Responsibilities of all operational process defined under the core principles, implementation, and process management are assumed by the relevant functions. The boards of directors of subsidiaries and affiliates are responsible for ensuring that DEI principles are upheld within their respective organizations.

7. MONITORING AND REVIEWING

The policy is reviewed periodically in line with stakeholder feedback, changes in national legislation, and developments in international standards, and updated when deemed necessary.

8. ENFORCEMENT

This Policy was approved by the Board of Directors of Doğuş Holding on 24 December 2025 and publicly disclosed. It entered into force as of the date of approval by the Board of Directors of Doğuş Holding A.Ş. Together with its related procedures, it is reviewed when necessary, updated as required, and the relevant parties are duly informed accordingly.