

Lighting the Way

ESG Report 2024–2023

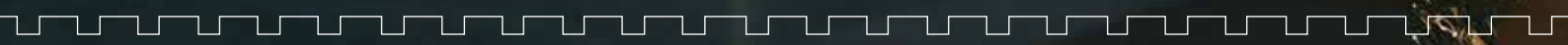


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CEO Letter

We at Migdal have been looking far into the future for 91 years; this is the source of our strength and our light. As a leading insurance and finance company, we have seen much over the course of our long history. Yet experience and wisdom are worthless unless we apply them to secure the future of our 2.6 million customers, and to safeguard the future of the society and environment within which we operate, in the State of Israel.

Our corporate responsibility and duty

This responsibility has led us to be the first to announce an ESG policy (a policy that takes environmental, social, and governance considerations into account) for the selection of our investments, as a leading financial body in Israel.

We are proud to present our Environmental, Social, and Governance (ESG) Report for 2023–2024. The report describes our activities, business practices, and initiatives, which embody our values, supporting the advancement of the society and environment of Israel, and grounded in a commitment to integrity and fair conduct towards all of our stakeholders. The report is designed not only to depict but to demonstrate the genuine action that derives from our core values. We refer to it as Migdal's core report.

Capital and human capital

As an insurance and finance company standing by more than 2.6 million customers, our responsibility is clear: to strive for a safer future, not just in terms of money and numbers, but in life. Money supports the bottom line, but its purpose is also to serve as a powerful tool for ensuring our customers' health, well-being, and quality of life, and for stimulating social and environmental change.

Our commitment extends beyond the capital market to the broader community, through donations, collaborations with non-profits, employee volunteering, and programs reaching out to those who need us the most – helping senior citizens, volunteering with Holocaust survivors, and working towards inclusion of people with disabilities in the job market in general, and at our company in particular.

A new social status: seniority

With our responsibility for long-term savings comes an awareness of the demographic transformation centered on longer life expectancies, which affects every aspect of our lives. As part of our ambition to promote optimal aging with good physical and mental health, we created the Seniority program for our customers, focused on a unique new retirement experience.

We believe that people who have accumulated years of wisdom and experience deserve a place of honor in Israeli society. In synergy with this activity, within our social outreach efforts, we are leading a seniors' entrepreneurship program, enabling participants to draw on their life experience in initiatives that expand socioeconomic activity.

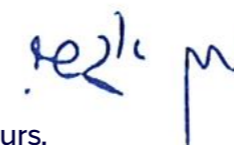
Not equal opportunities – simply equality

We believe that true responsibility begins within ourselves. For that reason, we cultivate a diverse and equitable environment. Today, 75% of employees at Migdal are women, and women make up 64% of our management tiers. These are not mere statistics but a way of life.

Our formula for responsibility is simple

When social action is interwoven with our core business, its impact grows. Thus, we leverage our 91 years of accumulated experience and wisdom to achieve a better shared future for our customers, our community, and the environment that is home to all of us.

In the name of the board of directors, management, and employees of Migdal, I hope that you find our corporate responsibility story as thrilling as we find the work itself.



Sincerely yours,
Ronen Agassi
Chief Executive Officer, Migdal Insurance

About the Report

This is the third ESG report by Migdal Insurance Ltd. (hereinafter: "**Migdal**" or the "**Company**"). In general, this ESG report reviews the activities of the Company, unless it explicitly states that it is referring to information about companies in the Migdal Group (hereinafter: the "**Group**") or companies that it holds (hereinafter: the "**Migdal Insurance Group**"). The report was written with reference to the GRI 2021 Standards, a prevalent international reporting framework; it describes the Company's activities and presents its data for the years 2023 and 2024, unless otherwise stated.

The Company intends to continue to publish reports periodically, and to report on the processes that occur between reporting periods.

A steering committee was established in 2021, consisting of six representatives from the relevant areas at Migdal – including strategy and business development, human resources, investor

relations, service, and resources – to reinforce the connection between the corporate responsibility principles and the organization's activities, through multidisciplinary professional dialogue reflecting a range of opinions from every part of the organization. After the completion of the report, the management and board of directors of Migdal approved its content and publication.

The report was written with the assistance of the ESG department of the BDO Consulting Group, as an external consultant guiding the development and implementation of corporate responsibility at the Company.

To discuss the subjects in the report and the information presented, please contact:

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Migdal Insurance Group Lighting the way to a thriving future

Corporate responsibility, 2023–2024



Net positive investments
NIS ~2.2 billion in net positive investments by Migdal in 2023 and 2024

39% reduction in carbon footprint intensity
(vs. baseline year 2019)

26% decrease in energy intensity (kWh/m2)
(vs. baseline year 2019)



25 average hours of training per employee in 2024

93% of Migdal employees are covered by a collective agreement

75% women in Migdal's workforce

NIS 9.7 billion monetary donations in 2024
NIS 7.4 billion in 2023




100% of Migdal employees participated in training, tutorials, workshops, lectures, and more on the values of the code of ethics in 2024

0 contacts to the Company's embezzlement and fraud hotline, 2023–2024


98% of purchasing by Migdal in 2023 and 2024 was from domestic suppliers




Migdal in numbers




2.6M
customers




90 years
Israel's oldest
insurance company




+30 insurance
products
Broad range – life insurance, pensions, provident funds, health insurance, general insurance



3362
employees
Employed directly




NIS 443B
managed assets
Includes pension, provident, and study funds*



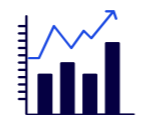
NIS 8.6B
Migdal Insurance
shareholders' equity



3,800
agents and resolution
managers



**World leading
reinsurance network**

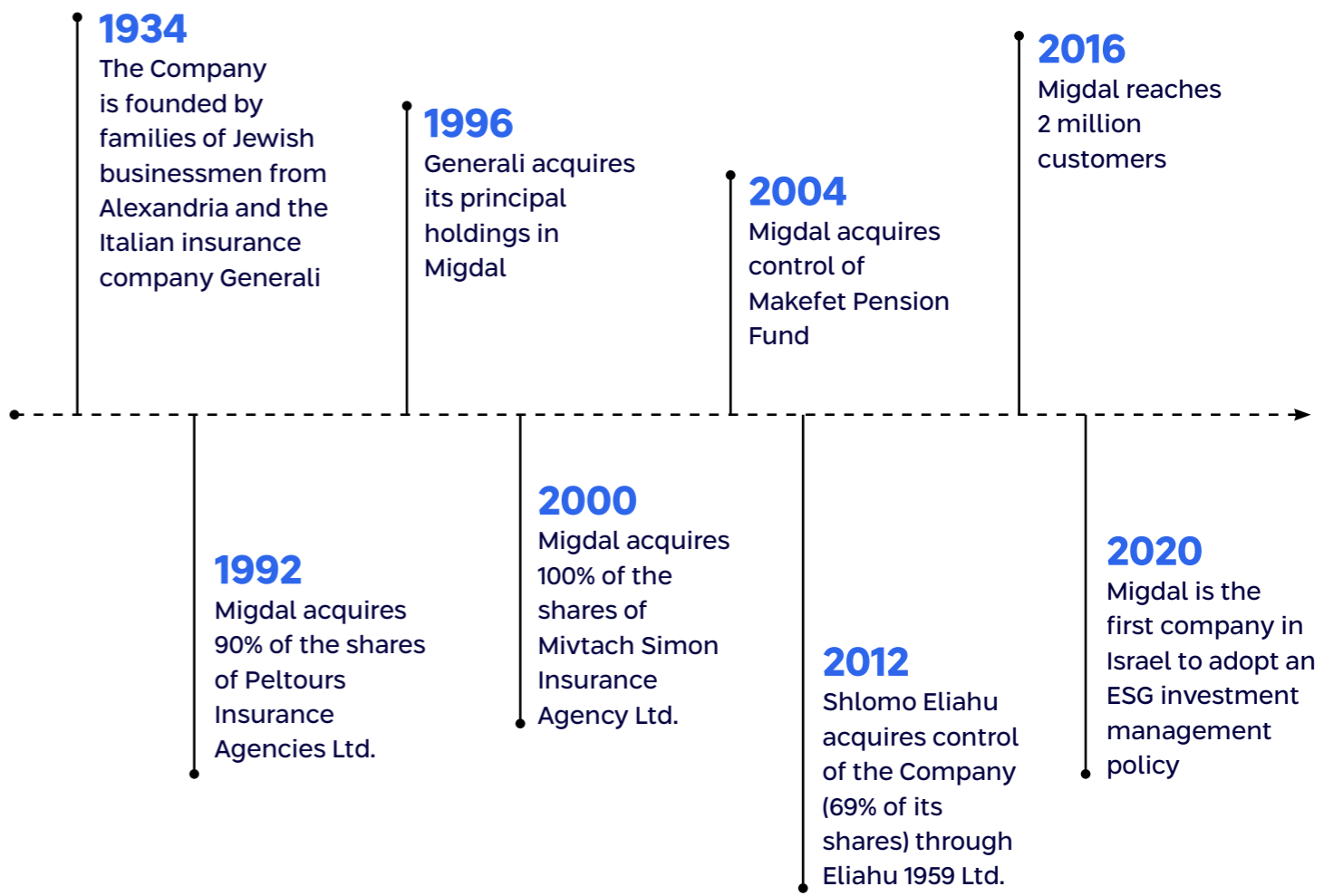


**Advanced
investments**
Networks for credit, real estate, non-financial private equity investments, and a leading trading room

Lights of the past, a vision for the future – a heritage that continues to shine

Israel's national poet Chaim Nachman Bialik gave Migdal its name, which means "tower" in Hebrew, as a reflection of the resilience and security it provides to its customers.

For nine decades, Migdal has delivered economic security to its customers through a broad and varied range of insurance products, pension plans, and financial asset management services.



* As of June 30, 2025.

About the Group

Migdal – a tower of stability and responsibility

As a leading insurance, pension, and finance company in Israel, Migdal believes it has a key role in maintaining a healthy and stable society. In ninety years of leadership in the Israeli economy, the Group has endeavored to deliver responsible management and economic security to 2.6 million customers who have entrusted us with their insurance protection, their pension savings, and their long-term investments.

The Group conducts its insurance business through Migdal Insurance Ltd. The pension and provident-fund business is operated through the subsidiary Migdal Makefet Pension and Provident Funds Ltd. ("**Migdal Makefet**"), which manages the Migdal Group's new pension funds, Makefet Personal and Makefet Supplementary, as well as the Group's provident funds, and the old pension fund Yozma Pension Fund for the Self-Employed Ltd. The Migdal Group also holds insurance agencies, primarily through Migdal Holdings and Management of Insurance Agencies Ltd.

Migdal Insurance Ltd. holding structure¹

The controlling shareholder of Migdal Insurance is Migdal Insurance and Finance Holdings Ltd., a public company that also has indirect operations in the area of financial services. This business primarily consists of financial asset management (mutual funds and portfolio management) and investment marketing services, along with other activities: investment banking, distribution, and proprietary activity through Migdal Capital Markets and its subsidiaries.

As of December 31, 2024, to the best of the Company's knowledge, the ultimate controlling shareholder of Migdal Insurance is Mr. Shlomo Eliahu, who together with Ms. Chaya Eliahu holds approximately 54.71% of the issued and paid-up share capital of Migdal Holdings, through Eliahu Issues Ltd.

The activity of Migdal Insurance is primarily conducted from its headquarters in Petach Tikva, while regional branches operate in Jerusalem, Ashkelon, and Haifa. The offices of its sister company Migdal Capital Markets (1965) are located in Tel Aviv. In addition, several agencies owned by Migdal have offices in Petach Tikva.



¹The structure chart includes the Group's principal active companies. The companies described are held at 100% unless otherwise indicated.



Data in this slide are included as at the date of publication of the report.

² The structure chart includes the Group's principal active companies. The companies described are held at 100% unless otherwise indicated.

³ A holding of 73.28%.

Migdal Insurance structure and operations

For over nine decades, Migdal has delivered economic security to its customers through a broad and varied range of insurance products, pension plans, and financial asset management services, offering financial protection and safety.

Professional divisions

Long-term savings and health division

Long-term savings, life insurance, pension plans, provident funds, and health insurance

Investment division

Investment management for institutional clients

General insurance, underwriting, personal claims, and collection division

Vehicles, residences, businesses, contractors, marine

Business claims

Bodily injury and property damage coverage in business insurance policies

Customers and distribution channels division

Activities with insurance agents and pension marketers

Headquarters and services divisions⁴

Finance and resources division

Accounting, planning and control, taxes, fees, logistics, and purchasing

Technological divisions

IT services, information systems, and information security

Risk management units

Delineate and implement the Company's risk-management policies and methodologies

Human resources division

Responsible for human capital, including hiring, payroll, well-being, training, organizational development, and social responsibility

Internal audit units

Carry out internal audits

Actuarial unit

Branding and corporate reputation

Intra-organizational communications, marketing

Legal counsel and enforcement

Corporate secretariat, legal guidance, legal risk management, compliance, and adherence to the directives of laws and regulations

Our activities



Life insurance and long-term savings area

The area of life insurance and long-term savings includes the Group's life-insurance business and the Group's activities involving the management of individual savings, pension funds, and provident funds. Operations in this area focus primarily on retirement savings (through various types of insurance policies, pension funds, and provident funds, including study funds) ("savings"), as well as insurance coverage for various risks, such as death, disability, and loss of work capacity ("risk"). The products included in the life insurance and long-term savings area are described in greater detail below.



Life insurance

Life insurance in the event of death (risk) provides coverage in cases of the death of the insured person during the insurance period, and is designed to protect the family's financial security and standard of living after their loved one passes away. Migdal offers a wide range of life-insurance products and supplementary plans: life insurance combined with pension savings, insurance with guaranteed monthly income, insurance for loss of work capacity, insurance for disability caused by an accident, and more.



Personal savings

In addition to the various types of insurance, Migdal offers personal savings policies that serve as an alternative to savings and investment products from banks and investment houses. A savings policy allows customers to save for any purpose, on a regular or one-time basis; the money is invested in one of the investment options managed by Migdal, maintaining the flexibility to transfer from one investment option to another and full liquidity, without fees or exit penalties. The policies offer various possibilities for redeeming the money and a combination with insurance coverages for interested customers.



Pensions and provident funds

Migdal Insurance is a leading savings company in Israel, managing savings plans including executive insurance policies, pension funds, provident funds, and study funds. Within each type of plan, the Company offers a wide range of products and investment options, to ensure a solid economic foundation for people saving for retirement. Migdal Insurance is the largest and leading insurance company in the field of life insurance and long-term savings in Israel.⁵

⁴In early 2023, when Mr. Ronen Agassi took office as CEO of Migdal, the organizational structure of the Company was examined and adjustments were made in order to achieve its targets.

⁵As of September 30, 2024, based on insurance liabilities data in life insurance and assets under management in pension and provident funds.

Our activities

General insurance

General (elementary) insurance provides monetary compensation in the event of damage to property or persons resulting from the use of property (a vehicle, a residence, or a business). General insurance includes all of the areas of insurance handled by the Group that do not fall under life insurance, long-term savings, or health insurance. The main types of insurance coverage in this category are mandatory vehicle insurance, vehicle and property insurance, and other types of general insurance (including liability insurance, property insurance, and others).

Migdal's general insurance business also includes its services for large corporate clients. Migdal offers general insurance to hundreds of major businesses in the Israeli economy, in sectors including industry, hospitality, real estate, engineering, technology, communications, and biotechnology, as well as multinational companies, academic institutions, and more.

The principal areas of activity are industry, commerce and services, infrastructures, technology, health and pharmaceuticals, and directors' and officers' liability.

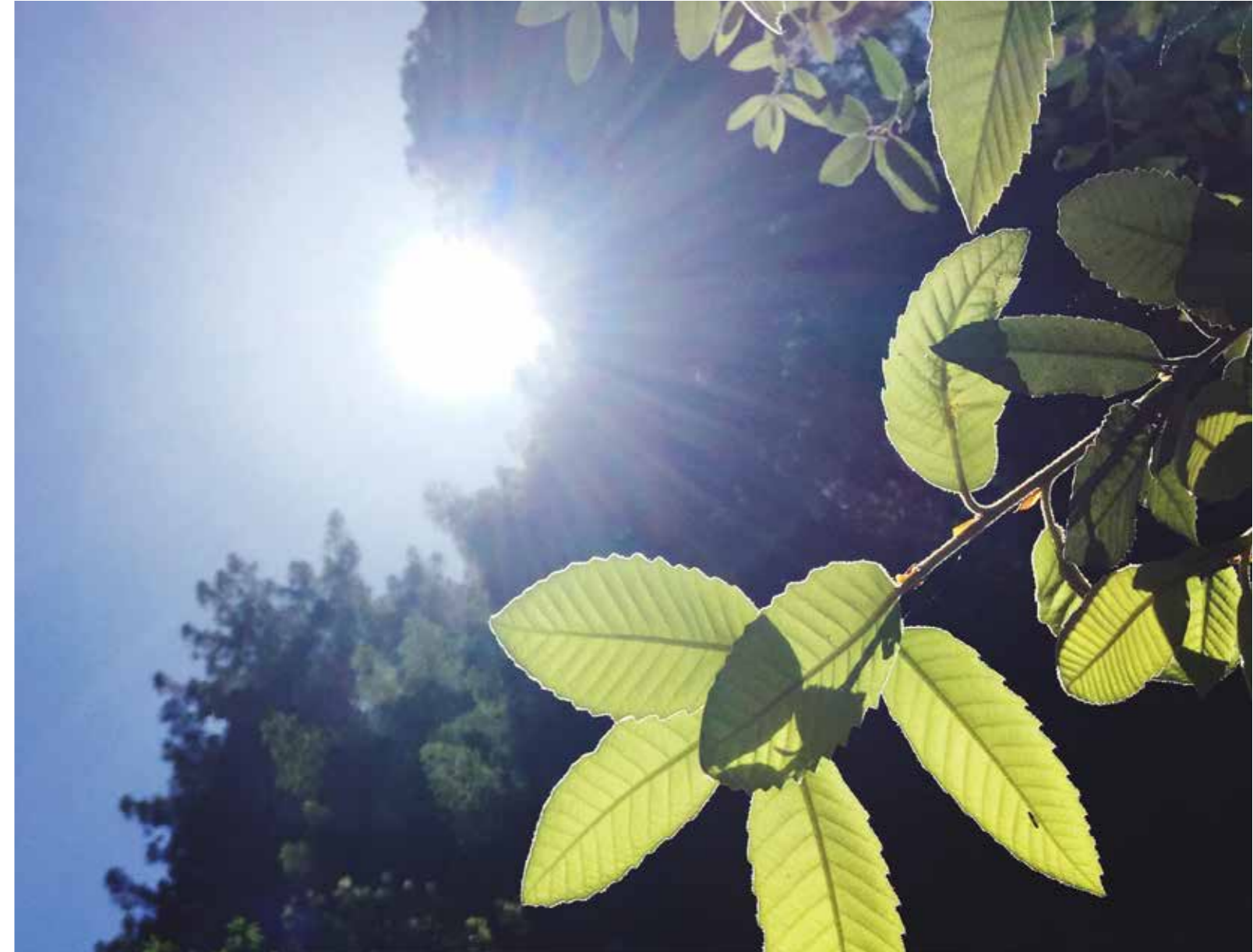
Health insurance

Health insurance includes the following forms of coverage: medical expenses (such as surgeries and non-surgical alternatives in Israel and outside Israel, medication, and transplants); critical illnesses; long-term care; dental care; foreign travel; and personal injury, for insurance periods longer than one year. The insurance plans are sold to private customers as well as employees of companies, within collective health-care policies.

Financial services

Financial services include a number of activities, primarily financial asset management (mostly management of mutual funds, market making in exchange-traded funds, and portfolio management).

This area also includes investment marketing, and other activities such as investment banking, distribution, and proprietary investments, conducted only at Migdal Holdings.



Financial data summary

Migdal Insurance Ltd. – data based on previous standards (IFRS 4) (in NIS millions)

	2022	2023	2024
Total revenue	6,232	28,230	33,423
Wages and related expenses (note 32)	1,107	1,251	1,304
Taxes on income (in terms of profit for the period)	350	259	367
Net profit for the period	727	567	567
Comprehensive income (after tax)	(494)	531	955
Total balance-sheet assets	196,270	204,262	218,896

Migdal Insurance and Financial Holdings Ltd. – data based on previous standards (IFRS 4) (in NIS millions)

	2022	2023	2024
Total revenue	6,478	28,480	33,728
Wages and related expenses (note 32)	1,181	1,333	1,387
Taxes on income (in terms of profit for the period)	370	277	399
Net profit for the period	752	589	610
Comprehensive income (after tax)	(468)	553	1,002
Total balance-sheet assets	196,897	204,860	219,637

Additional information about the business results of Migdal in 2023 and 2024 appears in the periodic reports of Migdal Insurance and Migdal Holdings, which are available on the companies' websites.

Our strategic compass

Since 2023, the Group has operated based on a strategic plan created with a leading international consulting firm and approved by the boards of directors of the Company and of Migdal Insurance. The strategic plan focuses on three pillars: strengthening core activities and striving for profitable growth over time; increasing effectiveness and reducing costs; and focusing business activities on customers, while taking evolving business conditions into consideration.

The Group's management is continuing to implement the plan and closely and consistently track the attainment of the targets.

In view of the transition to International Financial Reporting Standard 17 concerning insurance contracts, the required adjustments were made to the targets of the strategic plan. Consequently, at the date of the publication of this report, the current quantitative strategic targets of the Group are as follows:

financial targets converted according to IFRS 17 2027

Comprehensive income after tax ^(NIS B)		Return on equity (%)	
1 original	1.3 adjusted	12% original	13% adjusted
Underwriting profit ^{7 (NIS B)}		Profit from core operations ^{6 (NIS B)}	
0.95 original		2.2 adjusted	

⁶ As defined in Section 3.1.1(a) and (b) included in the Board of Directors' Report of Migdal Insurance as at June 30, 2025.

⁷ As defined in Section 3.1(a) included in the Board of Directors' Report of Migdal Insurance as at December 31, 2024.

Our North Star – corporate responsibility as a binding executive roadmap

Migdal sees ESG principles as an integral part of the Group's management strategy, and endeavors to embed these principles in every aspect of its activity. This approach is particularly relevant to risk management and responsible practices, within and beyond the organization, and specifically in connection with the investment of savers' monies. ESG considerations are an important element in decision-making throughout the organizational chain, from the board of directors and management to each and every employee.

The appointment of a social responsibility manager and sustainability analyst in the investment division is another example of the way these aspects are integrated into the Company's operations.

A beacon of excellence

Migdal is an active partner in initiatives promoting ESG issues and a member of organizations working in this area. Over the years, the Company has earned recognition and appreciation for its actions from various organizations; several key examples follow.



An umbrella organization promoting corporate responsibility issues; rates companies' performance in these areas annually

Maala rating – Platinum Plus
Maala ESG rating – AA



Association of Insurance Brokers & Agents in Israel

Satisfaction surveys at annual conference

General insurance, among all insurance companies in Israel:

- First place** in overall service quality in general insurance
- First place** in fairness in decision-making on claims
- First place** in rapid processing of claims

Pensions, among all insurance companies in Israel:

- Second place** in availability of employees and managers to agents
- Second place** in fairness towards agents



Capital Market, Insurance, and Savings Authority

Insurance Companies Service Index, designed to strengthen transparency towards savers and policyholders and increase competition in service

- First place** – individual long-term care
- First place** – life insurance without savings
- First place** – life insurance integrated with savings



Adif Consumer Club for People with Disabilities

Winners of the Year competition

Insurance Product of the Year (2023) – critical illness insurance with Migdal Care service

Long-term Savings Product of the Year (2024) – Pension Supplement

Bravo Award for critical illness insurance with Migdal Care service (2024)

Bravo Award for service and customer experience – health service (2024)



A program for appreciation of the world's most innovative people, companies, and projects with a meaningful contribution to the digital economy and to society

Double win for the MigdalCONNECT platform in the categories Future of Work and FinTech



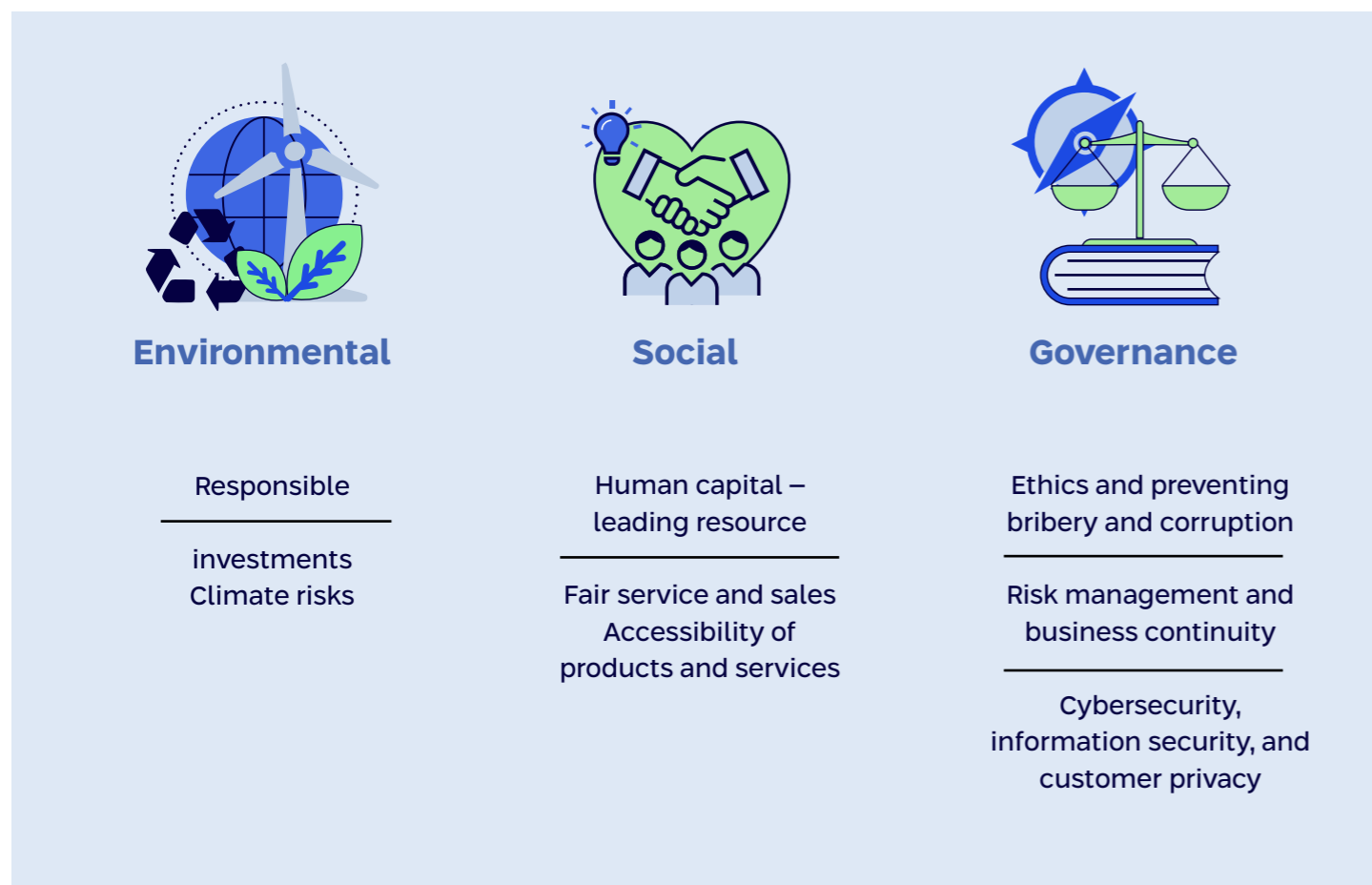
The ESG Report
Our strategic
compass



Selecting the material topics for the report

The process of identifying material topics was performed at Migdal for the first time in 2021, according to the methodology of the international reporting standard GRI:SRS. In advance of the 2023–2024 report, Migdal reexamined the material topics based on an **industry review**. This process included a survey of companies with similar characteristics, encompassing public and government companies

as well as leaders in the global insurance industry, in addition to three analysis organizations covering corporate ESG performance and the globally prevalent reporting standards (GRI, SASB, SDGs). Following weighting of the results, the topics were approved by management. The outcome is presented in the diagram below.



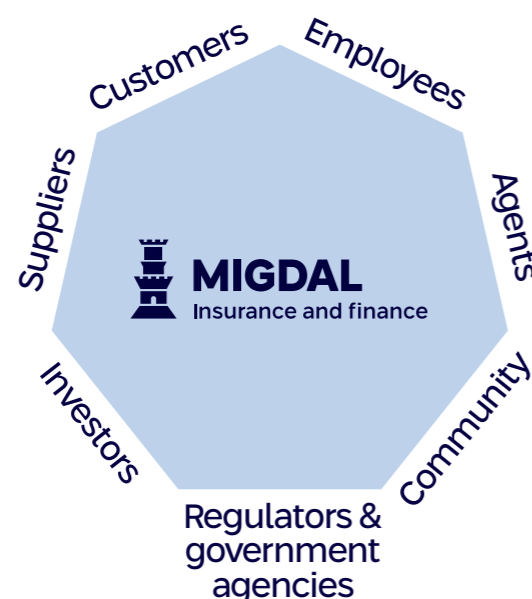
The selected topics and the boundaries of their impacts

Topic	GRI indicator and other relevant reporting standards	Description	Main impacts
1. Responsible investments	FS6, FS7, FS8: Product Profile (Sector Supplement)	Responsible investments (RI) are a tool commonly used by investment bodies, globally and in Israel, to grant precedence to organizations that apply considerations of societal well-being and environmental responsibility, beyond economic profit motives. The importance assigned by in-vesting organizations to ESG issues is re-lected in their investment policies and in their ability to influence other businesses.	Beyond the organization
2. Climate risks	GRI 201-2	Managing and preparing for the impacts of climate change on the Company's activities; understanding physical risks and the risks of transition to a low-carbon economy, di-rectly to the Company as well as indirectly (in the insurance, investment, and credit portfolio).	Beyond and within the organization
2. Human capital – leading resource	TCFD: Governance, Strategy, Risk Man-agement, Metrics & Targets	The most important asset for any company; its cultivation is therefore a core value in responsible management. Companies are measured by their adherence to fair employment, and their capacity to develop their employees' skills and provide them with opportunities for promotion and personal development.	Within the organization
4. Fair service and sales	ISSB S2	The Company's willingness to be fair, service-oriented, and transparent towards its customers.	Beyond the organization
5. Accessibility of products and services	GRI 401: Employ-ment	Physical and digital accessibility of the insurance products and services offered by the Company, through quality, innovation, and other means, making them available to the general public, including people with disabilities.	Beyond and within the organization
6. Ethics and preventing bribery and corruption	GRI 404: Training and Education	Upholding ethical standards in every aspect of the Company's activity, while preventing illegal or immoral conduct. This includes clear policies on preventing bribery and corruption, employee training in this area, and mechanisms for reporting ethics violations and inappropriate conduct.	Beyond and within the organization
7. Risk management and business continuity	GRI 405: Diversity and Equal Oppor-tunity	Management of the Company from a risk-based perspective; active management by the Company of the various risks it faces, including the creation of policies and roles to monitor, identify, assess, and continually address risks.	Within the organization
8. Cybersecurity, information security, and customer privacy	GRI 402: Labor/ Management Relations	Protection of customers' personal information and ensuring a high level of information security; identifying risks and instilling processes for digital security management and the prevention of information leaks.	Within the organization

Partners in our journey – our stakeholders

Migdal has close relationships with a wide range of stakeholders: investors in shares of the Group, employees of the Company, customers, suppliers, agents, marketers, regulators, government agencies, and the community.

Dialogue between the Company and its stakeholders is continually evolving, on a foundation of transparency and openness. This communication enables the Company to achieve a comprehensive understanding of stakeholders' needs and wishes, and is an essential component in its positioning and development, as well as in its social license to operate (LTO).



Migdal offers insight into its activities through its website, for institutional organizations, investment houses, hedge funds, analysts, and investors, as well as through its general assemblies, financial statements, and quarterly investor presentations. Another channel used by Migdal is meetings with groups of investors, where we present the Company's activities and our CEO and the head of branding and reputation answer any questions participants may have. Our suppliers also share their professional knowledge with Migdal.

The continual dialogue we hold with our stakeholders is reflected throughout this report.

Sustainable Development Goals (SDGs)

In view of the many global challenges faced by humanity, in 2015 the United Nations published the 2030 Agenda for Sustainable Development, which includes the seventeen Sustainable Development Goals (SDGs).

With the other United Nations members, Israel adopted the goals and targets in the documents, which refer to social, economic, and environmental issues.

As one of Israel's largest insurance companies, Migdal's activities have an extensive impact on improving living conditions and on Israel's ability to attain these goals on the national level. The Company's activities reflecting the SDGs are described later in this report.



UN SDG	UN targets material to Migdal's activities	Actions taken by Migdal to achieve the goals
	4.5 By 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples and children in vulnerable situations.	Migdal works to promote social mobility by granting scholarships to students in higher education, in particular through Tzoadim Beyahad, a scholarship program for students of the Ethiopian-origin Israeli community. Approximately 12% of Migdal's community investment budget is allocated to this area.
	5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.	Migdal has substantial representation of women: 75% of the Company's employees are women, as are 38% of the members of the board of directors and 64% of management, including 40% of senior management.

Sustainable Development Goals (SDGs)

UN SDG	UN targets material to Migdal's activities	Actions taken by Migdal to achieve the goals
 <p>7 AFFORDABLE AND CLEAN ENERGY</p>	<p>7.2 By 2030, increase substantially the share of renewable energy in the global energy mix.</p>	<p>In 2024, Migdal continued to increase its non-marketable investments in green energy and infrastructures, which totaled approximately NIS 401 million.</p>
 <p>8 DECENT WORK AND ECONOMIC GROWTH</p>	<p>8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.</p>	<p>Migdal endeavors to employ workers from population groups underrepresented in the labor market; 16% of its workforce consists of minorities.</p>
 <p>13 CLIMATE ACTION</p>	<p>13.3 Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.</p>	<p>Migdal was the first company in Israel to adopt an ESG policy for the management of its entire investment portfolio. The Company has set a goal of NIS 10 billion in net positive investments over the years 2023–2030.</p>





**A beacon of
sustainability
Lighting the
path to a green
and sustainable
planet**



Lighting the path to a green and sustainable planet

The environment⁸ and sustainability are two of the most essential issues for Migdal, as a financial company managing billions in the public's money. This status comes with a substantial and ongoing impact on the quality of life of the residents of Israel. A series of global and local ecological challenges – first and foremost the climate crisis, reflected in multiplying extreme climate events – constitute a significant risk for which Migdal must be prepared. At the same time, the crisis represents an opportunity for Migdal to use its influence on its surrounding systems and lead meaningful change.

Migdal aspires to achieve progression on environmental and sustainability issues in the insurance industry in Israel through the adoption of a comprehensive environmental responsibility approach. Migdal's corporate actions in these areas are expressed in three main domains:

- **Investment domain** – embedding ESG aspects in decision-making.
- **Risk-management domain** – preparing for environmental and climate changes, and the associated financial risks.
- **Intra-organizational domain** – responsible practices to minimize environmental harm.

Investing responsibly; aspiring to a greener future

Over the course of 2023 and 2024, Migdal continued to implement its ESG-based responsible investment policy as an element of its organizational strategy, with the aim of creating long-term value for all stakeholders.

The introduction of the ESG investment policy in 2021⁸ aligned Migdal with the world's leading and largest investment bodies. We believe that not only does social responsibility not conflict with returns and performance, it is positively correlated with them. Migdal's ESG investment policy, available on the Company's website, was updated in early 2023

**ESG investment management policy:
In late 2020, Migdal was the first company in Israel to adopt an ESG investment management policy; the policy is updated annually.**



Migdal's ability to lead genuine change in today's world is rooted in its impact as a leading financial body in the Israeli economy. This awareness has led the Company to adopt an ESG approach to setting goals and examining its performance in every area of its activity. The approach is based on the three key axes: environment, social, and governance, allowing us to measure the Company's impact on its stakeholders – primarily invested entities, but also employees, customers, suppliers, investors, and more – and improve over time, in synergy with the management policies of the organization.

The boards of directors of the institutional bodies in the Migdal Group have chosen to adopt ESG responsible investment policies for the management of the investment portfolio as a whole. Accordingly, ESG considerations have become an integral part of decision-making processes, and are also reflected in products issued to the investing public and in intra-organizational aspects.

The policy is carried out in practice in three main ways: investing in organizations with potential for positive environmental impact; offering the investing public access to investment in segments that have adopted ESG policies of their own; and using training sessions and enterprise-wide thought committees to lead long-term ESG processes within the organization.



⁸For details regarding the responsible investment policy, see the Migdal website.



Migdal and the environment

The Company's ESG strategy is available on the [Migdal website](#). The website for Migdal Capital Markets (a sister company) also has a zone dedicated to this subject, offering extensive information and professional reviews of ESG investments in Israel and worldwide.

Migdal is committed to continued activity guided by evolving global sustainability and ESG concepts and principles, reflecting these ideas in its investment management, and updating its strategy in line with environmental and regulatory changes.

Decision-making processes in ESG investments

Decisions on investments at Migdal are made according to investment segments:

- **Non-marketable investments** – decisions are made individually for each transaction, based on targeted ESG questionnaires sent to the companies.
- **Marketable investments in Israel** – decisions are based on knowledge of and dialogue with the companies. Migdal also relies on the services of consulting firms for corporate governance analyses and ESG assessments, based on the companies' public data.
- **Marketable investments outside Israel** – decisions are based on international ESG ratings, while exercising judgment.

The decision-making process in investments at Migdal is based on an internal hierarchy of authority. Investments with low ESG ratings require special approval. Because the field of ESG in Israel is in its early stages, companies often have low scores due to a lack of reports and of ESG management; in these cases, Migdal contacts the companies to work with them on improving their ESG management and reporting.

The weight assigned to ESG ratings in the final investment decision depends on relevance and on a comparison to available investment alternatives.

Investments are monitored routinely for compliance with scoring limits. The ESG forum and the investment committee discuss unusual ESG events on at least a quarterly basis. The ESG forum discusses issues and monitors the division's ESG tasks, and is responsible for mapping and presenting the status of these aspects of the investment portfolio. Members of division management and representatives of the risk management, control, and legal departments participate in the forum. Migdal employees receive annual training in this area.

Equity, credit, and infrastructure management

Migdal includes ESG considerations in every new investment examination, credit granting, and project finance process, as well as in reviewing past engagements. The Company examines its potential customers' environmental impacts and requires statements and updates on this subject. Migdal avoids involvement in harmful sectors, and does not engage with companies that fail to meet standards of sound corporate governance and transparency.



Leading the way to a green energy future

Migdal sees its new investments as its most significant impact. The Company therefore works to increase its net positive investments – investments that not only avoid harm to the environment and society, but have a clear positive contribution, while also meeting the prevailing standards for risk-adjusted returns – including investments in companies that produce renewable or clean energy, develop emission reduction technologies, and more.

In 2023 and 2024, net positive investments in Migdal's overall investment portfolio totaled about NIS 2.2 billion. Migdal aims for net positive investments of NIS 10 billion by 2030.

An important category of net positive investments where Migdal has active involvement is the transition to the use of renewable energies to replace polluting fossil-fuel sources. In 2023 and 2024, Migdal invested a total of NIS 401 million in renewable energy companies, an expression of its confidence in the potential of renewable energies to transform the global energy market.

~NIS 2.2B Net positive investments at the end of 2024



Migdal and the environment

Cutting back investments in fossil energy sources

As well as granting precedence to investments promoting renewable energies, Migdal aspires to complete the process of divesting from investments in companies that extract and produce fossil fuels by the end of 2045. This is a gradual effort, performed as part of our ESG policy, taking into account future developments in the energy market; our aim is to minimize the financial risks inherent in these investments, in view of the shifts in the global energy industry, and encourage investees to transition to clean energy sources.

Targets:

- Complete the process of divesting from these investments by 2045 (excluding continued holdings in companies with minor historical fossil-fuel activities that have undergone full transformation to renewable energy in recent years).
- Invest NIS 10 billion according to ESG criteria, including in climate tech and green energy.

Introducing investors to ESG investments through Migdal Capital Markets

Migdal Capital Markets was the first company in Israel to issue exchange-traded funds enabling the public to invest in ESG indices in Israel and the United States, and one of the first to implement an ESG model both within the organization and in the products it offers to the general public. Several intra-organizational processes were implemented at Migdal to make this possible:

- A professional head of ESG was appointed in 2020.
- The research department at Migdal Capital Markets developed an internal rating model for companies within its coverage, to allow ESG considerations to be included in investments along with traditional economic parameters.
- A wide range of active and tracking mutual funds were developed to enable the general public and institutional investment managers to invest in ESG products, focusing on the environment.
- The portfolio management company issued a dedicated ESG investment portfolio allowing customers to customize their investments in this area.

- Migdal Capital Markets, through its subsidiary Migdal Investment Portfolio Management, offers an ESG-focused investment management plan, including investment decisions based on the internal ESG rating model by the Company's research department and on ESG scores from leading Israeli and global rating agencies. Portfolios are customized for each private or corporate investor, who benefit from the extensive knowledge we have accumulated on responsible investments.

[Migdal Capital Markets >>](#)

Dialogue shines a spotlight on responsible investment

Representatives of the investment division participate in conferences, seminars, and meetings on responsible investments, to enrich division employees' knowledge about developments in this field and gain understanding of the viewpoints of stakeholders such as regulators, the general public, business corporations, and non-profits. Migdal also conducts ongoing dialogue with the management teams of local companies on issues relevant to responsible investments.





Emerging climate risks

Emerging risks are characterized by insufficient quantitative historical information for assessment, and by high potential for variation, requiring processes for the adaptation of risk management and measurement tools.

Emerging climate risks arise from the growing intensity and frequency of weather events caused by global warming and climate change. Climate risks include **acute physical risks**, such as floods, fires, etc.; **chronic physical risks**, such as melting icebergs, rising sea levels, etc.; and **transition risks** that stem from the processes aimed at mitigating the impact of global warming:

- **Regulatory and legal risks** – existing and new regulation aimed at addressing climate change, such as carbon taxes, reporting requirements, legal claims (for various causes), and restrictions of the licenses of companies and organizations.
- **Technological risk** – arising from new technologies created to support the transition to a low-carbon economy. The risk may encompass replacement of existing products and services with lower-emission alternatives.
- **Market risk due to changes and fluctuations in supply and demand** – as a result of changes in the behavior of consumers or investors, uncertainty in interpreting the markets, and rising costs of materials.

- **Reputational risk** – due to damage to brand value and loss of consumers as a result of changes in public sentiment with regard to climate change. All of these may result from changes in consumer preferences, stigmatization of specific sectors, and growing worries of all stakeholders in particular companies.

It is important to note that these are not long-term risks. [The World Economic Forum's Global Risks Report for 2025](#) ranks climate risks as the top business risks for the coming decade. Migdal is therefore expanding its understanding and ways of addressing this issue at the Company.

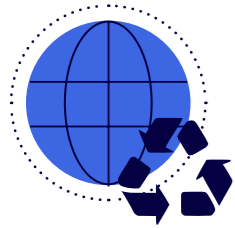
Managing emerging climate risks at Migdal

Migdal may be harmed by climate risks and the associated natural hazards, directly, due to damage to its facilities and assets, or indirectly, in the form of credit risks of borrowers or impaired value of collateral exposed to climate and environmental risks. The Group may also be indirectly harmed by climate risk through insurance risk and credit risk, in the event of deterioration of the financial condition of a borrower or reinsurer caused by the need for investments resulting from climate and environmental regulatory directives.

The Group may be exposed to reputational risk if it is associated with a climate hazard, as the originator of the problem, or indirectly as a financier. Conversely, this risk may also generate new business opportunities, as new needs emerge from rising awareness of the importance of managing the environmental and climate risks described above. The foregoing is not a final and exhaustive list of all climate risks to which the Group is exposed (directly or indirectly).

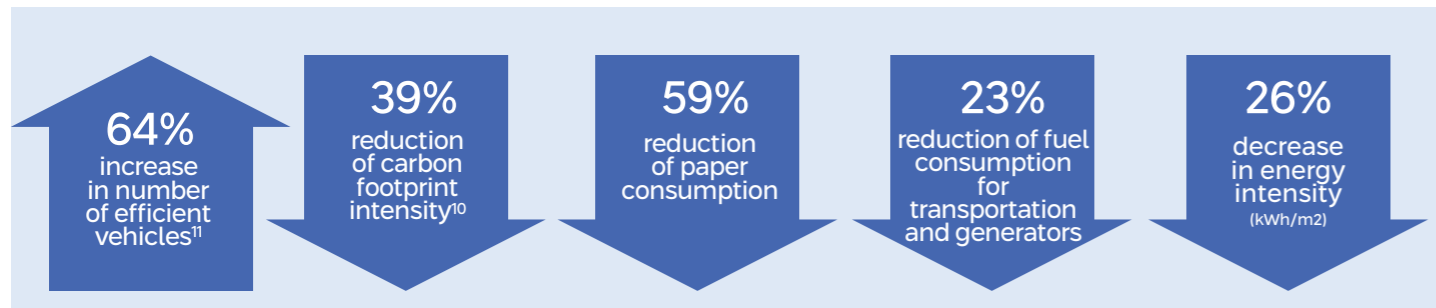
The Company addresses methods of managing the principal environmental and climate risks within its risk-management policies and the various reports discussed by management and the board of directors, and adjusts its risk-management methods as necessary, including the acquisition of protection against catastrophic risks. In addition, Migdal Insurance has begun to develop and implement policies for the management of emerging climate risks, including monitoring regulatory, technological, and social developments in this field.





Mitigating environmental impacts

Environmental indicators at Migdal improved in 2024, in comparison to the baseline year 2019:⁹



Migdal is the leader of the green trend in the Israeli insurance industry, acting from a deep commitment to environmental responsibility and support for the transition to a low-carbon economy. Within its ESG policy, Migdal is gradually cutting back its investments in fossil fuels and granting preference to investments in renewable energy.

Migdal's commitment to environmental responsibility is expressed not only in investments but also in organizational changes. These include instilling sustainable work practices and initiatives for the reduction of the environmental impacts of its operations. As part of these efforts, Migdal is working to expand its usage of green electricity at the properties it uses, as well as at some of the properties in the Group's income-generating real-estate portfolio. The Group has installed solar panels on the rooftops of its Petach Tikva campus, and is continuing to improve its energy efficiency. Renewable energy consumption¹² at the Group has grown significantly, from 11,080 kWh in 2022 to 166,495 kWh in 2024.

Migdal has signed a strategic deal with Doral for the acquisition of green electricity over a ten-year period, at a monetary volume of NIS 220 million. As part of the agreement, Doral will assign some of Migdal's electricity meters to photovoltaic production plants under its ownership, in line with market regulation rules. Other electricity meters at Migdal will be supplied from additional sources, within Doral's activities as a virtual electricity supplier.

The deal covers properties used by the Migdal Group itself as well as four properties in its income-generating real-estate portfolio, which consists of about 60 properties at an estimated value of NIS 14 billion (approximately NIS 18 billion including investment properties). These measures are enabling Migdal to strengthen its environmental commitment, support transition to a sustainable economy, and serve as a model for environmental responsibility in the insurance industry.



⁹ In this chapter, wherever the expression "baseline year" appears it refers to the year in which Migdal began to test the environmental indicator referenced. Different environmental indicators may have different baseline years, according to the year when Migdal began tracking that indicator.
¹⁰ The reduction of emissions intensity is measured taking into account the carbon footprint using the market-based approach, in relation to the baseline year 2019.
¹¹ Efficient vehicles include hybrid vehicles, plug-in vehicles, and electric vehicles. The reduction is measured in relation to the baseline year 2020.
¹² Renewable energy consumption from solar panels is owned by Migdal Holdings, which does not supply electricity to the rest of the Migdal Group.



Mitigating environmental impacts

Energy efficiency and reduced consumption

The composition of electricity usage from different sources changed in 2023–2024, and is expected to continue to lead to improved energy efficiency. The transition to private electricity producers, instead of full reliance on the central power grid, will make it possible to save and use energy more efficiently. The downward trend in electricity consumption at Migdal continues, with a 30% reduction by the end of 2024 in comparison to the baseline year 2019. Consumption from renewable sources is expected to grow further in the coming years, within the Company's commitment to reducing its carbon footprint.

Further to its energy efficiency efforts, Migdal has completed its transition to efficient lighting, using LED and 5T lights in its offices and parking garages. In addition, advanced building monitoring

systems have been installed, for smart control over electricity systems and reduced energy consumption.

Migdal promotes sustainable transportation solutions for its employees, including a network of shuttles from central areas, parking and showers for non-motorized vehicle users, and an app for shared rides.

Fuel usage for transportation totaled 879,488 liters in 2024, a decrease of 23% compared with 2019. Fuel consumption decreased by 2% between 2022 and 2023, but in general the Company's fuel consumption has been stable over the last few years, with no significant changes.

As part of its efforts to reduce emissions, Migdal has gradually converted its vehicle fleet to efficient hybrid, plug-in, and electric vehicles. As of 2024, efficient vehicles make up 66% of the fleet, up from just 40% in the baseline year 2020.

Reducing our carbon footprint

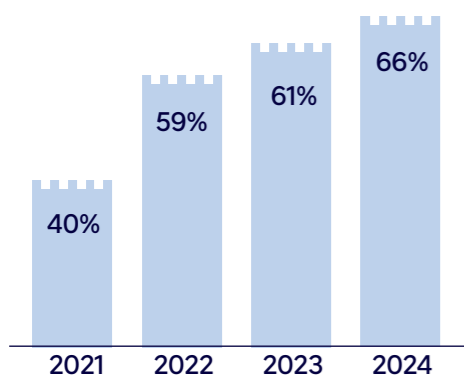
Migdal is working to cut back greenhouse-gas emissions and reduce its carbon footprint. The Company measures and manages emissions based on the GHG Protocol standards, divided into three categories:

- **Direct emissions (Scope 1)** – emissions resulting from the direct activities of the Company, including fuel consumption by its vehicle fleet, use of generators, and emissions from air-conditioning systems.
- **Indirect emissions from acquired energy (Scope 2)** – emissions arising from electricity consumption of the Company, at its offices and properties.
- **Indirect emissions from the Company's value chain (Scope 3, consisting of 15 categories)** – emissions arising from activities not under the Company's direct control, such as employees' flights (Category 6), water consumption (Category 1), and waste management (Category 5). Migdal is

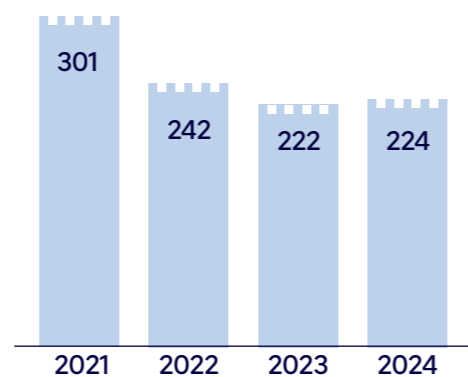
working to expand and improve its reporting on additional categories in this scope, as part of its commitment to transparency and responsible management of its environmental impacts.

Migdal has chosen to report on its greenhouse-gas emissions using two prevalent methods. In the location-based approach, emissions are calculated according to average emission factors of the regional power grid in Israel. In the market-based approach, the calculation is based on the sources of the electricity purchased by the Company, taking into account emission factors of private power producers and the percentage of energy obtained from renewable sources.¹³

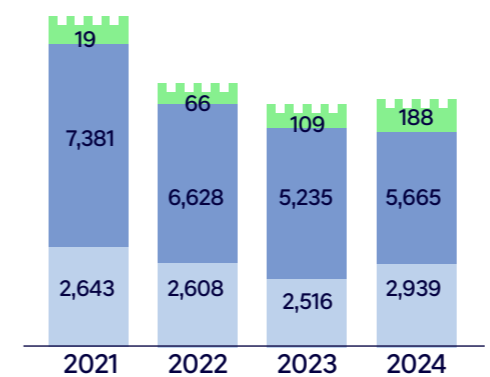
The use of both systems enables Migdal to provide a more comprehensive presentation of its carbon footprint and more accurately assess the impact of the transition to green energy and its efforts to reduce emissions.



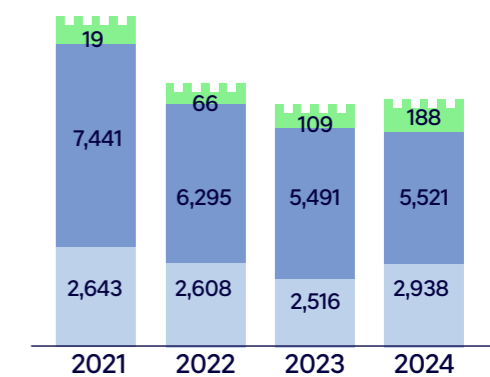
Efficient vehicles as a percentage of total vehicles at the Company (%)



Energy intensity (kWh/m2)



Carbon footprint, market-based approach (tonnes CO₂ equivalent)



Carbon footprint, location-based approach (tonnes CO₂ equivalent)

¹³ In 2023–2024, due to missing information regarding electricity supply factors, carbon emissions were calculated using a conservative approach, according to the GHG Protocol methodology.



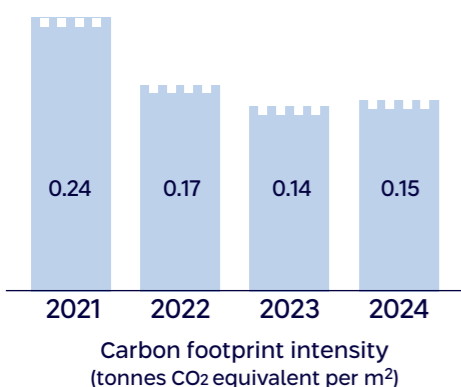
Mitigating environmental impacts

Carbon footprint

Migdal's carbon footprint totaled 8,792 tonnes carbon dioxide equivalent in 2024 (according to the market-based approach), a decrease of 39% compared with the baseline year 2019. A minor increase in Scope 1 emissions in 2024 resulted from above-average consumption of coolant gases, possibly due to the expansion of the Company's office space.

An increase in Scope 3 emissions is attributed to a rise in employees' air travel. Electricity consumption increased slightly in 2024, and Migdal switched to a green power supplier. However, due to missing information about electricity supply factors, carbon emission calculations for 2023–2024 are based on a conservative approach, in line with the GHG Protocol methodology.

Carbon footprint intensity, a measure of total carbon emissions relative to the area of the Company's premises, decreased by approximately 39% in comparison to the baseline year 2019.



¹⁴In Israel only

Building a green and sustainable future

Migdal is the fourth-largest company in the Israeli real-estate industry, with an investment property portfolio¹⁴ valued at NIS 13.2 billion (excluding additional investment for the completion of projects under development and construction, at an additional value of NIS 4 billion). As part of its vision, Migdal is promoting green building, through the development of new buildings that meet the American green building standard LEED and the Israeli green building standard 5281. The Company began to operate in this way while the Israeli standard was still voluntary, and has redoubled its efforts now that it is binding. Migdal also ensures the installation of photovoltaic systems on the rooftops of its existing and under-construction properties.

As of 2024, all projects developed by Migdal are aligned with green building standards: one project is compliant with Israel Standard 5281, and six are compliant with the LEED standard, the most advanced global green building standard.



Reducing waste and resource usage

Migdal aspires to reduce the quantity of landfilled waste, minimize the usage of single-use products, improve the efficiency of its water consumption, and optimize waste management.

Steps taken to reduce the use of disposable dishes at the Company include an ongoing transition to reusable dishes at all of its facilities, such as mugs for hot beverages and bottles for cold water. Migdal has significantly reduced the use of plastic bags, while introducing separation of dry and wet waste: trash cans in meeting areas are used for dry waste only, while wet waste is disposed of in designated containers in cafeterias. Migdal is also working towards recycling of organic waste from its cafeterias.

100% of electronic waste and paper waste are removed for recycling. In 2024, the quantity of electronic waste reached 1.23 tonnes, a decrease of 80% from 2023. Paper waste decreased by 59% compared with 2019.

In accordance with its policy of reducing paper consumption, Migdal has continued to pursue the transition to digital services. This effort originated with the work-from-home policy during the Covid-19 pandemic, which included pay stubs sent by electronic mail instead of printed, with intra-organizational campaigns encouraging employees to cut back on printing and paper consumption in the office.

Migdal is also investing in more efficient water consumption at its facilities. The Company has installed a smart water saving system by Wint, which detects malfunctions and leaks in real time; with the use of this system, the number of employees and the area of office space have grown without a substantial increase in water consumption.

	2024	2023	2022
Water consumption (m ³)	50,857	45,777	45,852
Paper waste sent for recycling (tonnes)	58	59	42
Electronic waste sent for recycling (tonnes)	1.23	6.29	9.50



Targets

Target	Description	2023 target achieved?	2024 target	Target achieved?	2026 target
Reduce energy consumption	% reduction of overall energy consumption by the Company	V	1%	V	1%
Increase renewable energy use	% usage of renewable energies of total energy consumption at the Company	V	1%	V	1%
Reduce travel distances	% reduction of overall travel distances at the Company	V	1%	X	1%
Reduce GHG emissions	% reduction of GHG emissions at the Company	V	1%	V	1%

**A beacon of
responsibility
Our way to a
fairer and more
equitable society**





Our service compact – values to lead the way

Migdal sees its customers as stakeholders with vital importance both to its success and to its role as a leading force in enhancing quality of life in Israel. Our activity is centered on the goal of delivering value to our customers, standing by them in every stage of their lives, and offering them comprehensive insurance coverage to support thriving and growth.

Our commitment to our customers is reflected in every aspect of our activities. The Company's products and services were designed to help customers during the most meaningful moments of their lives, and to be thoroughly responsive to their needs. Relationships with our customers, maintained in accordance with the highest professional standards, are integral to the Company's organizational culture.

<p>Transparency and simplicity</p>	<p>Speed and effectiveness</p>	<p>Fairness</p>
<p>Caring</p>	<p>Professional excellence</p>	





Fair sales and service

Migdal is committed to nurturing customer relationships over the long term, on a solid foundation of trust. We implement advanced infrastructures and rigorous procedures in this area, and promise quality personal service grounded in fairness, transparency, accessibility, professional excellence, and caring, to respond to the needs of our customers and their families. These values are integral to the Company's management and service concept, and are expressed in every action it takes, through innovation and digitization, and through consideration for the unique needs of various population groups – as in the Senior Citizen Service Policy, in line with regulation – and more. These efforts are described in detail in this section.

[Migdal Service Compact >>](#)

Digital innovation –reimagining the future of insurance

Migdal sees digitization as a strategic and values-driven process enabling it to make service more accessible, improve customer experience, streamline internal procedures, and offer customers freedom to act, control, and transparency.

The Company is motivated by the responsibility to lead the insurance industry towards a smarter, more equitable, more accessible technological future.

Principles of digitization at Migdal:

- **Full self-service** – for private customers, agents, and employers; full transparency, with process trackers, confirmations sent by text message, and step-by-step instructions.
- **Customization** – meeting every customer's needs according to their insurance situation and life events.
- **Accessibility for all** – including accommodations for people with disabilities and simplified procedures for older customers.
- **Information security and cybersecurity** – rigorous protection of personal, medical, and financial information.
- **Green digitization** – reduced paper usage, shorter processes, and minimization of manual procedures in favor of full online service and resource savings.

Selected online services

Online claims – Migdal allows customers to file claims under every type of insurance policy (health, pensions, vehicle, home, and more) via digital channels, including uploading relevant documents and end-to-end processing. Customers can track the status of their claim online.

Migdal Pay app – an application enabling customers to file claims and receive assistance with purchasing overseas travel insurance. The app can be used to find doctors and clinics abroad, consult with a doctor online, file a claim for medical expenses in real time, and receive reimbursement directly to a credit card while traveling.

Click to Drive – a digital interface for adding coverage of a young driver to an existing policy for a specified number of days. The interface offers a rapid procedure and is available at any time, without involving an agent or underwriter.

Migdal promotes the following concepts in all of its digital processes:

1. Green digitization

- Reducing paper use
- Minimizing the need for customers to travel – making self-service available 24/7

2. Digital accessibility

- Adapting interfaces for people with disabilities
- Simplifying processes for older customers

3. Information security and cybersecurity

- Protecting customers' privacy
- Maintaining the security of medical and financial information
- Preventing fraud





Fair sales and service

Platform	Capabilities
Migdal marketing website	A responsive website, fully adapted for desktop and mobile use. Provides comprehensive information about all of the Company's products and services; full capability for digital purchases of a wide range of products; professional content, articles, and instructional materials; and useful tools such as simulators, calculators, and searches for doctors and service providers.
My Migdal personal information website	Displays full personal information about all of the customer's insurance policies, funds, and savings, with self-service options relevant to the products (filing claims, changing information, producing confirmations, completing missing parts of ongoing processes, viewing periodic reports, etc.).
Migdal app for customers	Provides convenient, quick access to all customer information and actions, with a dedicated mobile user experience. Includes features for filing claims, viewing personal portfolios, and purchasing products, as well as full service for travel insurance: finding a doctor, consulting with a doctor online, filing a claim in real time, receiving immediate reimbursement, and more.
Communication via direct channels	Online chat, WhatsApp, an AI bot, and more.

Continued innovation in digital services

1. Integrating open banking technology into a digital process for granting loans to members and policyholders

The Company has implemented an innovative system integrating open banking with loan procedures, a groundbreaking advancement in Israel's insurance and finance industry. The process includes:

- Access to customers' up-to-date financial information in real time
- Automation of underwriting procedures
- Significantly shorter processing times for loan approvals
- Elimination of the need to submit hard copies of documents
- Significant improvement of customer experience

The new service has made credit more accessible to broader population groups, increased transparency, and reduced manual operations, leading to shorter SLA customer service times and less use of paper.

2. AI bot on the Company's website

An advanced artificial-intelligence system has been developed and implemented, to provide a rapid, smart response to customers.

The bot offers quick access and efficient navigation of information and actions available on the website, and allows users to search through a chat experience comparable to prevalent AI services today.

The bot provides clear information, prompts action, and serves as a tool for initial support, leading to a better customer experience and more advanced use of digital services, and helping to redirect service

from the call center to the digital channels.

- 60% accuracy in responses, continually improving
- 24/7 immediate response to customers
- 52% of inquiries focus on personal information and self-service actions
- Ability to learn and customize
- Integrated with the Company's systems for real-time information
- Technological innovation – use of advanced natural language processing (NLP) algorithms and context parsing

3. Pension redemption

An end-to-end digital process was created for pension redemptions, for customers and agents, covering every stage, from the application to the execution of the redemption and delivery of the funds, with an emphasis on an outstanding customer experience and a simple procedure.

The goal of this feature, beyond better and more accessible service in a procedure important to members, is to reduce manual processing of inquiries and operational work volumes.

In the digital process, all of the data customers need to make an informed decision about pension redemption is accessibly displayed. Customers see the amount of money accrued, categorized by employers, with options and recommendations regarding loans available as a substitute for redemption, the effects of redemption (particularly impairment of retirement benefits), and information about existing loans in the pension account.

The feature includes a "green track" for redemption of monetary amounts of up to NIS 50,000 without human involvement, via immediate money transfer.



Fair sales and service



Migdal Technologies won 16 Outstanding Project awards in the 2024 IT Awards by People & Computers; Moshe Morgenstern, head of the technology division, was commended for groundbreaking innovation

The Migdal Technologies division won excellence awards in the IT Awards by People & Computers, for 16 technological projects in the categories of the AI revolution, digital transformation, innovation in core systems, and implementing the organization's transition to the cloud. The 16 winning projects include a bot based on generative AI technology on the Migdal website, tools with generative AI capabilities introduced for employees, open banking in loan procedures, payment origination in deposits into investment provident funds, an app for agents, and more. In addition, Moshe Morgenstern, deputy CEO and head of the technology division, won a commendation for groundbreaking innovation in 2024, honoring the pioneering digital revolution he led in the insurance industry.

Ethical and responsible AI implementation

Migdal introduced an AI bot on its website in 2024, as noted. In the coming years, the use of this technology is planned to expand to additional business and marketing functions.

The Interministerial Committee Report on Examination of the Use of Artificial Intelligence in the Financial Sector¹⁵ extensively discussed the challenges involved in implementing AI technologies in finance, most of which intersect with the ESG risks managed by Migdal: growing energy usage, biases in information that may lead to discrimination, impairment of ethics and business fairness, and an increasing need to protect privacy and information security.

While Migdal aspires to implement advanced technologies to support more advanced, quality, accessible, efficient service (which also assists with compliance), it is diligent in managing the various risks associated with the use of these technologies. Migdal takes action to manage these risks, including through the delegation of authority and responsibility for risk management among the chief risk officer, the head of privacy protection, legal counsel, and the head of the technology division headquarters, and reporting on risk management to the risk management forum, the information technology committee, and the cybersecurity committee (as relevant to the topics under discussion).

Every development includes fairness and nondiscrimination considerations as an integral element, and adheres to the various applicable laws and regulations. Production testing includes quality control and tests of consistency with development requirements, such as demands related to the Company's cybersecurity and privacy protection policies, procedures, and code of ethics. In the coming years, Migdal will continue to ensure responsible and fair implementation of artificial intelligence and monitor local and international technological and regulatory developments in this field.

Measuring service quality

Another form of communication with our direct customers, employers, and agents is the routine surveys conducted by Migdal, through text messages and email, to measure stakeholders' satisfaction with the Company. We analyze findings on a daily basis and derive insights enabling the organization to improve, learn, and grow. Relevant divisions hold a quarterly meeting to present findings and learn from them in order to improve processes.



Customers

A customer survey sent to customers after they contact the call center.

Customer surveys following the completion of operational procedures:

- Claims in long-term savings and health insurance
- Pension claims
- Redemption of monies from pension savings
- Conversion of retirement pensions to allowances
- General insurance claims on vehicles and homes



Agents

Annual surveys on work processes with agents in general insurance

Annual surveys on overall work processes with agents in long-term savings and health insurance

Annual survey on the Agent Desktop, a tool for managing customer portfolios and supporting agents' work with the Company

Routine surveys after calls with the agent service center



Employers

Annual survey on the Employer Portal, a tool for managing employees' pension information

Routine survey after calls with the employer service center

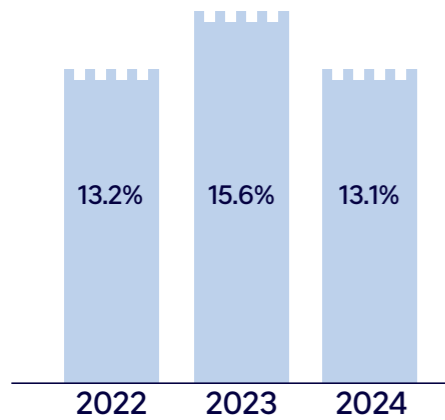
¹⁵The Interministerial Committee for the Examination of the Use of Artificial Intelligence in the Financial Sector – "Artificial Intelligence in the Financial Sector – Interim Report for Comments from the Public," October 2024.



Fair sales and service

We run sampling and measurement of calls on a daily basis, and monitor closure of processing by a representative within 24 hours. We also measure response times on messages left by customers, with a goal of responding within 48 hours. Insights from these measurements are used to improve future service. In preparation for 2025, we categorized agents based on internal parameters of portfolio quality and sales, and derived internal growth targets for each segment.

Percentages of responses to customer surveys:



Survey procedures

Survey results are analyzed when received, with key findings presented to the relevant divisions on a quarterly basis. Customer service representatives contact customers to address any specific questions or criticisms that emerge from the surveys. Representatives who meet service survey targets are rewarded with bonuses.

Ombudsman

Listening and open dialogue with policyholders, members, employers, organizations serving the general public, and third parties are key values in Migdal's service concept. The ombudsman unit has a vital role in our network of stakeholder relationships. The unit handles inquiries routinely, and works to derive insights from these communications and implement them in enterprise-wide work processes and procedures. The ombudsman delivers important understanding about failures and gaps in products and services, including technological issues, as experienced by stakeholders. The unit analyzes the causes of the gaps, on an individual and systemic level, and leads

processes to prevent recurrence. The learning process consists of documentation, reporting to management and relevant administrative units, and monitoring the remediation of the deficiencies until completion.

The unit issues a comprehensive quarterly report analyzing service quality by field, sector, and topic. The report presents quantitative data, such as the number of contacts, percentage of justified inquiries, repeated inquiries, and inquiries referred to the Capital Market Authority, in addition to a report on response times at the various units. Targeted reports are also issued to unit managers interested in learning in greater depth, and the ombudsman unit provides guidance through training, professional dialogue, and consultation.

The ombudsman also offers guidance on service, complex problem solving, mediation, and conflict resolution, in cooperation with all units of the Company.

The ombudsman can be contacted via the Migdal website, email, mail, and telephone.





Accessibility of products and services



First place in individual long-term care, life insurance without savings, and life insurance integrated with savings¹⁶

Achieving leadership through continual improvement

The Group works to solidify its leadership in the insurance industry by developing new products and distribution systems to reach out to as broad an audience as possible, adapting to an evolving regulatory and competitive landscape. These efforts lead to improved capabilities in service, sales, and customer retention.

Leadership in long-term savings

Migdal provides its customers with a wide range of products and tools for long-term savings, and invests efforts to improve its offerings based on customers' needs and changing conditions.

Main processes in this area:

- Introducing a variety of new investment plans, to continually adapt the composition of assets to market trends; for example, a new investment plan focused on investment in Israel, to strengthen the Israeli economy.
- Launching investment plans managed by the Migdal Capital Markets investment house, with customized added value.
- Adjusting terms of loans for members, with attractive interest rates in a high interest rate environment.
- A first among insurance companies – implementing open banking processes in loans; reducing bureaucratic procedures and documents required to apply for a loan.
- Implementing payment origination processes in end-of-year deposits, to reduce bureaucratic procedures, streamline the deposit process, and quickly assign monies to the funds.



Development of life-insurance products

The Company develops **tailored insurance products**, to deliver the right solution for every customer. These include:

1. Insurance coverage in case of death, to be paid to beneficiaries in personal payments. This plan is marketed in various forms, according to the needs of the policyholders and their families.
2. Insurance coverage in case of death with variable premiums or premiums fixed from a certain age, to provide customers with certainty and peace of mind as they age.
3. In 2024, Migdal launched an innovative product reflecting its ability to link customers' pension and insurance portfolios, providing a comprehensive personalized package automatically updated according to the customer's income and preferences. The Pension Supplement product earned Migdal a Product of the Year award at the Adif Conference, as well as an award from the Consumer Association.

Pension products offered by the Company also include a development designed in response to the need for savings for minors, to prepare for their future. The Keshet policy was adjusted to accept money in the name of a minor, from birth, in the form of one-time and/or regular deposits. The parent who is the child's guardian serves as a representative until the child reaches the age of 18, when the policy automatically comes under his or her independent management. Migdal markets various investment plans within this type of policy, which is liquid and permits withdrawal at any time, subject to deduction of capital-gains tax.



¹⁶See the [2024 Service Index](#)



Accessibility of products and services



Groundbreaking health-insurance products

In 2024, Migdal Insurance relaunched all of its health-insurance products, as part of the implementation of the major reform in health insurance led by the Capital Markets, Insurance, and Savings Authority in Israel. The relaunch was based on Migdal's worldview and continual ambition to deliver advanced, innovative, groundbreaking health-insurance solutions. This was a large-scale strategic move in which the entire product offering was reexamined and adapted to the changing needs of the Israeli public, with enhancements to improve the availability, quality, and speed of delivery of medical services. Some of the products and policies launched in 2024 are described below.

Coverage for consultations and diagnostic tests

This coverage was developed in recognition of the importance of accurate and rapid diagnosis of medical conditions. The coverage includes two types of plans, basic and expanded, allowing policyholders to select the service level best suited to their needs.

Advantages of the service include quick appointments and an expanded list of covered tests, such as ultrasound imaging, MRI, CT, virtual colonoscopy, mammography, cardiac CT, OCT, EMG, EEG, and hearing tests. The high availability of testing allows rapid and accurate

diagnoses, shorter periods of uncertainty, and optimized planning of medical care. The expanded plan includes unique innovative coverage in the areas of radiology, genetic consulting, and more.

Coverage for treatments with advanced technologies and medical devices

Migdal has expanded its coverage to add advanced medical technologies used in various forms of medical care, such as:

- Oncological treatment
- Pain treatment
- Injections for medical treatments, including intra-articular growth factor injections
- Hyperbaric treatment
- Freezing sperm or eggs before chemotherapy or radiotherapy.

Medical care and treatment following major health events

As part of its continued commitment to customers' health after the occurrence of a significant medical event, Migdal has developed a comprehensive service, encompassing:

- A call center for medical consultation, with no copayment, after surgery, surgery substitutes, prolonged hospitalization, or severe illness.
- An option to perform preoperative or preadmission tests at the patient's home or at a clinic, through service providers under an agreement.
- A wide range of rehabilitative therapies following medical events, including speech

- therapy, exercise, physical therapy, and more.
- A personal medical guidance service (Concilium) – individual guidance from senior physicians, formulation of a personalized treatment strategy, and assistance with the most important medical decisions, based on the best interests of the patient and care for patients' physical and mental well-being.

Online medical consultations

Within the digital revolution in the health-care system, Migdal has introduced a service agreement offering online medical consultations with general practitioners, specialists, and professional therapists, through video or telephone calls.

The consultations are given by service providers under an agreement, eliminating the need to visit a clinic in person, which allows policyholders maximum convenience, time savings, and rapid access to senior experts in 29 medical fields.

Migdal Care service for critical illness policyholders – exclusive at Migdal. This service was designed to assist policyholders dealing with severe illnesses and help them procure the full range of rights and benefits to which they are entitled from various public institutions, at no added cost. Migdal Care is a unique, innovative service reflecting Migdal's values of social responsibility and care for the well-being of its policyholders at the most difficult times.

In 2024, Migdal heightened its commitment to being at the forefront of health care through innovation in products and technologies, and through continual improvement of the service experience it offers policyholders. The relaunch of its full range of health-insurance products is a clear expression of the Company's vision of making the best medical solutions accessible to every policyholder, at the highest level of quality and at maximum speed, while maintaining patients' dignity.





Accessibility of products and services

Leadership in general insurance

Migdal strives to enhance the simplicity, efficiency, and accessibility of its general insurance policies. Towards that end, it employs advanced digital capabilities and adapts its products to customers' needs. **Some of the main developments in our vehicle and property insurance policies in 2023 and 2024 are described below.**

- **Click to Drive** – additional options were developed for the purchase of specific numbers of days of coverage and future coverage. For policyholders' convenience, they can now buy coverage for periods of one to seven days, including future periods. The purchase is performed digitally, through an app or website. We also improved the platform used for this purpose on the app.
- **Automated process to file individual claims** – a digital form was designed allowing customers to file claims with the relevant service center, including automated filing and identification of the documents attached to the claim. This procedure allows a shorter response time and faster processing of the claims.
- **Green Track for approval of claims at auto repair shops under an agreement** – a process was developed including automated checking for valid coverage, automated approval for car repairs at a shop within the agreement, and automated entry and calculation of claim amounts, in an unstaffed digital procedure, up to the full approval of the payment. The Green Track offers shorter SLA times for policyholders' claims at the included auto repair shops, personnel savings,

and more efficient processes.

- **Amigo Trucks** – an accessible and convenient interface was developed for the use of agents when generating an offer and issuing an insurance policy for trucks, in the Amigo system. This development saves operational labor and improves customer experience when receiving an insurance offer for light trucks.
- **Improved process for filing digital claims, for agents and policyholders, on desktop and in the customer's account on the website** –
 - Automated selection of the policy relevant to the claim.
 - Removal of optional/irrelevant fields, to shorten the process of filing a claim.
 - Confirmation of non-filing of a claim – the confirmation can be issued in a new four-click process, significantly shorter than in the past, saving calls to the customer service center and the claims center.

Many of the new developments also have environmental and social value:

- **Sending building insurance policies for mortgages to the lien holder via digital vault** – interfacing with four banks through digital vaults to send copies of policies and addenda, instead of sending by mail, in accordance with the applicable regulation. This channel allows bidirectional communication, so that the banks can also send letters to the Company in digital format through the vaults, saving printing and transport of printed materials. The development improves the service experience and prevents situations in which policyholders are issued a

forced lien policy, when the lien holder fails to receive a copy of a policy with a lien in its favor on time and issues the customer its own policy with a lien.

- **Coverage for charging stations in home insurance policies** – the Company offers the option to buy expanded coverage for charging stations in home insurance policies, including coverage for policyholders' liability towards third parties as a result of the use of a charging station. Since 2024, the expansion is also available in building insurance policies for mortgages, as part of the effort to encourage purchases of electric vehicles and coverage matched to customers' needs, and in response to demand from building committees.
- **Premium reimbursement without printing** – premium reimbursements formerly issued using checks have been replaced with payment methods that do not require printing and mailing: the Bit app, bank transfer, or credit card.

The general insurance division regularly examines and measures the terms of its policies in relation

to the market. The division works continually to draw conclusions from its communications with the public and sets goals for the improvement of products, processes, and training accordingly.

As part of the process of review and data cleansing, the division replies routinely to customers' inquiries. A development has also been completed for data cleansing on insured properties, in the area of home insurance, leading to a requirement to indicate an apartment number in property policies. This prevents double insurance and allows optimal data cleansing of the addresses of insured properties.

In addition, the division performs daily, weekly, and monthly examinations aimed at redirecting communications to the digital channels, in areas such as filing claims, use of desktop reports by agents, and referral of customers to digital mailing. Training sessions are held on a quarterly basis for agents and auto repair shops under agreements, to increase the use of the digital channels for filing claims and contacting the claims department.



**2025
2026
targets**

Target
Include people with disabilities in the division's routine work – the division has contacted the organization Call Yachol to create a regular monitoring interface that can be administered by the organization's workers, as an integral part of the Company's work.
Launch MDM project and reduce mail costs; improve organizational distribution of general insurance products. This project involves data cleansing of customer information at the level of the Company, to allow broader use of digital mail, digital distribution of regulatory letters, and better communication with policyholders.
Improve the Click to Renew process – add options for changes in the digital interface, to allow full completion of the process by digital means even if changes are needed during the renewal, without the need to contact a service center or agent.
Improve the digital process for filing claims in home and property insurance.
Automate the process of filing a third-party claim with the service center.

Migdal works proactively with agents and customers to shorten the processing times of requests related to claims, redemptions, loans, changes in investment plans, and more.



Accessibility of products and services

A service compass centered on customer experience

Migdal applies monthly oversight to all processes in operations, underwriting, claims, collection, and sales via telephone to ensure product quality. Quality controls are also conducted in accordance with compliance, headquarters, and SOX requirements. Each area is examined by analyzing extensive data, convening designated forums, and holding professional meetings and training sessions. Based on the findings, the conclusions drawn are distributed to forum participants and managers and through the in-house knowledge portal, and adaptations are made to operational systems.

Migdal is measured not only by the quality of its products but also by its ability to deliver outstanding and satisfactory service. An advanced service consciousness and continual improvement in service quality are therefore essential to its core management strategy.

Over the last few years, the Company has implemented a series of tools and processes designed to teach and encourage employees to deliver service meeting the highest possible standard.

Training as a gateway to professional development

Migdal employees benefit from professional training programs aligned with their occupations, enabling them to provide quality professional service to insurance agents and customers. All employees have individual training plans from the day they are hired, throughout the period of their employment. The Company also conducts targeted training as a result of knowledge gaps identified and lessons-learned processes, including analysis of messages from the public.

Onboarding

New hires at Migdal are greeted with an orientation day designed to introduce them to the Company's vision and work processes, including its service policy and values. New employees also learn about the Company's procedures and code of ethics. During their first year, they attend workshops and professional training sessions on various subjects, including service, as well as lectures aimed at familiarization with the Company's core activities and acquaintance with other departments.

During employment

The Company uses an incentive system, based on customer service quality and satisfaction, as measured in routine surveys. In addition, periodic training on service is held and service quality is monitored continuously to ensure constant improvement. The customer service department, in collaboration with the training department, holds targeted training

sessions for units where a need has been identified, emphasizing tools for improving work and service interfaces.

Using the portal to improve service quality

The portal is a key platform for intra-organizational communication. As part of the ambition to find innovative and creative ways of improving service, the portal is also used to convey knowledge and impart skills to employees. Processes launched in this area include:

- **Ambassadors** – employees are invited to send in the information of friends or relatives who want to execute a transaction, inquire about information, or buy a product at Migdal. A team from the customer service department works with these customers and ensures a response both to the customer and to the employee who made the request.
- **Kind Words** – employees send compliments to colleagues for service successes. Dozens of compliments are sent every month; each quarter, employees who provided outstanding service are commended and awarded a certificate and a gift, at an event in the presence of the head of service and the relevant division manager.

Accessibility for all

Migdal values equal and accessible service for people with disabilities, and takes all necessary measures in this area, in accordance with the law, including accommodations in buildings, infrastructures, and the work environment.

The Company's marketing website and online personal services are accessible, in compliance with regulations, including an accessibility declaration. Migdal also engages an external provider to test its accessibility, and, when necessary, to create accessible versions of the pages and documents on its website, on a quarterly basis.

Beginning in 2021, the Company has been a member of the international initiative The Valuable 500, composed of 500 companies promoting accessibility worldwide. Migdal, led by the Group's accessibility supervisor, offers its customers the option to receive information and services at an accessible in-person service center; through accessible digital communication channels, websites, and apps; and in accessible formats, such as Braille and enlarged fonts.



In 2023, an event was held to raise awareness of accessibility among employees and managers, including inspiring lectures, a sign-language workshop, and a sensory meal.

In 2024, ~370 Migdal employees who provide relevant services participated in a two-hour training program on service for customers with disabilities.



Accessibility of products and services

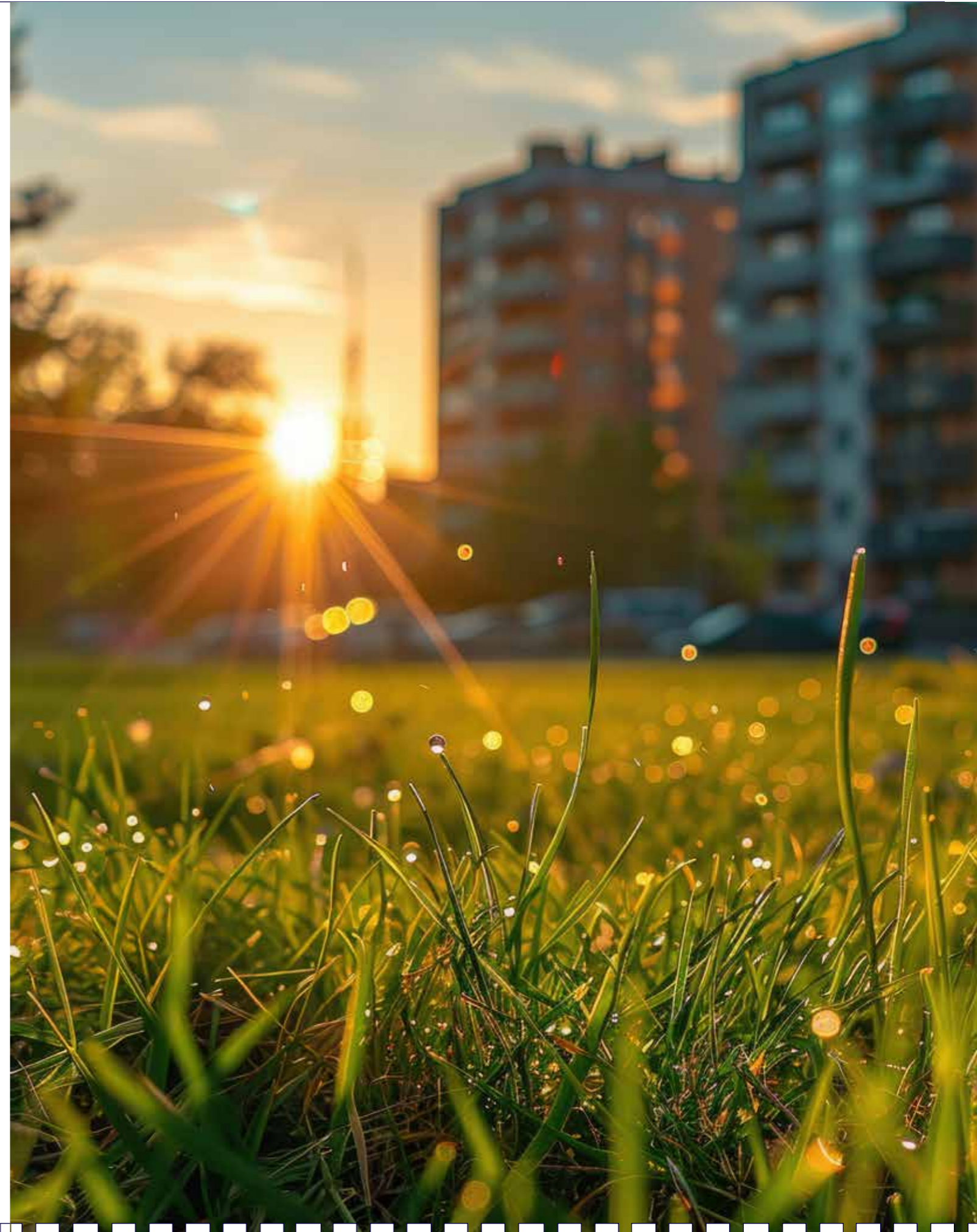
Innovative service for hard-of-hearing and deaf customers

Migdal's comprehensive service concept extends to all of its customers, including the use of any specialized tools and capabilities that may be needed. We have advanced tools available for hard-of-hearing and deaf agents and customers, so that they can manage their insurance policies and have full independence in their interactions with the Company. The services are provided through advanced accessible infrastructure in all of Migdal's digital properties, where customers and agents can select a real-time video call with an interpreter, free of charge, whenever the contact center is open.

Long-term rental projects

Migdal has invested approximately NIS 800 million in a partnership agreement with Azorim Living, for a project at Pat Junction consisting of 350 apartments to be rented for 20 years. Migdal is acquiring 49% of the rights to the land, for NIS 137 million, and will provide a financing package for Azorim's share of the project. The cooperation formed during a period of a shortage in long-term rental apartments and postponement of state auctions in this area; the goal was to build a development consisting of several hundred rental apartments, near Jerusalem, with 25% of the apartments to be rented at a discount to eligible tenants who do not own a home.

Migdal has also signed an acquisition and collaboration agreement with the company Y.H. Dimri, in which Migdal is acquiring 49% of the rights to build and operate a long-term rental development in the Sirkin neighborhood of Petach Tikva, with 339 rental apartments along with commercial and occupational spaces, for about NIS 61 million. Migdal is providing financing to a wide range of developers in areas including rental housing.



**A beacon of
connection
Investing in our
beating heart**





Human capital at Migdal

Human capital is Migdal's most valuable asset; we invest extensive resources in personal and professional development, to help our employees thrive and grow over time. Management emphasizes employee engagement and works to provide opportunities for development, progress, and professional expertise in their careers. Migdal strictly adheres to fair employment practices

and equitable employment terms, recognizing that a respectful, supportive environment creates a positive workplace experience. Management maintains a sound and beneficial relationship with employees and the employee representative committee, with continual open dialogue.



25

average training hours per employee, 2024
24 in 2023



3362
employees

Employed directly, excluding insurance agencies



42

average age of employees



40%

women in senior management



75%

women employees

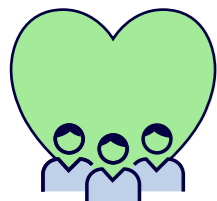


93%

of employees covered by a collective employment contract

Excluding contractor employees





Human capital at Migdal

Stronger connections – shining brighter

Migdal believes in dialogue between management and employees, and invests in strong communication within the organization, to reinforce employees' engagement and belonging, among other benefits.

Management regularly conducts internal assessments and examines various indicators of work plan management quality, and internal surveys are performed on salaries and satisfaction levels. Migdal's management maintains an open-door policy at every level of the organization. We strive to continually adjust and improve the work environment and employment terms, and adapt to recent job-market trends. The Company also looks at its employment terms as they compare to collective agreements at other companies in its industry, all with the aim of caring for our employees as well as possible.

With 93% of its employees unionized, Migdal makes sure to maintain dialogue with employees and the employee representative committee throughout the year, through a range of channels, as described below.

Meetings

- Round-table meetings, with various compositions of ranks and units.
- Quarterly conferences to support pregnant employees.

- Forums to discuss management dilemmas at the division level.
- An open-door policy, implemented through talks and meetings with human-resources staff.
- Teambuilding activities.

Intra-organizational communications

A wide range of channels are used at Migdal to reach out to every employee, allowing them to choose the most convenient way to stay current and connected. The channels are updated regularly, and display a broad range of information, routinely as well as during emergencies. These include:

- A dynamic organizational portal – Migdalim, updated daily and revamped annually, according to intra-organizational demand and needs.
- Intra-organizational application – Migdal develops and upgrades the app regularly, adding innovative advanced features for a better work experience.
- Migdal News – a weekly magazine sent to employees.
- Important updates are sent via text message.
- Information is communicated by division representatives.
- Organizational messages are sent by email, including from the CEO and management.
- Introducing Migdal – a series of videos.
- Social media – a private Facebook group for employees, and a public Instagram account for employees and their families. The use of social media allows all employees to share their experiences, in their teams and at Migdal in general.

Employee well-being as the cornerstone of stability and SUCCESS

Recognizing the vital importance of its employees to its activities, Migdal acts in several areas to retain employees and care for their well-being, with the aim of providing optimal conditions for work-life balance.

Health

- Social-work services are available to employees experiencing financial or emotional distress.
- Collective health care – attractive plans where the initial level is financed by the Company. Collective dental insurance financed by the Company.

Finances

- Loans offered at optimal terms through lenders' agreements with Migdal.
- A budget available to managers specifically for employee appreciation, retention, and morale.

Sports, culture, and leisure

- A fitness center and classes at the Company's offices, at subsidized prices.
- Discounted tickets for cultural and leisure activities.
- Participation in a workplaces league in various sports.

Occupational security and salaries

An individual aid and well-being fund is administered by the Company, for employees experiencing financial distress.

Workplace flexibility and adaptability

- Migdal has adopted a policy of one day a week of work from home for most employees, with additional days for certain units. The Company also offers flexible work hours, trains employees and managers within a remote-work policy, and runs training sessions and meetings in online or hybrid formats. Employees can reduce their hours after one year at the Company, and extend their entitlement to a parenting hour for an additional year, as formalized in the collective agreement.
- Migdal provides employees with IT equipment and office supplies for remote work, including an internet connection, as needed. The Company has also expanded its meal services to cover direct orders of food to employees' homes, including the option to order through a Ten Bis meal card.
- An employee satisfaction survey found that flexible work hours and the related supports were one of the leading criteria in employees' workplace satisfaction.

Preparation for retirement

- Migdal provides fair retirement terms for its employees, according to the rights established in the collective agreements, based on parameters of age and tenure. Employees past a certain age are granted additional retirement benefits.
- The Company also offers workshops for employees from the age of 62, and for those who have retired in the last year, on the emotional, financial, and pension-related tools needed to prepare for retirement.



Occupational health and safety

Migdal values its employees' health and safety, as a reflection of its commitment to society and to actions that contribute both to employee well-being and to the organization's performance.

Protecting employees' health

Migdal has introduced a range of initiatives to raise awareness of health among employees:

- A subsidized fitness center and sports teams participating in a workplaces league.
- Health Week.
- A dietician consulting for the cafeteria.
- A Weight Watchers group.
- Social workers to support employees experiencing emotional distress.
- Health and dental insurance, as well as annual medical screening for employees aged 40 or older and for managers, all included in collective agreements.

Caring for employees' safety

Migdal has appointed a safety supervisor and adopted a safety management plan and procedures. The Company provides safety training and tutorials for employees, posts information on safety on its portal, and runs safety tests (hazard surveys) at its facilities. Migdal also promotes safety in transportation, by approving vehicles only if they have advanced safety systems, providing theoretical and practical training for employees, and arranging test drives for vehicle users and their family members. Migdal responds to complaints about traffic offenses by imposing penalties, sending letters to management, and charging employees for accident damages in relevant cases.



Equality and diversity as the foundation of a robust society

Migdal believes that as the company responsible for the finances and future pensions of many of the citizens of Israel, its composition of employees should represent the diversity of Israeli society. Beyond the improvement in service for a wide range of audiences achieved in this way, heterogeneous and inclusive work environments have been demonstrated to stimulate innovation and creativity, and strengthen the resilience of a business.

Further, Migdal's position is that diversity begins at home and can improve communication and tolerance among different groups in society as a whole, with an impact on the broader community.

Aspiring to representation of all population groups in the workplace

Migdal aspires to appropriate representation of all population groups, including those underrepresented in the labor market.¹⁷ To achieve this, the Company has improved its hiring methods and raised awareness among managers. No complaints of discrimination against employees were filed in 2023 and 2024.

Investing in hiring and raising intra-organizational awareness

Investing in hiring and raising intra-organizational awareness

Migdal has adopted procedures for job interviews to prevent discrimination. In 2023 and 2024, training and conversations on this subject were held in management forums.

As an example of the programs introduced by Migdal for the inclusion of population groups underrepresented in the job market in its workforce, in 2021 the Company began a collaboration with the organization Co-Impact to promote hiring of employees from the Arab sector. The project included hiring targets and the formulation of methods to achieve these goals. The Company continued to work with Co-Impact in 2023–2024.



¹⁷According to the definition of the Israeli Forum for Employment Diversity, these groups primarily include the ultra-orthodox (Haredi) population, the Arab sector, Israelis of Ethiopian descent, and people with disabilities.



Occupational health and safety

Diversity in the workforce and in management

Migdal has substantial representation of women, at 75% of its employees.¹⁸ Our workforce includes employees from population groups underrepresented in the labor market, in a wide range of roles and ranks, including senior executives:

- Of mid-level managers, 5% are from the ultra-orthodox sector and 2% are people with disabilities.
- 0.7% of total employees are from the Arab sector and 1.3% are of Ethiopian descent.
- 13.6% of total employees are from the ultra-orthodox sector, and 3.36% are people with disabilities.

Conditions and work environments at Migdal allow employees to balance their personal life with work, as reflected in the fact that almost 50% of employees who take parental leave return to the same position afterward, if they are interested.

Preventing all types of harassment and bullying

Migdal works to provide its employees with a safe and pleasant work environment, and takes steps to address any form of harassment, bullying, or discrimination for any cause. Migdal also raised awareness of the prevention of workplace bullying within the collective agreement with its employees, which states that physical violence, verbal abuse, and threats are considered severe disciplinary offenses.

Migdal has appointed a supervisor for the prevention of sexual harassment, and has adopted regulations on preventing and addressing sexual harassment, which are posted in shared spaces and on the organizational portal. The Company holds training sessions for new employees and managers, and requires employees to complete a tutorial on this subject. A hotline for sexual harassment complaints is available to employees; no complaints in this area were received in 2023–2024.



¹⁸As of the end of 2024.

Employee promotion, development, and training

Investing in training, instruction, and personal and professional development for our employees is an integral part of Migdal's organizational culture and strategy. We aim to equip our employees with the up-to-date knowledge and advanced skills that they need to adapt to dynamic conditions in a complex environment. This investment boosts motivation, enhances employees' sense of belonging and commitment to the organization, and leads to better employee retention and mutual growth for the employee and the Company.

We are endeavoring to build a culture of organizational learning, where every employee sees professional development as an integral part of their role. We invest in designing customized development paths, professional workshops, and management training, reflected in a high rate of internal promotion and staffing of senior positions with internal talent.

Management at Migdal

We recognize the importance of building a strong, nurturing management tier for our employees. We therefore provide our managers with the tools they need, when taking on a new role and in ongoing training at all ranks:

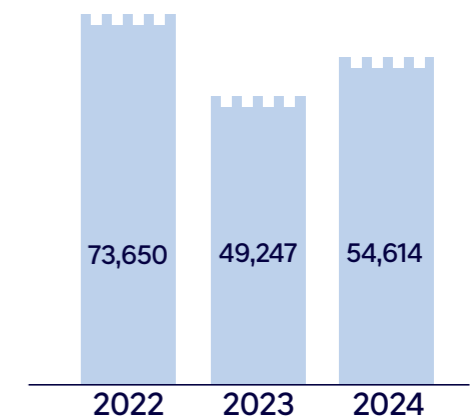
- Basic executive development courses at all levels, based on the values of the organization as translated into everyday management practices.
- Managers Talk About Values – meetings for senior executives to discuss values.
- Pass it Forward – discussion and learning sessions for junior managers.

- Snack – a digital portal for quality management content, so that each manager can learn at the time and place they choose.

Encouraging excellence

- **Premium** – Migdal's program for outstanding employees. A boutique enrichment and development program targeted to the 250 employees with the highest scores on annual assessments and feedbacks, offering a wide selection of courses and workshops on subjects such as AI, leadership, mediation skills, UI/UX, and more.
- **Professional communities** – a program designed to encourage professionals to take the initiative and lead a professional community within the organization. Community leaders receive training and guidance, and work to improve organizational knowledge and their leadership and mentoring capabilities.

Total employee training hours at Migdal, by year





Employee promotion, development, and training

Implementing our mobility policy – a double win

25% of positions staffed in 2024 were through intra-organizational mobility.

The Company has a dynamic, flexible development and training system adaptable to the evolving needs of the organization and the job market, and to current learning and instruction methodologies. Management oversees and reviews this system based on regular assessments and effectiveness testing.

Employee promotion and development programs offered at Migdal:

- Professional development for employees and executives – training on service, sales, management skills, project management, competencies for the future, and more.
- Programs related to well-being and lifestyles – a quarterly childbirth preparation course, covering employees' rights and extensive information; personal pension advice, when employees join the Company and during their employment; and recommended consulting whenever an employee's pay is adjusted.

After each session of an activity, the effectiveness of the programs is examined through employee satisfaction surveys.

Salaries

As of December 2024, the minimum monthly salary at the Company is NIS 6,500. The ratio of the highest annual individual salary cost at the organization to the median salary cost in 2024 is 19.7. Further information about salaries at Migdal is available in the 2024 Report on Equal Pay for Men and Women Employees, published in June 2024.

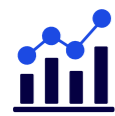




**A beacon of solidarity
Strengthening
communities and
building a better future
together**



Focus on the community – social engagement at Migdal



17%

increase in donations as a percentage of profit in 2023 vs. 2022



9.7 million NIS monetary donations in 2024; NIS 7.4 million in 2023



11,429 hours of volunteering in 2023; 9,769 hours in 2024

Social engagement at Migdal

Migdal takes pride in its contributions of resources, knowledge, and capabilities – throughout the years of its existence, from before the foundation of the State of Israel to the present day – in support of the community within which it operates, strengthening social and national resilience. We are attentive to the needs of the population

groups that make up our society, and we apply a social responsibility approach seeking to generate change and positive impacts. Migdal takes action, led by the Company's head of social responsibility, through social engagement programs including monetary donations, professional and managerial guidance, and individual volunteering.

Migdal's social vision

"As a leading company in the Israeli economy, Migdal is committed to a healthy and stable society. We aspire to improve social conditions in the State of Israel and accelerate positive social change through our core activities and community engagement."

Our guiding principles for social engagement

- Activities in areas where Migdal can offer added value, related to its core business and expertise.
- Continual aspiration to social innovation.
- Meaningful contribution to the community.
- Collaboration with social organizations and non-profits.
- Letting social organizations take center stage.
- Empowering our employees and agents by strengthening the spirit of volunteering and community engagement.

Based on these principles, Migdal has formulated its strategy for social investment and contribution to the community, which has been approved by the board of directors. The strategy is implemented in five main domains:

- **Core business areas** – Migdal leverages its professional content and expertise to promote social causes, where it has a unique advantage and can offer added value. These efforts take the form of providing knowledge and raising awareness of issues related to pension savings and safety among various target groups in the general public.
- **Senior citizens** – due to its activities in the area of long-term savings, Migdal works with its customers during the years when they are saving for their future, from youth to retirement, and pays out their monthly benefits after retirement. Our deep familiarity with older adults (60+) and the oldest-old (80+) population, their needs, and the challenges they face has led to our decision to invest in this segment with the aim of improving physical, mental, social, and financial well-being. We collaborate in this area with non-profits specializing in leading social change.
- **Safer driving and reduced accidents for young drivers; a focus on drivers with attention deficit disorders** – as an insurer of vehicles and drivers, Migdal applies the shared value principle in its effort to promote safer driving among young drivers with attention deficit disorders, aimed at reducing traffic accident involvement in this group.

- **Doing Good Better** – Migdal invests in strengthening the professional and financial management capabilities of non-profits and social organizations, in view of its belief that professional managerial infrastructures and foundations are just as essential for them as for business organizations. Support for non-profits' managerial infrastructures increases their effectiveness.
- **Local communities** – Migdal is involved in the socioeconomic life of the towns where its offices are located: Petach Tikva, Askhelon, Jerusalem, and Haifa, with the ambition to contribute to the resilience of local communities and be good neighbors.
- **General donations** – Migdal provides philanthropic aid for a range of societal needs, according to the decisions of its donation committee, which considers the purpose, necessity, and target audience of every donation, and derives its potential impact.



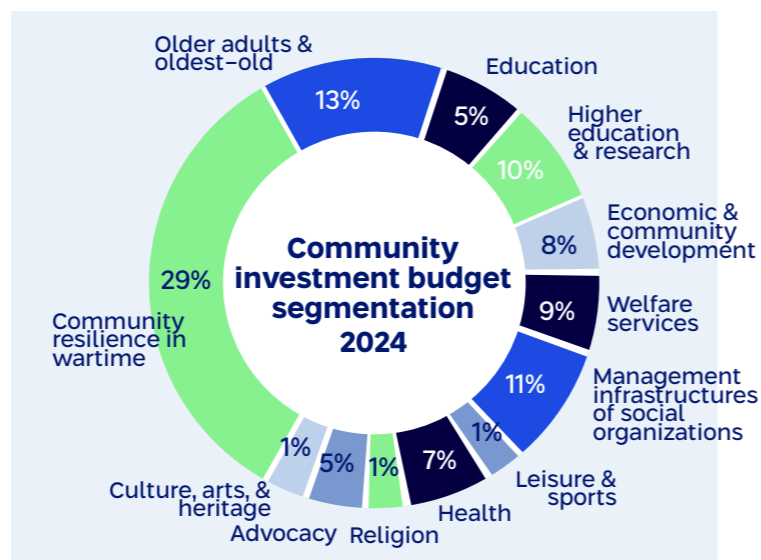
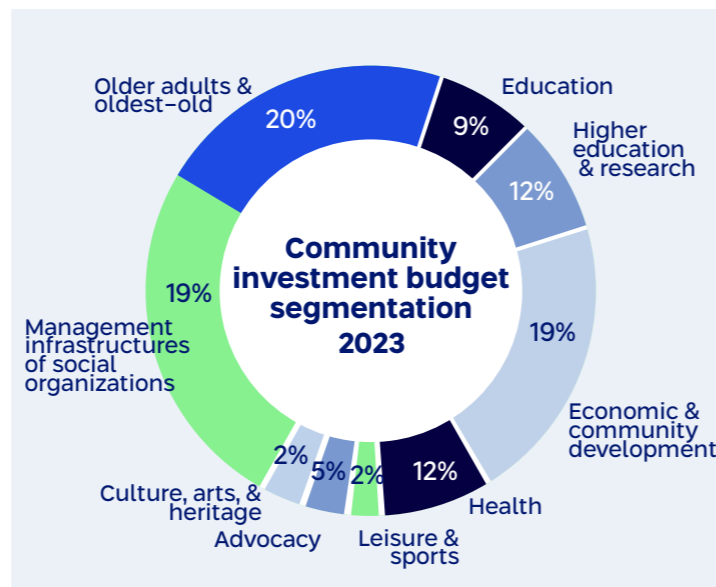
Migdal & the community

Selection criteria for social investments at Migdal:

- **Agenda** – alignment with our social engagement strategy.
- **Social partners** – connection with the community through leading social organizations.
- **Innovation** – groundbreaking solutions to replace existing options or focus on unaddressed issues.
- **Influence** – a more meaningful response to a larger number of people.
- **Relevance** – the activity relates to Migdal's content areas, so that the Company can offer unique added value, in addition to a monetary donation, while involving employees and agents.
- **Impact** – the real-world effects of the programs are assessed periodically, according to a work plan that sets forth our annual goals and targets.

All of Migdal's joint programs with social organizations have goals and targets that are examined periodically, and are discussed regularly with the organizations.

Community investment budget segmentation



Spotlight on solidarity: social engagement & donations during the Swords of Iron War



When the war began, Migdal and its employees acted on their sense of social commitment and solidarity to provide assistance in various forms, according to needs and requests as they emerged:

- 230 employees contributed 1,150 hours of volunteer work, packaging food baskets for displaced families at the logistical center run by the organization Latet.
- 340 employees volunteered in early-morning work to help farmers with harvesting, contributing a total of 2,040 hours.
- Migdal donated NIS 220,000 to buy portable chargers, clothing, and toiletries for soldiers called up for reserve duty, including family members of employees and agents.
- Activities via Zoom, in the early days of the war.
- Packages sent to soldiers' families throughout the war.
- Support for families evacuated from their homes.
- Morale-boosting gifts sent to all employees.
- Gifts for employees called up for reserve military service.
- Workshops to assist reserve soldiers and provide support during their return to work.
- Production of events focused on relief and appreciation for spouses of reserve soldiers.
- Production of an event for children in Ashkelon.

Reaching out to the town of Sderot

Migdal provided long-term support to the town of Sderot, in the amount of NIS 10 million, including continued financing of initiatives aimed at strengthening the community, as a supplement to government assistance.

In view of the immense hardships experienced by residents of the town, with physical and emotional effects, Migdal has resolved to support the restoration of the town and its residents. The emphasis of this effort is on initiatives that generate change and look towards the future, supplementing the assistance provided by the government.

In 2024, a total of NIS 2.5 million of this budget was allocated to the following endeavors: financial assistance for small businesses; expansion of psychological and psychiatric therapy for town residents; support for innovative initiatives focused on building and strengthening the organizational resilience of conflict-zone communities and organizations, by sharing the wealth of knowledge accumulated in the town's Resilience Centers; and installation of shielded temporary structures in school yards, where activities were held to boost students' resilience, using a wide range of therapeutic modes.



Key programs and initiatives in 2023–2024

“If you want to go fast, go alone. If you want to go far, go together.”

Promoting well-being and quality of life for older adults and the oldest-old

Employment of seniors

Support for the Experience Required Portal and a new AI-based platform, Skeelz

Social and public-sector partners	Beginning of collaboration with Migdal	2023 results	2024 results
VeHadarta (non-profit)	2013	2,108 job placements for seniors.	Most placements were performed through the Skeelz platform, which is based on skills rather than occupational experience and past employment. 735 placements in paid positions were performed.

Empowerment, value, and prevention of loneliness for older adults

Connecting elementary schools with thousands of retired seniors who volunteer as mentors and teachers for students nationwide

Social and public-sector partners	Beginning of collaboration with Migdal	2023 results	2024 results
Yadid Lachinuch (non-profit)	2013	~3,400 retirees volunteered at 689 schools nationwide, contributing a total of 457,371 hours.	350 volunteers; 691 schools; 500,000 hours volunteered.

Assistance for Holocaust survivors

Operation of centers offering advice and assistance with rights for Holocaust survivors, with an option for service delivery at home

Social and public-sector partners	Beginning of collaboration with Migdal	2023 results	2024 results
Aviv for Holocaust Survivors	2017	An additional program was launched in 2023, in cooperation with the Ministry of Justice, to prevent consumer exploitation and financial abuse of the elderly. Migdal supported this activity in addition to its traditional aid for Holocaust survivors.	220 inquiries were handled within the program for preventing consumer fraud and financial abuse. Total recoveries and benefit recommendations reached NIS 1,200,000. 500,000 hours volunteered.

Gender-related aspects of aging

Women Speak About Aging – workshops for women on age-related topics: health, consumerism in health-care services, coping with loss

Social and public-sector partners	Beginning of collaboration with Migdal	2023 results	2024 results
Women and Their Bodies (non-profit)	2015	105 women from diverse population groups (Jewish, Arab, ultra-orthodox, Ethiopian-origin Israelis) in cities and villages participated in workshops.	80 women from diverse population groups (Jewish, Arab, ultra-orthodox, Ethiopian-origin Israelis) in cities and villages participated in workshops.

Nutritional security for the elderly and people in need

Rescuing discarded fruits and vegetables in markets for distribution to families in Jerusalem, aiding elderly people confined to their homes, and more

Social and public-sector partners	Beginning of collaboration with Migdal	2023 results	2024 results
Food Rescuers (non-profit)	2021	In 2023–2024, Migdal’s partner-ship focused on educational pro-grams for teenagers. Topics included food waste and how to minimize it; how to rescue food; the social and environmental potential of sound consumerism in food management; and mutual solidarity and community aid. ~1,350 students participated in educational pro-grams by Food Rescuers.	In 2024, we supported a neighborhood food network in Kiryat Yovel, through teen groups working in the Food Rescuers center and in the neighborhood.





Key programs and initiatives in 2023–2024

“If you want to go fast, go alone. If you want to go far, go together.”

Safe driving and accident prevention for young drivers with attention deficit disorders

Keys to Life (Maftechot Lachayim)

A teaching and skills program for driving instructors working with young people with attention deficit disorders, who are involved in twice as many accidents as young drivers in general

Social and public-sector partners	Beginning of collaboration with Migdal	2023 results	2024 results
Lines & Thoughts (non-profit), in coordination with the Ministry of Transportation	2017	50 driving instructors participated in two training sessions held in 2023.	86 driving instructors participated in three training sessions in 2024. Added learning was offered to instructors who had completed the first program; 50 instructors participated. An online community for driving instructors was created, with guidance from a professional.

Support for higher education as a means of social mobility

Walking Together (Tzoadim Beyahad)

A scholarship program for students of the Ethiopian-origin Israeli community at the College of Management. The program is named after Topaz Even Chen, a graduate of the college who was killed in the Mount Carmel forest fire.

Social and public-sector partners	Beginning of collaboration with Migdal	2023 results	2024 results
College of Management Academic Track	2012	13 additional students receive scholarships every year.	Total donation for scholarships through 2024 (inclusive) – NIS 1.2 million.



Support for disadvantaged women and prevention of violence against women

With women as the majority of our employees, the Company is especially sensitive to aid, support, and empowerment for women.

Assistance for women victims of abuse

A protective program for women at risk of domestic abuse

Social and public-sector partners	Beginning of collaboration with Migdal	2023 results	2024 results
Michal Sela Forum	2021	Migdal donated eight guard dogs who live with women and their children, as part of the family, with-in a program that trains guard dogs for women threatened by violence.	In 2023–2024, four dogs were added to the Migdal donation.

Assistance for children and youth at risk

Assistance for children at risk who have been removed from their homes by government agencies

Support for family-model group homes offering an alternative setting for children in the form of a nuclear family

Social and public-sector partners	Beginning of collaboration with Migdal	results
Or Shalom	2017	As of 2023, Migdal employees in Ashkelon are supporting two family-model group homes for children in the town.





Key programs and initiatives in 2023–2024

“If you want to go fast, go alone. If you want to go far, go together.”

Assistance for people with disabilities

Equality in Sports

Opportunities for people with and without disabilities to take part in shared sports activities

Social and public-sector partners	Beginning of collaboration with Migdal	results
JDC Israel Beyond Limitations	2017	As of 2023, Migdal has joined the Ministry of Culture and Sports to donate to the activities of a national sports league consisting of eight shared teams of players with and without disabilities.

Support for organizations serving people with disabilities

Beit Issie Shapiro, Jordan River Village, ADI Negev, AlManarah, Yad LaYeled HaMeyuchad	2015	Monetary donations
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Empowering stakeholders – employees and agents – in social engagement

As part of its social vision, Migdal encourages its employees and agents to participate in social engagement and community volunteering.

Teambuilding with value

Migdal employees participate in department teambuilding activities with a social engagement component

Beginning of collaboration with Migdal	results
2015	In 2023, 550 employees participated in departmental volunteering activities, contributing about 1,600 hours. During the first months of the war, 650 employees volunteered in food packaging and agriculture, a total of 3,370 hours. In 2024, 670 employees volunteered in this format, contributing about 2,000 hours.

Your volunteering, our appreciation

Appreciation for employees and agents who volunteer in the community independently, in their free time, for the causes close to their hearts. Every year, 20 volunteers are chosen to receive certificates of appreciation at an event attended by senior management, and the organizations where they volunteer receive special donations from Migdal.

2015	Up to 2024, approximately NIS 2.4 million was donated to 215 non-profits and social organizations. Every year, 20 Migdal employees and agents who independently take part in regular, ongoing volunteer activities in the community have received certificates of appreciation from Migdal, and the volunteering venues each received a donation of NIS 10,000, or a total of NIS 200,000 each year.
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Rosh Hashanah holiday meal for Holocaust survivors and their families, a collaboration with the organization Latet

Every year during the Jewish holidays of the month of Tishrei, 130 Holocaust survivors and their families are invited to a festive dinner held in the Migdal dining room; the event is led by 100 employees who volunteer to drive and accompany the guests

2013	Since 2013, annual Rosh Hashanah dinners have been held for 130 Holocaust survivors and their families. About 80 employee volunteers run the event – driving, accompanying, and hosting the guests.
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Main sponsor of the fundraising broadcast for the non-profit Eran, which offers mental-health assistance by telephone and online

Primary sponsorship of an annual fundraising broadcast

2021	In 2023 and 2024, Migdal was the main sponsor of a fundraising event by the non-profit Eran. In 2024, the fundraiser was broadcast on television, on Channel 12.
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Migdal and the community



Doing Good Better – the home for non-profits

The home for non-profits is a communal workspace supporting social action, collaboration, and mutual aid, where different non-profits and social organizations can become acquainted, learn from one another, meet, and cooperate.

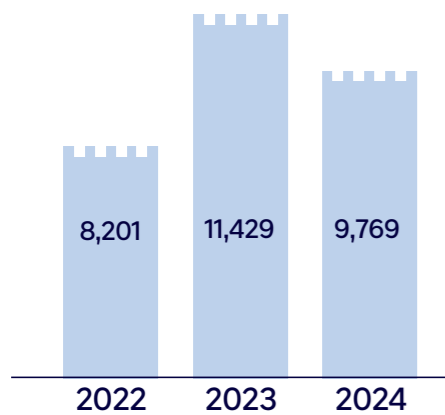
The workspace, located in the Migdal Capital Markets building at 26 Se'adya Gaon Street in Tel Aviv, was founded as a social initiative by Migdal in 2015. About 30 permanent tenants and other

ad-hoc users from non-profits use the services of the space or hold meetings there.

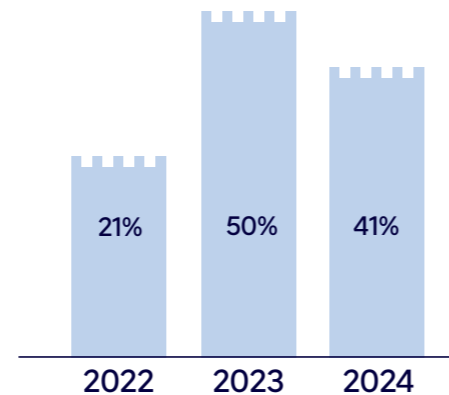
The collaborative setting allows cooperation and creates opportunities for knowledge development, shared learning, and social innovation. Over the years, the space has become a hub for the work and activities of third-sector organizations and a venue for encounters and conversations with additional sectors.

In light of the success of this model, Migdal has launched another home for non-profits in Jerusalem, which opened in 2024 in the Clal building. As part of a network of homes for non-profits, the new center serves civil-society organizations in the capital and provides a place for them to meet with representatives of the public sector and government.

Total hours of volunteering at Migdal



Percentage of employees who volunteer



For further information about Migdal's social engagement policy, see the Company's [website](#).





**A beacon of values
A business culture
of responsibility
and transparency
on every level of
the organization**



A beacon of values

A business culture of responsibility and transparency on every level of the organization

Migdal believes in upholding a business culture driven by ethics and values, for employees and managers; we are committed to sound corporate governance and appropriate ethical conduct towards all of our stakeholders, in every aspect of our activity. As part of the ways we protect our financial stability and the funds of our savers and policyholders, in line with regulatory directives, Migdal engages top-tier professionals to manages its customers' and members' monies, aided by investment committees that include external representatives.

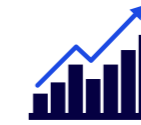
The Company is compliant with the regulation to which it is subject as an institutional entity and a subsidiary of a public company, under the rigorous supervision of various government agencies, including the Capital Market, Insurance, and Savings Authority (CMISA). Migdal has also adopted intra-organizational procedures to ensure sound corporate governance, fair and transparent practices, and appropriate quality service for its customers.

Migdal's board of directors works to ensure the quality of its corporate governance. Its key roles in this context are to delineate policies for the institutional entity and supervise implementation of the policies by management and employees, while maintaining a high level of professionalism, appropriate decision-making processes, routine control and supervision procedures, transparency, and reliable reporting to internal and external functions, in accordance with the regulation applicable to the Company as an institutional entity and a subsidiary of a public company.

In 2023 and 2024, the Company was contacted a number of times by the CMISA with regard to contentions about its stability, sound management, and corporate governance. On May 15, 2024, the Capital Market, Insurance, and Savings Supervisor announced that the CMISA intended to conduct an audit on the subject of corporate governance at the Company. Migdal received a draft of the audit report on July 17, 2025. As of the date of publication of this report, after studying the draft, Migdal has replied to the content within the timeframe specified by the CMISA.



57%
of directors have expertise in insurance



100%
of board members have accounting and financial expertise



7
directors



57%
of directors are independent or external



100%
of directors are aged 50 or older



38%
of board members are women



The board of directors

The board of directors of the Group acts professionally and independently, in accordance with the regulatory directives applicable to an institutional entity. The general assembly of the Company appoints the directors, pursuant to the provisions of the law, including holding a preliminary discussion of the composition of qualifications and their suitability for the Company's activity, with reference to aspects of diversity and the independence of the board of directors, as well as a search committee for independent directors.

As of December 31, 2024, the board of directors of Migdal Insurance is composed of seven members – three women and four men, all over the age of 50. The elected directors have a broad range of professional backgrounds aligned with the Company's areas of activity and business objectives. Their expertise spans the Company's various activities: all seven directors have accounting and financial expertise, while four have expertise in insurance, and the others have expertise in investments and risk management, as required. Members of the Company's board of directors also have expertise in governance and regulation, and in information technology and cybersecurity, further to a board resolution to classify this topic as an area of expertise.

In accordance with regulatory requirements, and to ensure the independence of the board of directors, five members are external or independent directors, and the board chairperson holds no other position at Migdal.

Training for directors, including on ESG issues

Migdal works to enhance the board of directors' professional knowledge in the various areas of activity of the Group. In 2023–2024, training was conducted for the board of directors on various topics in corporate governance, including information technologies, cybersecurity and privacy, risk management, macroeconomic and financial trends, and professional topics related to the Company's business.

For further information about the board of directors, the structure of the board, and the expertise of the serving directors, see the Periodic Report of Migdal Insurance for 2023 and 2024.



Board committees

Pursuant to the regulatory provisions applicable to the Company, the board of directors is permitted to establish and authorize committees to carry out its duties, where delegating the function is not prohibited by law, through either permanent or ad-hoc committees.

Except where prescribed otherwise by legislation, the number of members in a committee is determined by the board of directors; in any event, the committees must have at least three members and no more than five, including one independent director.

Five committees of the board of directors operated at Migdal in 2023–2024: the financial statements examination committee; the risk management and solvency committee;¹⁹ the audit committee; the joint institutional entities remuneration committee; and the IT, cybersecurity, and information strategy committee.

In addition to the board committees, as prescribed by law, several joint statutory committees of Migdal and Migdal Makefet are also in operation:

- **Yield-dependent liabilities investment management committee ("members' investments committee")** – composed of five members who are not board members, three categorized as external representatives and two as internal representatives. The committee convenes every two weeks, and is responsible,

among other matters, for members' portfolios at the insurer and members' portfolios at the management companies of pension funds and provident funds. The committee determines the specific investment policies of each of these bodies, within the overall investment policy framework established by the board of directors.

- **Non-yield-dependent liabilities investment management committee ("proprietary investments committee")** – composed of five members; convenes monthly. The committee is responsible for investing the shareholders' equity of the insurer and for investing monies to cover non-yield-dependent insurance liabilities. The committee establishes the investment policy of the insurer, within the overall investment policy framework established by the board of directors.
- **Credit subcommittee** – composed of three members with proven expertise and experience in the area of credit, who meet the conditions for the required qualification for an external director pursuant to the Companies Law; convenes monthly. The committee's main role is to discuss credit transactions and problematic debts, in accordance with the provisions on this matter in the legislation applicable to institutional entities.
- **Internal credit committee** – composed of employees of the Group with proven expertise and experience in the areas of credit and investment. The committee's main role is to give recommendations to the credit subcommittee and the investment committees regarding adjusted loans.

¹⁹A directive of the European Union, designed to form a uniform European regime for supervision of insurance companies, to ensure the companies' solvency and support market efficiency and flexibility.



The board of directors

Compensation for office holders and holders of key positions

On May 28, 2023, the general assembly of the Company, following the approval of the board of directors and in accordance with the recommendation of the institutional entities remuneration committee, approved the compensation policy of the Company for 2023–2025. The policy has been updated from time to time; the most recent update took effect on March 18, 2025, following approval by the relevant organs of the Company.

The compensation policy is updated, among other matters, according to the general provisions of the law in this area applicable to the institutional entities in the Group, including the provisions of the Supervisor Circular on the subject, "Amendment of the provisions of the Unified Circular Part 1 Division 5, Chapter 5, entitled 'Remuneration,' the provisions of Amendment 20 to the Companies Law, and the provisions of the Remuneration of Office Holders at Financial Corporations Law (Special Approval and Non-deductibility of Expenses for Tax Purposes due to Excessive Remuneration), 5776–2016."

The purpose of the compensation policy at Migdal is to establish guidelines for the compensation of office holders, holders of key positions, and other employees at the institutional entities in the Group. The policy regulates the scope of the fixed and variable compensation, its components, and the way they are determined, from a long-term perspective, aimed at creating appropriate incentives, while taking each company's risk-management policy into consideration. In formulating the compensation policy, the remuneration committee and the board of directors were aided by an external consultant with extensive experience in office holders' compensation. The process of adopting and updating the policy is guided by the legal department, the human resources department, and the financial division.

Responsible business practices

Migdal's leading position in the Israeli economy and its mandate to protect savers' money require it to maintain responsible business practices – including compliance with regulation, risk management based on a formalized policy, monitoring of its conduct, and implementation of an up-to-date code of ethics – and to create positive impact throughout the supply chain. All of these and more ensure that the Company's robustness and stability are maintained and that savers' money is safe.

Compliance

The Company operates in a regulation-intensive environment in all areas of its activity, and accords high importance to compliance risk management, as part of its organizational culture.

The Company has an enforcement policy and a compliance policy, which sets forth the main compliance processes at the Company and the responsibilities, role definitions, and authority of the position holders involved in implementing the policy (management, the CEO, the board of directors, the audit committee, and the compliance and enforcement units). As part of the implementation of the compliance policy, to respond appropriately to compliance exposures and risks, routine monitoring is applied to the absorption of new regulatory directives and to the implementation of existing regulatory directives in the various work processes, by means including routine controls applied in accordance with an annual control plan. In addition, examination and monitoring

procedures are in place with regard to audits and enforcement procedures by the various regulators, and mechanisms have been established for reporting on concerns over compliance breaches, including an anonymous reporting hotline.

As part of this policy, mechanisms have been established for regular periodic reports on compliance risks to the board of directors and audit committee.

Preventing conflicts of interest

Migdal is committed to sound governance, including the prevention of conflicts of interest, in accordance with the applicable regulatory directives. The Company's code of ethics states that employees must undertake to uphold their fiduciary duty and act solely in the best interests of the Company, avoid all conflicts of interest and exploitation of opportunities they encounter as employees of the Company, and adhere to due disclosure. In addition, guidelines and procedures have been adopted to support these values, in areas such as the approval of transactions with interested parties and related parties, employment of relatives, investments of the Company, and settling claims of employees and interested parties; a tutorial on conflicts of interest has been introduced, and is used shortly after onboarding; and more.

Internal audit conducts examinations on conflicts of interest as part of its multi-annual work plan. Risk mitigation measures also include a training program on this subject.



Responsible business practices

Structural separation

Migdal has adopted a structural separation procedure (“Chinese walls”) for the activity of the investment division. Under this procedure, employees who may be exposed to insider information about reported corporations cannot perform duties related to the execution of transactions in marketable securities, or provide an opinion on these matters, and must not provide insider information to employees whose role at the Company involves such transactions. The procedure states that structural separation (in staffing and physical aspects, and in information systems) is to be maintained between employees of the departments handling credit, real estate, funds, non-public analysis, and debt settlements, on the one hand, and the activities of investment managers, trading rooms, and public analysis, on the other hand. Further information is available on the Company’s website.

[The structural separation procedure on the Migdal website >>](#)

Tax policy

The Migdal Group handles taxation on the group level, in accordance with the requirements applicable to each of the companies in the Group. The companies pay tax as required by law in and outside Israel, maintaining full cooperation with the tax authorities and other authorized agencies, in and outside Israel, and rigorously implementing the provisions of the relevant laws and the directives on compliance, disclosure, and reporting.

The Migdal Group works to plan its tax payments responsibly, in line with the provisions of the law and in consultation with expert accounting and law firms, as needed, regarding the practices in their fields.

The Migdal Group applies a comprehensive perspective, recognizing that as a leader in managing the monies of policyholders, members, savers, and more, the tax payments of the companies in the Group contribute to the development of the national economy, among other matters.

The Migdal Group allocates extensive resources to processing taxation and addressing the tax aspects at the Group companies, with the aim of achieving cooperation, compliance, and optimal transparency with the tax authorities and other authorized agencies.





Ethics at Migdal

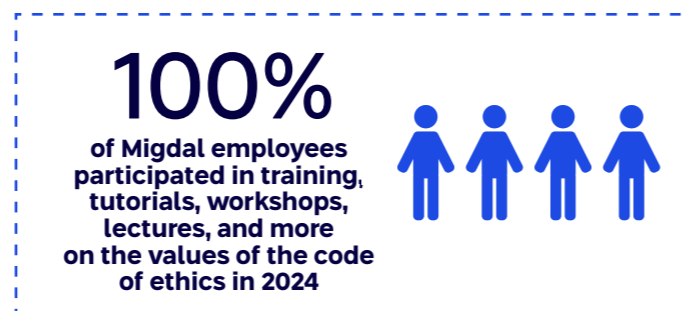
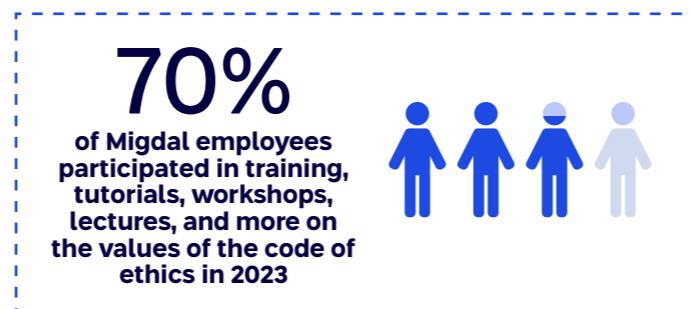
Migdal adopted its code of ethics in 2010. The code was formulated through a collaborative process involving employees, suppliers, and other stakeholders of Migdal, and has since been validated by management every two years. The head of the Company's learning and development center is responsible for the code of ethics.

The code of ethics addresses various aspects of ethical conduct at the organization, including gifts and favors, expenses at corporate events, expenses during corporate travel, donations and sponsorships, reliability testing of suppliers and business partners, and more.

The Company's code of ethics and the underlying principles were updated and renewed in 2023; the current version includes "transparency towards customers, fairness in business, professional excellence, service orientation, respect, and compassion." The language and the leading values of the code were adapted to Migdal's current operations, and the code was approved by management in March 2024.

Over the course of 2024, all employees of the Company participated in training on the new Migdal values. Every division, including all managers, held sessions under the heading "Responsible management," discussing the Company's values

Migdal communicates the code of ethics at every conference for new employees; the code is also posted on its portal and website. In 2023 and 2024, five inquiries were received pertaining to conduct in breach of the code. Migdal operates mechanisms for reporting and addressing business ethics issues, including a hotline for employees, an email address dedicated to ethics on the organizational portal, appointment of a supervisor for the prevention of sexual harassment, and a confidential contact method ensuring anonymity and whistleblower protection.



Ethics as a moral compass at Migdal

Preventing embezzlement and fraud

Migdal is committed to zero tolerance for any breach of integrity, as established in its code of ethics, work processes, and formalized procedures. The Company performs an annual review of work processes to map embezzlement and fraud risks in its main business lines, and establishes risk prevention controls accordingly. The controls are designed to detect money laundering, bribery and corruption, embezzlement, and fraud. Any new report of suspected embezzlement, intra-organizational fraud, or external fraud is investigated by the Company in depth, and a lessons-learned process is applied to prevent recurrence. The process encompasses changes in processes, developments in automation, and added controls, as necessary. The Company applies a strict risk-management approach to money laundering, and implements all elements of the provisions of the Money Laundering Prohibition Law.

In 2023 and 2024, Migdal examined all business and administrative units that have processes involving embezzlement and fraud risks, to identify any risks in these areas. Embezzlement and fraud risks were found at most of the units, and preventive or control-based actions were implemented in response. During this period, dozens of incidents of suspected or verified embezzlement or fraud among employees, agents,

or policyholders were investigated. The events included attempted impersonation of customers, attempted unauthorized log-in to the Company's website, and identity theft. Embezzlement and fraud incidents are investigated, addressed, and reported, including according to regulatory requirements. Addressing an embezzlement or fraud incident may lead to dismissal of employees or termination of engagements with the involved parties.

Additionally, Migdal conducts **periodic embezzlement and fraud surveys through an external provider** with regard to key processes with significant exposure to such risks, with mapping of the response to the risks in routine work processes and through automated or manual controls.

Migdal operates on several different levels to ensure continual monitoring and prevention of embezzlement and fraud in its operations:

- Detection, investigation, and reporting of unusual events.
- Use of dedicated tools to detect unusual activity by employees, agents, and policyholders, to identify suspected embezzlement and fraud.
- Operation of a direct anonymous hotline, via telephone and written messages (internal or external mail, email, and fax), with a direct link from the organizational portal, for alerts and reports on embezzlement, fraud, failures, and suspected corruption. Information about the hotline has been communicated throughout the organization.



Ethics as a moral compass at Migdal

Note – in November 2024, a monetary penalty in the amount of NIS 242,500 was imposed on Migdal in respect of a breach of the provisions of the Embezzlement and Fraud Circular, following a series of examinations (internal and external) performed by the Company in view of anonymous messages received regarding the conduct of an employee of the Company.



Once a year

Migdal maps embezzlement and fraud risks in its main business lines



100%

of business and administrative units with processes at risk of embezzlement and fraud were examined to identify risks



0

calls to the Company's embezzlement and fraud hotline in 2023 and 2024

Migdal in the supply chain

Migdal has an established purchasing policy guiding its engagements with suppliers. Suppliers and service providers of the Company are selected based on a series of quality and professional parameters, and are required to meet the corporate governance conditions set in the terms of their contracts. Engagements are usually for a non-fixed period, without exclusivity; to the extent possible, the Company avoids dependence on a single supplier, as defined in regulation. Migdal provides appropriate employment conditions, including the avoidance of discrimination and access to equal opportunities, and ensures safety at work for its suppliers. The Company applies controls to prevent embezzlement and fraud among suppliers, throughout the relationship. Beyond that, in accordance with its purchasing policy, the Company promotes the implementation of environmental and social considerations, which have been applied to approximately 50% of its purchasing. Migdal promotes local purchasing, reaching approximately 98% purchasing from local suppliers in 2023 and 2024. The Company offers improved payment terms to small and mid-sized businesses, in recognition of their importance and contribution to national economic resilience.

Migdal maintains oversight of its suppliers, and terminates engagements in the event that a supplier fails to maintain appropriate employment conditions or demonstrates unacceptable conduct.

Engagements with agents

Migdal has clear procedures for its engagements with new agents, ensuring ethical agreements through preliminary examinations to determine the agent's reliability and sound financial condition, professional hiring, and compliance with regulation (including business and occupational licensing in each insurance segment). After recruitment, Migdal requires agents to sign an agreement establishing rules for their work and for their interactions with Migdal and its customers. Migdal works with agents through three main channels:

- 1. Regions** – recruitment, solutions, and supervision by supervisors, collection departments, and the general insurance division.
- 2. Long-term savings and health insurance division** – solutions on topics related to the operation of long-term savings and health insurance, through individual coordinators, claim settlement staff, and portfolio managers. A dedicated unit runs routine monitoring of work processes in long-term savings and health insurance, to examine the implementation of regulatory directives in the work of the Company's agents and marketers.
- 3. Customer service division** – a service center for agents, responding to non-supervised agents on matters related to long-term savings and health insurance.

Dialogue with agents

Migdal holds regular meetings with agents, attended by managers in the customers and distribution channels division, as well as the CEO. These include one-on-one meetings, visits to agents' offices, and round-table meetings with groups of agents. Migdal encourages participants to raise issues and problems that need to be resolved in the agents' working relationships with the Company, in service, or in any other area.

Developing capabilities in the supply chain

Migdal agents are a key component of the Company's progress towards its business goals, through the services they provide to its customers. Migdal therefore offers group and individual professional training programs for agents; 50% of agents participated in the programs in 2023 and 2024.

Programs open to all agents

In addition to regulatory training, large-scale programs are offered to specific groups of agents throughout the year. Examples include "Growth in Individual Insurance," a program on professional topics and practices for agents early in their careers, composed of workshops on service, business development, communications, and digital marketing.

Several large professional conferences are held each year, featuring enrichment lectures and sales workshops, in response to requirements.



Migdal in the supply chain

The individual level

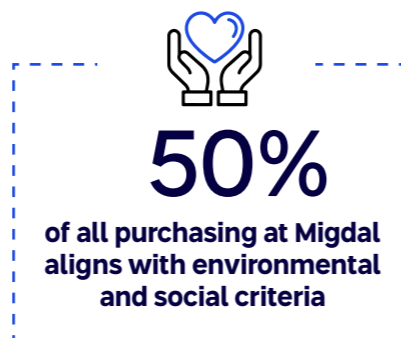
Migdal provides guidance to agents with potential, and finances mentoring at their offices, including assistance with smart business development and workshops on service and sales skills taught by professionals.

Supply chain digitization and improvement

The customers and distribution channels division supports Migdal's network of agents, marketers, supervisors, and sales managers. The division focuses on three goals:

- Digitization and access to information – the division works to provide Migdal's agents and marketers with transparent, available access to up-to-date information, operational services, and the creation of a digital sales infrastructure.
- Efficiency and resource savings in the interface with agents and marketers.
- Promoting Migdal, in a competitive market, as a leading company with innovative services for its agents and customers.
- In support of these goals, the division uses the Desktop website and Migdal Connect app. The division also forms collaborations between agents and the marketing and distribution units – the Migdal Voice unit, the New Life unit, and direct contacts in the employer zone, as well as collaborations beyond the organization in the area of customer clubs.

A range of tools and simulators for agents were added in 2023 and 2024, including a loan application simulator and a simulator for conversion of a pension into an allowance. The Company improved its claims processes, and is monitoring the number of digital actions performed in each channel, with measurements of the resulting operational savings.



Responsible risk management

The guidelines for Migdal's operations were established in accordance with its risk-management policies and approved by management and the board of directors. The main points of the policy are reported in the relevant notes to the Company's annual financial statements. The risk-management policy is updated periodically, and from time to time due to changes in regulation, organizational changes, or substantive processes at the Company.

Risk management at the Company is measured in relation to alignment with the applicable regulation (with respect to compliance) and examined by the main internal audit unit, subject to its multi-annual work plan. This area is managed according to KPIs established annually.

Risk domains

Migdal's activities involve variable and continuous risks, influenced by economic activity in Israel, the global environment, and intra-organizational developments. In order to gain better understanding of the nature and effect of these risks, Migdal performed a risk mapping process, which formed the basis for its risk systems.

Risks arising from the Company's core business:

- **Insurance risks** derived from the Company's insurance business in the areas of long-term savings, life insurance, health insurance, and general insurance, including exposure to reinsurers as a result of these risks.

- **Financial risks**, including market, credit, counterparty, liquidity, and ALM (asset and liability management) risks.
- **Operational risks**, including technological, information security, and cybersecurity risks.
- Other notable risks:
- Regulatory, enforcement, compliance, and legal precedent risks.
- Reputational and corporate governance risks.
- Additional sectoral business risks related to the business environment, such as competition and competitors, consumers' tastes, generational change, ESG, etc.

These risks are discussed and addressed routinely at the level of management and the board of directors, as necessary.

Migdal continually endeavors to monitor and measure risks in order to optimize its response. With regard to ESG aspects, Migdal is aware of the impacts of its activity on the economy, the environment, and society, and accordingly works to minimize risks and promote opportunities appropriate for its business and the evolving needs of its stakeholders (for additional information about ESG risk management, see the Environment chapter).



Responsible risk management

The board of directors and the board committees are responsible for leading and guiding an appropriate organizational environment for risk management, in collaboration with senior management, and establishing a suitable working framework to prioritize effective, quality risk management and diligent application of proper controls. The board of directors is actively involved in supervising the risk management framework.

The board of directors and committees are responsible for supervising, delineating, and approving the capital management and risk management policies, and establishing the Company's risk tolerance and risk appetite. The board is also responsible for supervising the actions of management, designing the methods of addressing risks, and approving the resources necessary to identify and address risks in each line.



Risk management

The Company's risk management methods

Based on a formalized, established, approved methodology, Migdal routinely monitors the variable risks, both for identification and tracking and for assessment and reporting. The Company's risk-management policy was developed based on the results of these processes:

- (a) Examination of the types of activities exposed to risk – including financial and insurance exposures, operational control findings, and embezzlement and fraud risks.
- (b) Examination of risks in the development of new products, and implementation of the findings later in the process.
- (c) Preventive caution – examination of risks that are difficult to assess and avoidance of actions that exacerbate such risks.

Risk management at Migdal involves self-assessment of the interrelationships between business strategy management, the risks to which the Company is exposed, risk-management policies and systems, and capital management strategy. Managing risks based on these principles leads to an understanding of the capacity to bear the risks to which the Company is exposed, over time, as a result of the realization of the business strategies and work plans of each operating division. The self-assessment of risks and solvency takes all of the material risks at the Company into account, whether or not they are quantifiable, as well as all risk-management means, including management actions and capital means.

The board of directors and management of the Company receive periodic reports on risk management, on a quarterly basis, with a comprehensive detailed annual report submitted in the last quarter of the year. The board of directors also reviews the Own Risk Solvency Assessment (ORSA) submitted to the Capital Market, Insurance, and Savings Authority.

The Company has a risk-management committee whose responsibilities include supervising, monitoring, and auditing the implementation of policies on exposure of the Company to the various risks established by the board of directors; formulating recommendations regarding the resources required by the risk management unit to carry out its duties and exercise its powers; and formulating recommendations for the board of directors regarding the Company's exposure policies. The risk management committee convenes at least twice every calendar year, and the board of directors of the Company convenes as necessary. The risk management committee convened five and six times in 2023 and 2024, respectively.

The Company's risk management policy is validated at least once every three years, and from time to time following regulatory updates and/or organizational changes and/or substantive processes.

Risk management

The policy papers are approved by management and the board of directors of the Company and are not released publicly; however, the main points are reported in the relevant notes to the Company's financial statements. The Company also has various policy papers and risk-management procedures covering a range of business activities and events.

The Company manages risks subject to the guidelines established in the policy papers, and acts in accordance with the relevant working procedures derived from the policy papers, some of which are described below.

Risk management and control system

Migdal uses a system for optimal organizational risk management, to ensure continuous control, for the benefit of its stakeholders. The system is centered on three defense mechanisms:

First line of defense

The first line of defense is charged with managing risks in the routine, ordinary course of business. It is responsible for overseeing all aspects of the risks within each area of responsibility and reporting to the second line of defense. The managers of the business lines are responsible for identifying, assessing, measuring, monitoring, and reporting risks inherent in products, activities, processes, and systems under their responsibility, and for managing an appropriate control environment for risk management.

Second line of defense

The second line supplements the risk-management activities of the first line of defense. This line has a reporting structure independent of the business lines that generate risks, and is responsible for the routine planning, maintenance, and development of the working framework for risk management at the Company. A key function of this line is to challenge the sufficiency of the inputs invested by the business lines in risk management, risk measurement, and reporting systems, and the adequacy of the outputs obtained. Reporting interfaces between first-line and second-line functions are set up to ensure their coordination and collaboration.

The second line is composed of the risk officer in charge of insurance, financial, and operational risks; functions specializing in specific risks such as cybersecurity, compliance, legal, and SOX; and control units that report to the risk officer on the risks that they handle.

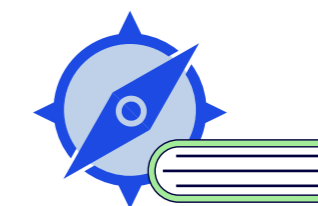
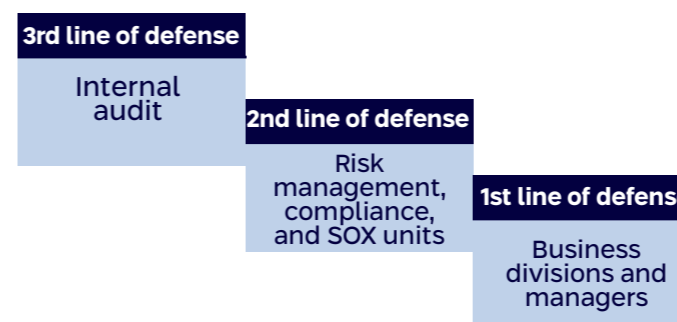
Third line of defense

Internal audit – see details on page 106.

The Company has several risk maps (primary risk map, operational risks, legal) and internal models at the business and supporting units (such as actuarial models, simulators, rating models, fee models, etc.). ESG risk is addressed separately in the risk map; this risk is examined in every investment and referenced in the underwriting policy.

Migdal routinely monitors risks and their development, for identification and tracking as well as for assessment and reporting. This applies to financial exposures, insurance exposures, operational control findings, and embezzlement and fraud.

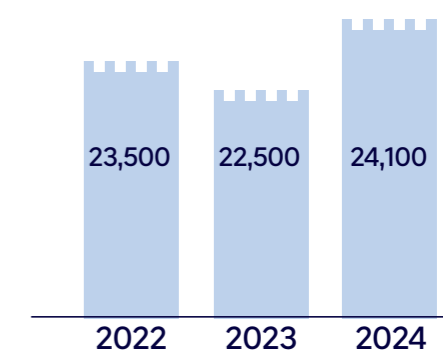
In addition to policy papers, procedures, internal models, and additional means used by the control units (such as middle office controls) and the other lines of defense, the Company uses systems for monitoring and control of suspicious activity on its networks, to detect irregular actions. These include systems for data gathering (including advanced systems allowing management of rules and correlations); information security and cybersecurity; monitoring, control, alerts, and blocking of business processes; and advanced investigative systems to track events on the networks. Irregular and material events are reported to the relevant organs of the Company, in dedicated forums.

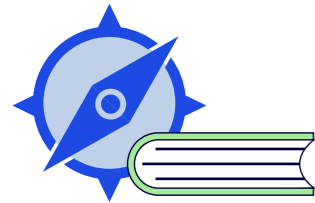


Internal audit

Migdal's internal audit system is headed by its chief internal auditor, who was appointed by the board of directors in 2018 and took office in a full-time capacity in January 2019. The internal auditor is responsible for formulating annual and multi-annual work plans, based on risk surveys in each area of the Company's activity, at least once every four years, as determined by the audit committee. The external auditors for Migdal are the accounting firms Kost Forer Gabbay & Kasierer, CPA, and Somekh Chaikin, CPA. Additional information about external auditing of Migdal is available in its 2024 Periodic Report.

Number of internal and external audit hours at the Company





Resilience as the anchor of long-term business stability

Migdal sees the resilience and stability of its business as key to protecting savers' money and maximizing returns for the Company and its stakeholders.

To implement this approach, the institutional entities in the Group have adopted business continuity plans (BCP) for routine and emergency use, applied during their work according to the requirements of the Supervisor of the Capital Market. The plans reflect the companies' preparedness for stress scenarios such as global pandemics, wars, earthquakes, floods, and more, addressing various aspects of emergency requirements, such as personnel, physical infrastructures, and technological infrastructures. The institutional entities have adopted emergency procedures for each of the scenarios mentioned; these include essential staff backup plans, plans for relocation to alternate sites, and a backup (DRP) site for information on policyholders and members, with RPO and RTO²⁰ in specified timeframes to support emergency service objectives. Damage control is performed by designated teams.

The business continuity plan and the overall working framework for 2023 were approved by management and the board of directors, respectively. The approval is valid for a period of two years. A report by the head of business continuity, reviewing the Company's activity over the last year, was also approved. In 2024, the business continuity plan was communicated

to employees through an interactive tutorial, and a business continuity drill for management was held in March 2024, based on a cybersecurity scenario. In 2023, the Company operated during a real-world event – the Swords of Iron War – in which its readiness levels were elevated, in view of escalation scenarios related to the combat in northern Israel, with Iran, and with the Houthis. The Company acted in accordance with its overall working framework and business continuity plan, including regular reports to management and members of its crisis management center.

In 2023 and 2024, business continuity was managed by the deputy CEO and the head of the finance and resources division at Migdal, who was appointed by the board of directors. The working framework includes a broad review of all required roles in an emergency, according to the departments with critical business processes that need to be maintained in an emergency, based on service objectives, and lists of names of key personnel, including designated alternates, with the required numbers of employees for critical business processes.

Migdal provides training and instruction to its employees in this area and holds drills from time to time, to maintain its preparedness to withstand the indicated scenarios.

Cybersecurity, information security, and privacy risks

Migdal highly values safeguarding personal information and customer privacy, for the protection of its customers and their rights and as part of its own business interests. Migdal processes personal information of its customers, suppliers, employees, and other parties, transparently and in compliance with the provisions of the Privacy Protection Law and the associated regulations, and maintains high standards of information security, privacy, and cybersecurity. Migdal operates in a demanding, competitive technological environment, and is exposed to cybersecurity and information-security threats due to its economic and public position. To respond comprehensively and broadly to these threats, the Company has developed cybersecurity and privacy systems to deliver optimal, effective protection of its assets and databases, and of the personal and business information retained at the Company, in order to allow the realization of its business objectives.

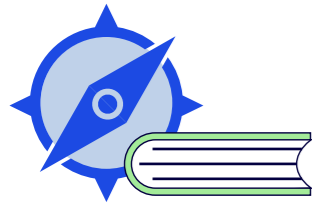
Cybersecurity and privacy risks change frequently, with the global technological developments and regulatory changes in Israel and worldwide. To minimize risk, the cyber defense and privacy units operate advanced monitoring and control systems to protect the confidentiality, reliability, and availability of information and allow stringent protection of the Company's assets, reputation, and business, while maintaining the ability to grant access and permissions to parties within and outside the Company as needed. Migdal operates many layers of defense systems to prevent unauthorized access and information leaks, detect and prevent attempted

attacks, and document and monitor all actions for immediate identification, and investigation when necessary.

The Company's actions to ensure the protection of its stakeholders' privacy and the confidentiality of their information include:

- Updating and validating the privacy protection policy and procedures in the area of information security and cybersecurity.
- Building a work plan to regulate the organization's databases; raising awareness of privacy; performing risk surveys on privacy and information security; and complying with the standards ISO 27001 on information security and 27701 on privacy protection.
- Providing annual training to all employees on the protection of privacy.
- Applying internal and external controls for compliance with the provisions of the privacy protection and information security regulations.
- Implementing a 'privacy by design' methodology in organization-wide work processes, such as integrated anonymization and artificial intelligence.
- Reporting regularly to management and the board of directors on activities related to information security and privacy protection.
- Routinely assessing and controlling risks, including examination of privacy risks on a quarterly basis, and presentation of the findings in the cybersecurity risk management steering committee.

²⁰RPO – Return Point Objective, RTO – Return To Operation



Cybersecurity, information security, and privacy risks

- Performing routine readiness activities to address and manage cybersecurity and privacy protection events, with hands-on drills performed with all relevant functions.

Migdal had appointed a privacy protection supervisor before such appointments became mandatory under Amendment 13 to the Privacy Protection Law, as part of its perception of the importance of protecting privacy at the Company. The privacy protection supervisor acts in accordance with an annual work plan and annual reviews designed to ensure protection of the privacy of employees and customers and compliance with the relevant regulations. The Company has a privacy and information security policy, posted on its website and available to customers and employees. The policy addresses topics such as gathering and using information, transferring information to third parties, the right to peruse and correct information, the use of automated data gathering tools (such as cookies), and information protection, including safety, confidentiality, and cautionary measures against online fraud. Privacy protection and information security issues are also addressed in every agreement with suppliers or information holders, pursuant to the provisions of the law and regulations.

In accordance with the guidelines of the Privacy Protection Authority regarding the role of the board of directors in upholding the duties of the corporation under the Privacy Protection Regulations (Information Security), routine reports are submitted to management by information security and

privacy protection supervisors at the Company, within a steering committee on cybersecurity risk management. Annual reports are submitted to the board of directors and the board committees on significant updates in procedures for information security and the use of information, database definition documents, work plans, and events at the Company. Training on cybersecurity, information security, and privacy protection is provided to management and the board of directors.

The protection of personal information and cybersecurity require an ongoing process of risk assessment and control, adapted to current cybersecurity intelligence. The organizational heat map and the risks managed at the organization are presented to the various committees, with mitigation plans. Information security and privacy protection activities are subject to a risk examination process; routine examinations of privacy risks are performed every quarter, and findings are presented to the cybersecurity risk management steering committee.

In addition, surveys of information systems, business processes, and the entire supply chain are performed to identify vulnerabilities and minimize areas of potential attacks and exposures.

The cyber defense system operates in three main spheres: physical environmental security; logical and infrastructure security; and organization and methods (processes, procedures, raising awareness, etc.).

These activities are aimed at addressing threats within and outside the Company, including those originating with the supply chain, partners, and customers. Migdal is the first company in the insurance industry to be certified under strict standards for information security (ISO 27001) and information privacy (ISO 27701), as well as the PCI standard for the protection of credit-card data. Employees of the Company participate in training on privacy and information security before they receive access to information systems. Everyone permitted to access information is required to complete a tutorial, and employees in various departments receive specific training relevant to their role on information security and privacy protection issues, according to the work plan and annual training plan.



ESG data annex



ESG data annex

Headcount – segmentation of employees by age, gender, and rank

2023

Rank	Age range	Gender		Total
		Women	Men	
Management / senior executives	Up to 30	0	0	0
	31–50	9	23	32
	50+	12	13	25
	Total	21	36	57
Mid-level management	Up to 30	0	0	0
	31–50	77	65	142
	50+	53	39	92
	Total	130	104	234
First-tier management	Up to 30	23	3	26
	31–50	193	53	246
	50+	66	20	86
	Total	282	76	358
Employees	Up to 30	543	102	645
	31–50	1,249	385	1,634
	50+	350	135	485
	Total	2,142	622	
Total		2,575	838	3,413

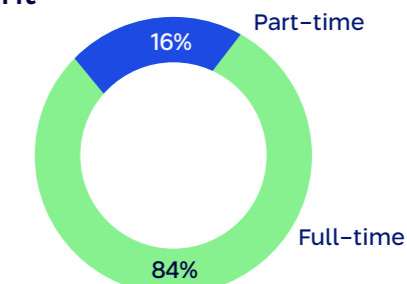
2024

Rank	Age range	Gender		Total
		Women	Men	
Management / senior executives	Up to 30	0	0	0
	31–50	9	28	37
	50+	15	14	29
	Total	24	42	66
Mid-level management	Up to 30	0	0	0
	31–50	78	61	139
	50+	52	46	98
	Total	130	107	237
First-tier management	Up to 30	18	6	24
	31–50	151	57	208
	50+	59	19	78
	Total	228	82	310
Employees	Up to 30	511	91	602
	31–50	1,247	361	1,608
	50+	384	155	539
	Total	2,142	607	2,749
Total		2,524	838	

Average age of employees in 2023–2024 (men and women)

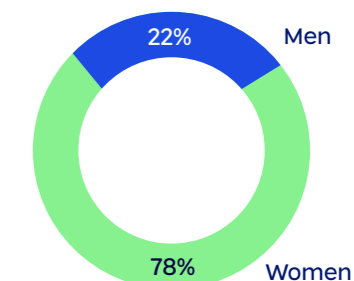
Rank	Age range	Average age, 2023–2024
Management / senior executives	Up to 30	0
	31–50	46
	50+	58
	Total	51
Mid-level management	Up to 30	0
	31–50	45
	50+	56
	Total	49
First-tier management	Up to 30	28
	31–50	42
	50+	57
	Total	45
Employees	Up to 30	26
	31–50	40
	50+	57
	Total	40
Total average age of all employees of the Company at all ranks		42

Segmentation by full/part-time employment

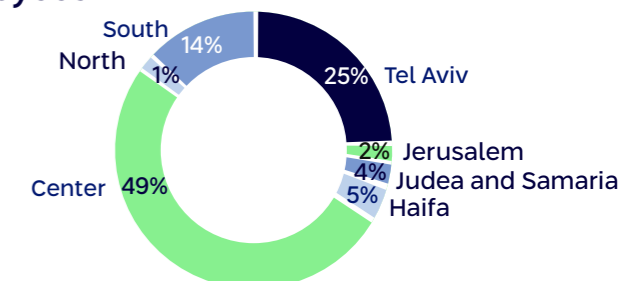


Segmentation by employment agreement and gender

Covered by a collective contract



Geographical distribution of employees



ESG data annex

Employee turnover, 2024 New hires in 2024, by age and gender

Age	Women	Men	Total	Percentage
Up to 30	347	67	414	64%
31–50	144	64	208	32%
51+	15	8	23	4%
Total	506	139	645	100%

Employee departures in 2024, by age and gender

Age	Women	Men	Total	Percentage
Up to 30	307	67	374	53%
31–50	204	74	278	39%
51+	43	15	58	8%
Total	554	156	710	100%

Use of energy and resources

	2024	2023	2022
Electricity consumption (kWh)	12,773,144	12,538,056	13,386,547
Energy intensity (kWh per m ²)	224	222	242
Gasoline consumption (for transportation, in liters)	872,981	838,275	839,351
Diesel fuel consumption (for transportation and generators, in liters)	11,877	18,729	37,839

Waste treatment

	2024	2023	2022
Paper waste (tonnes)	58	59	42
Paper consumption reduction year-on-year	-2%	40%	-44%
Electronic waste (tonnes)	1.23	6.29	9.50
Percentage of electronic waste recycled	100%	100%	100%

Carbon footprint

	2024	2023	2022
Scope 1	2,939	2,516	2,608
Scope 2 – market-based	5,665	5,235	6,628
Scope 2 – location-based	5,521	5,491	6,295
Scope 3	188	109	66
Total carbon footprint – market-based	8,792	7,860	9,302
Total carbon footprint – location-based	8,648	8,115	8,969



GRI index

Migdal Insurance Ltd. is reporting the information in this index for the reporting period of 2023–2024 with reference to the GRI Standards.

Standard	Indicator	Indicator description	Report chapter	
GRI-1 Foundation 2021				
The Organization and its Reporting Practices				
GRI 2: General Disclosures 2021	2-1	Organizational details	The Migdal Insurance Group	
	2-2	Entities included in the organization's sustainability and financial reporting		
	2-3	Reporting period, frequency and contact point		
	2-4	Restatements of information		
	2-5	External assurance		
	Activities and Workers			
	2-6	Activities, value chain and other business relationships	The Migdal Insurance Group	
	2-7	Employees	ESG data annex	
	2-8	Workers who are not employees	A beacon of connection	
	Governance			
	2-9	Governance structure and composition	A beacon of values – responsible and transparent corporate culture at all levels of the organization / The board of directors	
	2-10	Nomination and selection of the highest	A beacon of values / The board of directors	
	2-11	Chair of the highest governance body		
	2-12	Role of the highest governance body in overseeing		
	2-13	Delegation of responsibility for managing impacts		
2-14	Role of the highest governance body in sustainability reporting			
2-15	Prevention of conflicts of interest	A beacon of values / Responsible business practices		

	2-16	Communication of critical concerns	A beacon of values / The board of directors	
	2-17	Advancement of the knowledge of the		
	2-18	Evaluation of the performance of the highest		
	2-19	Remuneration policies		
	2-20	Process to determine remuneration		
	2-21	Annual total compensation ratio	A beacon of connection / Employee promotion, development, and training	
	Strategy, Policies, and Practices			
	2-22	Statement on sustainable development	CEO letter	
	2-23	Policy commitments	A beacon of responsibility / Our service compact – values to lead the way	
	2-24	Embedding policy commitments		
	2-25	Processes to remediate negative impacts	A beacon of values / Responsible business practices; Ethics as a moral compass at Migdal A beacon of sustainability / Mitigating environmental impacts	
	2-26	Mechanisms for communication on aspects of	A beacon of values / Responsible business	
	2-27	Compliance with laws and regulations		
	2-28	Membership associations		
	Stakeholder Engagement			
2-29	Approach to stakeholder engagement	A beacon of solidarity / Key plans and initiatives in 2023–		
2-30	Collective bargaining agreements	A beacon of connection / Human capital at Migdal		
GRI 3: Material Topics 2021	Material Topics			
	3-1	Process to determine material topics	ESG report / Our strategic compass – selecting the	
	3-2	List of material topics		

GRI 203: Indirect Economic Impacts 2016			
GRI 3: Material Topics 2021	3-3	Management of material topics	A beacon of solidarity / Key plans and initiatives in 2023-2024
GRI 203: Indirect	203-1	Infrastructure investments and services supported	
	203-2	Significant indirect economic impacts	
GRI 204: Procurement Practices 2016			
GRI 3: Material Topics 2021	3-3	Management of material topics	A beacon of values / Migdal in the supply chain
GRI 204: Procurement Practices 2016	204-1	Proportion of spending on local suppliers	A beacon of responsibility / Our service compact – values to lead the way
GRI 205: Anti-corruption 2016			
GRI 3: Material Topics 2021	3-3	Management of material topics	A beacon of values / Responsible business practices; Ethics as a moral compass at Migdal
GRI 205: Anti-corruption 2016	205-1	Operations assessed for risks related to corruption	
	205-2	Communication and training about anti-corruption policies and procedures	
	205-3	Confirmed incidents of corruption and actions taken	
GRI 302: Energy 2016			
GRI 3: Material Topics 2021	3-3	Management of material topics	A beacon of sustainability / Mitigating environmental impacts
GRI 302	302-1	Energy consumption within the organization	
GRI 302: Energy 2016	302-3	Energy intensity	
	302-4	Reduction of energy consumption	
	302-5	Reductions in energy requirements of	

GRI 305: Emissions 2016			
GRI 3: Material Topics 2021	3-3	Management of material topics	A beacon of sustainability / Mitigating environmental impacts
GRI 204: Procurement Practices 2016	305-1	Direct (Scope 1) GHG emissions	
	305-2	Energy indirect (Scope 2) GHG emissions	
	305-3	Other indirect (Scope 3) GHG emissions	
	305-4	GHG emissions intensity	
	305-5	Reduction of GHG emissions	
GRI 401: Employment 2016			
GRI 3: Material Topics 2021	3-3	Management of material topics	A beacon of connection / Human capital at Migdal
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	
GRI 404: Training and Education 2016			
GRI 3: Material Topics 2021	3-3	Management of material topics	A beacon of connection / Human capital at Migdal
GRI 404: Training and Education	404-1	Average hours of training per year per	
	404-2	Programs for upgrading employee skills and transition assistance programs	
GRI 405: Diversity and Equal Opportunity			
GRI 3: Material Topics 2021	3-3	Management of material topics	A beacon of connection / Equality and diversity as the foundation of a robust society
GRI 405: Diversity and Equal Opportunity	405-1	Diversity of governance bodies and employees	
	405-2	Ratio of basic salary and remuneration of women to men	

GRI 413: Local Communities 2016			
GRI 3: Material Topics 2021	3-3	Management of material topics	A beacon of solidarity / Focus on the community – social engagement at Migdal
GRI 413: Local Communities	413-1	Operations with local community engagement, impact assessments, and	
GRI 417: Marketing and Labeling 2016			
GRI 3: Material Topics 2021	3-3	Management of material topics	
GRI 417: Marketing and Labeling 2016	417-1	Requirements for product and service information and labeling	
	417-3	Incidents of non-compliance concerning marketing communications	
Responsible Investments			
GRI 3: Material Topics 2021	3-3	Management of material topics	A beacon of sustainability / Responsible investment aimed at a greener future
Responsible Investments	FS6	Percentage of the portfolio for business lines by specific region, size (eg micro/SME/large) and by sector	
	FS8	Monetary value of products and services designed to deliver a specific environmental benefit for each business line, broken down by purpose	

