

Diversity Equality Inclusion Report

2023



Contents

- 01 Diversity & Inclusion at Pegasus
- 02 IATA 25by2025
- 03 Equality in Career Life
- 04 Being a Part of Pegasus
- 05 Gender Equality in the Development Journey

Pegasus Has a "Harmony"!

At Pegasus, we strive to go above and beyond in our commitment to promote diversity, equality, and inclusion.

All our thoughts and actions spring from our belief in the importance of coming together to create a better future.

We understand the power of making a positive contribution to society by helping to build an equitable and sustainable future for generations to come.

With the strength drawn from our differences,

Our boundless energy,

The core values that define us,

Our diverse talents from our unique life experiences,

We stand together.

Listen to the sound of our harmony!



Message from our CEO

Dear Colleagues,

As a company deeply attuned to diversity, equality, and inclusion, we have been actively pursuing various initiatives on these matters for many years. We aspire to embrace our array of differences and by drawing strength from our diversity, move towards a future that's both sustainable and equal, through executing initiatives such as partnerships, corporate sponsorships, and internal practices, particularly in the area of gender balance.

The activities we have carried out under our #pegasusharmony brand, which we launched in the belief that a better future will emerge from the unity of diverse voices, can be found in our "Diversity, Equality, Inclusion Report".

As all of you are aware, Pegasus upholds a corporate culture rooted in our belief in inclusion, equality, and diversity, striving for the advancement of each of these principles. In line with our manifesto, which we've crafted to promote this culture and to demonstrate our aspirations and objectives in this area, we will take firm steps forward on our path. With the strength we draw from our differences and diversity, our commitment to sustainability, the spirit of solidarity, and the synergy we will create together, we will strive together for a sustainable and equal future.

Sincerely,
Güliz Öztürk



Güliz Öztürk

Message From Our Chief HR Officer!



"THE WORK WE WILL CARRY OUT WITHIN THE SCOPE OF HARMONY FOR AN EQUAL AND SUSTAINABLE FUTURE IS OF GREAT IMPORTANCE."

At Pegasus, we have always maintained our stance covering gender equality, diversity and our differences. Putting this perspective into the focus of our company practices, we sought to improve the employee experience and become a leading airline in Turkey in terms of gender equality.

We are the first airline in the world to join the UN Women's Empowerment Principles (WEPs) platform. We are one of the leading airlines that signed the "25 in 2025" voluntary initiative of the International Air Transport Association (IATA), with the aim of increasing the proportion of women in working life.

We gather all the big and small steps we have taken so far under one roof with our #pegasusharmony brand. Now it is time to implement new projects and practices that will further enrich the Pegasus culture with the participation of our colleagues.

Listen to the sound of our harmony!

Sincerely,
Dilara Oğur



* Current data as of December 31, 2023 is stated.

7.657

**Total Number of
Employees**

2.675

**Total Number of
Women
Employees**

4.982

**Total Number of
Men Employees**

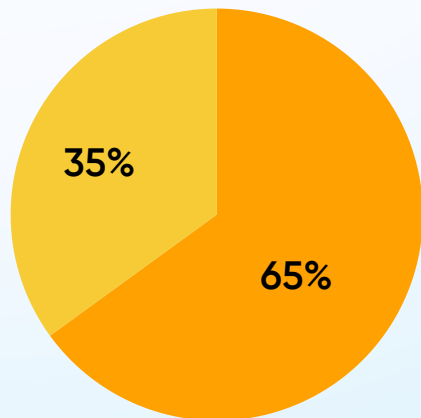
Diversity & Inclusion at Pegasus

In this chapter; you can see the ratios of our diversity in the Pegasus demographic structure, such as gender, generation, and citizenship.



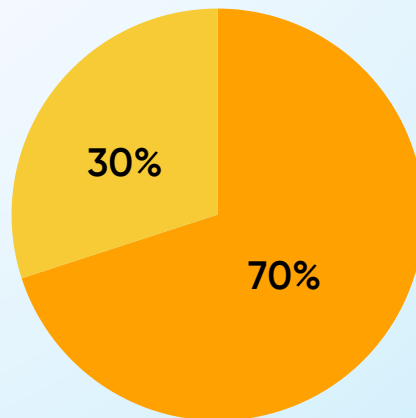
Women Representation

Company Wide



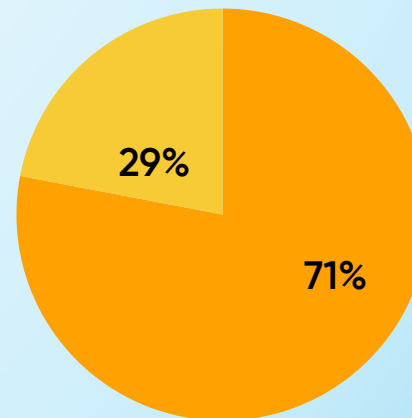
Total: 7.657 People

Leader and Above Positions



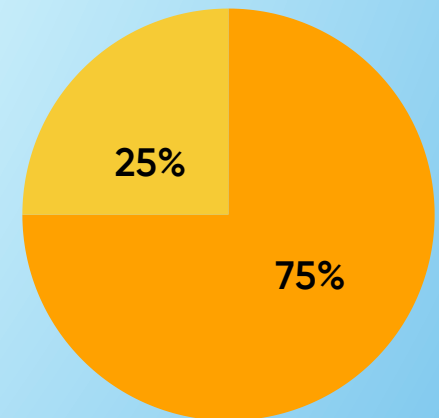
Total: 273 People

CXO and Above Positions



Total: 7 People

Board of Directors



Total: 8 People

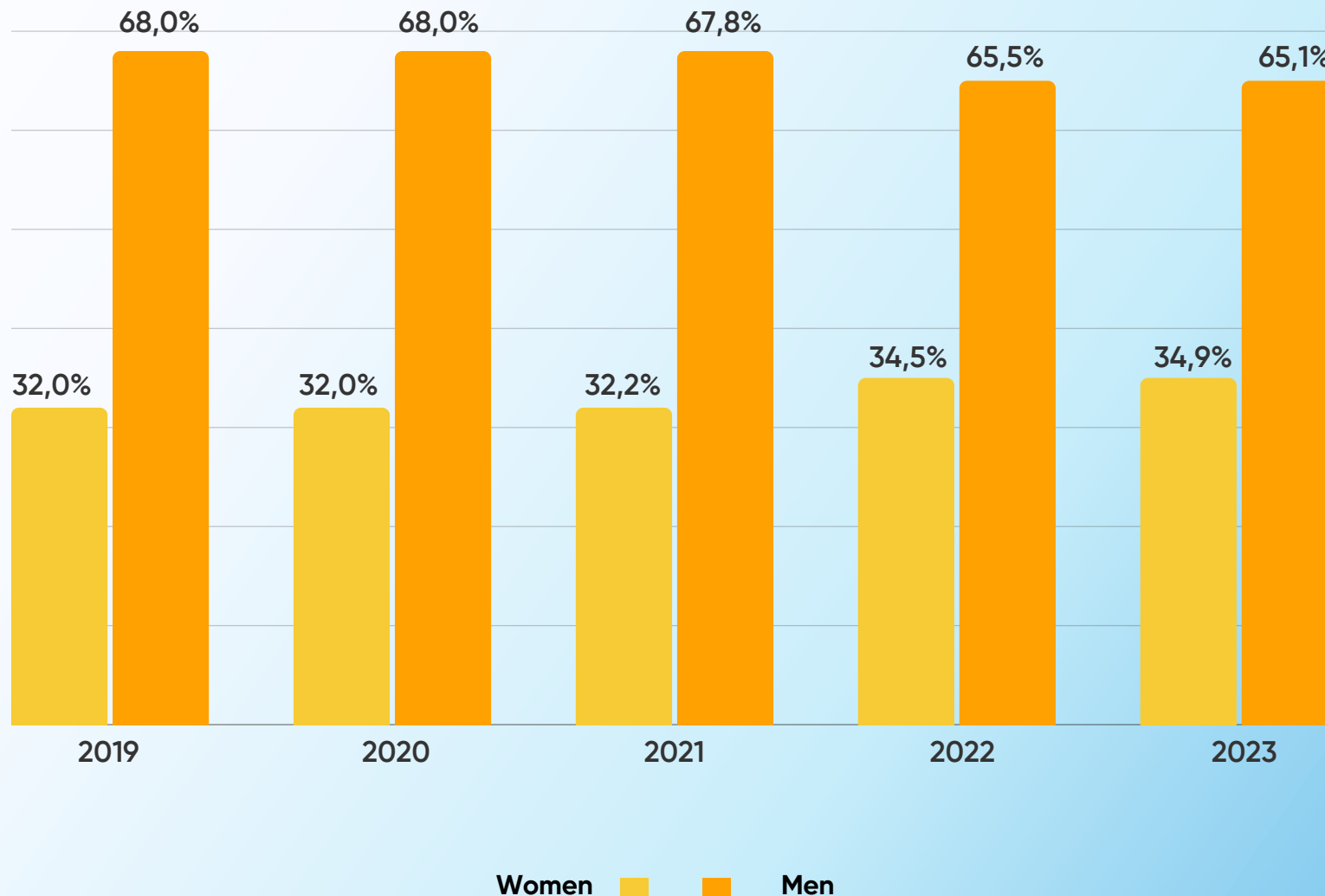
* Current data as of December 31, 2023 is stated.

Women ■ ■ Men

Women & Man Ratio - Last 5 Years

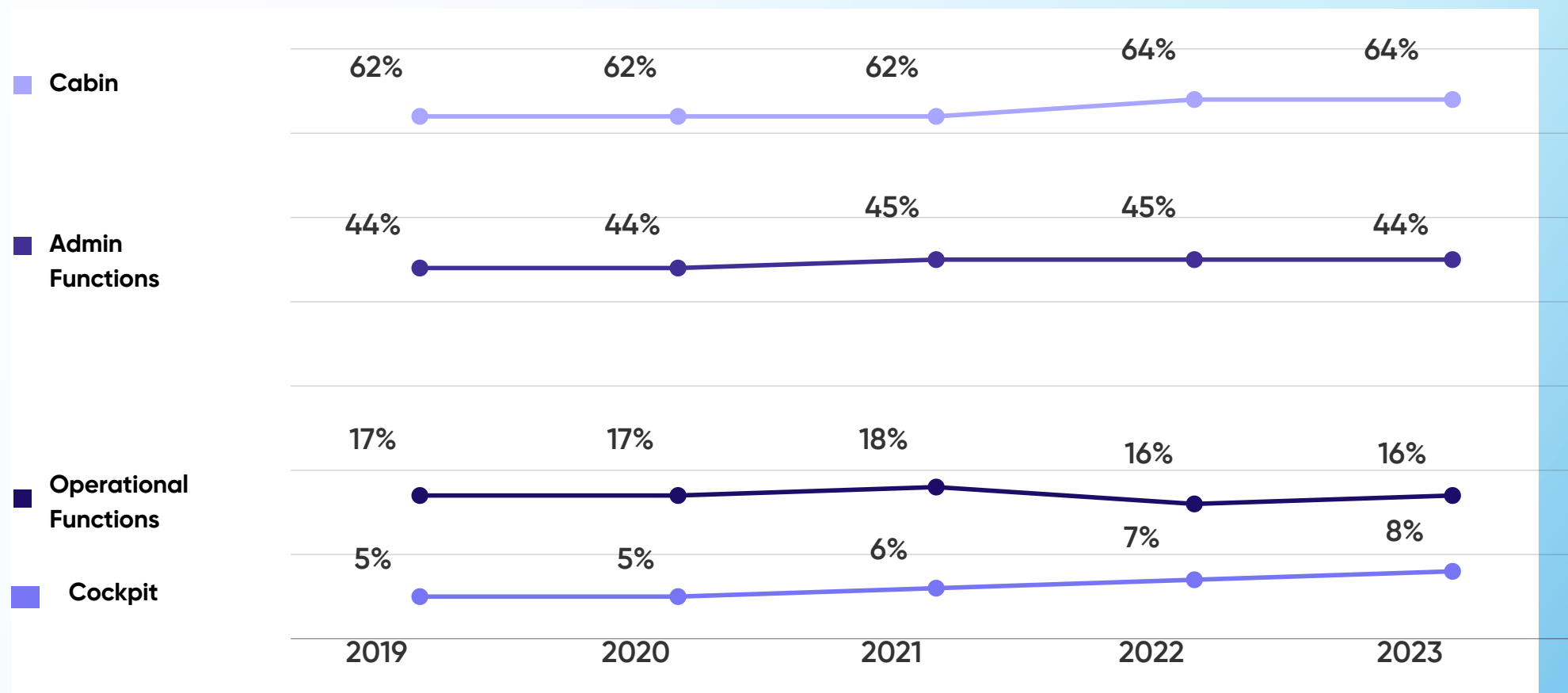
The rate of women employees in our total workforce has increased by 9% since 2019.

There was no significant change in the rates due to the impact of Covid - 19 conditions in 2020 - 2021.



Segment Based Women Ratio - Last 5 Years

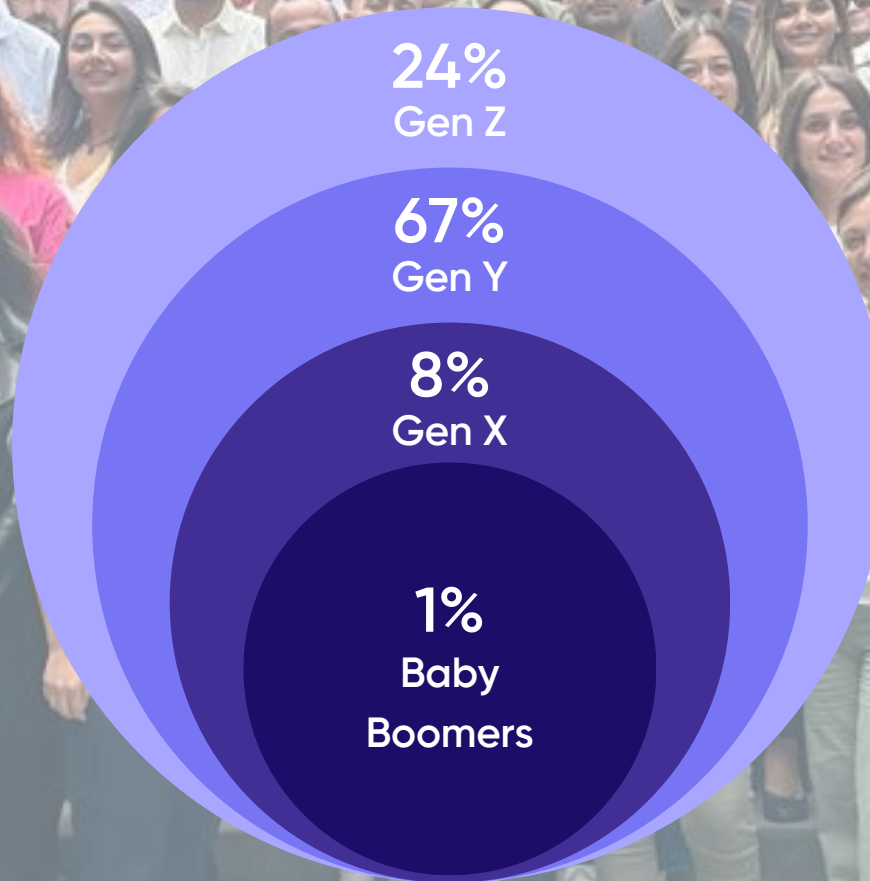
The distribution of the total workforce in four main segments is shown below. Although the change between 2019 and 2023 follows the general trend, the increase in the proportion of women in the cockpit function stands out.



* Admin: Human Resources, Commercial, Finance, Information Technologies, Engineering and Planning, etc. units are included.

* Operational: Operational employees working in Ground Operations and Technical units are included.

Generation Distribution



***Baby Boomers: 1946 – 1964**

Gen X: 1965 – 1980

Gen Y: 1981 – 1996

Gen Z : 1997 – 2012

”

Working Parents Make Up 36% of Our Demographic.

- We promote women's involvement in the workforce owing to our contracted nurseries where all working mothers can send their kids.
- We do not plan night flight duties for our women pilots and cabin crew until their children are 1 year old, or flight duties with overnight accommodation at the destination location until they are 3 years old.

“



**At Pegasus,
We have 171
Employees
From
38 Different
Countries
Other Than
Türkiye!**



IATA 25by2025

In this section, you can see the categories we report and our targets within the scope of our IATA "25 by 2025" commitment. IATA includes a commitment to increase women employment by 25% or up to 25% in 2025.



2023 Year End Ratios

2025 IATA Targets

29,7%

Women Representation in Leader and Above* Positions

32,0%

31,6%

Women Engineer Ratio

30,0%

8,1%

Women Pilot Ratio

8,5%

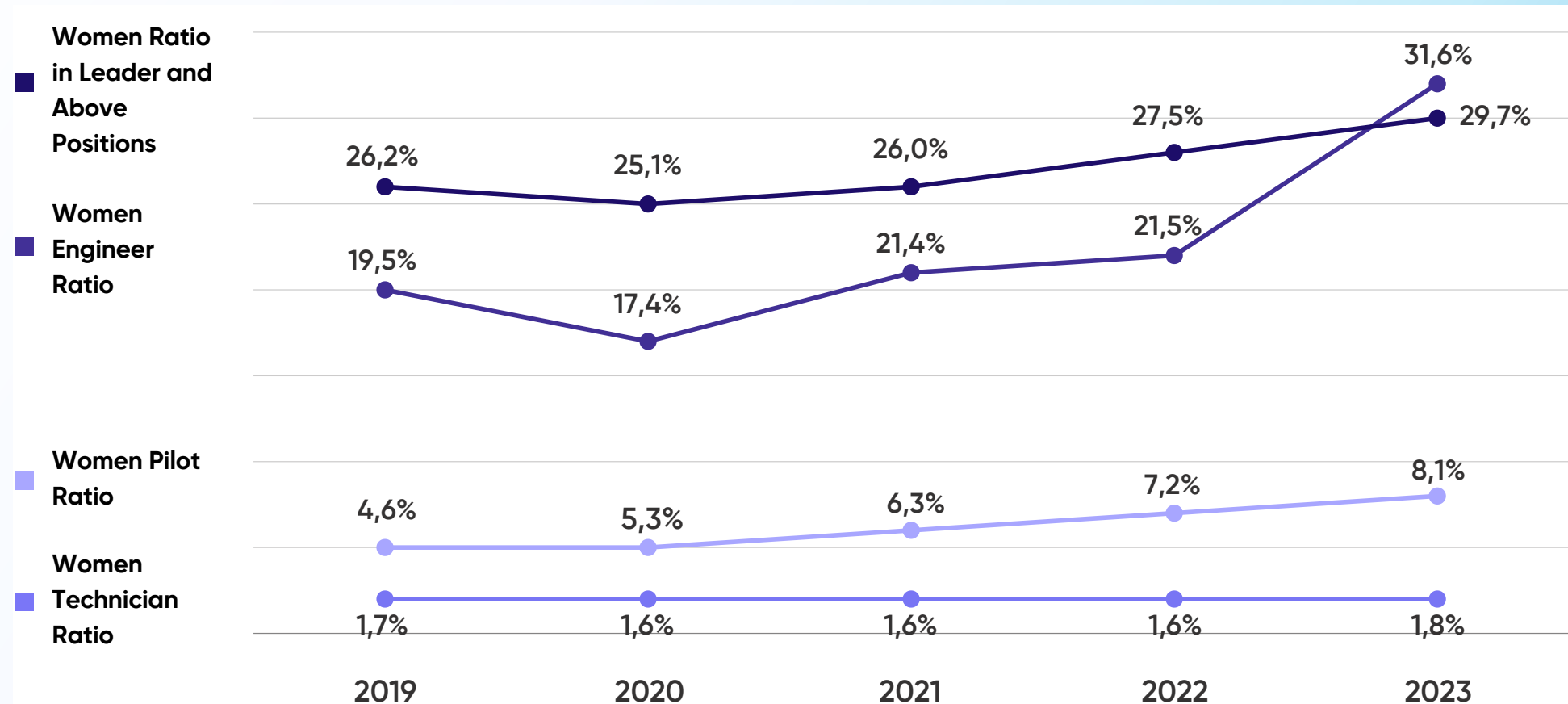
1,8%

Women Technician Ratio

2,0%

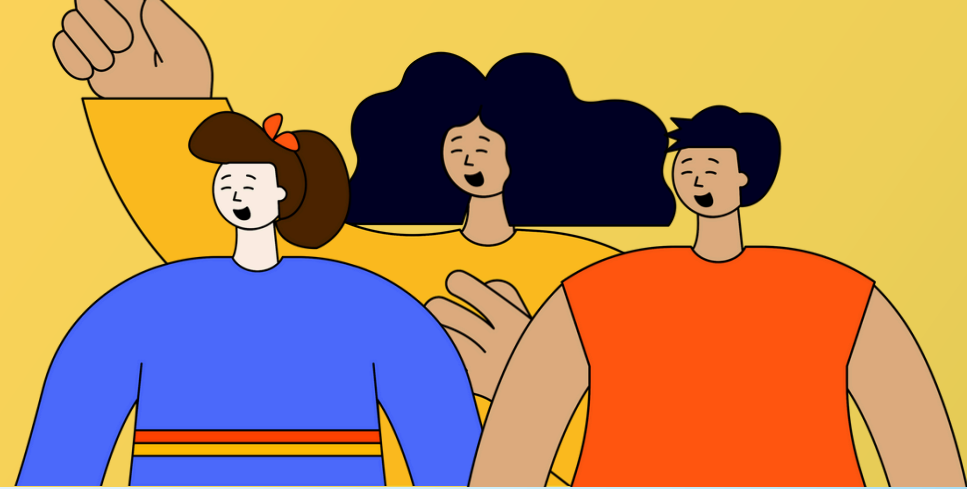
* Refers to middle and upper management level.

Last 5 Years – Rates of Women Employees Within the Scope of Our IATA Commitment

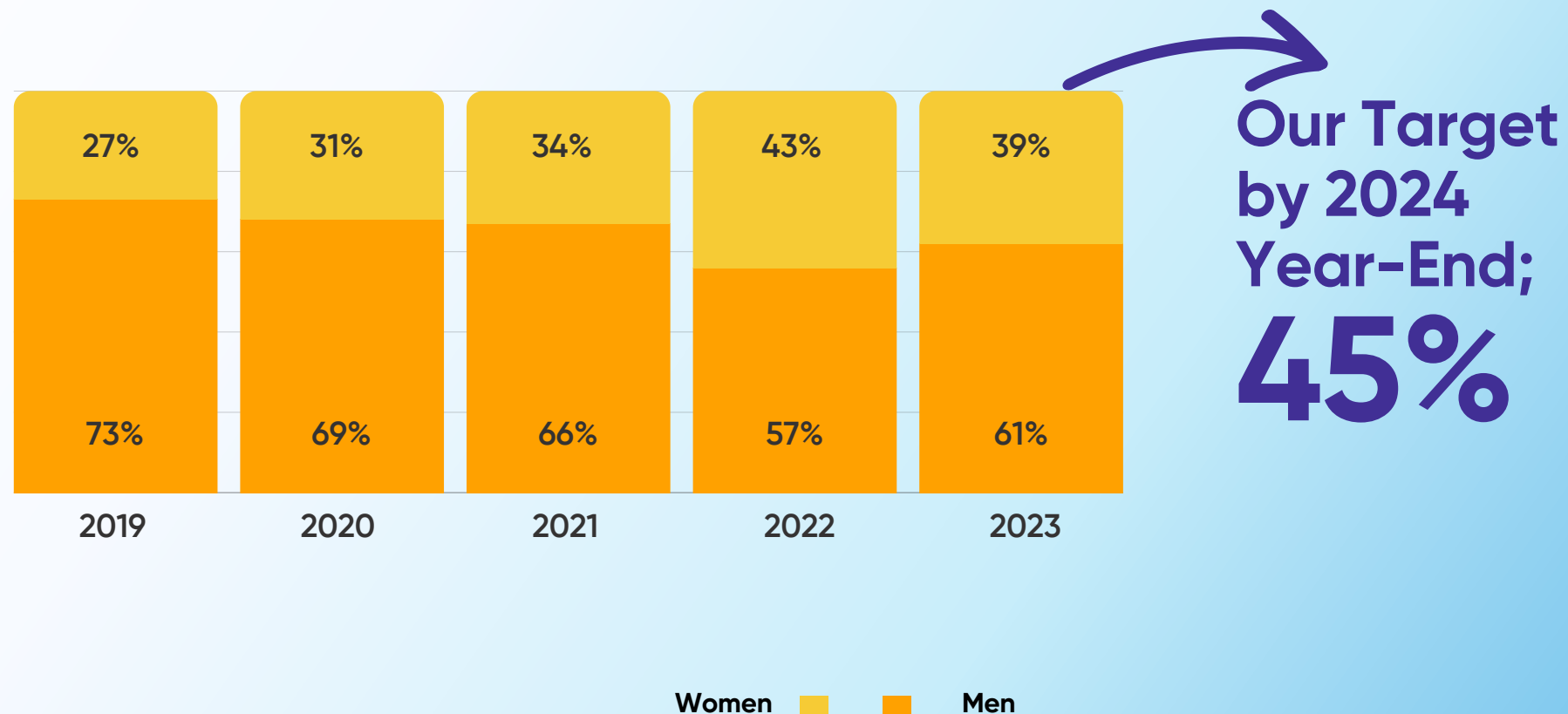


Equality in Career Life

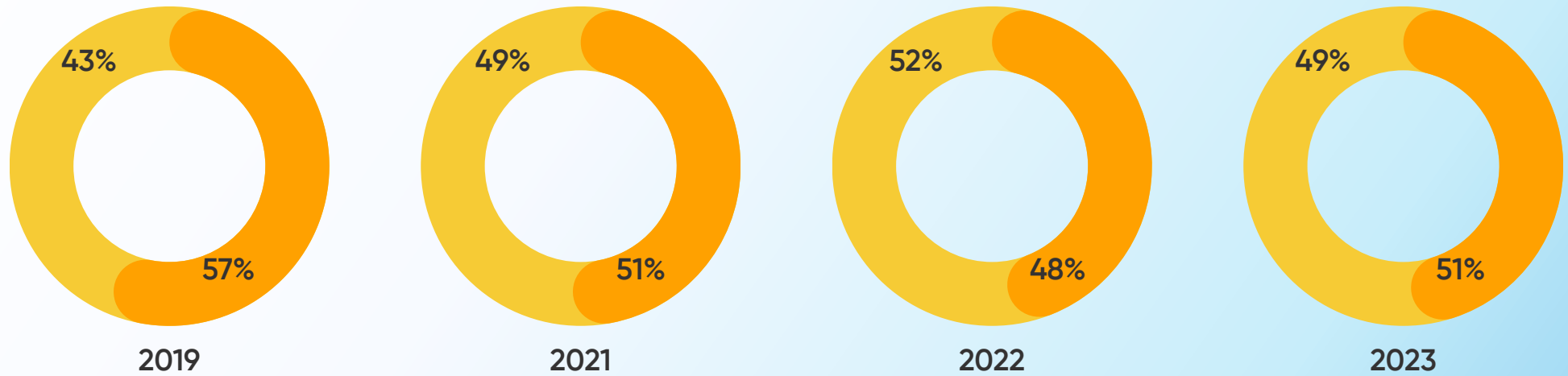
In our recruitment processes, as long as the right job and the right person are matched, we do not take into account the differences of our candidates such as language, race, citizenship or gender, and we implement new practices to ensure equal opportunities in terms of gender balance.



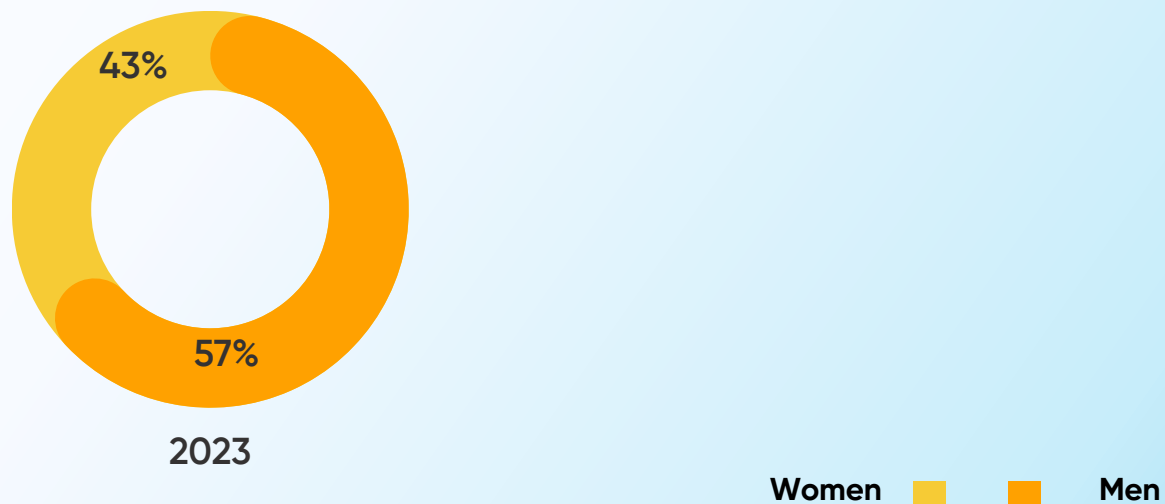
Distribution of Women & Men in Recruited Employees



Distribution of Women & Men in Promoted Employees



Distribution of Women & Men in the Successor Pool for Director and Above Positions



”

We Provided Internship Opportunities to 462 University Students in 2023.

- We collaborate as Women in Sales Network Program Partners with two female interns placed in the sales department as part of the Women in Sales Network social project, which aims to inspire women to pursue careers in sales.

“

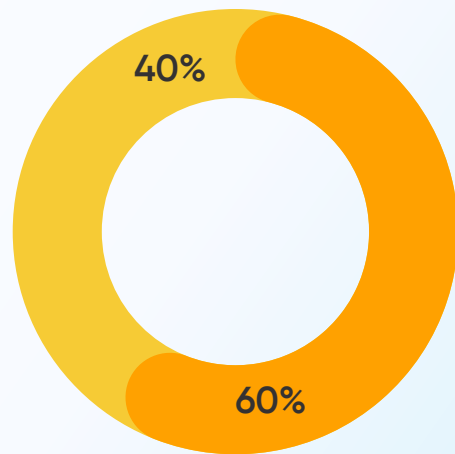
*Woman in Sales Network: It is a community that continues its activities within the framework of partnerships for goals, gender equality and climate action from the United Nations Sustainable Development Goals.



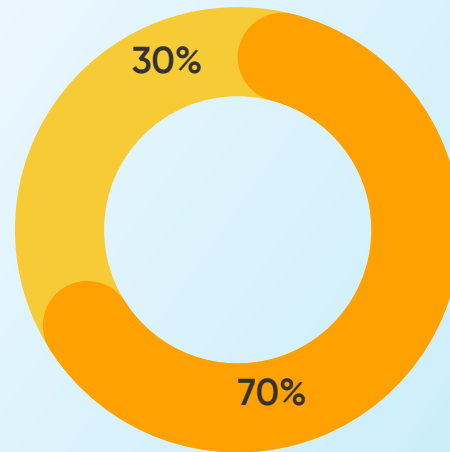
Distribution of Women & Men in Goyoung Program



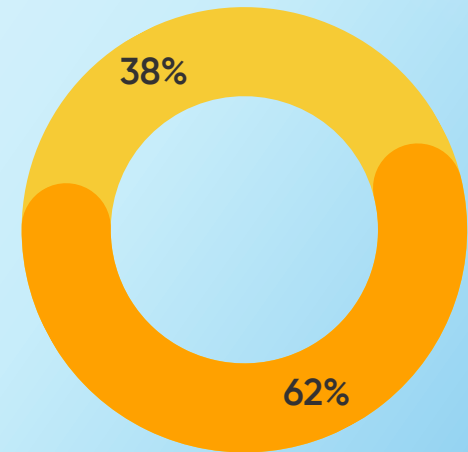
Distribution of Women & Men in Goyoung Program – Function Distribution



Information Technologies



Technical



Commercial

* Goyoung Program: This is our youth program in which we include young talents of university students within Pegasus with the opportunity to work part-time.

Women   Men

We aim to increase the female representation
rate in the Goyoung program to
50% by the end of 2024



Distribution of Women & Men in Cadet Program



*Cadet Program: Our pilot training program for candidates who have not received any training or experience in becoming a pilot.

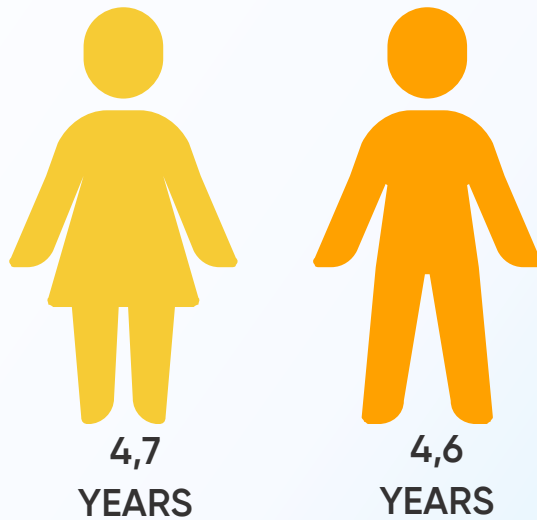


We Aim to
Increase the
Ratio of
Women Pilot
Candidates
in Cadet
Classes to

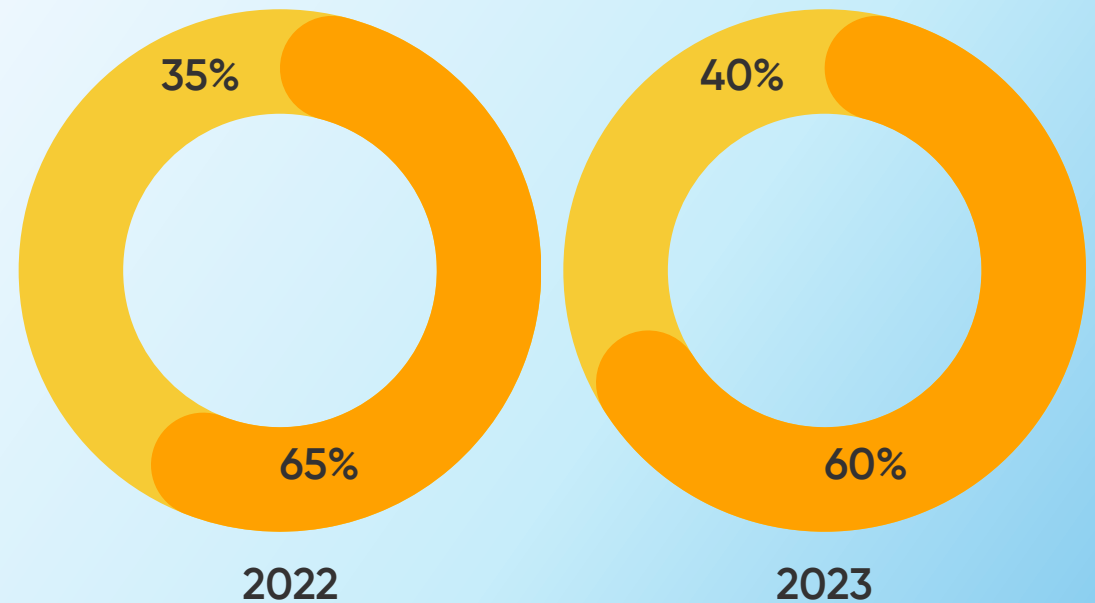
50%

by the End of
2024.

Average Seniority for Women & Men



Distribution of Women & Men in Exits due to Resignation



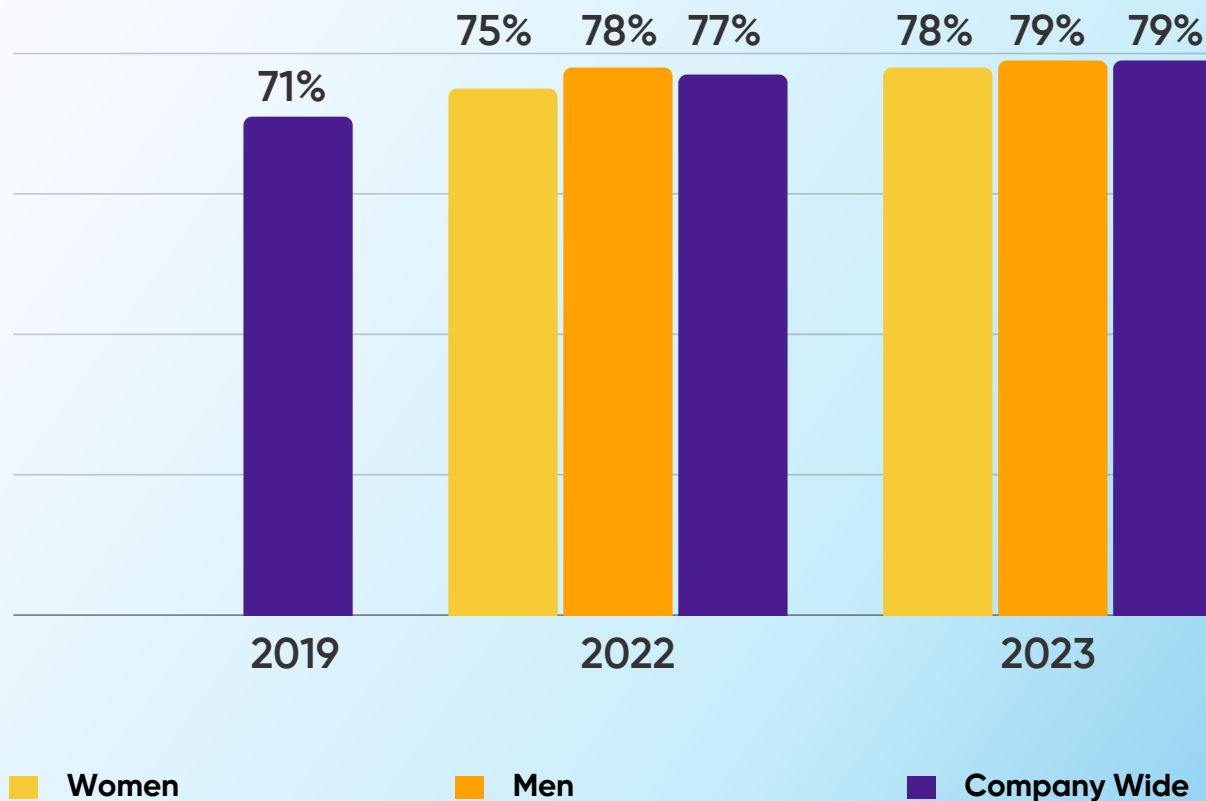
Women Men

Being a Part of Pegasus

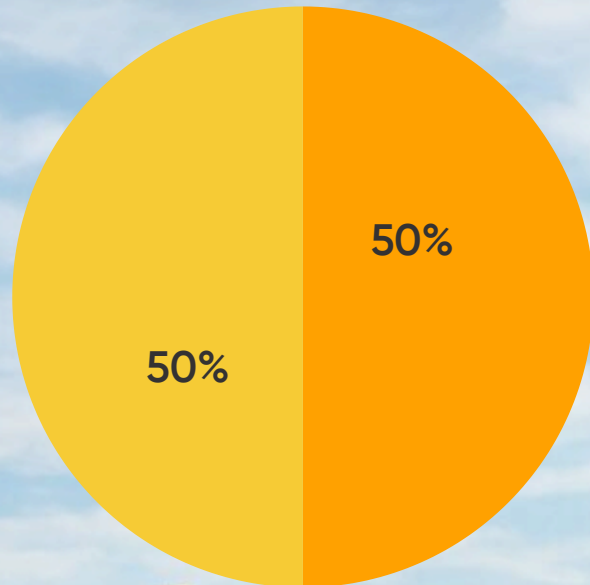
At Pegasus, we work with equal opportunities. In addition to the regulations and procedures regulating equal practices in working life, all Pegasus employees have an awareness of equality & diversity & inclusion.



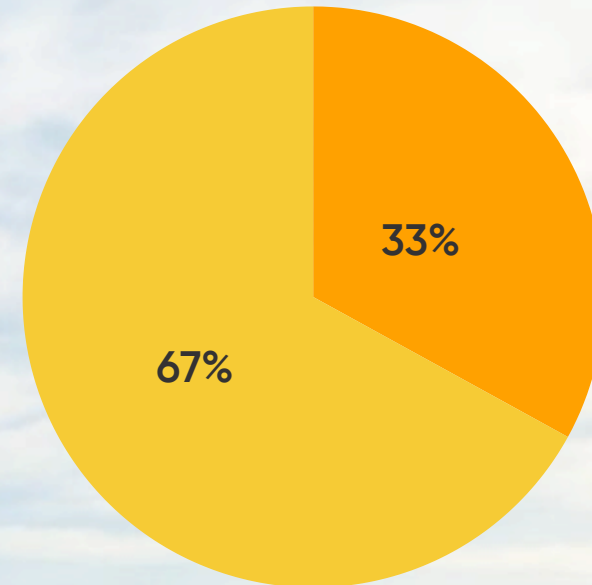
Employee Experience Survey – Sustainable Engagement Scores



Distribution of Women & Men in Pegasus Sustainability Working Groups



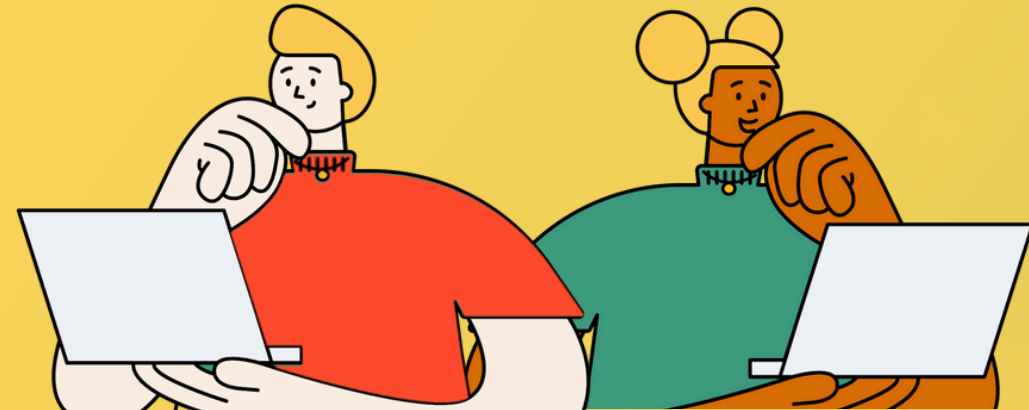
Distribution of Women & Men in Pegasus Harmony Working Groups



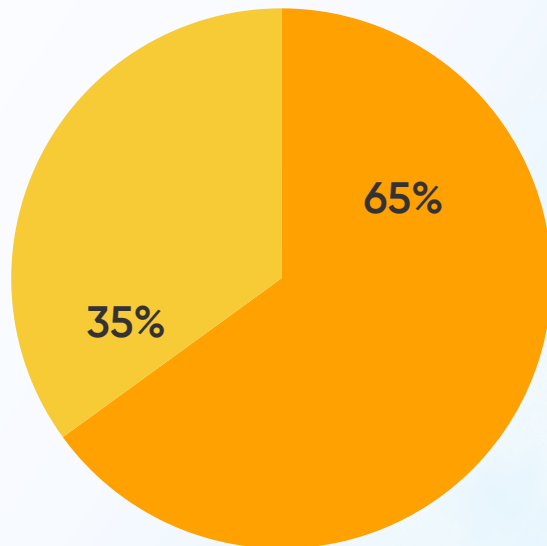
Women   Men

Gender Equality in the Development Journey

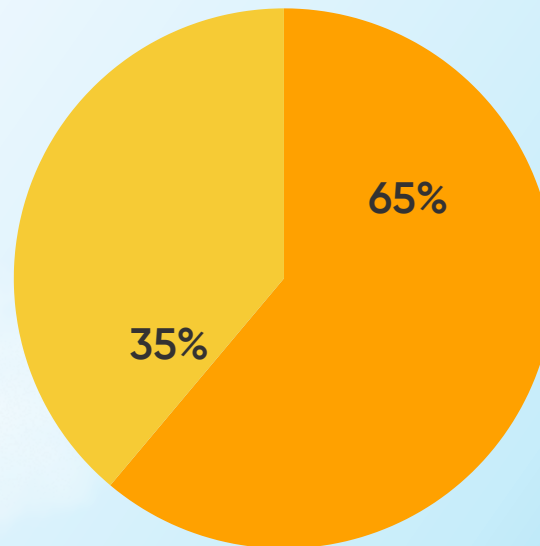
Development opportunities on the Pegasus career path are open to everyone. Pegasus Academy embraces all our employees with training opportunities for inclusion and diversity.



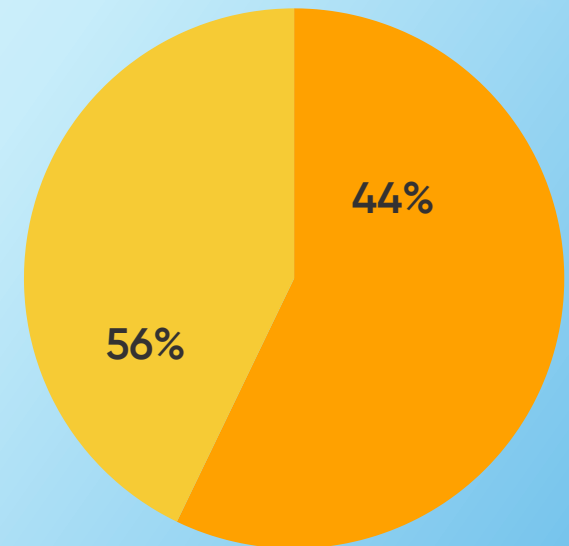
Distribution of Women & Men in Leadership Development Training



Distribution of Women & Men in Individual Development Training



Distribution of Women & Men in Functional Development Training



Women ■ ■ Men



WITHIN OUR GENDER EQUALITY AWARENESS ACTIVITIES WE WELCOMED PIONEERS OF THE FIELD

We organized seminars and events where we hosted an expert in the field of gender equality and communication, Ebru Nihan Celkan; Turkish women's rights advocate, activist, organizer and President of the Federation of Women's Associations of Turkey, Canan Güllü; and Captain of the Türkiye National Women's Volleyball Team, Eda Erdem.

SUSTAINABILITY PODCAST SERIES

With our
gender equality
episode

we reached
out to

2333

colleagues



**OUR SAILING CLUB
REPRESENTED
OUR HARMONY AT
FIFTYFIFTY
SAILING CUP!**

OUR ONLINE GAME "GONG"

We asked questions about gender
equality in our quiz.

We were **595** colleague's
guests on screens.



BEING A WORKING PARENT

We celebrated Mother's day of all parents
who take care of a living being and share
their love during the online seminar we held
with Clinical Psychologist Pinar Kopar!



**WE BROUGHT OUR
HARMONY TO THE
FIELDS WITH
PEGASUS' FIRST
WOMEN'S
FOOTBALL TEAM!**

WE CELEBRATED MARCH 8 INTERNATIONAL WOMEN'S DAY TOGETHER

We met at the
“Women
Entrepreneurs
Festival”, where
we hosted 20
different brands.



We staged the
theater play “Let
Femininity Stay
with Us” in our
company. We
were entertained
with women’s
stories from
Adam and Eve to
the present day.



We challenged
prejudices in the
friendly match
held between
our men’s and
women’s
football teams.



International
Women’s Day
flight, where
the entire crew
was women.



HUMAN=HUMAN

AWARENESS TRAINING

**HAS
REACHED
TO 2.333 COLLEAUGES**

and we continue to share it with our newly joined colleagues.





WE TAKE EVERY STEP FOR THE FUTURE



TÜRK EĞİTİM VAKFI
1967

We fund scholarship for
1000 Women

University Students
in cooperation with
**Turkish Education
Foundation**

- We came together with the Turkish Education Foundation and launched the "Pegasus Every Step to the Future Scholarship Fund" project to provide university scholarships to 1,000 female students on the 100th anniversary of our Republic! Within the scope of this cooperation, which is the highest support given at once in TEV's history, 25% of the scholarship holders come from regions affected from the 2023 Earthquake.





- We support female athletes with our sponsorship of Beşiktaş Women's Football Team since 2022.



- We have been the official airline supporter of Eczacıbaşı Vitra Women's Volleyball Team since the 2015-2016 volleyball season. Eczacıbaşı Vitra Women's Volleyball Team, one of the assertive teams of the Volleyball Women's 1st League, flies with Pegasus to its domestic matches and European Champions League and FIVB World Club Championship matches.



- We made a commitment to ensure gender balance within our company by signing IATA's "25 by 2025" initiative in 2019. We continue to review our targets every year.



- We are supporters of PWN Istanbul, which operates to support women's sustainable existence in business life and their rise as leaders.



- We are the transportation sponsor of the "Purple Campus" project of the Federation of Turkish Women's Associations as of 2023, which aims to improve the conditions of women, children and disabled individuals and to create psychosocially safe spaces for them by providing their basic needs.



- We are the first airline in the world to join the UN Women's Empowerment Principles (WEPs) platform.



- Our CEO Ms. Güliz Öztürk serves as the Vice President of the United Nations Global Compact Board of Directors.



- We work as a Women in Sales Network Program Partner by placing female interns in the sales function to encourage women's participation in the sales world in the scope of the Women in Sales Network social project.



- We support the Wtech Women in Technology Association, which carries out studies that provide equal opportunities and enable the training of curious, investigative, productive, courageous and self-confident technologists.

PEGASUS

harmony