

Diversity Equality Inclusion Report

2024



Contents

- 01 Diversity & Inclusion at Pegasus
- 02 IATA "25by2025"
- 03 Equality in Career Life
- 04 Being a Part of Pegasus
- 05 Moving Towards an Equal and Diverse Future
- 06 Moving Towards a Sustainable Future
- 07 Our Achievements & Awards
- 08 Partnerships

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. The power to make this dream come true together is in our DNA!

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 and Esteemed Partners,

At Pegasus Airlines, we firmly believe that equality, diversity, and inclusion are the cornerstones of our company culture. We recognize the value of every individual's potential and are committed to fostering a workplace where differences are embraced. Our mission is to cultivate a workplace culture where equal opportunities are given, diverse perspectives are valued, and differences serve as a driving force for innovation and growth. With this approach, we are committed to driving sustainable progress not only in gender balance but across all areas of inclusion, striving to be a pioneer within the industry.

In line with this vision, our Harmony brand drives comprehensive efforts in equality, diversity, and inclusion. Today, we proudly share the progress we have made, through the 'Harmony Report,' reaffirming our commitment to fostering a more inclusive future. I encourage you to explore the details in our report.

On this occasion, as we remain steadfast in our commitment to equality, diversity, and inclusion, I invite all our stakeholders to embrace these values with us and work together to build a more just and equitable future.

Sincerely,
Gliz ztrk



Gliz ztrk

Message From Our Chief HR Officer!



"THE EFFORTS WE HAVE CARRIED OUT AS A PART OF HARMONY HAS A CRUCIAL ROLE IN SHAPING A MORE EQUITABLE AND SUSTAINABLE FUTURE."

We have brought together every step we've taken under the umbrella of our #PegasusHarmony initiative. In 2024, we conducted numerous workshops and awareness programs with a strong focus on gender balance. Through our projects and collaborations featured on social media, we made it clear: we stand against gender inequality.

We remain firmly committed to our IATA pledge to increase the representation of women in aviation and continue to track our progress carefully. To empower young women and increase female representation, we actively participate in university career days, prioritize equal opportunities in our pilot training programs, recruitment, promotion processes, and development programs. Since March 2023, our journey with Harmony has been filled with meaningful milestones, and we take immense pride in crowning this journey with the Bronze Award for 'Diversity & Inclusion' at the 2024 Stevie Awards.

Join us in for an equal future—listen to the sound of our Harmony!
Best regards,
Dilara Oğur



8.464

**Total Number of
Employees**

2.955

**Total Number of
Women
Employees**

5.509

**Total Number of
Men Employees**

* Current data as of December 31, 2024 is stated.

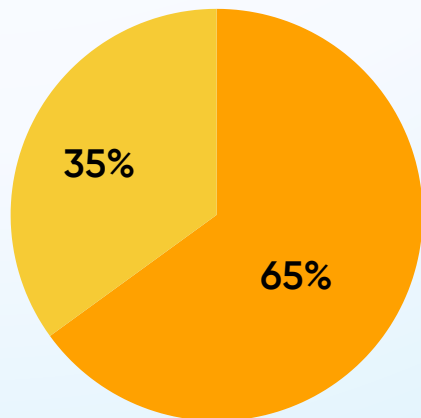
Diversity & Inclusion at Pegasus

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



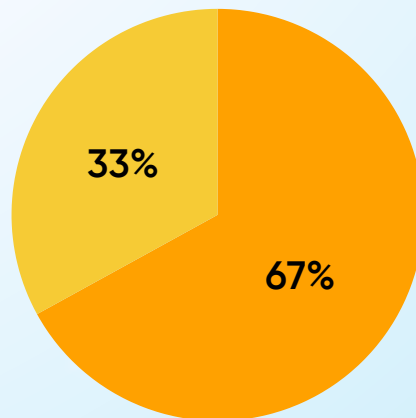
Women Representation

Company Wide



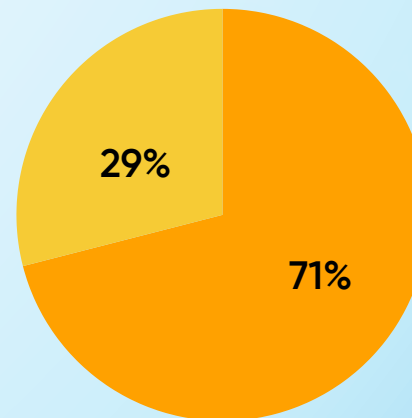
Total: 8.464 People

Leader and Above Positions



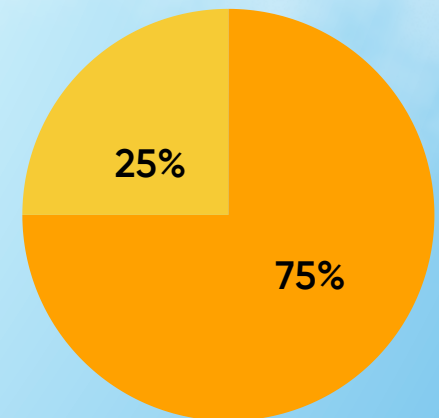
Total: 303 People

CXO and Above Positions



Total: 7 People

Board of Directors



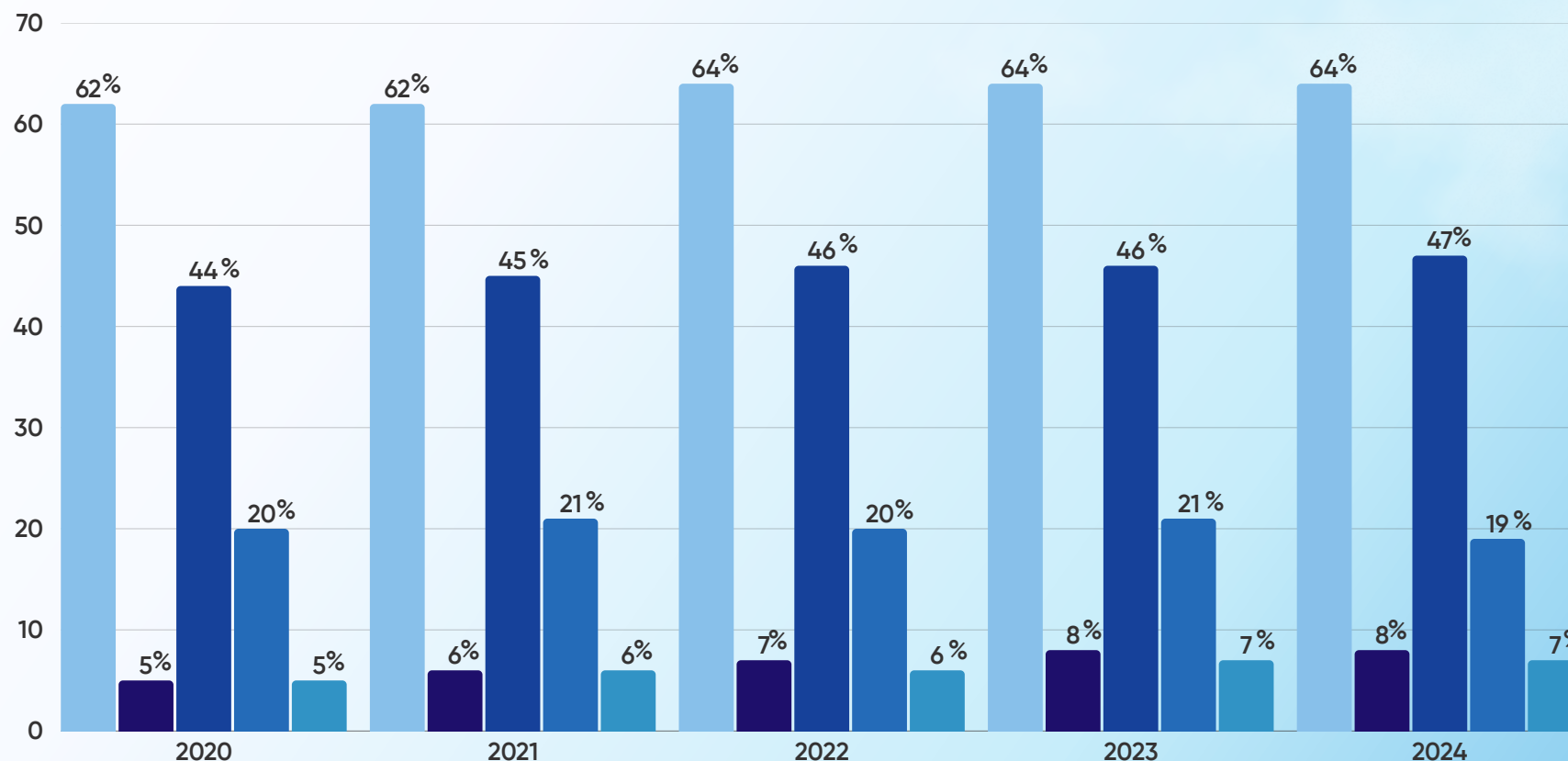
Total: 8 People

* Current data as of December 31, 2024 is stated.

Women ■ ■ Men

Segment Based Women Ratio - Last 5 Years

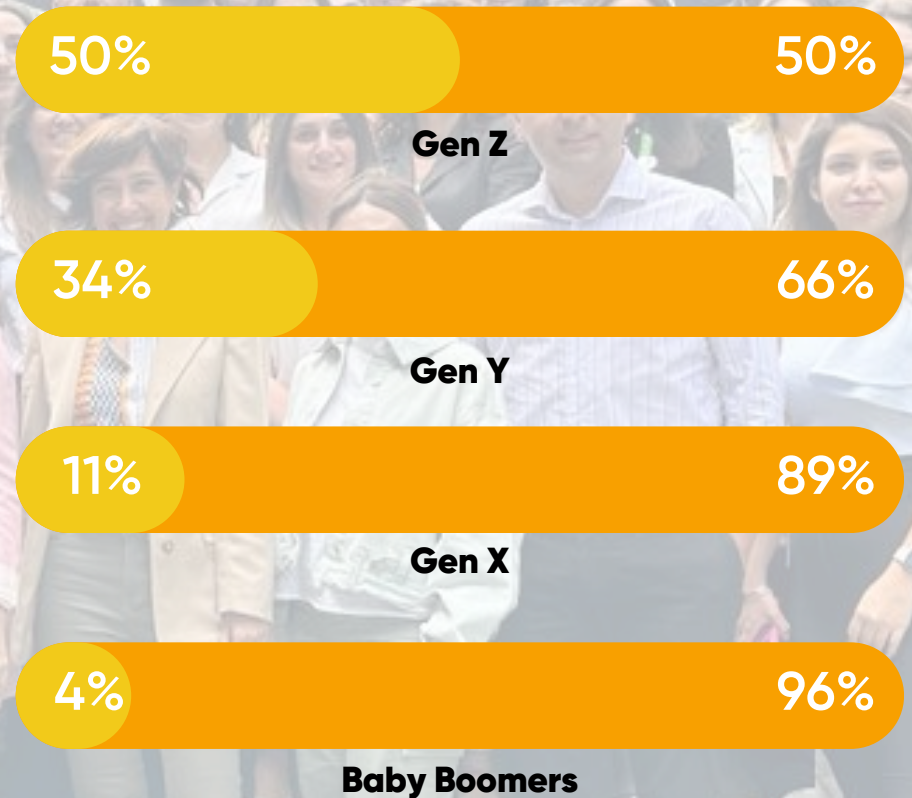
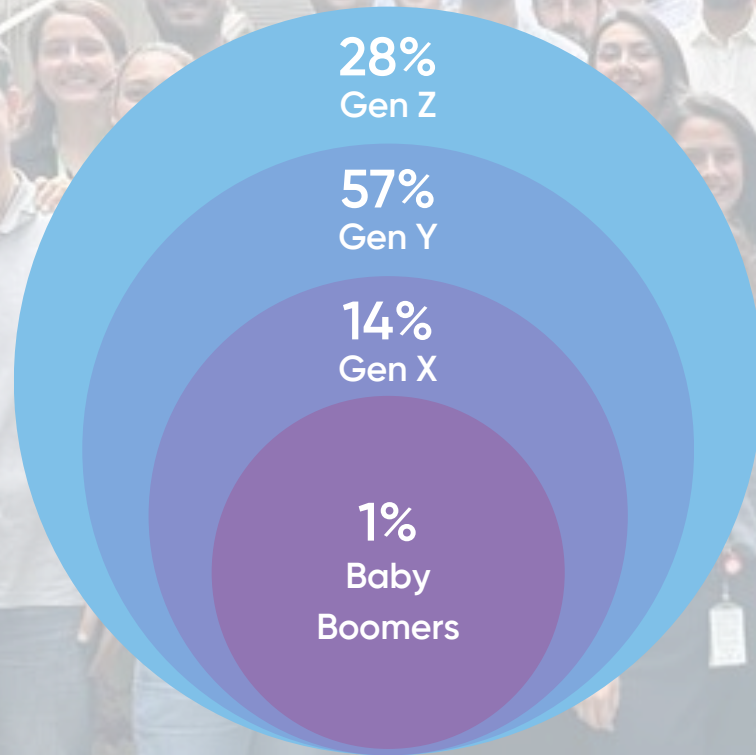
The distribution of the total workforce in four main segments is shown below. Although the change between 2020 and 2024 follows the general trend, the increase in the proportion of women in the cockpit function stands out.



- **Administrative:** Includes Human Resources, Commercial, Finance, Information Technologies, and Cabin and Cockpit management teams.
- **Ground Operations:** Includes everyone working within Ground Operations.
- **Technical:** Includes everyone working under the Technical Group Presidency.

■ Cabin ■ Cockpit ■ Administrative ■ Ground Operations ■ Technic

Generation Distribution



* Baby Boomers: 1946 - 1964

Gen X: 1965 - 1980

Gen Y: 1981 - 1996

Gen Z: 1997 - 2012

Women   Men

” Working Parents Make Up 34% of Our Demographic.

- We promote women's participation in economic life through our contracted nurseries where all working mothers can enroll their children.
- We do not plan night flight duties for our women pilots and cabin crew until their children are 1 year old, or *layover flight duties until they are 3 years old.
- We are presenting our specially produced Pegasus gold coin as a gift to our colleagues who have become new parents to celebrate the arrival of their child.

“
*Layover: A flight duty that requires an overnight stay at the destination.



**At Pegasus, we take
pride in our diverse
workforce,
comprising 190
employees from
40 different
countries across
Asia, Europe, Africa,
and the Americas!**



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.



**2024 Year
End Ratios**

**2025 IATA
Targets**

32,7%

Women Representation in Leader and Above* Positions

34,0%

29,1%

Women Engineer Ratio

30,0%

7,9%

Women Pilot Ratio

8,5%

1,7%

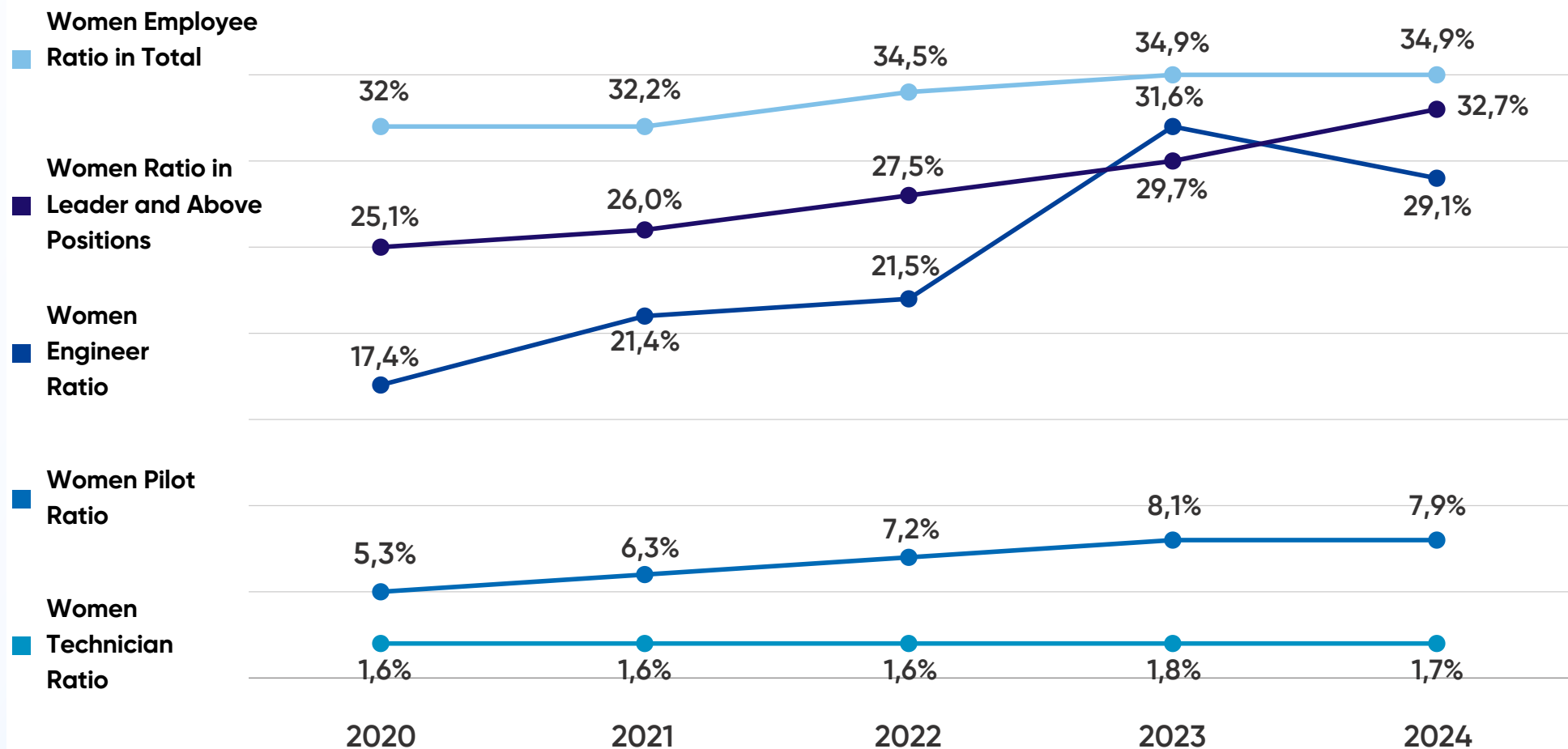
Women Technician Ratio

2,0%

* Refers to middle and upper management level.

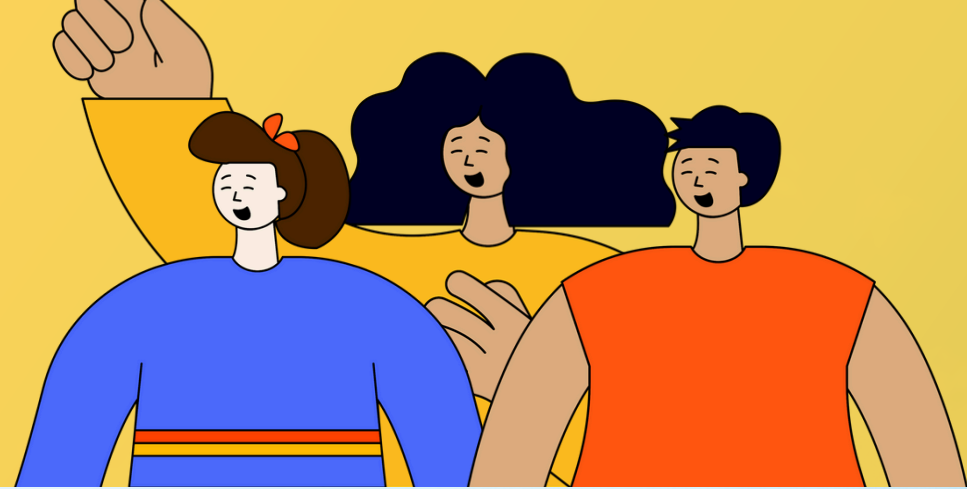
Last 5 Years – Rates of Women Employees Within the Scope of Our IATA Commitment

The increasing representation of women in leadership, engineering, and pilot roles highlights our commitment to diversity and inclusion. Through career fairs, we engage with female engineer candidates to introduce the sector and Pegasus' work environment. We ensure equal opportunities in promotions, recruitment, and pilot training programs, fostering a fair and inclusive workplace for all.

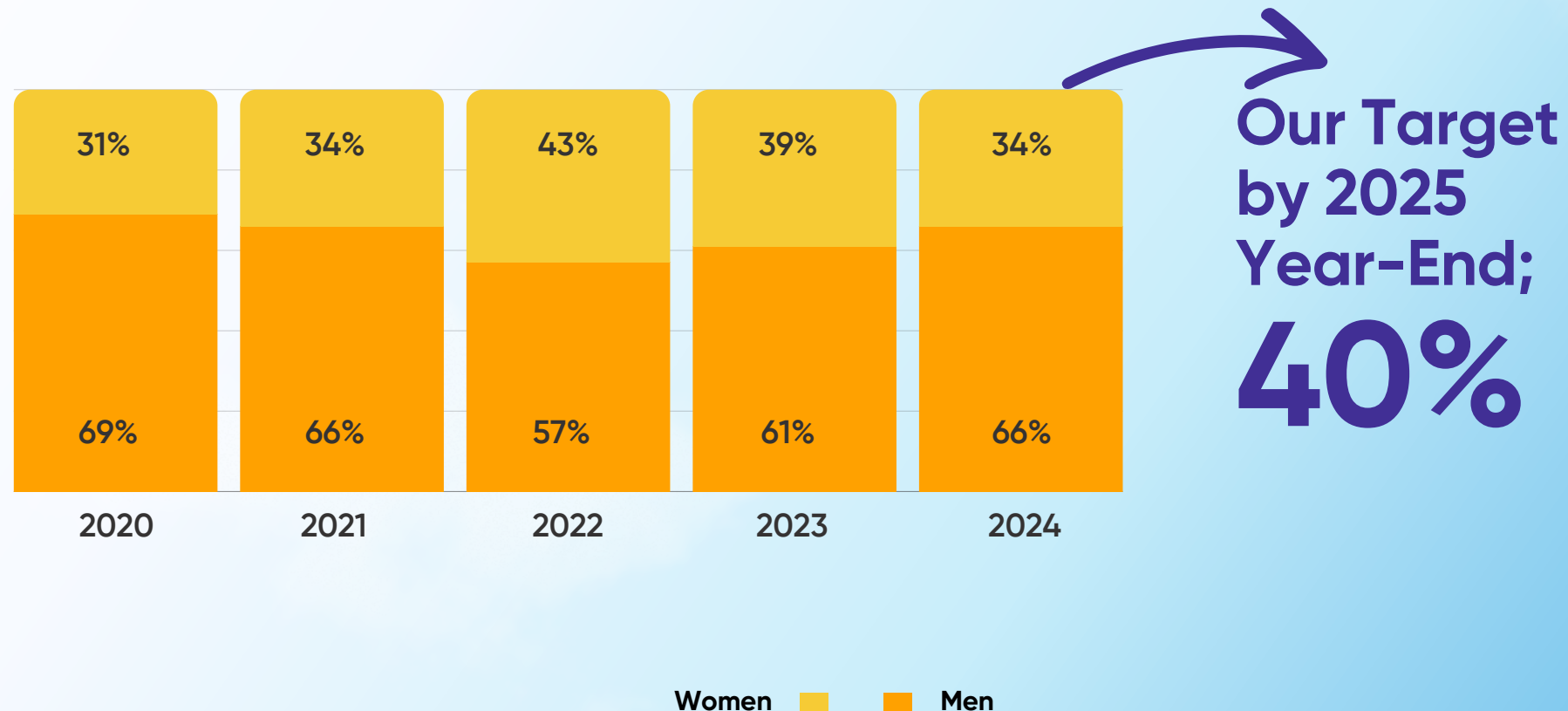


Equality in Career Life

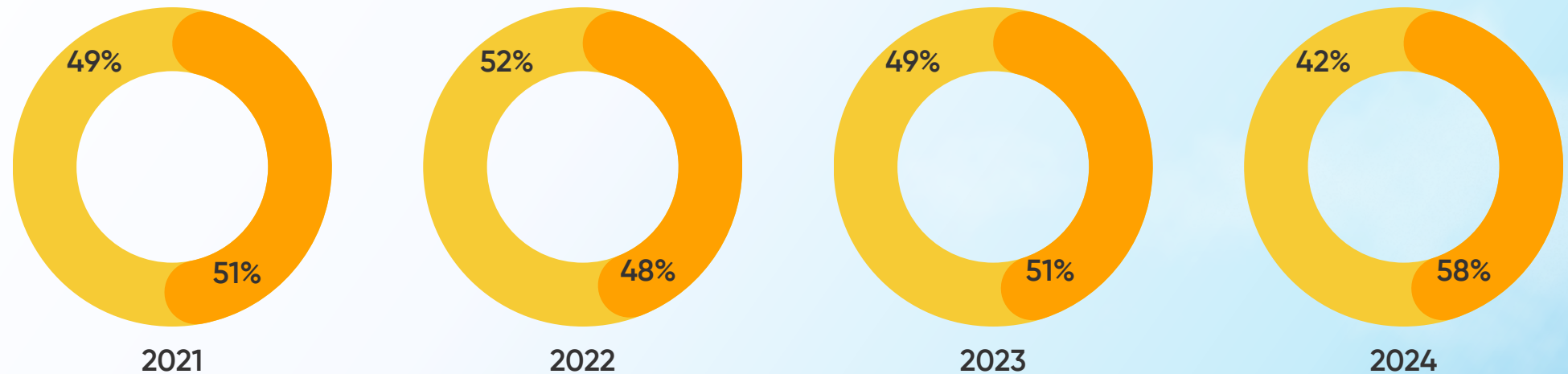
In our recruitment processes, as long as the right job and the right person are matched, we do not take into account the differences of our candidates such as language, race, citizenship or gender, and we implement new practices to ensure equal opportunities in terms of gender balance.



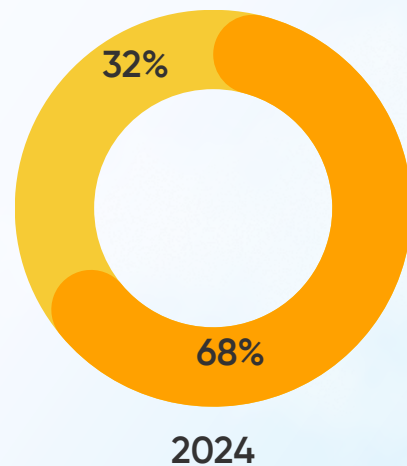
Distribution of Women & Men in Recruited Employees



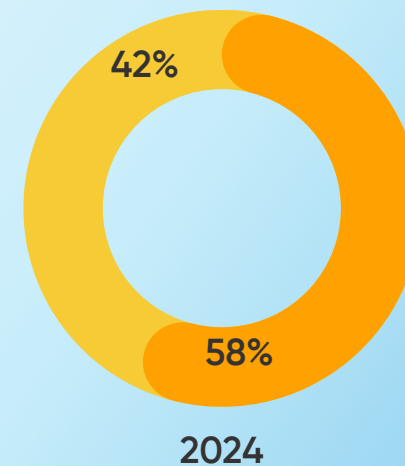
Distribution of Women & Men in Promoted Employees



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



Distribution of Women & Men in Talent Pool



Women Men

”

We Provided Internship Opportunities to 197 University Students in 2024.

- We provide internship opportunities to help young talents explore the aviation industry and gain new perspectives on their career journeys.

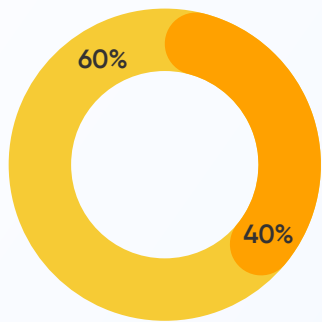


“

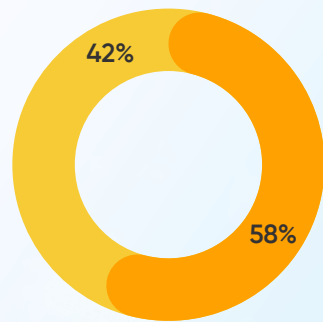
Distribution of Women & Men in GoYoung Program



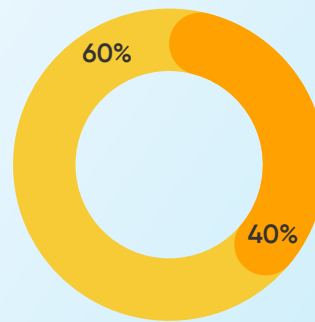
Function Distribution of Women & Men in GoYoung Program



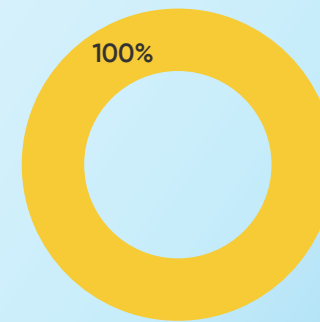
Information Technologies



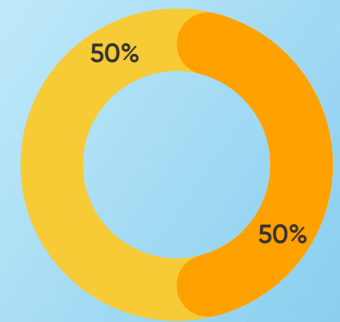
Technical



Commercial



Human Resources

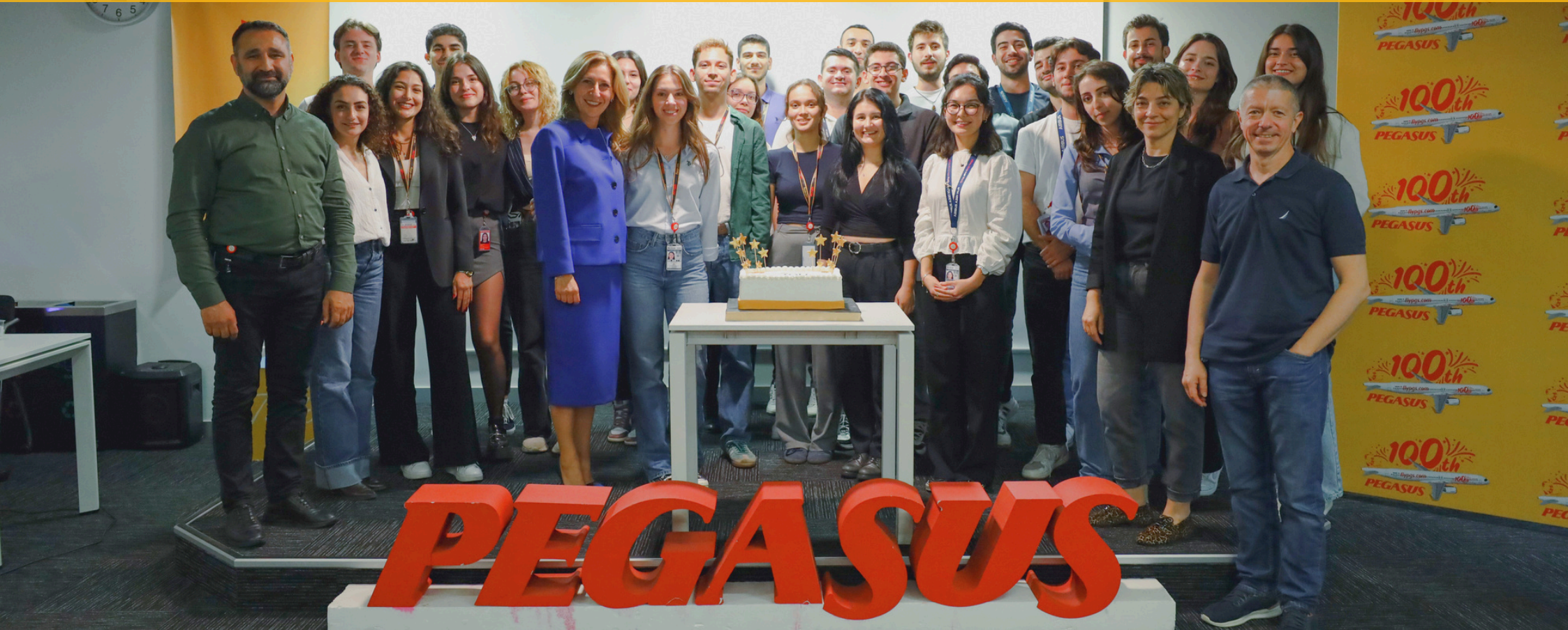


Ground Operations

* Goyoung Program: Our youth program brings young talents who are university students into Pegasus with the opportunity for part-time employment.

Women   Men

We aim to increase the female representation
rate in the Goyoung program to
50% by the end of 2025



Distribution of Women & Men in Cadet Program



Cadet Application Ratio



Representation Ratio in Cadet Classes

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

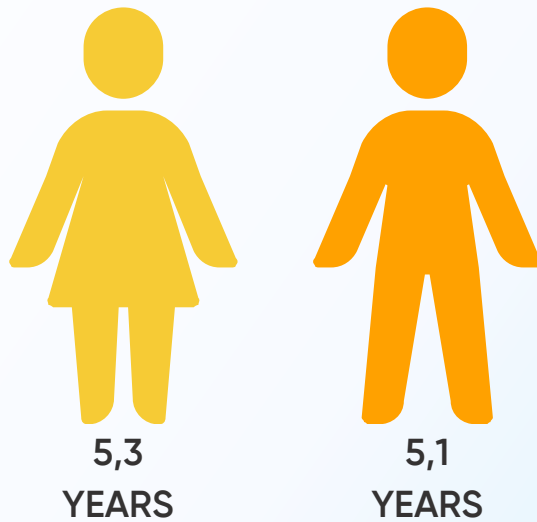


We Aim to
Maintain the
Ratio of
Women Pilot
Candidates
in Cadet
Classes to

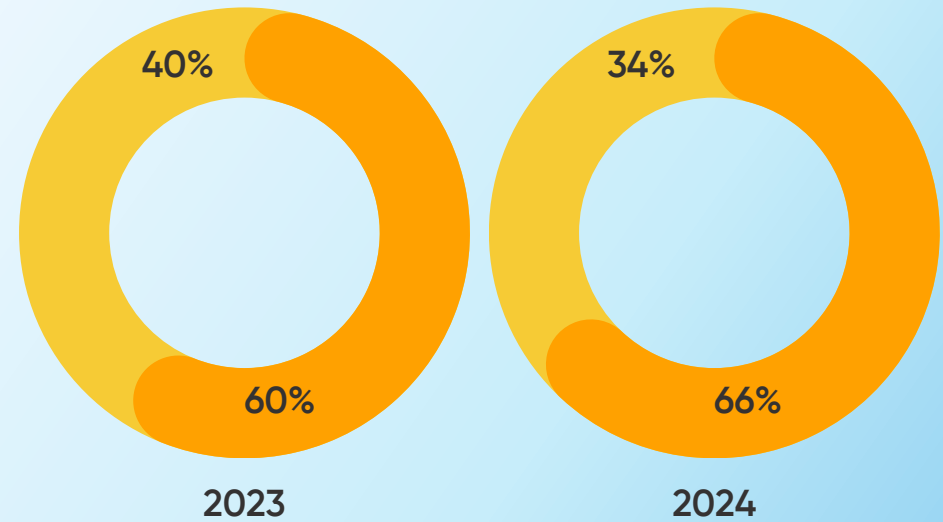
20%

by the End of
2025.

Average Seniority for Women & Men



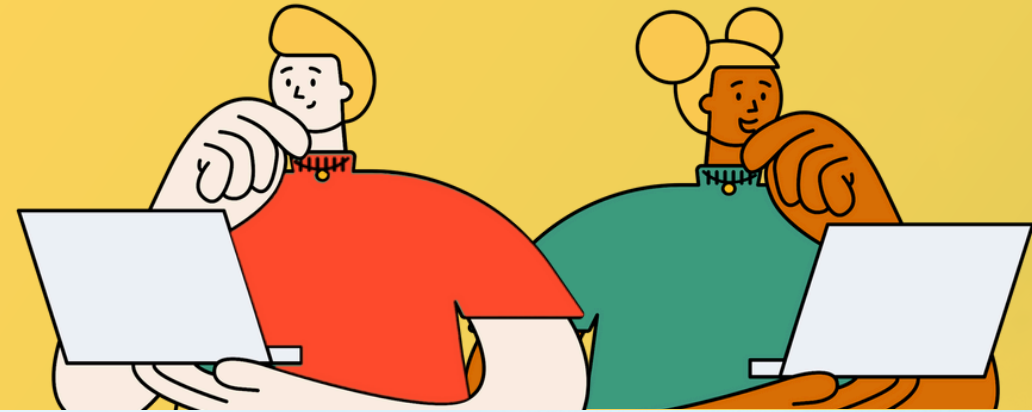
Turnover Distribution of Women & Men



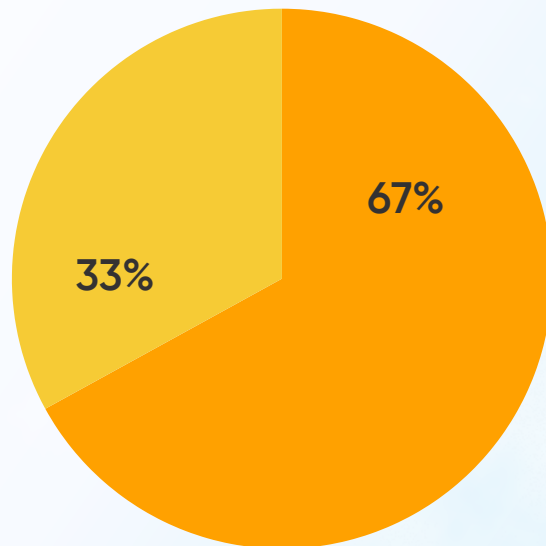
Women   Men

Gender Equality in Career Development

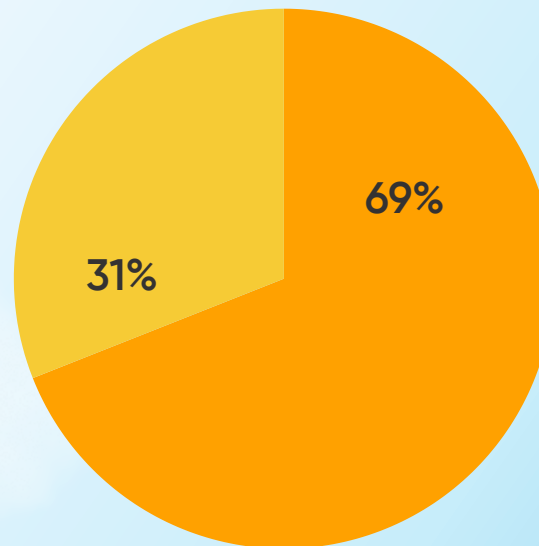
Pegasus is committed to providing equal career development opportunities for everyone. Pegasus Academy embraces all our employees with training programs that foster inclusivity and diversity.



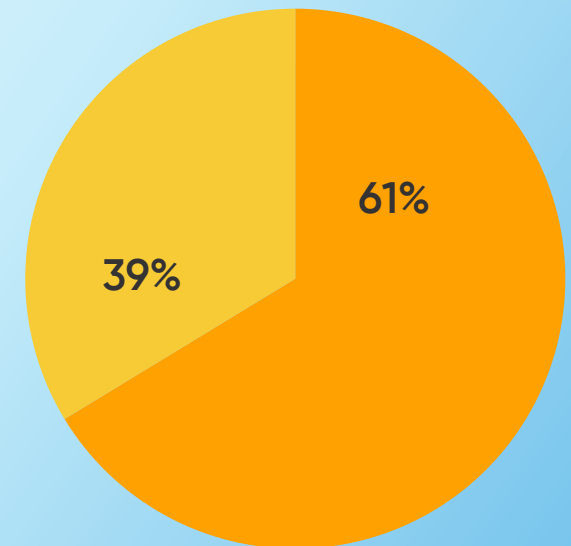
Participation Ratio of Women & Men in Leadership Training Programs



Participation Ratio of Women & Men in Personal Development Programs



Participation Ratio of Women & Men in Functional Development Programs



Women ■ ■ Men



Average Experience
Duration per Employee

18,22 HOURS

Blended Learning Model

60%

40%

Online Training



In Class Training

PEGASUS AKADEMİ



Cabin Training Programs



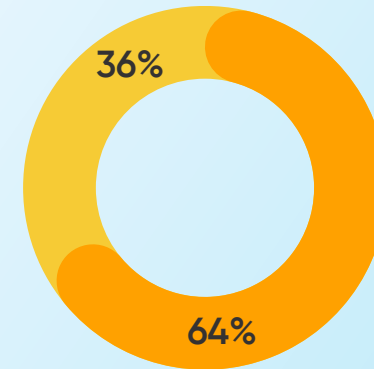
12.929

Total Hours



10.054

Total Number of
Participants



2024

Cockpit Training Programs



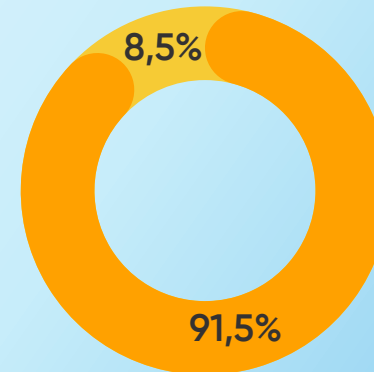
55.136

Total Hours



1.743

Total Number of
Participants



2024

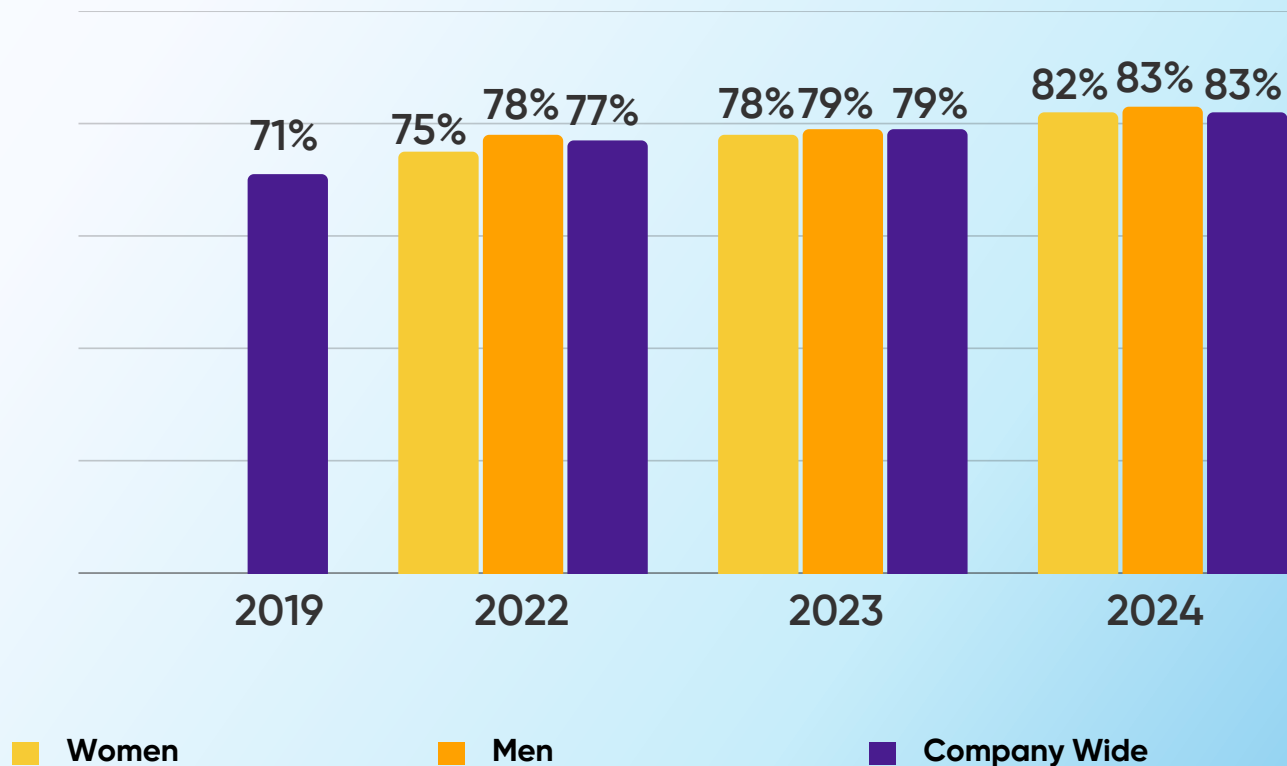
Women ■ ■ Men

Being a Part of Pegasus

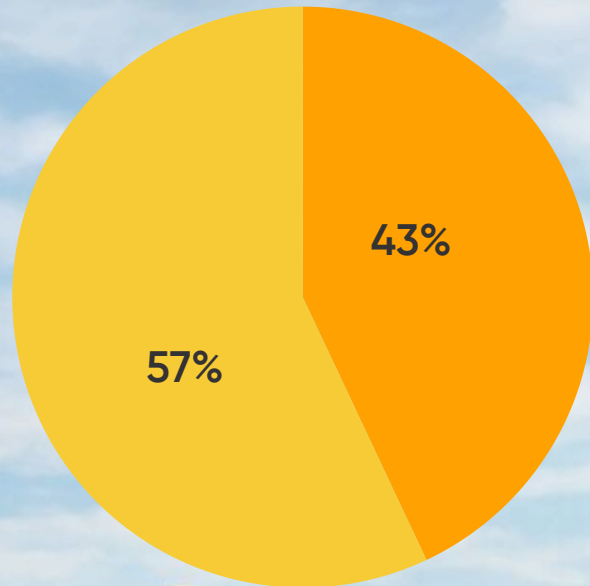
At Pegasus, we work with equal opportunities. In addition to the regulations and procedures regulating equal practices in working life, all Pegasus employees have an awareness of equality & diversity & inclusion.



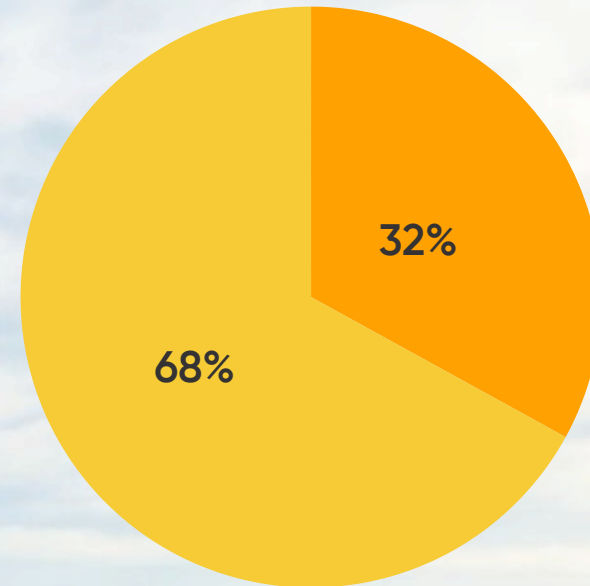
Employee Engagement Survey – Sustainable Engagement Scores





**Distribution of Women & Men in
Pegasus Sustainability Working Groups**



**Distribution of Women & Men in
Pegasus Harmony Working Groups**

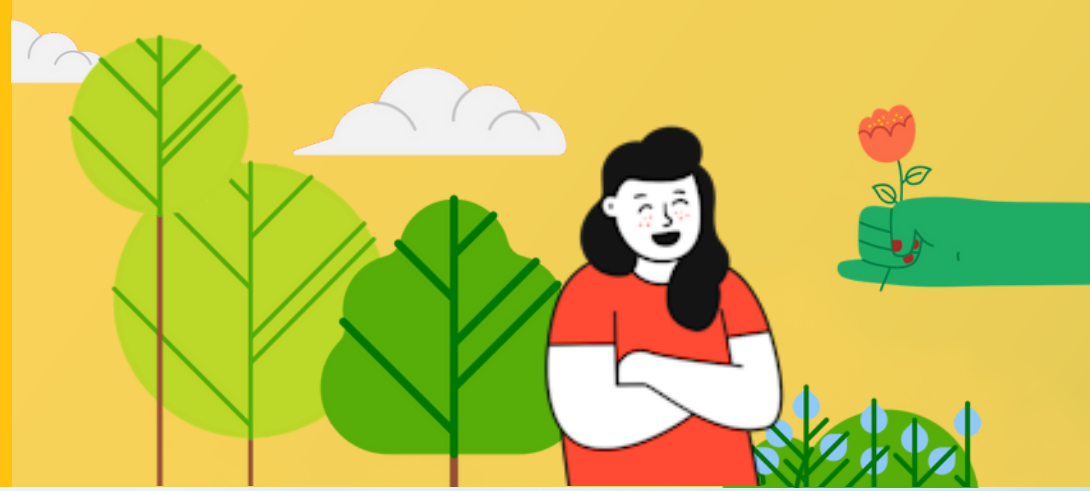


Women   Men



Moving Towards a Sustainable Future

As Pegasus Airlines, we continue to grow each year while implementing environmentally friendly projects.



Towards Net Zero

Moving Towards a Sustainable Future

By prioritizing what is best for society and the environment, we are committed to achieving net-zero carbon emissions by 2050.



Our transition to more sustainable ground equipment at Istanbul Sabiha Gökçen Airport began in 2015. Since then, we have been utilizing electric-powered tractors, and with the introduction of electric ground power units (e-GPUs), we became the first airline in Türkiye to adopt this technology.



In 2023, through our collaboration with Pendik Municipality, which oversees waste management at Istanbul Sabiha Gökçen Airport, we initiated the separate collection of recyclable packaging waste in our cabins. We aim to enhance efficiency in comprehensive recycling efforts.



Additionally, through our partnership with climate technology company CHOOOSE, launched in 2023, we provide our guests the opportunity to offset the carbon dioxide (CO₂) emissions generated by their flights.



We Hosted Our Expert Colleagues in Podcasts Regarding the United Nations Sustainable Development Goals

- Sustainability Journey of Pegasus
- Climate Action
- Gender Equality
- Responsible Production and Consumption
- Quality Education
- Climate Action - Sustainable Aviation Fuel
- Industry, Innovation and Infrastructure
- Partnerships for Purpose, Decent Work and Economic Growth
- Accessible and Clean Energy
- Climate Action - Sustainability Financing
- Responsible Consumption and Production – Zero Waste
- Steps to a Sustainable Future

[To Find All Episodes on Our YouTube Channel – CLICK HERE!](#)





HARMONY

Towards an Equal and Diverse Future

In 2024, we celebrated International Women's Day with a variety of events.

- We supported women's economic participation through a charity fair in collaboration with the Foundation for the Support of Women's Work (KEDV).
- We shared the stories of our colleagues and were inspired by them with our webinar titled "Women's Stories from Aviation".
- We operated a special Women's Day flight with an all-female flight crew.
- With a unity football match between our women's and men's teams, we challenged stereotypes about women in football.
- The Pegasus Theatre Club staged the play "Let Womanhood Remain With Us", which draws attention to gender roles.

We hosted a thought-provoking talk with Evrim Kuran, author of "From Telegraph to Tablet," "Z: Understanding a Generation," "They Migrated from Here," and "Sorry for Being a Successful Woman," discussing gender norms and generational dynamics.

As Pegasus Volunteers, we ran for the Turkish Education Foundation (TEV) in the 2024 Istanbul Marathon, raising ₺129,452 donations.

On November 25, the International Day for the Elimination of Violence Against Women, we partnered with Kız Başına Community for a "Raising Awareness and Empowerment in Combating Violence" webinar.





HARMONY

Towards an Equal and Diverse Future

Our Sailing Club placed in the top of its class at the 2024 *Fifty-Fifty Sailing Cup after two days and approximately nine hours of intense racing.

Our Women's Football Team emerged undefeated championship in the Women on The Field İstanbul Cup during their second participation in the tournament.

Our Trekking Club made a heartfelt contribution to our furry friends by building warm shelters for them! The team ensured these shelters reached their new owners with the generous pet food donations from Pegasus employees.

During an interactive workshop led by Tezgahçılar Community, we critically examined gender roles and explored solutions to gender-based challenges in the workplace.

We supported the 'Mardin Village Schools Solidarity Project' by providing the necessary supplies from the students' needs list.

* A sailing race that aims to emphasize gender equality, where all racing teams, the panel of referees, and the race committee consist of 50% women and 50% men.



WE ARE HERE!

Towards a Better Future

Together with the Turkish Education Foundation (TEV), we provide educational support to 1,000 female university students as part of our "We Take Every Step for the Future Scholarship Fund" project. We offered internship opportunities in 13 different departments to a total of 18 TEV scholars (12 female and 6 male) from seven different cities (Istanbul, Ankara, Kocaeli, Trabzon, Izmir, Karaman, Mersin).

We celebrated May 19, Commemoration of Atatürk, Youth and Sports Day with our TEV scholars through a meaningful visit to Anıtkabir.

To share our passion for aviation and our belief in the future, we welcomed our scholars to our headquarters. This inspiring event included leadership talks, a friendly match between our Pegasus women's & men's football teams, a flight simulator visit, and a day full of engaging experiences!

During our "Every Step for the Future CEO Meeting" event, TEV scholars had the opportunity to meet our CEO, Ms. Güliz Öztürk, and ask their questions.

We also hosted TEV scholars in our online events aimed at raising awareness on gender balance.



Our Awards

As Pegasus, we strive to stay one step ahead in the aviation industry. We proudly crown our achievements with the awards we have received on both local and international platforms.



- Our CEO, Güliz Öztürk, was honored with the "Executive Leadership: Europe" award at The Airline Strategy Awards, organized by FlightGlobal brand Airline Business and corporate consulting firm Korn Ferry.
- Our Chief Information Officer, Barış Fındık, was recognized among the "Top 50 Most Influential Technology Leaders" and also received the "Exceptional Ambition and Orchestration" award at the EMEA Future Travel Experience event.
- We were named the "Global Environmental Sustainability Airline of the Year" at the 2024 CAPA Sustainability Awards.
- With our "Zero Waste in the Skies" project, we won an award in the "Collaboration" category at the Sustainable Business Awards.
- We proudly won four awards at the Stevie Awards:
 - Gold Award for Employer of the Year – Aviation & Defense,
 - Bronze Award in Diversity & Inclusion for our Harmony Initiative,
 - Bronze Award in Best Recruitment Process for our GoYoung Program,
 - Bronze Award in Leadership Development for our GoLead Program.

- We were honored with Gold Awards in the "Best Talent Management Strategy," "Best Employee Experience," and "Best Leadership Development Program" categories at the Brandon Hall Group HCM Excellence Awards.
- At the Youth Awards, we won the Gold Award in the "Most Desired Transportation Company to Work For" category and received the Achievement Award in the "Most Admired Recruitment Program" category with our GoYoung Talent Program.
- At the Kristal Elma (Crystal Apple) Awards, we won:
 - Crystal Award in the "TV & Cinema & Online Film" category with our campaign "No Need to Miss This Much".
 - Crystal Award in the "Radio & Audio Special" category with our "You Need to Be Young" radio spot.
 - Bronze Award in the "Radio & Audio Sectoral" category with our "Those Who Travel the World Know" radio spot.
- At Felis, our "No Need to Miss This Much" campaign won:
 - Gold Award in the "Transformative Marketing Strategy" category.
 - Silver Award in the "Creative Strategy" category.



Partnerships

At Pegasus, we are committed to building a sustainable and equitable future. In this regard, we support social responsibility projects and pledge our commitment to gender balance across various national and international platforms.



- 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 1 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 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 are collaborating as a Program Partner within the Women in Sales Network social project.



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



- 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.



- To celebrate the 100th anniversary of our Republic, we collaborated with the Turkish Education Foundation (TEV) to launch the Pegasus We Take Every Step for the Future Scholarship Fund! As the largest one-time contribution in TEV's history, this collaboration provides university scholarships for 1,000 female students, with 25% of the recipients coming from earthquake-affected regions.



- As Pegasus Airlines, we are proud to be the transportation sponsor of Young Guru Academy (YGA)'s Science Mobilization project! This initiative aims to equip young people and children in disadvantaged regions with a scientific mindset and problem-solving skills at an early age, empowering them to develop technology-driven solutions to today's challenges.

PEGASUS
#harmony