

# Diversity Equality Inclusion Report

2025



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# Pegasus Has a "Harmony"!

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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!



# CEO Message

Dear colleagues and valued stakeholders,

At Pegasus, diversity, equality, and inclusion are not merely concepts we speak about; they are core values that guide our decisions, shape our collaborative culture, and define our long-term success. Every day, we see that when diverse perspectives come together, stronger outcomes emerge. Fostering a fair, safe, and inclusive workplace where everyone feels a true sense of belonging is therefore not a choice, but a responsibility.

As an important milestone on this journey, our Harmony initiative achieved meaningful progress in 2025. Together, we implemented numerous practices that increased awareness and created tangible impact across multiple dimensions of inclusion, particularly in gender balance. Today, Harmony represents more than a set of projects at Pegasus; it has become a natural part of our people-centered culture.

The Harmony report outlines the steps we have taken, our achievements, and the goals we have set for the coming period. I see this report not only as a reflection on the past, but also as a reminder of the shared responsibility we all carry in shaping a more inclusive future.

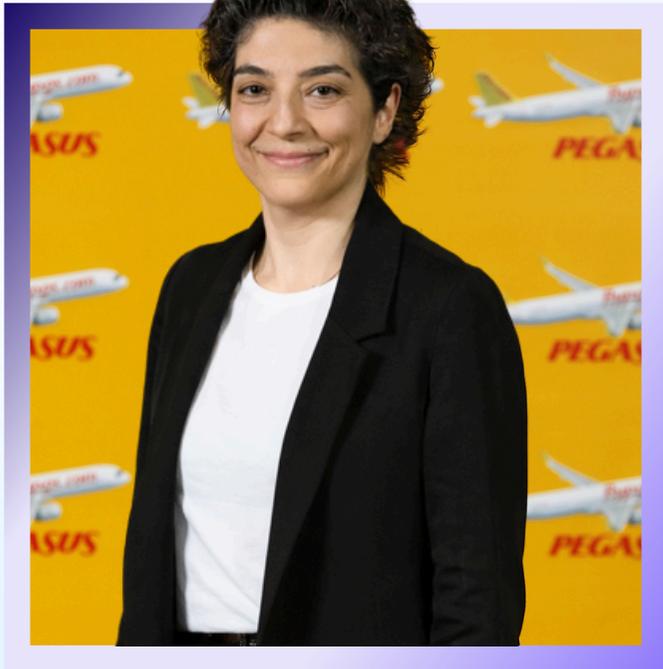
I would like to sincerely thank all my colleagues who have contributed wholeheartedly to this journey. I am confident that together we will continue to strengthen our values of diversity, equality, and inclusion, and work with determination toward a fairer and more sustainable future.

Yours sincerely,  
Güliz Öztürk



Güliz Öztürk

# Message From Our Chief HR Officer!



By bringing together all the steps we have taken in the areas of diversity, equality, and inclusion under the umbrella of #PegasusHarmony, we have strengthened this approach with a more systematic and sustainable structure. Today, Harmony goes far beyond being an initiative at Pegasus; it has evolved into a holistic framework embedded across our human resources processes and actively shaping our corporate culture.

In 2025, while maintaining our focus on gender balance, we also delivered initiatives that created tangible and widespread impact across other dimensions of inclusion. Through workshops, awareness programs, internal communication campaigns, and collaborations, we aimed to transform equality from a topic of discussion into a value we experience and develop together.

We view these efforts as part of a broader approach grounded in responsibility, continuous learning, and improvement – both within our company and across our areas of social impact. Seeing this systematic progress recognized has been a distinct source of motivation for all of us.

Strong indicators that our progress is measurable and consistent include being recognized as an exemplary organization in the Gender Equality category at the 2025 Sustainable Business Awards, as well as our Harmony initiatives advancing from a Bronze Award last year to a Silver Award in the “Diversity & Inclusion” category at the Stevie Awards.

Supporting and inspiring young people is another key pillar of this approach. Our presence at university events, GoYoung young talent program, firm commitment to equal opportunity principles in pilot training programs, and continued development of inclusive policies in career and talent management processes are concrete reflections of this determination.

Because we know that lasting transformation is possible not only through good intentions, but through a culture grounded in data, integrated into processes, and reinforced by leadership behaviors.

Together, we will continue to build a more equal, fairer, and stronger Pegasus for everyone.

Best regards,  
Dilara Oğur

*Dilara Oğur*



**9.242**

**Total Number of  
Employees**

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**3.176**

**Total Number of  
Women  
Employees**

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**6.066**

**Total Number of  
Men Employees**

\* Current data as of December 31, 2025 is stated.

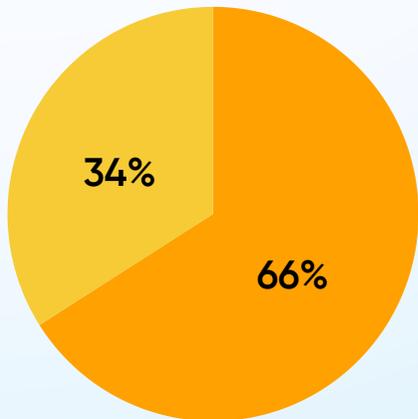
# Diversity & Inclusion at Pegasus

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



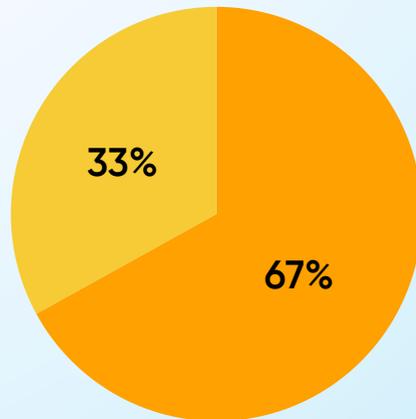
## Women Representation

### Company Wide



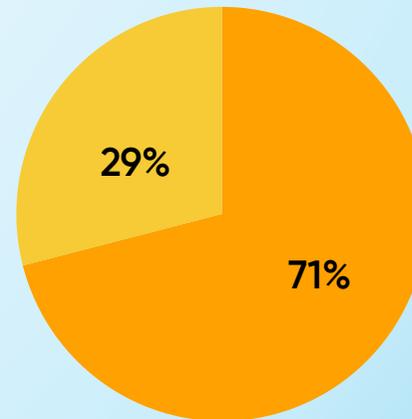
Total: 9.242 People

### Leader and Above Positions



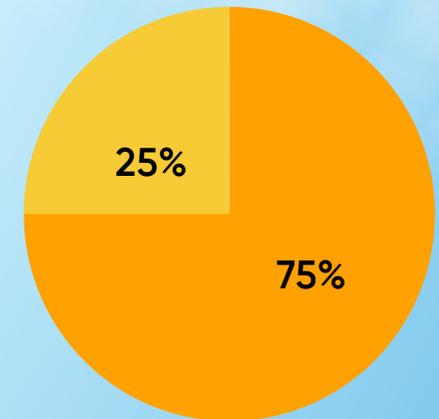
Total: 322 People

### CXO and Above Positions



Total: 7 People

### Board of Directors



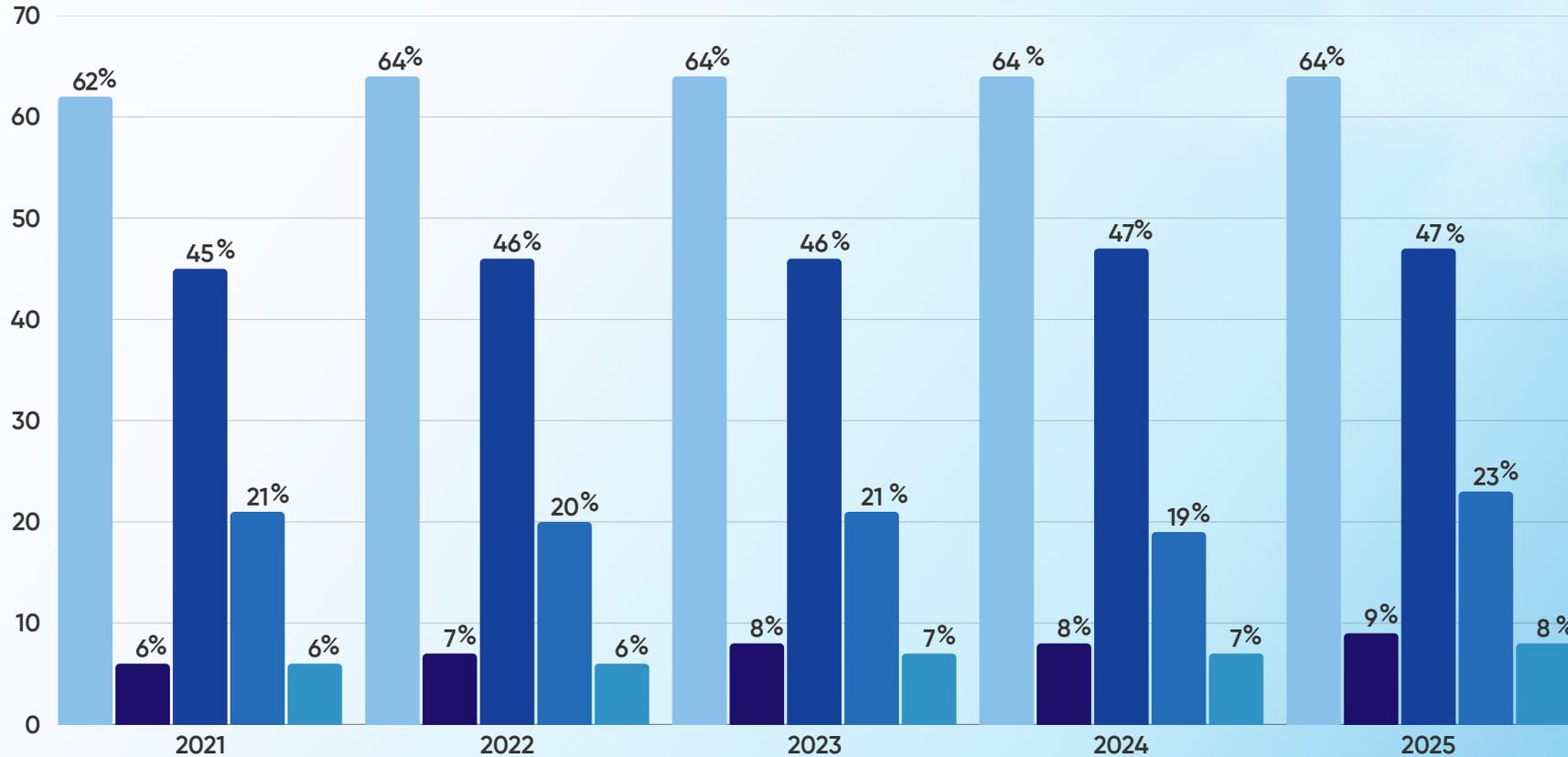
Total: 8 People

\* Current data as of December 31, 2025 is stated.

Women ■ ■ Men

## Segment Based Women Ratio - Last 5 Years

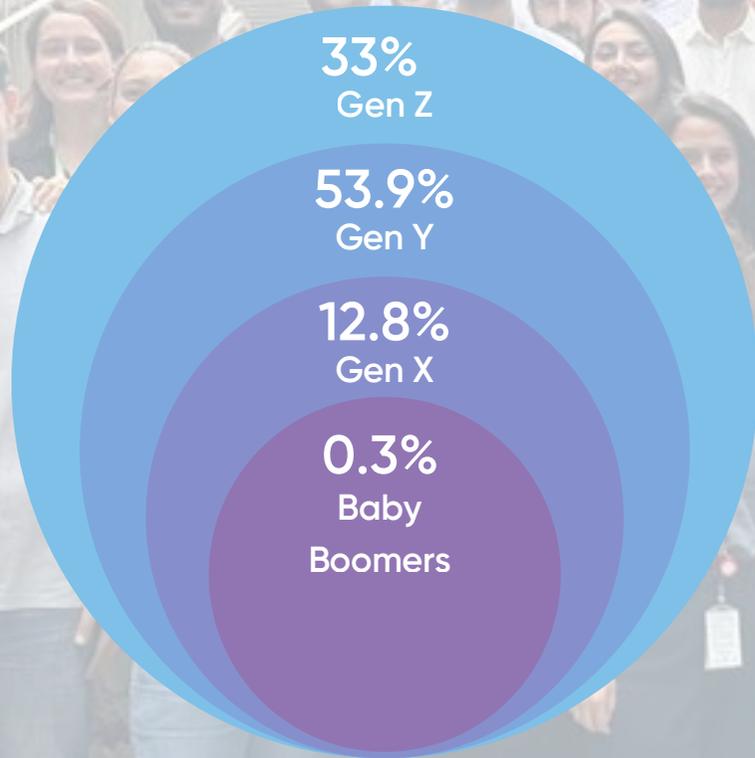
Over the past five years, data indicates that female representation has been sustainably maintained across segments, while a gradual shift has started in traditionally underrepresented functions such as Cockpit and Technical roles.



- **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.

■ Cabin    
 ■ Cockpit    
 ■ Administrative    
 ■ Ground Operations    
 ■ Technical

# Generation Distribution



Gen Z



Gen Y



Gen X



Baby Boomers

\* Baby Boomers: 1946 - 1964

Gen X: 1965 - 1980

Gen Y: 1981 - 1996

Gen Z : 1997 - 2012

Women   Men

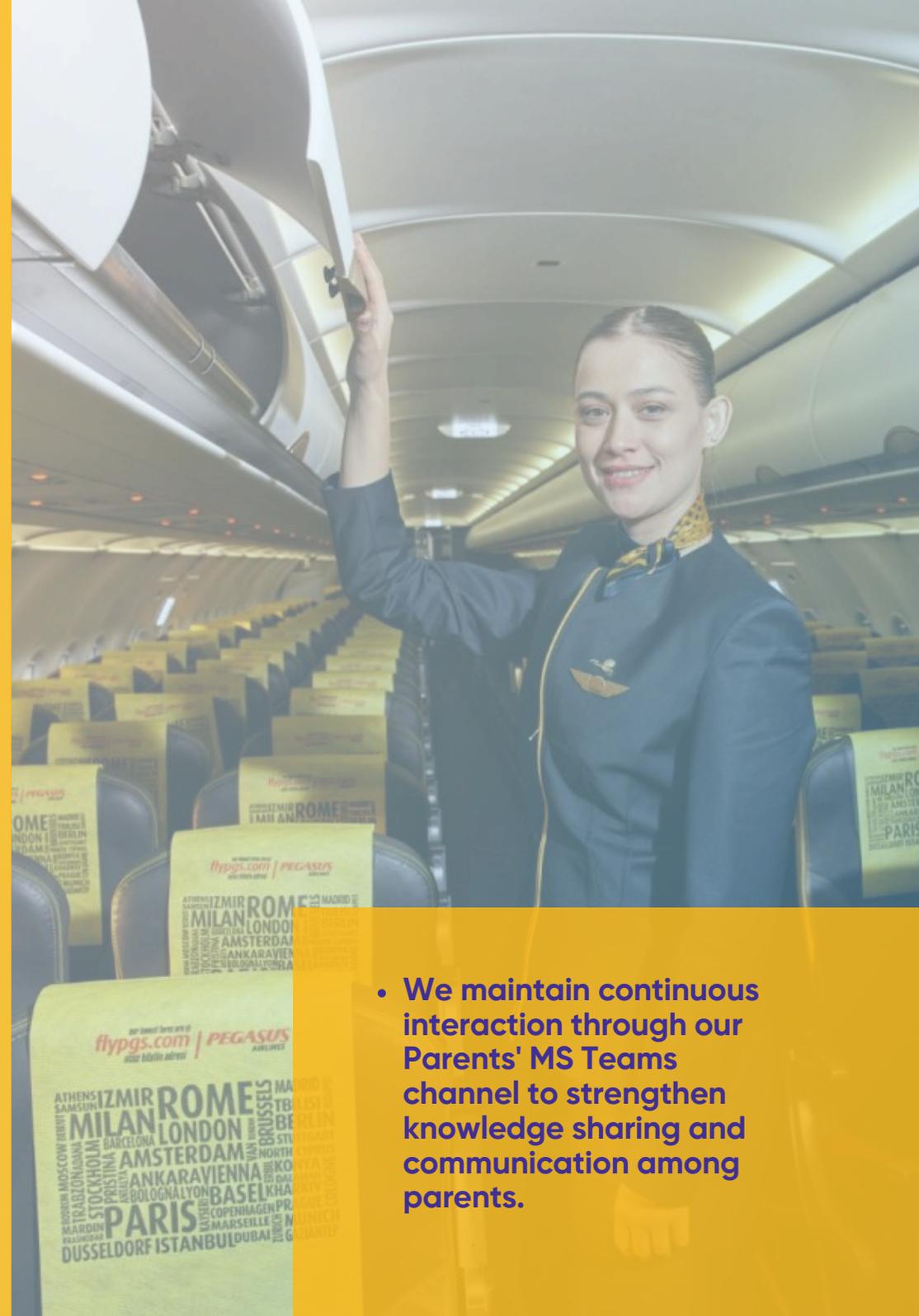
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# Working Parents Represent 34% of Our Demographic.

- 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.



- We maintain continuous interaction through our Parents' MS Teams channel to strengthen knowledge sharing and communication among parents.

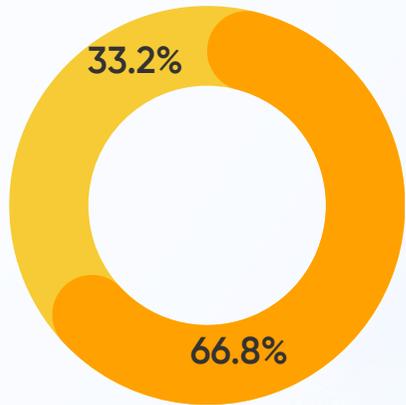
**At Pegasus, we take pride in our diverse workforce, comprising 189 employees from 37 different countries across Asia, Europe, Africa, and the Americas!**



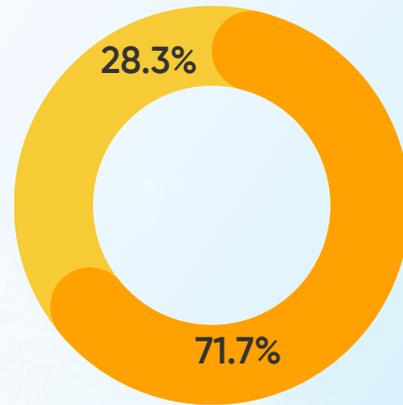
# Measurable Equity Targets with Global Commitments: IATA '25 by 2025' and Forward Faster



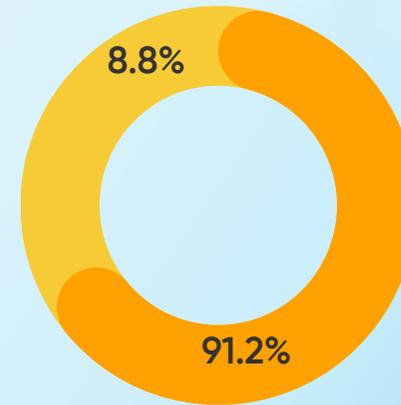
As of 2025, we successfully completed the IATA "25by2025" journey that we began in 2019. We are now focused on defining our new objectives for the period ahead.



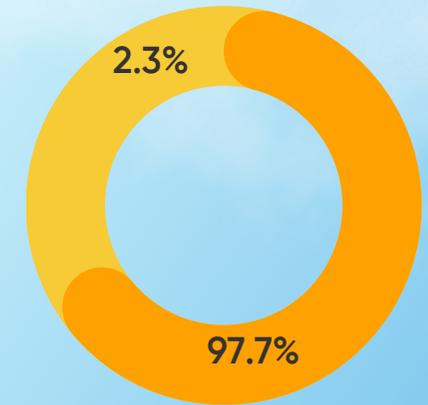
Women Representation in Leader and Above Positions\*



Women Representation Among Engineers



Women Representation in Pilots



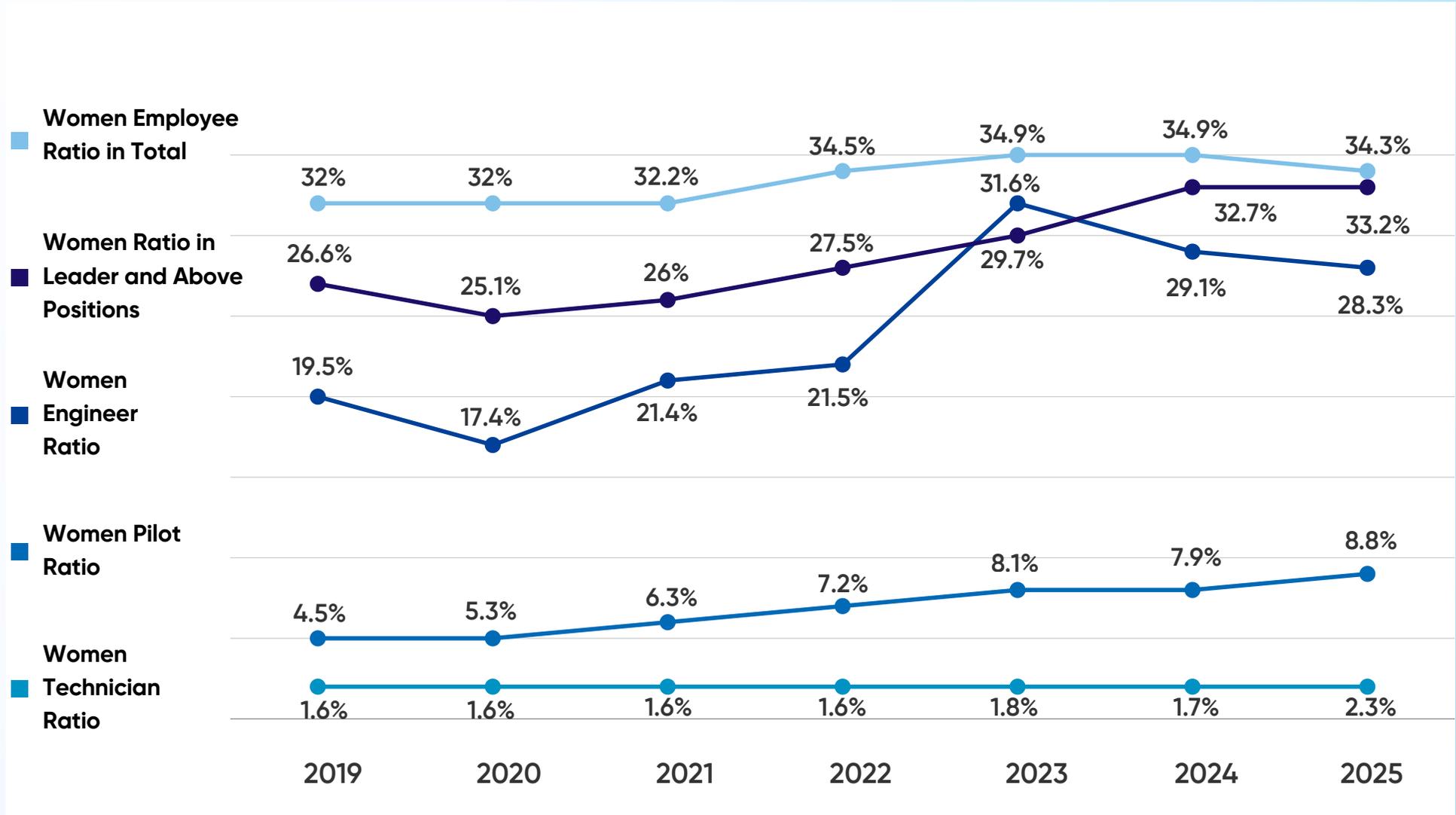
Women Representation Among Technicians

\* Refers to middle and upper management level.

Women ■ ■ Men

# Last 5 Years - Rates of Women Employees Within the Scope of Our Commitment

As a signatory of the "25by2025" initiative since 2019, women representation has been sustained company-wide, with a growing presence especially in managerial, technician, and pilot roles. We promote the aviation industry and the Pegasus working environment to female engineering candidates through career awareness events, while ensuring equal opportunity across our promotion, recruitment, and pilot training programs.



## UNGC Forward Faster: Two Commitments Toward 2030

Current projections suggest that, under existing conditions, achieving gender equality, essential for women's economic participation and empowerment, could take over 169 years. But this trajectory is not fixed. Responding to UNGC Forward Faster's call for accelerated action, we have defined our targets under the two key areas outlined within the 'Gender Equality' pillar.

- **Equal representation, participation, and leadership at all management levels by 2030.**
- **Equal pay for work of equal value by 2030.**

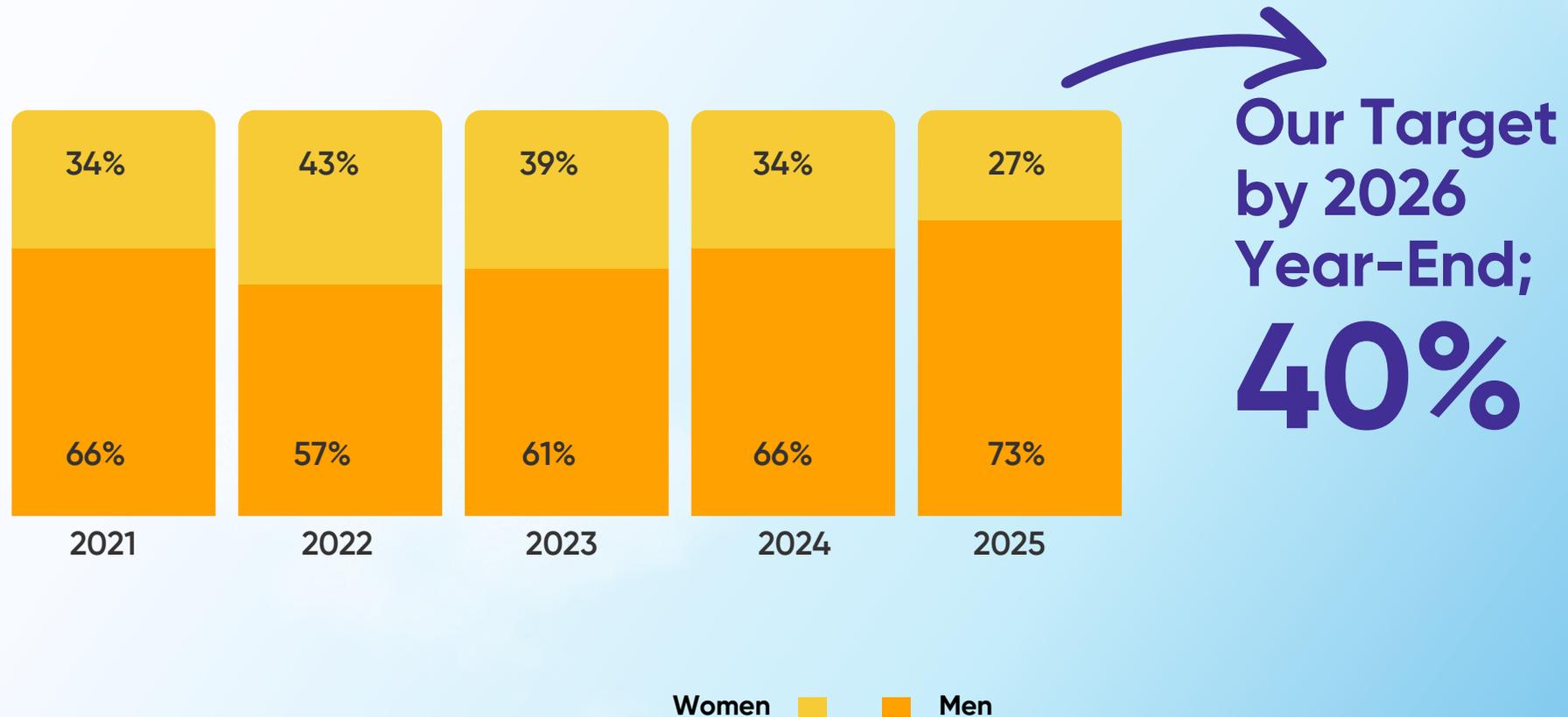


# Equality in Career Life

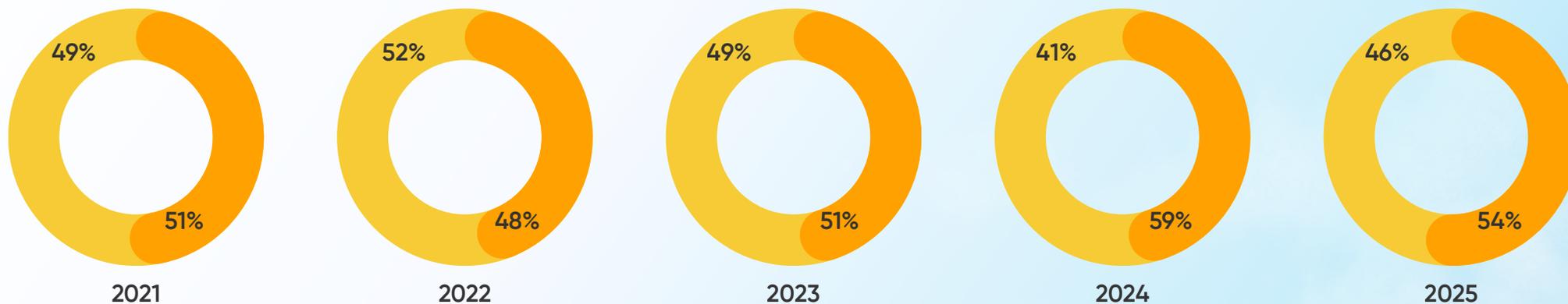
In our recruitment processes, as long as the right job and the right person are matched, we do not take into account the differences of our candidates such as language, race, citizenship or gender, and we implement new practices to ensure equal opportunities in terms of gender balance.



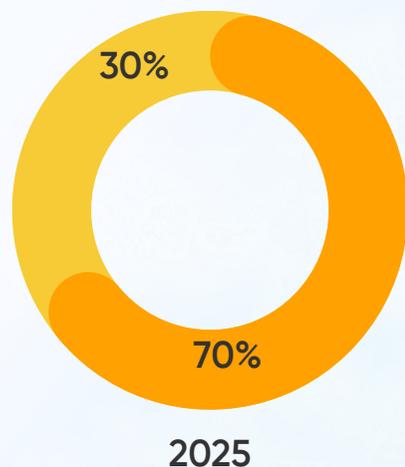
## Distribution of Women & Men in Recruited Employees



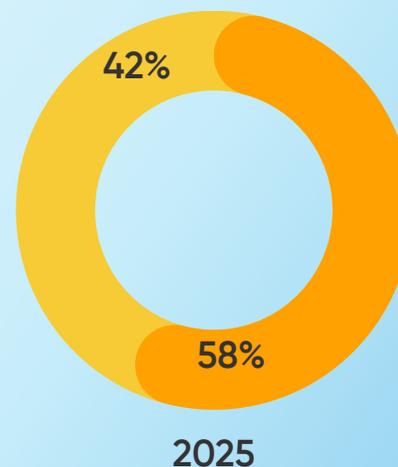
## Distribution of Women & Men in our Promotion Process



## 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 670 University Students in 2025.

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

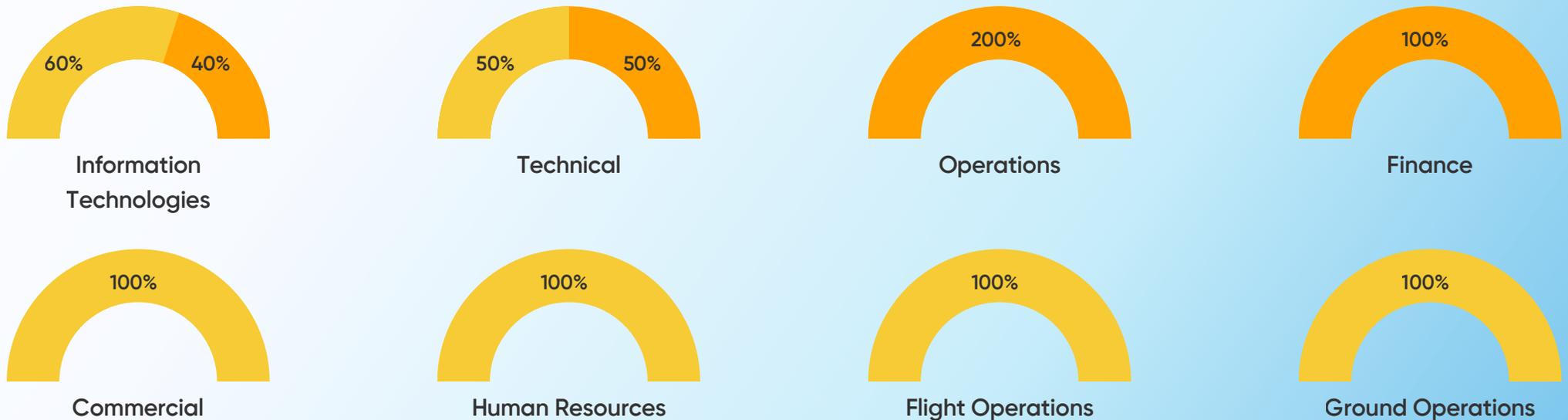


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# Distribution of Women & Men in GoYoung Program



## Gender Distribution of Women & Men in GoYoung Program Across Functions



\* 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 Technical GoYoung program to **40%** by the end of 2026.



## Distribution of Women & Men in the Cadet Program



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

Women   Men

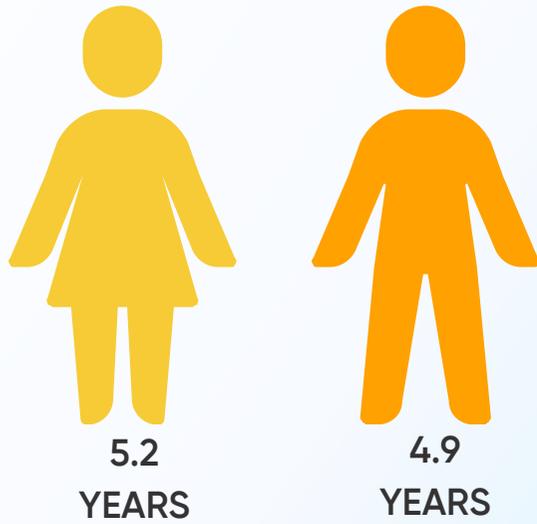


We Aim to  
Maintain the  
Ratio of  
Women Pilot  
Candidates  
in Cadet  
Classes to

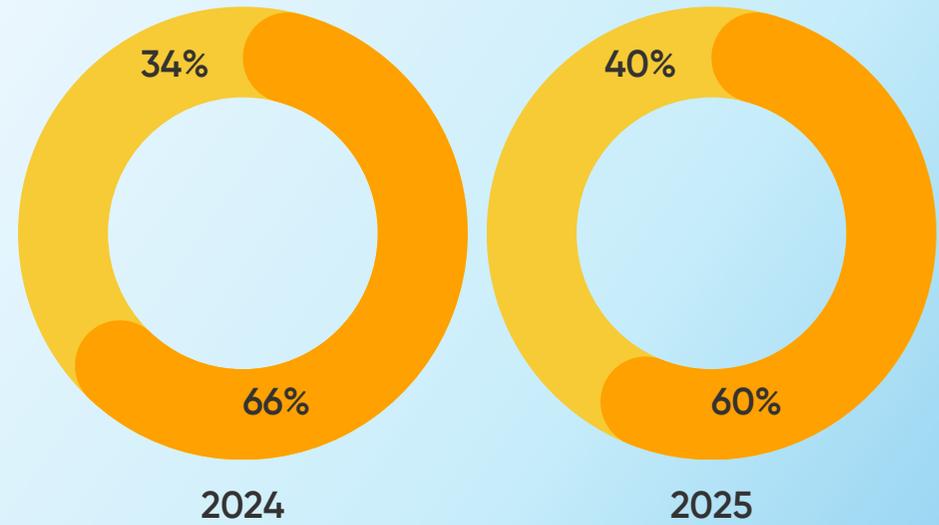
**20%**

by the End of  
2026.

## Average Seniority for Women & Men



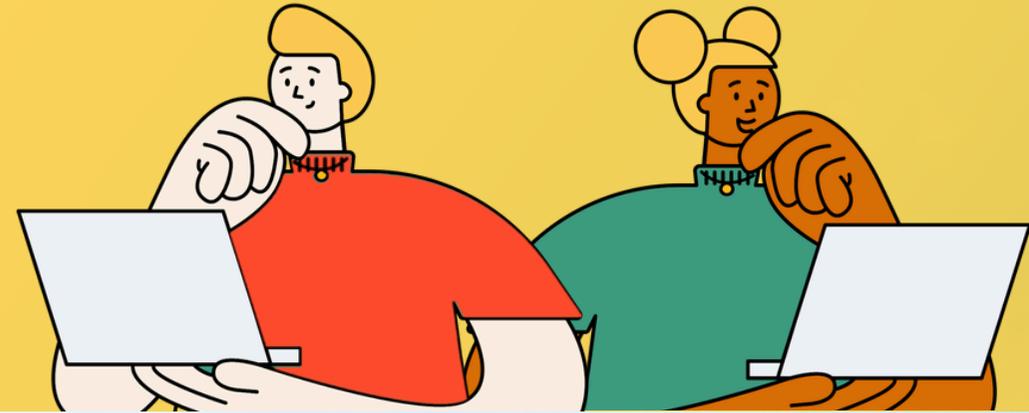
## Turnover Distribution of Women & Men



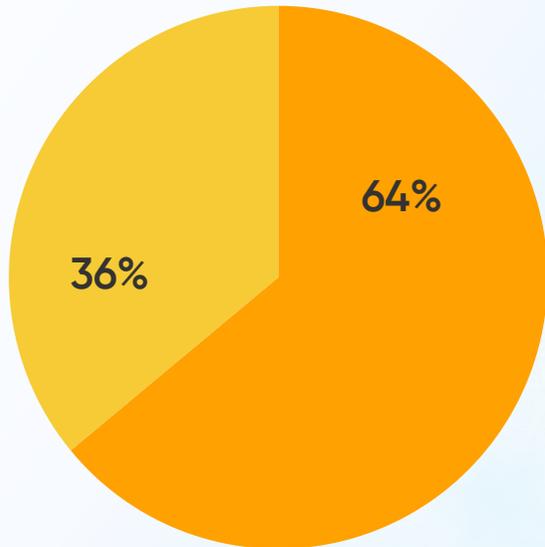
Women ■ ■ Men

# Gender Equality in Career Development

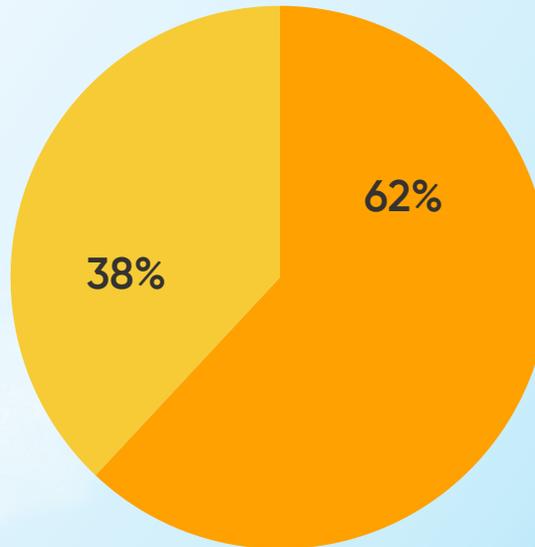
Pegasus is committed to providing equal career development opportunities for everyone. Pegasus Academy embraces all our employees with training programs that foster inclusivity and diversity.



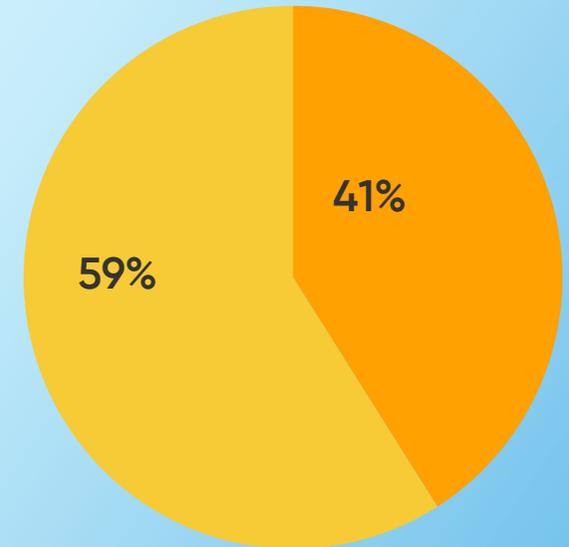
### Participation Ratio of Women & Men in Leadership Training Programs



### Participation Ratio of Women & Men in Personal Development Programs



### Participation Ratio of Women & Men in Functional Development Programs



Women ■ ■ Men



Average Training  
Duration per Employee

16 HOURS

Blended Learning Model

60%

40%

Online Training



In Class Training

PEGASUS AKADEMİ



## Cabin Training Programs



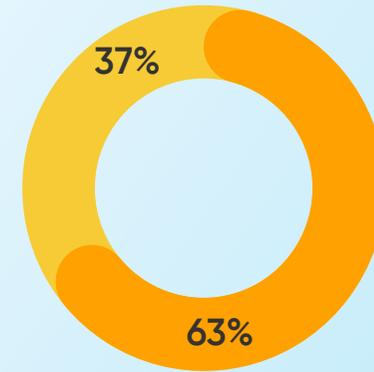
**11.487**

Total Hours



**12.731**

Total Number of  
Participants



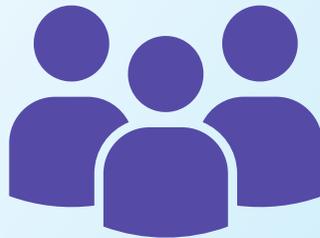
2025

## Cockpit Training Programs



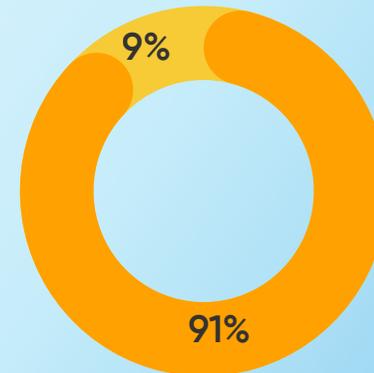
**36.564**

Total Hours



**1.770**

Total Number of  
Participants



2025

Women ■ ■ Men

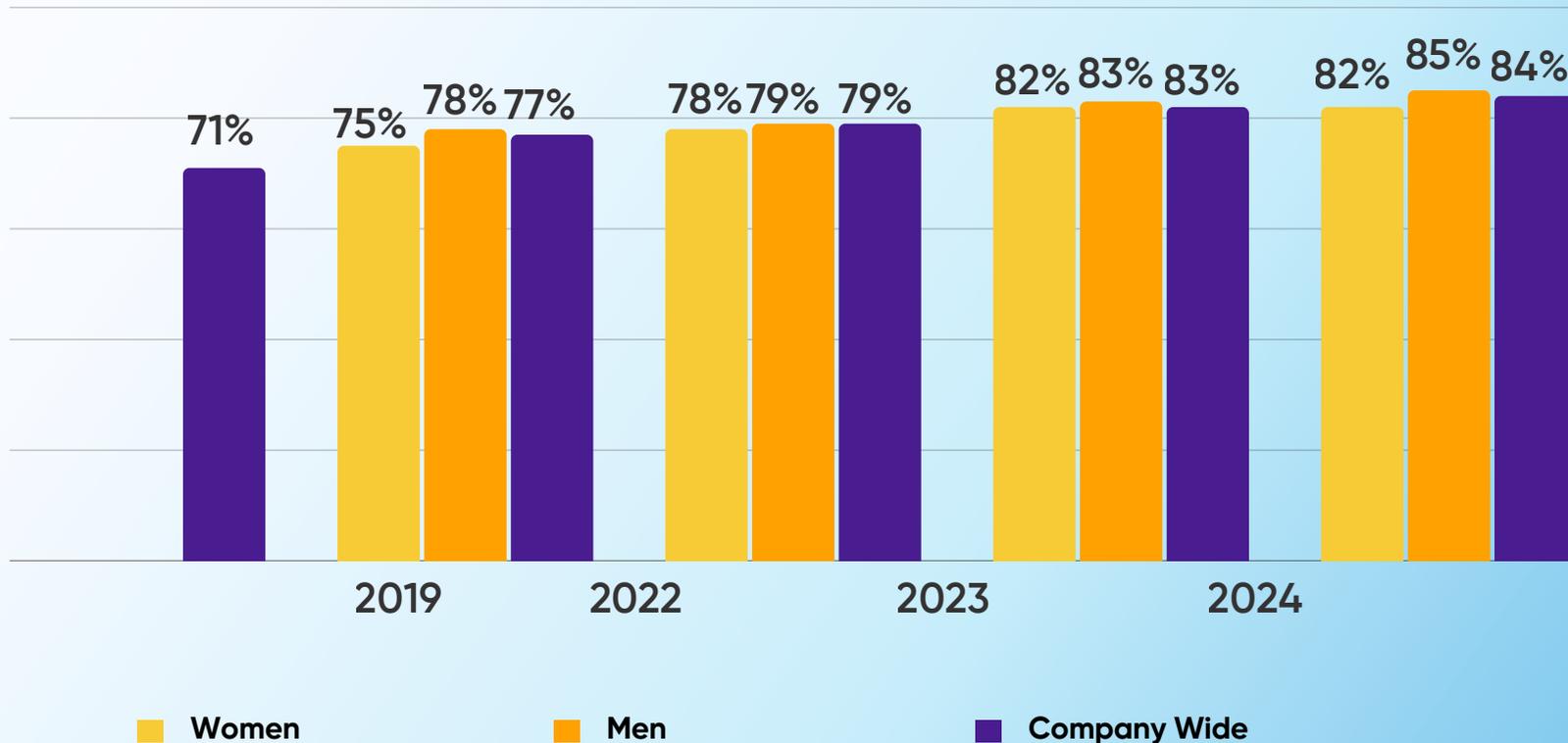
# Being a Part of Pegasus

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 diversity & equality & inclusion.

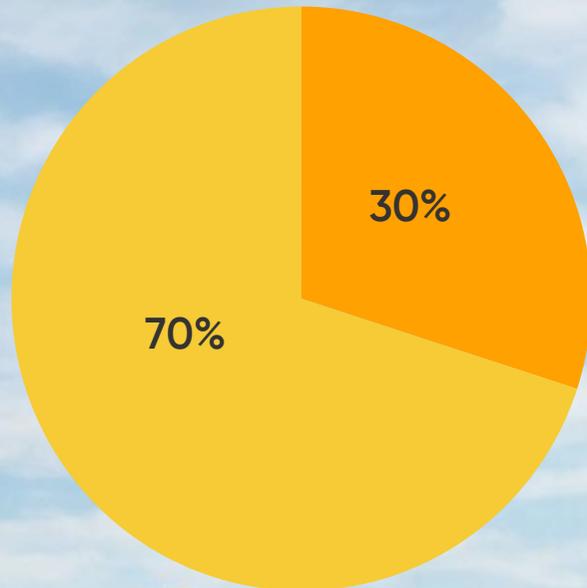


## Employee Engagement Survey - Sustainable Engagement Scores

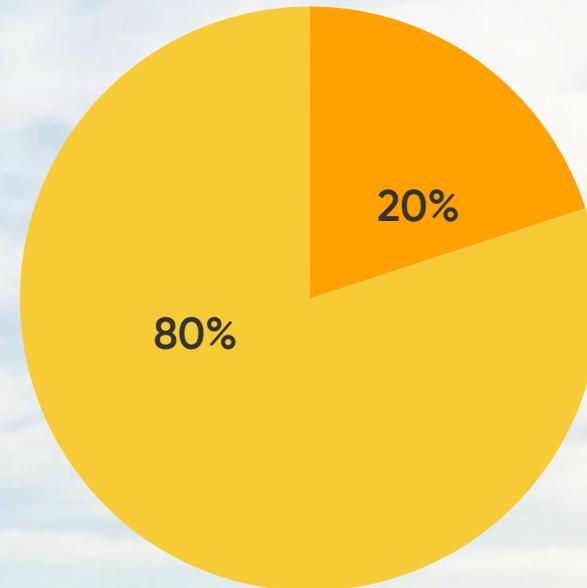
With our 2025 sustainable engagement scores, we performed 4 points above the Türkiye norm and 5 points above the global airline industry norm.



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



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



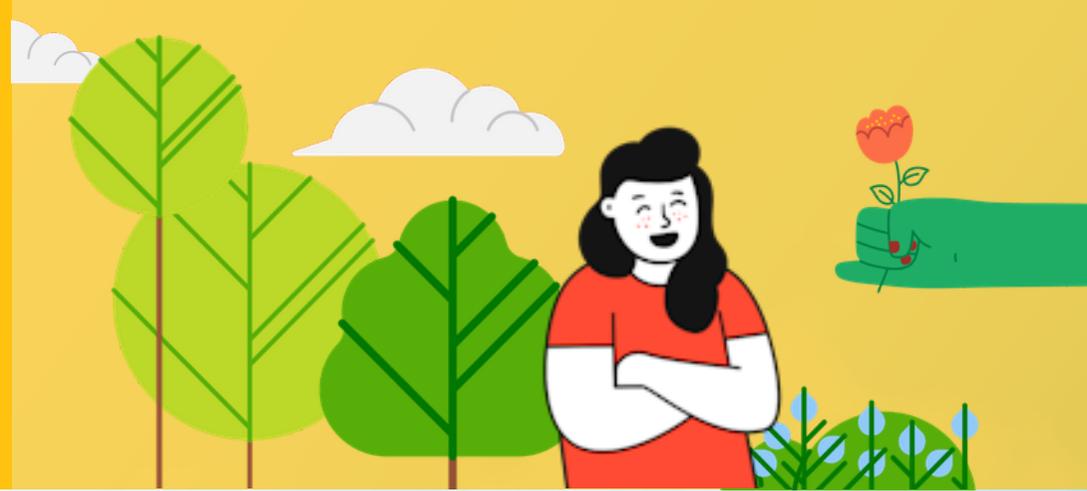
\*Our working groups are formed through the voluntary participation of our 115 colleagues.

Women   Men



# Moving Towards a Sustainable Future

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



## The Route to Net Zero Moving Towards a Sustainable Future

 In 2025, we continued improving our emissions intensity performance with determination, achieving a level of 56.9 grCO<sub>2</sub>/RPK. This performance indicates that we have already realized more than 10% of our unit emission intensity reduction target, which aims to cut emission intensity by 20% compared to 2019 levels by 2030. We are further enhancing our capacity as part of our 2050 Net Zero Target.

 We published our 2024 fiscal year "Sustainability Report," which marks the first-ever report disclosing our Sustainability and Climate impacts, alongside financial effects, under the Turkish Sustainability Reporting Standards (TSRS). This report is fully compliant with global IFRS (International Financial Reporting Standards) S1 and S2.

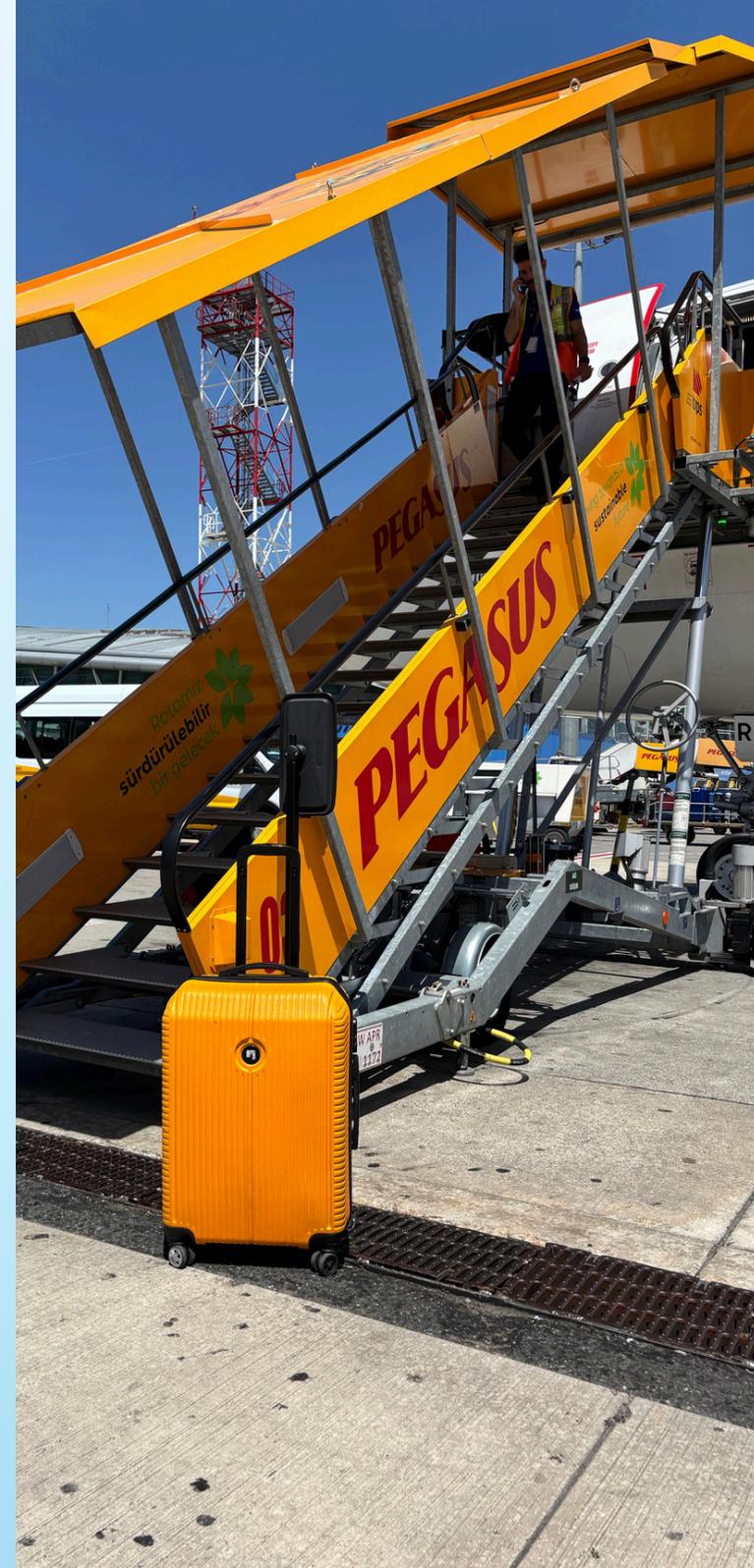
 Under the ReFuelEU Regulation, which encourages the use of Sustainable Aviation Fuel, we successfully completed our first reporting process for the 2024 fiscal year.



 In collaboration with Pendik Municipality, which oversees waste management at Istanbul Sabiha Gökçen Airport, we launched the "Zero Waste in the Skies" project in 2023 to enable separate collection of recyclable packaging waste in our cabins. In 2025, we developed a digital waste tracking system to improve efficiency in recycling efforts, enabling us to monitor packaging waste digitally. This initiative also earned us Bronze and Special Awards in "Waste Management" and "Sustainability Communication" categories by the Corporate Social Responsibility Association.

 Our journey towards sustainable ground equipment transformation 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. We continue our efforts resolutely to transform ground operations.

 Aligned with our sustainability and environmental protection objectives, we launched the "Textile Transformation Project" in 2025 to recycle uniforms that are no longer usable. The recycled materials from this project are transformed into various usable products, contributing to the circular economy. This approach supports efficient resource utilization and promotes a responsible production framework. In addition to textile waste, we produced metal pins by recovering a certain portion of our metal waste.





## HARMONY

Moving towards an equal and multi-voiced future

- As part of our PegaTalks events, we hosted Mert Firat as a guest speaker with a focus on gender balance. Rather than addressing the topic as an issue only concerning women, he highlighted the critical role of male allyship in driving societal transformation.
- Our awareness initiatives continued throughout 2025. We came together with our operation teams in the field to hold conversations focused on gender balance; we listened to experiences and shared perspectives.
- On November 25, the International Day for the Elimination of Violence Against Women, we organized a workshop with the Tezgahçılar team focusing on different forms of violence and raising awareness of the micro-level of violent behaviors.
- As a part of our first Occupational Health and Safety Festival, we met with our operation teams and enjoyed a day that brought together both awareness and fun.
- In addition to occupational health and safety, we organized various webinars and talks in the fields of health and psychology to support the overall well-being of our colleagues.



# # HERE FOR YOU

Moving towards a better future, together

- With the Turkish Education Foundation (TEV), we provide educational support to 1,000 female university students through our “Every Step Towards Future” Scholarship Fund. In addition, we come together with our scholarship recipients through various projects. In 2025, mentorship meetings were held to support the personal and professional development of 54 TEV scholarship recipients selected from 111 applicants.
- At the Istanbul Marathon, with our 45 volunteer colleagues, we ran on behalf of TEV by raising 231.797 TRY to support the education of female university students.
- We contributed to the establishment of new libraries for students in Haliliye, Şanlıurfa, through our book donation initiative.
- Pegasus Trekking Club carried out another social responsibility initiative for stray animals this year. Thanks to our colleagues, 500 street animals were provided with the 500 food packs.
- In 2025, through the “Flying to Tomorrow: First Step in Technology” project, an intensive, in-person digital literacy program was implemented for 30 women living in container cities in Antakya, Hatay, alongside an online digital literacy training program that successfully reached a total of 621 women.
- We aimed to strengthen empathy through an awareness experience designed around our five senses, focusing on the barriers that often go unnoticed in daily life.



# 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.



- In 2023, we launched our "Zero Waste in the Skies" project. In collaboration with Pendik Municipality, which is responsible for waste management at Istanbul Sabiha Gökçen Airport, we began separately collecting recyclable packaging waste in our aircraft cabins. With the waste tracking system we developed in 2025, we digitally monitored these materials to improve efficiency. Through this initiative, we were recognized by the Corporate Responsibility Association with a Bronze Award in the "Waste Management" and Special Award in "Sustainability Communication" categories.
- In 2025, we executed a Sustainability-Linked Loan for 3 Airbus A321neo aircraft, integrating our social and environmental commitments. This initiative also earned us the "Sustainability Team of the Year" award from Airline Economics.
- We were honored with the "2025 Sustainability Award" at the Boğaziçi Business World Awards, organized annually by Boğaziçi University Engineering Club.

- With our "Cabin Crew Career Check" cabin crew recruitment program, we were awarded a Gold Award in the Employer Brand Communication category at the Brandverse Awards 2025.
- At the Youth Awards 2025, organized by the youth-focused career platform Youthall, we received 3 awards. Our CEO, Güliz Öztürk, received a Gold Award in the "Most Inspiring CEO for Young People" category. Pegasus Airlines was honored with a Gold Award in the "Most Desired Employer in Transportation" category, and our GoYoung Young Talent Program received a Bronze Award in the "Most Admired Recruitment Program" category.
- At the Sustainable Business Awards 2025, we were recognized as a benchmark organization in the Gender Equality category.
- In the annual survey held for the fourth time this year, conducted by Sales Network, where students and professionals vote for the companies they are most willing to work for, Pegasus Airlines was selected as "Best Team to Join."



- We received a Silver Award in the Company Culture Category under the Brandon Hall Group Excellence in Action program. We were also recognized with additional awards in the same program:
  - Best Talent Management Strategy, Gold Award
  - Best Employee Experience, Gold Award
  - Best Blended Learning Program, with our GoLead program, Gold Award
  - Best Learning Program Results, with our GoAhead program, Gold Award
  - Best Recruitment Marketing and Employer Branding, with our Cabin Crew Career Check program, Gold Award
  - Best Internship Selection and Onboarding Program, with our Jump Seat Program, Gold Award
  - Best Unique or Innovative Talent Acquisition Program, with our GoYoung Program, Silver Award
  - Best Candidate Experience Program, with our Cabin Crew Career Check program, Bronze Award
- We received 10 awards at the Stevie Awards 2025.
  - Employer of the Year in the Aviation & Defense Industries, Gold Award
  - Best Talent Acquisition Process, with our GoYoung Young Talent Program, Gold Award
  - Best Blended Learning Implementation, with our GoLead Leadership Program, Gold Award
  - Most Innovative Talent Acquisition Program, with our Cabin Crew Career Check program, Silver Award
  - Leadership Development, with our GoLead Leadership Program, Silver Award
  - Diversity & Inclusion, with our Harmony Initiative, Silver Award
  - Internal Communications, with our Human-Centered Communication Approach, Silver Award
  - Best Talent Management Strategy, with our Human-Centered Talent Management strategies, Silver Award
  - Best Youth Employment Strategy, with our Jump Seat Internship Program, Bronze Award
  - Best Talent Acquisition Process, with our Pegasus Pilot Training Program, Bronze Award

# 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 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 Turkish Women's Volleyball 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 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.



- Under the UNGC Forward Faster initiative, we have translated our focus into two concrete priorities under the overarching goal of Gender Equality: ensuring equal representation of women and men, and providing equal pay for equal work. We will continue our efforts to deliver on these commitments by 2030.



- 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 "Every Step Towards 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