

2023 SUSTAINABILITY ADDITIONAL PERFORMANCE INDICATORS

ENVIRONMENTAL PERFORMANCE	2019	2020	2021	2022	2023
Total Energy Consumption (GJ)	247,848,257	126,067,694	187,326,898	252,648,196	289,961,238
Direct Energy Consumption (GJ)					
<i>Aviation Fuel*</i>	247,382,766	125,592,531	186,711,059	251,890,513	289,068,769
<i>Natural Gas</i>	142,719	128,241	124,505	241,942	204,473
<i>Gasoline and Diesel</i>	27,536	16,761	1,675	25,332	28,448
<i>*Includes only operational fuel consumption</i>					
Indirect Energy Consumption (GJ) - Electricity	252,226	210,985	326,487	457,924	415,053
<i>Conventional Electricity</i>	252,226	210,985	326,487	394,003	357,683
<i>Renewable Electricity</i>	-	-	-	47,650	57,369.6
<i>Other Resources</i>	43,010	119,175	163,173	32,484	8,716.4
Total Non-Renewable Energy Consumption (MWH)	68,852,246	35,021,605	52,039,412	70,167,911	80,469,795
Total Renewable Energy Consumption (MWH)				13,237	15,937
Fuel Consumption					
<i>Aviation Fuel (ton)</i>	5,609,587	2,847,903	4,233,811	5,711,803	6,554,847
<i>Natural Gas (m3)</i>	4,131,857	3,712,707	3,604,558	7,004,464	4,176,501
<i>Gasoline (liter)</i>	2,091	3,489	265,936	404,554	161,507
<i>Diesel (liter)</i>	774,876	469,721	413,430	349,411	593,217
Fuel Saving (GJ)	2,447,197	1,003,716	1,635,316	2,539,366	3,167,703
Fuel Saving (ton)	55,492	22,760	37,082	57,581	71,830
Efficiency					
Fuel Efficiency (Fuel Consumption per 100 Available Seat KM) (Liters/100 ASK)	3.26	3.21	3.16	3.10	3.07
Emission Intensity (Carbon Dioxide Equivalent per Available Seat KM) (gCO2e/ASK)					79.40
Specific Fuel Consumption for Passenger Transport (Liter/100RPK)					3.82
Specific Fuel Consumption for Cargo Transport (Liter/RTK)					0.200
Emission Intensity Ratio for Passenger Transport (kg CO2e/RPK)					0.119
Emission Intensity Ratio for Cargo Transport (kg CO2e/RTK)					0.622
Energy Intensity					
<i>Electricity Consumption per Employee (GJ/Employee)</i>	11.19	8.75	8.09	8.89	10.06
<i>Electricity Consumption per Surface Area (GJ/m2)</i>	0.64	0.49	0.42	0.60	0.76
<i>Natural Gas Consumption per Surface Area (GJ/m2)</i>	0.43	0.45	0.74	0.44	0.03
Total Greenhouse Gas Emissions (ton CO2e)	17,877,124	9,094,999	16,591,244	22,983,093	27,464,369
<i>Scope 1 Emissions</i>	17,834,081	9,059,793	13,462,858	18,170,030	20,898,027
<i>Scope 2 Emissions</i>	43,043	35,205	56,377	64,219	120,182
<i>Scope 3 Emissions</i>	-	-	3,072,009	4,748,844	6,446,159
Greenhouse Gas Emission Savings Provided by Efficiency Projects (tons CO2e)	179,740	72,312	117,815	182,987	228,264.5
Carbon Credits Surrendered to the Authorities (tons CO2e)	13,240	13,883	13,968	8,968	14,337
<i>Emission Credits Surrendered Under EU ETS</i>	13,240	13,835	10,838	6,619	8,892
<i>Emissions Credits Surrendered Under CH ETS</i>	0	48	0	52	5
<i>Emissions Credits Surrendered Under UK ETS</i>	-	-	3,130	2,297	5,440
Passenger Flight Offset (number)	686	669	672	476	694
NOx Emissions (ton)	61,846	31,398	46,678	63,040	72,384
<i>Passenger NOx (g) / ASK</i>					0.28
<i>Cargo NOx (g) / ACTK</i>					1.37
Total Water Withdrawal (m3) - Municipal Water	64,903	38,022	255,238	364,508	206,595
Water Withdrawal per Person (m3/person)	16.91	14.73	23.70	13.42	6.87
Waste Water Discharge (m3) (Wastewater Channel)	-	-	237,418	357,345	206,595
Solid Wastes (ton)	1,577	1,269	1,608	2,313	2,170
<i>Recycled Non-hazardous Wastes</i>	1,249	1,163	1,449	2,103	2,036.7
<i>Recycled Hazardous Wastes</i>	153	36	105	128	82.12
<i>Disposed Non-hazardous Wastes</i>	0	0	0	0	0.057
<i>Disposed Hazardous Wastes</i>	1.00	0.60	0.50	0.90	17.85
Recycled Packaging Wastes	174	69	53.50	81.00	33.31
Products with Reduced Environmental Impacts (unit)					
<i>Forest Stewardship Council (FSC) Certified Toy Sets</i>	1,647,700	0	323,925	677,809	366,450
<i>Biodegradable and Compostable Headphone Packaging in accordance with TS EN 13432 Standard</i>	37,790,212	9,872,042	16,722,548	30,307,783	34,388,286
<i>TS EN 13432 Certified Biodegradable and Compostable Blanket Packaging</i>	20,791,553	4,412,240	6,223,785	8,823,067	10,441,690
<i>OEKO-TEX 100 Certified Passenger Blankets</i>	2,181,610	572,215	1,144,145	1,552,460	1,554,476
<i>Vegan Cosmetic Sets</i>	-	-	63,471	1,313,320	3,569,512
Leaks and Spills					
<i>Total Incidents (number)</i>	0	0	0	0	0
<i>Amount of Leaks and Spills (ton)</i>	0	0	0	0	0
Environmental Management Expenditure (USD)	8,211,709	11,477,784	8,433,014	20,062,805	16,827,066
2024 Planned Budget for Environmental Management Expenditures (million USD)					39.1

Environmental Trainings						
Training Participants (person)	-	-	3,227	8,425	5,513	
	<i>Company Employees</i>	-	2,731	8,350	5,123	
	<i>Contractor Employees</i>	-	496	75	390	
Training Duration (person*hour)	-	-	2,210	6,319	2,951	
	<i>Company Employees</i>	-	1,946	6,263	2,756	
	<i>Contractor Employees</i>	-	264	56	195	
Energy Efficiency and Awareness Training						
Training Participants (person)						29,189
	<i>Company Employees</i>					27,055
	<i>Contractor Employees</i>					2,134
Supplier Environmental Audits						
<i>Number of Suppliers Subjected to Environmental Audit</i>	0	0	52	42	43	
<i>Number of Suppliers Audited for the First Time</i>	0	0	0	0	1	
<i>Number of Suppliers Failed in Audit</i>	0	0	0	0	0	
<i>Number of Suppliers whose Contract was Terminated After the Audit</i>	0	0	0	0	0	
<i>Number of Suppliers Given Development Program After the Audit</i>	0	0	0	11	6	
<i>Number of Suppliers Completing the Development Program</i>	0	0	0	11	6	
Number of GHG Awareness Training Participants	3,965	2,522	1,487	3,586	12,903	
Number of Waste Management Training Participants	0	22,459	3,227	5,851	356	
Number of Corporate Sustainability Training Participants	0	22,459	3,227	5,851	8,049	
FINANCIAL AND OPERATIONAL PERFORMANCE	2019	2020	2021	2022	2023	
Net Revenue (USD million)	13,229	6,734	10,686	18,426	20,942	
	<i>Passenger Revenue</i>	11,167	3,792	6,390	14,291	17,727
	<i>Cargo Revenue</i>	1,688	2,722	4,015	3,735	2,596
	<i>Other Revenue</i>	374	220	281	400	619
Operating Profit (USD million)	876	-255	1,414	2,779	2,859	
EBITDAR (USD million)	3,107	1,866	3,744	5,377	6,077	
EBITDAR Margin (%)	23.5%	27.7%	35.0%	29.2%	29.0%	
Net Debt (USD million)	10,107	14,120	11,596	8,714	7,330	
Total Assets (USD million)	24,724	25,530	26,537	30,944	35,671	
Total Investments (USD million)	4,315	4,903	4,193	5,499	5,570	
	<i>Fleet Investments</i>	2,402	2,926	2,061	2,879	3,306
	<i>Leasing Repayments</i>	974	1,541	1,786	1,655	1,667
	<i>Other</i>	939	436	346	965	597
Return on Equity (%)	11%	-16%	14%	32.87%	47.60%	
Total Flight Miles (nautical mile)	500,095,380	254,970,056	379,947,624	515,501,080	582,895,788	
Available Seat*Km (million Km)	187,722	75,015	127,793	201,757	234,839	
Revenue Passenger*Km (million Km)	153,203	53,254	86,705	162,679	193,932	
Revenue Passenger (person)	74,282,064	27,951,286	44,791,503	71,817,525	83,377,777	
Passenger Load Factor (%)	81.6%	71.0%	67.9%	80.6%	82.6%	
Flight Destinations	322	324	333	342	345	
Number of Landings	507,352	240,354	357,207	472,724	539,743	
Distance Flown Km (thousand)	925,918	472,032	703,265	953,902	1,079,523	
Cargo & Mail Carried (ton)	1,544,341	1,494,276	1,880,989	1,679,393	1,658,686	
Excess Baggage Carried (ton)	11,848	7,513	22,190	32,034	35,747	
Turkish Airlines-Only International Routes	154	155	142	152	188	
Turkish Airlines-Only International Routes within Top 20 Airline Companies	219	216	203	223	352	
Turkish Airlines-Only International Destinations within Top 20 Airline Companies	30	24	22	21	23	
Fleet Data						
	<i>Fleet Average Age</i>	8.33	8.44	8.50	8.70	9.30
	<i>Total Number of Aircraft</i>	350	363	370	394	440
	<i>Number of Narrow-body Aircraft</i>	230	234	246	263	296
	<i>Number of Wide-body Aircraft</i>	97	104	104	110	120
	<i>Number of Aargo Aircraft</i>	23	25	20	21	24
R&D Expenditure (USD)	7,691,853	8,857,844	4,254,596	8,611,503	10,903,014	
Number of R&D Employees 752 719	752	719	829	442	785	
Number of R&D Projects	49	40	20	92	88	
Direct Economic Value Generated (USD million)	13,229	6,734	10,686	18,426	20,942	
Direct Economic Value Distributed (USD million)	12,644	7,264	9,411	15,710	18,269	
	<i>Operating Costs</i>	10,477	6,103	8,051	13,473	14,885
	<i>Salaries and Benefits Paid to Employees</i>	2,067	1,097	1,298	2,140	3,256
	<i>Dividend Paid</i>	0	0	0	0	0
	<i>Taxes and Similar Payments to the Government</i>	52	41	37	57	53
	<i>Donation, Sponsorship and Corporate Responsibility Expenditures</i>	48	23	25	40	75
Tax Paid						
	<i>Republic of Türkiye (TL million)</i>	1,441,302,581	898,893,051	1,472,755,988	4,139,375,929	7,964,087,175
	<i>Other States (TL million)</i>	66,849,176	59,912,800	54,248,048	241,316,083	336,444,058
	<i>Airports (USD million)</i>	1,120,050,112	425,535,737	740,139,335	1,310,017,369	1,561,402,280
Local Procurement Rate by Expenditure (%)	69.01%	76.55%	62.50%	89.32%	53.23%	
Local Procurement Rate by Number of Suppliers (%)	73.62%	78.64%	76.80%	74.16%	60.88%	
Code of Ethics, Anti-Bribery and Anti-Corruption Training						
	<i>Total training participants (number of people)</i>	4,320	2,420	6,207	9,463	7,146
	<i>Total training hours (person*hour)</i>	2,160	1,210	3,103	4,416	1,548
Ethical Line Grievances (number)	278	134	179	436	355	

Breaches of Conduct/Ethical Rules During the Reporting Period (e.g., Corruption, Discrimination, etc.)					
Discrimination Grievances (number)	5	2	4	1	14
Money Laundering*	-	-	-	-	0
Whistleblowing / Insider trading*	-	-	-	-	0
Conflicts of Interest*	-	-	-	-	0
Breaches of Customer Privacy Data*	-	-	-	-	0
* Relevant indicators started to be reported as of 2023.					
Incentives from Government and International Institutions (USD million)	110	164	187	183	410
Employee Suggestion System Data					
Number of Employees Giving Suggestions (number)	4,316	7,144	507	1,560	562
Number of Suggestions Received From Employees (number)	21,995	24,259	25,129	3,548	2,051
Number of Suggestions Implemented (number)	1,100	1,225	1,227	713	102
Financial Benefit from Employee Suggestions (USD million)	132	163	185	250	82
SOCIAL PERFORMANCE	2019	2020	2021	2022	2023
Number of Employees on Maternity/Paternity Leave					
Female	907	823	628	119	452
Male	811	531	603	177	546
Number of Employees Returning from Maternity/Paternity Leave					
Female	756	677	550	198	171
Male	815	534	598	177	546
Number of Employees Who Haven't Left Work for the Last 12 Months After Returning from Maternity Leave					
Female	739	623	532	197	448
Male	815	517	588	177	534
Number of Female Employees Benefiting from the Right to Work Part-Time After Childbirth	4	0	7	6	5
Number of Female Employees Benefiting from Partial Employment Right after Childbirth	54	61	52	121	142
Average Amount Spent Per FTE On Training (US Dollar)					494
Employee Trainings- Participants (Number)					
Ground/Non-flight Personnel	410,210	358,637	378,148	468,596	640,720
Cockpit Crew	135,831	153,519	136,023	200,342	268,221
Cabin Crew	54,930	54,968	49,088	86,973	90,138
	219,449	150,150	193,037	181,281	282,361
Employee Trainings - Total Hours (PersonxHours)					
Ground/Non-flight Personnel	-	-	-	254,242	654,500
Cockpit Crew	-	-	-	158,869	309,255
Cabin Crew	-	-	-	6,852	68,409
Female	-	-	-	88,522	276,836
Male	-	-	-	126,839	269,169
	-	-	-	127,403	385,331
Employee Trainings- Participants (Occupational Trainings - Classroom / Digital Trainings) - (Number)					
Cockpit Crew					18,000
Cabin Crew					35,135
Loadmaster and Dispatcher					625
Female					23,975
Male					29,785
Employee Trainings - Total Hours (Occupational Trainings - Classroom / Digital Trainings) - (PersonxHours)					
Cockpit Crew					518,149
Cabin Crew					393,798
Loadmaster and Dispatcher					34,449
Female					292,217
Male					654,179
Contractor Employee Trainings- Participants (number)					
	-	-	-	5,340	36,160
Contractor Employee Trainings - Total Hours (PersonxHours)					
	-	-	-	39,586	46,166
Average Hours of Training Per Year Per Employee (Total Hours)					
Female					37.17
Male					57.60
Accident Frequency Rate (by 1,000,000 Working Hours)					
Direct Employment	12.69	4.57	7.82	14.36	16.26
Contractor Employees	-	-	-	20.64	23.34
Number of Injuries					
Direct Employment	-	-	-	1,371	1,735
Female	-	-	-	1,019	1,298
Male	-	-	-	327	971
Contractor Employees	-	-	-	352	437
Female	-	-	-		89
Male	-	-	-		348
Accident Severity Rate (by 1,000,000 Working Hours)					
Direct Employment	123	37	63	116.27	203.09
Contractor Employees	-	-	-	96.18	122.95
Number of Lost Days					
Direct Employment	-	-	-	10,232.5	20,015.0
Female	-	-	-	8,592.5	17,713.0
Male	-	-	-		9693.5
Contractor Employees	-	-	-	1,640	8019.5
	-	-	-		2,302

Lost Day Rate (Total)						239.90
<i>Direct Employment</i>						267.26
<i>Female</i>						320.95
<i>Male</i>						222.31
<i>Contractor Employees</i>						1166.64
Lost Time Injury Rate (Total) (by 1,000,000 Working Hours)						13.10
<i>Direct Employment</i>						13.91
<i>Contractor Employees</i>						9.97
Absentee Rate (Total) (% of total days scheduled)	2.69	1.47	1.97	3.36		3.64
Absentee Rate (As % of employees)						27.89%
Absentee Rate (Target) (%)						3%
Occupational Disease Rate (1,000,000 On Working Hour Basis)	0	0	0	0		0
<i>Direct Employment</i>	0	0	0	0		0
<i>Contractor Employees</i>	0	0	0	0		0
Number of Occupational Diseases	0	0	0	0		0
<i>Direct Employment</i>	0	0	0	0		0
<i>Contractor Employees</i>	0	0	0	0		0
Number of Work Related Fatality	0	0	0	0		1
<i>Direct Employment</i>	0	0	0	0		1*
<i>Contractor Employees</i>	0	0	0	0		0
<i>* Our Captain Pilot in Charge passed away due to a heart attack while on duty abroad.</i>						
OHS Trainings- Number of Participants						
<i>Direct Employment</i>	14,951	20,563	153,579	91,104		173,319
<i>Contractor Employees</i>	95	67	159	6,057		0
OHS Trainings- Total Hours (PersonxHours)	-	-	106,727	66,003		128,453
<i>Direct Employment</i>	-	-	-	24,461		128,453
<i>Contractor Employees</i>	-	-	-	41,542		0
OHS Committees						
<i>Numbers of OHS Committees</i>						10
<i>Number of Members in the OHS Committee</i>						110
Number of Employee Representatives in OHS Committees						218
<i>Female</i>						76
<i>Male</i>						142
<i>Full time</i>						218
<i>Part time</i>						0
<i>Turkish</i>						218
<i>Foreign National</i>						0
Number of Field Surveillance Studies (Number)	426	204	632	460		673
Number of Physician Activities (Number)	161,992	125,326	117,699	184,219		177,048
Number of Disaster Emergency Trainings (Number)	24	10	19	48		49
Number of Disaster Emergency Training Participants (Person)	400	145	215	1,428		768
Disaster Emergency Training Hours (PersonxHours)	-	-	-	5,097		1,760
Number of Disaster Emergency Drills	58	8	97	96		91
Number of Employees Receiving Child Care/ Elderly Care Support	2,660	2,912	2,922	3,000		2,554
Ratio of Activity Facilities with Lactation Room (%)	40%	50%	50%	55%		66%
Number of Employees/Managers Receiving Training on Prevention of Harassment, Mobbing, Oppression and Violence						
<i>Managers</i>	20	414	122	0		132
<i>Non-managers</i>	4,843	21,948	6,085	0		7014
Customer Satisfaction Rate (%)	75%	77%	83%	83%		81%
employee satisfaction Rate (%)	-	-	-	79%		79%
The number of passengers surveyed for Feedback Management Process Satisfaction Survey	28,686	52,653	-	48,938		69,474
The average number of passengers surveyed for Feedback Management Process Satisfaction Survey Regarding Complaint Feedback (Number)	17,149	13,090	-	1,807		31,337
Average Response Days to Customer Complaints (Day)	5.8	4.9	4.3	6.7		5.1
Number of Employees Received Training on Human Rights Policies and Procedures						
<i>Cockpit Crew</i>	390	349	59	0		0
<i>Cabin Crew</i>	1,691	543	47	0		111
<i>Security Personnel</i>	19	2	1	0		0
<i>Other Ground/Support Team</i>	1,071	396	210	0		5
Number of Employee Complaint Regarding Discrimination, Harassment, Mobbing, Oppression and Violence	48	23	79	63		118
<i>Female</i>	8	6	25	22		20
<i>Male</i>	15	5	33	28		14
<i>Anonymous</i>	25	12	21	13		84
Number of Supplier Audits on Social Fields (OHS, Human Rights, etc.)						
<i>Number of Suppliers Subjected to Audit</i>						43
<i>Number of Suppliers Audited for the First Time</i>						1
<i>Number of Suppliers Failed in Audit</i>						0
<i>Number of Suppliers whose Contract was Terminated After the Audit</i>						0
<i>Number of Suppliers Given Development Program After the Audit</i>						9
<i>Number of Suppliers Completing the Development Program</i>						9

Percentage of Suppliers with Labor and Human Rights Policies %					84%
Number of Business Interruptions due to Strike (Number)	0	0	0	0	0
Number of Non-Working Days due to Strike (Number)	0	0	0	0	0
Flight Safety Trainings					
Training Participants (Person)	12,226	13,595	13,300	13,649	12,563
<i>Cockpit Crew</i>	1,476	2,620	936	2,175	3,089
<i>Cabin Crew</i>	2,992	2,528	2,432	5,884	6,422
<i>Other Employees</i>	7,758	8,447	9,932	5,590	3,052
Training Duration (PersonxHour)					
<i>Cockpit Crew</i>	816	1,321	470	2,719	3,861
<i>Cabin Crew</i>	2,280	1,898	1,502	7,355	8,028
<i>Other Employees</i>	24,048	12,253	20,531	6,988	3,815
Flight Security Data					
<i>Number of Aircraft Accidents (Number)</i>	-	0	0	0	0
<i>Sanctions for Non-Compliance with Flight Safety Regulations (Number)</i>	-	0	0	0	0
<i>Number of Flight Security Reports (Number)</i>	2,063	3,760	5,577	4,380	6,030
<i>SAFA Rate (%)</i>	0.177	0.318	0.054	0.143	0.256
Number of Passenger Fatalities	-	0	0	0	0
Supplier Audit Rate (%)	-	-	-	55.8%	43.4%
EMPLOYEE DEMOGRAPHICS	2019	2020	2021	2022	2023
Total Workforce (Number)	34,222	33,583	33,191	37,379	35,013
Direct Employment	29,491	28,668	27,532	29,520	33,138
<i>Female</i>	13,579	13,129	12,682	13,804	15,101
<i>Male</i>	15,912	15,539	14,850	15,716	18,037
Contractor Employees	4,731	4,915	5,659	7,859	1,986
<i>Female</i>	1,096	1,099	1,167	1,214	210
<i>Male</i>	3,635	3,816	4,492	6,645	1,776
Employee Category (Number)					
Cockpit Crew	5,839	5,756	5,561	5,784	6,755
<i>Female</i>	297	303	296	318	446
<i>Male</i>	5,542	5,453	5,265	5,466	6,309
Cabin Crew	12,247	12,281	12,033	13,222	14,891
<i>Female</i>	8,243	8,105	7,910	8,770	9,590
<i>Male</i>	4,004	4,176	4,123	4,452	5,301
Technical Team - Engineer	402	368	353	471	755
<i>Female</i>	177	169	171	221	316
<i>Male</i>	225	199	182	250	439
Technical Team - Technician	203	189	152	173	177
<i>Female</i>	11	11	1	2	1
<i>Male</i>	192	178	151	171	176
Non-flight Personnel	11,405	10,631	9,938	10,514	11,492
<i>Female</i>	5,039	4,721	4,476	4,715	5,065
<i>Male</i>	6,366	5,910	5,462	5,799	6,427
Distribution of Employees by Geographical Regions (Number)					
<i>Africa</i>					514
<i>America</i>					428
<i>Far East and Asia</i>					677
<i>Europe</i>					1,454
<i>Middle East</i>					447
<i>Türkiye</i>					29,618
Total Workforce by Contract Type (Number)					
Indefinite Term Employment Contract	28,214	27,580	26,519	28,404	31,890
<i>Female</i>	12,999	12,640	12,232	13,359	14,332
<i>Male</i>	15,215	14,940	14,287	15,045	17,558
Temporary Employment Contract	1,167	1,081	1,007	866	907
<i>Female</i>	519	483	444	319	602
<i>Male</i>	648	598	563	547	305
Part-time Employees	110	7	6	250	341
Full-Time Equivalents (FTE) Number Of Total Employees					33053
Total Workforce by Education Level (Number)					
<i>Primary education</i>	74	68	48	42	29
<i>High school</i>	5,024	4,486	3,997	4,193	4,381
<i>University and Above</i>	24,393	24,114	23,487	25,285	28,728
Total Workforce by Age Groups					
<i>18-30</i>	10,658	8,632	6,456	6,975	8,822
<i>30-50</i>	17,484	18,713	19,705	21,116	22,694
<i>50+</i>	1,349	1,323	1,371	1,529	1,622
Average Age of Employees (Age)	-	-	36	36.07	35.71
Senior Management Structure (Number)					
Female	61	59	56	66	78
<i>18-30</i>	1	0	0	0	0
<i>30-50</i>	56	56	49	61	77
<i>50+</i>	4	3	7	5	1
Male	564	560	528	506	525
<i>18-30</i>	13	7	1	1	0
<i>30-50</i>	510	514	487	467	495
<i>50+</i>	41	39	40	38	30

Mid-level Management Structure (Number)						
	Female	516	496	498	506	557
	18-30	34	25	21	11	14
	30-50	459	448	453	468	515
	50+	23	23	24	27	28
	Male	1,117	1,066	1,095	1,085	1,146
	18-30	101	66	53	46	46
	30-50	963	945	987	963	1019
	50+	53	55	55	76	81
New Recruits (Number)						
	Female	1,781	118	131	1,521	3,103
	Male	2,161	416	235	1,389	2,032
Distribution of Newly Recruited Employees by Age Groups (Number)						
	18-30					3852
	30-50					1241
	50+					42
Distribution of New Hires by Geographical Region (Number)						
	Africa					37
	America					56
	Far East and Asia					80
	Europe					96
	Middle East					51
	Türkiye					4,815
Employees Left (Number)						
	Female	535	569	578	399	737
	Male	654	789	924	523	780
Employees Left (Domestic) (Number)						
	Female					651
	Male					648
Employees Left (Abroad) (Number)						
	Female					86
	Male					132
Employee Turn Over Rate (%)		4.2%	4.6%	5.3%	3.2%	5.0%
	<i>Voluntary Employee Turnover Rate</i>					3.0%
	<i>Involuntary Employee Turnover Rate</i>					2.0%
Employee Turn Over Rate (%) - Age						
	18-30					6.0%
	30-50					3.5%
	50+					12.1%
Employee Turn Over Rate (Domestic)						4.0%
	Female					2.0%
	Male					2.0%
Employee Turn Over Rate (Abroad)						1%
	Female					0.5%
	Male					0.5%
Employees with Disabilities						
	Female	60	60	57	56	67.0%
	Male	175	170	155	150	159.0%
	<i>Disabled Work Rate of Ground Personnel (%)</i>					1.97%
	<i>Number of Disabled Employees in Manager Position</i>	24	22	23	26	27
Ratio of Disabled Employees in Managing Positions						
	<i>Ratio of Managers Among Employees with Disabilities (Mid and Senior Level) (%)</i>					11.00%
	<i>Ratio of Disabled Managers Among All Managers (Mid and Senior Level) (%)</i>					1.17%
Workforce Under the Collective Bargaining Agreement (number)		25,513	25,054	24,307	22,594	28,692
Ratio of Female Candidates Applying for a Job (%)		61%	0%	0%	58%	48%
Ratio of Female Candidates in Recruitment Interviews (%)		62%	0%	0%	64%	47%
Shortlisting Rate of Candidates in the New Employment Process (%)		5%	0%	0%	5%	12%
	Female	57%	0%	0%	58%	47%
	Male	43%	0%	0%	42%	53%
Ratio of Women Promoted During the Year (%)						
	<i>Domestic</i>	49%	33%	34%	23%	36%
	<i>Abroad</i>	0%	0%	19%	20%	31%
Ratio of Female Employees Promoted to the Management Position for the First Time (%)						
	<i>Domestic</i>	50%	40%	17%	37%	40%
	<i>Abroad</i>	0%	0%	10%	83%	38%
Ratio of Female Employees in Income Generating Positions (%)		8%	7%	6%	0.7%	0.47%
Ratio of Female Employees in Information Technology Positions (%)		-	-	-	38%	37%
Ratio of Female Employees in Engineering Positions (%)		45%	47%	49%	47%	40%
Percentage of Open Positions Filled By Internal Candidates (Internal Hires) (%)						93%
Average Time Employees Stayed in the Same Position (Years) (Waiting for Promotion)						11 Yıl
	Female					13 Yıl
	Male					10 Yıl
Employees' Average Length of Service						8.09
	Female					8.48
	Male					7.71

<p>Employee Development</p>	<p>Certificate Programs</p>	<p>We have categorized the trainings as Corporate Solutions Trainings, Organizational Development Trainings, Language Trainings, IATA trainings. The trainings of corporate solutions and IATA trainings are mostly the trainings that are assigned within the framework of the requirements of the job of the personnel. The other categories include content for the personal development of the employee. All employees of our company have the right to participate in the training courses listed in the Training Academy catalog free of charge. The Turkish Airlines Aviation Academy conduct subspecialty negotiations with the departments in order to define the right trainings to the right employee. While the corporate solution trainings are automatically defined as they are mandatory by the authorities or our units, the others is assigned in accordance with the demand of the employee or their managers. Besides the all of these trainings we have also design some certificate programs for our employees.</p> <p>CERTIFICATE PROGRAMS</p> <p>The Aviation Academy created 6 different certificate programs lasting 1.5- 3 months to continue the development of white-collar employees who play an important role in determining Turkish Airlines' strategy and decision-making. Aviation Academy conducts workshops where practices specific to the incorporation are explained in certificate programs and aims to convey the corporate experience of Turkish Airlines to its trainees as much as possible. The certificate programs carried out at the Aviation Academy include:FINANCE MICRO MBA CERTIFICATE PROGRAM: This certificate program aims to increase the financial and economic knowledge of the participants and to improve their ability to understand the financial business processes of our company and to foresee the financial consequences of the decisions to be taken. Since the practical part of the program will be carried out by the people who actually carry out the financial processes of incorporation, the analysis of the various problems experienced by the participants while performing their duties makes the program more valuable.</p> <p>*PROJECT MANAGEMENT CERTIFICATE PROGRAM: The aim of this program is to enable the employees from all departments of incorporation to gain project management discipline and to apply this discipline to the processes of the incorporation for which they are responsible and to make their work more efficient and profitable.The program is suitable for employees who need Project Management discipline, who professionally apply the Project Management profession / expertise, who want to obtain national and international Project Manager certification, who want to manage their processes better, more efficiently and more profitably, regardless of their field of activity.</p> <p>*SUSTAINABLE QUALITY MANAGEMENT: This certificate program aims to examine quality management systems with a sustainable growth approach and develops a quality approach with EFQM modeling. The participants learn how the EFQM Model can benefit their organization and how it can be used in current and future explain how it can be used to overcome challenges.</p> <p>*LEAN THINKING AND LEAN MANAGEMENT: The main purpose of the Lean Thinking and Lean Management System Certificate Program is to ensure that all employees participating in the training implement the principle of "improve the business, develop the employees" in accordance with the lean thinking philosophy in the business processes in the units they work. At the end of this program, participants will have knowledge about lean thinking philosophy and lean transformation model, and will be able to apply techniques such as value stream mapping, problem solving and A3 reporting in their own business processes.</p> <p>*BUSINESS ENGLISH CERTIFICATE PROGRAM: This certificate program aims to increase the professional English competence of personnel working in all sectors and departments, especially in civil aviation and cargo transportation, who need to use English in the conduct of their work, by combining theoretical and practical applications and providing instant feedback during e-mail writing, meetings, negotiations and presentations.</p> <p>*DEVELOPMENT PROGRAM FOR MANAGERS ABROAD: The targeted outcomes of the program are to prepare the managers of our incorporation, who work in different geographies, for the conditions in their respective countries, to improve their managerial and communication skills and to facilitate their preparation for station inspections.</p> <p>All programs are listed on the Turkish Airlines Aviation Academy website. The Aviation Academy the certificate programs to continue the development of white-collar employees who play an important role in determining Turkish Airlines' strategy and decision-making. Thanks to Certificate as employees become more proficient in their roles, they help streamline processes, reduce errors and increase productivity, ultimately leading to improved organisational performance and competitiveness in the marketplace. <i>By creating these type of programmes, we increase our overall productivity. In 2023, a total of 225 employees participated in the Certificate Programs.</i></p> <p>Competency Development Programs have been designed to identify needs, design the framework, implement development, and measure benefits, aimed at both professional and behavioral development of employees in various positions within the incorporation. In this way, it is aimed that the development of employees will benefit the incorporation, and that the programs will directly affect employee performance. Within the scope of competency development programs, Manager Development Journey and International Promotion Process have been implemented as comprehensive competency-based programs aimed at enhancing employee development and performance.</p> <p>Manager Development Journey focuses on transforming potential into performance by identifying critical competencies based on job nature and success factors, resulting in ideal profile studies. This program offers two separate sub-programs tailored to the different competencies and needs of managers and specialists. The program includes various tools and practices such as development centers, feedback, coaching sessions, inventories for individual and team roles, and experiential learning methods to promote self-awareness, behavioral change, and practical application. The International Promotion Processes are designed for employees identified as potential candidates for promotion, aiming to create a talent pool and prepare them for future roles. This program includes professional and behavioral competency development aligned with the position's critical requirements. The process involves technical training, business English modules, experience sharing, on-the-job orientations, and mentoring sessions. This program, emphasizing a commitment to education, career development, and performance, offers a comprehensive approach—from identifying competencies through interviews with stakeholders to developing these competencies through practical experience and training. The program which began by including promotion candidates in the development pool during its design, concluded with 80% of participants being ready for promotion after completing all development modules. The Competency Development Programs emphasize the importance of continuous learning and development to achieve observable outcomes, in alignment with our human resources policy.</p> <p>We recognize the importance of each employee's development in our incorporation and prioritize the sensitivity of reaching all units to achieve a holistic approach. Manager Development Journey has been carefully designed with the understanding that leader development will increase both individual and organizational awareness, strengthen team management, and thus advance the incorporation. With the understanding that talent can be developed and potential can be unlocked when supported, it has been determined that opening International Promotion Process announcement to all employees and supporting employees who succeed in their development while awaiting promotion would be beneficial. The Competency Development Programs have not only enhanced the competencies of our existing workforce but also created an additional workforce resource for different positions. In 2023, a total of 39 employees participated in the Competency Development Programs. From the beginning to the end of the programs, participants were actively involved in the process and provided feedback. According to the feedback data collected from all participants at the end of the Competency Development Programs, a satisfaction rate of over 90% was recorded.</p>
<p>Sustainability Priorities</p>	<p>Materiality Analysis</p>	<p>We determine our material issues within the scope of sustainability with a consideration of national and international trends, regulations and the expectations of our stakeholders. In this scope, we carried out a comprehensive study to identify material issues during the preparation of the 2021 Sustainability Report. We review our material issues every year, taking into account new developments in the sustainability ecosystem, sustainability-related risks, opportunities, trends and new regulations. In this context, in 2023, we revised our sustainability priorities, which we identified through the stakeholder analysis study we conducted two years ago.</p> <p>Accordingly, we identified 28 topics as our material issues and included them in our materiality matrix, while 4 topics, which are the unchangeable elements of our management approach for us, were included among the "Unchangeable Principles of Turkish Airlines Management Approach." We rated 9 issues as "The Most Material," 9 issues as "Highly Material" and 6 issues as "Material," and we submitted them to the approval of our Senior Management at our Sustainability Committee. We will continue our sustainability efforts and investments in line with our sustainability priorities and focus areas.</p>
<p>Risk Management</p>	<p>Risk Culture</p>	<p>As an airline company, we carry out a "safety" oriented operation. This, in turn, requires maximizing the awareness of safety and safety risks for each and every employee. Therefore, "Safety Management System" related trainings are assigned compulsorily to all the employees based on their fields of responsibility. For example; General Manager, Chief Officers, Senior Vice Presidents, and Vice Presidents are obliged to attend the Seminar "Safety Management System for Executive Management" as per the list no. IS.10.21.001 based on the recurrent training periods (5 years) as indicated in the same list. The Safety Management Trainings are assigned to the other staff except for the Executive Management based on their responsibilities to emphasize the importance of operational safety concept. The trainings are delivered as follows: - "Safety Management System for Executive Management" for all our senior executive managers, - "Safety Management System (Cargo)" for our employees in cargo operations, - "Safety Management System for Station Chiefs and Managers" for the Chiefs and Managers of our International Stations, and - "Safety Management System" trainings are delivered to all the employees to raise awareness of safety within the Company.</p> <p>The "Hazard Identification" training is delivered to the Station Chiefs and Managers functioning as our Operations Executives in order to raise awareness about operational safety, hazard identification process, and methods.</p> <p>In addition to the Safety Risks, the trainings are assigned with respect to the social risks that our employees may face during the course of their duties considering the requirements of authorities. For example, the training "SHT – FTL / Civil Aviation Directive – Flight Time Limitations" is a compulsory training as required by Directorate General of Civil Aviation, the training "Fatigue Risk Management" is a compulsory training as per the DK.22.059 SHT-FTL Directive on Flight and Duty Time Limitations and Requirement for Resting, and the trainings "Raising Awareness of Alcohol and Drugs" as well as "Catering Risks" are included among the compulsory trainings as required by the authorities of the Ministry of Labor and Social Security.</p> <p>An "Awareness of KVKK and GDPR" training is delivered compulsorily to all our employees upon receiving the notification of KVKK – Personal Data Protection Authority to help prevent the risks of disclosure of our personal data getting rapidly more important in today's increasingly globalizing world without our consent. In addition, the training "Information Security and Awareness" is also offered to all the Company employees to ensure that we can individually take measures to protect our personal data.</p> <p><i>The necessary security trainings are assigned to the relevant employees for the operation to be carried out smoothly.</i></p>
<p>Safety Management System</p>	<p>Mitigation actions for Fatigue Risk Management and Systematic Alcohol and Drug Screening</p>	<p>Our partnership has a procedure named: "Procedure For Aviation Medicine Practices" and If the Cockpit/Cabin employee does not feel physically and mentally fit to fulfill the duties assigned to them due to fatigue or if there is any health suspicion, they are referred to the Company physicians to be evaluated for fitness for flight by applying to Cabin Crew Directorate/Control Office (Cabin) if they are cabin employee, or by giving information to Flight Operations Directorate/Fleet Management they report to and Crew Planning Directorate if they are cockpit employee. Depending on the result of the medical examination carried out by the Company physicians, back-to-work/sick leave report/hospital referral action is taken; fatigue-related reports are shared with Corporate Safety Directorate.</p> <p>The other procedure is "Medical Examination for Alcohol and Psychoactive Substances" and the purpose of this procedure is to set out the methods and principles for the control, prevention, and detection of psychoactive substance use and out-of-limit alcohol consumption by employees covered by DK.22.119 DK.22.119 SHT APAM Instruction on Control of Alcohol and Psychoactive Substances of Aviation Personnel Subjected to Control and other employees designated by the Company to preserve and enhance flight safety in the Company. The issues related to the control of alcohol and psychoactive substances are discussed in The Flight Crew Occupational Health Training.</p>
<p>Supplier Management</p>	<p>Supply Chain Health and Safety Trainings</p> <p>Audits</p>	<p>Cooperating in studies to prevent injury and ill health in work areas and to ensure safe and healthy working conditions. OHS processes related to suppliers are defined in PR.32.082 Subcontractor Occupational Health and Safety Activities Procedure, and OHS processes related to Subcontractors are defined in PR.32.082 Subcontractor Occupational Health and Safety Activities Procedure. Other records and documents regarding OHS, including training documents regarding the work process of the supplier company employees (occupational health and safety, working at height, confined spaces, etc.), are specified in the purchasing specification and requested before the work is carried out; control is carried out. In addition, pre-job information training is provided regarding health and safety risks and emergencies in the working environment.</p> <p>We continuously review our Supplier Code of Conduct to ensure compliance and avoid potential conflicts with ESG requirements. Within the scope of Qualteam audits, our new audit model, we audit our business partners such as ground handling companies and fuel providers within the scope of management systems standards, legal requirements and contracts and monitor their compliance with environmental management principles. In addition, we periodically audit call center, catering, cleaning and transportation service providers to assess their compliance with contractual and legal requirements. A total of 244 planned and unplanned operational and management systems audits, including 138 internal audits and 106 external audits, were conducted in 2023, covering all operational and management systems areas. In 2023, our supplier audit rate was 43.44%.</p> <p>If no results are obtained from the negotiations with the company regarding the corrections and corrective actions that are not responded or completed within the deadline, administrative sanctions are applied by the incorporation, including the cancellation of the contract, taking into account the terms of the contract between the company and</p>