

STAKEHOLDER ENGAGEMENT

The main goal of the Turkish Airlines Sustainability Strategy is to establish a flourishing business model in which the impacts of sustainability are managed across its value chain. In order to present a transparent and accountable management mentality, stakeholders' expectations are taken into account in the Incorporation's decision-making processes, and it is aimed to meet these expectations by means of the studies carried out. To that end, stakeholder expectations and views are heard via various channels, an open, constructive and just dialogue is being established, collaborations are being developed in line with common interest. The Communications channels and Communications frequency formed within this context vary according to the expectations and needs of the stakeholder group.

STAKEHOLDER GROUPS	COMMUNICATION METHODS	FREQUENTLY ASKED QUESTIONS AND RESPONSES
EMPLOYEES	Annual Reports (Annual), Sustainability Reports (Annual), Announcement Posters (Continuous), E-mail Messages (Continuous), Social Media (Continuous), Collective Bargaining Agreement (Periodically), Corporate Website (Continuous), Corporate Policies (Continuous), Trainings (Continuous), Ethics Hotline (Continuous), One-on-One Interviews (Annual), HR Messages (Quarterly), Empathy Intranet (Continuous), "HR Gaste" Employee Bulletin (Monthly), Individual recommendation system (Continuous)	<ul style="list-style-type: none"> * The COVID-19 pandemic, which emerged in 2020 and continued in the reporting period, caused a significant transformation in the working conditions. Due to social isolation measures, remote working practices were carried out in various periods. In the reporting period, as the effects of the pandemic began to diminish, remote or hybrid working and flexible working hours practices were initiated in line with the demands of our employees regarding the working order. * The Ethics Hotline is one of the main communication channels through which the employees of the Incorporation can convey their notifications. During the reporting period, 179 notifications were made through the Ethics Hotline. It has been observed that these notifications are mainly related to the subjects of "act that disrupts the work peace" and "acts against the corporate culture". All of these subjects have been examined by the Ethics Committee. It has been decided to inform the relevant employees and units about the notifications deemed necessary to take action, and to impose administrative sanctions on behaviors contrary to working discipline. * The employees of the Incorporation can directly convey their work life issues, suggestions and opinions to the Human Resources units. In this context, questions were received regarding salary changes in 2021, and these demands were acknowledged by the Senior Management, and salaries were increased twice.
AGENCIES	Annual Reports (Annual), Sustainability Reports (Annual), Agency Visits (Monthly), Phone Calls (Daily), E-Mail Communication (Daily), Agency Agreements (Continuous), TÜRSAB Request and Complaint Notifications (Instant), Meetings and Interviews (Several Times a Year), Agency Portal and Notifications (Continuous), Official Notifications (On Request)	<ul style="list-style-type: none"> * One of the major requests received from the agencies is to organize events and develop practices for establishing new business opportunities and business partnerships. In this regard, Fam Trip, launching meetings, events and workshops are organized in order to increase agency satisfaction; Promotional trips and events are organized to foreign destinations for agencies. * In response to the request of the agencies, The Agency Support unit was established to solve the passenger related PNR, ticketing and flight issues faster. * Free reservation system training and certification services were provided to agency employees for the training requests of the agencies. * In response to the request of agencies for enhanced rights to protect customers against trade fair cancellation cases, additional rights have been defined. * Agencies have requested the ability to apply similar discounts that the Incorporation provide for students, teachers, disabled passengers. This demand was taken positively, and it was ensured that the discounts could also be applied through the agency channel. * Domestic agencies' requests for a practice to increase their competitiveness against Online Travel Agencies (OTA) operating on a global scale were responded during this period. Accordingly, the competitiveness of agencies was increased by reducing the incentive rates applied to Global OTAs for flights departing from Türkiye. * Ticketing service fees were increased in line with the requests of agencies.
SHAREHOLDERS AND INVESTORS	Annual Reports (Annual), Sustainability Reports (Annual), General Assembly Meeting (Annual), Financial Reports (Quarterly), Investor Conferences and Roadshows (Continuous), E-mail Messages (Continuous), Phone Calls (Continuous), Corporate Website (Continuous), Face-to-face or Online Meetings (On Request), KAP/Material Disclosures (Instant)	In 2021, the Incorporation has attended 8 investor conferences and roadshows, held 80 teleconferences and over 100 individual and corporate investor meetings. Four investor conferences have been organized over the results of the financial statements. In these meetings, information requests regarding company practices, financial performance information, pandemic and post-pandemic practices, and future goals were responded.

BANKS AND FINANCIAL INSTITUTIONS	Annual Reports (Annual), Sustainability Reports (Annual), Financial Reports (Quarterly), E-mail Messages (Continuous), Phone Calls (Continuous), Corporate Website (Continuous), Face-to-face or Online Meetings (On Request), Financing Tender and Contracts (On Request)	The information requests of banks and financial institutions mainly focus on the financial and operational status of the Incorporation, its projections for the future, the implementation of measures during and after the pandemic, as well as the financial transactions they carry out. These requests are responded primarily through the Incorporation's Investor Relations website, meetings and information sharing are held for information that are not disclosed on the website.
INDIVIDUAL CUSTOMERS	Annual Reports (Annual), Sustainability Reports (Annual), Social Media (Continuous), Corporate Website (Continuous), Customer and Market Research (Continuous), Customer Visits (Weekly), E-Mail Notifications and Phone Calls (Continuous), Mobile Application (Continuous), Loyalty Program (Continuous), Call Center (Continuous), Meetings and Fairs (Continuous), In-flight Entertainment System-IFE (Continuous), Complaint and Suggestion Forms (Continuous), Commercials and Promotional Films (Continuous)	Individual customers can convey their requests, suggestions and complaints to the relevant units on a wide range of issues, particularly flight planning, sales and ticketing issues, through various channels, primarily the call center. Relevant units respond to customer notifications as soon as possible.
CORPORATE CUSTOMERS	Annual Reports (Annual), Sustainability Reports (Annual), Social Media (Continuous), Corporate Website (Continuous), Customer and Market Research (Continuous), E-Mail Notifications (Continuous), Mobile Applications (Continuous), Customer Portals and Digital Integration Applications (Continuous), Corporate Loyalty Program (Continuous), Call Center (Continuous), Complaint and Suggestion Forms (Continuous), Commercials and Promotional Films (Continuous), Meetings (Continuous), Videoconference and Phone Calls (On Request), Fairs (Annual)	<p>* In parallel with the increase in online trade practices, the demands for air cargo transportation have also increased. Accordingly, various digital service demands of cargo customers are met by developing these applications or by digitalizing existing processes.</p> <p>* Information requests of corporate customers regarding environmental impacts of flight operations, carbon footprint, or corporate policies such as human rights, employee rights, business ethics, passenger rights, health, security and data security are met through the corporate website.</p> <p>* During the reporting period, a digital corporate card infrastructure has been developed to respond the demands of corporate customers, and the digitalization of loyalty cards began.</p>
SUPPLIERS AND CONTRACTORS	Annual Reports (Annual), Sustainability Reports (Annual), Social Media (Continuous), Corporate Website (Continuous), E-mail Notifications (Continuous), Purchase Agreements (Continuous), Meetings (Continuous), Videoconference and Phone Calls (On Request), Fairs (Annual)	Due to the supply chain challenges experienced during the pandemic period, financial support requests have been received from the suppliers. In line with the researches, support was provided to the suppliers in the product items where the need for support was confirmed.
INDUSTRIAL ASSOCIATIONS	Annual Reports (Annual), Sustainability Reports (Annual), Corporate Website (Continuous), E-mail Notifications (Continuous), Meetings (Regularly), Working Groups and Joint Projects (Continuous), Videoconference and Phone Calls (On Request)	
BUSINESS PARTNERS	Annual Reports (Annual), Sustainability Reports (Annual), Corporate Website (Continuous), E-mail Notifications (Continuous), Meetings (Regularly), Joint Projects (Continuous), Videoconference and Phone Calls (Monthly)	Studies are being conducted to deliver faster employment processes and to contribute to the goals and expectations of the units.
INTERNATIONAL ORGANIZATIONS AND REGULATORS	Annual Reports (Annual), Sustainability Reports (Annual), Corporate Website (Continuous), E-Mail Notifications (Continuous), Audits (Annual), Presentations, Reports and Publications (Continuous), Events and Summits (Regularly), Videoconference and Phone Calls (On Request)	Participation in the activities of international organizations is ensured by taking an active role in their administrative boards and the knowledge acquired is transferred to the Incorporation for increasing efficiency and standardization. In accordance with the pandemic conditions, the needs to ensure the continuity of air transportation by facilitating the operations without compromising the flight safety were responded in a coordinated manner.

TRADE UNIONS	Annual Reports (Annual), Sustainability Reports (Annual), Collective Bargaining Agreement (Periodically), Corporate Website (Continuous), Corporate Policies (Continuous), Meetings (Daily), Working Groups (Continuous), E-Mail Notifications and Phone Calls (Continuous)	Healthy communication was maintained throughout the reporting period. Various activities were carried out in line with the demands for improving the social and economic welfare of the employees.
UNIVERSITIES AND RESEARCH INSTITUTIONS	Annual Reports (Annual), Sustainability Reports (Annual), Corporate Website (Continuous), E-Mail Notifications (Continuous), Phone Calls (Continuous), Education Programs (Continuous), Videoconference and Meetings (Monthly)	During the reporting period, training program and graduate program collaboration requests of several universities were responded within the bounds of responsibility. Internship and employment requests were also responded positively, as long as it was deemed appropriate upon evaluations.
MEDIA	Annual Reports (Annual), Sustainability Reports (Annual), Corporate Website (Continuous), E-Mail Notifications, Phone Calls and Meetings (On Request), Press Releases, Interviews and Announcements (Continuous)	Social media contents were produced in line with the changes in travel habits and consumer expectations after the pandemic; and the information request of the media regarding the Incorporation have been responded.
NON-GOVERNMENTAL ORGANIZATIONS	Annual Reports (Annual), Sustainability Reports (Annual), Corporate Website (Continuous), Meetings (On Request)	During the reporting period the most common demand received from non-governmental organizations was transportation support for their fieldwork. The Incorporation established project basis collaborations with non-governmental organizations that shares similar values and goals and provides transportation support within its means.
LOCAL ADMINISTRATIONS	Annual Reports (Annual), Sustainability Reports (Annual), Corporate Website (Continuous), Meetings (On Request)	During the reporting period, the demands of local administrations to eliminate the problems experienced in the transition to the Zero Waste system were met with the projects carried out in accordance with the regulations.
INDEPENDENT AUDITING AND RATING AGENCIES	Annual Reports (Annual), Sustainability Reports (Annual), Corporate Website (Continuous), E-mails and Phone Calls (On Request), Videoconference and Meetings (On Request), Audits (Semi-Annual/Annual)	During the year, processes of the Incorporation were audited according to financial and operational parameters, and certification studies were carried out in accordance with the relevant standards. Information and document requests from auditing and rating agencies regarding these studies were responded to in a timely manner.
SOCIETY	Annual Reports (Annual), Sustainability Reports (Annual), Corporate Website (Continuous), Meeting (On Request), Social Responsibility Projects (Continuous)	Within the scope of our wide flight destination network, the most common expectation conveyed to the Incorporation is to support training-oriented studies conducted at flight destinations. Transportation support is provided to this kind of projects within limits of the strategies and means of the Incorporations.