

KORDSA EMPLOYEE DIVERSITY			
EMPLOYEES			
By Gender	2020	2021	2022
Female	544	✓ 621	✓ 729
Male	3,492	✓ 3,730	✓ 3,813
<b>Total</b>	<b>4,036</b>	<b>✓ 4,351</b>	<b>✓ 4,542</b>
By Type of Employment and Gender	2020	2021	2022
White-collar - Female	293	316	372
White-collar - Male	549	596	623
Blue-collar - Female	251	305	357
Blue-collar - Male	2,943	3,134	3,190
<b>Total</b>	<b>4,036</b>	<b>4,351</b>	<b>4,542</b>
By Location and Gender	2020	2021	2022
Turkey - Female	144	156	232
Turkey - Male	1,395	1,509	1,570
Indonesia - Female	71	84	103
Indonesia - Male	1,050	1,067	1,048
Thailand - Female	104	109	107
Thailand - Male	251	281	274
Brazil - Female	51	61	66
Brazil - Male	347	333	333
USA - Female	174	211	221
USA - Male	448	539	587
China - Female	0	0	0
China - Male	1	1	1
<b>Total</b>	<b>4,036</b>	<b>4,351</b>	<b>4,542</b>
By Age Group and Gender	2020	2021	2022
30 Years and below - Female	97	151	✓ 210
30 Years and below - Male	1,097	1,221	✓ 1,170
30 - 50 Years - Female	285	299	✓ 356
30 - 50 Years - Male	1,755	1,821	✓ 1,991
50 Years and above - Female	162	171	✓ 163
50 Years and above - Male	640	688	✓ 652
<b>Total</b>	<b>4,036</b>	<b>4,351</b>	<b>4,542</b>
STEM-related positions	2020	2021	2022
Female	34	37	40
Male	51	46	57

<b>EMPLOYEES</b>			
<b>By Management Category and Gender</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Executives (ELT) - Female	2	√ 2	√ 2
Executives (ELT) - Male	8	√ 8	√ 11
Director - Female	1	√ 2	√ 3
Director - Male	8	√ 12	√ 14
Manager - Female	44	√ 56	√ 67
Manager - Male	116	√ 122	√ 133
Engineer & Specialist - Female	154	√ 168	√ 238
Engineer & Specialist - Male	206	√ 233	√ 239
Supervisor & Technician - Female	13	√ 12	√ 17
Supervisor & Technician - Male	157	√ 166	√ 232
Officer (White-collar) - Female	95	√ 92	√ 76
Officer (White-collar) - Male	100	√ 110	√ 114
Operator - Female	235	√ 289	√ 326
Operator - Male	2,897	√ 3,079	√ 3,070
<b>Total</b>	<b>4,036</b>	<b>4,351</b>	<b>4,542</b>
<b>By Other Groups</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Expat - Female	1	2	1
Expat - Male	16	20	20
Disabled - Female	0	0	11
Disabled - Male	38	55	79

<b>RATIO OF EMPLOYEES</b>			
<b>By Gender</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Female	13.48%	14.27%	16.05%
Male	86.52%	85.73%	83.95%
<b>By Age Group and Gender</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
30 Years and below - Female	2.40%	3.47%	4.83%
30 Years and below - Male	27.18%	28.06%	26.89%
30 - 50 Years - Female	7.04%	7.38%	8.79%
30 - 50 Years - Male	43.33%	44.96%	49.16%
50 Years and above - Female	4%	4.22%	4.02%
50 Years and above - Male	15.80%	16.99%	16.10%
<b>By Region and Gender</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
APAC - Female	4.34%	4.44%	4.62%
APAC - Male	32.23%	30.98%	29.11%
EMEA - Female	3.57%	3.59%	5.11%
EMEA - Male	34.56%	34.68%	34.57%
NA - Female	4.31%	4.85%	4.87%
NA - Male	11.10%	12.39%	12.92%
SA - Female	1.26%	1.40%	1.45%
SA - Male	8.60%	7.65%	7.33%

<b>RATIO OF EMPLOYEES</b>	<b>Ratio</b>		
<b>Ratio of Employees by Management Category</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
STEM-related positions - Female	40%	44.58%	41.24%
STEM-related positions - Male	60%	55.42%	58.76%
Management Positions - Female	26.26%	29.70%	31.30%
Management Positions - Male	68.75%	70.30%	68.70%
First Level Management Positions - Female	24.58%	27.72%	29.13%
First Level Management Positions - Male	64.80%	60.40%	57.83%
Top Management Positions - Female	1.68%	1.98%	2.17%
Top Management Positions - Male	8.94%	9.90%	10.87%
<b>Ratio of Total Employees at Manager and Above Management Level by Region</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
APAC	n.a.	25.74%	24.78%
EMEA	n.a.	40.59%	41.74%
NA	n.a.	27.72%	26.96%
SA	n.a.	5.94%	6.52%

<b>Governance Bodies</b>	<b>Ratio</b>		
<b>(Board of Directors and ELT)</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Women	17.65%	12.50%	16.67%
30 Years and below	0.00%	0.00%	0.00%
30 - 50 Years	47.06%	31.30%	16.67%
50 Years and above	52.94%	68.70%	83.33%
Expats	0.00%	0.00%	5.26%
Employees with disabilities	0.00%	0.00%	0.00%

In 2022 18 female and 200 male employees used their maternity leaves and 98% of them returned their job to work at least another 12 months in our company.