

**KORDSA EMPLOYEE TURNOVER**

Recruitment vs Dismissals by Gender and Ages	2022	2023	2024
Recruitment – Female	231	116	✓ 61
Recruitment - Male	486	317	✓ 436
Recruitment – Female (Below 30 Years)	116	51	✓ 24
Recruitment – Male (Below 30 Years)	332	200	✓ 323
Recruitment – Female (30-50 Years)	94	51	✓ 28
Recruitment – Male (30-50 Years)	125	90	✓ 99
Recruitment – Female (Above 50 Years)	21	14	✓ 9
Recruitment – Male (Above 50 Years)	29	27	✓ 14
Total - Recruitment	717	433	✓ 497
Total - Dismissals	741	512	✓ 833

Ratio of Total Recruitment by Gender	2022	2023	2024
Recruitment – Female	32.22%	26.79%	12.27%
Recruitment – Male	67.78%	73.21%	87.73%
Ratio of Total Dismissals by Gender	2022	2023	2024
Dismissals - Female	25.78%	23.05%	18.25%
Dismissals - Male	74.22%	76.95%	81.75%

Internal Human Capital Allocation	2022	2023	2024
Open Positions	235	36	308
Open Positions closed with internal candidates	20	9	35

Turnover Rate	2022	2023	2024
Total Employee Turnover	16%	12%	✓ 19.06%
Employee Initiated Turnover	5.60%	4.20%	9.11%



EMPLOYEE TENURES			
Average Length of Service (Years)	2022	2023	2024
All Kordsa	10.32	10.4	9.9
Türkiye	8.98	8.3	8.0
Indonesia	13.28	13.2	12.5
Thailand	13.65	13.7	12.7
Brazil	10.4	11.5	11.1
USA	7.51	8.6	9.3
China	15.27	16.27	17.3
Germany	-	-	4.5
Italy	-	-	3.4
Average Length of Service (Years)	2022	2023	2024
White Collar	9.49	9.7	10.1
Blue Collar	10.56	10.6	9.9
Average Length of Service (Years)	2022	2023	2024
Female	7.8	8.1	8.3
Male	10.81	10.9	10.2