



KORDSA EMPLOYEE DIVERSITY				
EMPLOYEES				
By Gender	2022	2023	2024	2025
Female	729	741	676	✓ 606
Male	3,813	3,570	3,640	✓ 3,011
Total	4,542	4,311	4,316	✓ 3,617
By Type of Employment and Gender	2022	2023	2024	2025
White-collar - Female	372	385	346	✓ 315
White-collar - Male	623	612	572	✓ 480
Blue-collar - Female	357	356	330	✓ 291
Blue-collar - Male	3,190	2,958	3,068	✓ 2,531
Total	4,542	4,311	4,316	✓ 3,617
By Location and Gender	2022	2023	2024	2025
Türkiye - Female	232	204	190	148
Türkiye - Male	1,570	1,324	1,467	1,128
Indonesia - Female	103	112	107	96
Indonesia - Male	1,048	1,026	1,012	835
Thailand - Female	107	110	106	99
Thailand - Male	274	260	257	227
Brazil - Female	66	62	63	65
Brazil - Male	333	307	319	315
USA - Female	221	228	182	172
USA - Male	587	577	501	439
Italy - Female	-	24	27	26
Italy - Male	-	72	79	65
Germany - Female	-	1	1	0
Germany - Male	-	3	4	1
China - Female	0	0	0	0
China - Male	1	1	1	1
Total	4,542	4,311	4,316	3,617
By Age Group and Gender	2022	2023	2024	2025
30 Years and below - Female	210	211	171	✓ 140
30 Years and below - Male	1,170	1,058	1,088	✓ 771
30 - 50 Years - Female	356	359	337	✓ 311
30 - 50 Years - Male	1,991	1,901	1,956	✓ 1,795
50 Years and above - Female	163	171	168	✓ 155
50 Years and above - Male	652	611	596	✓ 445
Total	4,542	4,311	4,316	✓ 3,617

STEM-related positions	2022	2023	2024	2025
Female	40	38	65	82
Male	57	72	124	136



RATIO OF EMPLOYEES				
By Gender	2022	2023	2024	2025
Female	16.05%	17.19%	16%	17%
Male	83.95%	82.81%	84%	83%
By Age Group and Gender	2022	2023	2024	2025
30 Years and below - Female	4.62%	4.89%	4%	4%
30 Years and below - Male	25.76%	24.54%	25%	21%
30 - 50 Years - Female	7.84%	8.33%	8%	9%
30 - 50 Years - Male	43.84%	44.10%	45%	50%
50 Years and above - Female	3.59%	3.97%	4%	4%
50 Years and above - Male	14.35%	14.17%	14%	12%
By Region and Gender	2022	2023	2024	2025
APAC - Female	4.62%	5.15%	5%	5%
APAC - Male	29.11%	29.85%	29%	29%
EMEA - Female	5.11%	5.31%	5%	5%
EMEA - Male	34.57%	32.45%	36%	33%
NA - Female	4.87%	5.29%	4%	5%
NA - Male	12.92%	13.38%	12%	12%
SA - Female	1.45%	1.44%	2%	2%
SA - Male	7.33%	7.12%	7%	9%



RATIO OF EMPLOYEES	Ratio			
Ratio of Employees by Management Category	2022	2023	2024	2025
STEM-related positions - Female	41.24%	34.55%	34.39%	37.61%
STEM-related positions - Male	58.76%	65.45%	65.61%	62.39%
Management Positions - Female	31.30%	30.74%	31.10%	33.70%
Management Positions - Male	68.70%	69.26%	68.90%	66.30%
First Level Management Positions - Female	29.13%	27.87%	27.27%	29.35%
First Level Management Positions - Male	57.83%	57.79%	58.85%	58.15%
Top Management Positions - Female	2.17%	2.87%	3.83%	4.35%
Top Management Positions - Male	10.87%	11.48%	10.05%	8.15%
Ratio of Total Employees at Manager and Above Management Level by Region	2022	2023	2024	2025
APAC	24.78%	23.77%	23.92%	24.46%
EMEA	41.74%	44.67%	46.41%	48.37%
NA	26.96%	25.41%	22.49%	21.29%
SA	6.52%	6.15%	7.18%	5.98%

Governance Bodies	Ratio			
(Board of Directors and ELT)	2022	2023	2024	2025
Women	16.67%	33%	36%	42%
Male	83.33%	67%	64%	58%
30 Years and below	0%	0%	0%	0%
30 - 50 Years	16.67%	17%	29%	25%
50 Years and above	83.33%	83%	71%	75%
Expats	5.26%	20%	7%	8%
Employees with disabilities	0%	0%	0%	0%