

KORDSA EMPLOYEE TURNOVER	2018	2019	2020
New Hires vs Dismissals			
New hires - Female	88	92	54
Dismissals - Female	56	74	56
New hires - Male	529	324	260
Dismissals - Male	366	443	319
Total - New hires	617	416	314
Total - Dismissals	422	517	375
Turnover Rate	2018	2019	2020
Employee Turnover	10.1	11.5	9.3
* Number of employees that quit work/ total number of employees*100			

EMPLOYEE TENURES			
Average Length of Service (Years)	2018	2019	2020
All Kordsa	12	11.7	11.6
Turkey	10	9.5	9.7
Indonesia	14.3	14.1	14.3
Thailand	13.9	14.2	14.9
Brazil	11.4	11.1	10.7
USA	11.5	11.1	10.2
Average Length of Service (Years)	2018	2019	2020
W. Collar	10.5	11.3	10.9
B. Collar	12.2	11.9	11.8
Average Length of Service (Years)	2018	2019	2020
Female	10.2	11.5	11.0
Male	12.3	11.8	11.7