

Employee Overview



Department

Year

Month

Total Headcount  
1103  
YoY: +13.1%



Attrition Rate YTD  
6.9%



Total Payroll Cost  
51M₺



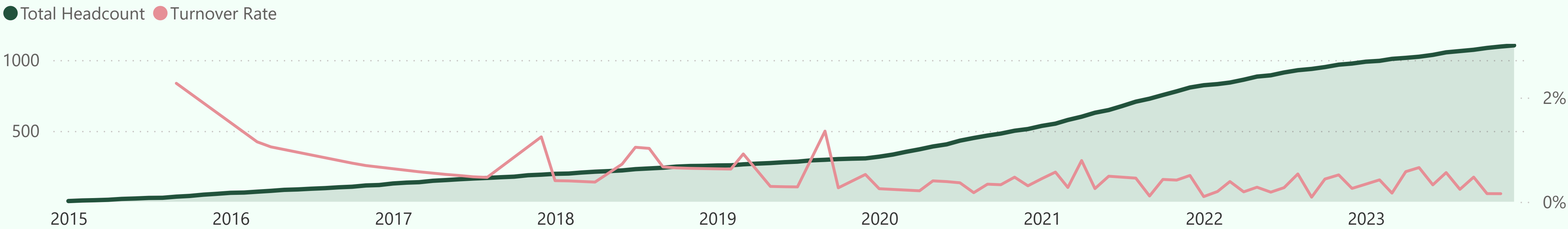
Avg Survey Score  
7.9



Flight Risk Count  
37



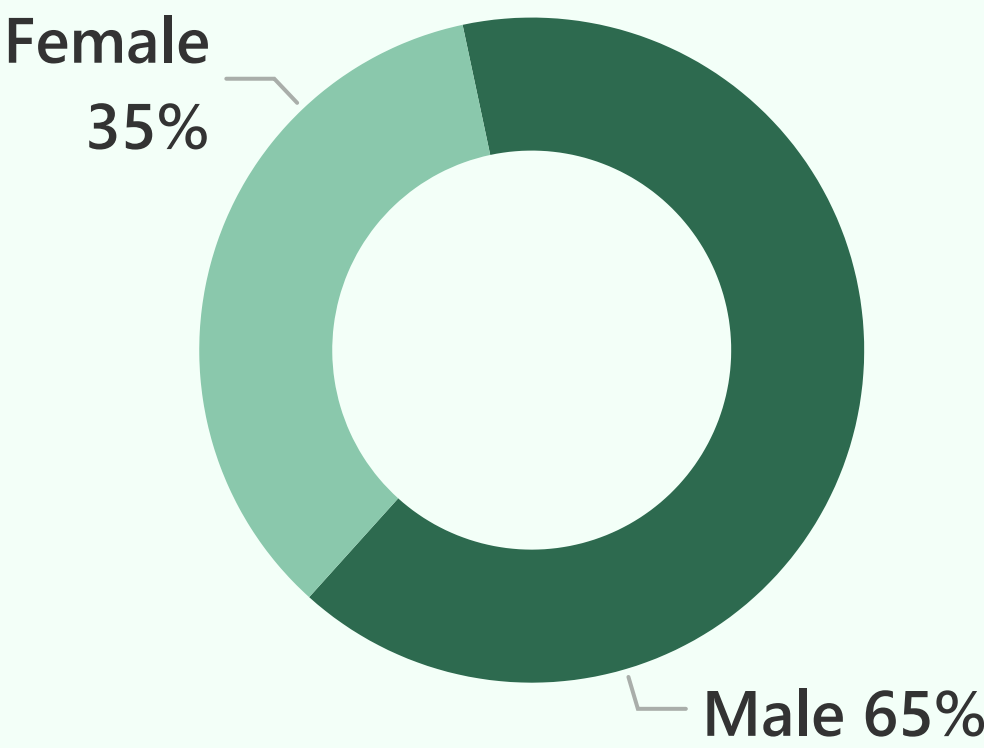
Headcount & Attrition Trend



Department Efficiency Metrics

| Department               | Total Headcount | Average Salary | Avg Engagement Score |
|--------------------------|-----------------|----------------|----------------------|
| Production               | 322             | 28K₺           | ★ 7.7                |
| Sales & Marketing        | 192             | 45K₺           | ★ 7.7                |
| Supply Chain & Logistics | 167             | 43K₺           | ★ 8.3                |
| IT & Technology          | 157             | 70K₺           | ★ 7.9                |
| Facilities & Maintenance | 143             | 40K₺           | ★ 8.3                |
| HR & Admin               | 122             | 81K₺           | ★ 8.2                |

Total Headcount by gender



# Employee Demographics & Diversity

Total Headcount

1,103



Avg Tenure

3.4



Avg Joining Age

26.1



Diversity Ratio

53.8%

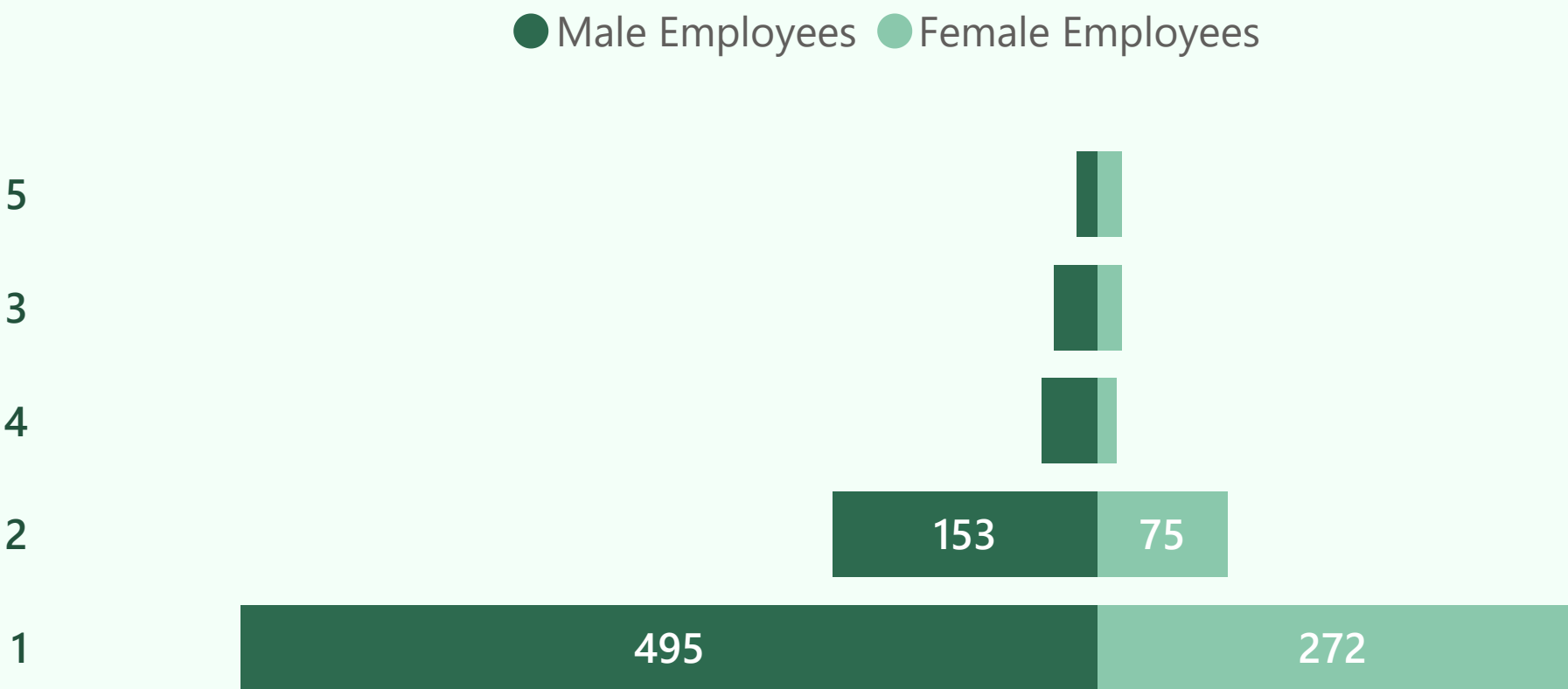


Avg Rating

★4.0



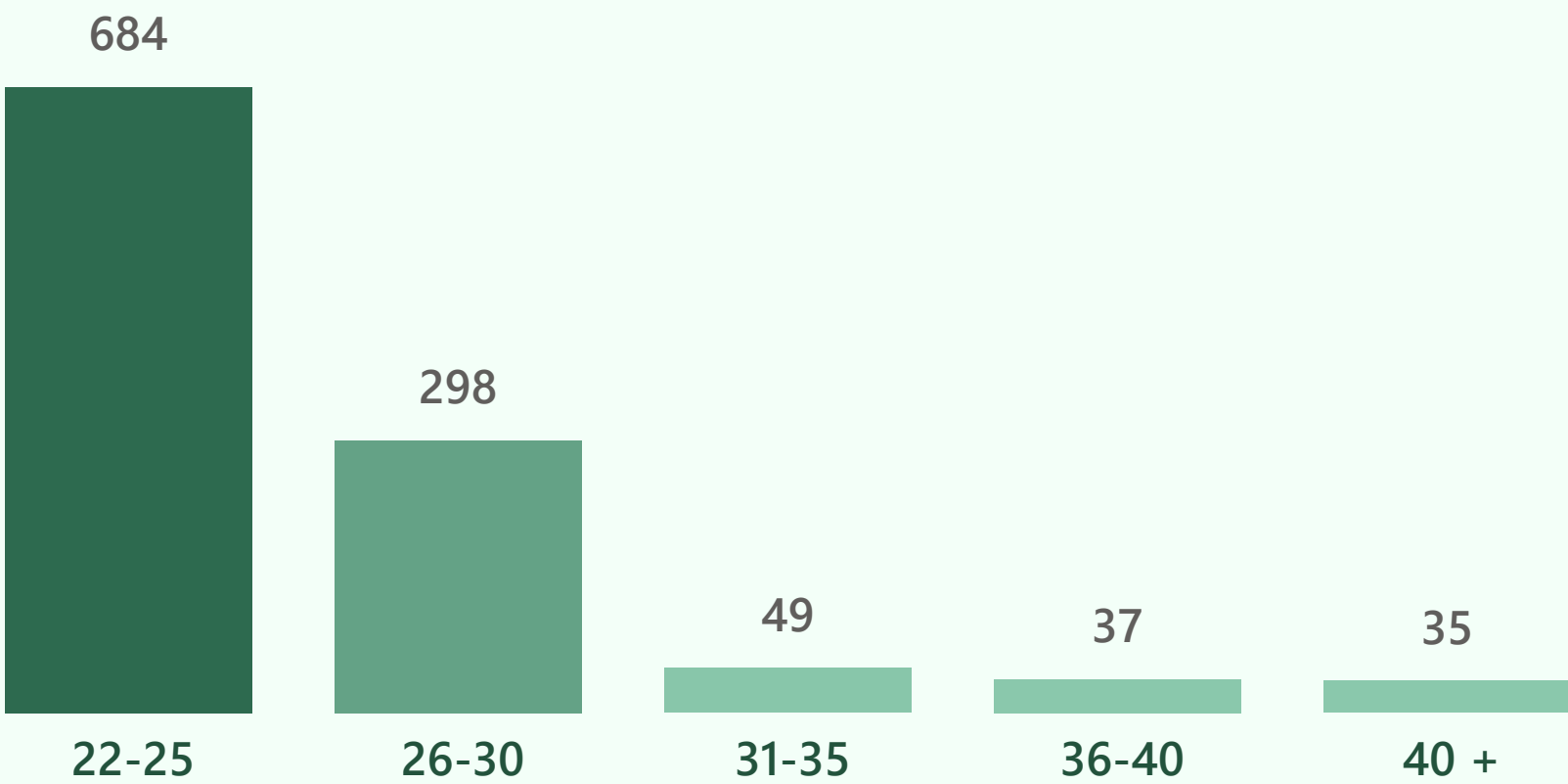
Gender Diversity Among Job Levels



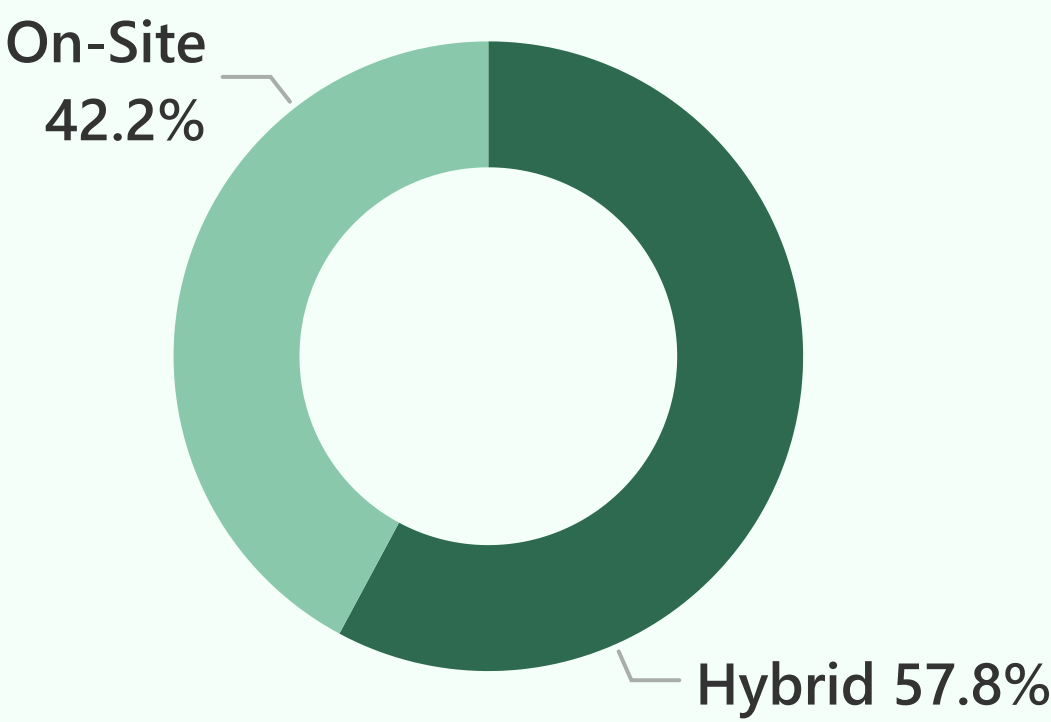
Total Headcount by Department



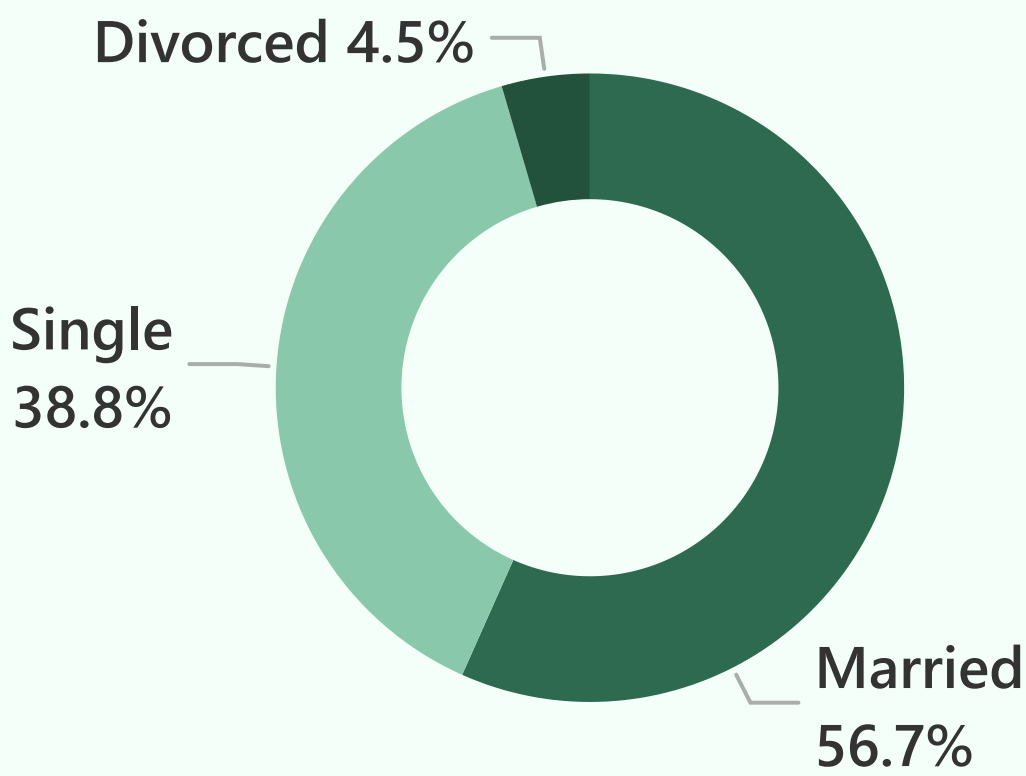
Employee Age Distribution



Total Headcount by work\_mode



Total Headcount by marital\_status



# Talent Acquisition Pipeline



Department ▾

Year ▾

Month ▾

Total Hires YTD

109



Avg Time-to-Fill

24d



Avg Time-to-Hire

35d



Offer Acceptance

94.8%

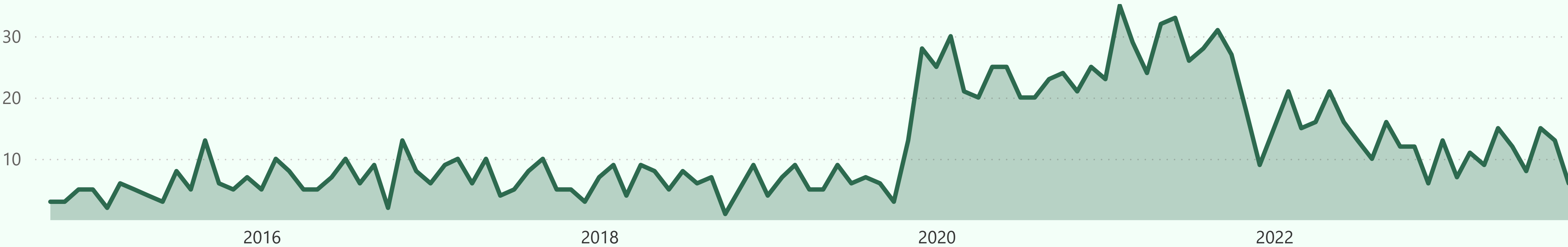


Referral Hire

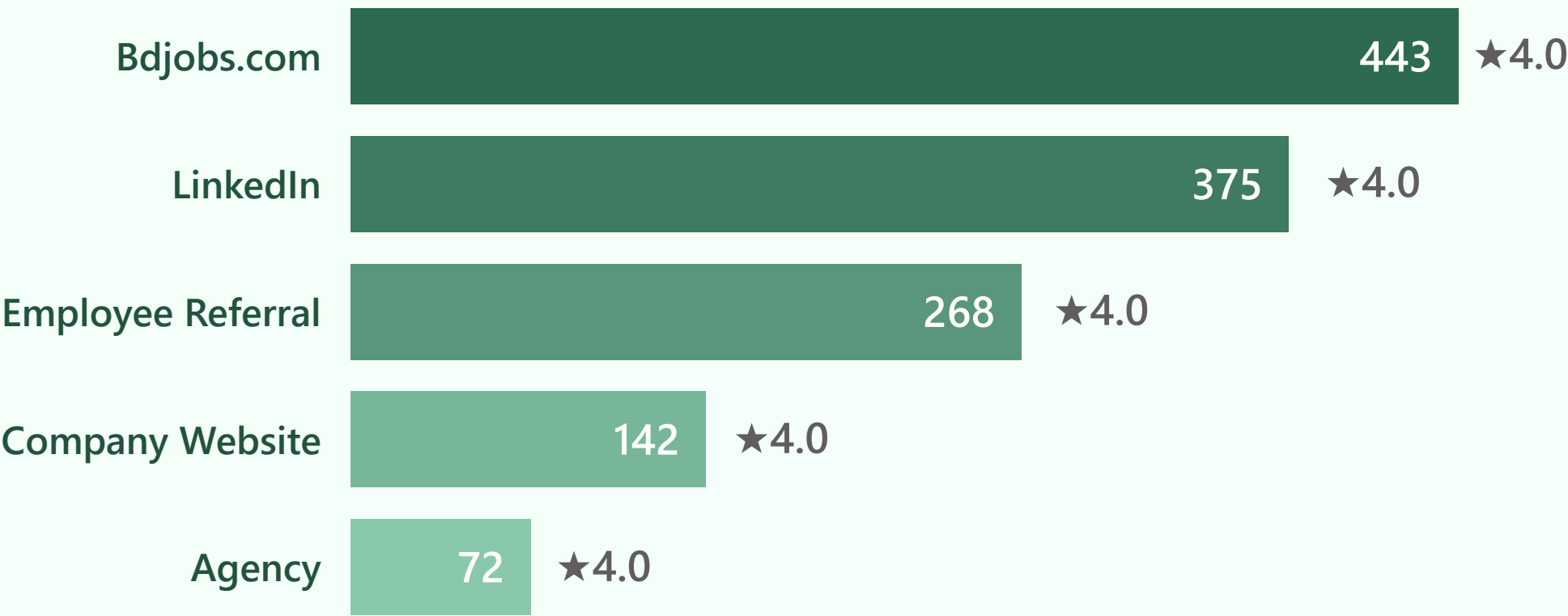
20.6%



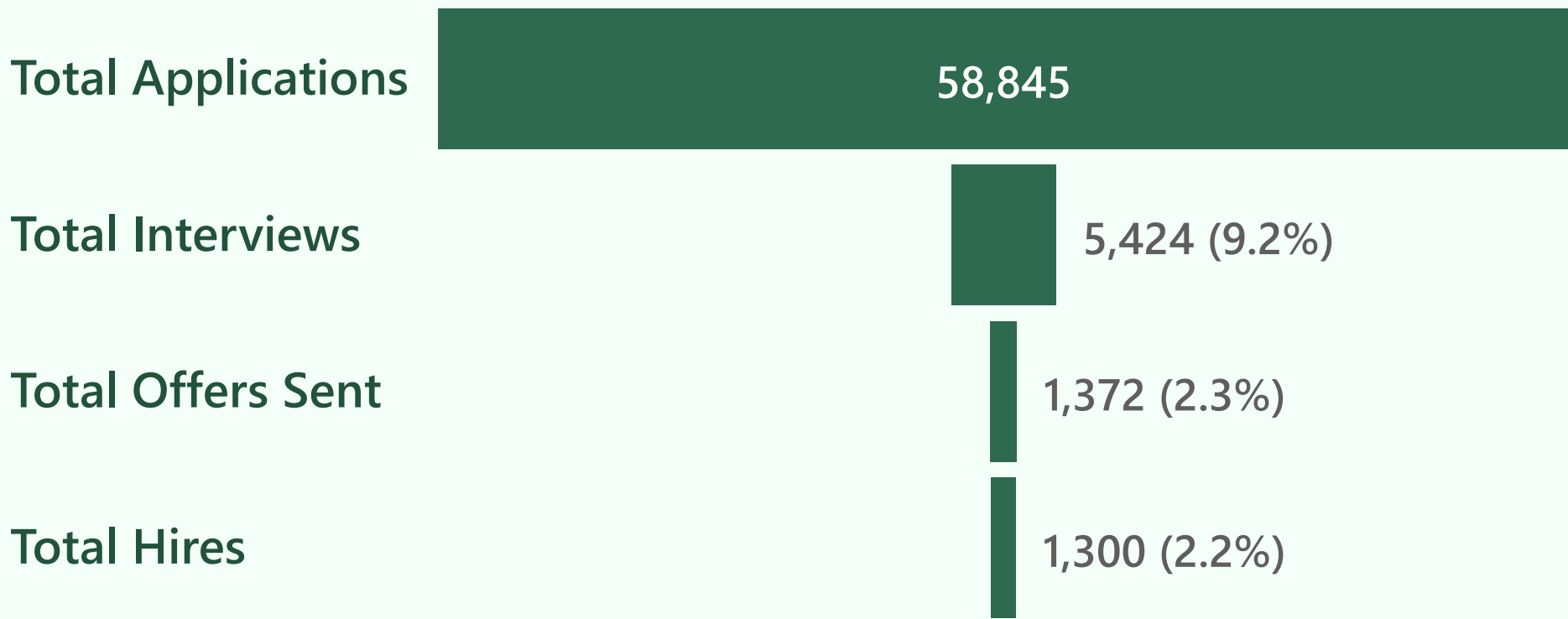
Hiring Trend over Time



Total Hires & Avg Rating by Source



Recruitment Funnel



Attrition & Sentiment

Attrition Rate YTD

6.9%



Early Attrition

18.8%



Avg Tenure(Goers)

1.81



Flight Risk Count

37

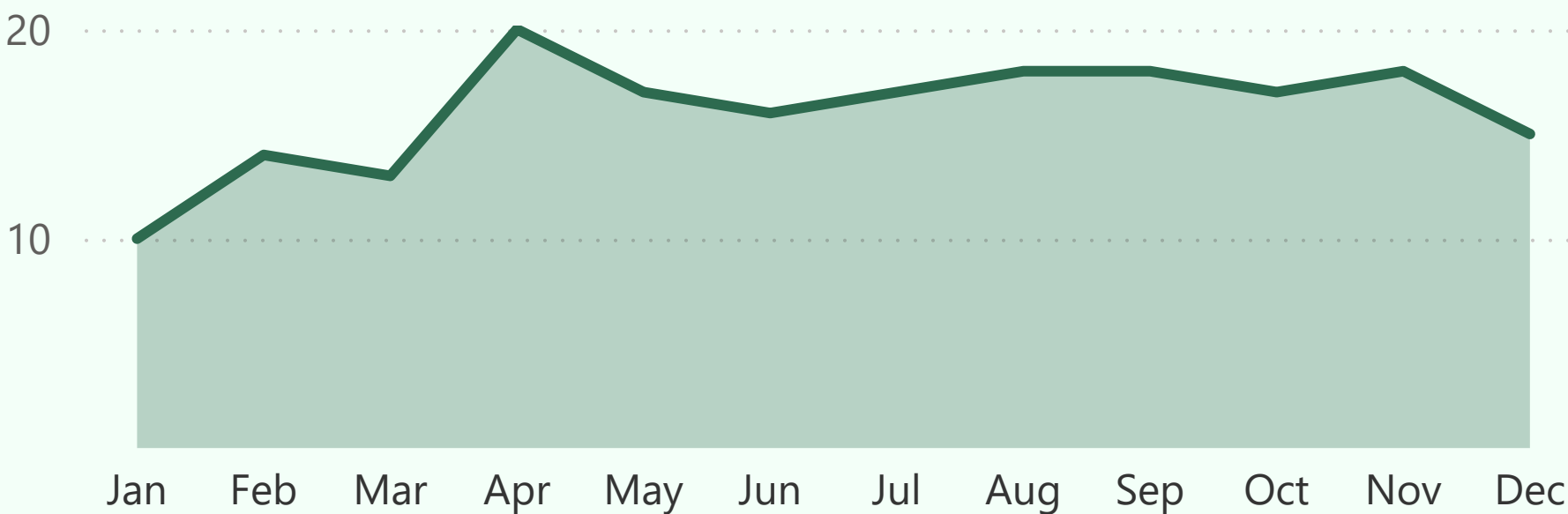


Employee NPS

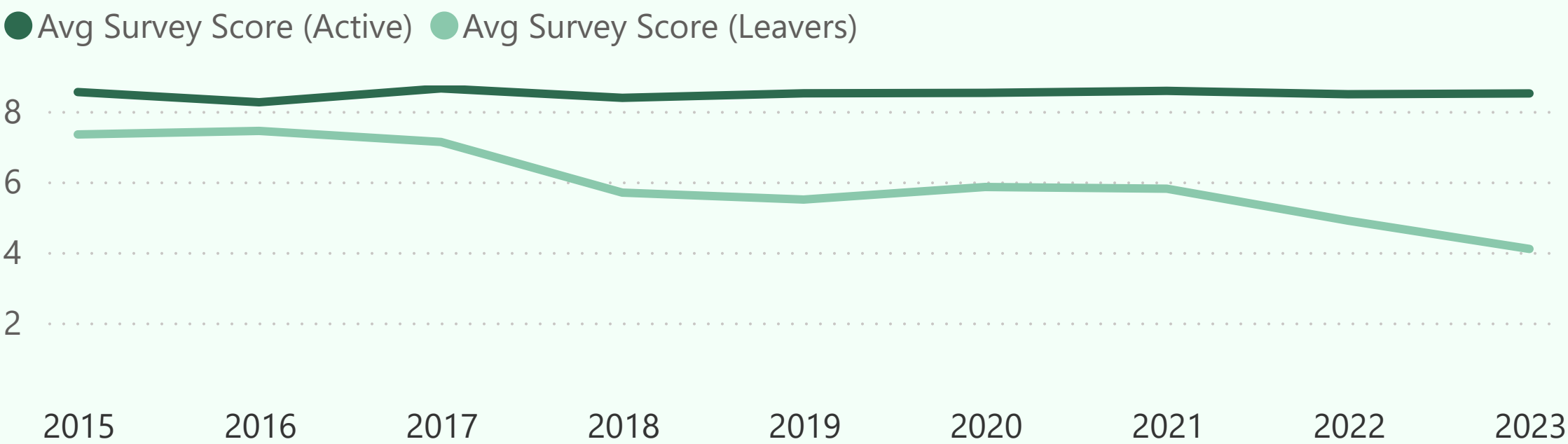
7.83



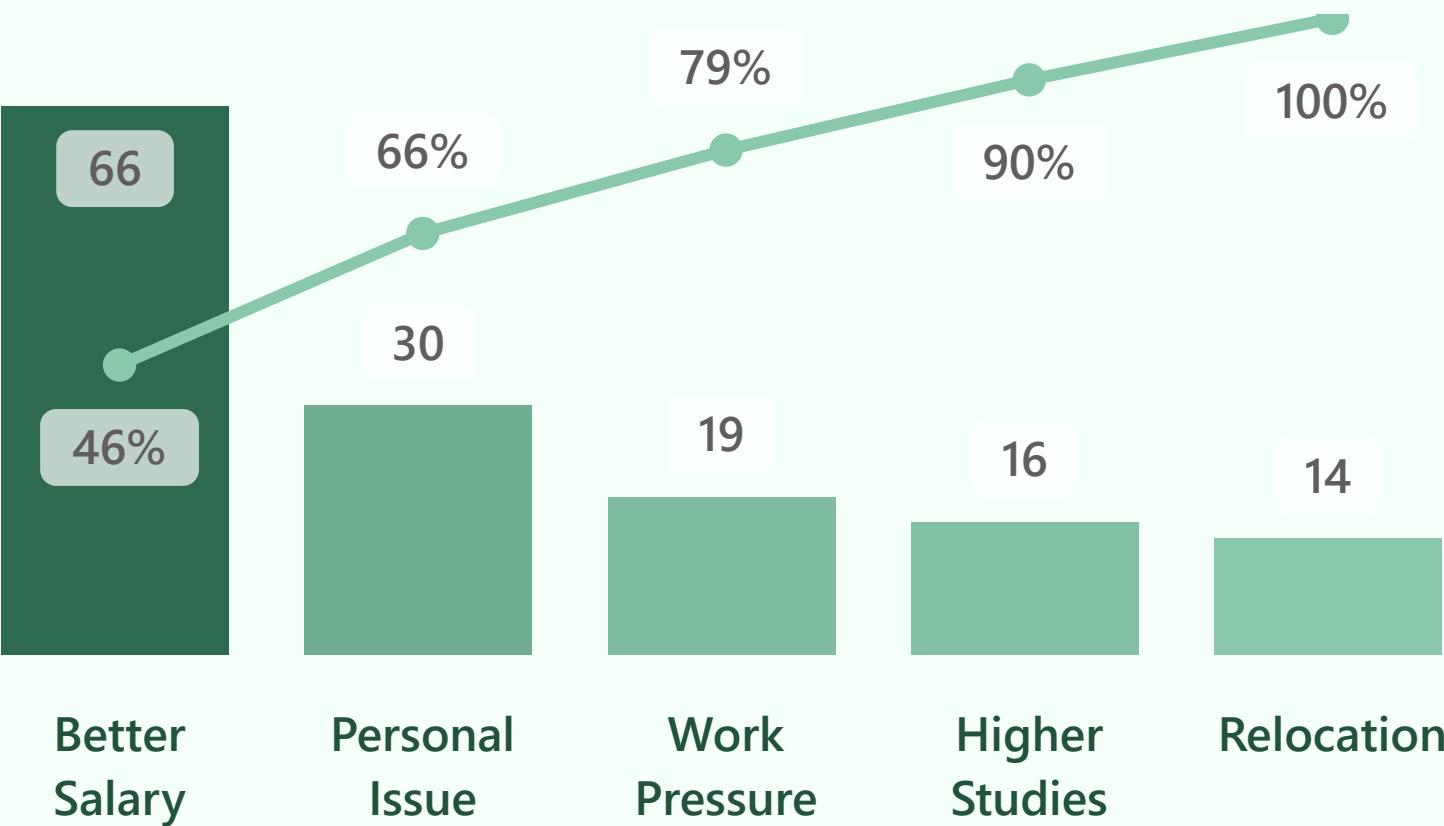
Annual Attrition Trend



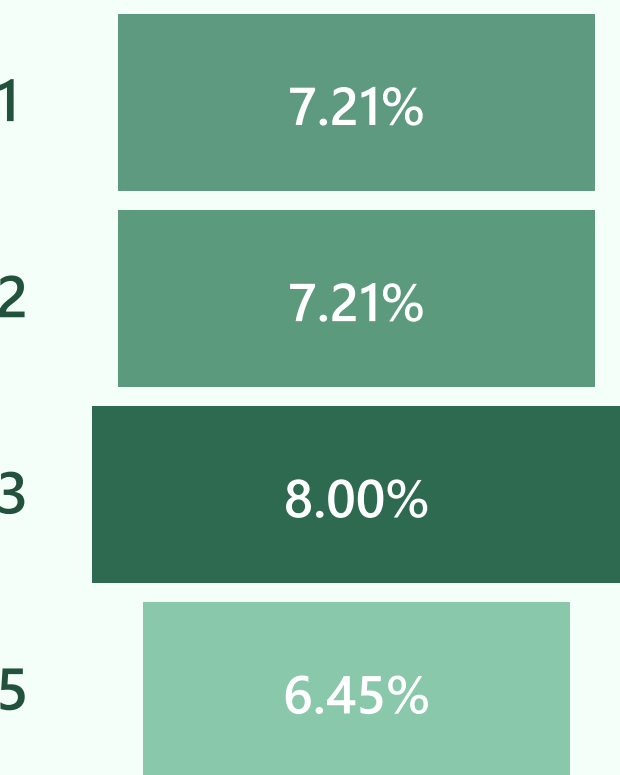
Annual Attrition Trend



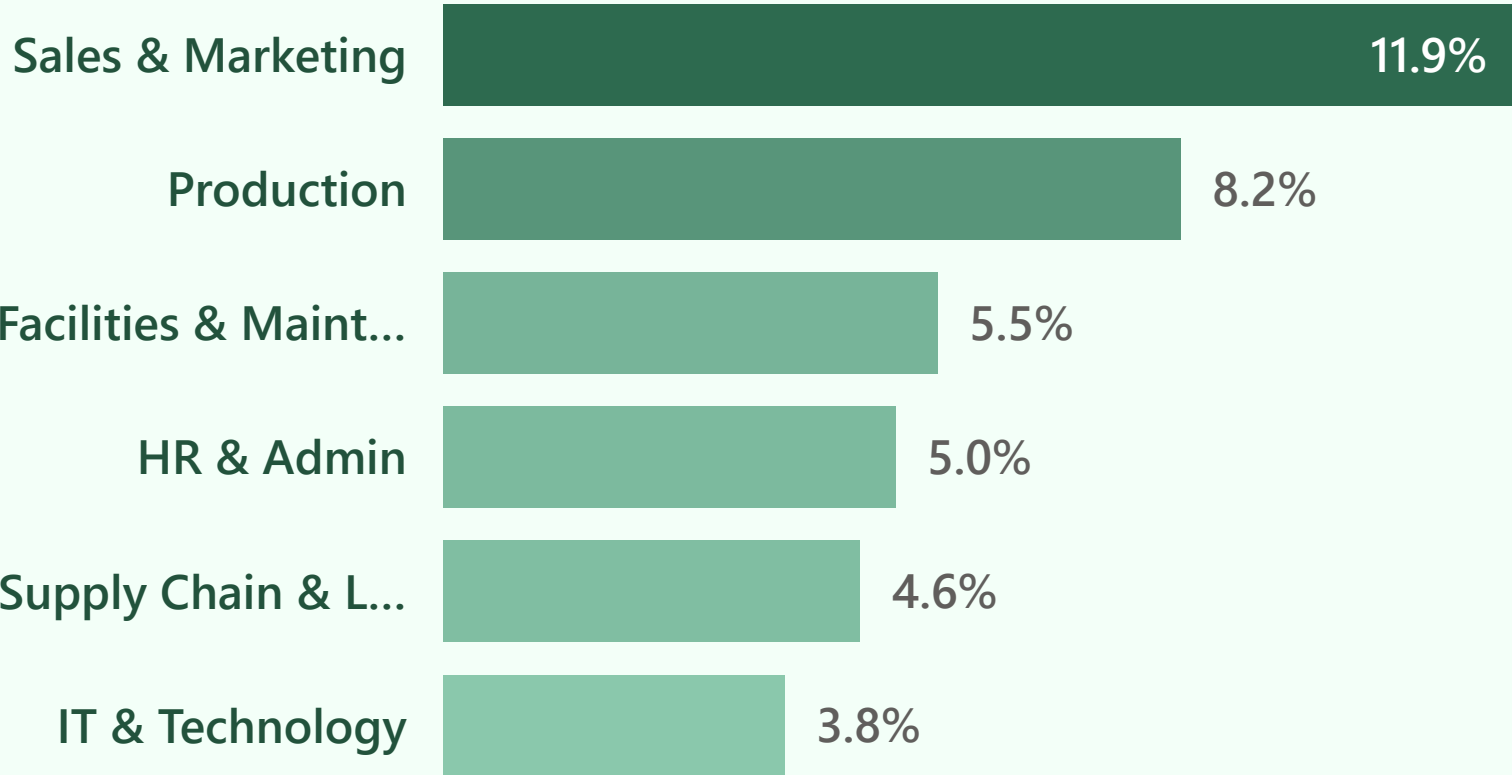
Attrition Reason Distribution



Attrition by Job Level



Attrition Rate by Department



# Operational Wellbeing



Department

Year

Month

Absenteeism Rate

1.63%



Sick Leave Frequency

2.67



Leave Utilization Rate

51.4%

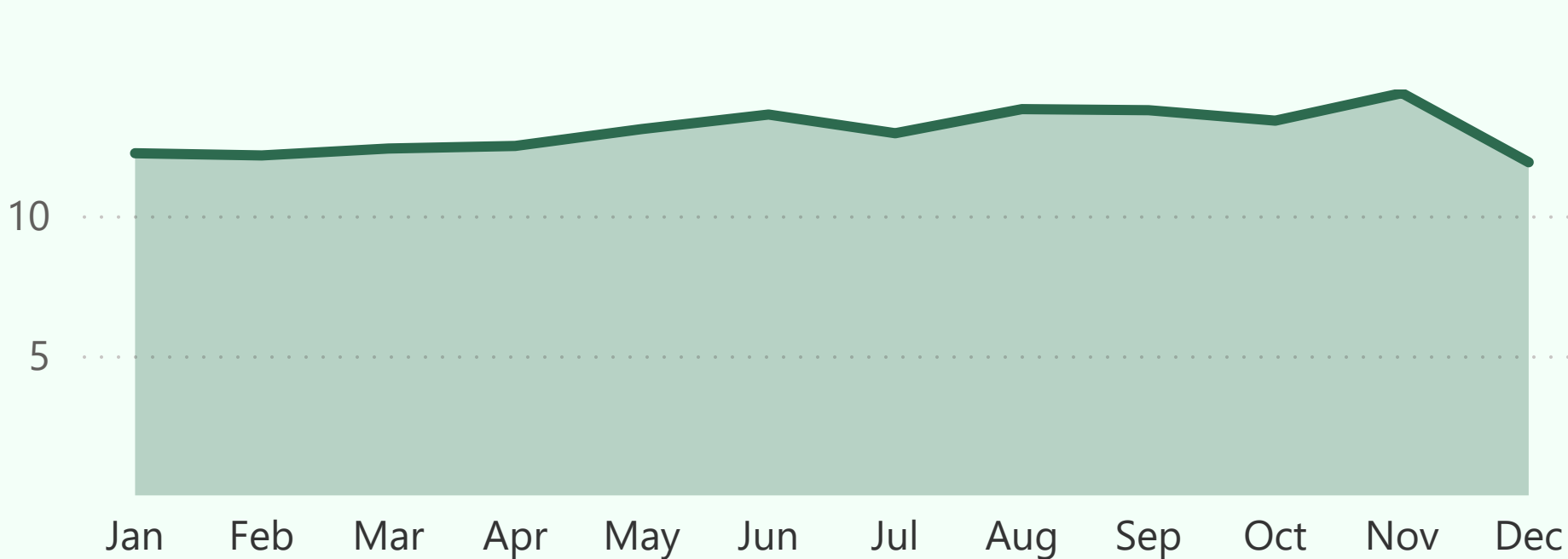


Leave Rejection Rate

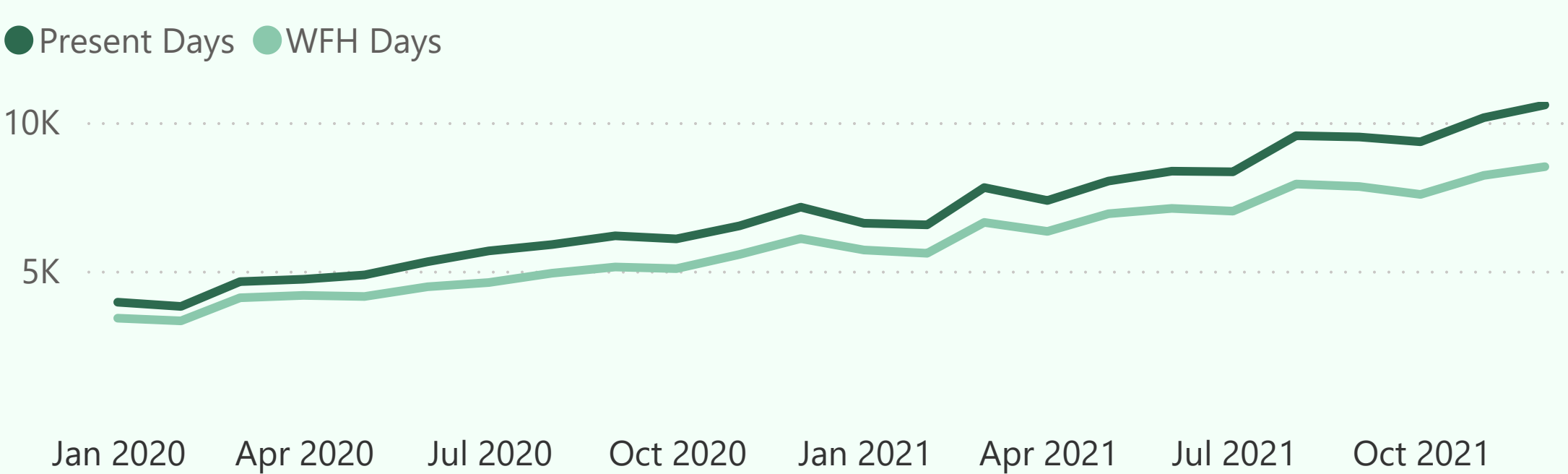
0.97%



Avg Absence by Month



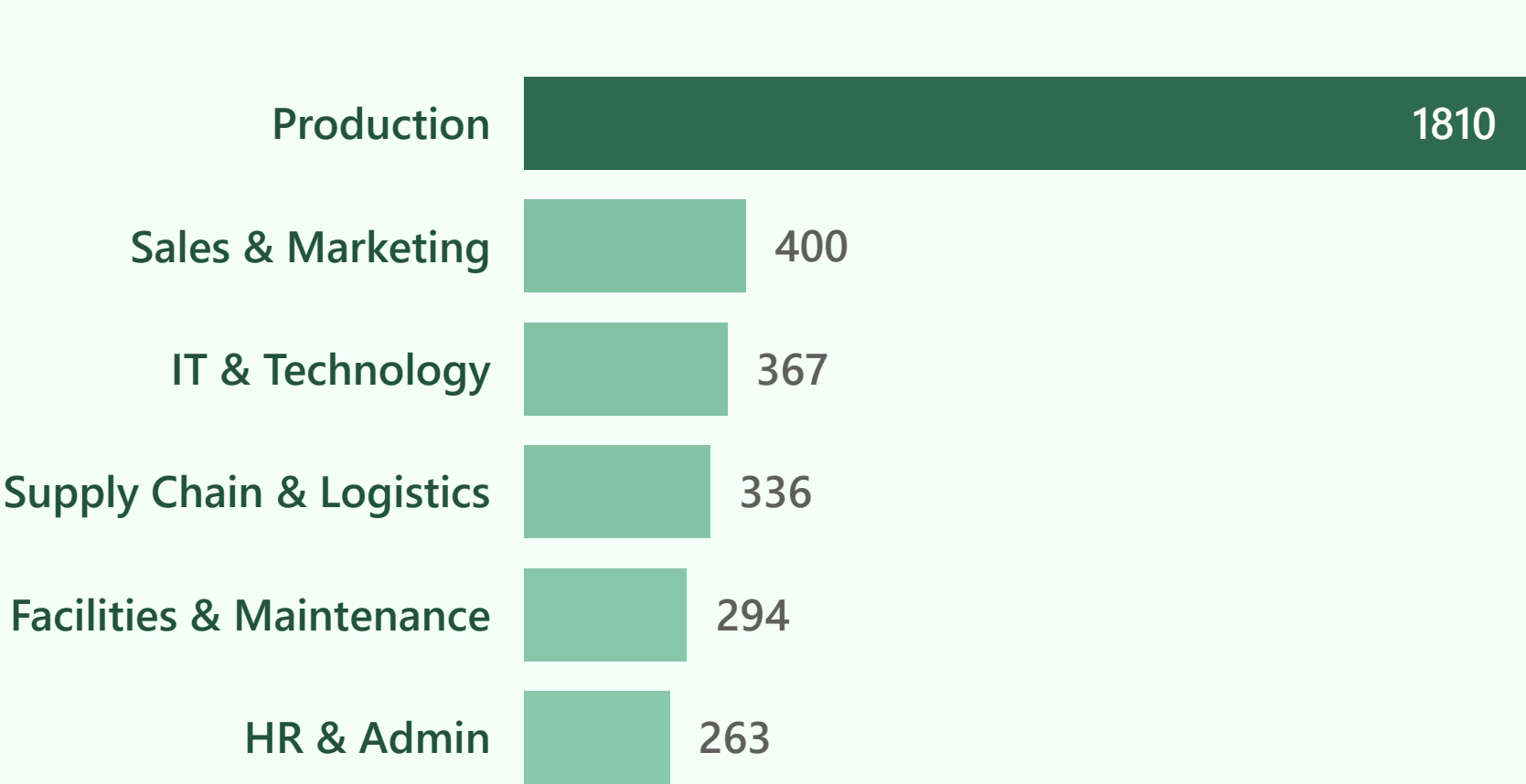
Pandemic Work Modes



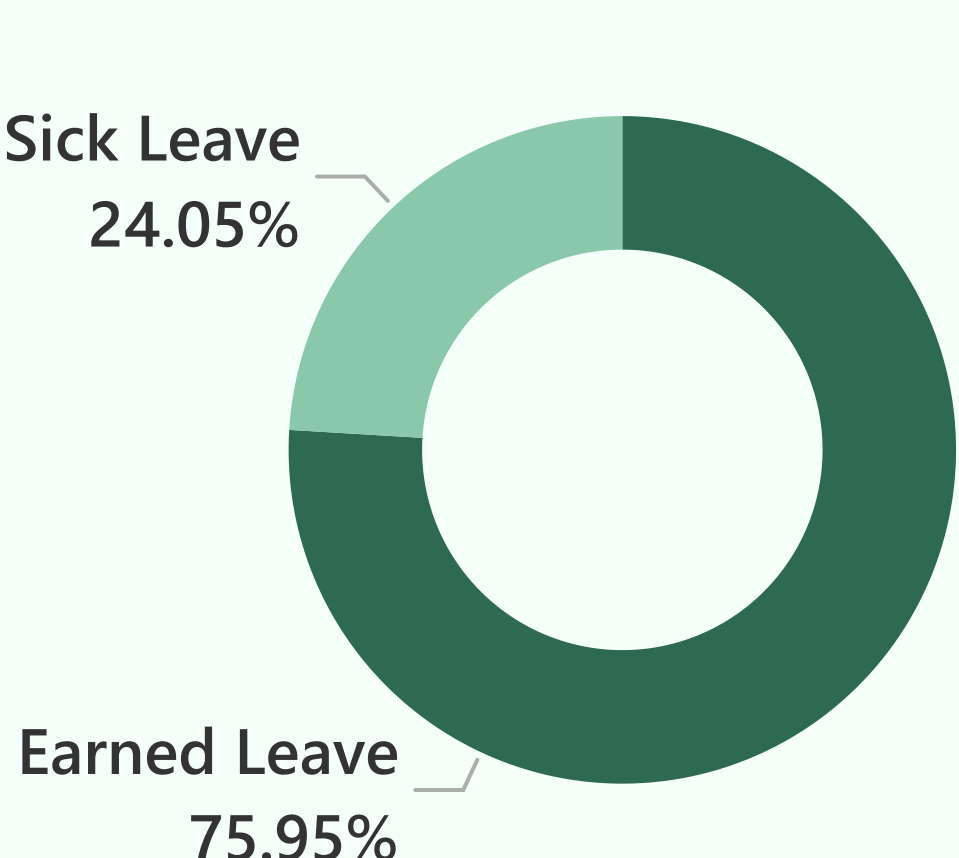
Leave Rejection Hotspot



Sick Leaves by Department



Leave Days by Type



# Performance, Pay & Equity

Avg Compa-Ratio

48.8%



Average Salary

46.5K₺



Promotion Rate

8.8%



Avg Time-to-Promo

2.3Y

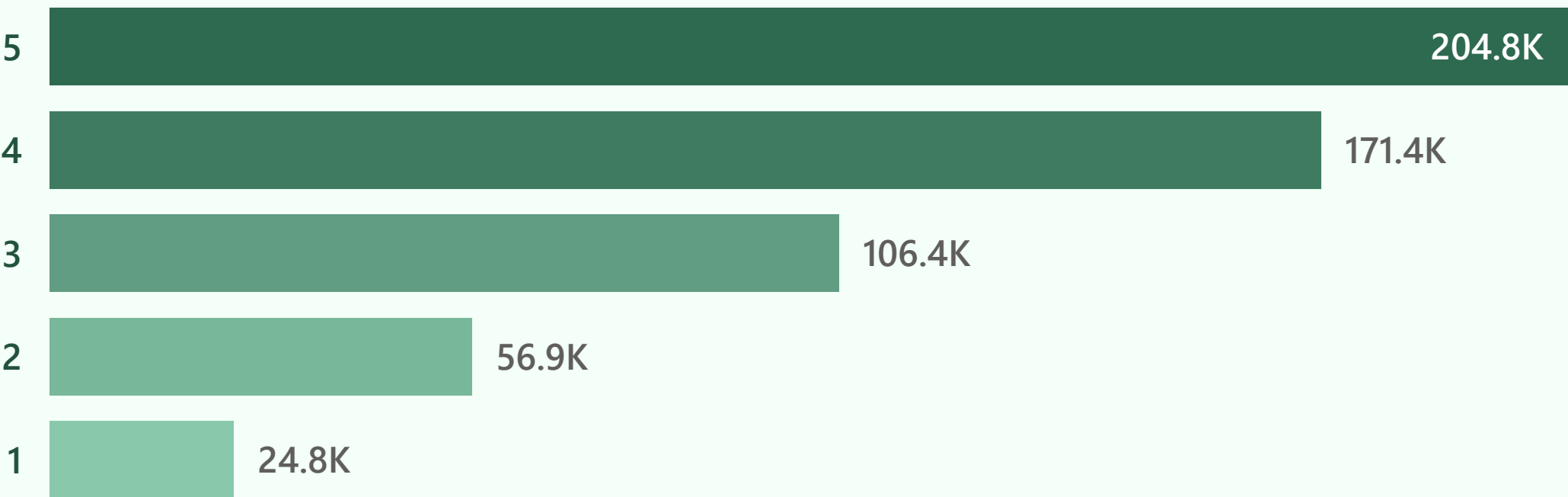


Avg Training Score

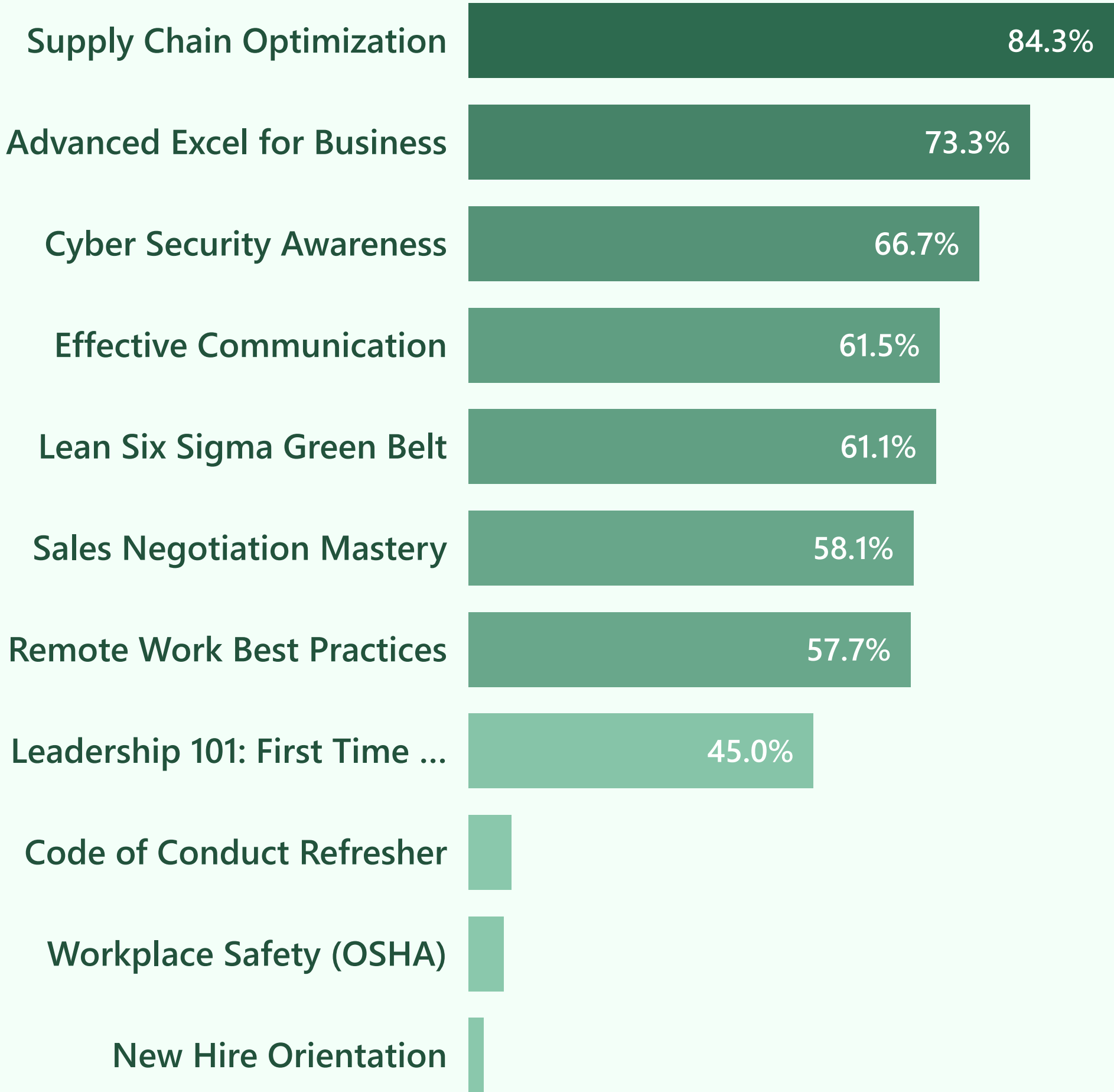
84.57



Avg Salary by Job Level



Avg Performance Uplift by Training Program



9-Box Talent Model







# Insights & Recommendations

## 1. Primary Retention Risk: Compensation Misalignment

Despite low overall attrition, we are losing critical talent exclusively to "Better Salary," indicating our base pay for tenured staff has stagnated below market inflation. We must authorize targeted market adjustments for high performers to neutralize this threat .

## 2. The "3-Year Itch" Vulnerability

Our highest flight risk is not new hires, but fully trained employees hitting the 2-3 year tenure mark who feel financially penalized for their loyalty. A "Loyalty Bonus" or salary correction at this specific milestone is cheaper than recruiting their replacements.

## 3. The "Broken Rung" in Gender Diversity

While we have strong female leadership at the top, a critical gap exists at the Senior Manager level (Level 4), threatening our future pipeline. We must shift from passive mentorship to active *sponsorship*, holding Directors accountable for pulling women up through this specific bottleneck.

## 4. Dangerous Reliance on LinkedIn

Dependence on a single channel for nearly 50% of hires exposes us to significant cost and pipeline risks. We need to immediately diversify by launching an internal Employee Referral Program to secure higher-quality candidates at a lower cost.

## 5. Inefficient L&D Spending

We are wasting budget on "checkbox" compliance training that yields zero performance uplift. The strategy must pivot to funding Technical and Leadership skills, which data shows directly correlate with higher employee performance ratings.

## 6. Preventable Burnout in Sales

High "Work Pressure" exits in Sales indicate a failure to balance ambitious Q4 targets with operational recovery. Mandating a "decompression" leave period in Q1 will stop this predictable annual talent bleed.

## 7. Strategic Upskilling as a Cost Saver

Recruiting senior technical talent is expensive and slow; upskilling our own "High Potential" mid-level staff is faster and builds loyalty. We should redirect 20% of the recruitment budget into an internal "Future Leaders" academy.

## 8. Meritocracy Failure

Data shows tenured high performers are often paid less than new hires, destroying morale and perceived equity. Decoupling salary hikes from tenure and tying them strictly to *performance ratings* is essential to retain our top 10%.