



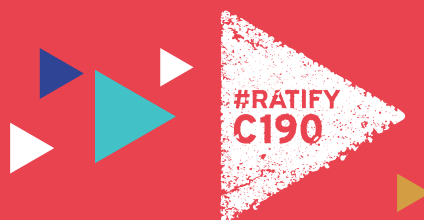
International
Labour
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Sweden
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FOR MORE AND BETTER JOBS FOR WOMEN IN TÜRKİYE:

Paving The Path For Transformative Change In Gender Equality At Work



MORE and BETTER JOBS for WOMEN PROGRAMME PHASE II (2019-2024)

The ILO is committed to achieving decent work for all and promoting social justice, with a focus on advancing gender equality in the world of work.

Guided by its international labour standards, the ILO **is dedicated to empowering women by ensuring decent working conditions and creating opportunities for their access to decent work**. In Türkiye, this goal is brought to life through a pioneering initiative such as the “More and Better Jobs for Women Project” run by the ILO Türkiye Office.

This Programme aims to increase the number of women working in decent conditions in the selected sectors of textiles, commerce and office, food, general services, metal and domestic services through strategic partnership with multiple institutions including the Turkish Employment Agency (İŞKUR), the General Directorate of Labour, and the other related public institutions, employers’ and workers’ organisations, the private sector, civil society organizations, and academia.

The Programme was funded by Sweden and implemented between 2019 and 2024.

The program consists of interconnected components, all focused on delivering impactful outcomes.

Components of the Program:

- ▶ **More and Better Work Opportunities for Women Job-Seekers (2019-2022)**
 - Collaborated with the Turkish Employment Agency (İŞKUR) to promote decent job opportunities for women and support elimination of barriers to women’s participation to the labour market in Türkiye..
- ▶ **Improving Working Conditions for Women in Türkiye (2019-2024)**
 - Collaborated with the Ministry of Labour and Social Security, TÜRK-İŞ, HAK-İŞ, DİSK and TİSK Confederations as well as the selected enterprises to adopt and implement the necessary policy measures focusing on reducing the gender pay gap, addressing gender-based violence in the workplace, promoting work-life balance, and advancing women’s leadership women in selected sectors.
 - Collaborated with the social partners in the selected sectors to promote international labour standards and behavioural changes at individual, institutional and community levels for building a Zero Tolerance to Violence and Harassment culture for the actors of world of work in Türkiye.

ACHIEVEMENTS AND GOOD PRACTICES

The **“More and Better Jobs for Women”** Programme has made remarkable contribution to promote decent job opportunities for women and decent working conditions for women across Türkiye. Below are key achievements and best practices:

For the first time globally, the ILO Participatory Gender Analysis was conducted simultaneously within a public institution and workers’ and employers’ organizations.

This analysis identified the needs for mainstreaming gender equality within the General Directorate of Labour and across 23 social partners.

The 23 organizations include three confederations of trade unions (TÜRK-İŞ, HAK-İŞ, and DİSK) along with their affiliated members in the metal, food, textile, general services, and office and commerce sectors, as well as the Confederation of Employer Associations (TİSK) and its members in the food, metal, and textile sectors.

A tailored roadmap was developed for each institution, and throughout the implementation process, the ILO provided technical support to project partners to ensure the successful implementation of these roadmaps for gender mainstreaming.

▶ An Institutional Road Map for Mainstreaming Equality between Women and Men:

The Department of Employment Policies under the Directorate General of Labour (DG Labour) developed an Institutional Road Map for Mainstreaming Equality between Women and Men, grounded in the ILO Participatory Gender Analysis. The roadmap focuses on two primary measures:

- **Capacity Building and Awareness-Raising Activities**
- **Policy Recommendations to Improve Women’s Employment**

To support individual transformation and foster institutional and policy changes for improving decent work for women, online training programs were developed in collaboration with the Department of Employment Policies.

▶ Training Highlights:

85 staff members from DG Labour completed the training. Approximately 60% of participants reported improved knowledge about decent work and women. 83% gained new knowledge and skills applicable to their institutions. 93% rated the training as “good” or “very good.”

▶ Policy Development Support:

A report titled “Flexible Working Models and Their Interaction with Decent Working Conditions for Women” was jointly prepared with the Department of Employment Policies to inform and support the policy development process on women’s employment.

► Awareness-Raising Conferences:

As outlined in the Road Map, conferences were organized to raise awareness on decent work for women. Key topics discussed included opportunities to promote women's employment, care economy, workplace violence.

These discussions engaged various stakeholders and significantly contributed to shaping policy recommendations. Many insights from these dialogues have been integrated into ongoing policymaking processes.

► Enhancing Women's Employment through Technical Support to İŞKUR

To provide technical support to İŞKUR in the field of women's employment services, a comprehensive report on best practices in active labour market programs was published. The report highlights successful practices from various countries where public employment services have effectively supported women's participation in the labour force. It also includes valuable examples of initiatives designed to support women's employment during the pandemic.

Additionally, a series of training programs were developed and delivered to İŞKUR staff based on an in-depth training needs analysis. These programs aim to enhance the knowledge and skills of İŞKUR staff on a wide range of topics related to women's employment, as well as result-based management and the monitoring of employment policies.

Jointly developed online training sessions were successfully delivered to 534 İŞKUR staff members across all 81 provinces. This initiative has significantly strengthened İŞKUR staff's capacity to improve women's employment, not only in pilot provinces but also nationwide.

► Mainstreaming Gender Equality in Trade Union Policies and Programs

Under the Programme, the ILO provided technical support to workers' and employers' organizations to implement the Road Maps for Gender Mainstreaming.

Through extensive capacity development initiatives—including face-to-face, digital, and hybrid training sessions, as well as consultancy support—the Programme equipped more than 1,200 representatives of social partners with the skills and knowledge needed to promote decent work for women.

Utilizing the ILO Academy, a digital learning platform launched by the ILO Türkiye Office during the pandemic, the Programme offered six specialized courses on gender equality. These courses reached public officials, workers' and employers' organization representatives, and employees in pilot sectors. The topics included:

- **The Current Situation of Women's Employment in the World and in Türkiye**
- **Legislative and Structural Framework for Gender Equality**
- **Advocacy Skills for Women's Employment**
- **Social Dialogue and Gender Equality**
- **I Support Equality**
- **Zero Tolerance to Violence**

As a result, several key measures to address workplace violence, the gender pay gap, work-life balance, and women's leadership were successfully integrated into collective labour agreements, general assembly resolutions, and organizational statutes.

► Empowering Women's Voices

The Programme significantly enhanced the capacity and mechanisms for promoting gender equality within workers' and employers' organizations. Notably, women's committees were observed to have grown stronger, reflecting the positive impact of the Programme on organizational structures and advocacy efforts.

The work focused on 4 thematic areas: **Equal Pay for Work of Equal Value, Care Economy, Women's Leadership, and Prevention of Violence and Harassment.**

In each of these thematic areas, analysis and research were conducted to produce data, along with policy development with social dialogue, as well as training, awareness-raising, and information dissemination activities.

EQUAL PAY FOR WORK OF EQUAL VALUE

For equal pay for work of equal value, studies aiming to reduce gender -based inequalities in working life were carried out.

For the first time in Türkiye, the gender wage gap was calculated with TurkStat, using income and living conditions data.

For the first time, the wage gap between mothers and non-mothers was calculated.

Today, it is seen that these efforts hold a place in national policies and contribute to international commitments.

As a reflection of these efforts, Türkiye joined the International Equal Pay Coalition in 2024.

The Equal Pay International Coalition (EPIC) aims to close the global gender pay gap by promoting equal pay for work of equal value through advocacy, capacity building, and effective policy development. Led by the ILO, UN Women, and OECD, EPIC collaborates with governments, employers, trade unions, and other stakeholders to raise awareness, support policy frameworks, and advance data-driven decision-making.

► Care Economy: Promoting Care Services and Domestic Workers

The **care economy**, as emphasized in the document "Outcome of the General Discussion Committee on the Care Economy: Resolution and Conclusions", adopted at the International Labour Conference in 2024, plays a vital role in human, social, economic, and environmental well-being. It supports sustainable development by fostering a healthier workforce, creating jobs, advancing gender equality, and enhancing social inclusion and justice.

Reducing the burden of unpaid care work, which disproportionately affects women, is essential to increasing their labour force participation and ensuring equitable inclusion in economic life.

As part of the Program, efforts were made to:

- **Highlight the significance of care services.**
- **Improve working conditions for domestic workers as caregivers.**

► **Early Childhood Care (ECC) Services:**

An **analysis study** on early childhood care services (ECC) was conducted in collaboration with the European Bank for Reconstruction and Development (EBRD) and with active participation from government institutions and social partners. The study identified three models of ECC services that can be improved through inter-agency collaboration and promoted for implementation:

- **OIZ Practice:** Employers in Organized Industrial Zones (OIZs) share costs and use existing premises to establish ECC centers.
- **Municipal Practice:** Employers and municipalities partner to open ECC centers, with municipalities covering costs where necessary.
- **Trade Union Practice:** Trade unions open ECC centers, share costs with employers, or advocate for childcare services in collective labour agreements

► **Policy and Legislative Proposal for ECC Services**

Based on the report’s recommendations, the ILO, EBRD, and the Union of Turkish Municipalities (TBB) have collaboratively developed a legislative proposal to facilitate the widespread provision of early childhood care services at the municipalities. This proposal aims to strengthen local capacities and promote equitable access to quality care services.

► **Promoting International Labour Standards for Domestic Workers**

Within the framework of the Programme, the ILO promoted “the ILO Convention on Decent Work for Domestic Workers” (C189) and increased the visibility of domestic workers’ rights and demands. A report titled “Outlook of Domestic Work in Turkey: Scope, Dimensions, and Challenges” examined the socio-economic conditions of domestic workers in Türkiye and informed policies to improve their working conditions. Building on this report, an **“Awareness-Raising Campaign for Decent Work for Domestic Workers”** was implemented from June 2021 to June 2022. The campaign aimed to raise awareness among stakeholders about the challenges faced by domestic workers and to develop policy recommendations through social dialogue. As part of this advocacy initiative, a policy brief was prepared to highlight the campaign’s findings and promote better working conditions for domestic workers. One significant outcome of the campaign was the establishment of an **Inter-Ministerial Working Group on Domestic Workers** in 2023. This group coordinates efforts to improve working conditions for domestic workers, with a focus on generating data, expanding social protection, and reducing informality in the sector. The Working Group comprises representatives from multiple public institutions, the ILO, and academia.

PREVENTION OF VIOLENCE AND HARASSMENT IN THE WORLD OF WORK

In the scope of the Programme, the ILO undertook initiatives aligned with ILO Violence and Harassment Convention, (No.190) to address and prevent violence and harassment in the workplace.

As part of these efforts, a groundbreaking household survey on the prevalence of workplace violence was conducted for the first time in Türkiye. Efforts were made to increase knowledge and awareness for the creation of safe and violence-free environments in workplaces.

► **Champions for Change: Zero Tolerance to Violence at Work:**

Zero tolerance policy documents on violence were developed by trade unions and workplaces.

Trade union confederations called on the government to ratify Convention No. 190.

A **model** was developed for complaint and support mechanisms related to workplace violence.

Based on analyses showing an increase in gender-based violence during crisis periods, the ILO, in collaboration with the Federation of Turkish Women’s Associations, launched the Purple Space Project in Hatay, one of the provinces most affected by the earthquake.

The Purple Space quickly became a vital point of contact for women and children facing challenges such as post-traumatic stress disorder and violence. Additionally, various activities aimed at empowering women were conducted at the Purple Campus.

WOMEN’S LEADERSHIP

Initiatives were undertaken to strengthen women’s leadership and representation within workers’ and employers’ organizations. Policy dialogue meetings were convened to advance and foster women’s leadership.

Representatives from workers’ and employers’ organizations, together with women’s organizations, convened to explore and identify actionable steps for progress.

A guide was developed to facilitate the implementation of the proposed steps.

Building Safe, Equitable, and Productive Workplaces for All

The ILO’s collaborations with various employers have driven transformative progress in gender equality at the enterprise level. Enhancing women’s employment and improving workplace conditions, companies are now more committed than ever to creating safe, equitable, and inclusive environments that empower and support women.

▶ Practices Driving Change in Automotive Sector

Companies like KARSAN Automotive and ANADOLU ISUZU have integrated gender-responsive policies into their corporate strategies through the implementation of the ILO's "Gender Equality Model at Enterprises." These initiatives have set ambitious recruitment targets to increase female representation while fostering safer and more inclusive work cultures.

KARSAN Automotive: Transformational Results

The Gender Equality Model was implemented at KARSAN between September 2019 and November 2021, yielding significant institutional changes:

- **Mainstreaming Gender Equality:** Gender equality has become a core element of KARSAN's corporate policies and workplace culture.
- **KARSAN has introduced policies on "Gender Equality" and "Zero Tolerance to Violence."**
- **Recruitment Goals:** Employment processes were revised, and a target was introduced requiring 50% of interview candidates to be women.
- **Increased Female Representation:** The number of women employees rose from 58 in 2020 to 285 in 2024.
- **Breaking Barriers:** The company hired its first women on the production line in 2022, followed by its first women employees production and team leaders in 2023.

▶ Anadolu ISUZU: Advancing Equality

The Model was implemented at Anadolu ISUZU from March 8, 2024, to November 1, 2024, resulting in impactful outcomes:

- **Equality Action Plan:** A Task Force for Equality, comprising equal numbers of women and men from both workers and employers, developed an action plan with technical support from the ILO.
- **Awareness Campaigns:** A seminar titled "I Support Equality & Zero Tolerance to Violence" was delivered to 774 employees, significantly increasing awareness of gender equality and violence prevention, as verified by pre- and post-seminar surveys. This seminar is now mandatory for all factory employees.
- **Increased Representation:** The proportion of female employees grew from 10% to 12%, and the number of female managers/team leaders rose from 21 to 25.
- **Formal Policies:** New policies on Gender Equality and Non-Discrimination and Zero Tolerance to Violence were introduced through social dialogue.
- **Encouraging Women in Leadership:** Initiatives like the Women's Leadership Program and the Talent Pick-Up Women Project were launched to encourage female students to pursue internships in traditionally male-dominated fields such as Production and Quality.

Enhanced Communication and Inclusion

ISUZU improved internal communication by actively sharing management decisions and opportunities through digital platforms and bulletin boards. Employee satisfaction surveys, enhanced with questions on gender equality and discrimination, were distributed to all staff. Additionally, special communication sessions were held exclusively for female employees to ensure their voices were heard.

Collaborative Engagement

Throughout the implementation process, representatives from the BİRLEŞİK METAL-İŞ trade union and MESS (Turkish Employers Association of Metal Industries) played an active role, fostering collaboration between workers and employers to achieve these transformative results.

IN SUMMARY :

Under the Program, significant achievements and good practices were realized. An effective and inclusive social dialogue was facilitated to promote gender equality.

Measures were implemented to challenge and address gender-based stereotypes in the workplace.

Evidence-Based Policy Options Developed

Comprehensive research and gender analyses were carried out throughout the Project, providing a solid foundation for formulating policies aimed at promoting decent work opportunities for women. Program's strong commitment to evidence-based policy development is reflected in the documents presented below.

- **The Mapping of International and National Legislation on Gender Equality and Women's Empowerment in the Framework of Working Life" (2019)**
- **"Report on Measuring the Gender Wage Gap: Case of Türkiye" (2020)¹.**
- **"Analysis of Child Care Services during Covid 19 (2020)**
- **"Report on Promoting Women's Employment through Inter-Institutional Collaboration: Practices of Early Childhood Care and Education Services" (2021)²**
- **"Report on Outlook of Domestic Work in Türkiye: Scope, Dimensions and Challenges" (2021)**
- **The report "Empowering Women through Cooperatives in Türkiye: Legal and Structural Strategies" (2022)**
- **"A legislative recommendation paper for scaling-up early childhood care and education services delivered by the municipalities" (2022)**

1. https://www.ilo.org/sites/default/files/wcmsp5/groups/public/%40europe/%40ro-geneva/%40ilo-ankara/documents/publication/wcms_756660.pdf

2. https://www.ilo.org/sites/default/files/wcmsp5/groups/public/%40europe/%40ro-geneva/%40ilo-ankara/documents/publication/wcms_799678.pdf

- “Good Practices of Public Employment Services Including ALMPs to Promote Women’s Employment” (2022)
- “Analysis of the Effect of Flexible Working Styles on Women’s Employment and Decent Work” (2024)
- Perceptions and Experiences of Workplace Violence and Harassment Research Report³

These foundational studies lay the groundwork for ongoing efforts to ensure that women in Türkiye can access and thrive in decent work conditions, thereby driving forward the agenda for gender equality in the workplace.

In addition to producing evidence-based research and analyses, the Programme also played a vital role in raising awareness across all segments of society regarding women’s employment and decent work. This was achieved through a variety of informative publications, brochures, infographic videos, posters, and involvement of celebrities, all aimed at promoting the importance of gender equality in the workplace.

In conclusion, the **“More and Better Jobs for Women”** program stands as a testament to the transformative power of social dialogue, advocacy, and evidence-based policy development in advancing gender equality and improving working conditions for women. These achievements underscore the Programme’s comprehensive approach to empowering women and creating sustainable, gender-responsive workplaces.

More than 30 policies and measures were developed by stakeholders to improve gender equality in the workplace.

Open and inclusive discussions were facilitated, allowing parties with diverse perspectives and experiences to engage in dialogue.

A total of **41 seminars and conferences** were conducted.

More than 21,000 participants, including representatives from public institutions, workers’ and employers’ organizations, and both female and male employees, actively engaged in training sessions and seminars.

Over 145 representatives from various institutions and organizations actively participated, contributing to the development of policy recommendations that reflect the perspectives and voices of all parties.

“The More and Better Jobs for Women” program showcased its transformative impact in promoting gender equality and enhancing women’s working conditions through social dialogue, advocacy, and evidence-based policy development. Its achievements have driven significant and tangible change, empowered women and fostering the creation of gender-sensitive workplaces.

On this challenging journey, let us build on the success achieved through the dedication and hard work of all our stakeholders, and together, strive to create a more equitable and inclusive working environment.

3. https://www.ilo.org/sites/default/files/2024-10/EN_ILO_RAPOR_WEB_PDF_DUSUK.pdf





ilo.org

**International Labour Organization
Ferit Recai Ertuğrul Caddesi No: 4
06450 Oran
Ankara
Türkiye**

**Email : ankara@ilo.org
Phone : + 90 312 491 98 90**