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İmalat  
Sanayinde  
Kadınların  
Güçlenmesine  
Yönelik Model  
Geliştirme Projesi

Developing  
Women Empowerment Models  
in Manufacturing Industry Project

## EMPOWERING WOMEN IN THE GREEN AND DIGITAL TRANSFORMATION OF MANUFACTURING INDUSTRY

# THE EQUALITY IN TWIN TRANSFORMATION (ETT) MODEL



This programme is financed by  
the European Union and the Republic of Türkiye.

The “**Developing Women Empowerment Models in the Manufacturing Industry**” Project is implemented by the **Turkish Confederation of Employer Associations (TİSK)** and the **United Nations Development Programme (UNDP)**, with the support of the **Ministry of Industry and Technology of the Republic of Türkiye**, and funded by the **European Union**.

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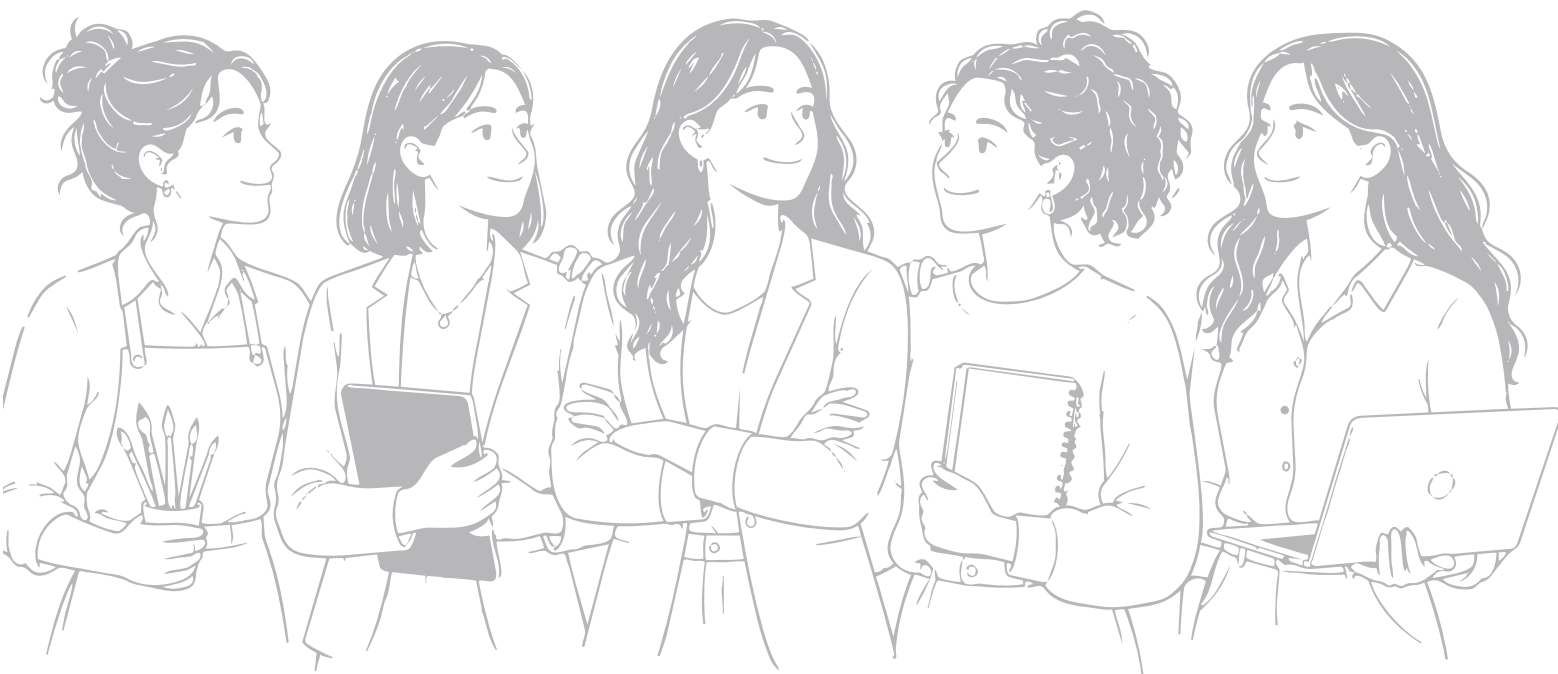


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THE EQUALITY IN TWIN  
TRANSFORMAION (ETT)  
MODEL

# EXECUTIVE SUMMARY



## The Equality in Twin Transformation (ETT) Model

Türkiye's manufacturing industry is on the verge of two major simultaneous transformations: the digital and green transition. This process opens an unmissable window of opportunity for the industry in terms of competitiveness, productivity, energy efficiency, and integration into the global supply chain.

Ensuring that the transformation process toward digital and green production in the manufacturing industry is a fair transition that benefits everyone is one of the fundamental goals of a sustainable human development approach. The transformation process brought about by digital and green transition can be egalitarian (i.e., not creating new areas of inequality, not deepening existing gaps, and ensuring that necessary opportunities for equality are seized) only through the development of appropriate intervention models. In this regard, steps to be taken to achieve the goal of women's empowerment should be planned within a holistic approach that addresses multi-faceted issues through a multi-sectoral and multi-stakeholder approach.

## Fundamental Assumption

The Equality in Twin Transformation (ETT) Model is based on the fundamental assumption that green and digital transitions are inevitable for the global competitiveness and sustainability of Türkiye's manufacturing industry; however, if this process is not integrated with the empowerment of women, existing inequalities, as well as the social and economic problems these inequalities cause, will deepen.

Best practices show that highly competitive companies integrated into global markets have adopted designs which incorporate goals of inclusivity and equality. Today, goals of inclusivity and equality have emerged both as a tool for increasing productivity, and as one of the key components of competitiveness. Women's equal participation in digital and green jobs is not merely a matter of social justice; it is a strategic component that promotes innovation and productivity, alleviates labor market shortages, thereby enhancing the competitiveness of the manufacturing industry and enabling it to capitalize on the opportunities brought by the 4th Industrial Revolution.

On the other hand, current data show that women, who make up half the population in Türkiye and worldwide, face significant barriers in the manufacturing industry and in the labor market in general; are subject to multidimensional disadvantages in both public and private life; and their employment participation rates are steadily declining in STEM fields, digital and green jobs, and at the higher levels of the organizational hierarchy.

This demonstrates that inclusivity is a fundamental design question that directly determines the quality of industrial transformation and international competitiveness. The model addresses this question by analyzing the factors that determine women's labor force participation in the manufacturing industry and by drawing on innovative and egalitarian best practices in the twin transformation, thereby proposing an egalitarian twin transformation design.

## Purpose and Approach

The ETT Model seeks to simultaneously address two questions on Türkiye's industrial transition agenda: 1) How can we become more competitive? 2) How can this competitiveness be made sustainable and inclusive? These two questions are, of course, not independent of one another. Global investors, export markets, and international loan institutions are increasingly prioritizing ESG criteria and social compliance standards.

The ETT Model is built on a scalable foundation. Pilot applications, the certification system, and steps toward integration with financial mechanisms are designed to enable the model's nationwide scaling and, over time, its replication as a regional reference model.

The model is designed to lay the groundwork for the steps mentioned above, and its primary goal is to integrate the green and digital transition of Türkiye's manufacturing industry with a focus on women's empowerment, thereby **establishing the foundation for an egalitarian, inclusive, and sustainable transition process.**

The ETT Model complements the twin transformation with a third dimension: the dimension of equality. The model positions women's empowerment not only as a means to access fundamental rights and an improvement in social structure, but also as a strategic component that directly impacts the efficiency, sustainability, and competitiveness of industrial transition. In fact, research shows that women's equal participation in digital and green jobs boosts innovation and productivity, creating an inclusive framework that mitigates labor market contraction.

Within this framework, the ETT Model is positioned primarily as an industrial transition model that improves the competitiveness, productivity, innovation capacity, and integration into global value chains of Türkiye's manufacturing industry. The empowerment of women is not treated as the ultimate goal of this transition, but rather as one of the most powerful drivers that determine its pace, quality, and sustainability.

The model aligns with national and international policy frameworks, integrating the equality and inclusivity standards outlined in regulations such as the Paris Agreement, the European Green Deal, and the Net-Zero Industry Act with Türkiye's unique industrial realities. Comprehensive stakeholder consultations with relevant parties, field analyses, and the analytical studies and experiences gained within the scope of the Project have formed the building blocks of the model.

## Areas of Intervention and Priorities

The ETT Model addresses inclusivity in the twin transformation within the framework of three interconnected areas of intervention.

**At the industry level,** the model establishes a governance framework that ensures the adoption of an equality agenda in the twin transformation, the development and support of egalitarian practices through interface structures and ecosystem actors, the dissemination of best practices, the integration of inclusivity criteria into financial support mechanisms, and the safeguarding of inter-agency coordination.

**At the workplace level,** the model measures a company's maturity in terms of inclusivity across a broad spectrum, from physical infrastructure to labor relations, and from recruitment policies to care services, identifies gaps, and provides a roadmap for concrete steps to be taken.

**At the workforce level,** the model aims to address the structural issues that exclude women from the manufacturing industry, to ensure greater equality in work environments, working conditions, and labor relations, to provide training in green and digital skills, to facilitate women's entry into the manufacturing industry and their continued employment through mentoring and learning programs. It also structures the skills transformation around skills that around both technical and transferable skills.

### SECTOR



### WORKPLACE



### WORKFORCE



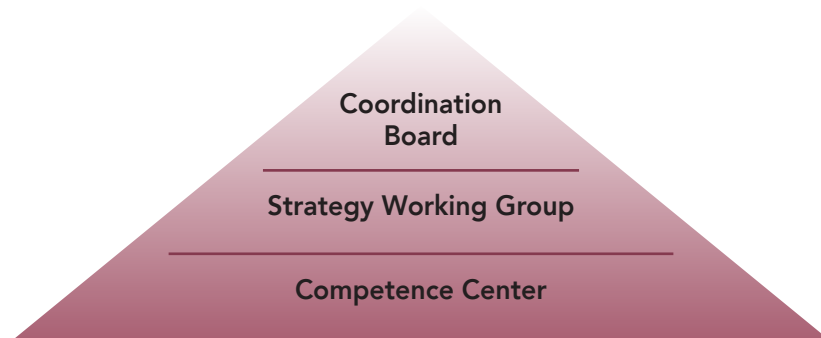
Interventions in these three interconnected areas reinforce one another; the holistic perspective established in this way ensures that strong steps are taken toward the goal of equality, and that a sustainable structural impact is achieved.

*The ETT Model is more than just an equality initiative. It is a transformation framework essential for Türkiye's manufacturing industry to secure a sustainable position in global competition.*

## Holistic Governance Structure

The model proposes that, within a holistic governance structure, the transition should be carried out simultaneously not only through technological investments, but also at various levels, such as human resources, physical infrastructure, labor relations, and organizational culture, and also proposes that the steps to be taken should be supported by resolute public and industry policies.

To ensure the model's effectiveness and sustainability within this multidimensional system of relationships, its multi-stakeholder structure includes a design structure that calls for the ETT Coordination Board, a high-level decision-making body to be established with the participation of relevant parties, the Strategy Working Group, which will operate at the technical level to conduct analysis regarding the workforce, the workplace, and the industry and to determine policy priorities, and a Competence Center that will support the implementation of initiatives in the field, particularly through capacity building.



This multi-stakeholder framework, which defines the roles of public agencies, the private sector, financial institutions, intermediary organizations, and international development partners, provides a common ground for solving problems that no single actor could resolve on its own. The guarantee of sustainability stems from this spirit of partnership.

## Expected Impact

The model is designed to achieve the expected impact at the levels specified below, and is structured around four concrete transition goals.

### IMPACT LEVEL AND TRANSITION GOALS

Human resources: Creating a qualified workforce and ensuring the full and equal participation of women in employment

Company: Strengthening and promoting inclusive workplace and labor relations

Ecosystem: Including an equality agenda in sectoral organizations and learning structures that support the twin transformation

Policy: Identifying and developing key policy priorities, and reflecting these priorities in overarching policy documents

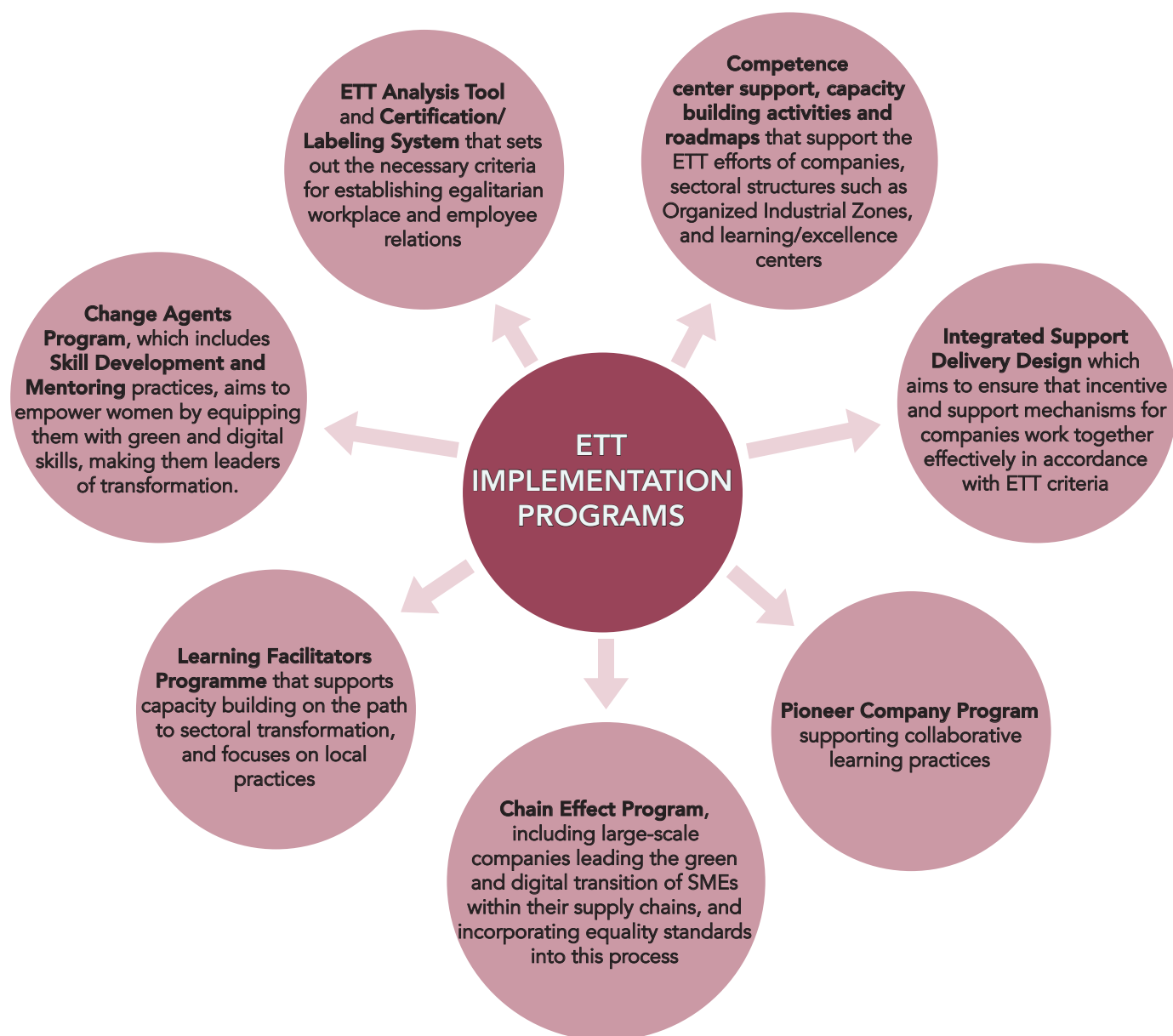
It is recommended that these transition goals, which will be supported by programs developed within the model, be implemented through a multi-stakeholder governance structure.

**At the company level, the ETT criteria** developed within the framework of the model are expected to be followed by companies embarking on their twin transformation journey, and implemented through the **ETT Certification, ETT Label Programs** and **Roadmaps**; ultimately, companies with increasing levels of inclusivity maturity are expected to gain priority and incentivized access to investments related to digital and green transitions. The aim is for companies that offer suitable working conditions, environments, and relationships for women to overcome skill mismatches, secure a qualified workforce, ensure workforce continuity through the employment of women who have acquired new skills via **Change Agents** and **Mentoring Programs**; and the aim is for the female workforce to gain access to new skills and decent work opportunities. **At the human resources level**, the widespread implementation of these programs will increase both the number and quality of female workers in the manufacturing industry who possess green and digital skills. Access to care services, flexible work arrangements, and inclusive regulations in occupational health and safety will strengthen women's retention in the workforce. On the other hand, within the framework of obligations such as those arising from European Union legislation on supply chain due diligence and carbon border adjustments, it is considered that companies with an ETT Certificate can provide a set of evidence demonstrating their readiness to meet these obligations; this aspect of the model, therefore, offers tangible financial benefits.

The model is expected to drive positive developments in efficiency and competitiveness at the company level, and these advancements are expected to spread across the industry through the designed ETT Programs. The **Company Mentoring Programs** will establish a platform for the transfer of knowledge and experience among companies, match pioneer companies with participating companies, and provide the opportunity to experience real-life examples of best practices at companies that are similar in terms of industry and business. **The Chain Effect Program** is intended to encourage large companies to lead the transition of SMEs, establish a common inclusivity standard in the industry, and ensure this standard is reflected in incentive systems. Through the **Pioneer Company Program**, opportunities will be created for companies that have earned Pioneer Company status with an ETT Certificate to share their best practices with other companies. The **ETT Egalitarian Workplace Experience Program** is designed to provide learning opportunities for inclusive and egalitarian workplaces, and to raise awareness of the opportunities created by inclusivity and equality.

**At the ecosystem level**, the necessary capacity and tools will be developed to enable intermediary organizations to play an active role in taking steps that combine the goal of twin transformation with the content on equality and women's empowerment. Thus, the aim is to integrate the implementation and support structures of interface organizations, which play a key role in the twin transformation, with the goal of equality and inclusivity. **ETT analyses** targeting interface structures and ecosystem actors, dissemination efforts using **Learning Facilitators**, training of trainers (TOT) programs and capacity-building initiatives, and local advocacy, information sharing, and awareness-raising efforts will be undertaken specifically for industrial zones.





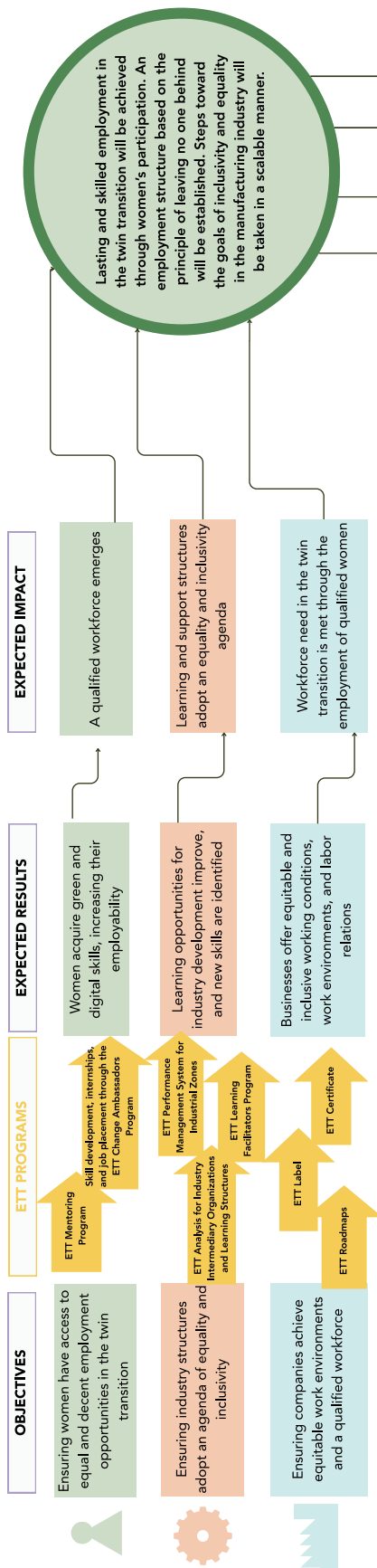
**Figure 0.** Designed to address the intersectional nature of the three intervention areas and the changes classified under them, the ETT Model proposes mutually reinforcing and interrelated implementation programs.

The most important of the transition goals and expected impacts within the ETT Model relates to the policy support for equality goals in the twin transformation process. In this context, the identification, development, and incorporation of core policy priorities into overarching policy documents will play a critical role in the model's success and sustainability. To achieve the expected impact at the three levels mentioned above and to ensure lasting change, strategic steps must be identified, and **policy-level** actions must be taken to develop the essential tools. The ETT Model aims to facilitate inter-agency cooperation and ensure that implementation is addressed at the policy level within a multi-stakeholder coordination framework. This framework is expected to identify and develop steps toward the goal of inclusivity in the twin transformation, and ensure that these steps are reflected in overarching policy documents.

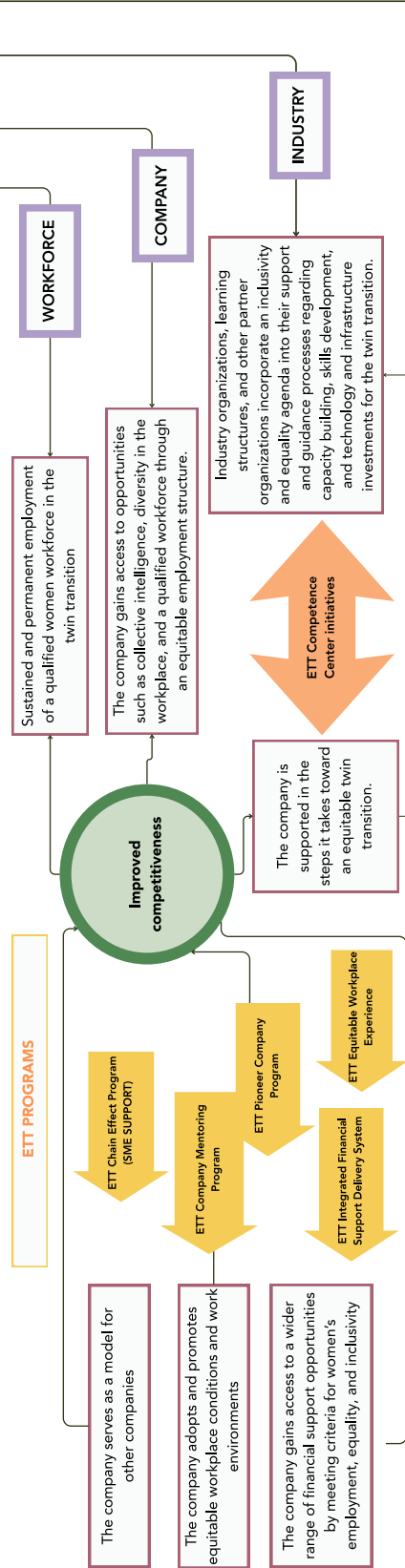


## EQUALITY IN TWIN TRANSITION

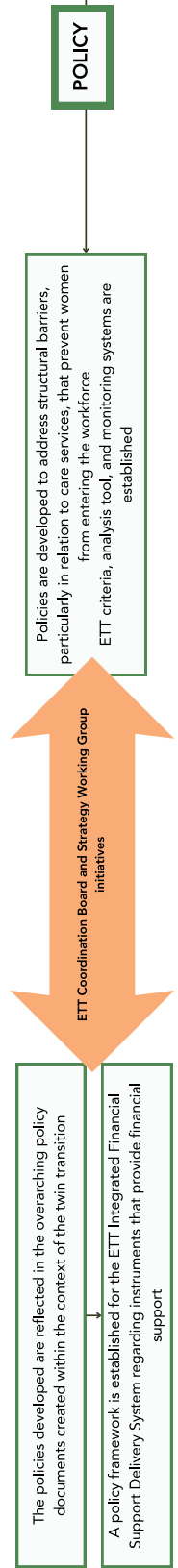
### KEY OBJECTIVES AND FOUNDATIONAL STEPS



### SUSTAINABILITY AND LONG-TERM IMPACTS



### POLICIES FOR SYSTEMATIC AND LASTING TRANSITION



THE EQUALITY IN TWIN TRANSFORMATION  
(ETT) MODEL FOR EMPOWERING WOMEN IN  
THE MANUFACTURING INDUSTRY

# INTRODUCTION



## Introduction

This study presents The Equality in Twin Transformation (ETT) Model as an approach to “women’s empowerment” that supports the goal of ensuring the green and digital transition in the manufacturing industry proceeds in an egalitarian manner.



**Figure 1.** Equality in the twin transformation of the manufacturing industry.

The purpose of the ETT Model is to identify the conditions necessary for an enabling environment for a twin transformation to be carried out through a women’s empowerment lens, and to outline measures that will enhance the capacity of companies, ecosystem actors and the workforce.

To this end, the Model incorporates current trends that will facilitate the development of a perspective integrating social, economic and environmental dimensions, with the aim of preventing the reproduction of inequalities during the twin transformation process and ensuring women’s equal participation in production. In addition, the interconnected structures, processes and institutions necessary for the achievement of these objectives are addressed within a systems approach, highlighting the necessity of policy and stakeholder analyses, as well as collaboration and multi-sector implementation tools.

The ETT Model is based on prominent issues at the national and global levels, analyses of the current state of the manufacturing industry in Türkiye, relevant legislation and policy framework, best practices, and comprehensive analyses of relevant stakeholders, seeking to identify actionable steps in light of these findings. The Model is grounded in extensive information sources, including a literature review comprising organizational reports, analyses and academic sources, particularly the current status and needs analysis conducted as part of the Developing Women Empowerment Models in Manufacturing Industry Project, as well as stakeholder and policy analyses, best practice examples, and consultation meetings held with stakeholders. The comprehensive analyses conducted in light of these sources are detailed in the Background Document included as an annex to the Model.

**Information sources:**

- 1. Literature and Policy Review:** Global trends, international policy documents, and Türkiye's national policy framework and strategies were reviewed.
- 2. Current Status Analysis:** Comprehensive field data on women's employment in the manufacturing industry, existing barriers and needs were analyzed.
- 3. Impact Assessment Studies:** The results of pilot implementations such as "Change Agents" and their effects on companies provided input for the Model.
- 4. Best Practice Examples:** National and international best practices served as a reference at the company level, in sectoral studies, and in developing recommendations for strategies and policies.
- 5. Stakeholder Consultations:** Recommendations were validated through consultations with public agencies, business organizations, investment banks, the private sector, interface organizations, learning structures, and international/regional organizations.

In line with the objective of defining actionable steps and ensuring the active participation of key stakeholders in the process, and as part of the consultation meetings held, interviews were conducted with 56 participants (34 women and 22 men) representing a total of 15 organizations, including public agencies, business organizations, financial institutions, the private sector, interface organizations, learning structures, and international/regional organizations. The organizations interviewed during the consultation process are listed below:

- Ministry of Industry and Technology (3 interviews with 2, 1, and 3 participants)
- Ministry of Labor and Social Security (6 participants)
- Ministry of Trade (1 participant)
- Presidency of Strategy and Budget (2 participants)
- Turkish Confederation of Employer Associations (TISK) (1 participant)
- EU Delegation to Türkiye (1 participant)
- KOSGEB (2 meetings with 2 and 6 participants)
- Turkish Employment Agency (ISKUR) (4 participants)
- European Bank for Reconstruction and Development (EBRD) (2 participants)
- Turkish Development Investment Bank (6 participants)
- MEXT (3 participants)
- UN (1 participant)
- Ankara Chamber of Industry 1st OIZ (3 participants)
- Adana OIZ (3 participants)
- Turkish Economy Bank (3 participants)

The model proposal was finalized at the technical level in collaboration with relevant stakeholders through the consultative committees and validation meeting held.

<sup>1</sup> The study is available at: [https://ugc.production.linktr.ee/0b2c1bed-482d-450b-82bf-0e8465c8ff89\\_UNDP-015-Need-Analysis-Report.pdf](https://ugc.production.linktr.ee/0b2c1bed-482d-450b-82bf-0e8465c8ff89_UNDP-015-Need-Analysis-Report.pdf)

<sup>2</sup> Hereinafter referred to as the WE project

The study consists of two main sections. The first section addresses the context of the green and digital transition and women's empowerment, relevant international policies, and national policies related to the twin transformation process in Türkiye. Following this summary, which is based on the comprehensive analysis in the Background Document, the study presents recommendations regarding the norms and standards shaping the ETT Model, its governance structure, and programs. The study also outlines implementations within the problem-need-priority framework, along with structural indicators and performance indicators related to these implementations. The model proposal continues with an assessment of existing financing mechanisms in terms of the equality objective in the twin transformation and an examination of the financial mechanism underlying the Model's operation and is concluded with a proposed implementation plan.



# **WHAT IS THE EMPOWERMENT OF WOMEN IN THE GREEN AND DIGITAL TRANSITION, AND HOW IS IT ADDRESSED?**



## Trends and Current Discussions

Scientific development and progress have had significant impacts on the production of goods and services and the resulting labor relations. This journey, spanning from the use of water and steam to electricity, and from information technologies to digitalization, has had an impact on both the planet and humanity. The impacts of these periods of change have been observed not only in the economy but also in social life (Batmaz and Keskin 2023). Today's world is witnessing the transformation brought about by the last of four major shifts in industry (the so-called Fourth Industrial Revolution, as described in the literature), each following a technological advancement. Technological change and the green transition are emerging as the two main trends that will shape the economy by 2030 (WEF 2025).

However, technological advancements are not the only factors driving change today. Environmental impacts have reached undeniable dimensions, and a production philosophy that safeguards the right to live in a human-centered environment and that preserves the resources future generations need for development has been recognized as a global imperative.

Due to the twin transformation, changes are expected to emerge in many areas, including production methods, employment structures, sectors, and ways of working (European Parliament 2022). Technological changes and environmental crises are bringing production structures and the economy to the brink of simultaneous transformation, significantly affecting virtually every segment of the economy, particularly the manufacturing industry. Under these conditions, development is inseparable from economic growth that prioritizes green and digital transition.

Ensuring that the process of digitalization and the transition toward green production in the manufacturing industry is a just transition that benefits everyone remains one of the most fundamental goals of development. The transformation process must be carried out not only with the goal of economic growth but also by upholding the principle of equality, which constitutes the most important pillar of human development. The twin transformation offers numerous opportunities to eliminate discrimination and ensure equality both within relevant sectors and across society as a whole. The necessary measures must be carefully implemented, and plans and programs must be developed to realize these opportunities (OECD 2024).

In the twin transformation process, innovative dynamics must be managed responsibly, and people's jobs, rights, and health must remain at the center of decision-making processes (IRENA and ILO, 2024; OECD, 2025). The fundamental principles of the twin transformation should be to avoid creating new forms of inequality, not to reproduce existing inequalities, to combat inequality, and to take steps to achieve equality.

Social change has a significant impact on many factors related to women's entry into and participation in the workforce, including their labor force participation rate, industries in which they work, wages, working arrangements and hours, and labor rights. Social welfare, poverty, conflict, and disasters affect women's participation in the workforce to a greater extent than men's. While women's participation in employment increases during periods of labor shortage, in times of labor surplus or when cost-cutting measures are prioritized, women are often viewed as the first individuals to be excluded from the workforce due to entrenched stereotypes. Numerous dynamics influence women's participation in the workforce, including discriminatory beliefs that women lack the necessary skills, barriers to accessing education and professional development opportunities, the lack of quality public care services, and the unequal distribution of care responsibilities that

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<sup>3</sup> The First Industrial Revolution was characterized by the transition to factory-based production systems; the Second Industrial Revolution by the use of electricity in industry and the shift to mass production; the Third Industrial Revolution by advancements in electronics and communication technologies alongside automation; and the Fourth Industrial Revolution by digitalization (see Leventer and Altun Ada 2023).



creates an additional workload on women. The transition process we are currently undergoing also has the potential to perpetuate privilege and discrimination. While privileged groups benefit from the advantages of change, those who face discrimination are left with disadvantages.

Unlike other periods of change, the green and digital transition is taking place in a world where women have achieved significant gains and where the approach of reflecting equality in core plans and programs is widely accepted. The necessary groundwork for steering change toward the goal of equality is provided by tools developed across various domains, including national and international conventions, equality programs, and budgeting methods that take into account the distinct interests and needs of women and men, that not reproduce existing inequalities, and that aim to ensure equality.

It has been widely recognized since the early 20th century that the steps taken by nations toward development, both individually and globally, are not limited to economic growth, increased income, or higher production. The UNDP Human Development Report, published in 1990, and the United Nations Sustainable Development Goals both frame equality and environmental and social well-being as priorities, defining economic growth as a means to achieve these priorities. By this definition, the main objective of development is to build a just and egalitarian world where all people, including current and future generations, can fully enjoy their fundamental rights and freedoms. This perspective emphasizes the need to prioritize sustainability and equality over the target of economic growth in development efforts, and it also serves as a guiding standard for the twin transformation process. Environmental and social well-being create a favorable environment for the productivity of resilient industries. While investments in diverse and non-traditional areas may appear to run counter to productivity, which is defined by the ratio of outputs to inputs, these investments will eliminate the significant costs that inequality and environmental degradation impose on productivity.

The advantages that egalitarian approaches enabling women's participation in green and digital jobs will bring to the manufacturing industry should also be taken into account. Technological advancements and new forms of green production, along with the resulting new skills and demographic shifts, are creating significant pressure on the labor market. Demographic factors accompanying this period of change, such as the increase in the aging and dependent population, declining birth rates, and the shrinking working young population, may be expected to increase the labor force participation of groups currently excluded from the labor market. This situation is also expected to have an impact on women's entry into the labor market. In this context, removing barriers to women's labor force participation, particularly the care burden of the dependent population, is viewed not only as an issue of equality and justice, but also as an opportunity to address the labor market contraction and as an economic responsibility (WEC 2024).

The IMF (2024) points out that ensuring equality in green jobs holds the potential to yield outcomes such as (1) the inclusion of women in environmentally-friendly decision-making across many industries, (2) the creation of a labor market rich in diverse and complementary skills where both women and men can fully utilize their potential and (3) stronger innovation for sustainable practices and technologies through the convergence of diverse perspectives in today's conditions shaped by digital transition.

When viewed through the lens of digital advancements that are constantly transforming the workforce, society, and workplaces, it is evident that demand for a skilled workforce is growing in industries related to information and communication technologies (ICT) and those with a high digital intensity; however, these fields also harbor inequalities (OECD 2024). There are notable



differences and variations, such as the disparities in internet usage between women and men, the proportion of women in cloud computing and the technology workforce in general, the proportion of women in STEM fields, which require the professional knowledge needed for green and digital jobs, and the specific sub-disciplines in which they are represented.

Research highlights the importance of developing initiatives to encourage women's participation in the digital economy, as well as establishing policy frameworks that enhance digital literacy, provide training and/or mentoring to women entrepreneurs, and eliminate the barriers women face. It is noted that investing in women's entrepreneurship and digital skills will foster an innovative and creative environment that will benefit the entire society, leading to increased economic efficiency and competitiveness. It is also noted that addressing inequalities in digital literacy and employment will serve not only women but also the creation of an egalitarian society (Ahmad et al. 2024; Leventer and Altun Ada 2023).

The World Economic Forum's (WEF) "2025 Future of Jobs" Report, based on the strategic plans of over 1,000 global employers across 22 industries and 55 economies, projects that by 2030, structural transformation will result in the creation of 170 million new jobs, the loss of 92 million jobs, and a net increase of 78 million jobs. Meanwhile, green jobs are employing an increasing number of employees globally. In 2023, 16.2 million new jobs were created in the renewable energy industry (IRENA and ILO 2024). It is estimated that there are 41,000 new job opportunities related to solar power and 5,100 related to wind power in Türkiye.

Among the fastest-growing professions are technology and big data expertise, fintech engineering, artificial intelligence and machine learning expertise, and autonomous and electric vehicle expertise, that is driven by the impact of the green transition, as well as environmental engineering and renewable energy engineering (WEF 2025). It is also projected that digital skills will become even more in-demand (CEDEFOP 2021).

There is also a risk that the decline in employment currently anticipated as part of the digital and green transition could have adverse effects on women (due to issues such as a lack of investment in women's vocational training, and the perception of women as temporary employees or individuals bound by life cycles and decisions of their families and spouses), particularly for those who are unable to acquire new skills and thus may struggle to find employment opportunities in new industries (OECD 2024). It is emphasized that the male-dominated nature of the ICT industry, in particular, is the most significant obstacle to ensuring that digital transition is egalitarian.

Despite the findings indicating that women are more likely to demonstrate basic competencies in environmental sustainability, data shows that women are represented at rates rarely exceeding 20% in green production industries, STEM fields, and jobs related to digital technologies (IMF, 2024; OECD, 2024; IRENA and ILO 2021). Unlocking the job creation potential of the twin transformation is particularly important. In this process, it is essential to develop policies aimed at shaping an experienced workforce that is equipped with green and digital skills, and capable of adapting to the new work patterns brought about by digital transition, and establishing a balanced employment structure where women and men are equally represented at all levels.

*The transformation process brought about by the digital and green transitions can be egalitarian—meaning that it does not create new inequalities or deepen existing gaps, while ensuring that opportunities to advance equality are fully leveraged—only through the development of appropriate intervention models. Steps to be taken to empower women should be planned in a way that addresses all aspects of the issue.*



## Policy Framework

### International Policy Framework

Equality in the twin transformation is also an agenda item addressed within global agreements and the EU policy framework. The Paris Agreement, the European Green Deal, the Net-Zero Industry Act, the Green Deal Industrial Plan, the New Industrial Strategy for Europe, and the European Green Digital Coalition (EGDC) stand out within this context.

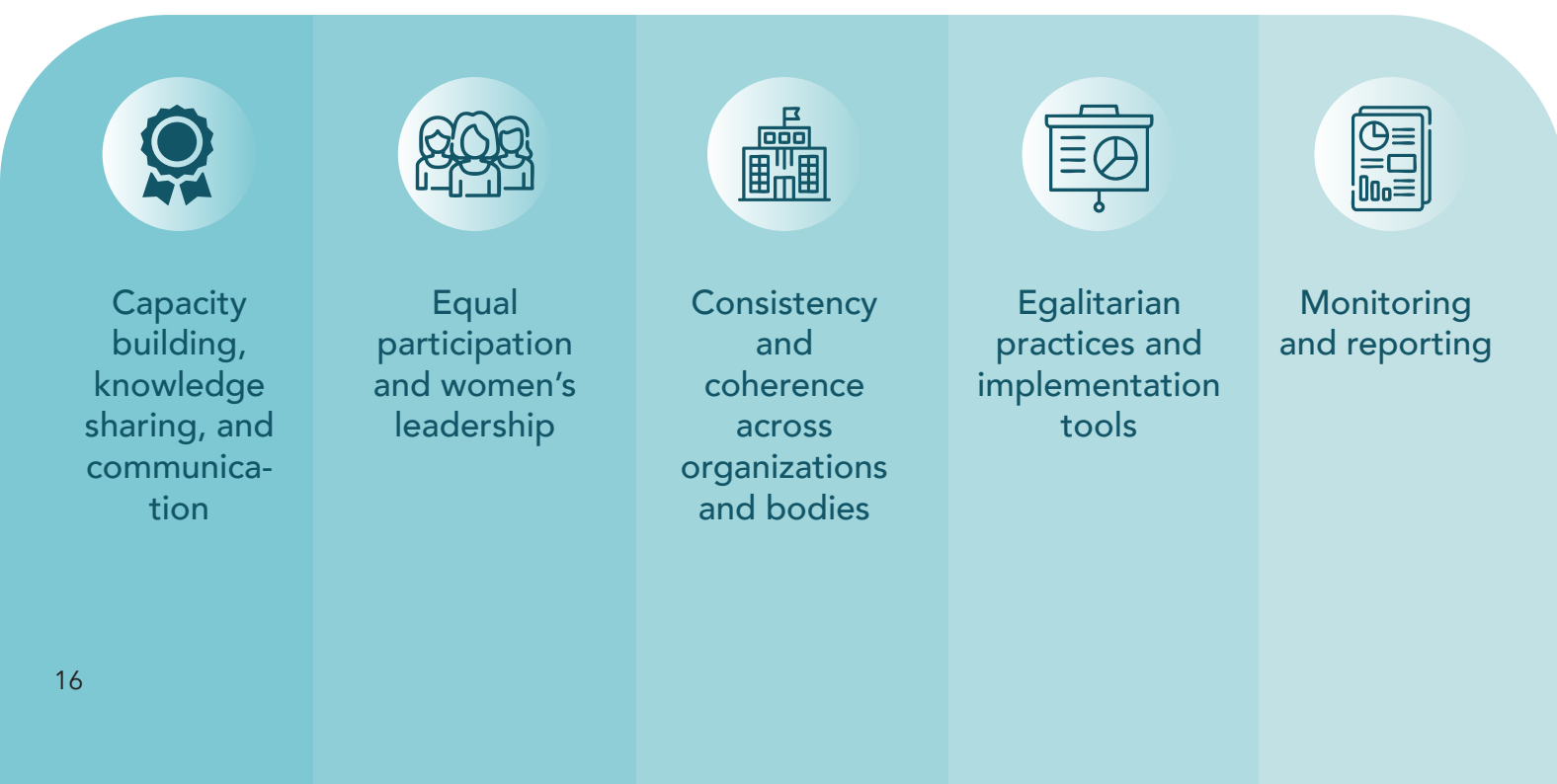
#### Paris Agreement

The Paris Agreement is a legally binding international treaty that brings all countries together to combat climate change and adapt to its impacts (UN 2015). The Agreement includes three key priorities regarding equality and women's empowerment.

- » **Preamble:** Ensuring a just transition of the workforce and creating decent and quality jobs; all parties must respect, protect and take into account their obligations regarding human rights, the right to health, the rights of indigenous peoples, local communities, vulnerable populations, equality, women's empowerment, and intergenerational equality
- » **Article 7:** Actions related to adaptation must be carried out with an approach that is tailored to countries' needs, focused on equality, participation, and in a fully transparent manner
- » **Article 11:** The capacity-building process in developing countries must be participatory, cross-cutting, and incorporate an equality perspective

There is an Action Plan (Gender Action Plan – GAP) adopted under the UNFCCC framework that provides guidance on the dimensions of inequality which must be addressed in the implementation of the Paris Agreement. The GAP, based on the framework of the Lima Work Programme on Gender (LWPG), was first adopted in 2017 at the 23rd Conference of the Parties (COP 23). The GAP translates the Paris Agreement's references to equality, as mentioned above, into concrete actions under five priority areas:

Figure 2. GAP priority areas.



It is observed that Parties are increasingly aligning with the GAP, particularly in their climate reports. The GAP's priority areas are used to analyze how Parties incorporate equality and inclusivity elements into their Nationally Determined Contributions (NDC) and National Adaptation Plans (NAP). It is also emphasized that the commitment to mainstreaming equality into climate actions enhances the effectiveness and transformative power of climate actions outlined in the Paris Agreement (UNFCCC 2024).

## European Union Legislation

The EU's legislation on green and digital transition is shaped within the framework of the European Green Deal, and follows the approach adopted by Member States in line with the UN's global goals. The 2030 Agenda, which views development from an innovative, egalitarian, and sustainable perspective within the UN framework, forms the fundamental approach for the Union's legal and policy steps on this issue.

Equality is a goal upheld in all areas under the EU's mainstreaming principle. Key EU policies on the subject, particularly in environment, climate, energy, green transition, digitalization, research, and funding, consider their impacts on equality, and incorporate various measures to ensure that the green transition aligns with equality objectives (in areas such as budgeting, data collection, stakeholder participation, innovation policies, etc.). Therefore, the EU views equality not merely as a "social" issue, but as a fundamental dimension of a fair and egalitarian twin transformation and emphasizes the importance of women's participation in this transition at the strategy and policy levels.

**Table 1. EU Legislation.** The table below lists the key documents that constitute the relevant EU legislation and analyses them in terms of their overall objectives, areas of focus, and relevance to the ETT Model

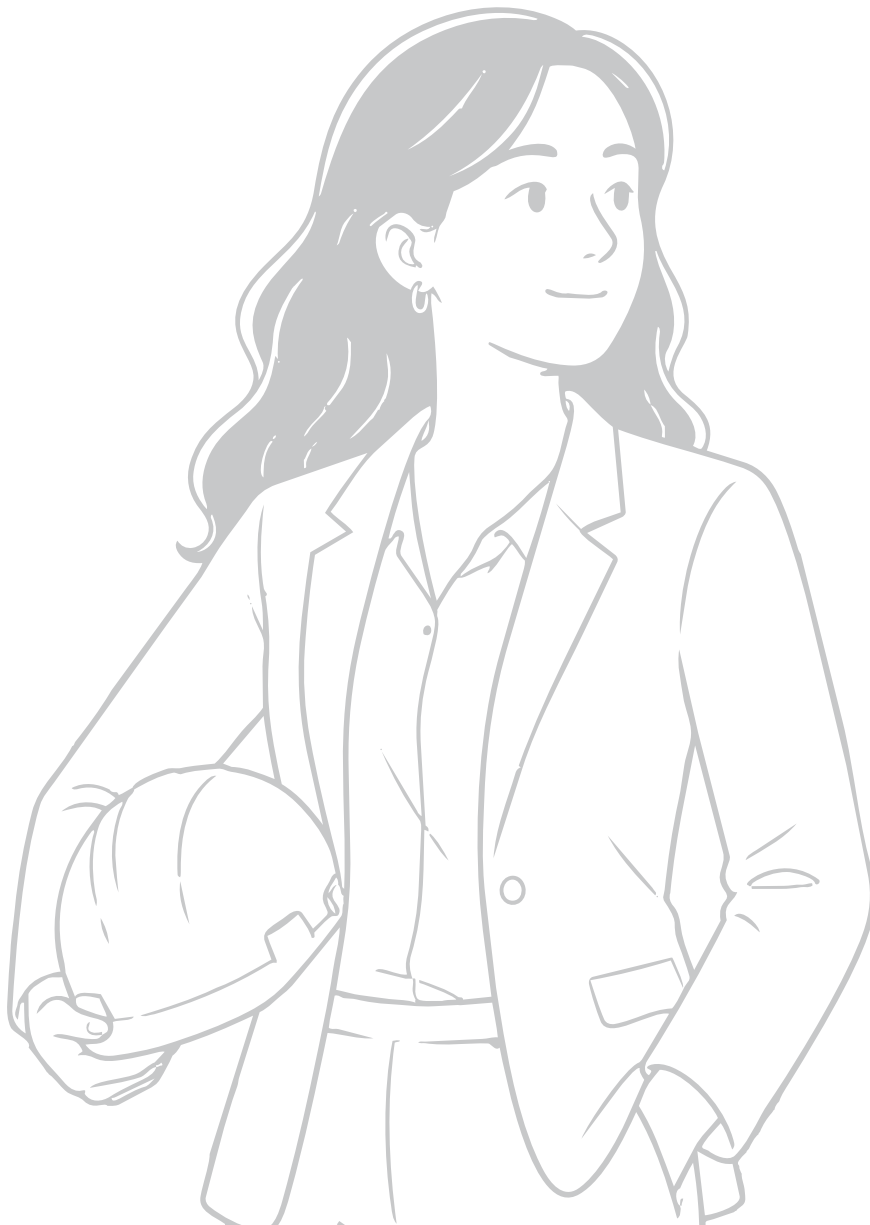
| Document                                  | Overall purpose                                                                                                                                                                                                                                        | Focus               | Relation with the ETT Model                                                                                                                                                                                         |
|-------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>European Green Deal</b>                | To ensure that the manufacturing industry in the EU is globally competitive, resilient and sustainable: it aims to accelerate the 'twin transformation' process. It focuses on new jobs, resource efficiency in production, new skills and innovation. | Equal participation | <ul style="list-style-type: none"> <li>Focusing on regions, industries, and employees facing the greatest challenges</li> <li>Active participation of citizens in policy-making with all their diversity</li> </ul> |
|                                           |                                                                                                                                                                                                                                                        | Impact areas        | <ul style="list-style-type: none"> <li>Identifying environmental, social, and economic impacts and conducting impact assessments on topics such as SMEs and innovation</li> </ul>                                   |
| <b>New Industrial Strategy for Europe</b> | Ensuring that the EU's manufacturing industry is globally competitive, resilient, and sustainable; it aims to accelerate the 'twin transformation' process. "It focuses on new jobs, resource efficiency in production, new skills, and innovation.    | Skills development  | <ul style="list-style-type: none"> <li>Empowering women in STEM, ICT, and digital skills</li> </ul>                                                                                                                 |
|                                           |                                                                                                                                                                                                                                                        | Skills acquisition  | <ul style="list-style-type: none"> <li>Ensuring balance between women and men in reskilling programs</li> </ul>                                                                                                     |
|                                           |                                                                                                                                                                                                                                                        | Equal participation | <ul style="list-style-type: none"> <li>Increasing women's representation in technology industries</li> </ul>                                                                                                        |

|                                                |                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                 |                                                                                                                             |
|------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|
| <b>EU Gender Equality Strategy (2020–2025)</b> | Aims to address the root causes of disparities in the workforce and establish an economy based on equality where everyone has equal opportunities. Emphasizes women's economic independence, their empowerment in labor markets, increased representation in high-paying professions, and support for women as investors and entrepreneurs. Directly contributes to women's empowerment in the twin transformation. | Digitalization and participation in STEM fields | Increasing women's share in digital and STEM fields by 2030 through the Women in Digital Program                            |
|                                                |                                                                                                                                                                                                                                                                                                                                                                                                                     | Entrepreneurship                                | Support for women's entrepreneurship, particularly for technology startups (Horizon Europe)                                 |
|                                                |                                                                                                                                                                                                                                                                                                                                                                                                                     | Artificial Intelligence and related R&D efforts | Supporting women researchers and developers in the field of artificial intelligence                                         |
|                                                |                                                                                                                                                                                                                                                                                                                                                                                                                     | Affectabilities                                 | Addressing the diverse impacts of green transition policies on women (energy poverty, transportation, care burden, etc.)    |
| <b>Net-Zero Industry Act (2024)</b>            | Aims to establish a framework that strengthens Europe's net-zero technology manufacturing ecosystem. It is one of the most tangible tools for empowering women in the twin transformation.                                                                                                                                                                                                                          | Skills development                              | Net-Zero Industry Academies responsible for developing education programs that ensure balance between women and men         |
|                                                |                                                                                                                                                                                                                                                                                                                                                                                                                     | Data                                            | Disaggregated data collection                                                                                               |
|                                                |                                                                                                                                                                                                                                                                                                                                                                                                                     | Temporary special measures                      | Member States' obligation to take special measures to increase women's participation in employment in net-zero technologies |
|                                                |                                                                                                                                                                                                                                                                                                                                                                                                                     | Active labor market policies                    | Active labor market policies to empower women in new green jobs                                                             |
| <b>Green Deal Industrial Plan</b>              | Aims to improve the competitiveness of EU's industry in clean technologies and the net-zero transition, simplify legal regulations to attract investment, increase access to financial resources, and to strengthen skills development.                                                                                                                                                                             | Skills development                              | Provision of inclusive skills support for everyone, including women and youth                                               |

The report of the European Institute for Gender Equality (EIGE), which examines best practices in policies related to the Green Deal aimed at empowering women and reflecting an equality approach in practices, main plans and programs (EIGE 2024), highlights the need to strengthen mainstreaming strategies at both the EU and Member States levels. The report also emphasizes the need to strengthen the datasets and indicators of the analytical tools used. Accordingly, ensuring an equal distribution of jobs created by the green transition between women and men is key to a just transition. Furthermore, tools such as egalitarian budgeting and public procurement processes should be prioritized to strengthen female and male disaggregated data and indicators, and to support the egalitarian distribution of funds allocated for the green transition.

*The proposed ETT Model is a multi-stakeholder and multi-industry framework designed to implement within the national context the principles and steps for equality and inclusivity outlined in global agreements and the EU policy framework.*

*The main objective of this framework is to create opportunities for implementing existing strategies and developing new policy measures aimed at empowering women in Türkiye's twin transformation.*



## National Policy Framework for the Twin Transformation and Women's Empowerment

While there is no overarching legal framework in Türkiye specifically addressing green and digital transition in the manufacturing industry, the twin transformation remains a key agenda item and an integral part of the industry's vision for the future. This objective is addressed in the core legislation regarding labor rights, and is incorporated into strategies and plans developed under the themes of development, industry, employment, and women's empowerment in high-level policy documents.

### Core Legislation

The main legislation addressing the green transition is the Climate Law (No. 7552), adopted in 2025, which includes "equality" as a fundamental principle. The general principles section of the Law states that climate actions in Türkiye will be guided by principles such as equality, climate justice, participation, and sustainability. It is stated in the definitions provided within the Law that the principle of "just transition" implies that priority will be given in all policies and programs to groups that will be most negatively affected by climate change, such as women, children, the elderly, and individuals with disabilities. The Law adopts a general approach that includes women among vulnerable groups.

On the other hand, the fundamental legislation regarding the workforce and working life in Türkiye defines work as a fundamental right, and provides the necessary framework for the implementation of the most basic principles regarding women's participation in working life and labor relations, such as equality before the law, de facto equality, and non-discrimination. Reproductive rights, work environments and equipment, violence-free labor relations, and reproductive health and care services are the main issues addressed by the legislation in this context.

**Table 2.** Key national legislation in the context of the ETT model. The table below sets out the principles and content of key national legislation relevant to the ETT context.

| Legislation  | Basic principle               | Content                                                                                                                                                                                                                                                                                                                                                                                                           |
|--------------|-------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Constitution | Equality before the law       | Article 10: "Everyone is equal before the law without distinction as to language, race, color, sex, political opinion, philosophical belief, religion and sect, or any such grounds."<br>"Women and men have equal rights. The State has the obligation to ensure that this equality exists in practice."<br>"Measures taken for this purpose shall not be interpreted as contrary to the principle of equality." |
|              | Right to employment           | Article 49: "Everyone has the right and duty to work."<br>"No one shall be required to perform work unsuited to their age, sex, and capacity. Minors, women, and physically and mentally disabled persons shall enjoy special protection with regard to working conditions."                                                                                                                                      |
|              | Adoption of the international | Article 90: "In the case of a conflict between international agreements, duly put into effect, concerning fundamental rights and freedoms and national laws due to differences in provisions                                                                                                                                                                                                                      |



**normative  
framework**

on the same matter, the provisions of international agreements shall prevail.”

|                                              |                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|----------------------------------------------|--------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Civil Law<br/>(No. 4721)</b>              | <b>Right to<br/>employment</b>                                                       | Neither spouse is required to obtain the permission of the other in choosing a profession or job.                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Turkish Penal<br/>Code (No.<br/>5237)</b> | <b>Prevention<br/>of sexual<br/>harassment and<br/>violence in the<br/>workplace</b> | Sexual harassment committed against a person by abusing authority arising from a hierarchical or employment relationship, or by taking advantage of the opportunity afforded by working in the same workplace, is punishable by a more severe penalty than the basic form of the offense.                                                                                                                                                                                                         |
|                                              | <b>Prohibition of<br/>discrimination</b>                                             | Preventing a person from benefiting from public goods and services, or from engaging in economic activities, due to hatred arising from differences in language, race, nationality, color, sex, disability, political opinion, philosophical belief, religion, or sect.                                                                                                                                                                                                                           |
| <b>Labor law<br/>(No. 4857)</b>              | <b>Non-<br/>discrimination</b>                                                       | Article 5<br>- No discrimination based on language, race, color, sex, disability, political opinion, philosophical belief, religion and sect or similar reasons is permissible in the employment relationship.<br>- Unless there are essential reasons for differential treatment, the employer must not discriminate between a full-time and a part-time employee or between an employee working under a fixed-term employment contract and one working under an open-ended employment contract. |
|                                              | <b>Equal pay</b>                                                                     | Article 5<br>-Except for biological reasons or reasons related to the nature of the job, the employer must not must not discriminate, either directly or indirectly, against an employee in the conclusion, conditions, execution and termination of their employment contract due to the employee's sex or pregnancy.                                                                                                                                                                            |
|                                              | <b>Reproductive<br/>rights</b>                                                       | Article 5<br>- gender” ifadesi “Differential remuneration based on sex for similar jobs or for work of equal value is not permissible.<br>- Application of special protective provisions due to the employee's sex shall not justify paying them a lower wage.                                                                                                                                                                                                                                    |
|                                              | <b>Parenting</b>                                                                     | Article 74: Leave entitlements applicable in cases of childbirth and related circumstances, parental leave, breastfeeding leave, and similar issues<br>Article 13: Regulations regarding requests for part-time work due to parenthood                                                                                                                                                                                                                                                            |
|                                              | <b>Prevention<br/>of sexual<br/>harassment and<br/>violence in the<br/>workplace</b> | Article 24 and 25: Where an employee is subjected to sexual harassment by the employer, another employee, or a third party, and the necessary measures are not taken despite the employee reporting the incident to the employer, the employee has the right to immediately terminate the employment contract for just cause                                                                                                                                                                      |

|                                                      |                          |                                                                                                                                                                            |
|------------------------------------------------------|--------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Occupational Health and Safety Law (No. 6331)</b> | <b>De facto equality</b> | Article 10: Risk assessments must take into account the differing effects of potential workplace accidents on women, and protective measures must be developed accordingly |
|------------------------------------------------------|--------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

*The ETT Model, developed taking into account the rights recognized in the legislation, has two main functions with regard to the legislation:*

*(1) Ensuring that the labor relations and rights provided for by current legislation are safeguarded during the process of change brought about by the twin transformation, and ensuring that women fully benefit from their rights;*

*(2) Identifying new needs that may arise as a result of changing labor relations and accelerating the development of the necessary legislation to address these needs*

*In this context, addressing the legal framework is critical.*

## *Policy Documents*

In Türkiye, the goal of the twin transformation and women's empowerment is incorporated into policies and strategies in various forms at the industry, workplace, and workforce levels. The table below summarizes this approach as outlined in key strategy documents.



**Table 3.** National overarching policy documents in the context of the ETT model.

| Policy documents                              | Focus areas related to the ETT                                                                           | Priorities related to the ETT                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|-----------------------------------------------|----------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>12th Development Plan (2024-2028)</b>      | Supporting women's employment during the green and digital transition process<br>334, 409, 605, 727, 728 | <ul style="list-style-type: none"> <li>» Active participation in the labor market and equal representation in decision-making processes</li> <li>» Increasing the focus on incentives for women, youth, and people with disabilities</li> <li>» Implementing the principle of equal pay</li> <li>» Entrepreneurship, financial and digital literacy</li> </ul>                                                                                                                                                                                                                            |
|                                               | Training and skills acquisition<br>306, 334, 654                                                         | <ul style="list-style-type: none"> <li>» Enhancing vocational skills in line with the requirements of the green and digital transition</li> <li>» Equal participation in STEM fields</li> <li>» Equality in access to education</li> </ul>                                                                                                                                                                                                                                                                                                                                                |
|                                               | Care services and work-life balance<br>337, 721, 728                                                     | <ul style="list-style-type: none"> <li>» Care facilities and policies</li> <li>» Developing alternative models for accessible care services</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|                                               | Mainstreaming<br>726                                                                                     | <ul style="list-style-type: none"> <li>» Ensuring equal opportunities for women and men and prioritizing women's empowerment in all plans, programs, policy development, and implementation processes</li> </ul>                                                                                                                                                                                                                                                                                                                                                                          |
| <b>2030 Industry and Technology Strategy:</b> | Digital and green transition of the manufacturing industry and technology ecosystem                      | <ul style="list-style-type: none"> <li>» Diversifying and expanding international financing sources</li> <li>» Increasing R&amp;D activities and investment support</li> <li>» Improving resource efficiency</li> <li>» Green transition of planned industrial zones</li> </ul>                                                                                                                                                                                                                                                                                                           |
|                                               | Digital Transition of the Workforce                                                                      | <ul style="list-style-type: none"> <li>» Theoretical and practical learning opportunities in new professions</li> <li>» Updating national occupational standards to meet the requirements of the digital economy</li> <li>» Establishing STEM-focused Industry and Technology Colleges</li> <li>» Skills acquisition, skills development, and advanced training programs</li> <li>» Active Labor Force Programs</li> </ul>                                                                                                                                                                |
|                                               | Inclusive Employment and Skill Alignment in the Manufacturing Industry                                   | <ul style="list-style-type: none"> <li>» Developing models specific to Türkiye to improve inclusivity in the manufacturing industry</li> <li>» Skills mapping, labor demand analysis, university-industry collaboration, and employment of women and youth</li> <li>» Construction of housing to meet accommodation needs in OIZs, creation of social spaces for youth, and provision of facilities such as daycare centers and study centers</li> <li>» Mentoring pools, accelerator programs, microloans, and prototype development grants for women and young entrepreneurs</li> </ul> |

|                                                                              |                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Women's Empowerment Strategy and Action Plan</b>                          | Ensuring that women gain skills and access decent work opportunities in the twin transformation process                                                                                        | <ul style="list-style-type: none"> <li>» Women's equal access to green jobs</li> <li>» Ensuring that women take on more leadership roles in sustainable social and economic growth</li> <li>» Establishing and developing support mechanisms to ensure women's access to green financing tools and their effective use</li> </ul>                                                                                                                                                                                                                                                         |
|                                                                              | Occupational health and safety within the health strategic area                                                                                                                                | <ul style="list-style-type: none"> <li>» Organizing awareness-raising activities for employees and employers in industries with a high proportion of female employees</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                          |
|                                                                              | Decent work and employment within the economy strategic area                                                                                                                                   | <ul style="list-style-type: none"> <li>» Reviewing legislation to facilitate women's entry into the labor market and increase their employment in decent jobs</li> <li>» Equipping women and girls with the new skills and competencies required in a labor market aligned with the twin transformation</li> <li>» Digital transition training at universities' continuing education centers</li> <li>» Raising awareness to guide girls toward future professions and STEM fields</li> <li>» Supporting women's entrepreneurship in all sectors</li> </ul>                               |
| <b>National Employment Strategy</b>                                          | Ensuring that the economy generates decent work to achieve economic growth, social development, individuals' life satisfaction, inclusivity, increased well-being, and sustainable development | <ul style="list-style-type: none"> <li>» Increasing women's labor force participation rate</li> <li>» An understanding of equal opportunity that includes diverse social groups facing difficulties in entering and remaining in the labor market; a social dialogue approach that prioritizes participation</li> <li>» Identifying the impacts of the twin transformation process on working life, taking into account all opportunities and risks, and establishing just transition policies</li> <li>» Employment policies aimed at ensuring skills alignment</li> </ul>               |
|                                                                              | Improving access to fundamental rights for all individuals in society, and developing solutions to issues that hinder their participation in employment                                        | <ul style="list-style-type: none"> <li>» Protection of fundamental rights, combating discrimination</li> <li>» Supporting decent work</li> <li>» Enhancing the inclusivity of the social security system to combat informal employment</li> <li>» Enhancing the effectiveness and accessibility of labor market programs</li> </ul>                                                                                                                                                                                                                                                       |
| <b>Climate Change Mitigation Strategy and Action Plan (CCMSAP) 2024-2030</b> | Just transition and women's employment                                                                                                                                                         | <ul style="list-style-type: none"> <li>» Assessing the implications of the just transition and the transformation of the labor market for women's employment, and implementing measures to improve women's employment</li> <li>» Aligning training curricula and programs with the new skills framework</li> <li>» Ensuring the participation of groups requiring special policies in decision-making processes</li> <li>» Establishing standards for professions that will change or new professions that will emerge</li> <li>» Training a workforce with new qualifications</li> </ul> |

|                                          |                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                     |
|------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                          | S-S.3.1 Preparing a roadmap for reducing the carbon footprint in sub-industries                                                                                                                                                        | » Encouraging the significant participation of female experts in relevant processes                                                                                                                                                                                                                 |
|                                          | S-S.5.1 Building the technical knowledge capacity of industrial businesses, particularly SMEs, to mitigate the effects of climate change and to enhance adaptation                                                                     | » Including women's business platforms in planning for training and workshop participants and ensuring women and men balance among participants                                                                                                                                                     |
|                                          | S-S.5.2 Building capacity and establishing a roadmap for a just transition and the transformation of employment                                                                                                                        | » Assessing the implications of a just transition and the transformation of employment for women's employment, and incorporating measures in the roadmap to protect and promote women's employment (skills acquisition, upskilling, reskilling, etc.)                                               |
| <b>Long-term Climate Change Strategy</b> | Managing the potential impacts of the implementation process of mitigation and adaptation policies that could lead to the exclusion of vulnerable groups such as women, youth, and individuals with disabilities from the labor market | » Ensuring that adaptation to the green and digital transition in labor markets is achieved under the fairest conditions for everyone, and by promoting equality<br>» Identifying the green skills and the need for skills development and acquisition emerging during the green transition process |
|                                          |                                                                                                                                                                                                                                        | » Continuing efforts to ensure skills alignment in line with the principles of equality, with a view to enhancing the inclusiveness of employment and ensuring that the transition to a green economy takes place under the fairest possible conditions for everyone                                |
| <b>Green Deal Action Plan 2021</b>       |                                                                                                                                                                                                                                        | » Broad collaborations involving ministries, local and regional public agencies, universities, and NGOs                                                                                                                                                                                             |
|                                          |                                                                                                                                                                                                                                        | » and circular economy" ifadesi "Inclusive and multi-stakeholder action in the transition to a green and circular economy                                                                                                                                                                           |

*A summary of current policies, strategic decisions, and plans and programs in Türkiye indicates a commitment and determination to achieve equality in the twin transformation process, and lays the necessary groundwork for establishing and implementing women's empowerment as a political sphere. The proposed Model is built upon this foundation.*

*The concrete implications of the implementation, however, point to the opportunities, challenges and needs related to achieving equality in the twin transformation.*

# WHAT ARE THE KEY OPPORTUNITIES, CHALLENGES, AND NEEDS IN TÜRKİYE'S TWIN TRANSFORMATION PROCESS?



## Opportunities featured by the twin transformation

### *Opportunities arising from the core approach*

The necessity of including vulnerable groups (particularly women and youth) in the transition process has become part of the global agenda, linked to the importance of the “leave no one behind” principle within the framework of sustainable development. This agenda also influences national processes. Within this context, the need to empower women through skills development and acquisition, and to ensure their participation in the process is gaining momentum, particularly with goals such as increasing their employment in white-collar jobs by developing STEM skills.

In the manufacturing industry, global market expectations are shifting toward a sustainability framework that encompasses not only green and digital transition, but also issues of equality and diversity. Addressing the social transformation dimension of the green and digital transition process and integrating equality into these efforts creates both regulatory and competitive pressure. This competitive pressure is expected to become an increasingly decisive factor over time for major global actors and financial resources. In this regard, women’s employment is viewed as a resource that enhances the speed, effectiveness, and success of the twin transformation by promoting workforce diversity and innovation through equality perspectives. Alongside demographic changes, women’s participation in the workforce is emerging not merely as an issue of equality and justice, but as an opportunity to address the contraction in employment and as an economic responsibility.

### *Opportunities regarding fundamental rights and public policies*

There are significant opportunities, both at the national and global levels, to achieve the goal of empowering women in the twin transformation process of the manufacturing industry. Unlike previous periods, this era of industrial transformation is characterized by the existence of an international normative framework and national regulations regarding fundamental human rights, including women’s rights and labor rights. Therefore, it is possible to argue that the impacts of this transition pose fewer risks for vulnerable groups compared to previous periods.

Looking at the national policy framework, it is evident that overarching documents and strategy documents related to labor relations in the manufacturing industry and women’s empowerment include the goal of women’s empowerment in the twin transformation process. Similarly, the empowerment of women in the twin transformation can be incorporated into the themes of organizational strategic plans and annual work programs (such as the promotion of women’s employment and their participation in the workforce) or has the potential to be linked to these issues.

### *Opportunities related to policies and programs*

The emphasis on the twin transformation as a priority area in the manufacturing industry, the support provided by international funds in this regard, and its inclusion in national planning create opportunities for the implementation of numerous programs and projects related to the issue. Shaping these programs and projects, best practices of which are discussed in the background paper, with an equality-focused approach emerges as an area of opportunity. In terms of the opportunities inherent in the green transition, the fact that Türkiye’s approach to climate change mitigation and adaptation strategies, though limited, includes content addressing women’s needs and interests, that the concept of a just transition has been incorporated into high-level policy documents, and that the Ministry of Labor and Social Security is preparing the National Just Transition Strategy, holds significant potential for eliminating inequalities in the industrial transformation process. Furthermore, the fact that the Conference of the Parties to the Paris Agreement (COP 31) will be

held in Türkiye in 2026 will also create an effect that accelerates future steps.

## *Opportunities emerging in financing and support structures for companies*

The concept of sustainable development, which addresses the economic, environmental, social, and governance dimensions of development, has found its place both on the agenda of global markets and the private sector, and within the criteria of international financial institutions. The demands of the global market and the close link between these demands and competitiveness are encouraging companies to take steps toward the twin transformation and the establishment of egalitarian structures within this process. The equality criteria of global financial resources and the national implications of these practices can be viewed as an opportunity awaiting widespread adoption.

There is an opportunity to closely monitor companies' needs and to track sectoral trends through the activities carried out in the field by central institutions such as ISKUR and KOSGEB, as well as within the framework of activities conducted by local and regional organizations. Fieldwork can also provide advocacy, information, and methodological support for identifying discriminatory practices, and promoting the widespread adoption, promotion, and implementation of standards for creating egalitarian workplaces.

Including equality as a condition in government support, incentives, and loan programs offered to companies serves as a driving force for relevant regulations and policies. It is also important that consulting and technical support services provided to help companies navigate the green and digital transition process addresses these issues, as this will help address gaps in technical knowledge and capacity, and ensure that commitments to inclusivity translate into meaningful action. Creating a similar support mechanism, which includes conducting maturity assessments, developing roadmaps, and implementing them for green and digital transition, would present a significant opportunity for the empowerment of women and the creation of egalitarian workplaces.

## *Opportunities emerging within the private sector*

There is a growing trend toward the establishment of equality and diversity units in the business world and the widespread adoption of sustainability reporting as part of the twin transformation process. This trend, particularly evident in large companies, can be viewed as a significant opportunity with the potential to extend to SMEs through supply chains as they integrate into global markets.

The second area of opportunity in the private sector is the growing prevalence of workplace equality programs such as the Women's Empowerment Principles (WEPs), Economic Dividends for Gender Equality (EDGE), and the Gender Equality Seal (GES), with an increasing number of companies joining these programs.

The third area of opportunity emerging in the private sector is linked to the high number of female employees in SMEs that are owned by women and/or that have female partners. As discussed in detail in previous sections, companies owned by women or that have female partners tend to employ more women. In this context, the availability of financial and technical support for female entrepreneurs will present a significant opportunity for the industry to develop in an egalitarian manner and for women's employment to grow. Therefore, the inclusion of women's entrepreneurship in government support programs and its comprehensive and systematic coordination will make positive contribution.



## Challenges and needs of the manufacturing industry in the twin transformation

### *The SME-based structure of the manufacturing industry and the capacity of SMEs to respond to the need for transformation*

Given that Türkiye's manufacturing industry is dominated by SMEs, discussions with stakeholders have highlighted the need to evaluate the context of green and digital transition and the steps to be taken for women's empowerment within this framework.

A significant portion of production in Türkiye's manufacturing industry is carried out by SMEs. Therefore, the approach adopted by SMEs toward their transition goals is critically important. SMEs may face significant shortcomings in terms of their level of awareness regarding the transition and their investment capacity. Investments in green and digital transition can be particularly challenging during periods of national and global economic stagnation. Incentive and support schemes are viewed as tools to address this issue; however, SMEs may struggle to answer questions regarding how to manage the process and what the return on investment will be.

Another key challenge lies in the high costs associated with digital and green transition maturity assessments, roadmap development, and, most notably, their implementation processes, as well as the lack of accessible technical support for implementation. The challenges SMEs face in the digital and green transition process are related to financing, high investment costs, insufficient owner's equality, difficulties in navigating bureaucratic processes, and gaps in digital infrastructure. The inability of SMEs to present financial institutions with concrete data on the long-term productivity gains or financial risks associated with the green transition (due to inadequate data management), as well as their inability to clearly define their needs and demands, affects the support provided by such financial institutions, thereby slowing down the twin transformation process. All these factors can prevent SMEs from taking advantage of available support. Indeed, given the production volume and revenues of SMEs, the issue of insufficient awareness regarding these topics and/or a lack of technical knowledge about measures to achieve sustainability goals arises, making it difficult for them to prioritize such goals.

Such shortcomings result in SMEs falling short on issues such as social rights, energy efficiency, and green production technologies, which are essential steps in achieving their growth targets and integrating into the global economy, and prevent them from accessing significant financial resources that require these issues as criteria. The current situation facing SMEs creates inequalities based on company size, particularly in terms of accessing incentives and support and integrating into the global economy, making SMEs even more vulnerable.

Despite all these shortcomings, given their share in the manufacturing industry, it is essential that SMEs be included in the process of digital and green transition in Türkiye and in initiatives aimed at women's empowerment. Fostering consensus in this direction, making determined and sustained efforts to ensure awareness of needs and benefits, as well as securing financial resources are required. It is essential to address the inequalities arising from company size in the manufacturing industry with regard to twin transformation and investment in equality, as this is a critical need for the future of the manufacturing industry and women's empowerment.



## *The need for inter-organizational coordination and a comprehensive policy*

The circumstances surrounding the Fourth Industrial Revolution necessitate intensive and effective coordination among organizations operating in the context of the workforce, workplace, and industry, as well as educational institutions and various sectors. These circumstances also highlight the need for a comprehensive and egalitarian policy to regulate this field. The absence of organizational relations and a comprehensive policy framework capable of addressing the needs related to both the twin transformation and women's empowerment within this process is emerging as a significant issue. As mentioned above, incorporating the green and digital transition along with an approach to women's empowerment into high-level policy documents and the strategic plans of implementing organizations presents an important opportunity. However, these documents must be monitored, and it should be ensured that this issue moves beyond being a secondary concern and becomes a priority in inter-organizational coordination. There is a critical need to collect data, conduct equality-sensitive field analysis and mapping studies, and ensure the flow of data in public services in order to identify the key dynamics and problems in this priority area and develop appropriate policy solutions. It is crucial to address the combined and interrelated impacts of social, economic, and environmental conditions at the industry, workforce, and workplace levels, to ensure that the goals of equality and women's empowerment are integrated into intersecting initiatives within a shared framework, to facilitate beneficiaries' access to information and opportunities, to develop evidence-based policies, and to establish institutional structures and coordination mechanisms to support these steps toward change.

## *Need for an emphasis on equality and empowerment in sustainability practices*

The fieldwork conducted as part of the project revealed significant gaps in the integration of green and digital transition and the accompanying equality initiatives within the sustainability agenda. Sustainability reporting, loans, support, and incentives presented under the sustainability heading are currently offered within a framework limited to the implementation of green production elements. This understanding needs to change, expand, and adopt an approach that includes social sustainability, equality, and inclusion within the framework of sustainability.

A similar scenario is observed not only in terms of companies and sectoral structures, but also regarding capacity-building structures. Competence centers that have launched initiatives under the green and digital transition agenda do not always succeed in addressing equality-related issues as an integral part of their agenda. This can cause problems where green and digital roadmaps, learning processes, and planning lack an inclusivity perspective. The lack of technical support structures, which form the third pillar of transformation in the manufacturing industry and focus on the agenda of inclusivity and equality, constitutes another dimension of the problem.

It is necessary to establish an agenda for the integration of green and digital transition goals with inclusivity and equality, thereby enabling the implementation of policies focused on the twin transformation and women's empowerment. The tangible implications of this policy area can be made possible through an organizational ownership and interface structure that provides guidance to the private sector.

## *Issues and needs regarding equality criteria in financial support and incentives and their effective implementation*

It is crucial that new financial packages incorporate equality in the twin transformation as a policy area. Within this context, there is a pressing need to establish criteria that address improvements holistically, including not only quantitative employment commitments but also egalitarian workplace practices, spatial arrangements, and interventions related to workplace culture. Current targets include topics such as women's employment, the number of working women, companies owned by women, and the number of women who are partners or hold management positions. Supporting this approach by establishing criteria that include egalitarian workplace practices is essential for women to gain access to favorable working environments and long-term employment.

Inclusion and equality criteria incorporated into financial support and incentives should not be allowed to remain merely a tool for accessing financing; rather, measures must be taken to ensure that concrete changes are introduced in companies' business practices, workplace culture, workforce composition, and overall approach. In this context, it is a critical need for large-scale companies, which have greater opportunities to benefit from financial incentive programs, to drive these changes within their supply chains as well, and for comprehensive financing packages targeting these companies to include criteria promoting equality and inclusivity. There is a need to establish a systematic framework that begins with awareness-raising and information-sharing activities regarding the necessary measures to meet these criteria and the implementation of such measures, that progresses through technical support initiatives designed to address practical implementation questions, and that also identifies, highlights, and rewards the resulting changes using effective monitoring tools.

Furthermore, there is also a need for continuously updated structures that ensure information on existing support and incentive programs is presented to beneficiaries in a consolidated and systematic manner, thereby supporting the decentralization of digital and green transition support rather than keeping it centralized. In addition, initiatives that include consulting support to facilitate women's access to financial support should be expanded.

## *Steps taken toward equality in the twin transformation remaining limited to interventions targeting the workforce*

The most significant issue highlighted in the field is the need for skilled workforce during the manufacturing industry's transformation process and the mismatch between the industry's requirements and available skills. While women's participation in the workforce is a solution to the problem of skilled workforce, it also serves as a tool toward achieving inclusivity and equality goals. However, women's increased representation in the manufacturing industry merely through acquiring the necessary skills does not mean they have equal access to employment. The failure to combine numerical equality with the goal of creating egalitarian workplaces emerges as a significant problem.

One of the main reasons for women's low participation rates in the workforce is the challenge of accessing and remaining in employment. This issue is as critical for women's empowerment as it is for meeting the industry's need for qualified personnel and advancing its transition toward equality. We must move beyond a perspective that reduces the challenges surrounding the continuity of women's employment to issues of women's existence, caregiving responsibilities, and family-related reasons, and must instead open up a discussion on the responsibilities regarding this issue at the industry and workplace levels. In this context, regulations that will ensure women's continued employment

such as decent working conditions, women-friendly workplaces, work schedule arrangements, and access to care and transportation must be carefully addressed within the framework of an equality policy in the manufacturing industry.

### *Skills mismatches and the need for a qualified workforce*

The green and digital transition in the manufacturing industry is highlighting the need to develop new skills and establish new labor relations. Anticipating the need for new skills and building a qualified workforce with these skills is one of the most fundamental requirements of the twin transformation. When this need is addressed with the aim of ensuring the transition process is egalitarian, the industry's requirements for new skills and the necessity of ensuring inclusivity in future jobs come to the forefront. This highlights the need to represent field realities and the perspectives of both employees and employers in initiatives designed to address skill mismatches and ensure the availability of the necessary qualified workforce.

### *Structural issues pushing women out of employment in the manufacturing industry*

The fact that the manufacturing industry, and OIZs in particular, are not seen as suitable work environments for women, coupled with negative preconceptions held by women and their families about working in these areas, as well as the prejudices held by manufacturing industry workers regarding women's employment and the unfavorable working conditions, underscore the need to combat these prejudices and to create egalitarian work environments, an egalitarian workplace culture, and labor relations.

Caregiving responsibilities, the most significant factor disrupting women's labor force participation in Türkiye, hinder women's continued employment, particularly in the early stages of their careers, and trigger existing negative prejudices against women working in the industry among both employers and employees. Two main issues that emerge in analysis of women's underrepresentation in the manufacturing industry and that are frequently cited in the field relate to working conditions in production areas that are not suitable for women and the stereotype that caregiving responsibilities are solely the responsibility of women.



# WHAT IS THE CORE APPROACH OF THE ETT MODEL?



## What is the Core Approach of the ETT Model?

The ETT Model follows an **inclusive, holistic, systematic, and participatory approach**. This Model identifies the targets that must be set to ensure women have equal opportunities in the twin transformation process of the manufacturing industry, as well as which stakeholders can achieve these targets and within what structure and coordination mechanism. It is important for a robust model to adhere to three main norms and four implementation standards that underpin its structure and practices.

### Norms

Respect for human dignity

Anti-discrimination and  
equality

Holistic empowerment

### Implementation Standards

Human and sustainable development  
Intersectionality and multidimensional  
understanding

Diversity of intervention areas  
Shared understanding and cooperation

*Figure 3. Norms and implementation standards for the core approach.*

### Respect for Human Dignity

Digitalization and the transition to a green economy are vital for building a socially and economically sustainable future. Every step taken in this transition process must be guided by the principle of respect for human dignity, a globally recognized and safeguarded principle that is a core tenet of fundamental human rights conventions. As emphasized in the development discourse since the 1990s, economic growth is a means to human well-being and welfare. This tool must be approached with a mindset that embraces “the inherent dignity of all members of the human family” and the equal and inalienable rights of all people as a fundamental principle.

### Anti-Discrimination and Equality

The empowerment of women during the green and digital transition process presents an opportunity to create an **egalitarian and non-discriminatory manufacturing industry**. It is not possible to capitalize on this opportunity solely through support for production areas, methods, and the qualifications of the workforce. Making structural inequalities in society visible and addressing them is a prerequisite for addressing inequalities in the manufacturing industry, and ensuring inclusivity (OECD, 2024:25). Equality and anti-discrimination must be addressed in all their dimensions:

**EQUAL OPPORTUNITY:** Refers to women and men, as well as girls and boys, having equal conditions, treatment, and opportunities to enjoy their human rights, realize their full potential, and contribute to (and benefit from) the economic, social, cultural, and political development of their society.

**PROGRESS:** A strategy for identifying ways to move forward, transforming the structures that perpetuate unequal power relations between women and men, and achieving more balanced relationships regarding the diverse values and priorities of women and men.

**USE OF RESOURCES:** Refers to equal access to resources for women and men and their egalitarian distribution.

**DIFFERENCES:** This means that in a society, equal value is placed on the behaviors, desires, and needs of women and men, while also taking their differences into account.

**LIBERATION:** This means that all people are free to improve their personal capabilities and make choices without being subject to stereotypes, prejudices, or limitations regarding social roles.

**DIVERSITY:** Refers to recognizing the distinct needs of women and men within their respective groups and taking these differences into account in future initiatives, in accordance with the principle of non-discrimination.

**INTERESTS AND NEEDS:** Involves acknowledging the diversity of different groups and taking into account the needs, priorities, and interests of both women and men, as well as girls and boys.

*Figure 4. Dimensions of equality.*

## Holistic Empowerment

In the broadest sense, “empowerment,” which can be defined as an individual’s ability to take control of their own life and access information and resources, is not merely an intervention directed at the individual but rather a multidimensional outcome that emerges in an individual or group through the elimination of existing disadvantages and the provision of resources and opportunities.

### Elements of Empowerment

*Awareness of one’s own worth*

*The right to have options and to choose between them*

*The right to access opportunities and resources*

*The right to have control over one’s own life, both at home and outside*

*The ability to influence the direction of social change to create a fairer social and economic order at the national and international levels*

**Figure 5.** *Elements of Empowerment, the European Institute for Gender Equality (EIGE)*

To achieve the goal of women’s empowerment through the elements outlined above, it is crucial to implement not only micro-level studies focused on the individual, but also mezzo-level studies addressing organizational processes and macro-level initiatives addressing sectoral and structural processes. Therefore, initiatives aimed at individuals or groups, such as skills development, access to income, and employability, require that the organizations, structures, laws, regulations, and practices supporting them be egalitarian, provide equal opportunities, and offer comprehensive interventions on issues related to equal enjoyment of fundamental rights.

## Basic standards for implementation

### Human-centered and sustainable development

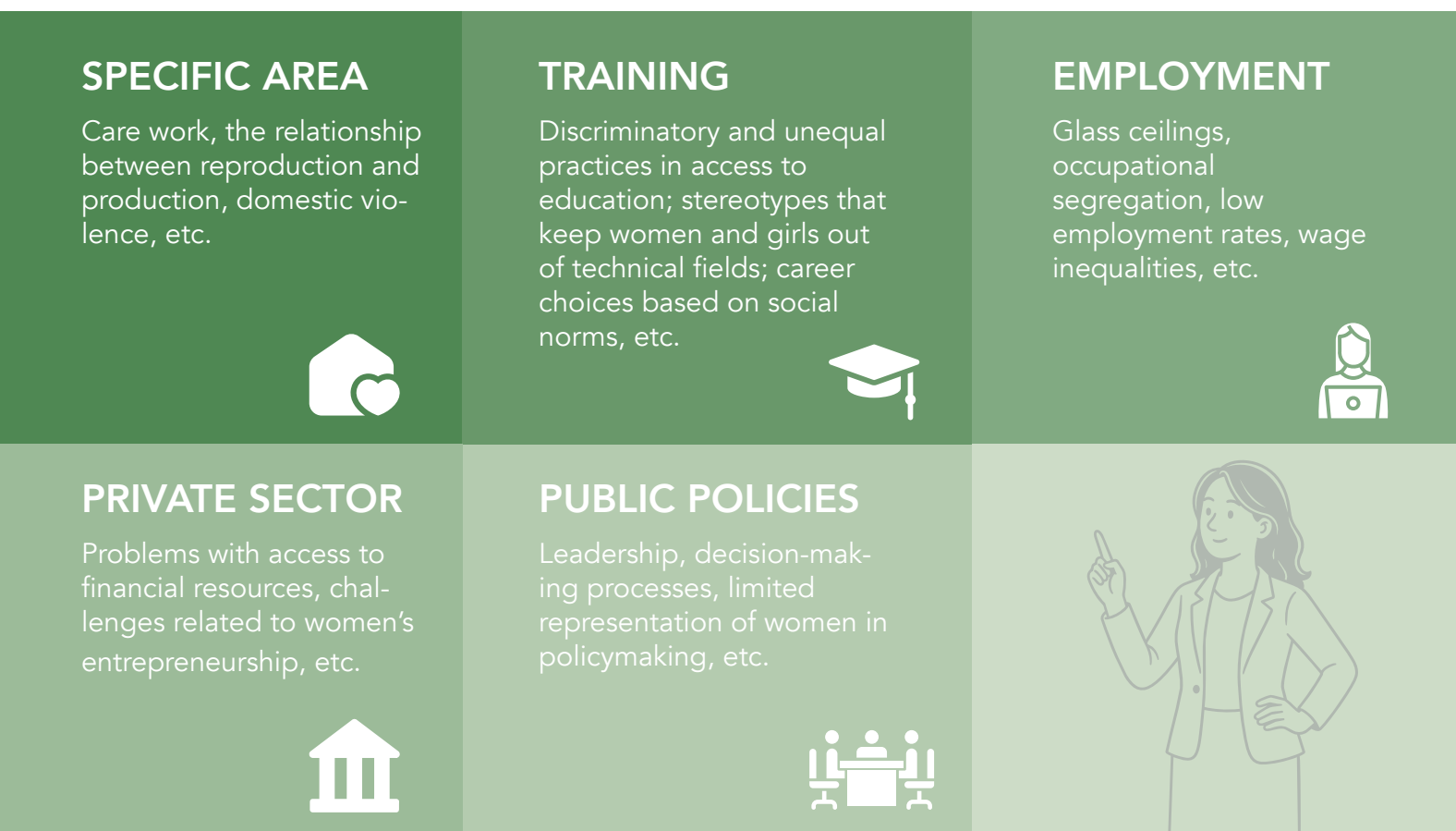
Human-centered and sustainable development sets the implementation standards for development initiatives. These standards are embodied in all sustainable development goals, particularly in equality, sustainable growth, and decent work, as well as in global frameworks and national documents such as development plans and action plans. Concepts such as innovation, inclusivity, equality, sustainability, and circularity, which accompany the development agenda, are currently guiding the digital and green transition taking place in the manufacturing industry. Development



goals can only be achieved through an approach that ensures no one is left behind and does not reproduce inequalities, as well as by capitalizing on the opportunities that arise to create an egalitarian labor relations.

## *Intersectionality and multidimensional understanding*

The fight against inequality has an intersectional nature that requires taking into account various manifestations of inequality simultaneously. Inequalities must be addressed from many angles, such as skills in the labor force and employment context, leadership, and occupational segregation. Additionally, connections must be established with many common intersecting areas, such as education, the division of labor within the household, care work, and violence against women.



**Figure 6** *Intersectionality*

These issues must be addressed not only through practical measures but also through research, information campaigns, awareness-raising efforts, and policies, while taking into account the direct and indirect impacts that such steps will have on the manufacturing industry.

## *Diversity of intervention areas*

Women's empowerment in the manufacturing industry's twin transformation process should encompass interventions at the sectoral level, workplace improvements, and workforce-focused initiatives. At the **sectoral** level, to ensure sectoral development and create a favorable environment, analyses of the transforming sectoral structure, review of skills forecasting, job classifications and rankings are necessary, and practices and steps to be taken regarding policy structures, interface structures, institutional relations and financial resources should be addressed. **At the workplace** level, necessary adjustments to organizational structure and culture must be considered to ensure physical working conditions that meet the needs of both female and male employees, and to

establish equal labor relations. The **workforce**, which will be at the center of one of the most significant changes in the twin transformation, must be strengthened through interventions such as skills development and leadership training, which address both the industry's needs and the well-being of employees. The steps to be taken should first and foremost include strategic interventions to ensure women's equal participation in economic and social life, as well as the necessary measures to address skills, capacity, and awareness in this context. Additionally, the importance and potential of women's leadership and entrepreneurship must be recognized, and efforts must focus on improvements in these areas.



**Figure 7.** *The diversity and levels of interventions for equality in the twin transformation*

The obstacles to establishing an egalitarian structure and to implementing the principle of leaving no one behind in the twin transformation can be overcome not through interventions focused on a specific area, but through planning based on a holistic perspective and the phased implementation of such plans. Therefore, adopting an egalitarian approach toward the manufacturing industry, workplaces, and the workforce is a prerequisite for taking comprehensive steps that include improvements at various levels regarding targeted policy areas and issues.

## Common understanding and collaboration

Considering this entire framework, it is clear that the manufacturing industry's green and digital transition process, and the Model to be developed to empower women within this process, must be addressed based on a common understanding that acknowledges the multidimensional nature of the issue, within a framework of **multisectoral participation and partnership**. This requires a holistic and systematic approach.

As human development requires, the transition process must be supported by planning based on multisectoral collaboration and dialogue to adopt a sustainable production model that prioritizes "a human- and planet-centered approach, not a profit-centered one" (IRENA and ILO 2024), and that ensures decent work conditions and respect for fundamental human rights. The policy-making process regarding equality in the twin transformation must be integrated into a perspective that:

- » Is multisectoral and based on social dialogue;
- » Enables the active participation of employees, employers, governments, and all segments of society in the process;
- » Includes national and international partnerships; and
- » Takes into account diverse interests and needs, as well as manifestations of inequality and discrimination

(OECD, 2024; Gieseemann, 2023; ILO, 2015; IRENA&ILO, 2024).

To address the above framework in an interconnected manner, the ETT Model follows an **inclusive, holistic, systematic, and participatory approach**. The Model also identifies the targets that must be set to ensure women have equal opportunities in the twin transformation process of the manufacturing industry, as well as which stakeholders can achieve these targets and within what structure and coordination mechanism.

### For Decision Makers:

The norms and implementation standards defined in this section include the following strategic decision points for decisions makers who shape industrial and labor policies:

- (i) ensuring that equality and inclusivity criteria are reflected as a mainstreaming principle in the strategic plans of the relevant ministries;
- (ii) designating a unit or official responsible for equality and inclusivity at the organizational level;
- (iii) reviewing the alignment of the norms outlined in this section with the relevant organization's existing policy documents.



# **THE MULTI- STAKEHOLDER AND MULTISECTORAL STRUCTURE OF THE ETT MODEL**



There is a large number of diverse stakeholder structures, both currently active and with potential for future involvement, working toward the goal of ensuring that digitalization and green transition processes in the manufacturing industry are carried out with a focus on equality and women's empowerment. In this context, stakeholders include public agencies, sectoral organizations, regional development structures, chambers of industry, organized industrial zones, labor unions, employers' associations, competence centers and model factories (as learning structures), as well as academia and civil society organizations. An assessment of the roles and potentials of these diverse stakeholder groups aims to highlight areas for collaboration to help women acquire digital and green skills, gain access to equal employment opportunities, and promote the widespread adoption of inclusive policies within the industrial ecosystem.

The relevant activities of these stakeholders and their potential contributions to the ETT Model are summarized in the tables below.

### CENTRAL PUBLIC AGENCIES

*Table 4. Central public institutions in the context of the ETT Model.*

| Stakeholder                              | Field of activity                                                                                                                                                                                                           | Relevant practices                                                                                                        | Strategic priorities related to the Model                                                                                                                                                                                                                                                                   | Potential contributions                                                                                                                                                                                                                                                                                                                                                                                           |
|------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Presidency of Strategy and Budget</b> | <ul style="list-style-type: none"> <li>» Decision-maker and agenda-setter on development issues</li> <li>» Activities related to planning, resource allocation, monitoring, and evaluation in public investments</li> </ul> | <ul style="list-style-type: none"> <li>» Investment planning within the framework of the 12th Development Plan</li> </ul> | <ul style="list-style-type: none"> <li>» Allocation of resources toward development priorities related to increasing women's employment and empowering women in the twin transformation</li> </ul>                                                                                                          | <ul style="list-style-type: none"> <li>» Development of policy recommendations regarding the green and digital transition processes in the manufacturing industry</li> <li>» Cooperation and coordination with manufacturing industry stakeholders</li> <li>» Monitoring and evaluation</li> </ul>                                                                                                                |
| <b>Directorate for EU Affairs</b>        | <ul style="list-style-type: none"> <li>» Conducting relations with the European Union, managing the accession/negotiation process</li> <li>» Regulatory compliance</li> <li>» Coordination of EU funds</li> </ul>           | <ul style="list-style-type: none"> <li>» Instrument for Pre-Accession Assistance (IPA) programs</li> </ul>                | <ul style="list-style-type: none"> <li>» Reflecting EU policies and strategies on the green and digital transition</li> <li>» Reflecting the EU's approach and principles on women's empowerment and equality in practices</li> <li>» Coordination regarding the implementation of EU priorities</li> </ul> | <ul style="list-style-type: none"> <li>» Identifying priorities for funds supporting the twin transformation to adopt an equality framework</li> <li>» Incorporating ETT criteria into practices</li> <li>» Adoption of the ETT Model at the national level</li> <li>» Ensuring holistic policies and approaches</li> <li>» Incorporating ETT criteria into monitoring processes for projects/programs</li> </ul> |

|                                              |                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|----------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Ministry of Industry and Technology</b>   | <ul style="list-style-type: none"> <li>» Thematic support programs to support industrial investments for the twin transformation process</li> <li>» Data collection</li> <li>» Model factories</li> </ul>                                                                                         | <ul style="list-style-type: none"> <li>» Green Transition Program</li> <li>» Digital Transition Program</li> <li>» Competitive Industries Program</li> </ul>                                                                                                                                    | <ul style="list-style-type: none"> <li>» Establishing production structures compatible with green and digital transition, identifying new competencies aligned with these structures, and developing a workforce equipped with these new competencies</li> <li>» Enabling companies to make the necessary investments for transition</li> <li>» Expanding the investment climate</li> <li>» Developing the entrepreneurship ecosystem</li> <li>» Providing financial and technical support to facilitate the twin transformation in the manufacturing industry</li> </ul> | <ul style="list-style-type: none"> <li>» Integrating indicators related to women's empowerment into Green and Digital Transition programs</li> <li>» Prioritizing egalitarian workplaces and the empowerment of women in employment in new programs to be developed</li> <li>» Identifying competencies and skills that will support green and digital production, targeting both female and male employees</li> <li>» Enhancing the capacity of the Entrepreneur Information System to generate sex-disaggregated data and incorporating inclusivity criteria related to workplaces into data collection systems</li> </ul> |
| <b>KOSGEB</b>                                | <ul style="list-style-type: none"> <li>» Ensuring that SMEs gain technology, innovation, production capacity, productivity, institutionalization, and competitiveness</li> <li>» Transforming SMEs into innovative and competitive entities focused on twin transformation and exports</li> </ul> | <ul style="list-style-type: none"> <li>» Support Programs (SP): Capacity Building,</li> <li>» Digital Transition,</li> <li>» Technology Center (TEKMER),</li> <li>» Entrepreneurship,</li> <li>» Global Competitiveness,</li> <li>» Green Industry,</li> <li>» Employment Protection</li> </ul> | <ul style="list-style-type: none"> <li>» Supporting women entrepreneurs, and ensuring that women and youth in specific target groups receive a greater share of entrepreneurship support</li> <li>» Accelerating SMEs' environmental sustainability efforts and digital transition</li> </ul>                                                                                                                                                                                                                                                                             | <ul style="list-style-type: none"> <li>» Supporting SMEs in developing egalitarian systems</li> <li>» Integrating the women's empowerment perspective into the scoring systems of support programs</li> <li>» Including the issue of inclusivity in company visits and consulting services</li> <li>» Referral to technical support systems</li> </ul>                                                                                                                                                                                                                                                                       |
| <b>Ministry of Labor and Social Security</b> | <ul style="list-style-type: none"> <li>» Ensuring sustainable development through full employment in a safe work environment that has completed a decent, green,</li> </ul>                                                                                                                       | <ul style="list-style-type: none"> <li>» National Employment Strategy</li> <li>» Just Transition Strategy</li> </ul>                                                                                                                                                                            | <ul style="list-style-type: none"> <li>» Equipping workers with the vocational skills required by the green and digital transition; reducing skills mismatches; and establishing a balance between skills, productivity, and wages</li> </ul>                                                                                                                                                                                                                                                                                                                             | <ul style="list-style-type: none"> <li>» Leading policy development efforts; developing and implementing just transition policies through participatory methods</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                   |

|       |                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|-------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|       | and digital transition                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                            | <ul style="list-style-type: none"> <li>» Improving working conditions; care services, and educational opportunities</li> <li>» Increasing women's participation in the labor market, enhancing their competencies, and ensuring their access to decision-making mechanisms</li> <li>» Increasing the job creation capacity of the twin transformation</li> <li>» Equipping women and girls with skills suitable for the digital and green transition</li> <li>» Conducting the necessary analyses</li> </ul>                                                                                             | <ul style="list-style-type: none"> <li>» Enhancing women's access to sustainable employment during the twin transformation</li> <li>» Incorporating decent work standards into the process of establishing a set of minimum standards for equality and women's empowerment in the twin transformation</li> <li>» Maintaining active labor market policies to help women acquire skills suitable for the twin transformation</li> </ul>                                                                                                                                   |
| ISKUR | <ul style="list-style-type: none"> <li>» An approach focused on sustaining "women's full, equal, secure, and effective participation in the labor market" and "incentives to increase women's employment"</li> </ul> | <ul style="list-style-type: none"> <li>» ISKUR Vocational Training Courses; On-the-Job Training Programs</li> <li>» Skilled Workforce Development Program (NIYEP)</li> <li>» Vocational Training Program for Employees</li> <li>» Positive Discrimination Project for Women's Employment (KIPAP)</li> <li>» Women's Touch in the Business World Project</li> <li>» Job Positive</li> </ul> | <ul style="list-style-type: none"> <li>» Analyses to assess the impacts of digital transition on jobs and professions</li> <li>» Identification of skill and qualification needs</li> <li>» Identification of jobs and professions in the green transition field</li> <li>» Analysis of the needs of employees in regions and occupational groups potentially affected by the green transition, and analysis of the impacts of active labor force programs</li> <li>» Paid internship schemes</li> <li>» Transition to household-based monitoring system for career and vocational counseling</li> </ul> | <ul style="list-style-type: none"> <li>» Including data, interests, and needs specific to women in planned analyses</li> <li>» Visiting employers and providing counseling to create positive impacts for companies</li> <li>» Identifying local interests and needs through trade fairs</li> <li>» Ensuring the collection of data and findings related to women's employment alongside the transition to a household-based monitoring system</li> <li>» Integrating paid internship schemes with digital and green transition programs as part of the Model</li> </ul> |



|                                                   |                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
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| <b>Ministry of Trade</b>                          | <ul style="list-style-type: none"> <li>» Following the European Green Deal and other global developments, and conducting studies to identify potential steps</li> <li>» A roadmap and action plan to facilitate adaptation to the European Green Deal</li> </ul> | <ul style="list-style-type: none"> <li>» Support for the Green Deal Compliance Project (Responsible Program)</li> <li>» Cooperative Support Program (KOOP-DES)</li> </ul>                                                           | <ul style="list-style-type: none"> <li>» Empowering women in the context of entrepreneurship and cooperatives</li> <li>» A roadmap to facilitate Türkiye's adaptation to the European Green Deal — the Green Deal Action Plan</li> </ul>                                                                                                                           | <ul style="list-style-type: none"> <li>» Conducting studies to ensure the Green Deal Action Plan incorporates social development priorities and women's empowerment objectives</li> <li>» Ensuring the Green Deal Action Plan focuses on issues such as skills, employment, and inclusivity in the twin transformation process</li> <li>» Linking the Green Deal Action Plan and the programs developed within this framework to other plans and programs, as well as to the just transition agenda</li> </ul> |
| <b>Ministry of Family and Social Services</b>     | <ul style="list-style-type: none"> <li>» Accelerating social development, empowering women and families, and developing rights-based social service models</li> </ul>                                                                                            | <ul style="list-style-type: none"> <li>» My Mom's Job is My Future Project (provision of care services)</li> <li>» Rising Women Program</li> <li>» With Our Female Entrepreneurs Towards a Powerful Tomorrow</li> </ul>             | <ul style="list-style-type: none"> <li>» Green transition, digital skills, and STEM</li> <li>» As outlined in the 12th Development Plan, evolving workforce through digital and green transformation ensuring women's full, equal, secure, and effective participation in the workforce, and equipping women and girls with new skills and competencies</li> </ul> | <ul style="list-style-type: none"> <li>» Increasing employment rates of women in fields related to digital transition, climate change, and green transition</li> <li>» Analysis of the impacts of digital and green transition on women's employment</li> <li>» Development of projects and programs</li> </ul>                                                                                                                                                                                                |
| <b>Ministry of Environment and Climate Change</b> | <ul style="list-style-type: none"> <li>» Monitoring the social impacts of climate change</li> <li>» Addressing the manufacturing industry in terms of mitigation of and adaptation to climate change</li> </ul>                                                  | <ul style="list-style-type: none"> <li>» 2053 Long-Term Climate Strategy</li> <li>» 2024–2030 Climate Change Mitigation Strategy and Action Plan</li> <li>» 2024–2030 Climate Change Adaptation Strategy and Action Plan</li> </ul> | <ul style="list-style-type: none"> <li>» Prioritizing women's empowerment within the Nationally Determined Contribution (NDC) on climate change, the long-term strategy, and mitigation and adaptation strategies</li> </ul>                                                                                                                                       | <ul style="list-style-type: none"> <li>» Impacts on the workforce during the green transition</li> <li>» Just transition</li> <li>» R&amp;D activities</li> <li>» Empowering women in decision-making processes</li> </ul>                                                                                                                                                                                                                                                                                     |

|                                |                                                                                         |                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                             |
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| Ministry of National Education | » Increasing access to and quality of vocational training through industry partnerships | » Quality Education Project for the Future Workforce — digital educational content | » Vocational and Technical Training Policy Document; establishing the future vision, core policies, and strategies for vocational training                                                                                                                                                                                                                                                                         | » Vocational and Technical Training Policy Document<br>» New skills in the twin transformation<br>» Taking into account the differing interests and needs (ETT priorities) of women and men in Vocational and Technical Training Policies alongside the twin transformation |
|                                | » Ensuring students are prepared for life and employment                                |                                                                                    | » Craft Workshops, school models integrated into the region and industry, and the structuring of employment, investment, and entrepreneurship incentives to prioritize vocational high school graduates<br>» Creating a vocational skills inventory, mapping skills needs, and developing skill sets for the twin transformation<br>» Transition from education to the workforce; educational environments; access |                                                                                                                                                                                                                                                                             |

## REGIONAL PUBLIC AGENCIES and INDUSTRY ORGANIZATIONS

*Table 5. Regional public institutions and sectoral organizations in the context of the ETT Model.*

| STAKEHOLDER          | Field of activity                                                                                                                                                                                 | Relevant practice                                                                                      | Strategic priorities related to the Model                                                                                                                                                                                                                                                                         | Potential contribution                                                                                                                                                                                                                                                                                                                                                   |
|----------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Development agencies | » Enhancing the cooperation among the public sector, the private sector, and civil society organizations, ensuring the appropriate and effective use of resources, and mobilizing local potential | » Conducting initiatives on women's employment, green growth, and digitalization through annual themes | » Improving digital services and operational capabilities in manufacturing businesses<br>» Identifying potential production areas in regions and encouraging investments<br>» Fostering the development of knowledge-based, creative industries<br>» Improving the competitiveness and productivity of businesses | » The need for a skilled workforce, and conducting skills development initiatives<br>» Ensuring equal access to education and healthcare services, and addressing reproductive health and care services<br>» Ensuring that women entrepreneurs and women-owned businesses benefit equally from support programs<br>» Developing equality management systems and policies |

|                                    |                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
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|                                    | <ul style="list-style-type: none"> <li>» Accelerating regional development, ensuring the sustainability of development, and reducing disparities in development levels both between and within regions</li> </ul>                 |                                                                                                                                                                                                                                                                                        | <ul style="list-style-type: none"> <li>» Supporting businesses' transition to environmentally-friendly and lower-cost production processes</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                | <ul style="list-style-type: none"> <li>» Widespread implementation of initiatives to be conducted under the ETT Model at the local level</li> <li>» Conducting activities to increase knowledge and awareness regarding equality in the twin transformation process for local organizations and businesses</li> </ul>                                                                                                                                                                                                                                    |
| <b>Development administrations</b> | <ul style="list-style-type: none"> <li>» Unlocking the potential of industries in the region</li> <li>» Monitoring and evaluation of implementations</li> <li>» Designing and implementing innovative support programs</li> </ul> | <ul style="list-style-type: none"> <li>» Local partnerships</li> <li>» Conducting activities to achieve twin transformation and equality objectives outlined in policy documents, such as the 12th Development Plan (2024–2028) and the National Rural Development Strategy</li> </ul> | <ul style="list-style-type: none"> <li>» Identifying local needs, defining strategies, and implementing these strategies in the green and digital transition process</li> <li>» Reducing regional disparities</li> <li>» Unlocking the local potential, particularly in the manufacturing industry and entrepreneurship</li> <li>» Supporting digitalization and green production technologies in areas, such as agriculture, livestock, rural industry, education, healthcare, transportation, and energy infrastructure</li> </ul> | <ul style="list-style-type: none"> <li>» Identifying and taking the necessary steps to ensure women can secure employment as a skilled workforce in the twin transformation</li> <li>» Addressing and resolving regional issues faced by women</li> <li>» Supporting women producers and entrepreneurs</li> <li>» Prioritizing initiatives related to women's participation in the workforce</li> <li>» Promoting approaches focused on equality and participation when providing regional support</li> </ul>                                            |
| <b>Municipalities</b>              | <ul style="list-style-type: none"> <li>» Implementing measures aligned with local dynamics to develop strategies and implement practices aimed at achieving green production and digitalization objectives</li> </ul>             | <ul style="list-style-type: none"> <li>» Digital Skills Acquisition programs tailored to different social groups and needs</li> </ul>                                                                                                                                                  | <ul style="list-style-type: none"> <li>» Ensuring that the goal of women's empowerment is concrete and actionable, localized, and widely adopted</li> <li>» Competency and skills development initiatives with content tailored to sector-specific needs at Public Education Centers, Digital Youth Centers (DIGEM), and vocational training courses</li> <li>» Designing training methods, tools, language, and target audiences specifically to achieve the goal of women's empowerment</li> </ul>                                 | <ul style="list-style-type: none"> <li>» Capacity building, development of green infrastructure, financing guidance, promotion of the circular economy, and development of data management systems</li> <li>» Mentoring on access to equality and inclusivity indicators</li> <li>» Technical guidance on applying for and developing projects for grant programs related to green and digital transition for manufacturing industry companies within the service area, as well as providing consultancy services on equality and inclusivity</li> </ul> |

|                                                                                          |                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
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| <b>Organized Industrial Zones</b>                                                        | » Ensuring formal employment and decent work opportunities in the manufacturing industry                                                                                                                                                                      | » Green OIZ certification                                                                                                                                                                                                                                                                                                                                                                                                    | <ul style="list-style-type: none"> <li>» After-school course programs that enable students in the education system to acquire vocational skills</li> <li>» Private schools that provide hands-on training integrated with academic education, and that enable students planning to pursue engineering majors to begin receiving technical training starting in secondary school</li> <li>» Hands-on internships and training support at factories</li> </ul>                                                                                                                                      | <ul style="list-style-type: none"> <li>» Positioning OIZs as key players who set standards and take on a leading role in promoting equality</li> <li>» Ensuring women have access to decent work opportunities in the green and digital transition process of the manufacturing industry</li> <li>» Developing and implementing training programs that are directly integrated with the industry's needs and practices to train the qualified workforce required by the industry</li> <li>» Playing a strategic and supportive role in employment and entrepreneurship through policy interventions, such as training and skills development programs, daycare centers, and public transportation options</li> <li>» Incorporating equality and women's empowerment objectives into OIZ business plans</li> </ul> |
| <b>Chambers of Industry, Chambers of Commerce, and Chambers of Industry and Commerce</b> | » Developing policies and strategies to address the common needs of manufacturers by monitoring industry trends, to facilitate professional activities, and to ensure the growth of the manufacturing industry, as well as providing information and guidance | <ul style="list-style-type: none"> <li>» Gender Equality Experience</li> <li>» Sharing Group, Denizli Chamber of Industry, UN Global Compact Türkiye</li> <li>» ISO Gender Equality Action Plan, Istanbul Chamber of Industry</li> <li>» Women's Touch in Manufacturing Industry, TOBB Women Entrepreneurs Board, Turkish Employment Agency (ISKUR), OIZs</li> <li>» Supporting women entrepreneurs Kahramanmaraş</li> </ul> | <ul style="list-style-type: none"> <li>» Meeting the shared needs of manufacturers</li> <li>» Facilitating professional activities</li> <li>» Developing policies and strategies</li> <li>» Generating information on issues such as industry trends, production, employment, exports, and digital transition</li> <li>» Providing training, consulting, and guidance on technology, productivity, quality, and sustainability</li> <li>» Improving the investment climate and providing infrastructure</li> <li>» Creating a guiding and encouraging learning resource for registered</li> </ul> | <ul style="list-style-type: none"> <li>» Enabling women to acquire new skills in the twin transformation</li> <li>» Increasing the labor force participation of the NEET group</li> <li>» Strengthening inclusivity in professional discipline and solidarity</li> <li>» Removing barriers faced by women employers</li> <li>» Increasing women's employment</li> <li>» Developing policy and strategy documents on equality and zero tolerance for violence and harassment in the workplace</li> <li>» Supporting women's participation in the management bodies of chambers of industry</li> </ul>                                                                                                                                                                                                              |

|                                |                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|--------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                |                                                                                                                                                                                                                                                                                                      | <ul style="list-style-type: none"> <li>» Chamber of Industry, UNDP</li> <li>» Equality Stars, TOBB İzmir Women Entrepreneurs Board, ESBAŞ, İzmir Chamber of Commerce</li> </ul>                                                                                           | companies through training and guidance                                                                                                                                                                                               | <ul style="list-style-type: none"> <li>» Leading the way for relevant companies in this regard</li> <li>» Analysis studies</li> <li>» Ensuring that the needs of both female and male employees are taken into account in infrastructure support</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>Employers' associations</b> | <ul style="list-style-type: none"> <li>» Protecting legal, social, and professional rights, improving working life and working conditions through education, research, and improvement initiatives, and fostering a democratic participation and an environment of dialogue for employees</li> </ul> | <ul style="list-style-type: none"> <li>» "The Future with Me" Project of the Cement Industry Employers' Union (CEIS) and the "Equality Matters" Initiative</li> <li>» Developing Women Empowerment Models in the Manufacturing Industry Project, TISK and UNDP</li> </ul> | <ul style="list-style-type: none"> <li>» Upholding equality as a fundamental principle serves as an effective mechanism for integrating this approach into advocacy efforts and negotiations.</li> </ul>                              | <ul style="list-style-type: none"> <li>» Ensuring that the potential impact of the green and digital transition on labor relations and employees takes a fair and positive form, fostering employee participation in these processes, and ensuring that the interests and needs of both women and men are equally considered</li> <li>» Providing facilitative support for the adoption and implementation of the ETT Model</li> <li>» Advocacy and facilitation efforts to advance ETT policies</li> <li>» Technical support for companies to foster egalitarian labor relations and workplaces in the twin transformation process</li> </ul>                                                                            |
| <b>Labor unions</b>            | <ul style="list-style-type: none"> <li>» Protecting legal, social, and professional rights, improving working life and working conditions through education, research, and improvement initiatives, and fostering a democratic participation and an environment of dialogue for employees</li> </ul> |                                                                                                                                                                                                                                                                           | <ul style="list-style-type: none"> <li>» Labor unions, enabling women to express the challenges they face in the workplace, as well as their demands, needs, and expectations regarding the resolution of these challenges</li> </ul> | <ul style="list-style-type: none"> <li>» Ensuring that the potential impact of the green and digital transition on labor relations and employees takes a fair and positive form, fostering employee participation in these processes, and ensuring that the interests and needs of both women and men are equally considered</li> <li>» Ensuring that unions incorporate equality into their own labor relations</li> <li>» Understanding the impacts of the green and digital transition on the workforce, making just transition a priority, developing the capacity to advocate for workers' rights, making equality a norm in their own operations, and ensuring it is reflected in policies and practices</li> </ul> |

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| <b>Business and Professional Organizations</b> | » Accelerating the sustainable development-focused transformation of Türkiye's business world     | » The digital and green transition of SMEs, women's entrepreneurship, women's leadership, and women's employment<br>» Alignment with the European Green Deal | » Development of new professions<br>» Creating an environment of collaboration and dialogue to enable ventures and businesses to act collectively in the green and digital transition process | » Supporting efforts to ensure that initiatives and investments carried out under the "Equality in the Twin Transformation" framework reach the target audience, address their interests and needs, and generate effective outcomes<br>» Establishing professional standards, and advocating for the consideration of development goals within the business world |
|                                                | » Contributing to the development of the profession, professional rights, and the public interest | » Projects focusing on university-industry collaboration, mentoring, regional development, and investments in technology and R&D                             |                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                   |

## OTHER STAKEHOLDERS

*Table 6. Other stakeholders in the ETT ecosystem.*

| Type                                              | STAKEHOLDER                                                                                                                                                                  | Relevant practice                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Relationship to the Model / role / contribution                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|---------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Public Science and Technology Institutions</b> | » Turkish Standards Institute (TSE)                                                                                                                                          | » Analysis of the current situation and statistical data on women's employment in the digital and green transition<br>» Identifying trends and needs, and developing evidence-based policies                                                                                                                                                                                                                                                                                                                  | » Standardizing effectiveness analysis for digital and green transition in the manufacturing industry, and offering it as a public service<br>» Establishing standards for digital and green transition in the manufacturing industry and creating production standards<br>» Establishing standards to promote women's participation, inclusivity, and equality in employment<br>» Awareness and information-sharing initiatives (workshops, conferences, seminars, etc.) hosted by institutions such as the TUBITAK Artificial Intelligence Institute to promote an egalitarian perspective on the "twin transformation" for learning structures (competence centers, digital transition centers, model factories, etc.) |
|                                                   | » Turkish Academy of Sciences (TUBA)<br>» Scientific and Technological Research Council of Türkiye (TUBITAK)<br>» Information Technologies and Communication Authority (BTK) | » Promoting automation, artificial intelligence, IoT, and data analytics projects in the manufacturing industry through R&D support programs; providing grants and project support for energy efficiency, carbon reduction, and sustainable production technologies<br>» Establishing standards in research infrastructure, digital security, energy efficiency, and environmentally sustainable production to facilitate the development and integration of new technologies into the manufacturing industry |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |



|                                                                          |                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
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| <b>Organizations that provide learning and experience for transition</b> | <ul style="list-style-type: none"> <li>» Digital transition centers</li> <li>» Model factories</li> <li>» Centers of excellence/competence</li> <li>» Learning factories</li> </ul> | <ul style="list-style-type: none"> <li>» Support for companies of various sizes, particularly for SMEs, in identifying and developing the skills needed by the manufacturing industry, as well as acquiring the qualifications necessary for technological renewal and the transition to green production</li> </ul>                                                                                                                                                                                                                                                                                                                                             | <ul style="list-style-type: none"> <li>» Establishing the agenda for digitalization, green transition, and women's empowerment</li> <li>» Incorporating ETT criteria into the reporting processes of existing competence centers under the COSIRI framework, and integrating them with support mechanisms</li> <li>» Partnerships and expertise</li> <li>» Repeated monitoring and evaluation activities related to these objectives</li> <li>» Including expert trainers at centers such as model factories and digital learning centers in purple certification programs; enabling businesses working with these organizations to take steps toward equality with the support of centers focusing on equality</li> </ul> |
| <b>Academia</b>                                                          | <ul style="list-style-type: none"> <li>» STEM departments</li> <li>» Research centers</li> <li>» Innovation centers affiliated with universities</li> </ul>                         | <ul style="list-style-type: none"> <li>» Analysis of the skill sets required for digital and green transition</li> <li>» Policy analyses</li> <li>» Consulting and guidance services</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <ul style="list-style-type: none"> <li>» Empowerment of women in STEM fields</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Financial Institutions</b>                                            | <ul style="list-style-type: none"> <li>» International Financial Institutions</li> <li>» Development Financing and Development Banking</li> <li>» National Banks</li> </ul>         | <ul style="list-style-type: none"> <li>» Digital and Green Transition Loans</li> <li>» Support for investments generating environmental and social impact</li> <li>» Environmental and Social Impact Assessments in loan practices</li> <li>» Programs offering financial instruments, loans, and support for investments in energy efficiency, decarbonization, and environmental protection, as well as technical support and consulting services</li> <li>» Capacity-building programs for SMEs on digital and green transition</li> <li>» Support and loans for women entrepreneurs</li> <li>» Capacity-building programs for women entrepreneurs</li> </ul> | <ul style="list-style-type: none"> <li>» Integration of equality criteria into loans provided by the banking system</li> <li>» Support for women-friendly company practices and investments to promote women's economic participation</li> <li>» Ensuring equality criteria are upheld when supporting green and digital investments</li> <li>» Adoption of certification and labeling frameworks incorporating ETT criteria, as well as relevant ETT programs, as indicators used in loan and support packages</li> <li>» Equal representation of women at investment committees</li> <li>» Developing equality criteria for venture capital evaluation processes</li> </ul>                                              |

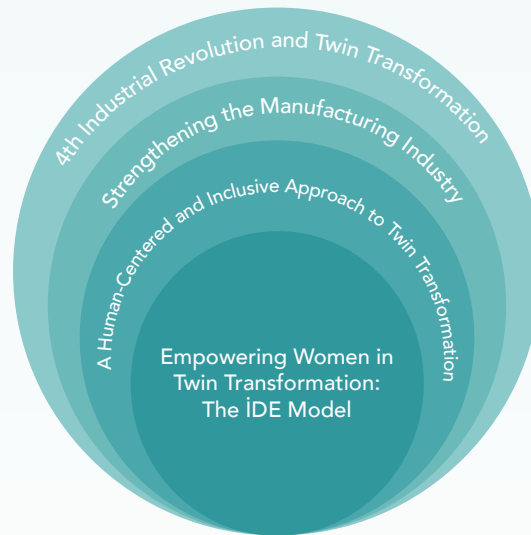




# HOW DOES THE ETT MODEL WORK?



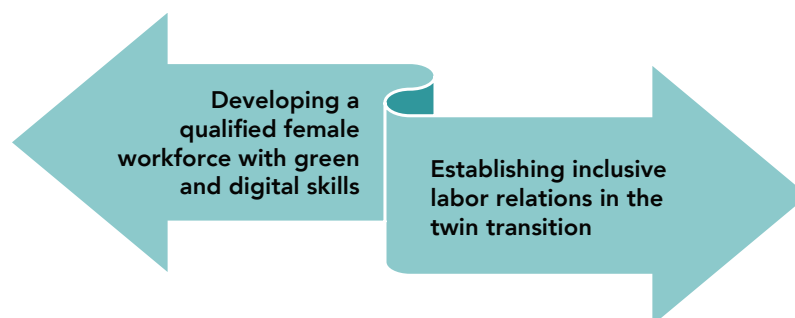
The Equality in Twin Transformation (ETT) Model works toward the goal of strengthening the manufacturing industry and enhancing its competitiveness during the Fourth Industrial Revolution, which is characterized by green and digital transition. In pursuit of this goal, the Model prioritizes the empowerment of women, and aims to contribute to ensuring that the transition process takes place not only on a technological and environmental basis but also on a **human-centered and inclusive** foundation. The Model aims to provide a policy and implementation framework designed to ensure that women are not merely affected by this transition but serve as its leaders and active designers.



*Figure 8. The ETT Model's layered goal structure.*

This framework is shaped in accordance with the fundamental norms and standards upon which the ETT Model is based. One of these fundamental norms, namely **empowerment**, refers to the empowerment of women, which is the specific objective of the ETT Model. Accordingly, one pillar of empowerment is for women to become a qualified workforce equipped with the digital and green skills required by the Fourth Industrial Revolution, environments. " "while the other pillar is the creation of inclusive and egalitarian policies and environments. Empowerment, as an outcome manifested in the individual, can be achieved through simultaneous and parallel efforts targeting both the individual and the organizational structure.

## Governance Structure



*Figure 9. Two-Way Empowerment Approach.*

Considering this comprehensive scope, the ETT Model is designed with the goal of ensuring that interventions take place in a holistic and parallel manner on the basis of (i) the manufacturing industry, (ii) the workplace, and (iii) the workforce. To ensure a holistic approach, the Model is structured to address the fundamental needs of these three areas through two main components: (1) Strategy and (2) Implementation. The structures responsible for implementing these main components are summarized below.

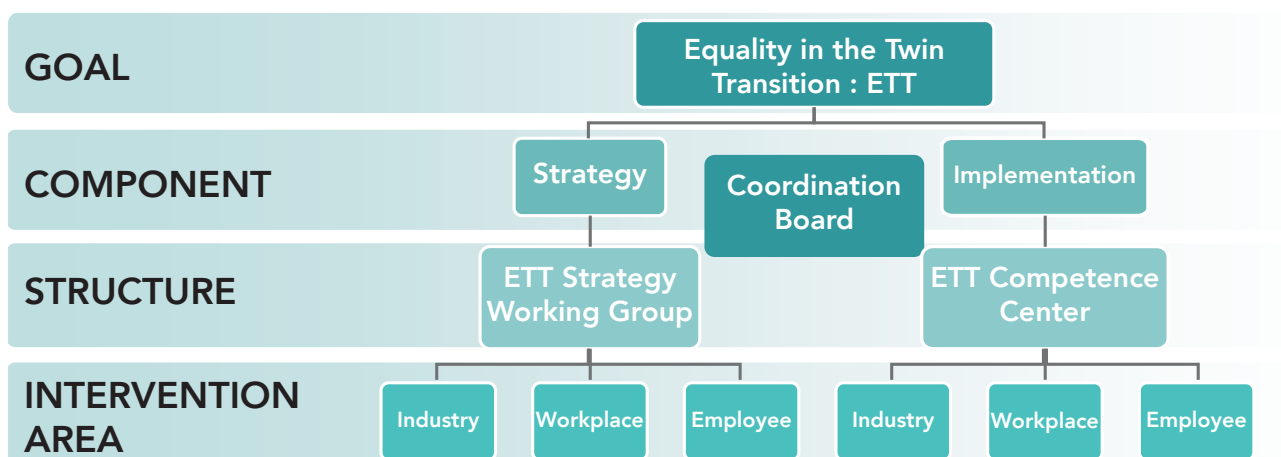


Figure 10. The ETT Model in the context of goals, levels structure, and components.

## ETT Coordination Board

The ETT Coordination Board is the governing body that determines the core priorities and agenda of the ETT Model, and guides the Model's direction. The Board's primary objective is to ensure that equality and inclusivity are adopted as a **policy area** in the green and digital transition process of the manufacturing industry, and to establish a **binding framework** for this purpose with the participation of all relevant stakeholders. It is recommended that the Board be established under the leadership of the Ministry of Industry and Technology, the Model's primary stakeholder, with the participation of senior officials from the Ministry of Labor and Social Security and the Turkish Confederation of Employer Associations, as well as representatives from relevant ministries, international organizations, the public and private sectors, and other relevant stakeholders.

It is proposed that the Board serve as a platform to address the necessary policy areas, relevant developments, and priorities that need to be identified, and to ensure their realization in terms of strategy and implementation. In this context, the Board is expected to assume a role in setting the agenda by monitoring existing policies, identifying implementation issues, bringing relevant organizations together, and addressing emerging needs at the policy level. The ETT Coordination Board's responsibilities also include ensuring that the identified strategic priorities are reflected in overarching policy documents, as well as monitoring and implementing these policies.

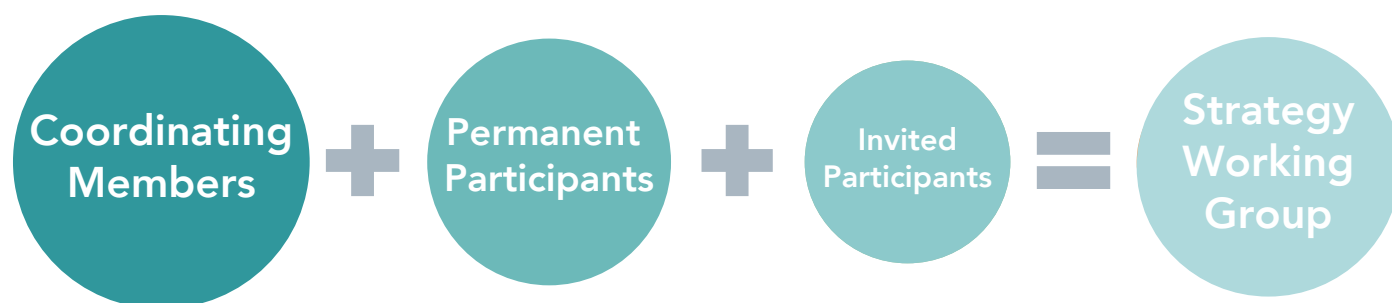
As stated in the fieldwork conducted and during stakeholder meetings, ensuring the continuity and strengthening the organizational binding nature of the ETT Coordination Board is highly important. To this end, steps such as the signing of protocols among relevant ministries during the model's implementation process and the formalization of the organization's status through a circular, should be taken by evaluating similar practices exemplified in the background document

## ETT Strategy Working Group

Under the **Strategy Component**, one of the two main components of the Model, it is proposed that Strategy Working Group as a technical working group. **Steps such as defining fundamental strategies for the industry**, identifying issues requiring strategic decisions through industry analysis, establishing incentive and support systems on a standardized basis, regulating data flow and sharing, providing industry-specific incentives through reward and similar mechanisms, and promoting regular monitoring and reporting to share best practices can be taken under public ownership. It is recommended that efforts be undertaken with the aim of establishing the empowerment of women in the twin transformation as a strategic priority at the industry, workplace, and employer levels. These multisectoral efforts, which will be undertaken at the technical level, will serve as a resource to be evaluated by the ETT Coordination Board in terms of strategic priorities.

This platform, which will include public stakeholders, industry organizations, and investment and funding partners engaged in initiatives targeting the industry, workplaces, and the workforce, will consist of coordinating members, permanent participants, and invited participants relevant to the subject matter. It is recommended that the Ministry of Industry and Technology, the Ministry of Labor and Social Security, and TISK serve as **coordinating members** of the Strategy Working Group. This will enable the industry, workplace, and workforce to be considered within a framework that (i) integrates policies into production and investment processes, as well as working life and workforce processes, while taking into account the needs of the private sector; and (ii) addresses the processes of just transition and twin transformation from a holistic perspective.

It is proposed that policy-making organizations such as the Presidency of Strategy and Budget, first and foremost, as well as the Ministry of Trade, the Ministry of Family and Social Services, and the Ministry of National Education, as well as stakeholders with a direct role in the manufacturing industry, such as KOSGEB and Turkish Employment Agency, and other relevant stakeholders to be identified by the Coordinating Members of the Strategy Working Group, should serve as permanent participants.



**Figure 11.** Structure of the Strategy Working Group

It is recommended that the Strategy Working Group identify priority areas of work by focusing on the needs identified within the framework of the Model during the initial phase, develop a timeline for these areas, and that meet at regular intervals. Issues that require strategic steps and encompass all three levels related to the twin transformation of the manufacturing industry and the empowerment of women should be addressed step by step within the framework of a work plan which is developed through participatory methods, and should be implemented in phases with actionable and achievable goals. It is proposed that the Working Group hold working meetings with relevant organizations in the context of its agenda, and also assume an advocacy role at the decision-maker level to ensure that the emerging priorities are incorporated into strategy documents and translated into policy. Thus, the aim is to foster public ownership of the issue, create a platform for discussion and exchange of ideas, and establish a policy framework. It is recommended that the Strategy Working Group's responsibilities include the following:

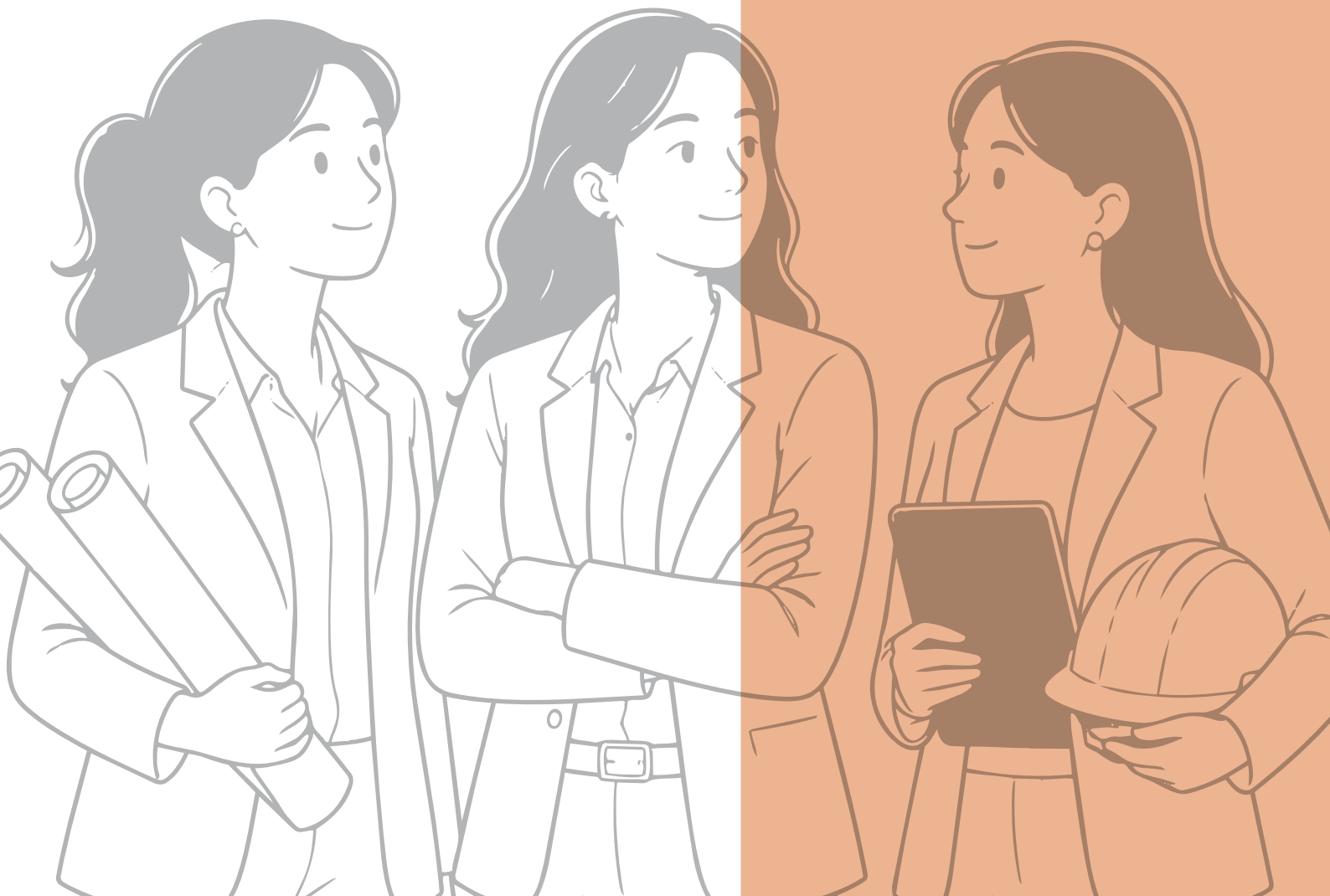
- » Mapping existing policies, programs, and projects
- » Identifying priority action areas and developing policy recommendations, implementing relevant regulations and ensuring they are reflected in overarching policy documents
- » Creating inventories of green and digital skills
- » Conducting periodic analysis to identify key trends related to women's employment and the workforce, establishing data collection, monitoring, and reporting systems
- » Defining the ETT guiding principles and ETT criteria, and developing the ETT analysis tool within this framework
- » Scaling up the Model's core tools and policies across organizations and at the local level (developing tools such as the Performance Management System for Industrial Zones, Chain Effect, Egalitarian Workplace Experience, ETT Certificate, ETT Label, etc.).

## ETT Competence Center

The Center is proposed as the structure responsible for **the Implementation Component**, the second main component of the Model. The Competence Center will serve as a structure that conducts training, mentoring, and capacity-building activities; facilitates the sharing of best practices and the expansion of opportunities for mutual learning; conducts **ETT analysis**, a maturity assessment system for inclusivity, for companies that implement practices aligned with the twin transformation goal based on the developed **ETT guiding principles and ETT criteria**, and that creates a pool of experts for this purpose. The leadership of TISK, which actively participated in the development of this Model, is crucial in the establishment of this center. TISK's ability to take direct, practical steps quickly, its close relations at the industry, employee, and workplace levels, and its role in representing the employer side, particularly in taking steps to ensure workplaces have an egalitarian structure, along with its active presence in the field, underscore the importance of TISK assuming the leading role in the Competence Center. It is proposed that the ETT Competence Center's responsibilities include the following:

- » Implementation of programs (such as the Performance Management System for Industrial Zones, Chain Effect, Model Factory, ETT Certificate, and ETT Label) that will take their final form as a result of work carried out under the Strategy Component
- » Providing technical knowledge and support to companies and industry organizations through training, consultancy and mentoring programs
- » Organizing workshops to raise awareness of inclusivity among competence centers
- » Delivering capacity-building programs and training targeting interface organizations, companies, and field personnel
- » Developing and delivering skill development and upskilling training programs for the female workforce with a focus on green and digital skills, as well as transferable skills
- » Providing companies with digital transformation and green transformation roadmaps, along with conducting ETT (Equality in Twin Transformation) analyses and creating roadmaps
- » Establishing and operating a digital data platform, where ETT Analysis Tool data is collected, supported by independent audits based on sampling, and accessible to both public agencies and financial institutions, creating annual learning reports and a best practices repository through this platform.

# **WHAT ARE THE TOOLS, PROGRAMS, AND IMPLEMENTATIONS OF THE ETT MODEL?**





## ETT Guiding Principles

**Six ETT Guiding Principles** are proposed to guide studies, analyses, and roadmaps at the policy and implementation levels, and to be upheld by the industry, workplaces, and workforce:

- » Ensuring that the norms of equality, non-discrimination, and respect for human dignity are upheld in all policies and practices
- » Ensuring that the multidimensional and holistic nature of equality and inclusivity is taken into account in the twin transformation
- » Mainstreaming equality and inclusivity in all policies, programs, and practices related to the manufacturing industry's twin transformation process
- » Ensuring that all interface organizations with influence in the industry adopt and promote the concept of equality in the twin transformation
- » Creating an egalitarian work culture and egalitarian labor relations, as well as appropriate and safe work environments that support women's participation in the workforce
- » Ensuring a qualified workforce structure in the twin transformation process based on equal employment, and providing equal development opportunities for workforce qualifications (skills acquisition, mentoring, training, career advancement, etc.)

It must be ensured that the guiding principles are observed in all new nationally and internationally funded projects and programs. To this end, the Strategy Working Group should develop a binding framework, and this framework should be incorporated into high-level policy documents.

To ensure that the guiding principles are taken into account and reflected in practice, it is recommended that key performance indicators be established for projects, plans, and programs, and that regular and continuous monitoring mechanisms be put into effect.

## ETT Criteria and Analysis Tool

The ETT Criteria and Analysis Tool is a scoring tool to be used in the ETT Certification and ETT Label programs. For companies implementing initiatives aligned with the twin transformation goal, **the ETT analysis, a maturity assessment system** designed to accelerate the transition in terms of inclusivity, will be conducted alongside green and digital maturity analysis. The tool will also serve as a resource for incorporating equality criteria into all loan, grant, and support programs for the green and digital transition of the manufacturing industry provided by various stakeholders.

### I. EQUALITY ARRANGEMENTS

| Indicator                                 | Evaluative notes                                                                                                                                                                                                                                                                                                                                                                                                                       | Score            |
|-------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|
| <b>The company has an equality policy</b> | Existence of an equality policy document (3 points) or inclusion of the following in the existing policy document: (1) Protection of employees' human rights; (2) Non-discrimination; (3) Equal treatment of and equal opportunities for both male and female employees; (4) Closing gaps between women and men in areas such as compensation and promotions; (5) Increasing women's employment and empowering women in the workplace. | <b>10 points</b> |

|                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                         |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|
| <p><b>The company has strategic corporate goals and plans for equality</b></p>                                                                                | <p>These goals should include implementing an equality policy, if one exists; activities aimed at increasing women's representation in senior decision-making positions; increasing women's representation in leadership roles in male-dominated fields; and reducing the gap between women and men. At least one of the following measures is expected to be in place:</p> <ul style="list-style-type: none"> <li>» There is a unit dedicated to equality, diversity, and inclusion</li> <li>» There is personnel responsible for implementation, and their scope of responsibility is defined in their job descriptions</li> <li>» The company is a signatory to or participant in a campaign or program addressing equality and non-discrimination, or implements an existing mainstreaming program or standard (e.g., ILO C190, WEPs, Equality at Work, etc.)</li> <li>» Company policies and implementation plans aimed at promoting equality are made public</li> <li>» Implementation is monitored, and disaggregated data is collected for this purpose</li> </ul> | <p><b>5 points</b></p>  |
| <p><b>The company has a zero-tolerance policy that includes approaches to identify and prevent sexual harassment and sexual violence in the workplace</b></p> | <p>At least one of the following measures is expected to be in place:</p> <ul style="list-style-type: none"> <li>» Ethical guidelines, code of ethical conduct, workplace rules, and/or similar policies that explicitly prohibit sexual harassment, mobbing, violence against women, and harassment</li> <li>» Company policy consistent with C190, addressing issues such as sexual harassment, mobbing, violence against women, harassment, etc.</li> <li>» Legal support services related to issues such as mobbing, violence, and harassment</li> <li>» Psychological support services for issues such as sexual harassment and mobbing in the workplace</li> <li>» Measures to improve the language used in the workplace, including a ban on inappropriate jokes and the use of aggressive or exclusionary language in both verbal and nonverbal communication</li> <li>» Promotion of equal and non-discriminatory language (through awareness campaigns and training, for example)</li> </ul>                                                                     | <p><b>5 points</b></p>  |
| <p><b>The company has a wage policy based on the principle of equal pay for equal work and that is free from all forms of discrimination</b></p>              | <p>The company is expected to adopt this approach and implement at least one of the following measures:</p> <ul style="list-style-type: none"> <li>» An objective and egalitarian method, free from all forms of discrimination, is used in the calculation of deductions, allowances, additional payments, and fringe benefits; this method is documented, communicated to employees during the orientation process, and announced company-wide</li> <li>» Disparities arise solely based on objective criteria already considered in the compensation policy (such as educational background, skills, and years of experience)</li> <li>» The company has an effective mechanism for addressing and responding to questions regarding compensation, deductions, allowances, additional payments, and other fringe benefits</li> </ul>                                                                                                                                                                                                                                    | <p><b>10 points</b></p> |
| <p><b>Equal employment structure</b></p>                                                                                                                      | <p>The company has achieved a balanced ratio of female to male employees broken down by department (10–19%=2 points, 20–34%=4 points, ≥35%=7 points)<br/>Percentage of women in technical positions (None=0, 5–10%=1, 10–20%=2, ≥20%=3)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <p><b>10 points</b></p> |
| <p><b>The company has a perspective of increasing women's employment</b></p>                                                                                  | <ul style="list-style-type: none"> <li>» Increasing women's employment</li> <li>» Target for new female employees</li> <li>» Plan for achieving equal employment in technical fields</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <p><b>6 points</b></p>  |

|                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                         |
|-------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|
| <p><b>The company's policy regarding recruitment and selection processes reflects an equality perspective</b></p> | <p>The company must implement at least one of the following practices to establish an employment, selection, and recruitment system that meets the required conditions:</p> <ul style="list-style-type: none"> <li>» Processes are standardized, and procedures are documented at each stage</li> <li>» All candidates are evaluated equally using skills-based selection criteria (i.e., qualifications, skills, competencies, attitudes, and experience relevant to the position's requirements), as well as equal evaluation criteria, processes, technical tests, and psychological tests (if required)</li> <li>» Outsourcing, selection, and recruitment service providers apply the principles of equality and non-discrimination</li> <li>» Job postings include statements and practices that encourage women to apply</li> <li>» Practices such as pregnancy tests, HIV tests, and checks for tattoos and piercings are explicitly prohibited as required by the law</li> <li>» Asking personal questions regarding marital status, age, pregnancy (or the possibility of pregnancy), ethnicity, family or personal circumstances, or other similar matters to assess factors unrelated to the profession, role, or job during interviews or recruitment tests is explicitly prohibited as required by the law</li> <li>» Requesting personal or private information during reference verification is explicitly prohibited</li> <li>» Medical tests may only be requested once a candidate has been determined to be qualified for the position, job, or role, and has been offered a job</li> <li>» If applicable, probationary periods are applied equally to all new employees hired for the same position</li> <li>» Job descriptions/profiles are skills-based and free from bias and discrimination</li> <li>» The company offers internship programs specifically for female students</li> </ul> | <p><b>10 points</b></p> |
|-------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|

## II. EQUITABLE WORK ENVIRONMENTS AND PRACTICES

| Indicator                                                                                                                                                      | Evaluative notes                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Score                   |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|
| <p><b>The company provides the minimum physical conditions necessary to meet the needs of both women and men in production areas and work environments</b></p> | <ul style="list-style-type: none"> <li>» Women's restrooms (1 point)</li> <li>» Women's dressing rooms (1 point)</li> <li>» Personal lockers (1 point)</li> <li>» Breastfeeding and lactation rooms (1 point)</li> <li>» Childcare rooms (1 point)</li> <li>» Transportation options (1 point)</li> <li>» Socialization areas (1 point)</li> <li>» Adequate lighting (1 point)</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <p><b>8 points</b></p>  |
| <p><b>The company develops affirmative/equalizing actions related to implementing</b></p>                                                                      | <p>The company is expected to implement at least one of the following affirmative actions/equality measures:</p> <ul style="list-style-type: none"> <li>» The company facilitates on-site or off-site childcare services, including daycare support/services and transportation to and from the daycare</li> <li>» Additional measures beyond statutory rights regarding daycare and childcare facilities</li> <li>» Mechanisms to support the care needs of employees with special needs (elderly, sick, and individuals with disabilities), such as care services, assistance, and/or discounts</li> <li>» Paternity and maternity leave being implemented as stipulated by the law</li> <li>» Extending paternity and maternity leave beyond the minimum duration; extending the paid portion; and adjusting the pay structure during leave in favor of the employee</li> <li>» Encouraging shared parenting through services such as bonuses for both male and female employees, parenting counseling, vaccination services, paternity courses, etc.</li> </ul> | <p><b>10 points</b></p> |

|                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                 |
|--------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
|                                                                                                                                                        | » Approving request for leave to care for dependents (e.g., children, the elderly, individuals with disabilities) equally for both men and women during working hours                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                 |
| <b>The company adheres to regulations regarding reproductive health and rights</b>                                                                     | <p>These regulations may include the following:</p> <ul style="list-style-type: none"> <li>» Additional leave and post-pregnancy support beyond statutory rights during pregnancy and after childbirth</li> <li>» Pregnancy nutrition packages</li> <li>» Measures to facilitate the return to work after pregnancy or childbirth</li> <li>» Menstrual leave</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                             | <b>5 points</b> |
| <b>The company has policies and practices that promote a more balanced representation of women and men in decision-making positions</b>                | <p>The company can develop affirmative actions/measures based on this policy approach. For example:</p> <ul style="list-style-type: none"> <li>» The company adopts an approach that encourages women's participation in mid- and senior-level management positions through internal communication channels (e.g., website, newsletters, intranet)</li> <li>» The company sets quotas or specific targets within a defined timeframe to increase women's participation in mid- and senior-level management positions and/or on boards</li> <li>» The company has developed leadership training programs for women, including planning, monitoring, guidance, mentoring, coaching, sponsorship, training, and/or retraining.</li> <li>» The company takes measures to promote women's role in management.</li> </ul> | <b>5 points</b> |
| <b>The company has training policies and practices that encourage women's professional advancement and skill development.</b>                          | <p>The company can develop affirmative actions/measures based on this policy approach. For example:</p> <ul style="list-style-type: none"> <li>» The company takes measures to support the career and skill development of female employees (e.g., training programs, equal access to on-the-job learning)</li> <li>» The company has an equality-sensitive training policy/plan that benefits all employees equally, is tailored to the needs and interests of both female and male employees, and that provides equal access to both women and men.</li> <li>» The company implements the necessary incentives and arrangements to ensure that women and men have equal access to all company-sponsored training, including vocational training and information technology trainings</li> </ul>                   | <b>5 points</b> |
| <b>The company has a strategy that supports equality and women in its internal and external communication processes</b>                                | <p>The company pays attention to the following issues in its communication practices to encourage egalitarian communication (both verbal and nonverbal):</p> <ul style="list-style-type: none"> <li>» The communication strategy/approach does not contain any bias or discrimination against women</li> <li>» The company uses language that emphasizes skills rather than limitations</li> <li>» The company avoids bias in job or position titles and job descriptions</li> <li>» The company avoids using visuals that contain discriminatory content or stereotypes</li> <li>» The company avoids portraying women as weak, incompetent, or inferior beings with negative traits, and avoids using them as commodities or sexual objects</li> </ul>                                                            | <b>8 points</b> |
| <b>The company has an approach that supports and strengthens equality in its relationships with other companies, such as those in its supply chain</b> | <ul style="list-style-type: none"> <li>» The company maintains an egalitarian approach in its external relations</li> <li>» The company's approach to equality and women's empowerment is visible, and it serves as a role model in the industry</li> <li>» The company has a policy statement indicating that it supports practices promoting equality within its supply chain</li> <li>» The company includes equality and diversity policies as criteria in its selection of current and potential suppliers</li> <li>» The company prioritizes building relationships with stakeholders who actively work toward and advocate for equality in their business practices</li> <li>» The company strives to develop business relationships with women-owned businesses and female entrepreneurs</li> </ul>         | <b>5 points</b> |
| <b>TOTAL</b>                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <b>100</b>      |

## ETT Roadmaps

Roadmaps will be developed as part of the ETT Competence Center's services for companies that will take steps toward equality and inclusion within the framework of the Twin Transformation, as well as for companies that lack knowledge on how to implement criteria related to equality and inclusion in the loan and support programs they have applied for. Roadmaps aim to address the gaps identified through the ETT Analysis Tool. Regarding the steps to be taken following the roadmaps, capacity-building initiatives and consulting services should be provided to companies across various sectors. In this context, it is recommended that the following topics be addressed as a priority:

- » Providing companies with **training, consultancy and mentoring** support on inclusivity; diversifying training programs to target management, administrative personnel, and various employee categories
- » Developing and implementing **awareness and capacity-building** training for both female and male employees; developing and implementing **training, consultancy and mentoring** programs tailored to different employee categories, including female and male employees and executives
- » Providing companies with guidance and technical support on efforts to improve **care services** to support women's participation and retention in the workforce
- » Providing technical support for the development and implementation of **return-to-work and adaptation programs**
- » Providing guidance and technical support to companies on efforts to ensure that work environments (dressing rooms, restrooms, break areas, lodging facilities, etc.) are arranged to accommodate women's interests and needs
- » Providing guidance and technical support to companies on efforts to ensure that **occupational health and safety practices** (personal protective equipment, lighting, transportation, etc.) are arranged to accommodate women's interests and needs

## ETT Certification Program and ETT Label

The scoring and certification system, developed based on the ETT Analysis Tool, will be administered by the ETT Competence Center. The Certification Program includes assessment, roadmap, implementation, and certification processes. It is recommended that the process be managed by the ETT Competence Center and that the certificate be issued by the ETT Coordination Board.

In the process of using the ETT Analysis Tool and conducting assessments, the ETT Competence Center will (i) establish a "Consultant Pool" comprising accredited consultants, (ii) match consultants with participating companies, (iii) identify self-assessment and improvement steps, (iv) develop roadmaps, and (v) monitor implementation and conduct the final assessment for certification.

Companies applying to join the ETT Certification system will receive ETT Certification after the successful completion of the processes facilitated by the ETT Competence Center's pool of experts and the use of the ETT Analysis Tool.

The certification aims to demonstrate companies' compliance with the ETT model at three levels: bronze, silver, and gold. Based on the total score achieved in the 100-point scoring system used in the ETT Analysis Tool, it is recommended that the ETT Certificate be awarded to companies at the different levels as specified below:

- » **Bronze ETT Certificate:** Intended for companies that implement basic equality policies. (50–59 points)

- » **Silver ETT Certificate:** Intended for companies that, in addition to basic equality policies, define and implement procedures related to infrastructure investments and policies. (60–79 points)
- » **Gold ETT Certificate:** Intended for companies that score 80 points or higher on the criteria defined in the ETT Analysis tool based on measurement and reporting results. Companies awarded the Gold Certificate are granted “Pioneer Company” status.

Additionally, the implementation of the ETT Label is recommended to increase the visibility of companies scoring 20–49 points out of a total of 100 in the ETT Analysis tool and to encourage these companies to pursue certification. It is also proposed that the ETT Certificate and the ETT Label be adopted as criteria in financial support programs and included in twin transformation support initiatives.

## ■ ■ ■ Pioneer Company Program

It is recommended that companies scoring 80 or higher in the ETT analysis be awarded “Pioneer Company” status. Pioneer Companies are expected to maintain this status through periodic monitoring. Pioneer Companies will be matched with companies taking steps toward equality in the twin transformation through the Competence Center. This program, which will function as a type of mentoring program, is expected to yield the following outcomes:

- » Sharing best practices and their dissemination to other companies
- » Establishment of a platform for inter-company mentoring, mutual learning, and knowledge and experience transfer
- » Learning program that offers the opportunity to experience real-life examples of implementation at similar companies in the same sector

The Pioneer Company Program applies to companies undergoing the Twin transformation process, and subject to evaluation based on ETT criteria. The program also creates an opportunity for companies with a high level of maturity in green and digital transition analysis to pair with companies at a lower maturity level, thereby fostering awareness of the benefits and significance of twin transformation investments. This will allow the Pioneer Company Program’s practices to fully incorporate the goal of equality in the Twin transformation across all dimensions. As identified in the WE project’s needs analysis, the level of maturity in green and digital transition is closely aligned with the level of maturity regarding women’s empowerment.

## ■ ■ ■ ETT Analysis in Interface Organizations and Learning Structures

Interface organizations such as chambers of industry and commerce, competence/innovation centers, and trade unions can assess their maturity in achieving equality goals within their green and digital transition initiatives using the following criteria. These steps can have a positive impact in terms of meeting international standards, accessing available financial support and services, and better responding to the industry’s needs. It is proposed that the ETT Analysis for Interface Organizations and Learning Structures include the following criteria:

- » Has an equality policy.
- » Has strategic organizational goals and plans for equality.
  - » Has a zero-tolerance policy that includes approaches to identify and prevent sexual harassment and violence in its own sphere of operation.



- » Ethical guidelines, code of ethical conduct, workplace rules, and/or similar policies that explicitly prohibit sexual harassment, mobbing, violence against women, and harassment.
- » Has a policy on issues such as sexual harassment, mobbing, violence against women, and harassment in the workplace that is compliant with C190
- » Legal support services related to issues such as mobbing, violence, and harassment are available.
- » Psychological support services for issues such as sexual harassment and mobbing are available
- » Implements measures to improve the language used in the workplace, prohibits jokes that are not in line with equality principles, as well as the use of inappropriate, aggressive, and discriminatory language (both verbal and nonverbal) and works to promote these measures (through awareness campaigns and training)
- » **Has a strategy that supports equality and women in its internal and external communication processes.**
  - » Has a communication strategy/approach that promotes equality.
  - » Uses non-discriminatory, inclusive and egalitarian language.
  - » Avoids using visuals that contain discriminatory content or stereotypes.
  - » Avoids portraying women as weak, incompetent, or inferior beings with negative traits, and avoids using them as commodities or sexual objects.
- » **There is a balance between women and men in decision-making positions and management levels.**
  - » Sets quotas or specific targets within a defined timeframe to increase women's participation in mid- and senior-level management positions and/or on boards.
  - » Adopts an approach that encourages women's participation in mid- and senior-level management positions through internal communication channels (e.g., website, newsletters, intranet).
  - » Develops leadership training programs for women, including planning, monitoring, guidance, mentoring, coaching, sponsorship, training, and/or retraining.
- » **Has programs and practices that promote equality.**
  - » Has a unit dedicated to equality, diversity, and inclusivity.
  - » There is personnel responsible for implementation, and their scope of responsibility is defined in their job descriptions.
  - » Is a participant in a campaign or program on equality, and implementing an existing mainstreaming program.

## ■ ■ ■ ETT Egalitarian Workplace Experience

**The ETT Egalitarian Workplace Experience** is a model designed to provide learning opportunities for egalitarian workplaces and to raise awareness of the opportunities created by inclusivity and equality.

- » Models ergonomic and women-friendly workstations.
- » Features physical spaces designed to meet the needs of female employees.



- » Incorporates occupational health and safety measures designed with the needs of female employees in mind. Uses versions of personal protective equipment manufactured according to women's ergonomics.
- » Serves as a model for a workplace structure and practices free from harassment and violence.
- » Offers training programs for female employees and entrepreneurs in digital manufacturing technologies, CNC, quality control, automation, lean leadership, maintenance and repair, and engineering processes.
- » Provides guidance and referral, particularly for SMEs, on transforming employment practices for women, representation in management, equal pay, and recruitment policies.

Following the pilot implementation of this Model, it is recommended that it be mainstreamed by ensuring that issues of inclusivity and equality are incorporated into the existing services of the Competence/Innovation Center.

## ETT Performance Management System for Industrial Zones <sup>4</sup>

This is a performance-based management system similar to the Green OIZ certification system that is implemented in collaboration with the Ministry of Industry and Technology, the Turkish Standards Institute, and other stakeholders focusing on development. The objectives of this system include encouraging OIZs to take concrete steps toward women's empowerment, facilitating the dissemination of best practices from leading companies to SMEs, incentivizing companies, ensuring the monitoring and evaluation of interventions, and improving the efficiency of service delivery. This initiative can be adapted not only to organized industrial zones, but also to small industrial areas and industrial zones. The following steps are targeted within this framework:

- » **Developing criteria for supporting women's participation:**
  - » Increasing and sustaining women's employment in the manufacturing industry
  - » Defining measurable indicators that support egalitarian workplaces and women's participation
  - » Promoting training and capacity-building programs
  - » Improving physical working conditions and work schedules
  - » Ensuring compliance with legal regulations and international standards
  - » Promoting the widespread use of ergonomic equipment and supporting automation
  - » Improving social and fringe benefits
  - » Instilling a culture of equality.
- » **Developing a certification system and ensuring compliance with standards:** A certification system should be established using defined criteria to achieve the goal of women's empowerment. This system, similar to the green industrial zone certification model, can be implemented in industrial zones that demonstrate high performance in terms of women's empowerment.
  - » Incentivizing industrial zones identified as high performers under the certification system in areas, such as women's employment rates, career development opportunities, egalitarian workplaces, workplace safety, equal opportunity, and access to supportive social services.
  - » Establishing special incentives for organized industrial zones (OIZs) and industrial zones that provide adequate health, childcare, and training services.
  - » Establishing an equality-focused monitoring system to regularly assess the compliance of workplaces in industrial zones with established standards.

<sup>4</sup> This part was designed by PAL (Policy Analysis Laboratory) in line with the recommendations of the Current Status and Needs Analysis report that was conducted as part of the WE project.

- » Encouraging participation in international monitoring initiatives, such as the ILO/IFC Better Work Initiative, to improve the competitiveness of industrial zones.
- » Establishing internal audit committees to ensure the effective implementation of policies protecting women's rights at workplaces in industrial zones.
- » Establishing effective complaint mechanisms at the industrial zone level, including hotlines, counseling centers, and online complaint platforms, to ensure that female employees report rights violations in a safe and accessible manner, and ensuring these mechanisms are linked to a legal support center.

## Chain Effect Program

The objective of the Chain Effect Program is to ensure that large-scale companies support and promote green and digital transition investments in SMEs within their supply chains in accordance with the ETT Criteria. This will create an opportunity for SMEs that are struggling to take steps toward green and digital transition, are unable to secure investment opportunities related to equality and inclusion, and that lack awareness, information, and resources. The program requires large companies that are participating in twin transformation programs and/or equality programs, or that are applying for financial support offered for their efforts toward equality and inclusion, to meet the following four key criteria:

- » Investment in physical infrastructure improvements to create an egalitarian workplace in a number of SMEs within the company's supply chain, determined based on the company's size and loan amount
- » Support for investments under the twin transformation framework that incorporate the ETT perspective
- » Conducting awareness-raising and capacity-building activities for SME personnel and business owners
- » Providing one year of salary support for women's employment

The Chain Effect program must operate in an integrated manner with financing and support packages. Accordingly, financing packages, depending on the company size, should require that the applicant company meet the criteria of the chain effect program. This will alleviate the disproportionate cost burden on SMEs in the supply chain, and establish a support mechanism that is non-reimbursable/grant-based.

## Change Agents Program

The Change Agents program aims to empower women in the workforce with green and digital skills to lead the transformation in the industry. Women participating in the program as Change Agents will receive training on green and digital skills, as well as transferable skills, and will be matched with companies committed to achieving the goal of equality in the Twin Transformation. This program has the following objectives:

- » Fostering a qualified workforce structure in the manufacturing industry
- » Enabling women at the beginning of their careers to gain work experience
- » Increasing opportunities for on-the-job learning and training
- » Establishing networks of solidarity and mutual empowerment among women

The Change Agents Program should be designed and implemented by drawing on the program tools, practices, and evaluations developed and piloted under the WE project.

In this context, the goal should be to develop a skills development and training program, which will be continuously updated by the ETT Strategy Working Group in line with the jobs of the future and the needs of the twin transformation, and to make this program available to women who are currently employed or participating in the workforce, including those in the early stages of their careers.

The program should not be limited to training support alone, but should also take into account the concept of empowerment, which is one of the core principles of the Model. Initiatives such as monitoring steps taken to promote women's employment and enhancing companies' readiness regarding women's employment and women-friendly working relationships should be implemented within this framework. The goal should be to create the necessary enabling environment for women equipped with the relevant skills to realize their full potential and contribute to the advancement of the manufacturing industry through the twin transformation.

It is recommended that steps be taken within the program to foster solidarity among women and to establish networks and opportunities for collective empowerment. This will ensure the sustainability of the Change Agents Program and amplify its impact in achieving its objectives.

Other programs presented within the Model (Change Agents, ETT Analysis, Egalitarian Workplace Experience, etc.) offer numerous and diverse opportunities for creating this conducive environment.

The Change Agents Program should be implemented using and drawing inspiration from the pilot initiatives carried out under the WE project.

## Women Workforce in the Twin Transformation

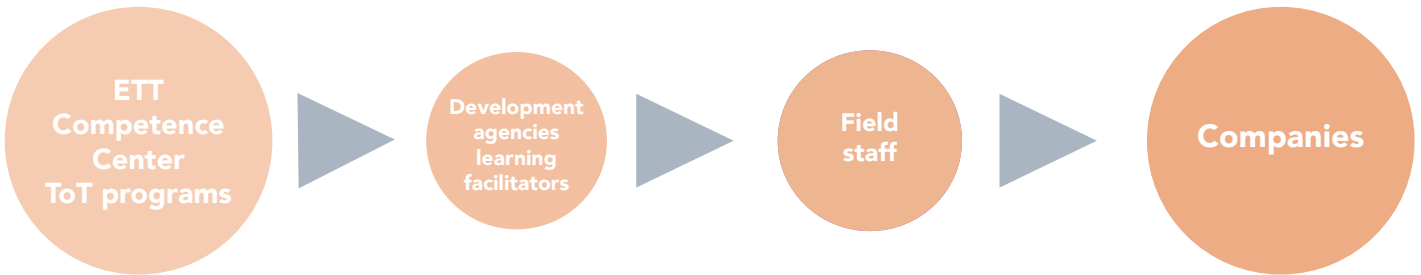
Mentoring Program for Women Workforce in the Twin Transformation aims to accelerate the adaptation of women entering the workforce by acquiring new skills during the twin transformation, support their professional and personal development, enhance their psychosocial resilience, and increase the sustainability of their employment. The goal is to ensure that women who possess the skills to support companies' twin transformation receive the support they may need while taking on this role, through mutual learning and experience sharing. The mentoring program for women should be designed as a relationship of solidarity based on the principles of mutual learning and collective empowerment, a process of knowledge and experience transfer that is free from power dynamics and hierarchy. The purpose of mentoring matches that are coordinated by the ETT Competence Center and delivered through various systems, such as peer learning, one-off mentoring, and group mentoring, is to help women in the early stages of their careers:

- » Adapt more quickly to the workplace,
- » Build their professional skills,
- » Boost their self-confidence,
- » Manage challenges professionally,
- » Develop and maintain their career plans, and
- » Improve their resilience and motivation in the workplace.

The Mentoring Program should be implemented using the program tools developed under the WE project and drawing on existing practices.

## Learning Facilitators for the Twin Transformation Program

The Learning Facilitators Program aims to enable qualified personnel working for regional and local actors, primarily for Development Agencies, to provide training on Equality in the Twin Transformation. Through the Learning Facilitators Program, the goal is to make information on new competencies, technical investments, and practices related to the Twin Transformation, as well as approaches to equality and inclusivity, accessible at the local level.



*Figure 12. Learning Facilitators Program*

Through the ToT sessions provided under the program, Learning Facilitators, who have gained expertise in equality in the twin transformation, inclusive workplaces and women's employment, will organize training sessions not only for KOSGEB and ISKUR teams working closely with companies and organizations in their regions, but also for interested companies, chambers of industry and OIZs.

Learning Facilitators will take on the role of promoting the equality approach in the twin transformation at the local level through the implementation of learning materials that are developed to address the needs of different target groups.

The training programs offered by the ETT Competence Center, which will be managed by TISK, will equip the Learning Facilitators with the necessary skills. The ETT Competence Center will also be responsible for developing the content and methodology to be used by trainers.

### For Decision Makers:

The governance structure, implementation tools, and ETT programs defined in this section must be implemented with the commitment of decision makers who shape industrial and labor policies, while also ensuring the relational coherence among these tools. In this regard, the following strategic decision points stand out:

- (i) preparing the ETT implementation framework along with annual implementation and work plans;
- (ii) defining the roles and responsibilities of relevant ministries, central and local agencies, and other stakeholders;
- (iii) developing the necessary organizational capacity for ETT programs and implementations, and providing expert support.

# **WHAT DOES THE ETT MODEL ADDRESS?**



## What does the ETT Model Address?

The ETT Model must implement measures addressing the priority areas that emerged during consultations with stakeholders to respond to the issues summarized above, and the related needs. The table below includes implementation recommendations along with related structural indicators (SI) and key performance indicators (KPI) within the context of challenges, needs, and priorities. The structural indicators listed in the table address the development of tools necessary for the Model's functioning. The key performance indicators, on the other hand, are defined annually, and therefore point to the recommended targets to be achieved each year.

**Table 7. Policy priorities.**

| Challenge                                                                                                                                                                                  | Need                                                                                                                                                    | Priority                                                                                                                                                                                           | Recommended ETT Steps                                                                                                                                                                                                                                                               | Indicator                                                                                                                                                                                                                                                                                                                                                                                                     |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Absence of organizational relationships capable of addressing needs related to both the twin transformation process and the empowerment of women in the twin transformation process</b> | Need for dialogue and coordination to link existing studies and policy priorities                                                                       | Establishment of the ETT Coordination Board and Strategy Working Group                                                                                                                             | Mapping of existing public policies, programs, and projects, as well as key stakeholders, and identification of areas for improvement                                                                                                                                               | <ul style="list-style-type: none"> <li>» At least one Coordination Board meeting (KPI)</li> <li>» Four Strategy Working Group meetings (KPI)</li> <li>» Policy, program, project, and stakeholder maps (SI)</li> <li>» Work on at least 4 priority areas (financing, infrastructure, etc.) (KPI)</li> <li>» At least 2 policy, program, or legislation studies related to the areas of focus (KPI)</li> </ul> |
| <b>Lack of necessary data to develop evidence-based policies</b>                                                                                                                           | Need for equality focused analysis of problem areas and data flow in public services                                                                    | Identifying the reasons that push women out of the workforce during the twin transformation process in the manufacturing industry, and conducting sectoral and regional current situation analyses | Establishing disaggregated data collection systems for the industry, workplaces, and the workforce                                                                                                                                                                                  | <ul style="list-style-type: none"> <li>» A shared database fed by stakeholder records (SI)</li> </ul>                                                                                                                                                                                                                                                                                                         |
| <b>Failure to give the necessary priority to equality and inclusivity in the twin transformation process</b>                                                                               | Need to view the equality and inclusivity approach as a fundamental component in projects, programs, and initiatives related to the twin transformation | Development of the ETT Guiding Principles and establishment of a binding framework                                                                                                                 | <p>Establishing a set of minimum standards for equality and women's empowerment in the twin transformation through a multisectoral approach</p> <p>Ensuring that the ETT Guiding Principles are observed in all new nationally and internationally funded projects and programs</p> | <ul style="list-style-type: none"> <li>» <b>ETT Guiding Principles (SI)</b></li> <li>» Guidelines on the implementation of the ETT Guiding Principles (SI)</li> <li>» At least 3 project and program documents incorporating the ETT Guiding Principles (KPI)</li> </ul>                                                                                                                                      |

|  |  |                                                                                                |                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                     |
|--|--|------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  |  | Conducting awareness-raising and informational activities regarding the ETT Guiding Principles | Preparing awareness-raising and training programs, capacity-building activities, on-the-job training programs, and learning facilitator (trainer trainings) programs for field personnel and experts at public agencies working closely with companies (KOSGEB, ISKUR, Development Agencies, etc.) | <ul style="list-style-type: none"> <li>» On-the-job training modules for field personnel (SI)</li> <li>» At least 1 <b>ETT learning facilitator</b> working at development agencies (SI)</li> </ul> |
|--|--|------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

**Table 8.** Financing, loan and support mechanisms.

| Challenge                                                                                                                                                                       | Need                                                                                                                                     | PRIORITY                                                                                                                                                                                                                      | Recommended ETT Steps                                                                                                                                                                                                                                                            | INDICATOR                                                                                                                                                                                                                                                                                                                  |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Financial packages for the twin transformation not including the equality criteria, or including such criteria in the narrow sense of workplace ownership or partnership</b> | Need to establish criteria in financial packages regarding egalitarian workplace practices, physical arrangements, and workplace culture | Establishment of ETT Criteria for loans, grants, and support for the twin transformation in the manufacturing industry                                                                                                        | <p>Inclusion of ETT Criteria into twin transformation financing</p> <p>Preparation of ETT analyses and roadmaps within the framework of ETT Criteria, which include the creation of work environments conducive to women, and securing commitments for phased implementation</p> | <ul style="list-style-type: none"> <li>» At least one national financing mechanism (loan or support) that has adopted the ETT Criteria (SI)</li> <li>» A KOSGEB scoring system incorporating the ETT Criteria (SI)</li> <li>» <b>ETT Analysis and roadmap</b> studies conducted with at least 5 companies (KPI)</li> </ul> |
| <b>Disparities between large companies and SMEs in accessing financial support for the twin transformation</b>                                                                  | Need for support systems to encourage large companies to support SMEs                                                                    | Large-scale firms making efforts targeting their suppliers; taking responsibility for promoting the ETT Guiding Principles and Criteria in SMEs, and conducting "Chain Effect" initiatives to make these principles mandatory | Inclusion of relevant criteria in comprehensive financing packages for large-scale companies                                                                                                                                                                                     | <ul style="list-style-type: none"> <li>» Establishment of the <b>"Chain Effect"</b> program; identification and dissemination of best practices (SI)</li> <li>» "Chain Effect" initiatives involving at least 2 large-scale companies (KPI)</li> </ul>                                                                     |



## SECTORAL PRIORITIES

*Tablo 9. Sectoral priorities.*

| Challenge                                                                                                                                                                                    | Need                                                                                                                                                                                                                                                                                                                                         | PRIORITY                                                                                                                                                                                                                                            | Recommended ETT Steps                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | INDICATOR                                                                                                                                                                                                                                                                                                  |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Gaps identified regarding the integration of green and digital transition in the manufacturing industry, along with accompanying equality practices, within the sustainability agenda</b> | Need for awareness-raising and capacity-building regarding the role and relationship of equality and inclusivity in the twin transformation                                                                                                                                                                                                  | <p>Advocacy and capacity-building efforts to ensure that companies and interface organizations understand and accept the ETT Guiding Principles and Criteria</p> <p>Development of an integrated reporting approach in sustainability reporting</p> | <p>Organizing sector-specific meetings to introduce and disseminate the ETT Guiding Principles and Criteria</p> <p>Developing capacity-building programs to ensure companies incorporate equality goals into <b>their sustainability reporting</b></p>                                                                                                                                                                                                                                                                                                                                                                                            | <p>» At least one advocacy/ dissemination activity (KPI)</p> <p>» At least 50 companies practicing integrated reporting</p>                                                                                                                                                                                |
| <b>Absence of an inclusivity perspective in green and digital roadmaps, learning processes, sustainability reports, and planning</b>                                                         | Need for organizations that create learning opportunities for green and digital transition, such as innovation centers, digital transition centers, and model factories, and provide technical support on sustainability reporting and digital and green maturity assessments, to incorporate equality and inclusivity into their operations | Encouraging industry competence/ learning structures (competence centers, model factories, etc.) to incorporate a framework of inclusivity and equality                                                                                             | <p>Reviewing the curriculum for training programs offered by industry competence/learning structures in light of the ETT Guiding Principles</p> <p>Establishing a legal framework to incorporate women-friendly physical standards into construction and workplace licensing processes</p> <p>Widespread adoption of curricula incorporating the ETT Guiding Principles by industry competence/ learning structures</p> <p>Establishing Model Factories that implement the ETT Criteria</p> <p>Providing technical support to ensure the ETT Criteria are applied within competence/learning frameworks to foster an egalitarian work culture</p> | <p>» Training curriculum incorporating the ETT Guiding Principles (SI)</p> <p>» Equality training for personnel, experts, and trainers in at least 3 competence/ learning structures (KPI)</p> <p>» ETT Model Factory (SI)</p> <p>» Five competence/ learning structures with an equality policy (KPI)</p> |

|                                                                                                                                                                                                                      |                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                  |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Views that the manufacturing industry is not a suitable working environment for women, and negative preconceptions held by women and/or their families regarding working in the manufacturing industry</b></p> | <p>Need to create favorable working environments in industrial zones</p>                 | <p>Development of OIZ management systems that apply the ETT Criteria</p> <p>Ensuring that the sustainability objective is addressed from environmental and social perspectives within the establishment standards for OIZs, making equality and inclusivity official criteria, and encouraging OIZs to take responsibility in meeting basic needs such as care services and transportation</p> <p>Integration and incorporation of the ETT Criteria into the Green OIZ program</p> | <p>Conducting studies to review legislation related to industrial zones, and align it with the ETT Criteria</p> <p>Development of the ETT Performance Management System for Industrial Zones to encourage OIZs to take concrete steps toward women's empowerment</p> <p>Awarding the ETT Label when at least one of the ETT Criteria is met</p> | <p>» Providing technical support to identify and implement improvement measures by conducting ETT analysis in at least two OIZs (KPI)</p> <p>» <b>ETT Performance Management System</b> for Industrial Zones (SI)</p> <p>» Number of OIZs awarded the <b>ETT Label</b> (KPI)</p> |
| <p><b>Failure of digital and green transition support and initiatives to gain traction at the local level, remaining centralized</b></p>                                                                             | <p>Need for information on and implementation of support programs at the local level</p> | <p>Expansion of learning structures (model factories, competence centers, etc.) at the local level, locating them close to industrial zone, and thereby ensuring the provision of fast and accessible services</p>                                                                                                                                                                                                                                                                 | <p>Providing financial support and conducting capacity-building initiatives to expand learning structures within or in partnership with chambers of industry and OIZs</p> <p>Ensuring that existing initiatives leverage the services of ETT Competence Centers to promote equality and inclusivity</p>                                         | <p>» A learning structure with at least one new local partner (KPI)</p>                                                                                                                                                                                                          |

**Tablo 10. Inclusive workplace programs.**

| Challenge                                                                                                                           | Need                                                                                                                                                                                       | PRIORITY                                                                                                                                                          | Recommended ETT Steps                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | INDICATOR                                                                                                                                                                                                                                                                                       |
|-------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Lack of technical knowledge on how to implement equality and inclusivity criteria in the twin transformation</b>                 | Need to establish technical support structures focused on the inclusivity and equality agenda, which constitutes the third pillar of the twin transformation in the manufacturing industry | Providing companies with roadmaps and technical support to help them meet equality criteria                                                                       | <p>Establishment of the ETT Competency Center</p> <p>Development of a <b>maturity assessment system (ETT Analysis)</b> based on ETT Criteria, in addition to green and digital maturity analysis</p> <p>Establishing a <b>pool of experts on ETT analysis</b>, developing and implementing training programs for this purpose, and managing the process of matching consultants with companies</p> <p>Development of training programs and tools suitable for online use, and designed for experts</p> <p>Project development support for companies seeking to develop projects on equality and women's empowerment in the twin transformation</p> | <p>» <b>ETT Competence Center (SI)</b></p> <p>» <b>ETT Analysis (SI)</b></p> <p>» Accreditation system and process (SI)</p> <p>» Expert/consultant pool (SI)</p> <p>» The online program developed for this purpose</p> <p>» At least 1 company receiving project development support (KPI)</p> |
| <b>Preconceptions that inclusive workplace practices and the employment of qualified women do not align with industry realities</b> | Need to disseminate company practices and best practices related to inclusive workplaces, as well as need to facilitate the exchange and sharing of experiences                            | Creating opportunities for communication and knowledge exchange to facilitate mutual learning, mentoring, and the dissemination of best practices among companies | <p>"Lighthouse" company practices to raise awareness of industry leaders and best practices regarding women's employment</p> <p>Mentoring matches between companies</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <p>» Inventory of best practices and knowledge-sharing initiative (SI)</p> <p>» Mentoring program between companies (SI)</p> <p>» At least 5 companies matched for mentoring (KPI)</p>                                                                                                          |

|                                                                                                                                                                                                                                    |                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                            |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>The approach to equality and inclusivity in twin transformation remaining merely an intention rather than being put into practice</b></p>                                                                                    | <p>Companies' need for technical support to identify and take concrete steps to develop an understanding of equality in the twin transformation</p> | <p>Company transition programs<br/>Implementing a <b>pilot program</b> to support companies in maturity assessments and roadmap development processes under the leadership of the Competence Center, and scaling up and monitoring these practices based on best practices identified through this initiative</p> | <p>Preparing different development packages tailored to various company sizes and needs, and providing technical support for these packages</p> <p>Providing companies with <b>training, consultancy and mentoring</b> support on inclusivity</p> <p>Diversifying training programs to target executives (C-suite), administrative personnel, and various employee categories</p> <p><b>Developing and implementing roadmaps and action plans based on an inclusivity assessment system</b> for companies that express interest following the trainings</p> <p>Awarding different <b>ETT Certificates</b> to participating companies based on their level of development</p> <p><b>Regular and continuous monitoring</b> of the implementation of ETT criteria, the execution of roadmaps and action plans, and the renewal of the certificate</p> | <p>Technical support packages (SI)</p> <p>Conducting training, consultancy, and/or mentoring activities for at least 10 companies (KPI)</p> <p>Developing a roadmap for at least 5 companies (KPI)</p> <p>ETT Certificate (SI)<br/>3 companies receiving the ETT Certificate (KPI)</p> <p>Developing a Monitoring Plan for 3 certified companies (KPI)</p> |
| <p><b>SMEs' insufficient level of awareness regarding issues related to the twin transformation, such as inclusivity, social rights, energy efficiency, and green production technologies, and lack of investment capacity</b></p> | <p>Need for investment financing, accessible technical support, and awareness-raising initiatives</p>                                               | <p>Initiatives and consulting services designed to raise awareness about the twin transformation and equality issues in the provision of financial mechanisms</p>                                                                                                                                                 | <p>Developing informative content to raise awareness among SMEs on the green economy, sustainability, and egalitarian workplaces, and providing this content free of charge during all loan and support program applications</p> <p>Enhancing the effectiveness of national accreditation systems, establishing new systems, and promoting their widespread adoption</p> <p>Inclusion of the ETT Analysis for SMEs in the KOSGEB scoring tool</p> <p>Establishment of <b>incentive mechanisms to encourage and build the capacity of SMEs</b> (ETT Label, increased support for the employment of female STEM graduates, etc.)</p>                                                                                                                                                                                                                 | <p>At least one training activity for SMEs applying for support (KPI)</p> <p>60% of SMEs applying for support participating in these activities (KPI)</p> <p>Integration of ETT criteria into the KOSGEB scoring tool (SI)</p> <p>Number of SMEs awarded the ETT <b>Label</b> (KPI)</p>                                                                    |

**Tablo 11.** *Creating a qualified workforce.*

| Challenge                                                                                                                             | Need                                                                                                | PRIORITY                                                                                                                                                                                                                                             | Recommended ETT Steps                                                                                                                                                                                                                                                                                                           | INDICATOR                                                                                                                                                                                                                                               |
|---------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Lack of knowledge about the skills required for green and digital transition</b>                                                   | Need to raise awareness of new skills and recognize their importance                                | Creating inventories of green and digital skills                                                                                                                                                                                                     | Creating a skills inventory for the twin transformation                                                                                                                                                                                                                                                                         | » <b>Inventory of Green and Digital Skills (SI)</b>                                                                                                                                                                                                     |
| <b>Shortage of qualified workforce in green and digital transition and in future jobs, and issues related to workforce continuity</b> | Need for technical training, skill development, and skill renewal initiatives focused on new skills | <p>Analysis on what these new skills are and how they can be acquired, and developing policies based on these analysis</p> <p>Aligning curricula in departments linked to the manufacturing industry at universities and vocational high schools</p> | <p>Developing incentives and recommendations to prioritize women's participation in skill development, skill upgrading, and skill renewal activities</p> <p>Ensuring that both women and men benefit equally from programs focused on new skills for the existing workforce</p> <p>Curriculum initiatives</p>                   | <p>» Guidelines on women's participation in <b>skill development, skill upgrading, and skill renewal</b> initiatives (SI)</p> <p>» Equal participation rate of female and male employees (KPI)</p> <p>» Curriculum based on a skills inventory (SI)</p> |
| <b>Inadequate implementation of skill development initiatives and failure to keep pace with rapidly changing technology</b>           | Need to develop applied training and technology adaptation programs                                 | <p>Expanding training programs that focus on transferable ("soft") skills in the context of <b>skill development, skill upgrading, and skill acquisition</b> initiatives</p> <p>Increasing opportunities for on-the-job learning and training</p>    | <p>Conducting curriculum development initiatives in collaboration with all relevant organizations to ensure the integration of transferable skills content into all skill development programs</p> <p>Reviewing skills training programs, and adding content that facilitates practical application and on-the-job learning</p> | <p>» Skills development program curriculum with transferable skills content</p> <p>» Skills development programs with on-the-job learning content</p>                                                                                                   |
| <b>Caregiving responsibilities hindering female employees' job retention</b>                                                          | Need for accessible care services for both male and female employees                                | <b>Policies and practices to ensure accessible care services and the equal sharing of caregiving responsibilities</b>                                                                                                                                | Providing guidance and technical support to companies and industrial zones regarding steps to improve <b>care services</b>                                                                                                                                                                                                      | <p>» Number of companies receiving guidance and technical support on care services (KPI)</p> <p>» Policy recommendation on care services (SI)</p>                                                                                                       |

|                                                                                                                                                  |                                                                    |                                                                                                             |                                                                                                                                                                                                                                                                   |                                                                                                                                                              |
|--------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                  |                                                                    |                                                                                                             | Developing policies and practices that will support the equal sharing of caregiving responsibilities between female and male employees<br><br>Providing technical support for the development and implementation of <b>return-to-work and adaptation programs</b> | » Return-to-work and adaptation programs (SI)                                                                                                                |
| <b>Establishing conducive work environments and addressing employees' biases regarding the employment of women in the manufacturing industry</b> | Need to develop an egalitarian company culture and labor relations | <b>Awareness and capacity-building</b> initiatives for both female and male employees to combat stereotypes | Developing and implementing <b>training, consultancy and mentoring</b> programs tailored to different employee categories, including female and male employees and executives                                                                                     | » At least 100 women to benefit from the mentoring program (KPI)<br><br>» Training for employees in 2 different categories at a minimum of 5 companies (KPI) |

The measures recommended above can only be implemented through the simultaneous operation of two components which are strategy and implementation. The primary task of the strategy component is to establish incentive-based tools and regulatory enforcement measures to achieve equality in the twin transformation. Normative approaches both at the sectoral and company levels should be adopted in this context, covering issues such as tax breaks, awards, and certification programs, as well as ensuring favorable physical conditions, providing care services, and addressing sexual harassment and violence in occupational health and safety practices.

The proposed initiative can only be firmly established within the public sphere through regulations that involve all relevant organizations. Public responsibilities must be made visible and advocated for ensuring that the national and international legal frameworks regarding fundamental rights (such as occupational health and safety, equal pay, equal employment, and care services) are reflected in policies and practices. A new regulation will be sustainable only if it is consistent with the balances in the markets and the public sphere. Therefore, efforts must be made to assess the economic and social impacts of each regulation, particularly those involving financial instruments such as incentives and tax breaks.

These efforts should be based on data from the public administration that varies by the specific areas of responsibility of the relevant ministries. Generating the necessary data, which is currently unavailable or has not been broken down into subcategories is among the tasks for these efforts. Furthermore, the recommendation that feasibility analysis, which takes local characteristics into account and is integrated with a vision for the future, be conducted separately for each implementation area stands out as a key recommendation highlighted in the field findings. Regional and local stakeholders should be involved in the process, particularly with regard to sector-specific practices.

On the other hand, the process of implementing these regulations requires technical expertise and guidance. This role will be fulfilled through four core services provided by the Competence Center as part of the implementation component.

- » Technical expertise and guidance necessary to implement the various inclusivity criteria required by financial instruments
- » Project and program development support for companies seeking to implement equality practices as part of the twin transformation
- » Self-assessment, roadmap, and implementation support for egalitarian workplace practices
- » Capacity-building initiatives for public officials working closely with companies in the field, and at the local level

All of these efforts will contribute to the sustainability of these practices. Ultimately, the establishment of a common understanding, raising awareness at the industry, employer, and employee levels, and building consensus on the necessity of the relevant regulation are the fundamental components of sustainability.

### For Decision Makers:

In this section, the responses identified to address the issues and needs include the following strategic decision points for decision makers who shape industrial and labor policies:

- (i) establishing of equality-focused incentives, tax benefits, and regulatory mechanisms;
- (ii) strengthening and disseminating standards for egalitarian labor relations characterized by qualities such as care services, equal pay, and work environments free from violence;
- (iii) generating disaggregated data and conducting analyses tailored to regional and sectoral needs;
- (iv) strengthening and expanding local impact;
- (v) ensuring the sustainability of these initiatives through impact analyses, monitoring, evaluation, and awareness efforts.





# HOW DOES THE ETT MODEL WORK WITH FINANCIAL MECHANISMS?



## How does the ETT Model Work with Financial Mechanisms?

Financial mechanisms play a central role in achieving the Model's objectives. Financial instruments can be used to motivate companies to take steps toward empowering women in the twin transformation. Financial instruments can serve as incentives for equality, and as deterrents against discriminatory practices.

In Türkiye's financial ecosystem, comprising public agencies, national banks, and international financial institutions, it is crucial that the instruments briefly summarized in the tables below operate with a common understanding and toward a common goal to support companies' green and digital transition efforts with an egalitarian perspective. The Model will serve as a tool to foster this partnership and facilitate the implementation of simple, achievable steps.

There are existing financial support mechanisms that combine industrial development and the twin transformation process with a focus on women's empowerment. It is anticipated that ensuring these mechanisms operate in a way that incorporates ETT priorities could make significant contributions to the establishment of national standards in the twin transformation process. Recommendations for integrating financial instruments with ETT priorities should target existing financial programs. These priorities can easily be incorporated into the financial structure of existing programs.

**Table 12.** Examples of national incentive programs, 2026. The table below lists the programs available as of 2026.

| Organization                                                                             | Incentive / Program                      | Green-Digital-Women Focus                                                                                                                                                                                                         |
|------------------------------------------------------------------------------------------|------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>KOSGEB</b>                                                                            | Türkiye Green Industry Support Program   | Green transition support for manufacturing SMEs in areas, such as renewable energy, resource efficiency, waste management, and the circular economy                                                                               |
| <b>KOSGEB</b>                                                                            | SME Digital Transition Support Program   | Support for digital transition processes aimed at improving and streamlining SMEs' business processes, improving their competitiveness, and increasing their share in the economy                                                 |
| <b>Ministry of Industry and Technology</b>                                               | Green Transition Program                 | Support for green transition projects targeting SMEs and large businesses operating in the manufacturing industry                                                                                                                 |
| <b>Ministry of Industry and Technology</b>                                               | Digital Transition Program               | Support for digital transition investments in the manufacturing industry                                                                                                                                                          |
| <b>ISKUR</b>                                                                             | Programs Supporting Women's Employment   | Employer support for the employment of women, youth, and unemployed individuals with vocational qualification certificate                                                                                                         |
| <b>Ministry of Industry and Technology / General Directorate of Development Agencies</b> | Local Development Initiative             | Support aimed at assessing regional potential, utilizing idle resources, mobilizing capabilities, meeting local needs, and raising the level of technology production, taking into account the sectoral priorities of each region |
| <b>Ministry of Energy and Natural Resources</b>                                          | Project Supports to Improve Productivity | Grant support for projects focused on the green transition (energy efficiency) in the manufacturing industry                                                                                                                      |

|                                               |                                                                     |                                                                                                                                                                                                                            |
|-----------------------------------------------|---------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Ministry of Trade</b>                      | Support for the Green Deal Compliance Project / Responsible Program | Facilitating companies' access to the consultancy services they will need to comply with the European Green Deal                                                                                                           |
| <b>ISKUR</b>                                  | Job Positive                                                        | A collaboration system intended to increase women's participation in the workforce and entrepreneurship by supporting them through various grants, incentives, loans, and exemptions, thereby expanding women's employment |
| <b>Ministry of Family and Social Services</b> | Rising Women Program                                                | Enhancing women's competencies through training, expanding the collaboration network, facilitating access to needed resources, and connecting women entrepreneurs with mentors and role models                             |
| <b>Ministry of Family and Social Services</b> | With Our Female Entrepreneurs Towards a Powerful Tomorrow           | Women's Entrepreneurship Platform                                                                                                                                                                                          |
| <b>Ministry of Trade</b>                      | Cooperative Support Program (KOOP-DES)                              | Support for women's cooperatives in production, machinery and equipment, digitalization, and marketing (focused on manufacturing and production)                                                                           |

International organizations play a significant role within existing financial mechanisms. In particular, their inclusion of both environmental and social priorities in their criteria for providing financial support and loans sets replicable examples in Türkiye, and offers a practical framework that is expected to become established as part of the normative structure. Examples of such initiatives are summarized below:

**Table 13.** *International examples of loan and support delivery.*

| Financial mechanisms                                                  | Organization/<br>stakeholder | Relationship to the Model                                                                                                                             |
|-----------------------------------------------------------------------|------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>GEFF – Green Economy Financing Facility</b>                        | EBRD DenizBank               | Distribution of support for energy investments                                                                                                        |
| <b>DTFF – Digital Transformation Finance Facility</b>                 | EBRD Akbank                  | Support for SMEs' digitalization investments                                                                                                          |
| <b>TIDIP – Türkiye Industrial Decarbonization Investment Platform</b> | EBRD                         | Supporting investors in emission-intensive industries such as cement and chemicals to reduce emissions through loans at favorable interest rates      |
| <b>Socially Inclusive Green Transition Project</b>                    | World Bank                   | Facilitating access to financial resources and adoption of green technologies for micro-, small-, and medium-sized enterprises led by women and youth |

National banks are becoming part of the financing mechanism for the green economy by playing a role in the distribution of international funds. For example, DenizBank is responsible for distributing support for sustainable energy investments in Türkiye under the Green Economy Financing Facility (GEFF), a financing program developed by the European Bank for Reconstruction and Development (EBRD) to provide financing and technical support for green economy projects. Similarly, through the Akbank-EBRD partnership, SMEs are supported in their digital transition investments under the DTFF (Digital Transformation Finance Facility).

Financial instruments offered by national banks are increasingly focusing on the green economy and digital transition. For example, İşbank offers twin transformation loans to SMEs located in organized industrial zones (OIZs) under a protocol signed with OSBUK, while QNB supports companies' efforts toward energy efficiency and integration into the circular economy. The adoption of egalitarian standards by these instruments serves as a key tool for fostering women-friendly workplaces and improving labor relations. It is crucial that the concept of equality, which is often limited to entrepreneurship support for women, finds its place within these financial mechanisms as a tool for mainstreaming.

While the steps taken by national banks toward women's empowerment are not limited to loans, nearly all of them are focused on a single area: women's entrepreneurship. Many national banks, such as Yapı Kredi, İşbank, Deniz Bank, Garanti Bank, Akbank, and TEB, offer comprehensive programs for women entrepreneurs. As seen in the examples of Akbank and Garanti BBVA, financial support packages include services such as training and mentoring. Furthermore, support for women's entrepreneurship can be diversified into subcategories such as young women, growing exporters, small business owner women, women entrepreneurs engaged in traditional crafts at risk of disappearing, and women's cooperatives. In addition to loan and financing support, initiatives designed to empower women entrepreneurs through information sharing, awareness-raising, skill development, consulting, networking, and mentoring are also gaining prominence. Unlike the provision of financial resources specifically aimed at supporting women's entrepreneurship, the loan program implemented twice by Garanti BBVA has established a financing support structure in which the interest rate is indexed to ensuring equal opportunities for both female and male employees, thereby encouraging women's participation in the workforce and fostering the establishment of a women-friendly business environment.

## Implementation Recommendation: Incorporating ETT Criteria into KOSGEB incentives

Incorporating the ETT Criteria into incentive and support programs provided by various national and international organizations constitutes an important step toward implementing the Model. Below is an example of how the ETT Criteria have been integrated into KOSGEB's support systems. This example can also be easily applied within the incentive programs of various organizations. The ETT Criteria can be integrated into KOSGEB's support programs at three levels: the application process, the scope of support, and the monitoring system. The proposed scoring system was developed by taking into account the ESG models implemented by commercial banks in collaboration with the EBRD, support modules, EU Digital Transition criteria, and support models implemented by Ziraat Bank, Halkbank, and KGF; the monitoring framework was developed by taking into account the

standard monitoring approach for World Bank green industry projects.

### Equality Criteria for Applications

- +5 points for businesses with a female employee ratio of 15% or higher
- +5 points for businesses with a female manager ratio of 25% or higher
- +5 points for businesses with a female technical staff ratio of 25% or higher
- +5 points for businesses with a zero-tolerance policy on inequality and/or violence
- +3 points for companies with ETT Label
- +5, +10, or +15 points for companies with ETT certification

### Equality measures to be supported

**Additional support if green transition projects include the following commitments:**

- Ergonomic workstations for women
- Women's dressing room/restroom
- Lighting, safe transportation, scheduling arrangements
- Equality training/consulting

**Additional support for digital transformation projects if they comply with the "use for women's empowerment" criteria:**

- Data segregation module in software
- "Equality module" in the digital consulting package

**Additional support under the training support program:**

- At least 30% female participation in the green and digital transition training programs
- 100% coverage of training costs for female employees

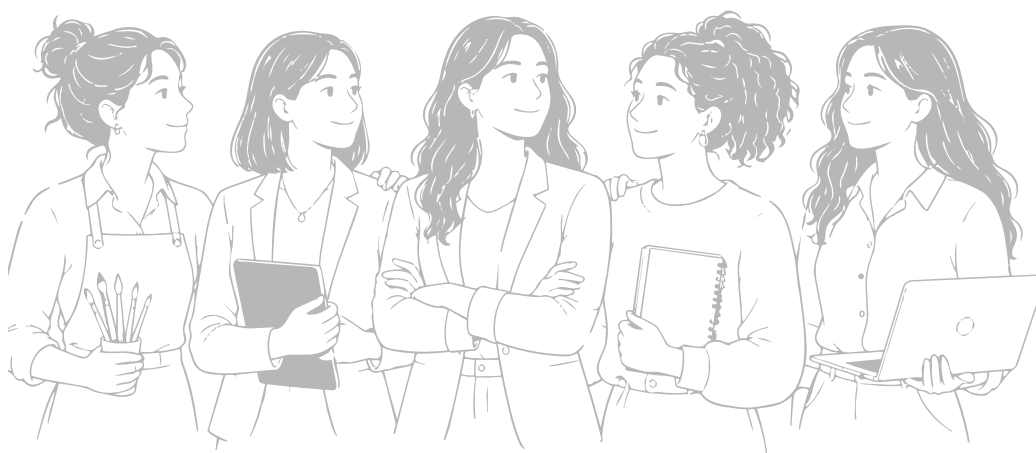
**Additional support for the "women-friendly business" criteria:**

- +10% support for businesses owned by women
- Additional funding for projects that increase women's employment
- Priority consideration for businesses where the proportion of female employees exceeds 30%
- An additional 5% support and interest rate reduction for companies with ETT Label
- Additional support and interest rate reductions for companies with ETT certification, starting at a minimum of 10% and increasing based on certification level

### Integration into the reporting and monitoring system

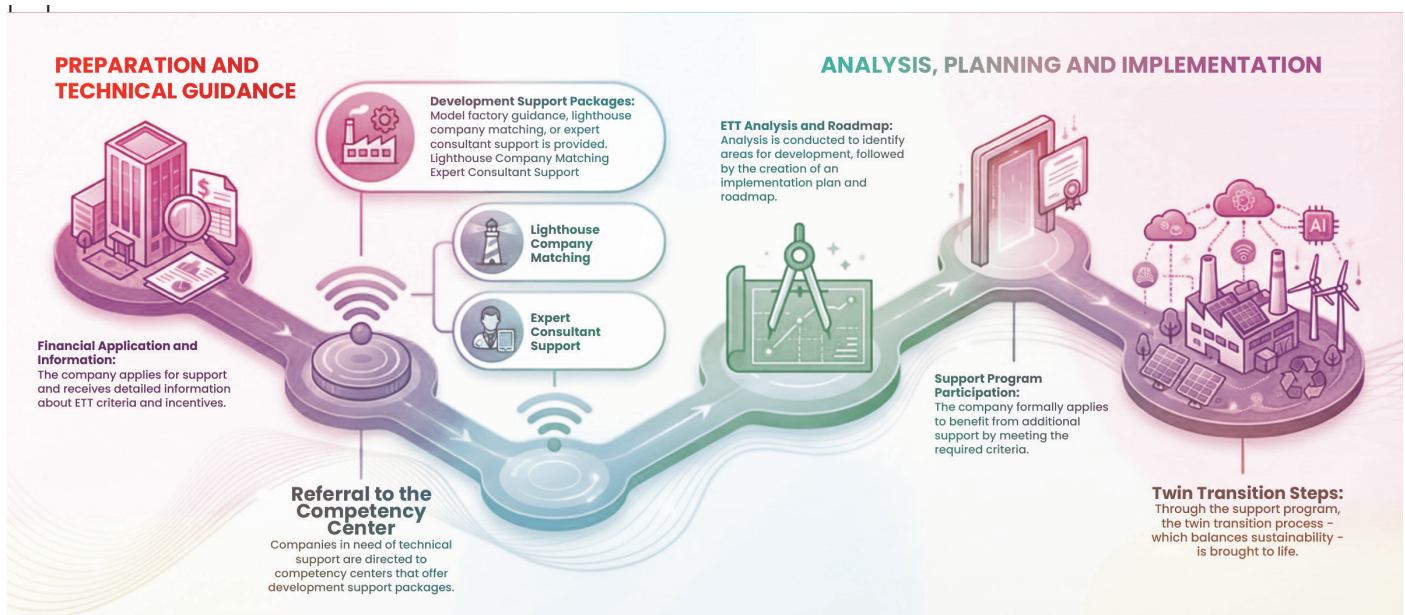
- Women's employment before and after support
- Number of female employees promoted
- Number of women moving into technical positions
- Number of women receiving training in digital and green skills
- Arrangements for care services/work schemes

**Figure 13.** Implementation proposal for integrating the ETT criteria into KOSGEB programs.





It is crucial that the initiatives developed within this framework, which include scoring and support mechanisms, create a sustainable impact. Fieldwork and meetings with public stakeholders have highlighted the need to establish binding limits and requirements to ensure sustainability. In this context, the ETT Criteria should be piloted as a “mandatory” rather than “recommended” element in at least one public support program; beyond simply making individual tools binding, the tools should be designed to reinforce one another. Prioritizing access to financing for businesses that complete the green/digital skills program, directly linking the certification process to public support, and promoting ETT standards in public procurement appear to be the key drivers of this transition. When considered collectively, these steps will enable the model to evolve from a list of tools into an integrated mechanism of synergy. To achieve the ETT Model’s objectives and ensure an egalitarian twin transformation process in the manufacturing industry, it is crucial to provide guidance and technical support for companies. The workflow and implementation steps resulting from the integration of the ETT Model into financial support systems are summarized in the figure



**Figure 14.** ETT Model in Financial Mechanisms: Workflow and Implementation Steps

This implementation proposal, developed as an example within the framework of KOSGEB programs, should be analyzed in terms of its impact on the twin transformation and its short- and long-term financial outcomes; it should be implemented with the support of the relevant institution (in this proposal, KOSGEB) and the Ministry of Industry and Technology, and should be monitored with the support of the ETT Coordination Board. The system, improved based on lessons learned from this implementation, should be reflected into other support mechanisms.

As noted above, the ETT Model’s holistic approach, core norms, and implementation standards should also serve as a guide for regulations concerning financial support systems. The ETT Coordination Board and the Strategy Working Group should assume the role of preserving this foundation.

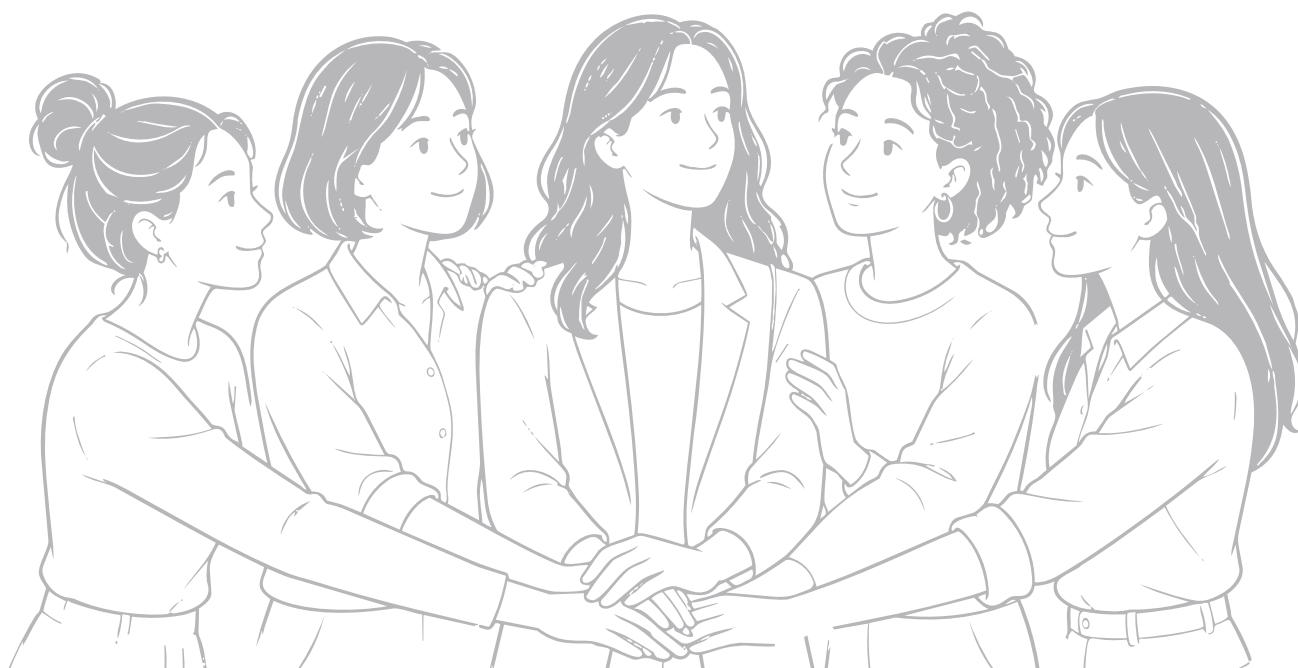
## How can the WTT Model be Funded?

In addition to integrating the ETT Criteria into ongoing programs, it is necessary to develop a **project or program** to implement the ETT Model and the priority areas identified within the Model, as well as to establish the system, and thereby provide funding for the proposed key activities. Under this initial funding, support will be provided for activities such as establishing the Model's governance structure, implementing the aforementioned pilot implementations, hiring experts, consultants, and field personnel who will play a key role in ETT analysis and the development of inclusivity standards, planning related training initiatives, and creating and delivering training modules.

Under the **EU-Türkiye Instrument for Pre-Accession Assistance (IPA)** IV program, which will take effect in 2028, designating the empowerment of women in the twin transformation process as a priority area or sub-area and directing IPA IV funds toward this area has the potential to make a significant contribution to the implementation of the Model.

The second phase of the “Developing Women Empowerment Models in Manufacturing Industry Project” scheduled to be implemented under IPA III, provides an opportunity to carry out the Model's establishment, programming, and preparatory work, as well as to implement pilot studies related to the programs. The empowerment of women in the twin transformation is included in a significant number of strategy documents, particularly in the 12th Development Plan. Within this context, public stakeholders have recommended during the consultation meetings that a timeline for the phased transition to financial autonomy, based on the certification revenues of the ETT Competence Center and the budgets of relevant agencies, be planned separately under the IPA III project, in conjunction with the process of legal institutionalization and the transfer of information and data ownership. Therefore, it will be important for the ETT Model to become an action area with a budget allocated in national plans. This will also ensure that the capacities of the Model's key stakeholders are supported.

Besides, company practices will already be financially supported by the inclusion of KPIs related to the priorities of inclusivity and equality in the financial packages offered by international investment and financial institutions, and by ensuring that existing incentive systems and support programs serve this purpose. In this respect, the Model will become sustainable without requiring additional resources.





## How to Implement the ETT Model? Implementation Plan

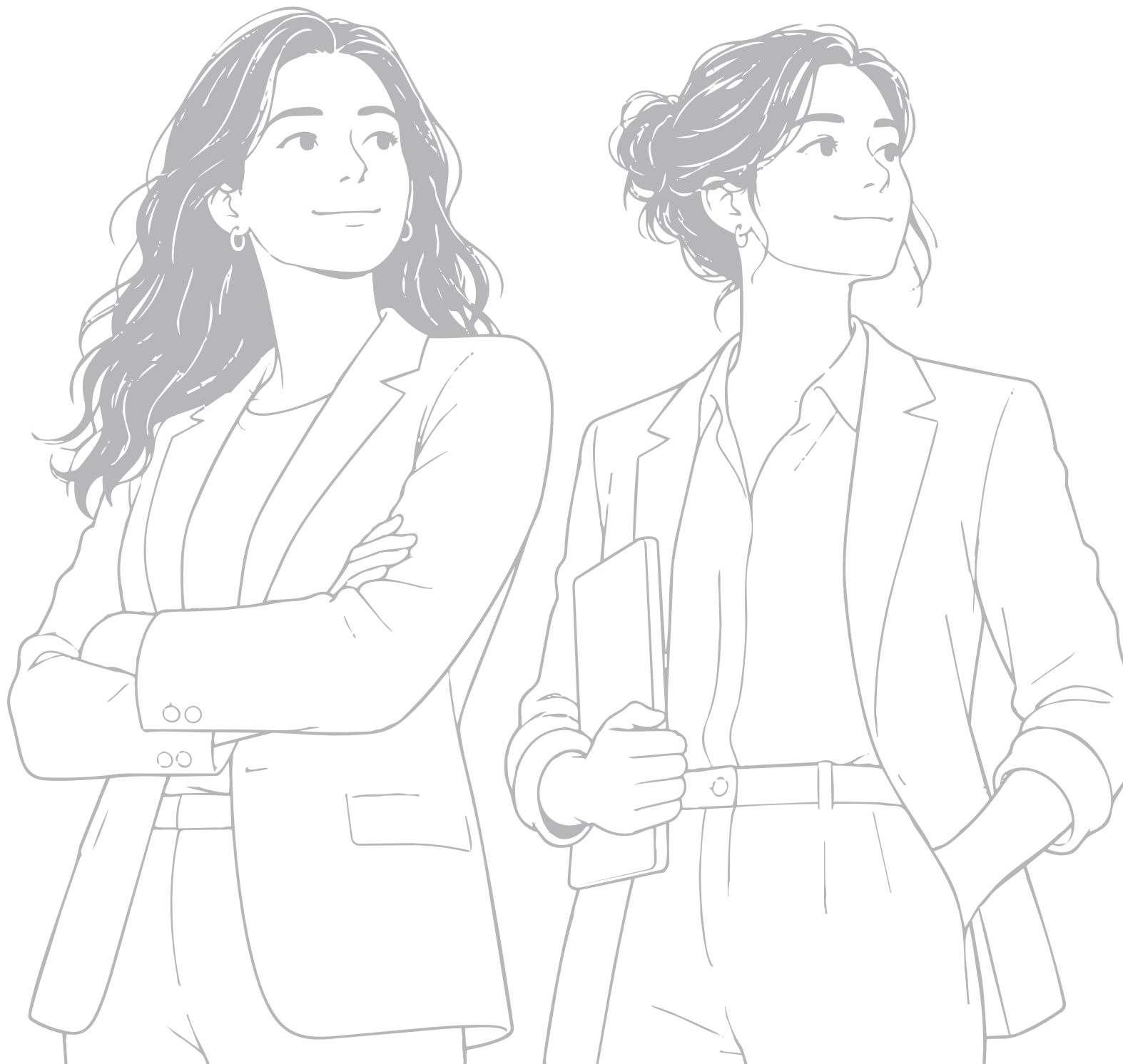
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| <b>Step 0: Preparation, building commitment and capacity, and risk management (covers the 6-month period prior to launch)</b> | <b>0.1. Public ownership</b>                             | Ensuring senior administrative ownership, securing funding continuity, and establishing coordination among stakeholders                                                                                                                                              |
|                                                                                                                               | <b>0.2. Building baseline capacity for initial steps</b> | Equipping implementing organizations (ETT Competence Center, development agencies, OIZs) with baseline organizational capacity, and building their capability to generate and share data                                                                             |
|                                                                                                                               | <b>0.3. Creating a risk management framework</b>         | Addressing and documenting potential risks (organizational resistance, symbolic compliance, data reliability issues, disparities in organizational capacity, uncertainty regarding funding continuity) along with their probability, impact, and mitigation measures |
| <b>Step 1: Establishment of the Organizational and Governance Structure (0–6 Months)</b>                                      | <b>1.1. Establishment of the ETT Coordination Board</b>  | Identification and appointment of high-level representatives from relevant ministries and key stakeholders such as TISK                                                                                                                                              |
|                                                                                                                               |                                                          | Officially defining the Board's terms of reference, meeting schedule, and secretariat structure                                                                                                                                                                      |
|                                                                                                                               | <b>1.2. Establishment of the Strategy Working Group</b>  | Inviting technical experts from relevant public agencies and expert organizations                                                                                                                                                                                    |
|                                                                                                                               |                                                          | Preparing the Group's work plan for the first year and its policy priorities                                                                                                                                                                                         |
|                                                                                                                               |                                                          | Formation of thematic sub-working groups: <ul style="list-style-type: none"> <li>» Policy studies</li> <li>» Inclusive workplace standards</li> <li>» Financing and incentive mechanisms</li> <li>» Skilled workforce programs</li> </ul>                            |
|                                                                                                                               | <b>1.3. Establishment of the ETT Competency Center</b>   | Clear definition of the Center's legal status and its position within TISK                                                                                                                                                                                           |
|                                                                                                                               |                                                          | Determination and approval of the Center's core staffing needs and initial budget                                                                                                                                                                                    |
|                                                                                                                               |                                                          | Development of the Competence Center's one-year work plan                                                                                                                                                                                                            |

|                                                                                             |                                                                                    |                                                                                                                                                                                                                                                                                                                 |
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| <b>Step 2:</b><br><br><b>Development of Strategy and Implementation Tools (6-12 Months)</b> | <b>2.1. Development of the ETT Guidelines, ETT Criteria, and ETT Analysis Tool</b> | <p>Defining the ETT Criteria, and tailoring them for companies of different sizes and sector-specific organizations</p>                                                                                                                                                                                         |
|                                                                                             |                                                                                    | <p>Creating the ETT Analysis Tool based on the ETT Criteria, and tailoring it for companies of different sizes and sector-specific organizations</p>                                                                                                                                                            |
|                                                                                             |                                                                                    | <ul style="list-style-type: none"> <li>» Establishing a scoring and certification system based on this tool</li> <li>» Defining the application and audit processes</li> <li>» Setting up a digital application platform</li> <li>» Initiating the certification process for the first 100 companies</li> </ul> |
|                                                                                             | <b>2.2. Ensuring integration with financial mechanisms</b>                         | <p>Conducting official meetings with KOSGEB, development agencies, and banks, and developing protocols to incorporate ETT criteria into incentive and loan processes</p>                                                                                                                                        |
|                                                                                             |                                                                                    | <ul style="list-style-type: none"> <li>» Conducting the feasibility analysis of tax incentive models</li> <li>» Developing parameters for loan/interest/commission support</li> <li>» Identifying criteria that provide advantages in public tenders</li> <li>» Performing cost simulations</li> </ul>          |
|                                                                                             | <b>2.3. Developing pilot programs</b>                                              | <p>Defining the project objectives, budgets, timelines, and success criteria for pilot implementations of ETT programs</p>                                                                                                                                                                                      |

|                                                                              |                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|------------------------------------------------------------------------------|-------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Step 3:<br/>Pilot Implementation and Capacity-Building (12–24 Months)</b> | <b>3.1. Creating a pool of experts</b>                | Designing and launching a ToT program for experts who will provide consultancy services to companies                                                                                                                                                                                                                                                                                                                                                    |
|                                                                              |                                                       | Accrediting consultants who complete the training, and authorizing them as official “ETT Consultants”                                                                                                                                                                                                                                                                                                                                                   |
|                                                                              | <b>3.2. Training and awareness-raising activities</b> | Developing and implementing a periodic training schedule for company managers, OIZ personnel, and public sector experts                                                                                                                                                                                                                                                                                                                                 |
|                                                                              |                                                       | Establishing the Learning Facilitators Program and providing training to field personnel                                                                                                                                                                                                                                                                                                                                                                |
|                                                                              |                                                       | Planning and launching training and awareness initiatives for learning centers                                                                                                                                                                                                                                                                                                                                                                          |
|                                                                              |                                                       | Establishing an “ETT Model Factory” to showcase best practices, and preparing visit schedules                                                                                                                                                                                                                                                                                                                                                           |
|                                                                              | <b>3.3. Implementation of pilot programs</b>          | Identifying (1) companies, (2) industrial zones, and (3) learning centers to participate in pilot programs                                                                                                                                                                                                                                                                                                                                              |
|                                                                              |                                                       | Integrating ETT criteria into selected financial support mechanisms                                                                                                                                                                                                                                                                                                                                                                                     |
|                                                                              |                                                       | Determining pilot steps for providing technical support to companies: <ul style="list-style-type: none"> <li>» Selection of 100 SMEs from each sector</li> <li>» Preparation of free preliminary analyses and consulting reports</li> <li>» Provision of initial loan support</li> <li>» Implementation of egalitarian workplace improvements</li> <li>» Involving supply chain companies (large enterprises) in the pilot mentoring program</li> </ul> |
|                                                                              |                                                       | Conducting ETT analysis at selected companies to develop customized roadmaps and launch implementations                                                                                                                                                                                                                                                                                                                                                 |
|                                                                              |                                                       | Monitoring and reporting on pilot initiatives in quarterly cycles                                                                                                                                                                                                                                                                                                                                                                                       |

|                                                                            |                                                                      |                                                                                                                                                                                                                                                                                                                             |
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| <b>Step 4: Dissemination and Sustainability<br/>(After the 24th Month)</b> | <b>4.1. Dissemination of best practices and success stories</b>      | Launching a communication campaign highlighting concrete results from pilot projects (increased productivity, growth in women's employment, etc.)                                                                                                                                                                           |
|                                                                            |                                                                      | Establishing a mentoring network between pioneer companies and new companies                                                                                                                                                                                                                                                |
|                                                                            | <b>4.2. Systematization of the Monitoring and Evaluation process</b> | Establishing a data system to collect data on the specified performance indicators on a regular basis                                                                                                                                                                                                                       |
|                                                                            |                                                                      | Reviewing and updating the indicators, risk matrix, and ETT Criteria (in line with emerging occupational and skill needs) through an annual "ETT Learning Tour"                                                                                                                                                             |
|                                                                            |                                                                      | Preparing annual "ETT Progress Reports", and presenting them to the Coordination Board and the public                                                                                                                                                                                                                       |
|                                                                            | <b>4.3. Ensuring financial sustainability</b>                        | Ensuring that the model is incorporated into national development plans and strategy documents, thereby securing a regular allocation from the public budget                                                                                                                                                                |
|                                                                            |                                                                      | Under the incentive packages: <ul style="list-style-type: none"> <li>» Implementation of tax incentives</li> <li>» National announcement of the subsidized loan package</li> <li>» Launch of sector-specific mentoring programs</li> <li>» Launch of an accelerator program specifically for women entrepreneurs</li> </ul> |
|                                                                            |                                                                      | Preparation and submission of project proposals targeting international funding sources such as IPA                                                                                                                                                                                                                         |







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*The contents of this document are the sole responsibility of the authors and do not necessarily reflect the views of the European Union, UNDP, TİSK, or the Ministry of Industry and Technology of the Republic of Türkiye.*

