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TECHNICAL ASSISTANCE FOR PROMOTING DECENT FUTURE OF WORK APPROACH WITH A FOCUS ON GENDER EQUALITY

(TREESP1.3. FoW/P-01)

TURKEY





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(EuropeAid/140341/IH/SER/TR)

TURKEY

**CATEGORY 4 (COORDINATION AND COOPERATION MECHANISMS)
INTERVENTION 13: WORKSHOPS FOR NEW EMPLOYMENT STRATEGIES**

İİZMİR WORKSHOP: 22 MARCH 2022

DESK RESEARCH REPORT



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1) INTRODUCTION

The Project is required to deliver 5 workshops in 5 provinces (Ankara, Bursa, İzmir, Adana and Istanbul) aimed at generating ideas for new employment strategies to be pursued by MoLSS. The Ankara workshop took place on 6 July 2021, and focused on youth employment as a key component of MoLSS's drive to finalise the Youth Employment Strategy. The Bursa workshop took place on 21 October 2021 and Adana workshop on 12 January 2022, where issues of sectoral importance to those provinces were examined, to ensure that these are taken into account in the drafting of new policies and strategies going forward.

This Report is an socio - economic analysis of İzmir, drafted to contribute to an understanding of which issues might become the focus for the workshop that will take place 22 March 2022.

2) İZMİR: GOVERNANCE AND POPULATION

İzmir Province is a province and metropolitan municipality of Turkey in western Anatolia, situated along the Aegean coast. Its capital is the city of İzmir, which is in itself composed of the province's central 11 districts out of 30 in total. Its area is 11,973 square kilometres, with a population of 4,425,789 in 2021¹. The male population is 2,199,287 and the female population is 2,226,502. The proportion of the total population is 5.23%.

3) ECONOMIC ACTIVITY

3.1. GDP Contribution and main sectors

The contribution to Gross Domestic Product (GDP) is 6.18% (İzmir ranks 3th in Turkey's GDP, according to the Turkish Statistical Institute - TÜİK), and the GDP \$134,172m. In total exports of Turkey, İzmir has a 6.66% share. The main activities in İzmir are: Industry, Manufacturing, and Services. The importance of the manufacturing sector in İzmir has also emerged in the Labour Market Researches. Among the businesses within the scope of the study of the İŞKURİŞKUR in İzmir², the workplaces in the manufacturing sector rate are 38.3%. The largest number of businesses in the manufacturing sector is in the wholesale and retail trade sector.

İzmir's economy is comprised of industries, commerce, transportation-communications and agricultural activities to a great extent. Oil and chemical products, metal, textile, machinery, food, tobacco and soil-based industries stand out in İzmir's industry. Foodstuff, commerce, construction, textile/ready-made clothing, wood-furniture, chemical-plastic and agricultural products trading are widely observed in İzmir's commercial life. In agriculture and animal husbandry, production of cotton, grape, olive, fig, tobacco, vegetables and fruits, fish and animal by-products occupy the top places. İzmir has the following industrial areas:

- *Technology development zones* (Techno parks), facilities designed to support R&D activities and attract investments in high-technology fields. There are 5 Techno parks, of which 4 are operational at 5 different campuses and 1 has been approved and is currently under construction.
- *Organised Industrial Zones* (OIZ), designed to ensure companies operate within an investor-friendly environment with ready-to-use infrastructure and social facilities. The existing infrastructure provided in OIZs consists of roads, water, natural gas, electricity, communications, waste

¹ TÜİK, RELEASE DATE :04 February 2022

² The main Report is available here: <https://media.İŞKUR.gov.tr/51196/izmir.pdf>



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treatment, and other services. There are 16 OIZs in İzmir, 13 of which are currently operational, while 3 are under construction.

- Free zones (FZ) are special sites deemed outside the customs area and designed to boost the number of export-focused investments. Legal and administrative regulations in the commercial, financial and economic domains that are applicable within the customs area are either not implemented or partially implemented in FZs. There are 3 Free Zones in İzmir, 2 of which are active and 1 is at the stage of establishment.
- Industrial Zones (IZ), to provide an investment place suitable for large-scale and technology-intensive investments. They are the production zones that are created by allocating the lands to the industry with the necessary infrastructure services in order to increase the inflow of foreign capital. There is one Industrial Zone in İzmir established by SOCAR Company.

The vision of the 2014-2023 İzmir Regional Plan encompasses the development axes, priorities and objectives established in line with the region's demands conforming to the national strategies. Fundamental tools were determined as strengthening clustering, increasing the innovation and design capacity, and development of the entrepreneurship ecosystem and the business and investment environment. The main vision of the plan is province become a "The Centre of Attraction of the Mediterranean, Producing Information, Design and Innovation". A province with a strong Economy and a high Quality of Living. ³

According to the website [Investinizmir.com](https://investinizmir.com) (Ministry of Industry and Technology and İzmir Development Agency) - the key sectors for the future are⁴:

- **Clean energy:** The project "Best for energy" (Boosting Effective and Sustainable Transformation for Energy) aims to support the sustainable energy sector firms in İzmir and to increase their global competition levels.
 - o **Wind energy:** 1.798 MW installed power (Ranked 1st in Turkey- %19,3 of the total 9.305 MW). Big potential: Until 2023 around \$ 3 Billion WEPP market and more than \$ 18 Billion WE equipment market can be managed from İzmir. Siemens-Gamesa, Enercon, TPI, Nordex and GE have wind turbine components manufacturing facilities in İzmir
 - o **Solar energy:** More than 110.000 new potential rooftop PV projects. Potential Investment Areas for Solar Energy Components: PV Panels, Solar Inverters, Mounting Systems & Cables
 - o **Biomass energy:** Exponential increase in installed capacity since 2010. Biomass Energy Systems and Technology Application and Research Centre (BESTMER) was established with the support of İzmir Development Agency (İZKA) and Ege University to carry out studies regarding to its main objectives, including research, technological innovation, implementation, planning, strategy and policy development, consultancy and training of biomass energy. ⁵
 - o **İzmir geothermal energy:** The small-sized geothermal power plant was expanded to the country's biggest one in 2013.
- **Software & IT services:** Favourable demographics with a dynamic, young and online population supporting the industry. Cost-competitive ICT skills and communication data infrastructure. Strong government support through technology and innovation ecosystems as well as incentives that focus on R&D. The backbone of the growth is the young and well- educated

³ 2014-2023 İZMİR REGIONAL PLAN https://izka.org.tr/wp-content/uploads/2021/06/Strplan_izmir.pdf

⁴ <https://investinizmir.com/>

⁵ For details: www.bestmer.ege.edu.tr



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human capital that the city offers . There is a sectoral cluster based in İZmir, YABİSAK, The Software and Informatics Industrialists Clustering Association, whose mission is to develop the software and IT services industry ecosystem in the Aegean Region.

- **Chemicals:** A sectoral cluster, EGEPLASDER (Aegean Region Plastic Industrialists Association) operates to gather industry companies under one roof to exchange information on professional issues, and to generate ideas on economic, cultural, and social issues related to the plastics industry in İZmir and Turkey.
- **Aerospace:** The companies of the sector undertake numerous endeavours, create products that are competitive worldwide, and assume important roles in international projects. Main companies in İZmir are: Kale – Pratt & Whitney; Hutchinson PFW, GKN Aerospace and LISI Aerospace.
- **Biotechnology:** Heavy investments in healthcare infrastructure and services. Global biotechnologies companies have been in İZmir with significant manufacturing activities, using Turkey as a hub to access regional markets
- **Industrial machinery:** İZmir has many companies of agricultural machinery, construction & mining machinery, energy equipment, food processing & packaging machinery, HVACR, lifting & handling equipment, metalworking & machine tooling, pumps & compressors, textile machinery.
- **Tourism:** İZmir province is one of the most important tourist areas in Turkey attracting tourists from all over the world
- **Creative Industries⁶:** Cultural and creative industries, in line with widespread use of digital technologies and the institutionalisation of intellectual property rights, stands out as an important element of post-modern economic activities such as advertising, fashion, media and information technologies. The sector also contributes to the development of value-added knowledge-based products and services through key links with other industrial sectors. In İZmir, there is an “Entrepreneurial Hub of Cultural and Creative Industries” and the project "Create in İZmir⁷" for the cultural and creative industries, while contributing to the geographical region of the Project becoming a centre of attraction for creative workforce and creative investors. Within the scope of the project, 2 creative industrial products will be supported, and 60 SMEs are envisaged to increase their sales and exports. It is also planned to establish 20 new businesses and create 60 new jobs in supported businesses.

3.2. Main stakeholders in İZmir

- Ministry of Industry and Technology
- İŞİŞKUR
- Development Agency
- YABİSAK, The Software and Informatics Industrialists Clustering Association
- EGEPLASDER (Aegean Region Plastic Industrialists Association)

⁶ Globally, there is a projected 32% increase in creative labour demand as of 2030. It is estimated that the importance of creativity in directing the digital economy will increase day by day, and occupations requiring creative skills as well as technical skills will become prominent in the future.

⁷ Implementation of the project is under İZmir University of Economics: <https://www.ieu.edu.tr/>. More information could be consulted on this site: Republic of Turkey Ministry of Industry and Technology - İZMİR Development Agency: Analysis of the creative industries in Turkey with focus on İZmir - https://izka.org.tr/wp-content/uploads/2021/06/Analysis_of_the_Creative_Industries_in_Turkey_izmir_2020.pdf



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- Main companies in aerospace: Main companies in İzmir are: Kale – Pratt & Whitney; Hutchinson PFW, GKN aerospace and LISI aerospace.
- Companies in clean energy: Siemens-Gamesa, Enercon, TPI, Nordex and GE
- Companies in IT Sector: Ericsson, Emakina, Astound Commerce, OSF digital, Tttech auto, Virtudev, Rapsodo, Weexa, Eva commerce
- There are four State-owned universities and 5 foundations. Of the State-owned universities, the Ege University was founded in 1955, Dokuz Eylül University in 1981, İzmir Institute of Technology in 1992 and İzmir Katip Çelebi University in 2011. Of the private universities, İzmir University of Economy was founded in 2001, Yaşar University in 2001, Gediz University in 2008, University of İzmir in 2007 and Şifa University in 2010.

4) LABOUR MARKET

4.1. General Indicators

In Turkey, the number of persons in the labour force realized as 33 million 632 thousand persons with 267 thousand persons increase in November 2021 compared to the previous month. Labour force participation rate was 52.5%. The number of unemployed people aged 15 and over in Turkey increased by 39.000 people in November 2021 compared to the previous month and reached 3,777 million people. The number of employed people increased by 228,000 people in November 2021 compared to the previous month and became 29,885,000 people, while the employment rate increased by 0.3 points to 46.6%. Unemployment rate remained unchanged at 11.2%.⁸

Within TR31 (İzmir) region, the active population (aged between 15 to 64 years) is 3,476,000 . Labour Force participation was 51.7%. Unemployment rate was 17.1% and the employment rate is 42.9%, showing a difference with the national rates. Female unemployment in İzmir remains high: 21.8% (3 points higher than Turkish average)

The vacant job rate in İzmir was found to be 1.2%. Open job rate in Turkey is 1.3%, and İzmir is behind Turkey's average in terms of job vacancy rate. The sector with the highest ratio is ICT sector with 2.5%.

⁸ TURKSTAT, Labor Statistics, November 2021



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Table No. 1: Employment Indicators Regional Labour Force Indicators for 2020

	Total TURKEY ⁹	Female	Male	Total TR31 (İzmir) ¹⁰	Female	Male
Population aged 15 and over (Thousand People)	64,089	32.380	31.709	3.476	1.757	1.719
Labor Force (Thousand People)	33,632	11.035	22.597	1.797	611	1.187
Employed (Thousand)	29,855	9.437	20.418	1.491	478	1.013
Unemployed (Thousand)	3,777	1.597	2.179	307	133	174
Population not included in the labor force (Thousand People)	30,457	21.345	9.112	1.679	1.147	532
Labor force participation rate (%)	52.5	34.1	71.3	51.7	34.7	69
Employment rate (%)	46.6	29,1	64,4	42,9	27.2	58.9
Unemployment rate (%)	11.2	18.0	10.9	17.1	21.8	14.6

Source: TURKSTAT – İŞKUR

4.2. Employment in creative industries and digital sectors for the future

An special attention is needed on the creative and digital sectors potential for the future employment in İzmir according to a Report of the Ministry of Industry and Technology and the İzmir Development Agency¹¹.

- In 2015, the overall turnover of the creative industries in İzmir was \$544 million and the number of employees was 12,971. The shares of the creative industries in İzmir within Turkey's overall creative economy turnover and employment were, respectively, 2.6% and 4.6%. Their share within the overall turnover in İzmir turnover was 0.6% and their share within overall employment was 0.9%. Figure 1 shows the Shares of Occupation Groups within Creative Occupations in İzmir (%), 2019
- Related to creative industries are the Digital Sectors, In İzmir the digital sectors generate 5.1% of Turkey's overall turnover, and employ 2.3% of the employees in this field. These industries generate 1.3% of İzmir's overall turnover, and comprise 1% of overall employment. The top five digital sectors in İzmir with the highest share of overall turnover and employment are: Computer programming activity; followed by Wired telecommunication activities; wholesale of electronics; publishing of newspapers and data processing. These five represent 77% of the overall digital economy turnover and 69% of overall digital economy employment.

⁹ Labour Force Statistics, November 2021, 10 January 2022

¹⁰ İŞKUR (2021) Labor Market Research - İzmir province Result Report, available at <https://media.iskur.gov.tr/51196/izmir.pdf>

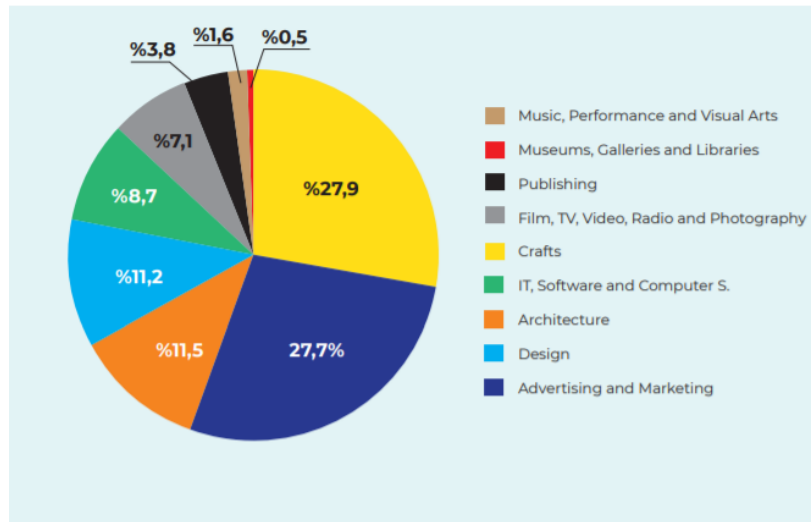
¹¹ Ministry of Industry and Technology and the İzmir Development Agency (2020) Analysis of the creatives industries in Turkey at NUTS – 2 Region level: Focus on İZMİR, available at: https://izka.org.tr/wp-content/uploads/2021/06/Analysis_of_the_Creative_Industries_in_Turkey_izmir_2020.pdf



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- Digital transformation in İzmir will require creative skills. A study conducted by Nathan et al.¹² was taken into consideration when determining creative occupations. In that study, the creative occupations comprise 30 occupations.
- İzmir has 31,000 employees in creative occupations, comprising 1.6% of the overall regional labour, parallel to Turkey’s overall economy. Of all creative professionals in İzmir, 59% work in creative services occupations and 41% work in content production occupations

Figure 1: Shares of Occupation Groups within Creative Occupations in İzmir (%), 2019



Source: SSI General Directorate in Ministry of Industry and Technology and the İzmir Development Agency (2020)

Some particular considerations on the sector:

- The creative industries grow through creativity, innovation and technology skills. Courses should be redesigned at all levels to support the provision of these skills.
- Emergence of “creative spill over” in a region will make it more attractive for all creative industries. Taking into account the co-location relationship, spaces and mechanisms should be designed at a regional level that allow the creative industries to interact among themselves and with other industries.
- A major portion of the companies dealing in creative industries are SMEs (small and medium level enterprises). Converting creative ideas into products and services will require large capital, high-cost technological expenses and other professional services.
- İzmir is the region closest to displaying specialisation in the creative industries throughout Turkey. Support is recommended in three industries, recognised as the most important. These are “computer programming activities”, “advertising agencies” and “design”.

4.3. Women in the labour force

The main characteristics in İzmir are:

¹² Nathan, M., Pratt, A. and Rincon-Aznar, A., 2015. Creative Economy Employment in the EU and the UK: A Comparative Analysis. NESTA.



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- As of the end of October 2021, the number of registered unemployed people in İzmir was 134,828. The proportion of women is 53.1%.
- While the share of men in total employees in enterprises is 68.4%, the share of women is determined as 31.6%. In businesses with 20+ employees, the total of employees was 526,501, of which 31.6% are women.
- The sector with the highest rate of female employees in İzmir is manufacturing. Within sectors, in Education, the rate of female employees is 70.0%. Other sectors important for women employment are Human Health and Social Service Activities, and Finance and Insurance. According to the mentioned İŞKUR Report, women with education above a certain level of education in these sectors have a higher chance of being employed
- The Report states on the necessary arrangements to ensure the work - life balance for women, and affirms that some solutions are: Increasing the education level of women through vocational training courses, giving incentives for women's employment, needs to be developed. As women entrepreneurs tend to employ more women, it is important to encourage women's entrepreneurship.
- A significant portion of female job seekers registered with İŞKUR in İzmir province do not require specific qualifications.
- Regarding to part-time work (a form of flexible work), the total rate of female employees is 30% but in companies with part-time employees, the rate of female employees is 36.5%.
- Men work more intensively, especially in night work, in shift-working businesses. In terms of legislation, women can work in the night shift due to family responsibilities. For businesses that work in shifts, the rate of women is 27.9% the rate of male employees is 72.1%. In enterprises that do not work in shifts, the ratio of women among employees is 37%.

In 2014, research was published with the name “Lifelong Learning Strategies In Turkey/İzmir The Purpose of Learning and Barriers to Women’s Participation”, by Sertac Öngör¹³ (Stockholm University). The author presented the results of a Survey conducted in İzmir, of which the main conclusions are:

- In relation to the theme “the importance of learning”, over 90% of both males and females found lifelong learning courses beneficial for themselves and the society at large. ¹⁴
- The data collected confirm major issues with women’s ability to pursue lifelong learning. It is a worrying result that as many as 19% of the women and 17% of the men considered lifelong learning courses as mismatched with labour market needs.
- In the survey as many as 85.7% of the females and 76.8% of the males strongly agreed or agreed that, the lack of childcare assistance prevented women from attending lifelong learning courses.
- Of the course participants in the survey, 71.5% of the women and 72% of the men strongly agreed that a benefit of the courses was that it provided a chance to leave from the home environment.
- Finally, the research concludes that there were substantial barriers to women’s opportunities in lifelong learning in İzmir. A major challenge for the females was the negative attitudes towards

¹³ <https://www.diva-portal.org/smash/get/diva2:727505/FULLTEXT01.pdf>

¹⁴ This result corresponds to the body of the concept of lifelong learning as argued by the Department for Education and Employment (1998, p.10) “Our vision of the Learning Age is about more than employment. The development of a culture of learning will help to build a united society, assist in the creation of personal independence, and encourage our creativity and innovation”.



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women's participation in education. Barriers and challenges found in cultural and societal expectations of women, gender disparities and family repression prevented female education.

4.3. Companies in İzmir and registered employment

About the size of the companies, the number of firms registered to the Social Security Institutions¹⁵ in İzmir was 141,355. Comparing the number of micro, small, medium and large enterprises, with the respective number of employees registered to the Social Security System, the ratio of workplaces with 1 to 9 employees in the province is 88.3%% (a similar situation in all provinces is observed) and the number of workplaces with 100 or more employees in the province is only 1126 (among them, companies with more than 1000 employees are 39), with a total of 316,430 employees.

Table 2. SSI Workplace Statistics for August 2021

Indicator	Number/Amount
Number of Firms registered	141,355
Public	1,823
Private	139,532
Number of Insured	1,001,295
Public	65,746
Private	935,549
Male	653,946
Women	347,349
Average Monthly Earnings	₺ 5,951.7
Public	₺ 8,803,2
Private	₺ 5,748.2
Male	₺ 6,318.7
Woman	₺ 5,234.4

Source: İŞKUR (2021)

While there are 1,001,295 people registered, the number of women insured is 347,349 that represents a 34.68%. Public employment rate in the province is 6.5% and the share of the private sector is 93.4% percent.

The average monthly income of the compulsory insurance holders as a basis for the insurance premium is 5,951 TL. The average income of male insured persons is higher than that of females in İzmir. The average monthly earning of insured persons is higher for public institutions (8,803.2 TL) and for males (6,318.7 TL). Women earnings present a significant pay gap with men and it is still under the average monthly earnings. That means that women's work is under-valued and even though the work itself may require equal or more effort and skills, it's valued and remunerated less.

Among the enterprises in İzmir, the rate of exporters is 32.9%, and the main exporter sectors are manufacturing and Mining and quarrying. According to İŞKUR Report, the rate of those who plan to make strategic investments is 27.2% and the rate of those who plan to make strategic investments is 21.0%.

¹⁵ In the Social Security Institution Statistics, there is no table crossed of these two variables (province-gender and activity codes), the data used is provided by İŞKUR.



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4.4. Open positions and job placements

In the province of İzmir, 88.988 job vacancies were announced by employers in the January-October period of 2021. The General Worker profession ranks first with 25,083 vacancies available (28.2%). This profession is followed by Security Guard and Call Centre Customer Representative.

Open jobs reveal the demands and needs of employers in the labour market. By compiling information about the jobs, the professions needed and the demand for these professions, skills and education level information is obtained.

Table 3: Occupations with the highest number of vacancies in 2021 (January-October)

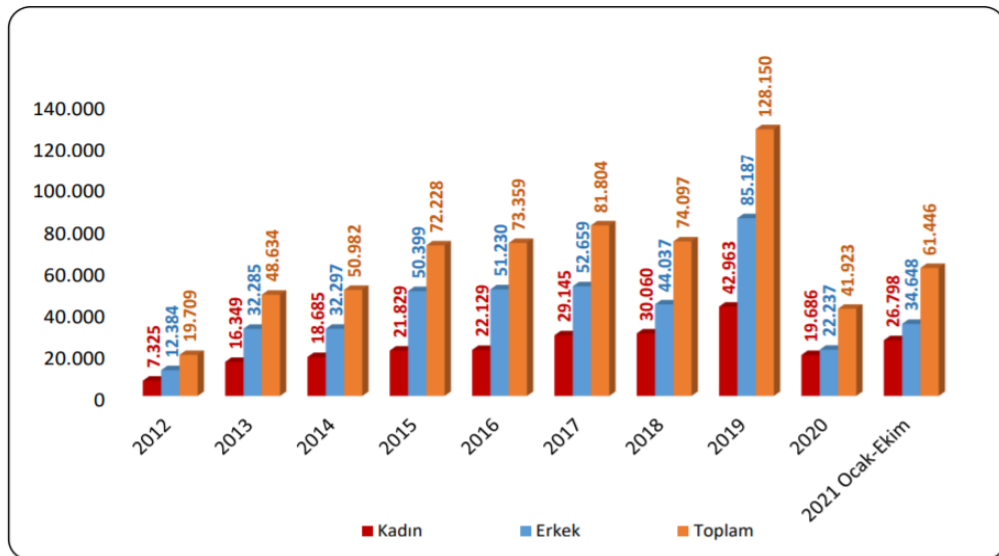
Profession	No. of Jobs
General Worker	25,083
Security Guard	4,181
Call Centre Customer Representative	3,673
Cleaning Staff	2,363
Motorcycle Courier	2,019
Tourism and Hospitality Staff	1,991
Sales Consultant / Specialist	1,787
Marketing	1,591
Machinist (Sewing)	1,579
Waiter (Service Person)	1,468

Source: İŞKUR-2021

The next figure shows the number of İŞKUR job placements by year, having important numbers during 2019 and a reduction in 2020 and 2021, for the negative effects of the epidemic on the labor market.

Figure 2: Number of İŞKUR job placements by year

Şekil 2: Yıllar itibariyle İŞKUR işe yerleştirme sayıları





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Source: İŞKUR, 2021

In İzmir, 61,446 jobs were filled in the January-October period of 2021. The share of women among those who are mediated in their employment is 43.6%. But it is important to consider that even in the successful year for employment 2019, the rate of women employed was 33.4%.

Between the occupations with the highest number of job placements in 2021 (January-October), the main important are: General Worker (12,947), Call Centre Customer Representative (4,542) and Security Guard (4,078). There is an urgent need for each of these categories to be differentiated by sex, in order to be able to analyse not only the existing occupational segregation by sector and its variation over the last ten years, as well as the occupational classification and its hierarchical distribution.

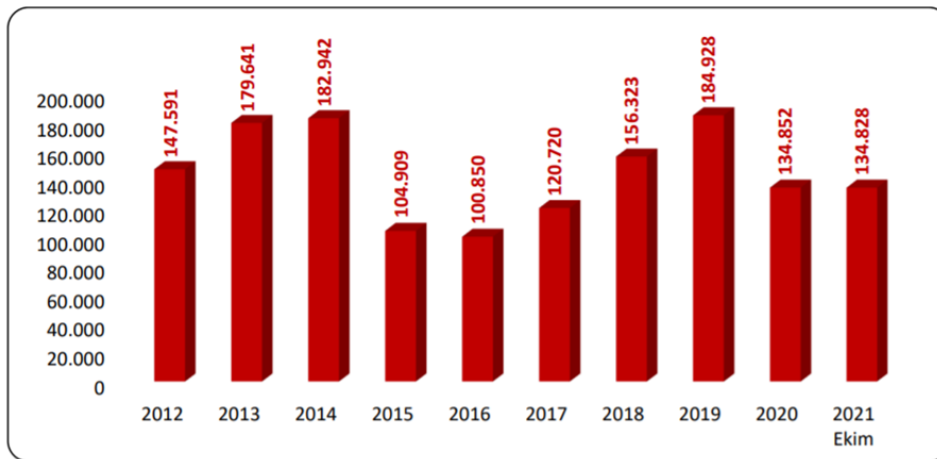
4.5. Registered Unemployment

About the registered unemployed (those who are active looking for a job in İŞKUR without currently working), the records shows that the number of registered unemployed people in İzmir at the end of October 2021 was 134,828, women represent a 53.1% of these people, and the rate of young people between the ages of 18-24 is 30.5%.

The most registered unemployed occupations in İzmir are General worker followed by leaning Officer and Sales.

The following figure shows registered unemployed numbers for the period 2012 – 2021 (October)

Figure 2: İŞKUR Registered Unemployed Numbers by Years



Source: İŞKUR, 2021

İŞKUR has many active labor market programmes¹⁶ in order to protect and increase employment. Some of the most important are:

¹⁶With these programs, the institution looks for an improvement of the professional qualifications of the unemployed and facilitates the transition from unemployment to employment.



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- **On the Job Training Programme:** In the January-October period in 2021, 5,024 on-the-job trainings in İzmir were organised and a total of 17,601 people participated in the programs (women represents a 59.9% and men is 40. %)
- **Vocational Training Courses,** for gaining a new profession or improving existing professional skills. 5,178 trainees attended 319 vocational training courses in the province of İzmir in the January-October 2021 period. 4.492 female trainees, while the number of male trainees was 686. The courses with a major number of participants were: Customer Service Officer/Assistant (464), Babysitter/Child Sitter (348) and Call Centre Customer Representative (302)

Regarding the Passive Labour Programmes, have played an important role in minimising the negative effects of the corona virus epidemic on the labor market in 2020 and 2021. Some of the programmes are Short Working Allowance and Cash Wage Support. It is registered that 108,594 Short Working Allowances were paid and 109.810 in Cash Wage Support.

4.6. Part-time employees

The ratio of part-time employees in enterprises in İzmir is 21,2%, particularly in the culture, arts, entertainment, recreation and sports sector. The ratio of enterprises with part-time employees is 44.8%. Part-time work is a form of flexible work, especially for women and youth in the labour market.

4.8. Skills needed

A significant portion of the people registered with İŞKUR in İzmir are employed in professions that do not require specific qualifications.

There is also a problem in recruiting personnel. Many employers, according to İŞKUR, in their recruitment process, attach importance to the professional skills and experience of the personnel needed. In this situation, in order to meet the demand for qualified personnel, İŞKUR's Report reveals the importance of active labour force programmes such as training courses. In businesses with vacant jobs, the minimum level of education required for the employees is "Below High School Graduation".

5) SUMMARY

İzmir's economy is comprised of industries, commerce, transportation-communications and agricultural activities to a great extent. The key sectors for the future are: Clean energy, Software & IT services, Chemicals, Aerospace, Biotechnology, Industrial machinery, Tourism and Creative Industries

Within TR31 (İzmir) region, the active population (aged between 15 to 64 years) is 3,476,000 . Labour Force participation was 51.7 %. Unemployment rate was 17.1% and the employment rate is 42.9%, showing a difference with the national rates. Female unemployment in İzmir remains high: 21.8% (3 points higher than Turkish average).

FoW TAT

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