



**TECHNICAL ASSISTANCE FOR PROMOTING  
DECENT FUTURE OF WORK APPROACH WITH  
A FOCUS ON GENDER EQUALITY  
  
(TREESP1.3. FoW/P-01)**

**TÜRKIYE**

**CATEGORY 4: COORDINATION AND COOPERATION MECHANISMS:**

**INTERVENTION 12.1: POST-STUDY WORKSHOP ON SECTOR STUDIES**

**ANNEX 5 TO EXECUTIVE SUMMARY REPORT**

**POST-STUDY WORKSHOP EVALUATION REPORT**

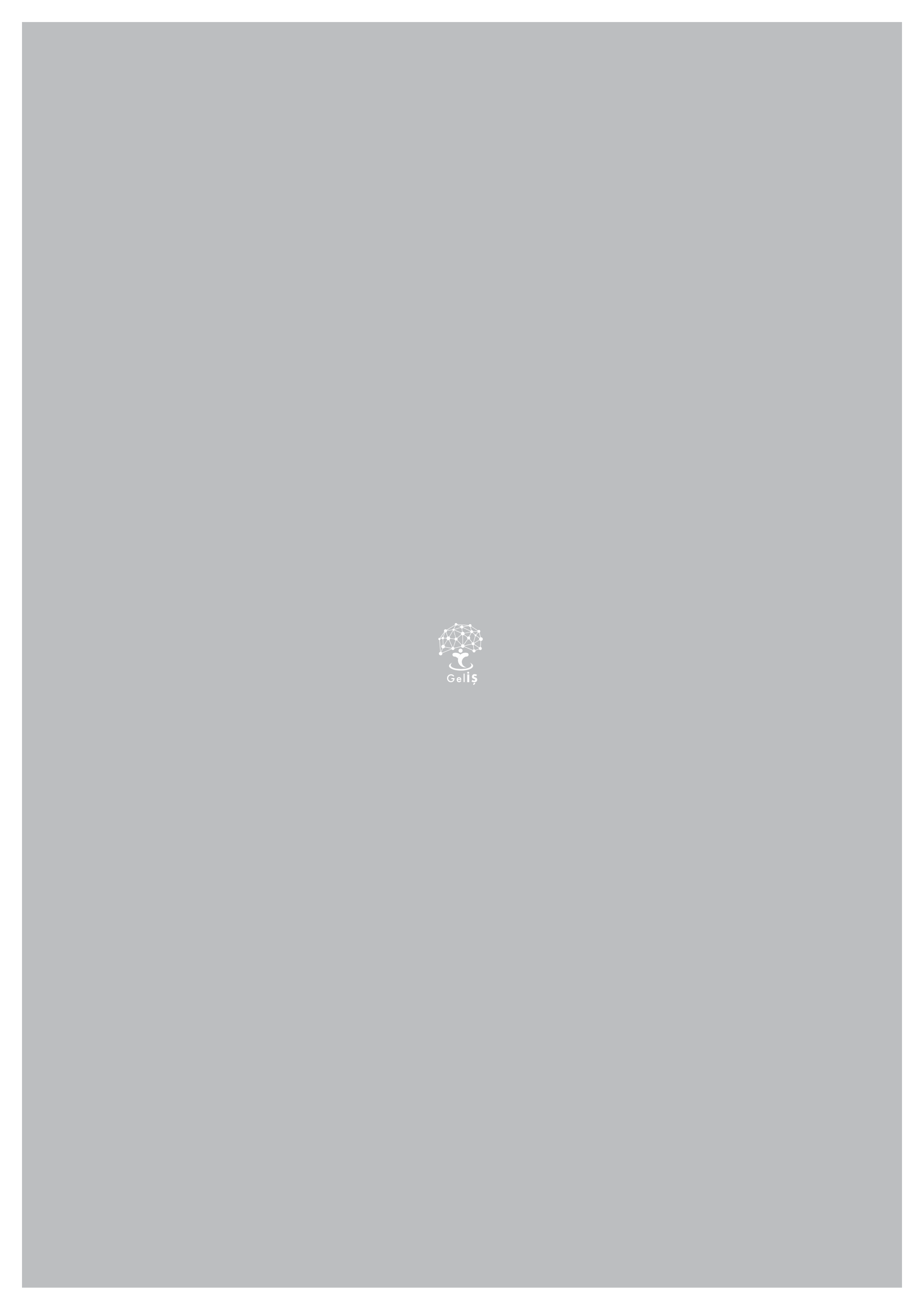
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# INTRODUCTION

This Report summarises proceedings during a Post-Study Workshop on Sector Studies held on 20th June 2022. The purpose of the Workshop was to present interested stakeholders with draft recommendations which had been developed during a detailed study of the Sector Studies, and provided a final opportunity for those stakeholders to agree or amend those recommendations. This Report contains, as Annexes, all the PPT presentations which were delivered during the Workshop, gives an overview of the main points raised during discussions, and sets out the Policy Recommendations as amended by participating stakeholders.

# CONTEXT

The Project’s Terms of Reference (ToR) has set the following task for TAT in the delivery of Intervention 12**:**

*8 workshops will be organised in Ankara to discuss for studies which will be conducted under Category III: Scientific & Technical Studies with the participation of relevant public institutions, academicians, NGOs, social partners, professional organisations, representatives of private sector. 2 workshops will be organised for each study. (4 pre-study workshops and 4 post-study workshops) 50 participants will attend to each workshop and will last one day. 5 participants out of 50 will be outside of Ankara. 10 staff of the Operation Beneficiary will participate to each workshop.*

Sub-Intervention 12.1 relates to the Post-Study Workshop on Sector Studies, linked to the Project’s Intervention 8 for which the ToR requires:

*Sector studies will be conducted in five sectors to determine their labour demands, skills and occupations within the scope of Future of Work approach. Indicative sectors which are chosen in accordance to the ILO Reports issued on 2017 and 2019[[1]](#footnote-1), can be chosen among informatics/automation, education, health, transportation, media/communication, energy, finance and banking sectors, etc. Final decision to define 5 sectors is subject to the prior approval of the Operation Beneficiary.*

*Each sector analysis will be carried out in the perspective of the prominent professions of the future, the qualifications of the labour force that will be needed, the lost professions, the policy proposals that are compatible with the works of the future, etc.*

*The research will be carried out as desk study in the light of current social and technological developments and academic and scientific studies.*

*The research will include also 750 indicative face to face interviews (30 people from each sector and from each city) with representatives of institutions/organizations, employers, employees, etc. in Ankara, Adana, Bursa, İstanbul and İzmir.*

*A detailed report will be drafted in English with executive Turkish summary by including each sector and it will be used to update relevant strategy plans and/or policies. It will be published on the official web site of the Operation Beneficiary.*

# BACKGROUND

The Post-Study Workshops was held as a hybrid event in Ankara as approved by correspondence between TAT and the Contracting Authority.

# AGENDA

The Agenda for the Workshop was developed by TAT in discussion with its Experts, and was then submitted for comment and approval to the Operational Beneficiary. The list of participant institutions/organizations and agenda are included below:

**Intervention 8: Sector Studies**

**Post -Study Workshop**

|  |  |
| --- | --- |
| **Date** | 20 June 2022 – Time 10:30 – 15:00 |
| **Participant Institutions/Organizations** | ·    Ministry of Labour and Social Security   * Ministry of National Education, Provincial Directorates (Adana, Ankara, Bursa, İstanbul İzmir)   ·       Ministry of Family and Social Services  ·       Ministry of Treasury and Finance  ·       Republic of Türkiye Ministry of Energy and Natural Resources  ·       Ministry of Family and Social Services (General Directorate on the Status and Problems of Women)  ·       Information and Communication Technologies Authority  ·       Ministry of Industry and Technology  ·       Ministry of Labour and Social Security (Directorate General of International Labour Force)  ·       Ministry of National Energy and Natural Resources,  ·       Istanbul Provincial Directorate of National Education  ·       Istanbul Provincial Health Directorate  ·       Bursa Provincial Health Directorate  ·       ETF-EU Agency  ·       UNDP  ·       EUD  ·       The Union of Chambers and Commodity Exchanges of Turkey (TOBB)  ·       Istanbul Chamber of Commerce  ·       Ankara Chamber of Commerce  ·       Ankara Chamber of Industry  ·       İstanbul Chamber of Industry  ·       Tez-Koop-İş Union  ·       Koop-İş Union  ·       MEMUR-SEN  ·       General Directorate of İŞKUR  ·       İŞKUR İzmir/Torbalı Service Center  ·       İstanbul İŞKUR  ·       Bursa İŞKUR  ·       İzmir İŞKUR  ·       TÜRK-İŞ  ·       Confederation of Turkish Trade Unions  ·       TİSK - [Turkish Confederation of Employer Associations](https://www.tisk.org.tr/en#:~:text=Established%20on%2020%20December%201962,industrial%20relations%20nationally%20and%20internationally.)  ·       Capital Markets Board of Türkiye  ·       BUTGEM (Bursa Chamber of Commerce and Industry)  ·       Energy BİR-SEN  ·       Öz Finans-İş Union  ·       ODTÜ TEKNOKENT Management Company  ·       Angel Invesment Co.  ·       DEİK - Foreign Economic Relations Board  ·       Çukurova Development Agency  ·       Logon Consultancy  ·       BOTAŞ |
| **Objective of the Meeting** | The objectives of the Post-Study Workshop are:   1. To present the results of the Report of 5 sectors (ICT, Finance and Banking, Health, Education, Energy) (Field Study and Policy recommendations) 2. To receive feedback from different stakeholders in Ankara with the participation of 5 people from out of Ankara (in a total number of 50). 3. To have a platform for sharing the results and findings from the studies of sectors with regards to the future of work in Türkiye with a focus on gender. |

**AGENDA**

|  |  |  |
| --- | --- | --- |
| Time | Subject | Responsibility |
| 10:30-10:45 | Opening Speech | DG MoLSS Employment Policies |
| 10:45-11:00 | Main goals achieved with the pre – workshop and the Field Study on Sectors | Michael Chambers  (Team Leader, FoW Project) |
| 11:00-12:30 | **Presentation of the activity, goals, and methodology (10 minutes)**   * **Presentation of the Policy Recommendations for 5 sectors** * **Feedback and comments from participants** * **Institutions responsible for each recommendation** | Oğuzhan Akyıldırım, (Research Expert)  Participants |
| 12:30-13:30 | Lunch Break |  |
| 13:30-14:30 | **Sustainable cooperation and collaboration on Sectors:**   * **Adoption of a system of communication and collaboration (Network**) to give sustainability to the actions and policies * **Means to disseminate results** to all stakeholders and the public. * **Agreement to disseminate results** in each organization | Oğuzhan Akyıldırım, (Research Expert)  Participants |
| 14:30-15.00 | Wrap up and closing remarks | Michael Chambers  (Team Leader, FoW Project) |

# STRUCTURE OF WORKSHOP

The one-day workshop gave an overview of the Project and the methodology of the research process, followed by a presentation of the draft recommendations which had emerged from the study, with each recommendation accompanied by a rationale for its inclusion, together with any related case studies of good practice which provided a broader context for participants. Participants were encouraged to comment on each recommendation, indicating their agreement or, in some cases, explaining why they believed the recommendation should be amended.

# ATTENDANCE

The Operational Beneficiary issued official invitations to a wide range of relevant stakeholders to participate in the Workshop. This resulted in the following attendance:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Total Attendance**  **(Online)** | **Public Sector** | **Private Sector** | **NGOs, etc.** | ***TAT*** |
| 71 | 43 | 8 | 19 | 1 |

From this total of 71 persons (online) (private/public sector/NGOs) , 22 are from outside of Ankara.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Total Attendance**  **(In=Person)** | **Public Sector** | **Private Sector** | **NGOs, etc.** | ***TAT*** |
| 25 | 19 | 0 | 0 | 6 |

From this total of 25 persons (in person) (private/public sector/NGOs), all from Ankara.

The total number of participants was 96 (including TAT).

60% of the online participants were from the public sector and 40% were from NGOs and others. 33% participants were from outside Ankara ((İzmir: 5, Adana: 3, Bursa: 5, İstanbul: 8, Italy (Turin): 1). The in-person participants were solely from the public sector, mainly drawn from MoLSS.

# PRESENTATIONS

In line with the Agenda, a number of speeches and presentations were given:

## 7.1 Introduction by MoLSS

There was no PPT presentation, but Ms. Ceylan Çifçi emphasised MoLSS’s commitment to supporting a Decent Future of Work for Türkiye. The FoW Project had been designed to play an important role in supporting MoLSS’s efforts in this regard, and was one of two elements currently in operation (the second, a major grant scheme administered by MoLSS had also begun). Ms. Çifçi explained the importance of theSector studies that were conducted in five sectors (Energy, Education, Health, ITC, and Banking and Finance) to determine their labour demands, skills and occupations within the scope of Future of Work approach.

## 7.2 Overview of the Project

Mr. Michael Chambers, FoW project Team Leader, delivered a PPT presentation (see Annex 1) which explained the structure of the Project and provided the context for the Pre-Study Workshop. With regard to Sector Studies, he explained the Progress to Date:

* Extensive desk research – on international and Turkish perspectives;
* Stakeholder meetings;
* Pre-Study Workshop;
* Detailed analysis – with focus on recommendations for policy-makers – involving over 750 face to face interviews (a minimum of 30 people from each sector and from each city) with representatives of institutions/organisations, employers, employees, etc. in Ankara, Adana, Bursa, İstanbul and İzmir.
* Draft Report.

He explained that the purpose of the workshop was to enable stakeholders to have a final say before the recommendations were formally submitted to MoLSS.

## 7.3 Overview of Study Methodology

Oguzhan Akyildirim, Research Expert outlined the methodology of the study, and then presented, one-by-one, the draft recommendations, in each case explaining the rationale behind their inclusion, and presenting a range of related case studies of good international and Turkish practices.

He explained that the sampling for the field study had been on the following lines:

***Table 1 - Sampling size per target group per sector***

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Sector | Employer | Employee | Professional organisations/ NGOs / local decision makers | Total |
| Education | 47 | 59 | 51 | 172 |
| Health | 38 | 100 | 42 | 180 |
| Energy | 37 | 75 | 62 | 174 |
| Finance & Banking | 54 | 78 | 40 | 172 |
| ICT | 49 | 72 | 51 | 172 |
| **Total** | **225** | **384** | **261** | **870** |

As shown in table above a convenience quota sampling has been used to access these different groups in 5 pre-selected sectors and provinces. In convenience sampling, we select individuals into our sample based on their availability to the researchers rather than selecting subjects at random from the entire population. As a result, the extent to which the sample is representative of the target population is not known. However, we will interpret differences and relationships for different groups and categories.

# SUMMARY OF POLICY RECOMMENDATIONS

The following are the final recommendations as amended by participating stakeholders in the discussions.

## 8.1 All sectors (Common)

* Discuss "the decent work concept" within the frame of the new business models, new forms of employment and employment relations for all sectors.
* Bring the issue of digital transformation and the challenge to the agenda of the entire public and inform the general population that everyone should have digital competences.
* Set a strategy for developing numeric abilities supporting future skills for children at every education level.
* Continue with the awareness-raising campaigns and events for "decent future work", especially on specific days, such as Labour Day. Introduce a "Decent Work Event" covering all kinds of employment in all sectors. Develop audio-visual guides for all cohorts and broadcast during these specific days to increase awareness amongst all groups.
* Contribute to the efforts to raise awareness among employers by introducing new business models, new forms of employment and successful practices regarding employment relations to employers.
* Carry out actions to ensure that remote workers receive sufficient information about their employment and working conditions in a comprehensible way, and to increase their awareness of employee rights.
* Facilitate the transition of remote workers to informal status.
* Take measures to prevent the jobs created through new technologies from becoming unregistered.
* Initiatives be taken to ensure that remote workers, including those considered free-lance workers and those in the informal economy, can effectively benefit from their right to organize and collective bargaining.
* Facilitate the understanding and evaluation of employment relations between companies and employees in the context of new forms of work (embracing automation, artificial intelligence, and digital technologies).
* Continue strengthening the Unions' capacity through different means.
* Discuss the payment of work-related expenses of the employees within the scope of flexible and remote working business relations and to make arrangements on these issues.
* Increase social dialogue at the sector and company level.
* "The Remote Working Regulation dated 10/3/2021 and numbered 31419" can be promoted, and Occupational Safety and Health for remote working can be elaborated.
* Legislations related to the new forms of employment and employment relations should be more precise and more understandable,
* Remote and flexible working regulations need to be made for the public sector covering all specific sectors.
* Ensure that remote workers receive appropriate information on their employment and working conditions in a language they understand is crucial for raising their awareness of their labour rights.
* Facilitate the transition of remote workers and economic units from the informal to the formal economy while respecting workers' fundamental rights and ensuring income security, livelihoods, and entrepreneurship opportunities.
* Take measures to prevent the deformation of formal economy jobs, especially in the ICT sector, through emerging technologies.
* Hybrid transition regulations in all sectors will increase the harmonization of generations in terms of business processes during digital transformation.
* It is recommended to form teams of experienced and young generation to work together.
* Prepare sector-specific digital skills development programs.
* It is recommended to talk about the use of new and digital technologies in all sectors in universities, especially in the fields of new and digital technologies, or the compatibility of digital technologies with sectors.
* Sector-specific action plans need to be prepared.
* Facilitate registration of informal remote workers, especially in the ICT sector, to the social security systems.
* For all sectors, ensure that remote workers, including those considered self-employed and those in the informal economy, effectively enjoy the freedom of association and the right to collective bargaining.
* Continuing to give incentives to increase qualified and skilled employment.
* Contribute to awareness-raising efforts among employers and support them to help implement best practices in the employment of remote workers and increase decent work.
* Adopt measures to monitor remote workers and work modalities and identify remote workers and sectors.
* The evolution and transformation of human abilities into many measurable parameters by using technology, writing decision mechanisms suitable for the parameters, and implementing this mechanism by determining the ethical framework.
* Carrying out studies that will adapt institutions to digitalization.
* Supporting new forms of employment with sectoral training.
* Providing general information to employees about whether remote working has a cost-reducing or increasing effect on companies.
* A general and sectoral training needs assessment is essential to identify performance requirements and the knowledge, skills, and abilities needed by the sectoral workforce to achieve the requirements. The training needs analysis can be conducted through a representative skill survey.
* On the basis of sector and regional talent needs, it is recommended to re-determine the quotas according to the supply and demand balances of higher education institutions and the minimum occupancy rates of existing programs. In this regard, it is recommended to update or prepare a transition plan.
* Conduct the large-scale and representative qualification and skill survey covering all economic activities,
* Accessible sectoral digital transformation platforms for available staff and new curricula in schools (including universities) can be introduced. Occupation-specific skills shall be compatible and complementary to new technologies,
* Cooperate with the Ministry of Industry and Technology and Digital Transformation Office of Presidency to support employers for cost-effective technology adaptation.
* Develop policies on teaching for new skills needed with new technologies and centres prepared for lifelong learning and continuous professional development.
* It is recommended that accessible and sectoral digital transformation platforms are prepared or not improved for the development of existing and new jobs and skills.
* Cooperate with Vocational Qualification Agency to discuss qualification framework for decent future of work.
* Innovative funding opportunities or incentives can be provided to businesses for reskilling or upskilling. (Wage subsidies, funding online learning, supporting free education portals such as "bilgeis platform" – <https://bilgeis.net> veya code.org). Funding or incentives can be given against performance evaluation criteria.
* Collaborate with Labour Ministries of other countries to prevent informal work from Türkiye.
* Providing in-service digital training to increase experienced workers' skills regarding using new technologies, especially digital ones.
* Partnership of industry and TVET institutions (experts to contribute to the curriculum and deliver training digitally) + industry financing of TVET programmes.
* Public-private partnerships for meeting sectoral labour requirements, promoting national skill standards, providing on-the-job training, and improving the quality of training overall.
* Continue supporting women's full and effective participation in the labour market with equal opportunities.
* Increase nursery facilities and support postpartum part-time/flexible and remote work possibilities.
* Increase the care services that will facilitate the participation of working women in digital transformation and to facilitate the use of these services by women.
* Enhance the use of enabling technology, particularly information and communications technology, to promote women's empowerment.
* Arrange working hours in some sectors if there are no flexible or remote work possibilities.
* Promote the visibility of role model female managers by supporting women managers in working groups or networking events.
* Adopt measures to ensure and monitor women employees' in-house training equally.
* Establish working groups in order to regulate working hours in sectors where flexible or remote working opportunities are not available.
* In order to adapt to changing business models and the labour market, to ensure equal opportunity and to promote social cohesion, it is recommended to support skills development for both men and women in the sector.
* Take measures to ensure and monitor female employees' participation in in-service training with equal opportunities.
* Monitor and support the professional development of female employees.
* The issue of “gender pay gap” should continue to be addressed.
* Support businesses for gender-equality training.
* Provide psychological support for work-life balance.
* Continue supporting PwDs through the development plans, national education and labour market strategies, especially sectoral ones.
* Regulate remote work for PwDs, and adopt specific measures to promote the employment of PwDs in different sectors.
* Support assistive technologies and applications for PwDs to take their places in the labour market.
* Support developers of assistive technologies and applications for PwDs.
* Strengthen statistics for disaggregating PwDs in the labour force and develop indicators.
* Monitor the implementation of disability-inclusive labour policies by setting indicators, milestones, and targets.
* Adopt measures to ensure and monitor that PwDs access equal pay for equal work.
* Renew curricula, training modes, and modalities to include more PwDs in education.
* Monitor and support the professional development of PwDs.
* Develop modalities for PwDs adaptation to digital technologies and new business processes.
* Carry out cost-effectiveness studies and to announce results of these studies for the dissemination of digital and new technologies in all sectors.
* Continue to provide incentives to increase skilled and talented employment.
* Carry out studies that will encourage and strengthen the adaptation of institutions to digitalization.
* Regulations that have an impact on digital transformation or digitization should be reviewed.
* Organisations and workplaces should focus on redesigning their workplaces to balance various role or job-specific, need-based work environments and teleworking arrangements.
* It is recommended to support the preparation of accessible sectoral digital transformation platforms for the digital transformation of employees.
* It is recommended to act together with Start-ups for rapid adaptation to technological transformation.
* Supporting industries with incentives for new and digital technologies.
* Encourage public-private-university partnerships to meet the labour needs of the sectors, to develop national skills standards, to increase on-the-job training and to improve the quality of education comprehensively.
* It is recommended that public/private/university joint studies be carried out in order to balance supply/demand for new skills.
* It is recommended that universities be informed about their sectoral training needs.
* Quotas of higher education institutions to be determined by sector and regional talent needs; reception capacities; supply and demand balance; It is recommended to review the minimum occupancy rates of existing programs.
* Accelerate the mechanisms and incentives managed by İŞKUR, especially in order to adapt to or acquire new technological skills.
* It is recommended to develop new curricula, including hands-on training, to increase the skills that stand out in the context of new and digital technologies.
* Encourage the habits of «lifelong learning», «continuous professional development» - «learning to learn» and «learning in the workflow».
* In order to develop digital skills, it is recommended to take urgent measures to develop numerical skills first.
* Instead of general training in sectors, it is recommended to develop training programs within each branch or unit in line with their specific needs.
* Encourage public-private partnerships to meet sectoral labour requirements, develop national skills standards, provide on-the-job training and comprehensively improve the quality of education.

## 8.2 Sector specific recommendations

* It is recommended to make sector-specific action plans or update existing ones.
* It should focus more on «awareness raising» campaigns at employers and managers level in the Information and Communication Technologies (ICT) and Health sectors.
* In particular, it is recommended to consider the working conditions of health workers (wages, workload and time, and violence against health workers).
* Take measures to prevent the unregistered work through new technologies, especially in the Information and Communication Technologies sector and popular jobs in all sectors (project writing, management, reporting, etc.).
* Especially for the education sector, develop and expand new remote and flexible working practices and employment relations with rules and regulations.
* It is recommended to focus primarily on ICT and Finance and Banking sectors for remote working arrangements. It is recommended to discuss the good practices in the Finance and Banking sector, to carry out studies on regulations within the sector and adaptation to other sectors.
* It is recommended to detail the legal regulations regarding job descriptions, flexible and remote working and rights in the education sector.
* The education sector has duties to increase the awareness of those who use the services of the sectors and to train the users. It is recommended that the education sector take this into account.
* In order to encourage women's empowerment, it is recommended to increase and expand the use of facilitating technologies, especially information and communication technologies.
* Give priority to the intersecting ICT and education sectors in terms of skills needed in the future and gaining these skills.
* Support online training and teaching materials for all levels of education, vocational education and training, adult education and professional development.
* Focus more on the education of girls and women in the renewable energy sector, science, technology, engineering, mathematics.
* Regulate the working hours of female employees in sectors where flexible or remote working opportunities are not available (especially in the health sector).
* Increase the involvement of women in the renewable energy sector through improved workplace conditions, mentoring and professional development.

## 8.3 Observations by participating sector specialists

A number of observations were put forward by sector specialists who participated in the workshop:

### 8.3.1 Education

The education sector experts stated that the new employment forms and employment relations that arise with the use of new and digital technologies in working life. According to them, legal regulations regarding job definitions, flexible-remote working and rights should be elaborated more. They indicated that all kinds of needs analyses should be carried out on a continuous and regular basis. Sector experts also noted that the arrangements for the training needs that would emerge because of this analysis should also be considered. It was stated that arrangements should be made for an employment model based on merit and constantly updating itself in the education sector.

### 8.3.2 Health

Health sector experts stated that new employment forms and employment relations emerging with the use of digital technologies in working life should be organised for employers and employees related to education, budget, labour law and the scope of labour law. In addition, they stated that social regulations should be made, and business rules should be regulated according to the legislation.

### 8.3.4 Energy

According to energy sector experts, the importance of education is stated in the first place in terms of new employment forms that emerge with the use of digital technologies in working life, employment relations and regulations that need to be made.

In the energy sector, it is recommended that the inspections be more stringent, especially in the field of automation. It was also stated that the problem of employment reduction that will occur after the automation should be well planned and that regulations should be made for people who will be unemployed for this reason.

### 8.3.5 Finance and Banking

According to finance and banking sector experts, the answers to the new employment forms that arise with the use of new and digital technologies in working life and the regulations that need to be made regarding employment relations are mainly for training. Industry experts emphasized the necessity of focusing on in-sector training, digitalization, and regulations regarding the protection of personal data. The necessity of legislative regulations and legal regulations for business processes, especially remote working, is seen among the answers.

### 8.3.6 ICT

According to ICT sector experts, new employment forms and employment relations that emerge with the use of digital technologies in working life

* Projecting state-supported trainings together with the private sector.
* Take measures to prevent the informalisation of formal economy jobs, especially in the ICT sector, by means of emerging technologies.
* Facilitate registration of informal remote workers, especially in the ICT sector, to the social security systems.
* Sharing the necessary employment data with universities in an up-to-date manner,
* Continuing to give incentives to the ICT sector to increase qualified employment,
* The evolution and transformation of human abilities into many measurable parameters with technology, the writing of decision mechanisms suitable for the parameters, and the implementation of this mechanism by determining the ethical framework
* Carrying out studies that will adapt institutions to digitalisation.

# CONCLUSIONS

The workshop proved to be highly interactive with many comments from stakeholders either orally or in written form using the chat-box facility. Delivering it in hybrid format enabled many participants from outside Ankara to become involved – something that would not have been achieved had the workshop conformed to the original ToR requirement of an Ankara-based event with 5 participants from outside the capital. The opinions of stakeholders were valuable in helping TAT to refine the wording of the recommendations and contributed greatly to the overall study.

**FoW TAT**

**July 2022**

Annex 1. TAT Presentations



This publication was produced with the financial support of the European Union and the Republic of Türkiye. Its contents are the sole responsibility of the consortium led by WEglobal A.Ş. in consortium with WEglobal Italy, Archidata Srl, and Federation of Trentina Cooperatives (FTC) and do not necessarily reflect the views of the European Union and the Republic of Türkiye.

1. ILO Report “The Future of Work We Want- A Global Dialogue”, issued on 2017,

   available at: <https://www.ilo.org/wcmsp5/groups/public/---dgreports/---cabinet/documents/publication/wcms_570282.pdf>

   and

   ILO Report, “Work for Brighter Future”, issued on 2019,

   available at: <https://www.ilo.org/wcmsp5/groups/public/---dgreports/---cabinet/documents/publication/wcms_662410.pdf> [↑](#footnote-ref-1)