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**COVID-19 IMPACT ON WOMEN IN THE
WORKPLACE: CORPORATE RESPONSES,
GOOD PRACTICES AND THE WAY FORWARD**



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PRESENTATION

This report presents the findings of the Impact Assessment of Covid-19 on Women in the Workplace, conducted in collaboration with TUSIAD, TURKONFED and UN Women Turkey. The report was prepared by Associate Professor Emel Memiş in Turkish with the contributions of UN Women Programmes Manager Zeliha Ünalı and UN Coordination Assistant Naz Akyol.

We would like to offer special thanks to the Chair of TUSIAD Gender Equality Working Group and Director of Koç Holding Corporate Communications and External Affairs Oya Ünlü Kızıl for initiating this partnership with UN Women Turkey in order to better understand the gender sensitive impact of the Covid-19 pandemic.

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We would like to also thank to Research Assistant Mubina İpek, who has made important contributions to the data analysis of this assessment.

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	LIST OF TABLES AND FIGURES	5
	ABBREVIATIONS	5
	INTRODUCTION	6
1	ENTERPRISES PARTICIPATED IN THE SURVEY	8
2	EFFECTS OF THE COVID-19 PANDEMIC	12
3	CHALLENGES POSED BY THE PANDEMIC AND MEASURES TAKEN BY THE ENTERPRISES	17
	3.1 COVID-19 RESPONSE TEAMS AND MEASURES TAKEN	20
	3.2 GENDER EQUALITY STRATEGIES OF ENTERPRISES AND THE EQUALITY INDEX	23
4	CONCLUSION AND RECOMMENDATIONS	28
	4.1 MAINSTREAMING THE BEST PRACTICES IN PRIVATE SECTOR.....	29
	4.2 ACTIONS FOR THE ADOPTION OF EQUITABLE AND TRANSFORMATIVE POLICIES	31
	4.3 RECOMMENDATIONS ON NATIONAL LEGISLATION AND POLICIES	33
	REFERENCES	36
	ANNEX 1. TABLES	38
	ANNEX 2. DATA EDITING	46

Figure 1-1 Enterprises Participated in the Survey by Employee Rates (%)	8
Figure 1-2 Enterprises Participated in the Survey by Women's Employment Rate (%)	9
Figure 1-3 Women's Employment Rate by the Size of Enterprises (%).....	10
Figure 2-1 Enterprises by the Rate of Job Dismissals Among Women Employees During the Covid-19 Pandemic (%)	12
Figure 2-2 Changes in Practice Introduced by Enterprises during Covid-19 Pandemic (%)	13
Figure 2-3 Practices Introduced during the Covid-19 Pandemic by the Rate of Female Employees (%)	14
Figure 2-4 Views on Remote Working/Working from Home by the Size of Enterprises (%)	15
Figure 2-5 Use of Incentives Introduced during the Covid-19 Pandemic by Women's Employment Rate (%)	16
Figure 3-1 Challenges Reported to Enterprises by Gender (%).....	17
Figure 3-2 Representation of Female Employees in Covid-19 Response Teams	20
Figure 3-3 Number of Enterprises by Equality Index Value.....	26
Figure 3-4 Equality Index Values by the Size of Enterprises.....	27
Table 3-1 Number of Enterprises Taking Measures Against Domestic Violence during the Covid-19 Pandemic.....	19
Table 3-2 Number of Enterprises Taking Measures for Work-Life Balance during the Covid-19 Pandemic.....	22
Table 3-3 Rate of Enterprises That Are Signatories to the Equality Principles.....	24
Table 3-4 Rate of Enterprises Taking Joint Actions About Gender Equality	24
Table 4-1 Recommendations on Best Practices.....	33

SMEs	Small and Medium-Sized Enterprises
CSOs	Civil Society Organisations
TURKONFED	Turkish Enterprise and Business Confederation
TUSIAD	Turkish Industry and Business Association
UN	United Nations
UNFPA	United Nations Population Fund
UN WOMEN	United Nations Entity for Gender Equality and the Empowerment of Women
WEPS	Women's Empowerment Principles

INTRODUCTION

This report presents summary findings of the establishment survey conducted in June referring to the period starting from March to June 2020 in cooperation with TUSIAD, TURKONFED and the UN Women Turkey. The main objective of the assessment was to gain insight into the potential effects of the Covid-19 pandemic on the private sector from the gender perspective, and contribute to the development of policies to safeguard gender equality.

As part of the assessment, the quantitative and qualitative data collected based on a survey held online from July 6 to 24, 2020 were analyzed. 339 member enterprises including 7 cooperatives that operate in a variety of industries and locations have participated in the survey. The survey questions focused on the period between March and June 2020¹ starting with the first Covid-19 case occurred in Turkey and the lock-down measures were tighter until the 1st of June 2020.

The main outcomes of the survey are as follows:

1. Two most frequent challenges reported by the employees were related to work-life balance and domestic violence issues. A large difference between women and men is observed in this respect. Higher working hours due to remote work from home, issues in relation to concerns, psychological stress and exhaustion; domestic communication; and limited access to information technologies follow the first two challenges.
2. Covid-19 response teams formed by the enterprises seem to consider equal representation of all employees. The share of women employees in the response teams increases along with their share in the enterprise. Shifting to remote work from home is observed at a higher rate among the enterprises with higher shares of women employees.
3. A majority of the enterprises (76%) report that they took special measures to reduce the stress of their employees and improve their overall well-being since the advent of the restrictions imposed during the Covid-19 crisis, whereas only 26% of them have taken measures specifically for women employees.
4. Despite the challenges identified with regard to the impacts of pandemic, the number of enterprises that took action is quite few.
 - There are 3 enterprises collecting data about domestic violence, 1 enterprise taking a prevention measure, 12 enterprises consulting with internal stakeholders, and 6 enterprises consulting with external stakeholders,
 - While 28 enterprises are collecting data about work-life balance, there are 3 enterprises taking prevention measures, 26 enterprises consulting with internal stakeholders, 4 enterprises consulting with external stakeholders.

¹ Due to the Covid-19 pandemic, administrative measures were adopted as of March 2020, and implementation changes were made gradually as of June 2020 according to the normalization schedule.

5. An equality index is constructed using the survey findings. The index is composed of criteria including commitment to the equality principles, cooperation in actions for equality and equal representation in executive positions. Based on the analyses of equality index, the strategies adopted and actions taken by the enterprises prior to the Covid-19 pandemic have played a role in measures they have taken against the implications of the pandemic.

- **The higher the equality index value is, the greater the tendency of enterprises in taking measures for work-life balance against the ever-increasing workload in coping with the effects of the Covid-19 pandemic.**

The efforts made in cooperation with partners, other enterprises, the government or nongovernmental organizations (CSOs) to achieve gender equality are the key factors at this point.

- **The higher the equality index value is, the higher the number of measures taken are against domestic violence to cope with the effects of the Covid-19 pandemic.**

The fact that the enterprises are signatories of equality principles has boosted their response to domestic violence.

6. Survey findings on how the enterprises' benefiting from the state subsidies and incentive opportunities provided by the economic support packages, present that the beneficiary rate is lower among the enterprises with women employees at 50% or higher.

The key findings of the survey are intended to contribute to take substantial and concrete steps for fundamental policies and actions to achieve gender equality in working life during the Covid-19 pandemic.

The report comprises four sections. Section 2 summarizes the characteristics of the enterprises participated in the survey. This second section presents information on different practices adopted by the enterprises and how they **affect** employees lives during the Covid-19 pandemic. The third section covers the **needs** that have arisen during the pandemic and the **responses** of the enterprises to those needs. The fourth chapter discusses **outcomes** concerning the strategies and measures adopted prior to the pandemic by the enterprises to achieve gender equality. Based on the findings, it offers **recommendations** and conclusions about how to mainstream best practices, widely adopt transformative strategies, and about the national legislation and policies.

1-ENTERPRISES PARTICIPATED IN THE SURVEY

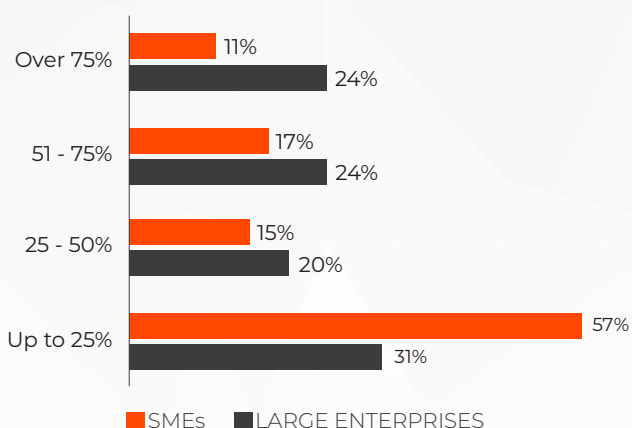
Survey findings are based on the information collected from 339 member enterprises among which 7 members are cooperatives. The questionnaire form was shared online on July 6th and was available until July 24, 2020. The questionnaire has 4 modules with 43 questions in total. The first two modules include questions about the respondent profile and the characteristics of the enterprises. The last two modules include questions about the effects of the Covid-19 pandemic on operations and employees, and measures and actions taken against the adverse effects of pandemic.

The questionnaire form was prepared taking insights from the business assessment surveys conducted by the UN Women Regional Office for Europe and Central Asia in other countries and finalized incorporating the comments and suggestions provided by the survey research team within TUSIAD and TURKONFED².

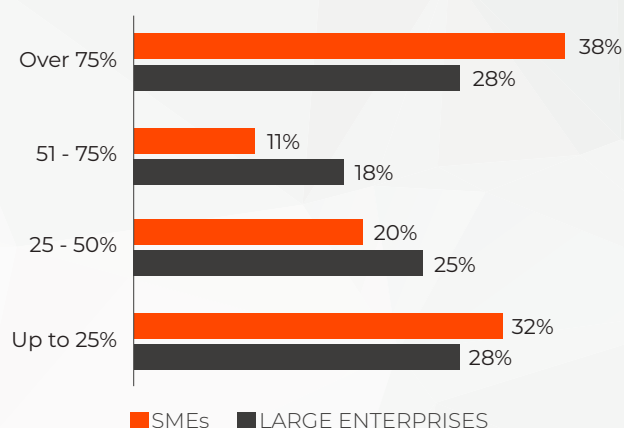
Accordingly, 14% of the response received from large enterprises with 3000 or more employees,³ 28% of the enterprises are with 250 to 3000 employees. Blue-collar employees make up 50% or more of the total number of employees in almost half of the large enterprises (48%). 57% of the small and medium-sized enterprises (SMEs) have fewer than one-fourth of blue-collar workers. 38% of SMEs and 28% of large-sized enterprises are where white-collar workers make up at least 75% of their employees. (Figure 1-1).

Figure 1-1. Enterprises Participated in the Survey by Employee Rates (%)

Blue-Collar/Total



White-Collar/Total



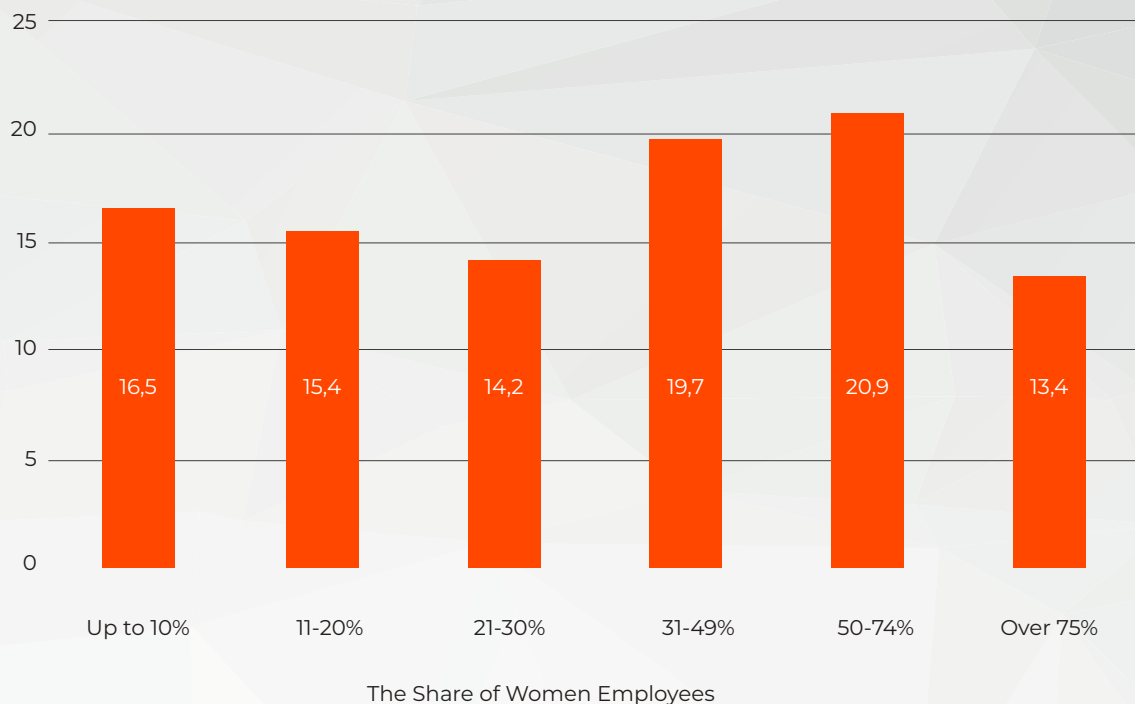
Source: Impact Assessment of Covid-19 on Women in the Workplace

² Majority of the survey respondents (73%) were women working at the departments with higher shares of women employees (See Table E1).

³ Rather than grouping into two as large enterprises and SMEs, enterprises were grouped into four groups. Of those that participated in the survey, large enterprises (250 to 2999 employees) make up 28% of them while large enterprises (3000 or more employees) make up 14% of them. Medium-sized enterprises (50 to 249 employees) make up 19% of them, with small-sized enterprises (10 to 49 employees) accounting for 18% of them, and micro-enterprises (0 to 9 employees) making up 18% of them. For more information on size of enterprises, please see Table E2.

In more than half of the enterprises (54%), the share of women employees in respondent enterprises is higher than the nation-wide average (31.7%) as more than half of the enterprises (Figure 1-2). The highest frequency corresponds to enterprises with 50-74% female employees. The women's employment rate in nearly one-third of the enterprises is 50% and above.

Figure 1-2. Enterprises by the Share of Women Employees (%)

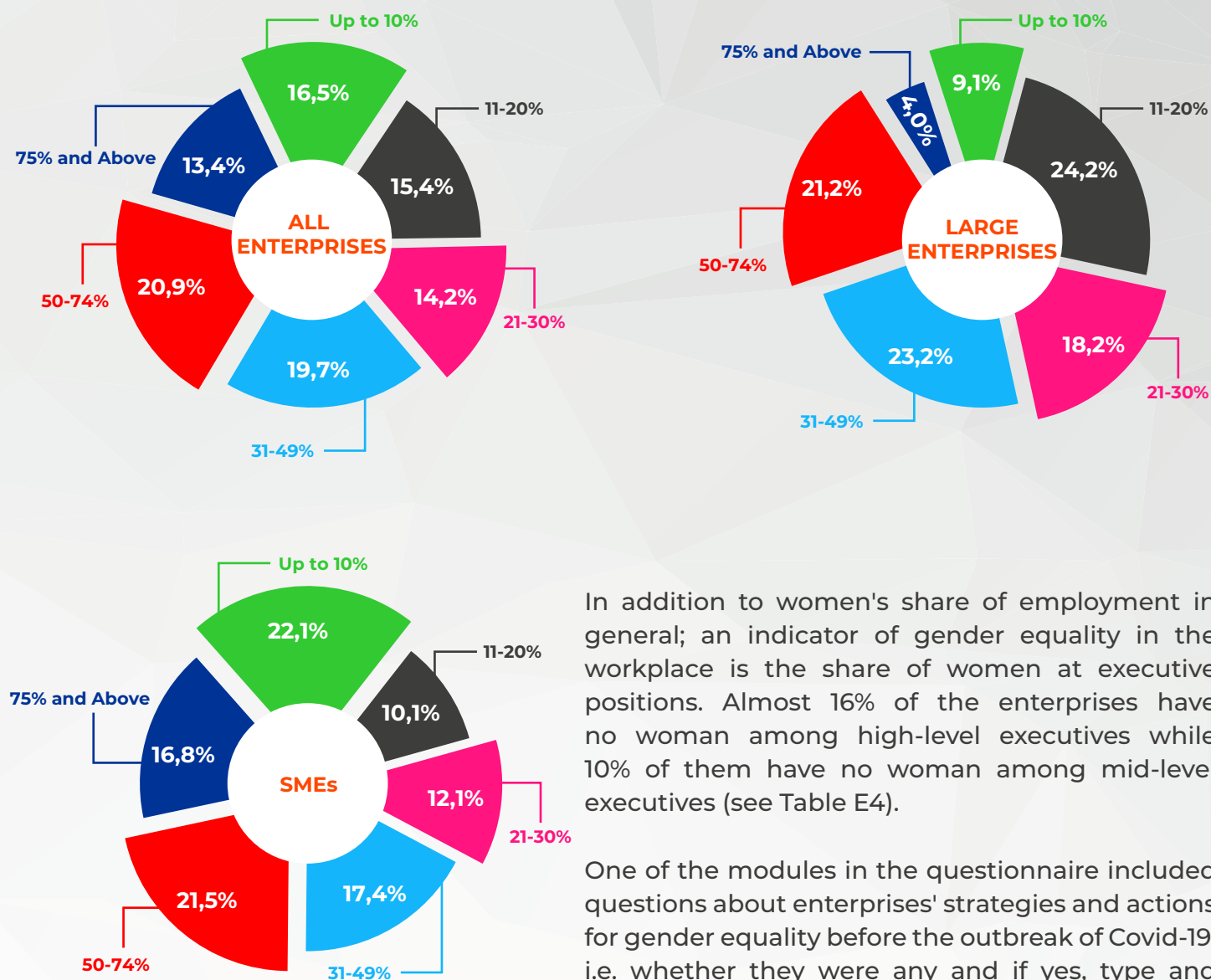


Source: Impact Assessment of Covid-19 on Women in the Workplace

The women's employment rate is more than half of the total number of employees in 25% of the enterprises and nearly 38% of the SMEs. In about one fourth of the enterprises women's share of employment is higher than 50% and it is nearly 38% of the SMEs⁴ (Figure 1-3).

⁴ Women's employment share is equal and 50% in more than half of the micro-enterprises (57%). This rate corroborates the statistics concerning Turkey as a whole. Nearly 12% of micro-enterprises (0-9 employees) and 4% of small-sized enterprises have no female employee in the workplace (see. Table E3). Most of the cooperatives are women's cooperatives, and they have an above-the-average women's employment rate compared to the general average. Among the industries where the enterprises have not employed any woman are manufacturing, food, wholesale and retail and tourism.

Figure 1-3. Women's Employment Rate by the Size of Enterprises (%)



In addition to women's share of employment in general; an indicator of gender equality in the workplace is the share of women at executive positions. Almost 16% of the enterprises have no woman among high-level executives while 10% of them have no woman among mid-level executives (see Table E4).

One of the modules in the questionnaire included questions about enterprises' strategies and actions for gender equality before the outbreak of Covid-19, i.e. whether they were any and if yes, type and content of each to have women take part in every aspect and level of economic life⁵.

The more women are employed by the enterprises, the higher this rate becomes⁶.

⁵ In addition, some enterprises reported that they are a member of LEAD Network (Leading Executives Advancing Diversity), CEO Pledge, CEO Action for Diversity & Inclusion, or 30% Club.

⁶ 88% of the enterprises in which women's share of employees is higher and above 75% are WEPs signatories. The rates go up to 74% in large enterprises with 3000 or more employees (Table E5). In addition, 64% of publicly-traded enterprises are signatories of the WEPs while it is around 24% among non-signatories (See Table E6).

More than half of the enterprises (59%) reported that they collaborate with CSOs to achieve gender equality, and 35% of them collaborate with public institutions and 41% of them take joint actions with other enterprises (see Table E7). Collaboration with the civil society organizations is more common among the large enterprises. The share of enterprises that report collaboration with 3000 or more employees tend to have a relatively higher rate of taking joint actions. The rate of enterprises collaborating with CSOs rises to 80% within this group. 68% of large enterprises collaborate with other enterprises while 44% of them collaborate with the public agencies.

As for the location the respondents operate in, 53% of them are based in Istanbul. Istanbul is followed by the Aegean Region (34.4%), the Central Anatolian Region (34%), and the Mediterranean Region (32%). This question was asked with multiple choices to cover the actions of the enterprises that operate in multiple locations. Based on location, Istanbul, Aegean, Central Anatolia and Mediterranean regions are the most common answers of all (Table E8). As for the background of the enterprises participated in the survey, 83% of them have been operating for 10 years or more, with 7% for 6 to 10 years, 9% for 1 to 5 years (see Table E9).

The respondents were asked if they have an international partner and publicly traded, and 15.4% of them turned out to have an international partner, and nearly 24% of them are publicly traded.

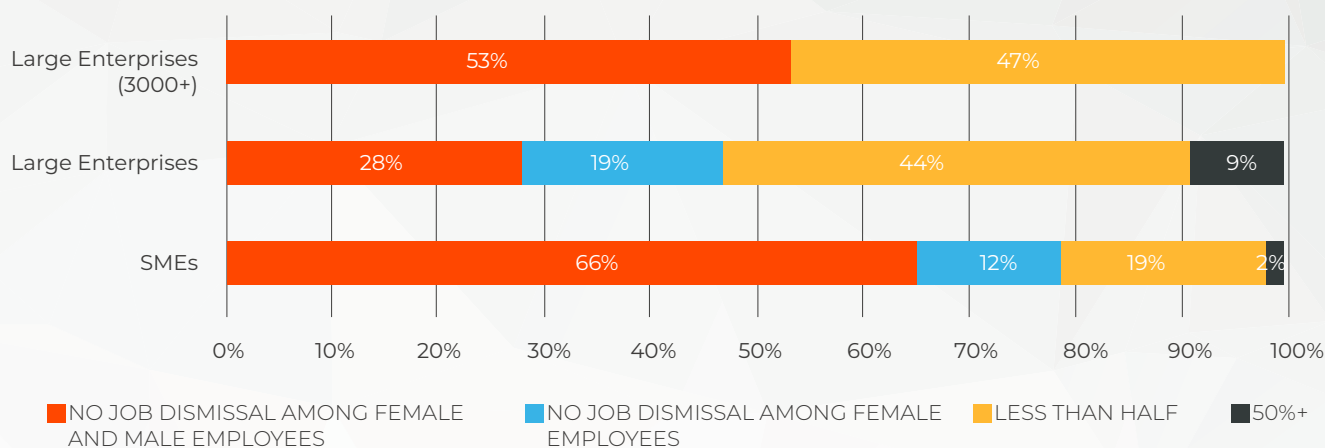
2-EFFECTS of the COVID-19 PANDEMIC

Understanding whether the changes in the employment caused by Covid-19 pandemic have had different impacts on female and male employees is only possible through the collection of sex-disaggregated data. 48% of the enterprises participated in the survey reported they collect sex disaggregated data.

As for the practices adopted during the Covid-19 pandemic from March to June 2020 when dismissals were banned, it seems that most of the employees have kept their jobs just like they did prior to the pandemic. According to the information provided by enterprises, in the period March-June 2020, no job dismissal is reported in the 54% of the enterprises, while 13% of the enterprises reported no job dismissals among women. In 15% of the enterprises, the rate of female employees differs between 1% to 10% of total employees who were dismissed (see Table E10).

The rate of job dismissals among women employees by the enterprises is presented in Figure 2-1 based on size of the enterprise. 66% of SMEs, 53% of enterprises with 3000 or more employees, and 28% of other large enterprises reported that they have not had any job dismissals among female and male employees.

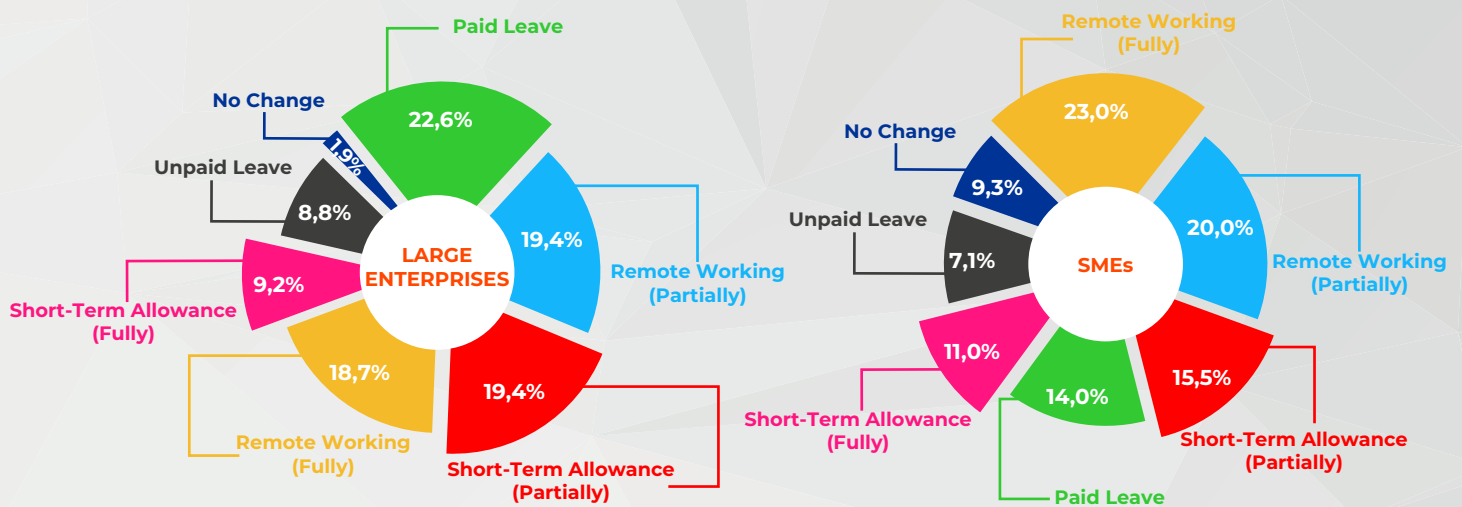
Figure 2-1. Enterprises by the Rate of Job Dismissals Among Women Employees During the Covid-19 Pandemic (%)



Source: Impact Assessment of Covid-19 on Women in the Workplace

When asked about the changes put into effect, the enterprises reported that the most common change in practice introduced during the Covid-19 pandemic is fully or partially working from home/remote working. Nearly 84% of the enterprises reported that they have offered the remote working option for their employees. This rate corresponds to 43% for SMEs, and 38.1% for large enterprises (Figure 2-2).

Figure 2-2. Changes in Practice Introduced by Enterprises during Covid-19 Pandemic (%)

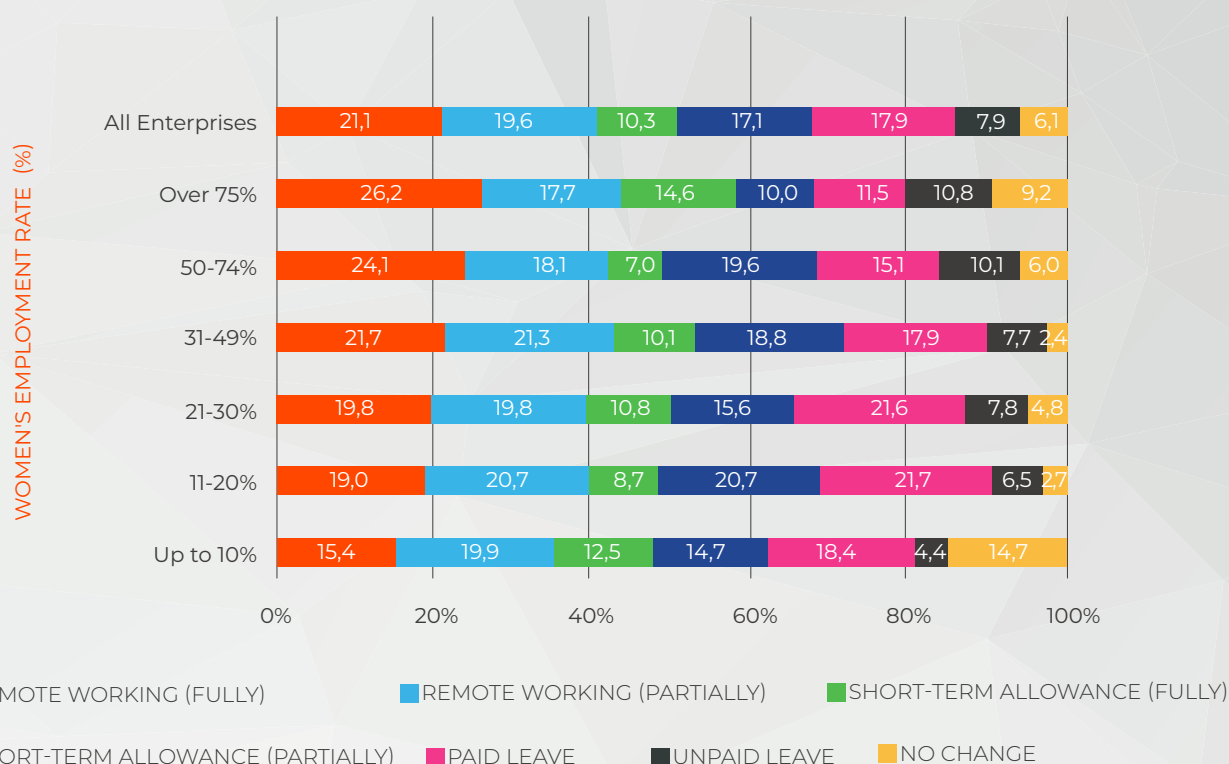


Source: Impact Assessment of Covid-19 on Women in the Workplace

Another striking effect of the Covid-19 pandemic is that the higher the share of women employees, the more common is the use of unpaid leave vis-a-vis paid leave (see Figure 2-3). This is corroborated by the results of the on-site survey conducted by UN Women Office in Turkey on April 19 to 25. The results suggest that the number of women who have taken leave since the beginning of the Covid-19 pandemic is more than that of men. (UN Women, 2020a). Within enterprises women (15.7%) are more likely to take unpaid leave than men (11.2%). Unpaid leave means the suspension of a labor contract. The fact that this is more common in enterprises where female employees outnumber men points to the inequality of roles assigned to women in domestic work and household care. Such practices that impede women's participation in professional life lead to adverse consequences in terms of their access to retirement relying on their own income.

Enterprises with higher share of women employees are more likely to switch working from home more often as the number of women in the workplace increases (Figure 2-3). For instance, the rate of total remote working in enterprises where the women's employment rate is 75% or above is 5 points higher than the general average. In addition, in the enterprises where the women's share of employment is high, it tends to have a lower with no changes in practice.

Figure 2-3. Practices Introduced during the Covid-19 Pandemic by the Rate of Female Employees (%)



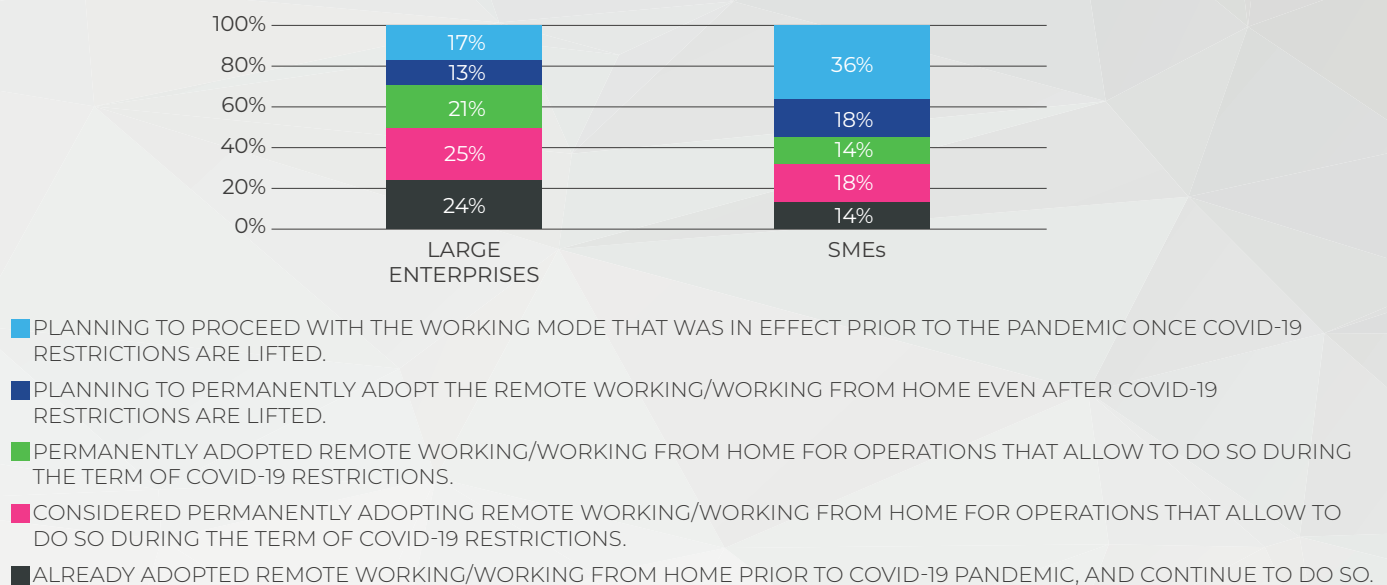
Source: Impact Assessment of Covid-19 on Women in the Workplace

Total transition in professions for which remote working is rather more favorable turned out to be more common. This is corroborated by the fact that more enterprises tend to switch to remote working for white-collar employees. The most common change in practice adopted for blue-collar employees is the short-term employment allowance and paid leave (see Table E12 and E13).

Some of the enterprises have permanently adopted or discussed adopting remote working/working from home for some operations that allow doing so as part of the restrictions imposed during the Covid-19 pandemic. This is applicable for 50% of the large enterprises (Figure 2-4). Nearly one-third of the SMEs have adopted or brought up remote working/working from home while 36% of them reported that they would go back to their former working mode once the Covid-19 pandemic restrictions are lifted. Therefore, one cannot argue that the remote working mode has become permanent in SMEs where the women's employment rate is higher. However, one of the interesting findings is that nearly one-fourth of the large enterprises and 14% of the SMEs reported that they had adopted remote working/working from home even prior to the Covid-19 pandemic and they continue providing that option during the pandemic (Figure 2-4). 65% of large enterprises with 3000 or more employees have adopted or discussed working remotely /working from home as part of the Covid-19 restrictions, which is a higher rate. Nearly half of such enterprises reported that they have adopted it as a permanent working mode while the other half has just brought it up to their agenda, and only 3% of the enterprises reported that they do not consider adopting it as a permanent working mode once the Covid-19 restrictions are lifted (Table E14).

This points to the fact that remote working appears to become permanent permanent in some favorable operations and large enterprises in particular. A review over the experiences of enterprises already implementing the remote working model and access to more information about the views and working modes of remote workers becomes more and more important at this point.

Figure 2-4. Views on Remote Working/Working from Home by the Size of Enterprises (%)



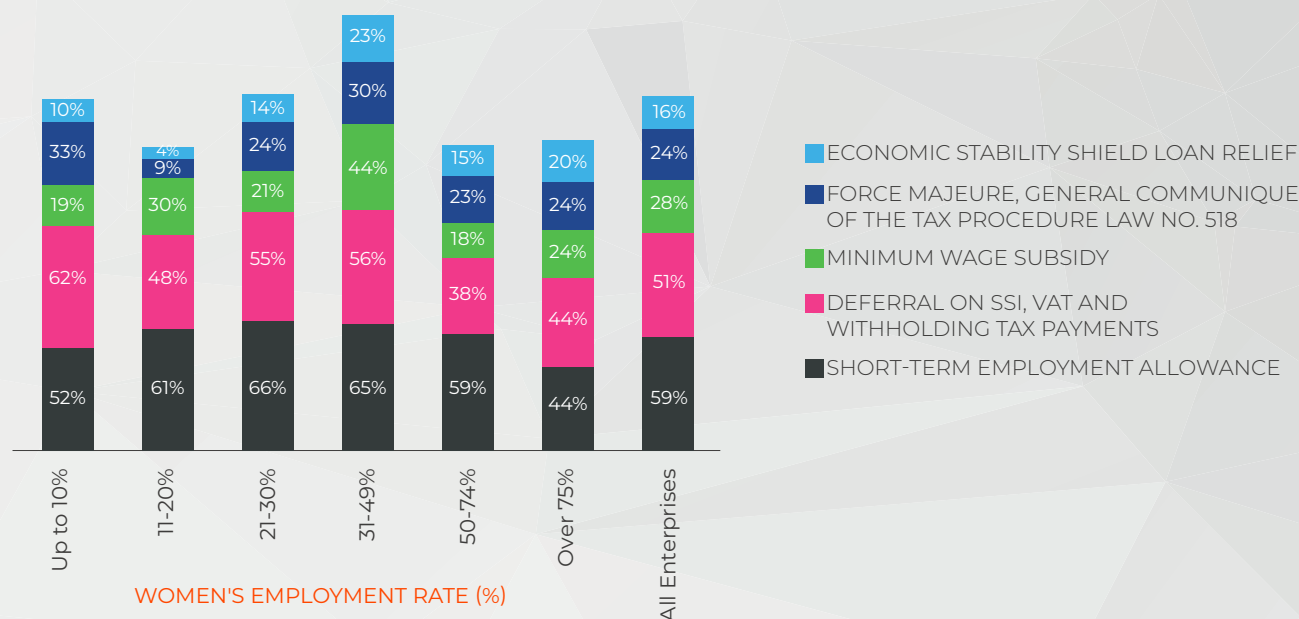
Source: Impact Assessment of Covid-19 on Women in the Workplace

One of the decisive factors that affected the decisions of the enterprises concerning practices is the legislative amendments introduced on the grounds of the pandemic. In addition, the survey offers information about the extent of utilizing the public measures and incentive packages offered for enterprises during the Covid-19 pandemic for their working modes.

In March, a dismissal ban was introduced for three months as of 16 April 2020 and some provisions on unpaid leave were reinforced in accordance with the provisional Article No. 10 of the Labor Law No. 4857.

When asked about incentives they benefit from, the most common answer was the **short-term employment allowance**. Nearly 60% of the enterprises reported that they utilize the allowance. However, the rate benefiting the short-term employment allowance is less likely among the enterprises with higher share of women employees (Figure 2-5).

Figure 2-5. Use of Incentives Introduced during the Covid-19 Pandemic by Women's Employment Rate (%)



Source: Impact Assessment of Covid-19 on Women in the Workplace

Note: The table does not cover the incentives, 10% or less of which has been utilized. For more information, please see Table E-15.

One of the reasons is that the terms of the short-term employment allowance are limited for women to benefit, and most of the enterprises where women outnumber men are SMEs. To be eligible for the allowance, employees must have met their employment term and premium payment requirements on the date when the short-term employment allowance takes effect. To be able to apply for the short-term employment allowance introduced to avert the effects of the Covid-19 pandemic, one must have paid 450 days of premium within the past 3 years provided that they were under a service contract within the last 60 days (İŞKUR, 2020). Women's employment rate is one of the reasons behind the higher rate of using the short-term employment allowance in large enterprises where the women's employment rate ranges from 10% to 30%.

Deferral of SSI, VAT and withholding tax payments are the second most commonly-used incentives (51%), and it is striking that the rate of using the incentives is much lower

in enterprises where the women's employment rate is over 50%. As shown in Figure 2-5, the rates of using tax deferrals by enterprises where the women's employment rates are 50% to 74% and 75% and above, are 38% and 44% respectively.

The **minimum wage subsidy**, which ranked the third most common-used incentives, is a type of incentive used by 28% of the enterprises. The minimum wage subsidy is not one of the incentives among enterprises where the women's employment rate is high.

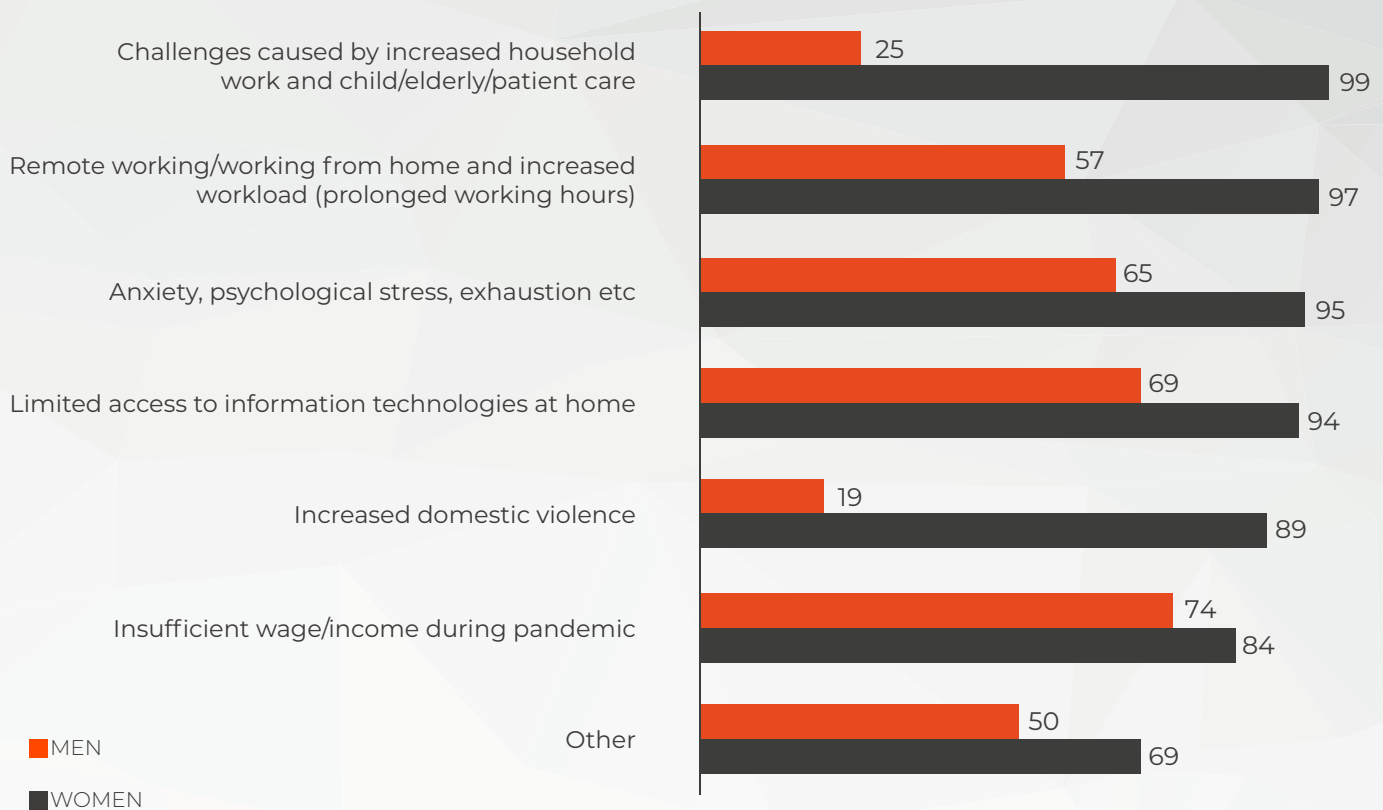
Only 16% of them reported they claimed a loan within the **context of economic stability shield package**. Women's share of employees in enterprises benefiting loan incentives the most is 31 to 49%. 54% of such enterprises are SMEs.

The results suggest that it is a major requirement to revise the rate of using incentive packages and their application terms from the gender perspective in particular.

3-CHALLENGES POSED BY THE PANDEMIC AND MEASURES TAKEN BY THE ENTERPRISES

The biggest difference between the challenges faced by male and female employees are on the work-life balance and rising trend of violence. **Almost all of the enterprises (99%) participated in the survey** noted that the most common challenges reported by female employees are the **increased domestic work and child/elderly/patient care** (Figure 3-1). It is observed that male employees also report this problem in one of every four enterprises, however, the rate of enterprises where this problem is reported by women is significantly higher compared to men.

Figure 3-1. Challenges Reported to Enterprises by Gender (%)



Source: *Impact Assessment of Covid-19 on Women in the Workplace*

These conclusions corroborate the results of the past surveys. The challenges communicated to the enterprises are consistent with the results of the survey titled as “Rapid Gender Assessment of Covid-19 Implications in Turkey” conducted by UN Women on households. As one of the main findings identified by UN Women (2020), while both women and men reported that they do more domestic labor, women's workload at home has seen a larger increase under all categories. Of those who have kept their job, women have a higher percentage than men in terms of transitioning to working from home/adopting remote working (Farre et al., 2020; İlkaracan and Memiş, 2020). While remote working/working from home has increased the involvement of employed men in household work and child

care, the increased care burden disproportionately affects women. The findings from Turkey, the United Kingdom, France, the USA, and India suggest that women's care burden has increased at a higher rate than men as they are considered to be responsible for household work, and primary caretakers for children and their education (Andrew et al., 2020; Deshpande, 2020; İlkaracan and Memiş, 2020; Kongar and Memiş, 2020).

While women in Turkey spent almost four hours a day on average for domestic work and household care prior to the pandemic, men spent nearly an hour a day. The gap is more than six hours a day in families with an infant. İlkaracan and Memiş (2020) report that the pandemic has caused a disproportionately increasing domestic and care burden on women in Turkey based on the results of their survey concerning a time-use research conducted during the lockdown. The pandemic has revealed that unequal and unpaid care burden is still the most important barrier to gender equality (Kandiyoti, 2020). Over the course of lockdown when the schools were shut down and no service could be outsourced, the child care and domestic work load grew to a large extent, and the changes in mode of working and expectations to work in multiple and long-hour shifts have prolonged women's workload much more than men's. One of the common outcomes of the past surveys is that the Covid-19 pandemic and the crisis it has led to have exacerbated the gender inequalities for paid jobs in the labor market and unpaid care work outside the labor market.

One of the top challenges concerning the survey is the increased working hours for pay result of transition to remote working/working from home, which has been the case for 97% of the enterprises. It is followed by anxiety, psychological stress and exhaustion etc. The fact that women suffer from stress and anxiety at a higher rate than men as adverse effects of the pandemic on psychological and emotional health is an outcome established by the past surveys, too (UN Women, 2020a)⁷.

Among the common problems reported are poor physical conditions for working from home (lack of an isolated work space, co-existence of other family members in the household, and lack of ergonomic requirements required for long working hours such as a desk and an office chair), anxiety to go into crowded spaces, concerns over loss of income, longing for the workplace environment, and the loss of loved ones as a result of the Covid-19 pandemic.

Violence has been identified as a problem whereas the number of enterprises taking preventive measures is quite low.

⁷ As noted above, the Rapid Gender Assessment of Covid-19 Implications in Turkey conducted by UN Women across Turkey on April 19 to 25, suggests that 96.5% of the respondents suffer from an adverse effect on their psychological and emotional health.



Among all, 89% of enterprises reported that domestic violence against their female employees has increased. However, only a few reported they have taken preventive initiative or action against domestic violence during the Covid-19 pandemic, and 14% of the respondents reported that they have a dedicated policy on domestic violence issues. Taking preventive measures against violence during Covid-19 pandemic are more common among enterprises who carried out work on combatting domestic violence before the pandemic. 16 out of 27 enterprises that reported they have a dedicated policy concerning domestic violence are large enterprises. Only 2% of the enterprises collect data about domestic violence while 10% of them consult with internal and external stakeholders to deal with the issue (Table 3-1).

Domestic violence is an issue that is beyond its significance in terms of quantitative indicators and must be responded jointly by public and private parties as a top priority.

Mainstreaming the successful methods of response stated in the light of the data and experience from the experience-exchanging study by the TUSIAD Gender Equality Working Group⁸ and partners on response to domestic violence is crucial to effectively manage the actions of response during the Covid-19 pandemic, too.

Table 3-1. Number of Enterprises Taking Measures Against Domestic Violence during the Covid-19 Pandemic

Based On The Number Of Enterprises	SMEs	Large Enterprises	Total
No action has been taken	94	61	155
There is a policy about domestic violence	11	16	27
Data collected about domestic violence during Covid-19 pandemic	2	1	3
Consulted with internal stakeholders about domestic violence during Covid-19 pandemic	6	6	12
Consulted with external stakeholders about domestic violence during Covid-19 pandemic	4	2	6
Took measures for female employees who have been subject to domestic violence during the Covid-19 pandemic.	0	1	1
TOTAL	117	87	204

Source: *Impact Assessment of Covid-19 on Women in the Workplace*

⁸ <https://tusiad.org/tr/basin-bultenleri/item/9863-sirketler-aile-ici-siddete-karsi-mucadele-deneyimlerini-paylasti> (As part of the Business Against Domestic Violence Project carried out by the Sabancı University Corporate Governance Forum in cooperation with TUSIAD, Sabancı Foundation and UNFPA).

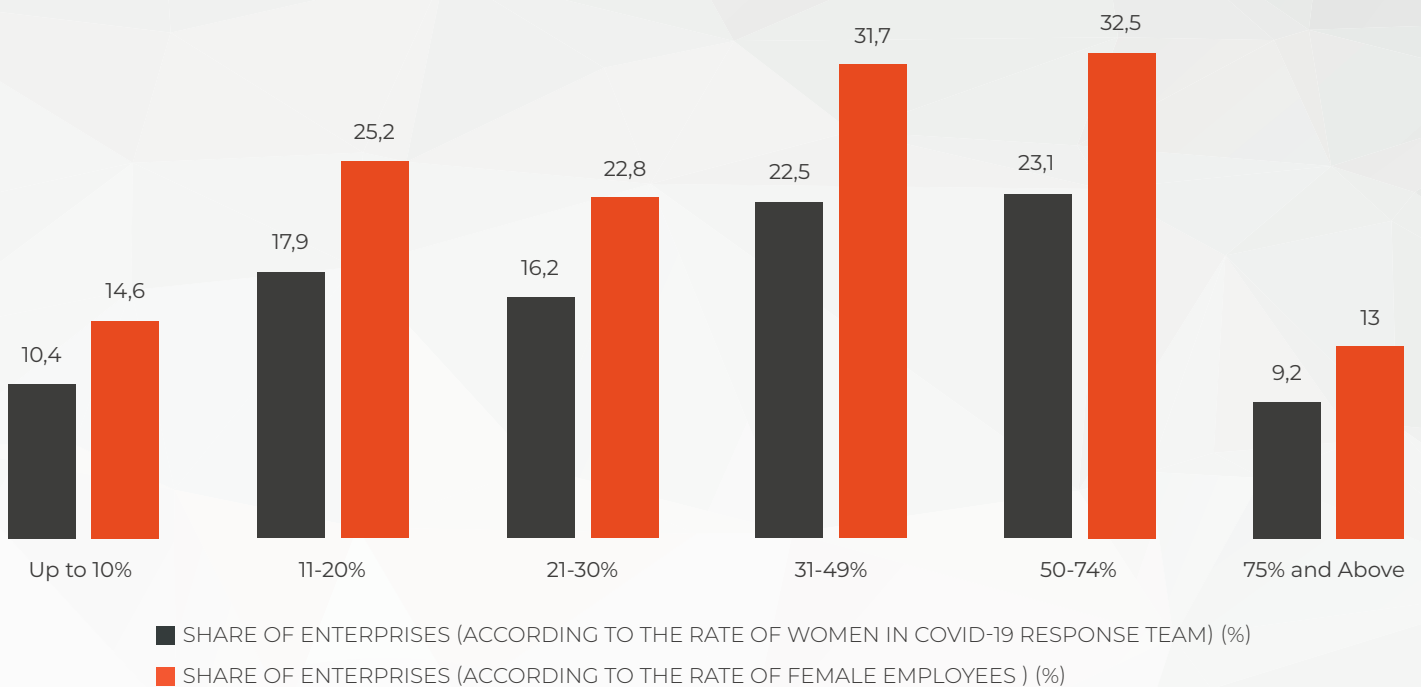
3.1 Covid-19 Response Teams and Measures Taken

Women's Representation in Covid-19 Response Teams is Proportional to Employee Shares.

76% of the enterprises reported that they have taken special measures to reduce the stress of their employees and boost their overall well-being since the introduction of the restrictions imposed within the Covid-19 crisis. 74% of the enterprises established a Covid-19 response team. This rate goes up to 97% in large enterprises with 3000 or more employees. The smaller the size of an enterprise is, the less likely it is to establish a response team. The establishment of a response team and incorporation of various needs of employees into a response team in a representative manner depends on the rate of female employees in the team.

The rate of enterprises where the women's employment rate is 75% or higher is 13% while the rate of enterprises where women are involved in the response team is 9% (Figure 3-2).

Figure 3-2. Representation of Women in Covid-19 Response Teams



Source: Impact Assessment of Covid-19 on Women in the Workplace

One of the results of the survey is that 40% of the large enterprises with 3000 or more employees have taken special measures for female employees. To illustrate some, providing employees with children access to training courses in the company of psychologists to give children a better understanding about the process and manage domestic and family relations in a more functioning way. In addition, it is reported that it has been mostly women taking part in the courses even though they were open to both women and men.

The employees have been informed how they benefit from the hotline rolled out to relieve their stress and psychological burden caused by the Covid-19 pandemic, and provided with an opportunity to use psychological support on a regular basis (sometimes in a face-to-face mode), or seek psychological support for 24/7 over the phone and online as part of healthcare services. They have also reportedly provided with means to use meditation and yoga services for free on mobile applications, and other services such as gift cards for sports goods. While such means have been provided for all employees, it is women who use and take part in them more often. Among the special measures are delivery of personal assistance upon request, freedom to choose their working mode, psychological support to improve parent-child communication, and provision of options for working hours. It is reported that women with a child are provided with an exclusive right to take leave, and female employees with an increasing domestic burden are tasked with fewer assignments, and the time of meetings is adjusted based on domestic work, and employees with a child or an elderly person or a patient unable to take care of himself/herself at home are instructed to work from home as soon as possible. Some enterprises have had pregnant women and new mothers take administrative leave and other mothers in the workplace take administrative leave in days/hours that the curfew for children is lifted. Responses to open-ended questions suggest that female employees with no personal vehicle as a means of transportation have been provided with a shuttle to go to work from home and vice versa.

Even though problems are reported mostly by the women in the workplace, there are only three enterprises that have taken measures for the work-life balance-which makes 1.5% of the total number of enterprises. The option for employees to work from home if they reside with a person aged 65 and above that they are to take care of, the provision of an administrative leave for those in need, and the freedom to choose working hours for employees with a child on specific days when children are allowed to go out, and the introduction of the Employee and Family Support hotline stand out among the measures. 14% of the enterprises have reported that they collect data about it while nearly 16% of them have consulted with internal and external stakeholders (Table 3-2).



Table 3-2. Number of Enterprises Taking Measures for Work-Life Balance during the Covid-19 Pandemic

Based On The Number Of Enterprises	SMEs	Large Enterprises	Total
No action has been taken	93	47	140
Data collected about work-life balance during Covid-19 pandemic	12	16	28
Consulted with internal stakeholders about work-life balance during Covid-19 pandemic	8	18	26
Consulted with external stakeholders about work-life balance during Covid-19 pandemic	3	1	4
A special measure taken for women against unpaid labor during the Covid-19 pandemic	0	3	3
TOTAL	116	85	201

Source: Impact Assessment of Covid-19 on Women in the Workplace

An emphasis is put on the importance of enterprises supporting businesses and employees in their supply chains during the Covid-19 pandemic. When asked about whether or not they are aware of entrepreneurship, manufacturing and operational cooperatives where they are based, 36% of the enterprises reported that they are not aware of them, with 40% being partially aware, and 24% being aware. The enterprises that operate in the Aegean, Mediterranean and Southeastern Anatolia regions tend to outnumber others, being partially and totally aware of them.

Asked whether there is any cooperative founded and run by women where they are based, 60% of the enterprises replied yes. However, only 37 enterprises replied yes to the question whether they purchase any service or goods from women's cooperatives. Among the most common products they purchase are agricultural products, food, gifts, handicrafts, textile goods, organic good, masks, clothing, and breakfast items. The industries that the enterprises purchasing goods to support them operate in are healthcare, IT, finance and food. Among them are large enterprises (12), SMEs (21) and cooperatives (5). One of the respondents of open-ended question, reported that it selects women's cooperatives or women entrepreneurs among wide range of suppliers; whilst another respondent reported that it provides space to cooperatives on certain occasions so that they can promote and sell their products.

The views of the enterprises on cooperatives provide an important insight (Table E17). 33% of the respondents agree that cooperatives are profitable enterprises with competitive market edge. On the other hand, many enterprises (71%) are of the opinion that cooperatives create fair market conditions. Almost half of the enterprises (49%) reported that cooperatives are limited in numbers and incapable of going beyond selling noodles, tarhana and handicrafts. It has been observed that enterprises mostly share a common view that the cooperatives and women's cooperatives should be supported more. 86% of the enterprises point out that tax incentives should be introduced for women's cooperatives, and that the private industry should support them through the procurement of services and products.

3.2 Gender Equality Strategies of Enterprises and the Equality Index

Equitable Strategies Affect the Measures Taken in the Process

The strategies adopted by the enterprises about gender equality prior to the advent of the Covid-19 pandemic can play an influential role in designing measures taken against the effects of the pandemic in a way to safeguard gender equality. No matter how different or same characteristics enterprises have or how various qualifications that are required by sectoral operations are, the outcomes will guide them even after the end of the Covid-19 pandemic and provide decision-makers with valuable knowledge if some equitable behaviors, strategies and actions play a decisive role in measures taken during the pandemic.

One of the main equitable strategies and actions is the commitments given by the enterprises in principle. In 2000, an important initiative, Women's Empowerment Principles (WEPs) was established by the joint efforts of the UN Global Compact and UN Women⁹.

As noted in the first chapter, 47% of the enterprises are WEPs signatories. Enterprises with higher share of women employees are more likely to join WEPs (rising from 25 to 55%). This rate declines to 38% in enterprises where the women's employment rate is 75% and above. At this point, one must note that 88% of the enterprises where the women's employment rate is 75% and above are SMEs and cooperatives. 75% of the enterprises with an international partner are signatories to the WEPs while the rate drops to 36% in enterprises with no international partner. In addition, 64% of publicly traded enterprises are signatories to the WEPs while the rate is around 24% among non-signatories.

⁹ Some of the enterprises are not only signatories of WEPs but also members of groups and committees that promote gender equality in the workplace. Among the memberships are LEAD Network (Leading Executives Advancing Diversity), CEO Pledge, CEO Action for Diversity & Inclusion, and 30% Club. Of them, 30% Club Turkey's Executive Committee has set goals to promote women's 30% participation in boards of BIST Stars and Main Market enterprises by 2025 (109% increase from 14.3% in 2016), to make sure that women make up 30% of high-level executive positions (100% increase from 15% in 2016), and to make sure that there is no board of directors consisting solely of male members in BIST 100 enterprises by 2025 (intended for 38 enterprises as of 2016). Given the fact that half of the women in boards of directors are members of the majority-shareholder families, the aforementioned goals stand for a nearly triple increase in the number of women taking part in corporate boards of directors compared to the current number.

Table 3-3. Rate of Enterprises That Are Signatories to the Equality Principles

	SMEs	Large Enterprises	Total
WEPs Signatory	27%	71%	44%

Source: Impact Assessment of Covid-19 on Women in the Workplace

The second important point concerning equitable strategies and actions is collaborations of enterprises intended to achieve gender equality. The CSOs turned out to be the most common means of cooperation for the enterprises participated in the survey. 59% of the enterprises answering the question reported that they collaborate with CSOs while 35% of them collaborate with public agencies, 41% of them with other organizations. The rate of enterprises taking joint actions is higher among large enterprises, and the rate of enterprises collaborating with CSOs is quite high (68%). 58% of large-sized enterprises collaborate with other enterprises while 41% of them collaborate with the public agencies (Table 3-4).

Table 3-4. Rate of Enterprises Taking Joint Actions About Gender Equality

Taking Joint Actions for Equality	Other Enterprises	Public Agencies	CSOs
SMEs	28%	28%	51%
Large Enterprises	58%	41%	68%

Source: Impact Assessment of Covid-19 on Women in the Workplace

The third important dimension concerning equitable strategies and actions is women's employment rate in high-level and mid-level executive positions. The first chapter of the report covered the rate of mid and high-level female executives in the enterprises participated in the survey. As a criterion for the importance attached by the enterprises to the equal representation in management, one can give them a score based on whether the rate of women employed for mid and high-level executive positions is at least equal to the rate of women in total number of employees.

In consideration of their strategies and actions adopted prior to the advent of the Covid-19 pandemic, each enterprise is assigned a grade based on their response to questions in the third module of the questionnaire form. The strategies and actions are converted into gender-sensitive indicators that are gathered. The indicators and their scores are as follows:

1. Commitment to Equality Principles:

- Enterprises get a value of 1 if they are a signatory of the WEPs etc., and 0 if they are not.

2. Cooperation in Equality Actions:

- They get a value of 1 if they collaborate with public organizations and 0 if they do not.
- They get a value of 1 if they collaborate with CSOs and 0 if they do not.
- They get a value of 1 if they collaborate with other public agencies and organizations, and 0 if they do not.

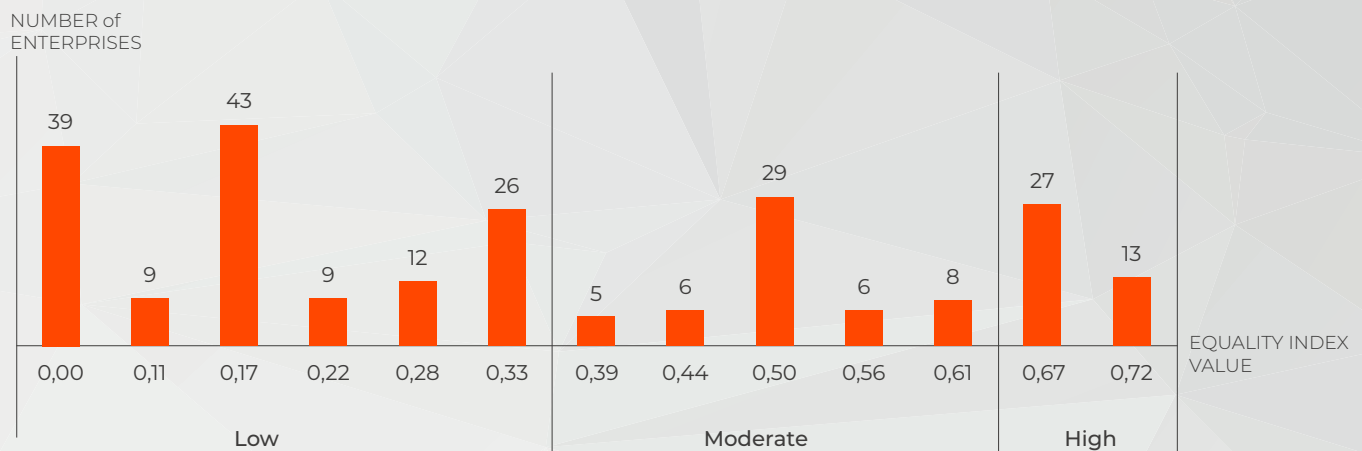
3. Equal Representation in Executive Positions:

- They get a value of 1 if the number of female executives in mid-level executive positions is equal to or above the number of female employees among all employees, and 0 if it is not.
- They get a value of 1 if the number of female executives in high-level executive positions is equal to or above the number of female employees among all employees, and 0 if it is not.

The average index value was calculated to make sure that each indicator has $\frac{1}{3}$ weight. The weight of sub-indicators was calculated $\frac{1}{3}$ divided by the number of sub-dimensions. A mixed equality index was computed based on this method, and a score was assigned for each participating enterprise. The enterprises with an index value below $\frac{1}{3}$ are considered to poorly adopt equitable strategies and actions while those with an index value from $\frac{1}{3}$ to $\frac{2}{3}$ are moderate and those with an index value above $\frac{2}{3}$ are considered to be high-level. Should the index value of an enterprise be close to 1, it points to being close to total equality.

Based on the results; 49% of the enterprises have a low value; 24% have a moderate value and 27% have a high-level equality index value. Of the enterprises with a high equality index value, large enterprises make up 63% of them. Figure 3-3 shows the number of enterprises with all index values.

Figure 3-3. Number of Enterprises by Equality Index Value



Source: Calculations of the author based on the data collected for the Impact Assessment of Covid-19 on Women in the Workplace

Grouping by size, it is observed, SMEs have a value of 0.3 on average whereas large enterprises have a value almost twice higher than them (Figure 3-4). While there is no difference between large enterprises and SMEs in terms of equal representation of women in executive positions, there seems to be a huge gap in terms of the share of enterprises committing to equality principles and cooperation in actions. The fact that there are few SMEs that are signatories of the equality principles and that they collaborate less often with public and other agencies and CSOs to achieve gender equality causes the values for both groups to be different from one another.

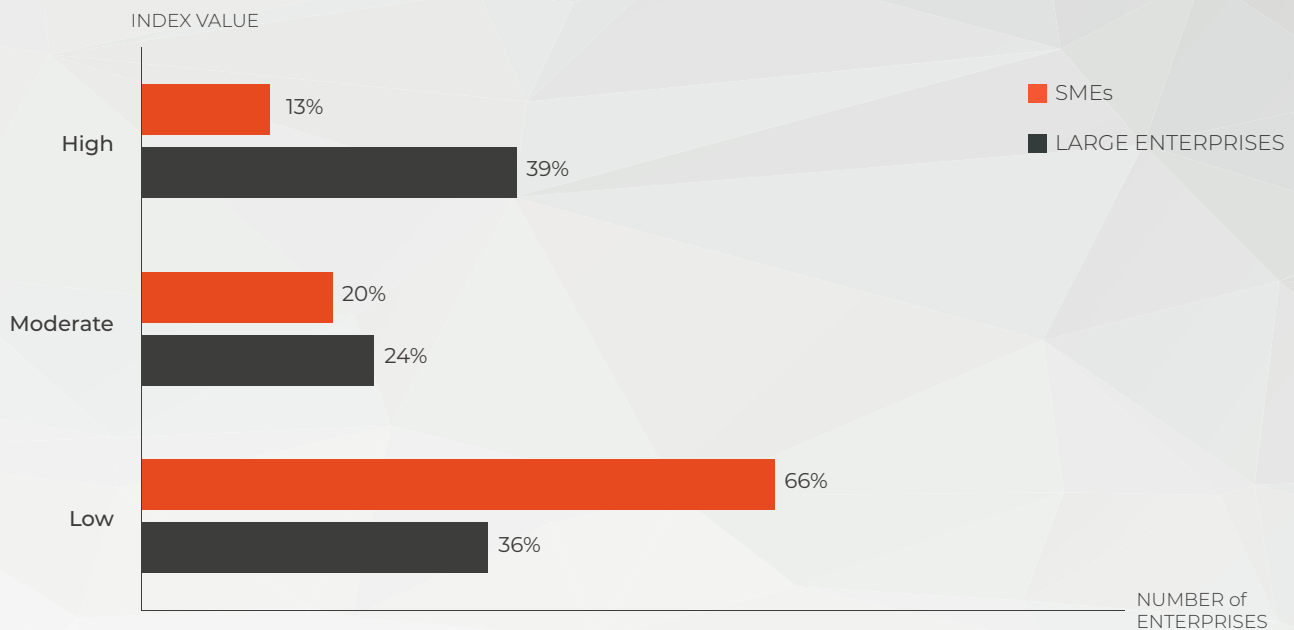
Another interesting result is that the equality index value tends to be higher in enterprises where women are business owners/partners. 33% of SMEs have a high and mid-level value while the rate increases to 46% in SMEs where women are business owners/partners. The sub-dimension of equality index that leads to the difference is equal representation in executive positions and more cooperation for actions about gender equality.

Further to these, the association between the equality index values and the measures taken by the enterprises during the Covid-19 pandemic was analyzed. This was conducted to see if there are variations among enterprises with respect to the measures taken about domestic violence and work-life balance, and the equality index values. The enterprises were scored for each measure they took for an action against domestic violence and for work-life balance. The scores were turned into an index, using maximum and minimum values for all enterprises¹⁰.

¹⁰ The data set and correlation results shall be provided by the author upon request.

Controlling for the size of the enterprises as well as controlling for the share of women employees, the results suggest that the strategies adopted and actions taken by the enterprises before Covid-19 outbreak pandemic have played an influential role in measures they have taken to eliminate the effects of the pandemic.

Figure 3-4. Equality Index Values by the Size of Enterprises



Source: Calculations of the author based on the data collected for the Impact Assessment of Covid-19 on Women in the Workplace

For instance, the higher the equality index value is, the more the enterprises tend to create a response team to address the Covid-19 pandemic. In addition to the size of the enterprises, among statistically significant factors to create response teams are being a signatory of the equality principles.

Second of all, the higher the equality index value is, the greater the trend is to take measures for work-life balance against the ever-increasing workload in coping with the effects of the Covid-19 pandemic. The equality sub-dimension that stands out at this point is the joint actions taken with the partners, other enterprises, government or non-governmental organizations to achieve gender equality.

The higher the equality index value is, the greater the measures are taken against domestic violence to cope with the effects of the Covid-19 pandemic. This conclusion suggests that being a signatory to the equality principles makes a difference even when other characteristics of the enterprises are taken into consideration.

4-CONCLUSION AND RECOMMENDATIONS

This assessment report analyzes the data collected from the member enterprises of TUSIAD and TURKONFED via an online survey filled out on July 6 to 24 in an effort to gain insight into the potential effects of the Covid-19 pandemic on the private sector from March to June, 2020, and offers important outcomes about the effects of the pandemic on the professional life.

1. Two most frequent challenges reported by the employees were related to work-life balance and domestic violence issues. A large difference between women and men is observed in this respect.

2. Covid-19 response teams formed by the enterprises seem to consider equal representation of all employees. The share of women employees in the response teams increases along with their share in the enterprise. Shifting to remote work from home is observed at a higher rate among the enterprises with higher shares of women employees.

3. 76% of the enterprises have reportedly taken special measures to reduce the stress of their employees and improve their overall well-being since the advent of the restrictions imposed during the Covid-19 crisis whereas only 26% of them have taken measures specifically for female employees.

4. Despite the challenges identified with regard to the impacts of pandemic, the number of enterprises that took action is quite few.

- There are 3 enterprises collecting data about domestic violence, 1 enterprise taking a prevention measure, 12 enterprises consulting with internal stakeholders, and 6 enterprises consulting with external stakeholders,
- While 28 enterprises are collecting data about work-life balance, there are 3 enterprises taking prevention measures, 26 enterprises consulting with internal stakeholders, 4 enterprises consulting with external stakeholders.

5. An equality index is constructed using the survey findings. The index is composed of criteria including commitment to the equality principles, cooperation in actions for equality and equal representation in executive positions. Based on the analyses of equality index, the strategies adopted and actions taken by the enterprises prior to the Covid-19 pandemic have played a role in measures they have taken against the implications of the pandemic.

- **The higher the equality index value is, the greater the tendency of enterprises in taking measures for work-life balance against the ever-increasing workload in coping with the effects of the Covid-19 pandemic.**

The efforts made in cooperation with partners, other enterprises, the government or non-governmental organizations to achieve gender equality are the key factors at this point.

- **The higher the equality index value is, the higher the number of measures taken are against domestic violence to cope with the effects of the Covid-19 pandemic.**

The fact that the enterprises are signatories to the equality principles has boosted their response to domestic violence.

4.1 Mainstreaming the Best Practices in Private Sector

The findings of the study show that the majority of the enterprises have formed pandemic-response teams and taken measures to minimize its impact to make the lives of their employees easier. A limited number of enterprises have adopted measures against domestic violence and for work-life balance.

➤ A very small number of enterprises have offered 24/7 psychological support by phone and 24/7 online healthcare support to relieve the stress and psychological burden caused by the Covid-19 pandemic. It is recommended that these services be extended to also provide information, help and support on domestic violence. The survey shows that aside from very few enterprises, which are mostly large ones, no enterprise has adopted any measures on domestic violence or work-life balance. Ensuring that such services are offered by all enterprises as best practices can only be achieved through joint efforts. Fostering a safe and empowering work environment and addressing domestic violence are critical for an enterprise to operate and succeed. Human resources managers and employees should be informed about the risks and consequences of violence against women, which is already common under normal conditions, and about how it is fueled by the current situation. Proactive measures should be taken by communicating messages to all employees to challenge gender stereotypes, discrimination, inequality and harmful masculinities to encourage positive social behavior and well-functioning methods to cope with stressful situations (UN Women, 2020c).

➤ The financial burden of the mechanism to be established can be shared through cooperation between the enterprises. In this regard, innovative solutions can be proposed. As making remote working/working from home permanent is a topic of discussion, enterprises should come up with programmes to improve the life of employees, which in turn will be beneficial for enterprises in the long run. Such practices gain much more importance during a pandemic. In particular, it is necessary to mainstream the cooperation between SMEs and large enterprises and best practices.

➤ During the pandemic, the rate of enterprises supporting SMEs has been quite low. Given the fact that small-sized enterprises make more use of loans, it is safe to say that their debt burden will increase much further due to the pandemic. Joint efforts to achieve gender equality should also make sure that SMEs have greater access to other types of support and opportunities.

➤ Establishing a dialogue with public agencies, CSOs and other stakeholders with regard to the care responsibilities of employees and considering the difficulties arose as a result of the Covid-19 pandemic with regard to day care services, enterprises can offer concrete support to their parent employees are also of vital importance.



Resources, training courses and practices, which would support employees in shouldering the domestic and care burden along with workload, should be mainstreamed. It should also be noted that such measures will have a positive transformative effect and reduce many inequalities. Flexible working arrangements should be made so that women can prioritize the safety and well-being of their children. To this end, enterprise managers and staff members of relevant departments should join forces and exchange experiences. It is essential to conduct an assessment to find out which flexible working arrangement can best meet the needs of employees. Enterprises should ensure that working parents have enough time to spend with their children to support their education and development and cope with stress (UN Women et al., 2020d).

➤ The findings of the survey reveal the importance of supporting supply-chain enterprises and employees during the Covid-19 pandemic. In this regard, in addition to SMEs, it is also important to **support** initiatives, and **production and operation cooperatives**. However, the survey shows that only %25 of the enterprises are aware of the cooperatives around their base. Cooperatives should improve their communication strategies so that at least the enterprises, which operate in their region or line of work, are aware of their presence.

➤ The survey also reveals the importance of an effective internal consultation as well as consultation with external stakeholders for a gender-responsive and effective response to the pandemic. Gender-segregated **data and information** on the impacts of the pandemic should be regularly collected to offer insight into problematic areas and inform solutions. To ensure they are effective, such solutions should involve the views of employees.

➤ As a result of the Covid-19 pandemic, **response teams** should be formed in workplaces that equally represent men and women. The findings of the survey show that there is a need to mainstream response teams, especially in SMEs. The equal representation of women in response teams plays an important role in taking gender-specific measures for women.

➤ A considerable number of enterprises reported that remote working/working from home has become permanent while some others noted that they have considered adopting it. Enterprises should revise their remote/flexible working arrangements within the framework of current gender norms. More flexible working hours should be offered as part of remote working or men should be encouraged to equally share unpaid care burden with their spouses.

➤ In terms of flexible working modes, employees can introduce practices such as time off in exchange for overtime, compressed work week, flexible working hours, job sharing or switch shifts. Best practices on flexible time off arrangements include paid sick leave, paid emergency care leave, extra or prolonged holiday or personal leave, paid lactation breaks, long-term leave with employment protection, and reduced hours (part-time) with the same hourly rate (UN Women et al., 2020d).

➤ Advocating for and adopting policies and practices for equality in combating the pandemic can only be achieved through the joint efforts of all components of the society. To this end, the efforts of the private sector coupled with the public sector and non-governmental organizations are pivotal. Establishing partnerships with CSOs are important for the longer-term and sustainable outputs of the measures taken. It is important that partnerships and support are provided for beneficiary institutions, organizations, women's organizations, shelters and elderly care homes that support women who face multiple risks.

4.2 Actions for the Adoption of Equitable and Transformative Policies

The survey reveals that the adoption of equality principles and being a signatory to WEPs increase the tendency of enterprises to form pandemic response teams and to take specific measures against domestic violence.

➤ It is crucial to notice that women and men are impacted differently by the Covid-19 pandemic and this impact should be made visible. It is vital to identify the different impacts of the crisis on men and women, to inform the priorities of preparedness and response plans and to conduct regular gender analyses with a view to establishing inequalities and existing capacities.

➤ As an organisation upholding the Sustainable Development Goals, UN Women implements high impact programmes on a global scale. One of the most important programs is about ending violence against women. Another program is about introducing transformative policies and establishing mechanisms that prevent domestic violence by supporting women leaders and improving care services as part of the care economy.

➤ More and more enterprises should receive promotion and awareness raising support to commit to the standards and norms for equitable strategies and actions. The assessment also showed that enterprises that made commitment to the equality principles took more concrete steps towards equality before and after Covid-19. An important initiative to this end, which is the Women's Empowerment Principles (WEPs), was introduced by the cooperation of UN Women and the United Nations Global Compact, which was kicked off in 2000.



The Global Compact strives to align the actions and strategies of enterprises, which are committed to sustainability principles and engage in organizational practices, with ten universally-acknowledged principles in the fields of human rights, labor, environment and anti-corruption, and to mobilize actions to support broader UN goals. Through the WEPs, the UN Women and the UN Global Compact promote the efforts for women's presence in all areas and levels of economic life in order to empower women in the workplace and guide enterprises to revise their current policies and practices or to create new ones (UN Women, 2017).

➤ Crises, including the Covid-19, affect men and women differently. A practical guide on **“Managing the Crisis in an Equitable Way”** will be useful based on WEPs commitments for the private sector to plan equitable and transformative interventions, which will meet the practical needs of employees during times of crisis while not further magnifying gender inequalities, and to adopt crisis-resistant sustainable management models.

➤ UN Women (2020b and 2020c) calls upon women leaders. This call emphasizes that "the visibility of the specific needs of women and girls in times of crisis can only be achieved by the participation of women in decision-making mechanisms." It points out that including women's voices in local or national decision-making processes would lead to more comprehensive decisions in the response to the crisis and to better and sustainable outcomes. It also provides information for emergency services for women subjected to violence. These resources should be communicated to relevant departments and decision-making staff in the enterprises so that concrete steps could be taken.

➤ The engagement of enterprises in actions towards the achievement of gender equality by cooperating with public agencies, other enterprises and CSOs has an impact on their tendency to take equitable measures during the Covid-19 pandemic. In particular, partnerships and actions that involve SMEs and cooperatives will lead to a variety of gains than those offered through collaborations among large enterprises and SMEs.

The recommendations mentioned by this chapter are summarized below, along with the components that can be put into practice (Table 4-1).

Table 4-1. Recommendations on Best Practices

Recommendations
Making the effects of the crisis visible: Regularly collecting gender-segregated data and information about the effects of the pandemic
Crisis-resistant equitable interventions: Introducing strategic interventions that will not further magnify gender inequalities (equitable and transformative) while meeting the practical needs of employees in times of crisis
Mainstreaming the use of the Gender Equality Index: Mainstreaming the use of the gender equality index and its components developed based on the findings of this assessment (commitment to WEPS, number of women executives, etc.) for the evaluation of Covid-19 responses in terms of gender equality
Increasing cooperations: Cooperating with external stakeholders (public and other enterprises) and CSOs
Reviewing the legislations: Reviewing the legislations on gender-responsive support mechanisms and policies
Public mobilization and awareness: Through enhanced partnerships and collaborations, raising awareness and addressing gender-based violence; and mobilizing a range of influential role-models from business, art and sports to amplify the messaging on gender-based violence ¹¹ .

4.3 Recommendations on National Legislation and Policies

Achieving gender equality should be a priority for all macro-level policies to be introduced during the Covid-19 pandemic. States should not abandon their commitments arising from international conventions while trying to offer short-term solutions for the global crisis caused by the pandemic.

1. **Gender equality** should be included as a goal in major documents setting out **national policies and strategies**. It should be noted that gender equality, which is a fundamental human right, is a prerequisite for states to treat their citizens equally, as well as a sustainable development goal arising from Turkey's international commitments.

¹¹ This recommendation has been given in line with the Political Engagement Strategy on Gender-Based Violence and Covid-19, endorsed by the UN Secretary-General's Executive Committee on 29 August 2020.

2. The Covid-19 pandemic can pose a barrier before **fundamental policies and practices** to achieve gender equality in the workplace. For example, **fiscal stimulus and economic support packages, which have been introduced during the pandemic**, can take into consideration the measures and practices that enterprises adopt to achieve gender equality. Practices that allow parents to go on care leave and work flexibly can be incorporated into such fiscal stimulus packages. Recovery and stimulus packages should be designed bearing in mind their possible impacts on the work-life balance.

3. Enterprises should thoroughly deliberate on permanently switching to the remote working mode after the Covid-19 pandemic. This survey shows that remote working/working from home has brought about various challenges and needs for women. It is not possible to foster a good working environment unless specific measures are adopted against the challenges faced by women in the process. It should be noted that such decisions will have negative outcomes for women **unless some standards are put in place**.

4. The public sector has major responsibilities to combat inequality in domestic and care work. As this requires a long-term response, the measures to be recommended should not be limited to the Covid-19 pandemic. Integrated policy steps should be established, and targets should be determined by examining successful international practices.

5. As in international examples and as stated in national policy documents, **care services, especially childcare institutions, should be expanded within the scope of the goal of harmonizing work and family life**. Parents' access to these services should be increased by implementing various models in childcare service provision with incentives to private sector and by expanding childcare service provision in municipalities' purview in addition to the public social infrastructure investment with regard to the childcare institutions. Considering the determining factors such as the region, sector and other working conditions in which the businesses operate, an encouraging understanding should be adopted to diversify the childcare support models that businesses can offer to their parent employees.

The gravity of the inequality in Turkey in terms of domestic and care work compared to other countries is clearly stressed in the Assessment Report on Sustainable Development Goals of the Presidency for Strategy and Budget under the Presidency and the Special Report on the Role of Women in Development in the 11th Development Plan (2019-2023). These documents indicate that it is **crucial to accelerate efforts to introduce policies for an equal distribution of household work and parental responsibilities between men and women**, to regulate inalienable paternity leave, and **to balance work and family life**. The report mentions that "women are unable to take their education to the next level (master's or doctoral degree) due to sectoral and professional differences, gender roles, concerns about work-life balance, and domestic care responsibilities." Another disproportionate impact of the pandemic on female employees is that they have had to reduce their working hours a lot more or to put their careers "on hold"¹². These changes create new vicious cycles in terms of gender equality in the workplace or resurrect old ones. In order for the norms and standards on gender equality to be put into practice coupled with Covid-19 response measures, holistic policies and practices should be adopted by the highest levels of the public sector.

Minimizing the damage caused by the pandemic on our lives and enjoying our right to a good life can only be achieved by strengthening, maintaining and achieving gender equality, which is safeguarded by the applicable laws and regulations.

¹² Other surveys conducted in various countries also show that women take unpaid leave to deal with domestic and care responsibilities. For example, a survey suggests that 72% of the working women in the US had to reduce working hours for childcare while 65% of them stated that the lack of childcare support was the reason for why they took a leave. More than 80% of those who are unable to work due to lack of childcare support were women (Charlton, 2020; Melissa Sou-Jie Van Brunnersum, 2020). Even if both parents of young children were employed in jobs favorable for remote working, the decline in the working hours of mothers was found to be 4.5 times higher than that of fathers in the US. The fact that the employment of mothers decreased much more than that of fathers and that the employment gap for the parents of elementary school-age children increased by seven times for women in Canada supports the disproportionate effects of the Covid-19 pandemic (Fuller and Qian, 2020).

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ANNEX 1. TABLES

Table E1. Representatives of the Enterprises by Gender and Age Group (%)

Age Group	Men	Women
18-34	11 (3,24)	56 (16,52)
35-44	36 (10,62)	89 (26,25)
45-54	19 (5,60)	59 (14,40)
54+	27 (7,96)	42 (12,39)
TOTAL	Men Women	93 (27,42) 246 (72,56)

Source: Impact Assessment of Covid-19 on Women in the Workplace

Table E2. Participant profile by the Size of Enterprises

	Share Within Total (%)
Large Enterprise \geq 3.000 Employees	14
Large Enterprise (250 to 2.999 Employees)	28
Medium-Sized Enterprise (50 to 249 Employees)	19
Small-Sized Enterprise (10 to 49 Employees)	18
Micro Enterprise (0 to 9 Employees)	18
Cooperative	3
TOTAL	100

Source: Impact Assessment of Covid-19 on Women in the Workplace

Table E3. Rate of Female Employees by the Size of Enterprises (%)

	No Female Employees	Up to %10	%11-20	%21-30	%31-49	%50-74	%75 and Above
Within All Enterprises	3,5	13,0	15,4	14,2	19,7	20,9	13,4
Large Enterprise ≥ 3.000 Employees	-	6,1	24,2	18,2	24,2	21,2	6,1
Large Enterprise (250 to 2.999 employees)	-	10,6	24,2	18,2	22,7	21,2	3,0
Medium-Sized Enterprise (50 to 249 Employees)	2,0	16,3	14,3	20,4	20,4	20,4	6,1
Small-Sized Enterprise (10 to 49 Employees)	4,1	26,5	10,2	8,2	20,4	12,2	18,4
Micro Enterprise (0 to 9 Employees)	11,8	5,9	5,9	7,8	11,8	31,4	25,5
Cooperative*	-	-	-	-	16,7	0,0	83,3

Source: Impact Assessment of Covid-19 on Women in the Workplace

*It should be noted that the number of cooperatives participated in the study is very limited.

Table E4. The Rate of Female Employees in Executive Positions (%)

The Rate of Female Employees	General	Mid-Level Executive	Senior Executive
No Female Employees	3,5	10,4	16,3
Up to 10%	13	21,7	26,7
11-20%	15,4	15,7	12
21-30%	14,2	11,7	8,4
31-49%	19,7	17,7	10
50-74%	20,9	13,3	11,2
75% and Above	13,4	9,6	15,5

Source: Impact Assessment of Covid-19 on Women in the Workplace

Table E5. The Rate of Women's Empowerment Principles (WEPs) Signatories by Size (%)

	Within Total %	WEPs
Large Enterprise ≥ 3.000 Employees	14	74
Large Enterprise (250 to 2.999 Employees)	28	72
Medium-Sized Enterprise (50 to 249 Employees)	19	34
Small-Sized Enterprise (10 to 49 Employees)	18	27
Micro Enterprise (0 to 9 Employees)	18	27
Cooperative*	3	50
TOTAL	100	47

Source: Impact Assessment of Covid-19 on Women in the Workplace

*It should be noted that the number of cooperatives participated in the study is very limited.

Table E6. Enterprises by Publicly-Traded and WEPs Signatory Status (%)

Is Signatory To The WEPs?	Publicly-Traded	Not Publicly-Traded	TOTAL	Rate of Publicly-Traded Enterprises
Yes	36	69	105	34%
No	20	112	132	15%
TOPLAM	56	181	237	24%
Rate of Enterprises Signatory to the WEPs	64%	38%		

Source: Impact Assessment of Covid-19 on Women in the Workplace

Table E7. The Rate of Enterprises Cooperating With Stakeholders, Other Enterprises, the Governmental or Non-Governmental Organizations to Achieve Gender Equality (%)

	The Rate of Enterprises Supporting SMEs (%)	Cooperation With Other Enterprises	Cooperation With the Public Agencies	Cooperation With CSOs
Within All Enterprises	14,8	41,2	35,6	58,8
Large Enterprise ≥ 3.000 Employees	20,0	68,0	44,0	80,0
Large Enterprise (250 to 2.999 Employees)	13,7	52,9	39,2	62,7
Medium-Sized Enterprise (50 to 249 Employees)	11,8	23,5	20,6	38,2
Small-Sized Enterprise (10 to 49 Employees)	15,6	21,9	31,3	53,1
Micro Enterprise (0 to 9 Employees)	11,8	38,2	32,4	61,8
Cooperative	33,3	50,0	83,3	66,7

Source: Impact Assessment of Covid-19 on Women in the Workplace

Table E8. Enterprises by Location (%)

Region	Share Within Participating Enterprises (%)	Share Within Selected Locations (%)
TR1 Istanbul	52,7	15,8
TR2 West Marmara	26,6	7,9
TR3 Aegean	34,4	10,3
TR4 East Marmara	27,0	8,1
TR5 Western Anatolia	22,7	6,8
TR6 Mediterranean	32,0	9,6
TR7 Central Anatolia	34,0	10,2
TR8 Western Black Sea	19,1	5,7
TR9 Eastern Black Sea	20,7	6,2
TRA Northeastern Anatolia	19,1	5,7
TRB Central Eastern Anatolia	19,5	5,8
TRC Southeastern Anatolia	26,6	7,9

Source: Impact Assessment of Covid-19 on Women in the Workplace

Table E9. Enterprises by Industry (%)

Industry	Share (%)
Manufacturing Industry	32,03
Other*	15,63
Wholesale-Retail Trade	14,84
Construction	10,16
Holding	8,20
Finance, Insurance, Banking	7,03
Tourism	6,64
Food Services	6,64
Energy	6,25
Healthcare Services	5,86
Information and Telecommunications Services	4,69
Agriculture and Animal Breeding	4,30
Transport	3,13
Educational Services	2,73
Mining	1,56

Source: Impact Assessment of Covid-19 on Women in the Workplace

*Other industries include other services, consultancy, law consultancy, real-estate services, and non-governmental organizations.

Table E10. The Rate of Female Employees Among Those Who Quit Their Jobs Between March and June, 2020 (%)

No male or female employees quit	54,3
No female employees among those who quit	12,8
%1-10	14,6
%11-20	4,1
%21-30	4,6
%31-40	3,2
%41-50	2,7
More than %50	3,7
TOTAL	100

Source: Impact Assessment of Covid-19 on Women in the Workplace

Table E11. The Rate of Female Employees Among Those Who Took Unpaid Leave Between March and June, 2020 (%)

No male or female employees took unpaid leave	51,1
No female employees among those who took unpaid leave	11,4
1-10%	12,8
11-20%	7,3
21-30%	3,2
31-40%	1,8
41-50%	6,4
More than 50%	5,9
TOTAL	100

Source: Impact Assessment of Covid-19 on Women in the Workplace

Table E12. Practices Implemented During the Covid-19 Pandemic (%)

	For White Collar Employees	For Blue Collar Employees
Fully Switched to Remote Working/Working From Home, Where Possible	26	12
Partially Switched to Remote Working/Working From Home, Where Possible	22	16
Fully Benefited From the Short-Term Employment Allowance	8	14
Partially Benefited From the Short-Term Employment Allowance	14	22
Benefited From Paid Leave	17	20
Benefited From Unpaid Leave	8	9
No Change	5	8
TOTAL	100	100

Source: Impact Assessment of Covid-19 on Women in the Workplace

Table E13. Practices Implemented During the Covid-19 Pandemic by The Size of Enterprises (%)

		Large Enterprise ≥ 3,000 Employees	Large Enterprise (250 to 2,999 Employees)	Medium-Sized Enterprise (50 to 249 Employees)	Small-Sized Enterprise (10 to 49 Employees)	Micro-Enterprise (0 to 9 Employees)
Remote Working (Fully)	White Collar	28,9	23,5	25,6	27,2	30,0
	Blue Collar	8,8	7,0	13,0	17,1	17,0
Remote Working (Partially)	White Collar	20,6	21,9	24,8	19,3	22,0
	Blue Collar	14,0	16,5	16,9	14,3	18,9
Short-Time Employment Allowance (Fully)	White Collar	11,3	4,6	7,4	8,8	12,0
	Blue Collar	24,6	7,8	10,4	15,7	17,0
Short-Time Employment Allowance (Partially)	White Collar	14,4	15,8	15,7	14,0	11,0
	Blue Collar	22,8	27,8	23,4	17,1	13,2
Paid Leave	White Collar	17,5	23,5	15,7	13,2	9,0
	Blue Collar	17,5	27,8	18,2	14,3	15,1
Unpaid Leave	White Collar	7,2	8,7	5,8	5,3	10,0
	Blue Collar	8,8	10,4	10,4	5,7	5,7
No Change	White Collar	0,0	2,0	5,0	12,3	6,0
	Blue Collar	3,5	2,6	7,8	15,7	13,2
TOTAL		100	100	100	100	100

Source: Impact Assessment of Covid-19 on Women in the Workplace

Table E14. Views on Remote Working by the Size of Enterprises (%)

	Large Enterprise ≥ 3,000 Employees	Large Enterprise (250 to 2,999 Employees)	Medium-Sized Enterprise (50 to 249 Employees)	Small-Sized Enterprise (10 to 49 Employees)	Micro-Enterprise (0 to 9 Employees)
We were working remotely/from home before the Covid-19 pandemic and we continue to do so	18,4%	26,1%	15,3%	12,5%	13,2%
We have discussed permanently shifting to remote working/working from home, where possible, during the Covid-19 pandemic	34,2%	21,6%	16,9%	16,7%	18,9%
We have adopted working remotely/from home, where possible, during the Covid-19 pandemic	31,6%	17,0%	16,9%	14,6%	11,3%
We do not consider permanently shifting to remote working/working from home after the Covid-19 pandemic	2,6%	17,0%	20,3%	14,6%	18,9%
After the Covid-19 pandemic, we plan to maintain the work arrangement we had before the pandemic	13,2%	18,2%	30,5%	41,7%	37,7%

Source: Impact Assessment of Covid-19 on Women in the Workplace

Table E15. The Rate of Enterprises That Formed Covid-19 Response Teams and Took Specific Measures for Female Employees (%)

	Enterprises That Formed Covid-19 Response Teams (%)	The Rate of Enterprises That Took Specific Measures For Female Employees (%)
Rate Within All Enterprises	73,3	26,4
Large Enterprise ≥ 3.000 Employees	97,0	40,0
Large Enterprise (250 to 2.999 Employees)	94,0	30,2
Medium-Sized Enterprise (50 to 249 Employees)	82,6	25,6
Small-Sized Enterprise (10 to 49 Employees)	54,8	24,3
Micro Enterprise (0 to 9 Employees)	40,9	16,2
Cooperative*	16,7	16,7

Source: Impact Assessment of Covid-19 on Women in the Workplace

*It should be noted that the number of cooperatives participated in the study is very limited.

Table E16. Utilization from Incentives by the Rate of Female Employees (%)

Yararlanılan Teşvik ve Destekler	Rate of Women Employees						All Enterprises
	Up to 10%	11-20%	21-30%	31-49%	50-74%	75% and Above	
Short-Time Employment	52%	61%	66%	65%	59%	44%	59%
Deferral of Insurance Premiums, VAT and Withholding Tax Payments	62%	48%	55%	56%	38%	44%	51%
Minimum Wage Subsidy	19%	30%	21%	44%	18%	24%	28%
Force Majeure Pursuant to The General Communique on The Tax Procedure Law No. 518	33%	9%	24%	30%	23%	24%	24%
Loan Support Under The Economic Stability Shield	10%	4%	14%	23%	15%	20%	16%
Eximbank Rediscount	10%	9%	14%	7%	8%	12%	9%
Check Payment Support Loan	10%	0%	3%	12%	5%	12%	7%
Extension For The Inward Processing Regime	5%	4%	7%	12%	5%	8%	7%
Extension of Insurance and Pre-Shipment Export Loans	10%	4%	3%	9%	3%	8%	6%
Stock Financing Support	5%	0%	3%	14%	0%	8%	5%
Check and Credit Record Amnesty	5%	0%	7%	7%	0%	8%	4%

Source: Impact Assessment of Covid-19 on Women in the Workplace

Table E17. Views on Cooperatives and Especially Women's Cooperatives in Turkey (%)

	Agree	Partially Agree	Neutral	Partly Disagree	Disagree	TOTAL
Cooperatives cannot be profitable enterprises that can compete in a vibrant market economy.	10	23	12	18	30	100
Cooperatives create fair market conditions.	38	33	13	14	1	100
Women's cooperatives cannot go beyond selling tarhana, noodles and hand-crafted products.	21	28	15	15	20	100
Assistance offered to women who establish, run, or work in a cooperative is sufficient.	3	11	14	21	51	100
Cooperatives cannot offer women a decent career or an opportunity for personal development.	4	16	17	14	48	100
Tax incentives should be introduced for women's cooperatives.	78	8	6	3	5	100
The private sector should support women's cooperatives through procurement of their services and products in bulk.	71	15	6	5	3	100

Source: Impact Assessment of Covid-19 on Women in the Workplace

**It should be noted that the number of cooperatives participated in the study is very limited.*

ANNEX 2. DATA EDITING

Open-ended answers provided for the question on industrial knowledge are aggregated as follows.

Accommodation	Tourism
Sales and Technical Support in R&D and Technological Systems	IT
Research and Development	IT
Research	IT
Insurance	Financing
Logistics	Transport
Wholesale Retail Food and Beverage Craft	Wholesale Trade
Elevator Escalator Technology	Manufacturing
Wine Production and Marketing	Manufacturing
Transport Systems (Elevator, Escalator, Walkway)	Manufacturing
Electronics	Manufacturing
Traditional Felt Production	Manufacturing
Chemical Industry	Manufacturing
Textile	Manufacturing

Textile	Manufacturing
Textile	Manufacturing
Juice	Manufacturing
Import Export Production	Manufacturing
Textile	Manufacturing
Household Items	Manufacturing
Consumer Electronics	Manufacturing
Home Appliances and Technology	Manufacturing
Home Appliances	Manufacturing
Chemistry	Manufacturing
Automotive	Manufacturing
Pharmaceuticals	Manufacturing
Handmade Design Toys, Textile, Cosmetics	Manufacturing
Plastic Packaging	Manufacturing
Production	Manufacturing
Ready-To-Wear Clothing	Manufacturing
Ready-To-Wear Clothing Export	Manufacturing
FMCG - Retail and Consumer Goods	Manufacturing
Textile	Manufacturing
Automotive	Manufacturing
Water and Wastewater Treatment	Manufacturing
Medicinal Aromatic Plant Production	Manufacturing
Textile Industry	Manufacturing
Digital Printers	Manufacturing
Food	Manufacturing
Textile	Manufacturing

Enterprises are Divided Into The Following Groups by The Number of Employees.

0 to 9 Employees	Micro-Enterprise
10 to 49 Employees	Small-Sized Enterprise
50 to 249 Employees	Medium-Sized Enterprise
250 to 2.999 Employees	Large Enterprise
3.000 or More Employees	Large Enterprise > 2.999
-	Cooperative



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