



# Promoting employer-supported care solutions

## Summary

The project, commissioned by the European Bank for Reconstruction and Development (EBRD) with the support of the Türkiye Donor Fund set out to address one of the most pressing workforce challenges: the lack of employer-supported care options. The project developed and piloted two digital tools; a modular eLearning programme and an interactive care solutions builder to help employers design and implement practical workplace policies supporting employees with caregiving responsibilities.

## Background

Across Türkiye, women shoulder 94 percent of all childcare duties<sup>1</sup>, with very limited access to formal care services, especially for children under five and for elderly people living outside major cities. Employer mandates requiring workplace care provision currently apply only to businesses with 150 or more female employees, leaving small and medium-sized enterprises (SMEs) without the support needed to retain and attract staff who face significant caregiving responsibilities.

This imbalance contributes to persistently low female labour force participation rates, just 35.8 percent among women aged 25 to 44, and reinforces structural barriers to gender equality in the workplace.

To address this challenge, the EBRD's Strategy for the Promotion of Gender Equality (2021–2025) calls on the private sector to play a greater role in building inclusive economies. The Care Solutions project was designed to operationalise this vision by providing employers with practical tools and knowledge to integrate care solutions into their workplace policies.

## Our Solutions

The project began with an in-depth baseline assessment exploring Türkiye's legal frameworks, demographic pressures, and caregiving realities. This research uncovered critical insights, such as the extremely low daycare enrolment for children under five, only 2.8 percent<sup>2</sup>, and the concentration of unpaid care work among women of prime working age. It also highlighted how existing mandates failed to reach SMEs, leaving many employees unsupported. These findings guided the design of digital tools that would be realistic, scalable, and directly relevant to employers across sectors.

Building on this evidence, we created **Care Compass**, a 90-minute modular eLearning programme. The course introduced participants to the realities of unpaid care work, explored the business case for employer-supported solutions, showcased a range of practical interventions, and guided organisations through the process of developing their own care strategies. To make the content engaging and actionable, the programme incorporated quizzes, video content, and downloadable templates.

1 <https://data.tuik.gov.tr/Bulten/Index?p=Turkiye-Family-Structure-Survey-2021-45813>

2 <https://data.tuik.gov.tr/Bulten/Index?p=family-structure-survey-2016-21869&dil=2>

Alongside the eLearning programme, we developed the Care Solutions Builder - an interactive digital action-planning tool. This tool allows employers to answer structured questions about company size, workforce demographics, and existing workplace policies, then generates a tailored action plan in PDF format. The recommendations cover areas such as flexible working arrangements, care services, leave policies, and workplace culture improvements, enabling employers to create actionable strategies customised to their unique needs.

The tools were piloted with Aydem Enerji, an EBRD client in the energy sector. HR and leadership teams participated in the eLearning programme and used the Care Solutions Builder to assess organisational needs and produce a draft action plan. Feedback confirmed that the tools were easy to use, relevant, and highly practical, providing employers with clear, step-by-step guidance on improving workplace support for caregiving employees.

## Outcome / impact:

The pilot results demonstrated strong engagement and immediate intent to act: all participants reported plans to implement strategies from the training, with 75 percent rating both the eLearning platform and the Care Solutions Builder as intuitive and user-friendly. Every participant said they would recommend the course to others, highlighting its relevance and practical value.

Beyond these immediate results, the project achieved several strategic outcomes. It delivered two scalable, high-impact digital tools ready for use across EBRD's client base. It reframed employer-supported care as a core business issue rather than a social benefit, emphasising its link to talent retention, workforce wellbeing, and gender equality outcomes. Finally, it equipped organisations with the capacity and confidence to respond effectively to the challenges of unpaid care, laying the groundwork for more inclusive and equitable workplaces.

## Testimonials

*"Investing in care is no longer optional. It's a strategic necessity. Care Compass helps our clients reframe it as a business strategy - not just an HR initiative. That shift has made all the difference. It enables them to see employee well-being and workforce productivity as directly linked to business performance and long-term sustainability. When care becomes strategy, people and business thrive together."*

Ozen Tumer, Gender and Inclusion Principal, EBRD