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WSC 2025 Worker Survey: Working Conditions and Human Rights Due Diligence Findings in Türkiye's Textile Sector

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List of Acronym

Acronym	Full Term
CAPA	Corrective and Preventive Action
CSR	Corporate Social Responsibility
HRDD	Human Rights Due Diligence
ILO	International Labour Organization
NGO	Non-Governmental Organization
OHS	Occupational Health and Safety
RMG	Ready-Made Garment
WSC	Worker Support Center

This report has been prepared based on fieldwork conducted within the scope of the MUDEM – Worker Support Center Project. The report was developed in collaboration with Humanitarian Consultancy Group.

Published in June 2026

MUDEM

MUDEM was established in Ankara in 2014 with the aim of carrying out activities at both national and international levels to address the challenges faced by disadvantaged individuals.

Since its establishment, MUDEM has been providing social and legal support to facilitate access to rights and services for both host communities and refugees, delivering psychosocial support, and implementing various activities aimed at strengthening social cohesion. MUDEM continues its work through its centers located in different regions of Türkiye.

MUDEM aims to foster social cohesion by promoting empathy and dialogue between refugees and host communities, and to contribute to the creation of safe, inclusive, and supportive living environments for vulnerable groups.

MUDEM conducts its activities with all refugee groups without discrimination based on language, religion, gender, ethnicity, or political opinion.

In addition, MUDEM undertakes activities such as meetings, conferences, and research initiatives to raise public awareness on refugee-related issues, strengthen coordination and communication among civil society organisations and public institutions working in this field, and support ongoing initiatives at the field level.

For more information, please visit:
https://www.mudem.org/

Worker Support Center

To improve the working conditions of workers (both Turkish and refugee) across the textile and garment industry in Türkiye, MUDEM aims to continue its online program (Worker Support Center), which was established in 2018. The project was funded by C&A Foundation between 2018 and 2020 and by Laudes Foundation between 2020 and 2021. From September 2021 until April 2023, the project was conducted with the same approach and more brands joined the project, funded by the GIZ Sector Programme Sustainability in Textile Supply Chains (which hosts the German Partnership for Sustainable Textiles). In line with its sustainability objectives, the project continues in 2025 with the financial support of the international brands participating in the programme.

Worker Support Center (WSC) is an online grievance mechanism where workers can request support regarding issues at the workplace. The WSC acts as a unique grievance mechanism in which international textile and garment brands, their supplier factories and an NGO are working together to improve the working conditions via an online platform. Through this platform, problematic issues will be brought forward and solved in cooperation with MUDEM and the brands. In this manner, the WSC contributes to a safe working environment and the prevention of possible negative consequences. WSC project supports both refugee and Turkish workers. All the complaints received via WSC or during factory visits, are handled without any restriction of nationality. Trainings and informative meetings in the factories are realized with the participation of refugee and host community workers in order to contribute to the social cohesion between workers.

In order to increase awareness of the Worker Support Center—which provides services in four languages (Turkish, Arabic, Farsi, and English) —factory visits are conducted at the production facilities of brands participating in the project.

This activity supports companies' responsibilities regarding human rights and working conditions as defined under the European Union Corporate Sustainability Due Diligence Directive (CSDDD). By ensuring access across all tiers of the supply chain, the activity facilitates workers' access to grievance and feedback mechanisms, thereby contributing to brands' obligations related to transparency, traceability, and effective remediation. In line with the requirements of the CSDDD, this practice enables brands to fulfil their obligations in both risk prevention and impact mitigation. It plays a particularly critical role in safeguarding the rights of migrant and women workers—who are considered high-risk groups—and in ensuring that their voices are heard.

For more information, please visit:

www.iscidestekmerkezi.org

Humanitarian Consultancy Group

Humanitarian Consultancy Group (HCG) is a Türkiye-based independent consultancy collective established in 2023. It brings together multidisciplinary expertise in evidence-driven humanitarian, development, and peace programming, with a focus on institutional alignment, contextual sensitivity, and practical application.

This report was designed and developed by HCG as part of its ongoing work to strengthen human rights and environmental due diligence (HRDD) across supply chains. HCG conducted the analysis of WSC's 2025 survey data, using a risk-based interpretive framework grounded in cumulative exposure, worker perception, and structural vulnerability.

In its research, HCG prioritises inclusive methodologies, ethical data practices, and policy relevance. The team draws on deep experience working with diverse stakeholders—including civil society organisations, public institutions, and international brands—to ensure that findings are not only analytically rigorous but also actionable and responsive to real-world risks.

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1. Executive Summary

“This report presents an analysis of human rights and working environment risks in Türkiye’s textile and ready-made garment sector, based on the self-reported experiences of 597 workers surveyed through the Worker Support Center (WSC) in 2025. The findings indicate that human rights and working environment risks within brand supply chains are not evenly distributed across the sector and tend to concentrate in specific workplaces. In these settings, existing policies, audits, and grievance mechanisms are not always sufficient, on their own, to prevent risks or address them effectively once they emerge.

Survey results demonstrate that wages, workload, the psychosocial working environment, and physical working conditions are experienced by workers as mutually reinforcing risk domains rather than isolated issues. When assessed together, these factors form cumulative risk areas that shape daily working realities in many workplaces. This points to the need to understand risks not as isolated issues, but as structural patterns linked to production and management practices, with direct implications for worker wellbeing, retention, and supply chain stability.

Key findings illustrate the scale and persistence of these risks. Forty-one per cent of workers do not perceive their wages as fair, while 27% describe their workload as excessive. Psychosocial risks remain significant, with 19% reporting lack of respect and 27% unequal treatment by managers. Nearly 30% of workers report dissatisfaction with physical working conditions. Importantly, these risks frequently co-occur in the same workplaces, forming cumulative risk profiles rather than isolated problem areas

Overall, the findings show that these risks rarely appear in isolation. Wage dissatisfaction, excessive workload, weak psychosocial environments, and inadequate physical conditions frequently co-occur in the same workplaces. This clustering tendency demonstrates that sector-wide averages and single-indicator assessments can obscure workplaces with high risk intensity and persistent problems.

The findings also point to limitations in existing prevention and response mechanisms. Although grievance mechanisms and reporting systems are widely established, their practical effectiveness remains uneven. Perceived resolu-

tion rates for reported cases remain at around 40%, and usage rates are limited. This indicates that the presence of mechanisms does not guarantee that they function effectively or build sufficient trust among workers.

In workplaces where psychosocial conditions are weak and confidence in grievance processes is low, risks are less likely to be reported and more likely to normalize over time. Under such conditions, violations may remain invisible within formal systems, reducing early warning capacity and delaying corrective action.

These findings underline the importance of worker perception–based data as a complementary source of evidence within human rights due diligence processes. Such data make visible how risks are experienced in practice, where they concentrate, and why they persist despite the formal existence of policies and procedures.

From an HRDD perspective, the findings underline the importance of prioritising workplaces where risks cluster and reinforce one another. Worker perception–based evidence provides a critical complementary lens for identifying such high-risk profiles, supporting earlier intervention, more targeted prevention, and more effective remedy processes

2. Introduction

This report draws on findings from a field survey conducted in 2025 with workers employed in Türkiye's textile and ready-made garment sector, implemented through the Worker Support Center (WSC). Its purpose is to make visible human rights and working environment risks emerging within brand supply chains in Türkiye, based on workers' direct experiences, and to provide operationally relevant input for human rights and environmental due diligence processes.

The Worker Support Center (WSC) operates with the aim of identifying risks faced by workers in textile and ready-made garment supply chains, strengthening early warning capacity, and contributing to the prevention of structural problems. Data generated through multilingual and accessible complaint mechanisms, field surveys, and workplace-level engagement allow for an assessment of how policies, procedures, and standards are reflected in everyday working realities.

This report is not an audit, inspection, or compliance assessment, nor does it seek to score, rank, or benchmark individual workplaces or brands. Rather, it is designed as a complementary risk analysis tool that adds a worker-centred layer to existing audit- and documentation-based approaches. By focusing on workers' perceptions and lived experiences, the report makes visible risk concentrations and vulnerability patterns that are not always captured through conventional compliance mechanisms.

A core analytical assumption underpinning the report is that human rights and environmental risks rarely emerge in isolation at workplace level. Instead, they tend to accumulate and reinforce one another under specific workplace conditions. For this reason, the report does not classify risks within a binary "present / absent" framework. It focuses instead on identifying patterns of co-occurring risks and areas where multiple vulnerabilities intersect at workplace level.

Within this framework, human rights and environmental due diligence is approached not merely as a control activity, but as a governance process requiring continuous attention to prevention, early detection, and response. Worker perception–based data play a critical role in this process by revealing how risks are experienced in practice and how existing mechanisms function on the ground.

Regular collection and analysis of such data strengthen one of the weakest aspects of many HRDD systems: the traceability of real-life working conditions. This approach enables:

- Early warning, by identifying shifts in perceptions related to wages, workload, respect, grievance mechanism use, and trust before risks escalate into violations;
- Monitoring of risk concentration, by making visible how risks cluster in specific workplaces rather than appearing evenly across the sector;
- Assessment of actual impact, by allowing changes in worker perceptions to be tracked over time following interventions such as trainings, workload adjustments, or improvements in grievance handling;
- Learning and adaptation, by providing evidence that can be used to refine preventive and corrective measures based on what works in practice.

In this sense, the report should be read not as a one-off assessment, but as a reference point for ongoing monitoring and comparison. Repetition of similar surveys over time allows brands and other stakeholders to move beyond snapshot analyses and toward a more dynamic understanding of risk trends, persistence, and change.

As such, the Introduction establishes the conceptual and methodological foundation for the risk analysis presented in Sections 3 to 5, and for the subsequent assessment of prevention, remedy, and monitoring capacity.

2.1. Scope and Limitations of the Report

This report analyses human rights and working environment risks identified in 2025, based on the experiences of workers employed in workplaces operating within Türkiye's textile and ready-made garment sector. The analysis draws on data collected through a structured worker survey implemented by the Worker Support Center (WSC).

The scope of the report focuses on risk areas that, based on WSC's field experience and existing sectoral research, are of heightened relevance for workers in textile and ready-made garment supply chains. These include wages and economic security, working hours and workload, respect and equal treatment, the psychosocial working environment, physical and environmental working conditions, and the functioning of grievance, reporting, and remedy mechanisms.

The findings do not claim to represent all workplaces, production sites, or brand–supplier relationships within the sector, nor do they aim to provide a statistically generalisable picture of sector-wide conditions. Rather than generalisation, the purpose of the report is to identify patterns of risk concentration, co-occurring vulnerabilities, and prioritisation needs at workplace level.

This report is not designed to function as an audit, inspection, or compliance assessment, nor does it assess legal conformity or assign responsibility to individual workplaces or brands. Instead, it should be read as a complementary risk analysis that provides insight into how risks are experienced and perceived by workers, and how existing mechanisms function in practice.

Findings presented in the report are most meaningful when assessed alongside other sources of information, including audit results, supplier data, and stakeholder inputs. When read together with such datasets, worker perception–based evidence helps to illuminate gaps between formal policies and procedures and the realities of day-to-day working conditions.

The analysis reflects conditions observed within a specific time period and should therefore be interpreted as time-bound and context-specific. Working conditions in Türkiye's textile and ready-made garment sector are shaped by economic dynamics, regulatory changes, production cycles, and supply chain pressures.

Accordingly, the report should be read not as a definitive assessment, but as a reference point that supports comparison over time. Repetition of similar data collection exercises enables monitoring of shifts in risk concentration, assessment of whether interventions lead to perceptible change, and identification of persistent issues that require sustained attention. In this respect, the report provides a structured basis for comparison across time rather than a definitive judgement on individual workplaces or brands.

WSC 2025 Worker Survey: Working Conditions and Human Rights Due Diligence Findings in Türkiye's Textile Sector

Worker Profile Variables and Cross-Tabulated Findings to Integrate into the Main Report

A. Methodological Note and Sample Profile

This analysis is based on the full WSC 2025 worker survey dataset (n = 597) and is intended to be integrated into the main report at the points indicated below. It introduces a layer of worker-profile variables (marital status, number of children, age band, education level, sector tenure) that were not surfaced in the published draft, and presents a series of cross-tabulations that strengthen the report's central argument: risks in Türkiye's textile and ready-made garment sector are unevenly distributed and concentrate in specific subgroups and workplaces.

A.1. Geographic coverage

Survey responses were collected from workers residing in eight provinces across Türkiye, covering Marmara, the Aegean, Southeastern Anatolia Eastern Anatolia and the Black Sea region. In line with the worker-confidentiality principle that underpins the WSC mechanism, individual province names are not used as analytical breakdowns in the main report; the geographic scope is referenced only as "eight provinces" to indicate breadth of coverage without exposing workplace-level identifiers.

A.2. Gender variable

Of the 597 responses, the gender field was completed for only 137 workers (approximately 23%) and left blank for 460. Direct gender breakdowns therefore cannot be presented as representative without introducing substantial selection bias.

Two options were considered: (i) constructing a gender-weighted estimate by combining the responding subsample with the female/male composition of participating factories from WSC field-visit attendance records, and (ii) limiting the gender variable to descriptive use only. Given that factory-visit attendance reflects who attended an information session rather than who responded to the survey, a reweighting approach would compound rather than resolve the selection issue. The recommended approach is therefore to:

- Report gender only descriptively, with a transparent statement of the high non-response rate, and refrain from gender-disaggregated risk claims; and
- In future survey rounds, build the gender question as a mandatory field with a "prefer not to say" option to address non-response without coercion

A.3. Sample profile summary

The table below presents the demographic and tenure profile used in the cross-tabulations that follow..

Variable	Category	n	%
Marital status	Married	314	%52.6
	Single	283	%47.4
Number of children	No children	270	%45.2
	2–1 children	169	%28.3
	+3 children	86	%14.4
	Not specified	72	%12.1
Age band	24 and below	129	%21.6
	34–25	271	%45.4
	44–35	122	%20.4
	45 and above	75	%12.6
Education	Primary school or below	155	%26.0
	Middle school	154	%25.8
	High school	228	%38.2
	University or above	60	%10.1
Sector tenure	5–0 years	350	%58.6
	10–6 years	119	%19.9
	15–11 years	45	%7.5
	+16 years	83	%13.9

B. Drivers of Sector Retention

Suggested placement in the main report: Sections 3.1–3.3 (where retention intent is currently linked only to workload) and Section 11 (Conclusion).

The published draft uses sector-retention intent ("Do you plan to continue working in the textile sector in the next two years?") as a single outcome variable linked primarily to workload (Figure 3). The dataset supports a substantially richer reading: retention intent varies systematically with marital status, family responsibility, perceptions of respect, wage fairness, and education level. Bringing these variables into the report changes the framing from a workload story to a multi-dimensional retention-risk profile.

B.1. Marital status and family responsibility

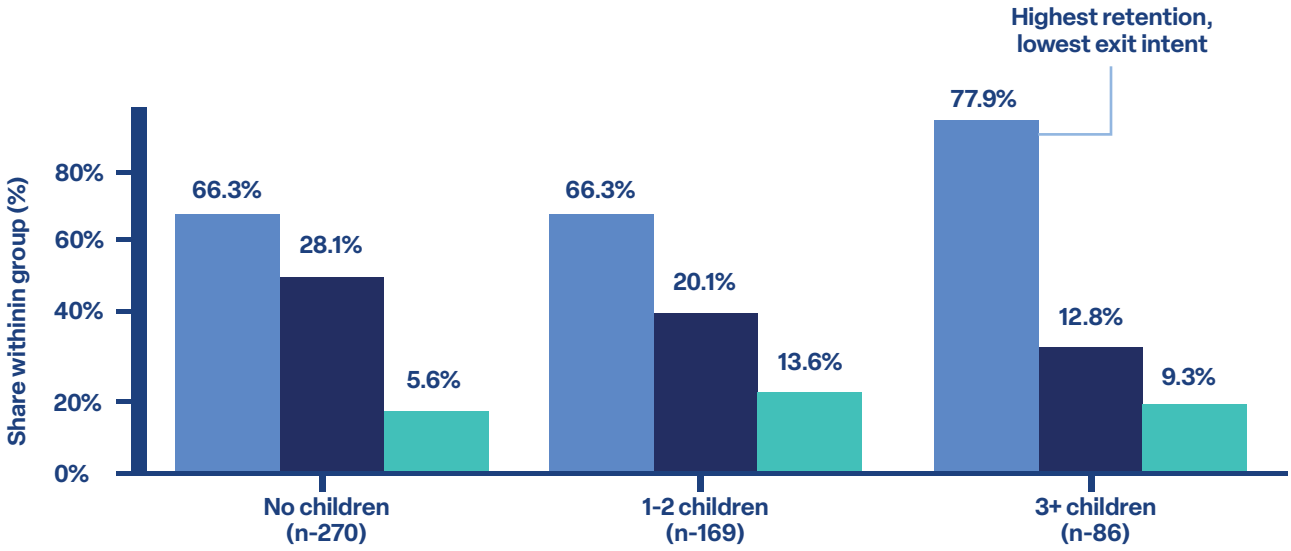


Figure B.1 - Number of children x Sector retention intent

Married workers and workers with three or more children show markedly higher sector-retention intent than single or childless workers. Among workers with three or more children, only 12.8% express intention to leave, compared to 29.7% among single workers — a gap of nearly 17 percentage points. (Marital status breakdown: 71.0% of married workers plan to stay versus 62.2% of single workers.) This pattern indicates that retention in the textile sector is not driven by job satisfaction alone but is heavily shaped by household financial obligations and the absence of viable alternative employment for breadwinners with dependents.

Read together with the report's wage findings, this signals a structural lock-in effect: workers with the strongest economic obligations are the most likely to remain even where wage and working conditions are perceived as inadequate. From an HRDD perspective, this is a vulnerability rather than a strength: "stable retention" among workers with dependents may mask weak voluntary engagement and limit the willingness to raise concerns through grievance mechanisms.

B.2. Respect and equal treatment as retention determinants

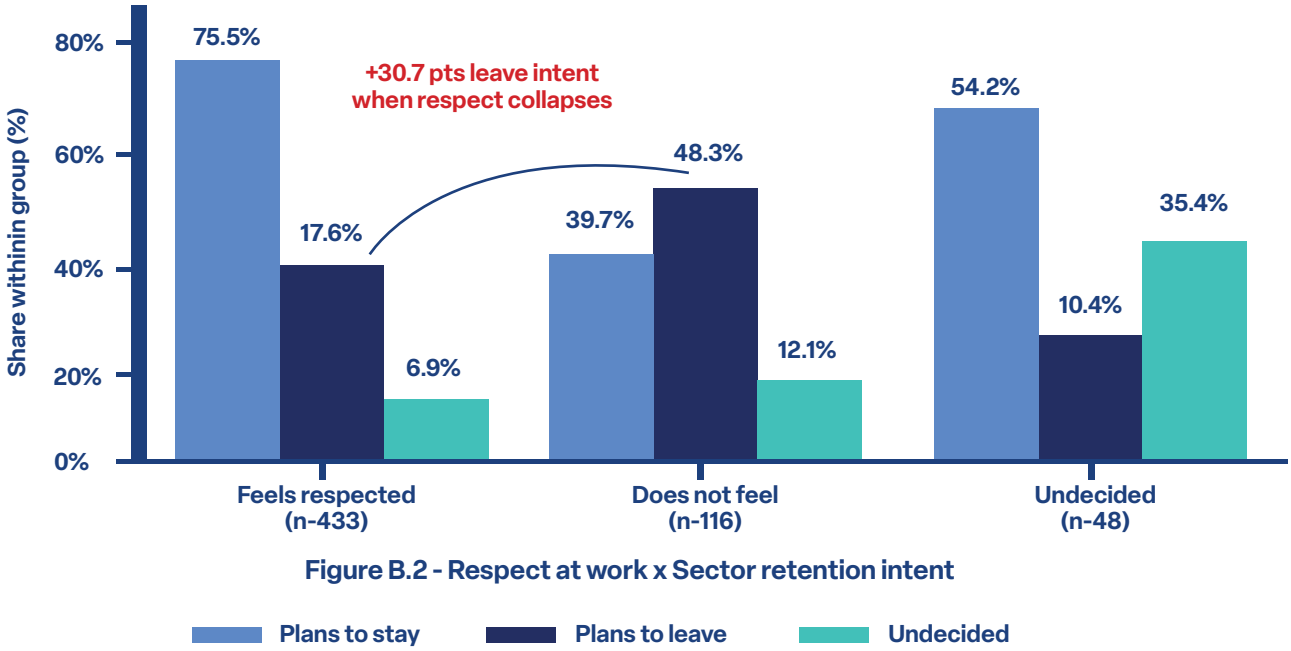


Figure B.2 - Respect at work x Sector retention intent

The relationship between perceived respect and retention intent is among the strongest patterns in the dataset. Workers who do not feel respected are nearly three times more likely to plan leaving the sector (48.3% vs 17.6%) than workers who feel respected — a 30.7 percentage-point swing. This makes psychosocial conditions — currently framed in the report mainly as a "layer of silence" affecting grievance use — a first-order retention risk in their own right.

B.3. Wage fairness as a retention driver

Perception	Plans to stay	Plans to leave	Undecided	n
Considers wages fair	%78.7	%16.0	%5.3	300
Considers wages unfair	%51.0	%35.0	%14.0	243
Undecided	%72.2	%7.4	%20.4	54

Wage unfairness more than doubles the share of workers planning to leave the sector (35.0% vs 16.0%). When combined with the workload finding in the published report, this confirms that wage and workload form a joint structural retention risk — but also that wage fairness, taken alone, is a stronger predictor of disengagement than the report currently states.

B.4. Education level

Education level	Plans to stay	Plans to leave	Undecided	n
Primary school	%81.7	%11.8	%6.5	153
Middle school	%67.5	%22.7	%9.7	154
High school	%57.0	%30.7	%12.3	228
University or above	%66.7	%20.0	%13.3	60

A clear education gradient is visible: retention intent declines from 81.7% among primary-school graduates to 57.0% among high-school graduates. The pattern is not a simple linear function — university graduates fall in the middle — but the direction is consistent with a labour-market mobility logic. Workers with lower formal education face narrower outside options and stay in the sector at higher rates; workers with secondary or tertiary education express stronger intent to leave.

Implication for HRDD framing
Sector retention is not a proxy for satisfaction. The workers most likely to stay are those with the strongest household obligations and the narrowest outside labour-market options. Brands and suppliers should therefore not interpret high retention rates as evidence of healthy working conditions. The retention signal must be read against the psychosocial-risk signal and the wage-fairness signal in the same workplace.

C. Grievance Mechanisms: Awareness, Usage, and Profile Effects

Suggested placement in the main report: Sections 7.1, 8.1–8.4 (where the awareness–usage gap is currently noted but not disaggregated).

C.1. Awareness predicts usage, but does not guarantee it

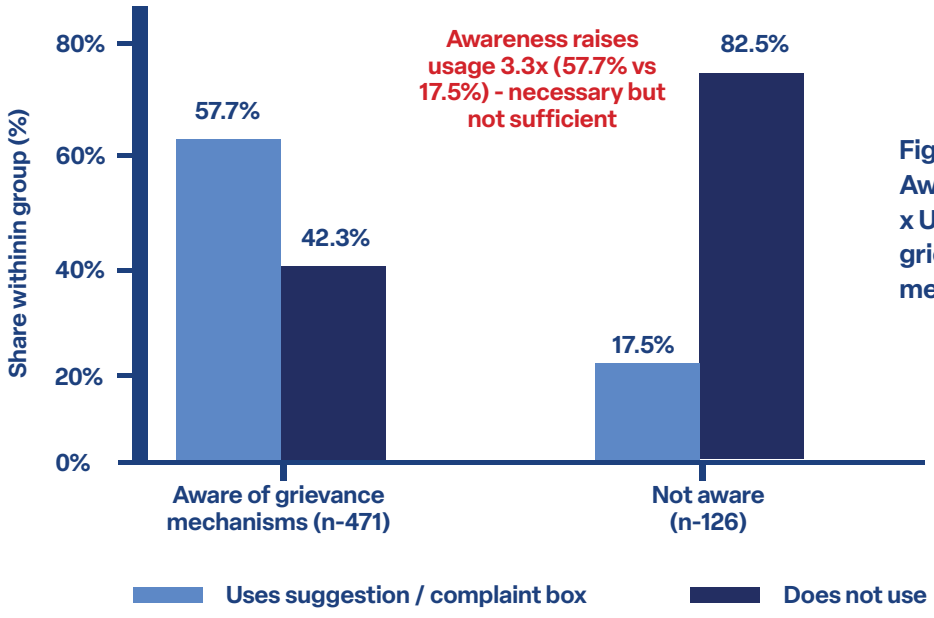


Figure C.1 - Awareness x Usage of grievance mechanisms

Workers who are aware of grievance mechanisms use them at more than three times the rate of workers who are not aware (57.7% vs 17.5%). This confirms that awareness is a necessary but not sufficient condition for use. Even among aware workers, more than four in ten do not file complaints — pointing to the trust, retaliation, and perceived-effectiveness barriers the published report identifies in Section 8.

C.2. Education level and grievance mechanism awareness/use

Education level	Aware (%)	Uses box (%)	n
Primary school or below	%81.3	%54.8	155
Middle school	%81.2	%56.5	154
High school	%75.9	%43.0	228
University or above	%78.3	%46.7	60

Counter-intuitively, workers with primary- and middle-school education report higher awareness and higher use of grievance mechanisms than high-school or university graduates. One plausible reading is that this group has the longest sector tenure and the most stable workplace attachment, making them more likely to know about and rely on internal mechanisms. Another reading is that workers with more education may be more aware of mechanisms but more sceptical about their effectiveness — and therefore more likely to disengage from the internal channel. Both readings reinforce the report's central argument: mechanism design and trust-building matter more than mechanism existence.

C.3. Sector tenure and grievance behaviour

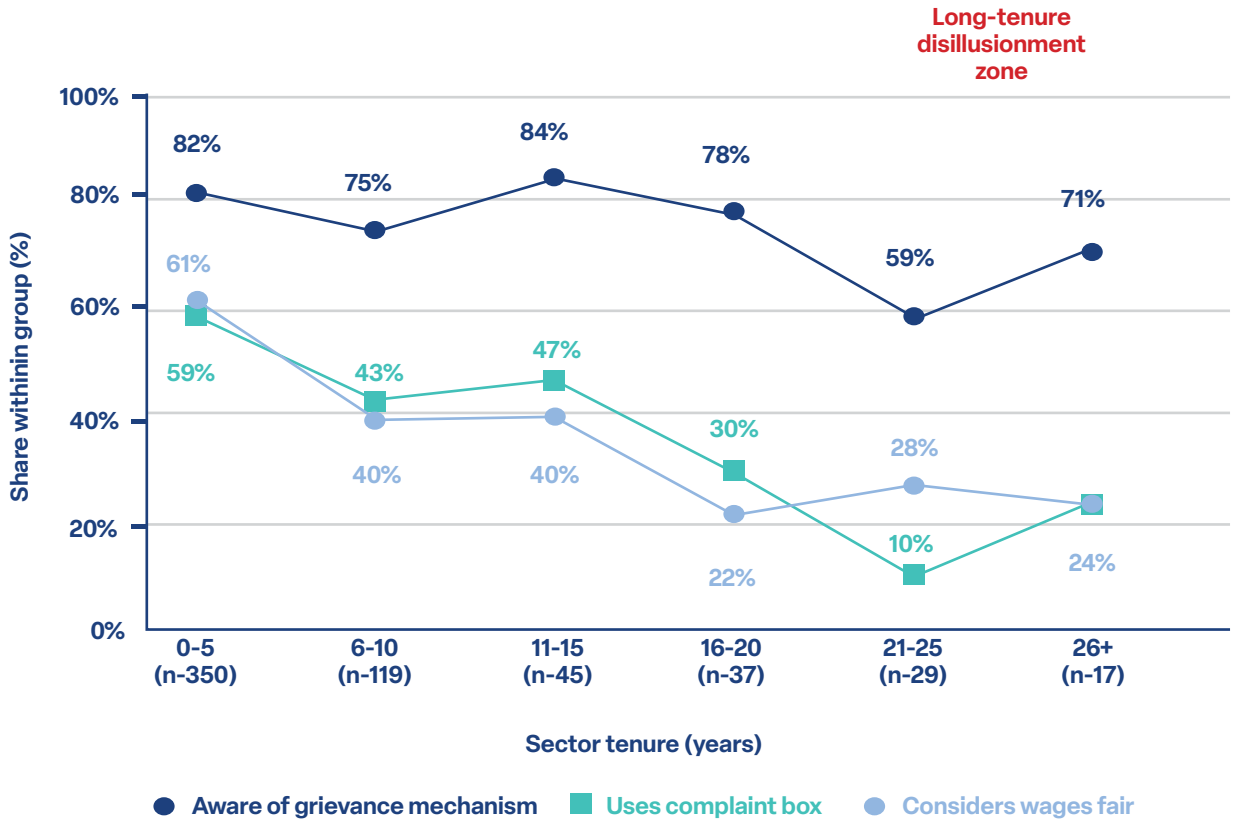


Figure C.3 - Sector tenure x Disillusionment pattern

Tenure shows a striking inverse pattern: as sector tenure increases, both grievance mechanism use and wage-fairness perception decline. Among workers with 21–25 years of sector experience, only 10.3% actively use suggestion/complaint boxes, and only 27.6% perceive their wages as fair. Long-tenure workers also display lower awareness of grievance channels (58.6%) than mid-tenure workers.

This pattern suggests two compounding effects: (i) accumulated disillusionment — long-tenure workers who have seen complaints go unresolved disengage from the mechanism over time; and (ii) generational differences in onboarding, with newer cohorts more likely to receive structured information about grievance channels as part of contemporary HR practice. From an HRDD perspective, this means that the workers most likely to have direct evidence of structural violations are also the workers most likely to have stopped reporting them.

C.4. Tenure within current workplace and awareness

Workplace tenure	Aware (%)	n
2–0 years	%77.4	402
5–3 years	%78.9	76
10–6 years	%84.5	103
15–11 years	%85.7	14
+26 years	%50.0	2

Within-workplace tenure shows the expected positive learning curve: awareness rises from 77.4% among workers with under two years at the workplace to 85.7% among those with 11–15 years of tenure. The implication is that workers in the first two years of employment — the most vulnerable group in terms of probation, contract uncertainty, and limited workplace networks — are also the least likely to be aware of grievance channels. This is consistent with Figure 25 in the published report but extends it by quantifying the gap.

Programmatic implication
Onboarding-stage information on grievance mechanisms should be a separate, structured intervention rather than information that workers "absorb over time." New-hire briefings, multilingual posters, and named focal points reduce the period during which workers are most vulnerable and least aware. WSC and partner brands should require suppliers to evidence onboarding-level grievance training, not only general workforce training.

D. Age, Respect, and the Voicing of Grievances

Suggested placement in the main report: Section 3.3 (psychosocial environment) and Section 8.4 (trust dimension).

Age band	Feels respected (%)	Does not feel respected (%)	Uses complaint box (%)	n
24 and below	%72.1	%23.3	%55.8	129
34–25	%71.9	%22.5	%53.5	271
44–35	%72.1	%10.7	%44.3	122
45 and above	%76.0	%16.0	%30.7	75

Two contrasting age patterns emerge. First, perceptions of respect at work are relatively stable across age bands (72–76%), with the 35–44 age group reporting the lowest "does not feel respected" rate (10.7%). Second, grievance mechanism use declines sharply with age — from 55.8% among workers aged 24 and below to 30.7% among workers aged 45 and above.

The combination is informative. It is not the case that older workers experience more disrespect; rather, they report less use of formal grievance channels even when conditions appear comparable. This is consistent with the tenure findings in Section C: older workers, who typically have longer tenure, may have learned over time that complaints do not generate outcomes, and have shifted to informal coping or to silence. For HRDD purposes, the implication is that the absence of complaints from older workers cannot be read as the absence of grievances.

E. Three-Way Interactions: Profile × Respect × Sector Retention

Suggested placement in the main report: Section 3.5 (risk concentration) as a complement to Figures 11–13 on cumulative risk.

The published report establishes that psychosocial risks have a "catalytic" effect on other risk areas. The three-way breakdowns below show that this catalytic effect varies systematically with worker profile — and is strongest precisely among the groups that are most economically locked into the sector.

E.1. Education x Respect x Sector retention

Education level	Respect status	Plans to stay (%)	Plans to leave (%)	n
Primary or below	Feels respected	%87.5	%10.2	128
Primary or below	Does not feel respected	%47.4	%36.8	19
Middle school	Feels respected	%75.0	%18.1	116
Middle school	Does not feel respected	%44.4	%40.7	27
High school	Feels respected	%64.7	%24.8	153
High school	Does not feel respected	%35.2	%57.4	54
University or above	Feels respected	%80.6	%11.1	36
University or above	Does not feel respected	%37.5	%43.8	16

Two patterns stand out. First, the respect effect on retention is large and consistent across every education group: in each category, the share of workers planning to leave the sector roughly doubles or triples when respect perceptions are negative. Second, the absolute leaving rate among workers who do not feel respected is highest in the high-school group (57.4%) and university-graduate group (43.8%) — the groups with the broadest perceived outside options. Conversely, even among primary-school graduates with negative respect perceptions, 36.8% plan to leave the sector — a rate three times higher than their peers who feel respected (10.2%).

This means that the "layer of silence" effect identified in the report is not a static feature of low-education / low-mobility workers. When respect deteriorates, retention intent collapses across all education groups — including among the workers least able to act on that intent. Workplaces where retention is sustained only by workers with no alternatives are, by this measure, the most fragile and the most likely to surface structural problems through turnover, absenteeism, or escalation outside formal channels.

E.2. Age x Respect x Sector retention

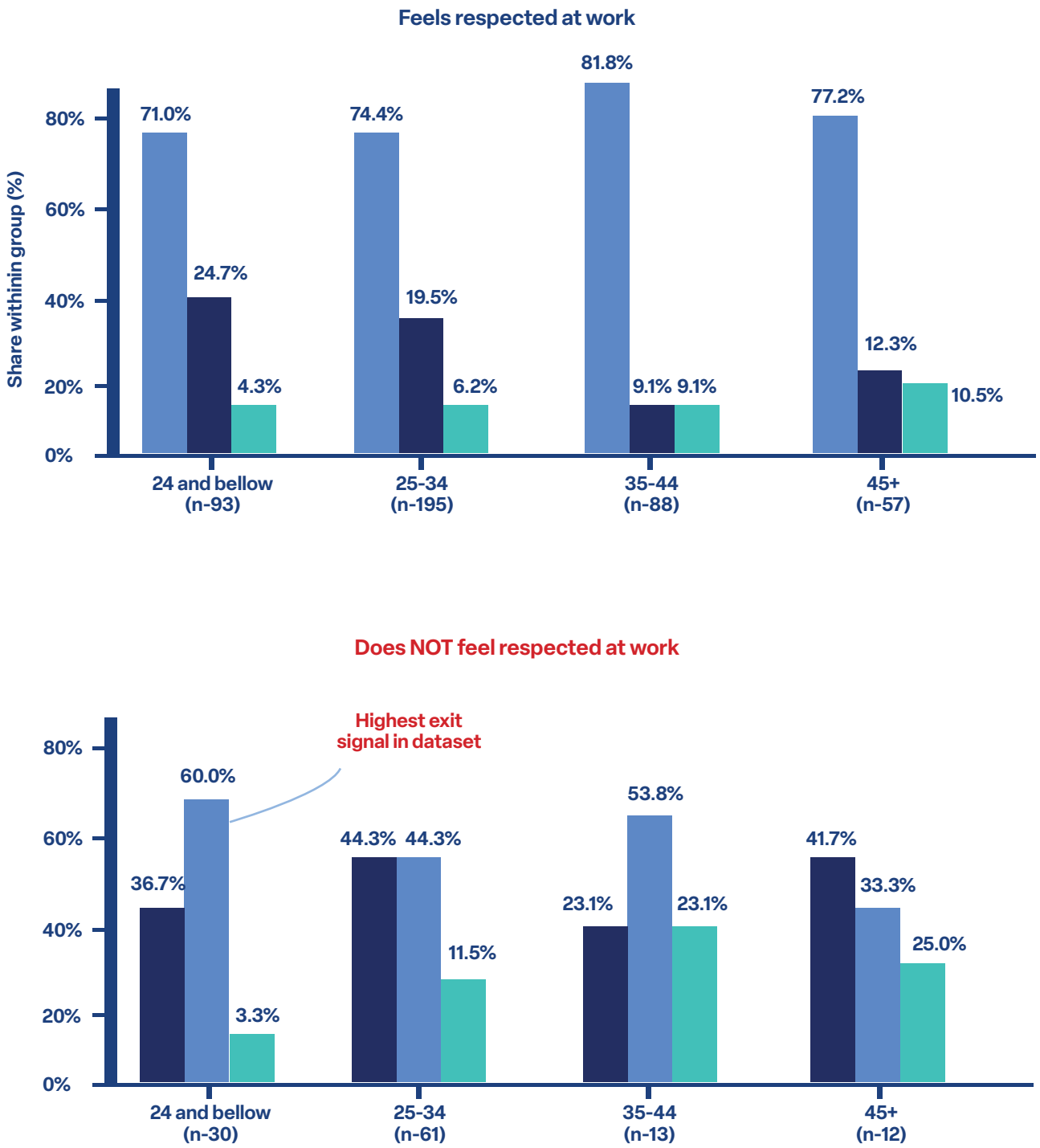


Figure E.2 - Age x Respect x Sector retention intent

The age × respect × retention pattern strengthens the report's argument about cumulative risk. Among workers aged 24 and below who do not feel respected, 60.0% plan to leave the sector — the highest single-cell rate in the entire analysis. The 35–44 group shows a similar collapse: a 9.1% leave rate among respected workers, rising to 53.8% among those who do not feel respected. Older workers (45+) show the smallest absolute collapse, consistent with reduced outside-option flexibility.

Two HRDD-relevant implications follow. First, psychosocial risks materially threaten workforce sustainability for the young-worker pipeline — a serious supply-chain stability concern given the sector's demographic profile. Second, the relatively muted retention response among older workers should not be read as resilience. It is consistent with constrained mobility rather than with positive workplace experience.

Across both education and age breakdowns, the combination of "does not feel respected" + younger or mid-career worker yields the highest disengagement signals in the dataset. These are the workplaces where psychosocial risk is most likely to translate into measurable turnover and recruitment instability. From an HRDD perspective, they are the priority sites for trust-building intervention, regardless of how internal audit results read.

F. Conclusion

A worker-profile reading of the survey data reinforces the report's central conclusion. Retention in the sector is not a uniform indicator of satisfaction: it is highest among married workers with three or more children and among workers with primary-school education — groups whose continued presence in the sector is shaped at least as much by household obligations and constrained labour-market options as by workplace conditions. Conversely, retention intent collapses sharply when respect at work deteriorates, with effects that are visible across every education and age group. The 60.0% leave-intent rate among workers aged 24 and below who do not feel respected is the single highest disengagement signal in the dataset and points to a serious workforce-stability risk for the sector's younger cohorts. The implication for HRDD is direct: high retention rates in workplaces with weak psychosocial conditions should be read as evidence of structural lock-in rather than of healthy working conditions, and should not displace the priority of trust-building and grievance-mechanism reform.

3. Assessment of Human Rights and Environmental Impacts

This section examines human rights and working environment risks emerging in Türkiye's textile and ready-made garment sector, based on findings from the 2025 WSC worker survey. The assessment focuses not only on the presence of individual risks, but on how these risks are experienced together and under what conditions they concentrate in specific workplaces.

Survey findings indicate that negative perceptions related to wages, workload, the psychosocial working environment, and physical conditions are often reported simultaneously. This pattern suggests that risks are unevenly distributed across the sector and experienced not as isolated problems, but as interconnected outcomes shaped by workplace organisation, production pressure, and management practices.

For this reason, the analysis does not rely on a binary "present / absent" classification of risks at workplace level. Instead, it adopts a relational reading that highlights differences in risk intensity, co-occurrence, and clustering tendencies across workplaces. This approach allows for a more accurate understanding of why certain workplaces exhibit persistent risk profiles despite the formal presence of policies, procedures, and control mechanisms.

The section analyses core risk areas—wages and economic security, working hours and workload, respect and equal treatment, the psychosocial working environment, and physical and environmental working conditions—using quantitative survey findings. Interconnections between these risks and their cumulative effects are examined in the sub-sections that follow, with a consolidated synthesis of clustering patterns presented in Section 3.5.

Against this analytical background, wages and economic security emerge as a foundational risk area shaping workers' perceptions of fairness, stability, and sustainability in the sector. Perceptions related to wages are closely intertwined with workload, working arrangements, and broader assessments of respect and value within the workplace.

For this reason, the analysis begins with an examination of risks related to wages, livelihoods, and economic security as an entry point for interpreting subsequent findings on workload, psychosocial conditions, and physical exposure, and for identifying workplaces where cumulative risk profiles are most pronounced.

3.1. Risks Related to Wages, Livelihoods, and Economic Security

Findings from the WSC worker survey indicate that wage fairness and economic security constitute one of the most persistent and structurally embedded risk areas in Türkiye's textile and ready-made garment sector. According to survey results, 50.3% of workers state that they consider their wages to be fair, while 40.7% report that they do not consider their wages fair; 9.0% remain undecided (Figure 1).

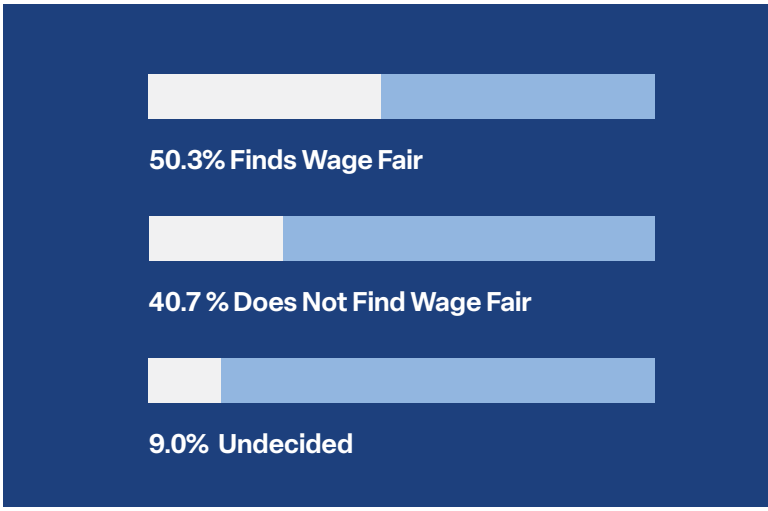


Figure 1 illustrates a polarised distribution of perceived wage fairness rather than a pattern of marginal dissatisfaction. The proportion of workers who perceive their wages as unfair is close to those who perceive them as fair, indicating that wage-related risk affects a substantial share of the workforce and cannot be interpreted as an outlier issue.

Importantly, perceptions of wage fairness are not limited to nominal wage levels alone. Survey responses indicate that workers assess wages in relation to workload, working hours, and perceived fairness within the workplace. This suggests that even in workplaces where legal minimum wage compliance is ensured, wages may still be experienced as inadequate when evaluated against labour intensity and cost-of-living pressures. From a livelihoods and economic security perspective, this points to a gap between formal compliance and perceived adequacy of income.

The distribution of responses indicates that wage dissatisfaction is not evenly spread across the sector. The concentration of negative wage perceptions in specific workplaces suggests that wage-related risk is closely linked to workplace-level production and management practices rather than sector-wide conditions alone. This finding reinforces the need to assess wage risk through a workplace-based concentration lens rather than relying on sector-wide averages.

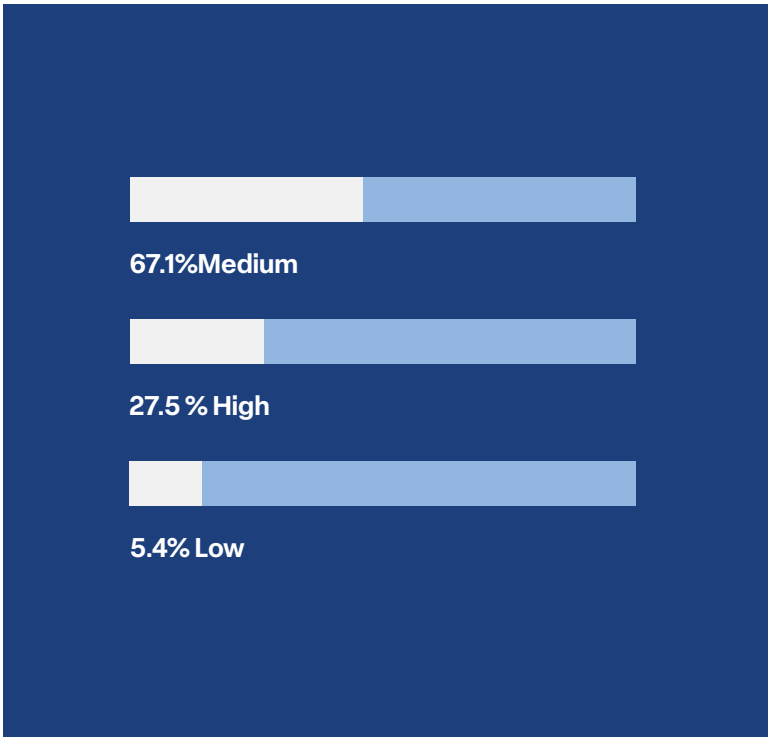
From an economic security perspective, perceived wage unfairness has direct implications for workforce stability. Survey data show that in workplaces where wages are perceived as unfair, workers' intention to remain in the sector weakens. This relationship indicates that wage-related risk affects not only individual well-being, but also contributes to higher turnover, loss of experienced labour, and operational instability within supply chains.

When assessed together with findings from subsequent sections, wage-related risk emerges as a foundational risk area that interacts closely with other dimensions of working conditions. In workplaces where wage dissatisfaction co-occurs with high workload and negative psychosocial environments, its impact intensifies. Wage dissatisfaction also appears earlier and more consistently in workplaces where other risks are reported, making it a critical entry point for identifying cumulative risk profiles within human rights due diligence processes.

3.2. Working Hours, Workload, and Fatigue Risk

Findings from the WSC worker survey indicate that workload-related risks are widespread and structurally embedded in Türkiye's textile and ready-made garment sector. According to survey results, 27.5% of workers describe their workload as "high," 67.2% as "medium," and only 5.4% as "low" (Figure 2). This distribution indicates that high or sustained workload is not limited to exceptional situations but forms part of everyday working conditions for a substantial share of workers. The predominance of "medium" workload should not be read as an absence of risk; rather, it reflects the normalisation of intensive working rhythms and sustained labour demands across the sector.

The predominance of "medium" workload should not be read as an absence of risk; rather, it reflects the normalisation of intensive working rhythms and sustained labour demands across the sector.



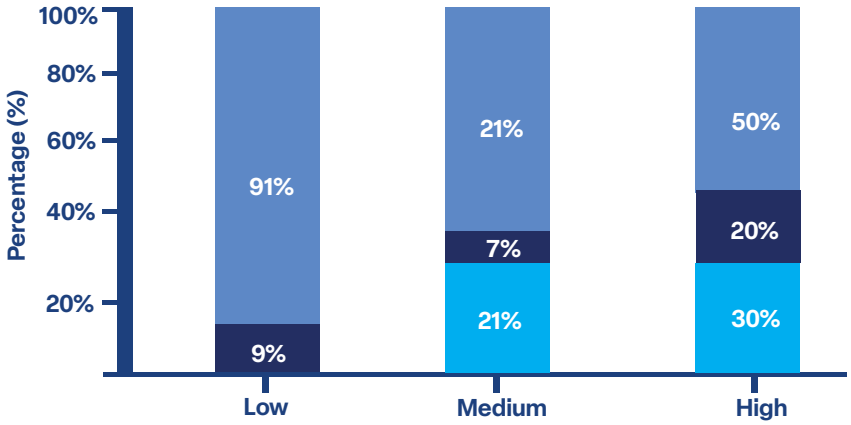


Figure 3. Impact of workload on intention to stay in sector

Workload perceptions are closely linked to workforce sustainability. Figure 3 illustrates a clear gradient between workload intensity and workers' intention to remain in the sector. Among workers reporting high workload, only 50% state that they plan to continue working in the sector in two years, while 30% indicate an intention to leave. In contrast, among workers reporting low workload, 91% plan to remain in the sector and only 9% express an intention to leave.

This pattern indicates that workload intensity is directly associated with retention risk. Higher workload corresponds with a higher likelihood of disengagement, while lower workload aligns with stronger retention intentions. From a workforce stability perspective, this relationship highlights workload as a key factor shaping sector sustainability.

Workload is also closely related to the psychosocial working environment. Figure 4 illustrates that perceptions of respect decline as workload increases. Among workers experiencing high workload, 38% report that they do not feel respected at work, compared to 13% among those with medium workload and 6% among those with low workload.

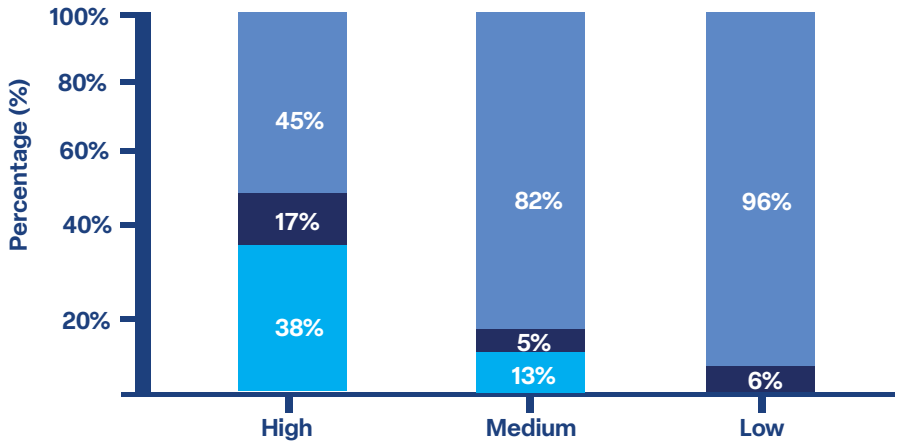


Figure 4. Relationship between workload and pyschosocial environment

The distribution of workload perceptions is not homogeneous across workplaces. The concentration of high workload in specific settings suggests that this risk is shaped primarily by workplace organisation, production planning, and delivery pressures rather than individual capacity or performance. As a result, assessments based solely on legally recorded working hours may underestimate actual workload intensity and fatigue experienced by workers.

Overall, the survey data indicate that workload functions as a central risk area with clear links to workforce retention and psychosocial conditions. Where workload is persistently high, other risks—particularly disengagement and negative psychosocial experiences, are reported more frequently. This positions workload as a critical entry point for identifying workplaces with elevated and persistent risk profiles within human rights due diligence processes.

3.3. Respect, Equal Treatment, and the Psychosocial Working Environment

Findings from the WSC worker survey indicate that risks related to the psychosocial working environment remain pronounced in certain workplaces within Türkiye's textile and ready-made garment sector. According to survey results, 19.4% of workers report that they are not treated with respect in the workplace, while 26.8% state that managers do not treat workers equally. In both areas, an undecided rate of approximately 8% suggests that openly expressing concerns related to respect and equal treatment may be difficult in some workplaces.

Perceptions of respect and equal treatment are linked less to individual relationships than to management approaches and everyday working practices within the workplace. The findings suggest that in some workplaces, worker–manager relations may be experienced as hierarchical, arbitrary, or exclusionary rather than supportive. In such environments, psychosocial risks do not emerge through isolated or explicit incidents, but through continuous patterns of interaction and communication.

Risks related to the psychosocial working environment have a direct impact on workers' willingness to raise concerns. In workplaces where perceptions of respect and equal treatment are weak, workers are less likely to use grievance and feedback mechanisms. This situation makes existing risks more difficult to surface and creates conditions in which problems may normalise without being reported.

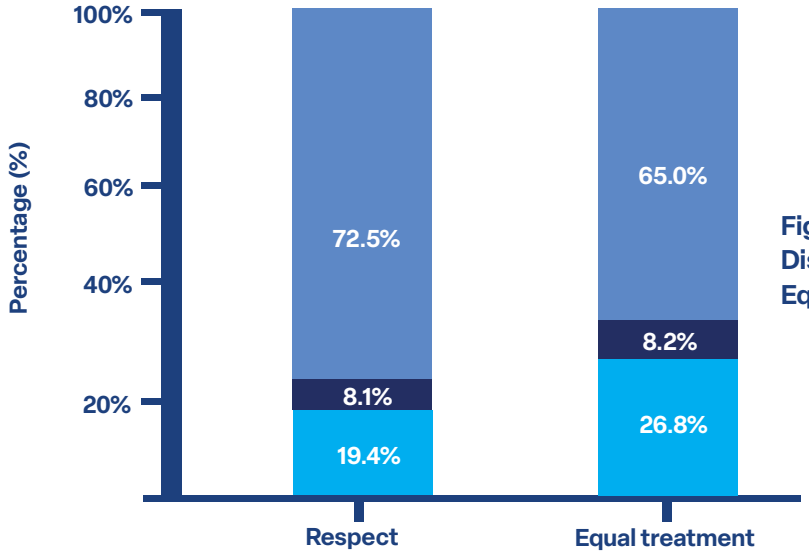


Figure 5. Distribution of Respect and Equal Treatment Perception

Survey data indicate that psychosocial risks tend to concentrate together with other risk areas. In workplaces characterised by high workload and strong perceptions of wage unfairness, negative assessments of the psychosocial working environment are reported more frequently. This tendency of co-occurrence suggests that psychosocial risks can function as a catalyst, amplifying the effects of other risk areas rather than operating in isolation.

It is also noteworthy that psychosocial risks are not distributed homogeneously across the sector. The pronounced weakness of perceptions of respect and equal treatment in certain workplaces indicates that these risks should be addressed systematically at the workplace level. These findings demonstrate that human rights due diligence processes should focus not only on the existence of psychosocial risks, but also on the extent to which workers are able to voice and report these risks. Survey data indicate a strong relationship between

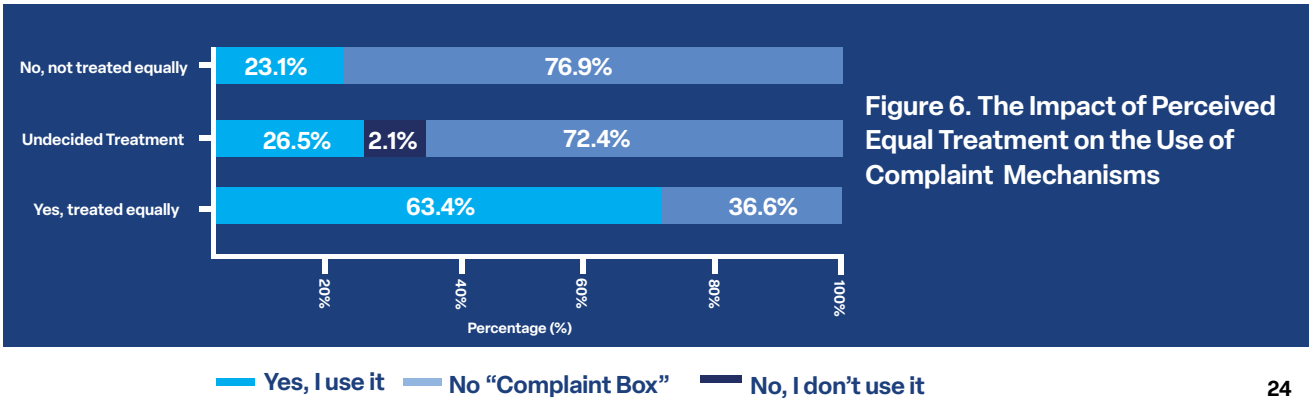
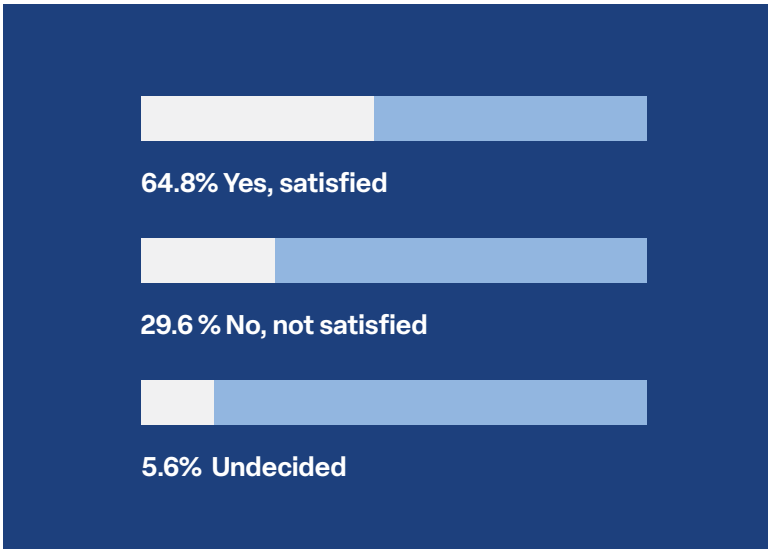


Figure 6. The Impact of Perceived Equal Treatment on the Use of Complaint Mechanisms

perceptions of equal treatment and the use of grievance mechanisms. While workers who perceive that they are treated equally report higher rates of grievance mechanism use, utilisation declines markedly in workplaces where perceptions of equal treatment are weak (see Figure 6). This finding suggests that the psychosocial working environment is not merely a risk area in itself, but a structural factor that directly affects the visibility and reportability of other risks.

3.4. Risks Related to Physical and Environmental Working Conditions

Findings from the WSC worker survey indicate that risks related to physical and environmental working conditions generate notable levels of dissatisfaction in certain workplaces within Türkiye's textile and ready-made garment sector. According to survey results, 29.6% of workers report dissatisfaction with physical working conditions, while 64.8% state that they are satisfied; 5.5% remain undecided (Figure 7). This distribution indicates that nearly one in three workers experiences the working environment as problematic in terms of health, safety, or overall well-being.



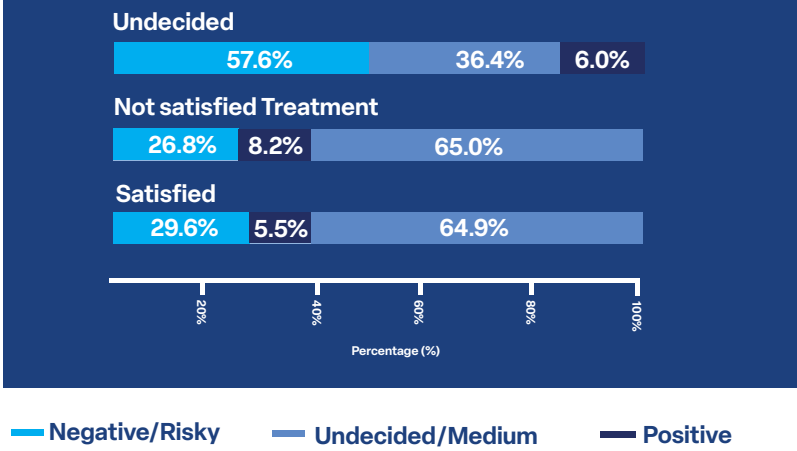
Dissatisfaction with physical and environmental conditions is not limited to comfort-related concerns, but reflects broader patterns of physical exposure at work. Survey responses point to factors such as insufficient ventilation, excessive noise, overcrowding, and non-ergonomic workspaces as contributors to daily physical exposure. When such conditions coincide with long working hours and high workload, physical fatigue intensifies and the risk of occupational accidents and work-related health problems increases significantly.

Survey data further show that physical and environmental risks are not distributed homogeneously across workplaces within the sector. Negative assessments of physical conditions tend to concentrate in specific workplaces or production areas, indicating that these risks should be assessed at the facility and organisational level. Document-based audits or general compliance checks may therefore fail to capture uneven exposure across different production areas within the same workplace.

Physical working conditions are also closely linked to the psychosocial working environment. Figure 8 illustrates that in workplaces where physical conditions are assessed negatively, workers more frequently report not feeling respected. This association suggests that unhealthy or unsafe working environments may reinforce feelings of neglect or devaluation, weaken trust in management, and amplify other risk perceptions.

Overall, these findings indicate that physical and environmental working conditions cannot be treated as a secondary or purely technical issue within human rights due diligence processes. When physical exposure co-occurs with workload pressures and psychosocial risks, it contributes to the severity and persistence of harm. Risks related to physical conditions should therefore be analysed not as isolated compliance issues, but as relational risk areas that interact with workload pressures, psychosocial conditions, and broader organisational practices.

Figure 8. Relationship Between Physical Conditions and Feelings of "Devaluation" (Respect)



3.5. Areas and Patterns of Risk Concentration

Findings from the WSC worker survey indicate that working environment and human rights–related risks in Türkiye's textile and ready-made garment sector seldom emerge as isolated issues. Instead, they tend to concentrate at workplace level, reflecting shared production pressures, organisational arrangements, and management practices. As a result, assessments based solely on sector-wide averages may fail to capture workplaces where cumulative exposure is most pronounced. A cross-cutting reading of wage fairness, workload, psychosocial working environment, and physical working conditions shows that adverse perceptions frequently overlap among the same groups of workers. These overlaps point to distinct workplace-level risk profiles, in which different risk areas represent interconnected expressions of broader organisational conditions rather than independent or unrelated problems.

Figure 9. Distribution of Responses on Basic Working Conditions Among 597 Textile Workers Participating in the WSC Survey

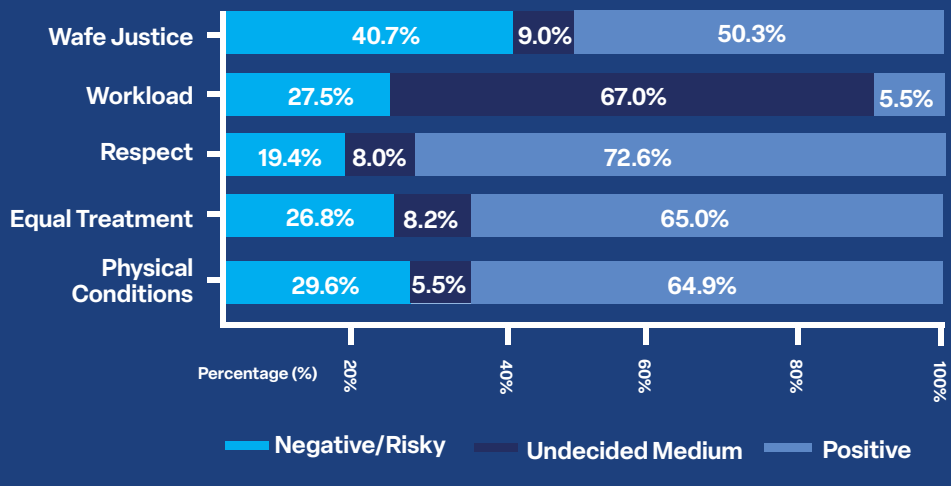


Figure 9 presents the distribution of responses related to basic working conditions among the 597 textile workers who participated in the WSC survey. While some indicators may appear "moderate" or "positive" when considered individually, a combined reading of these indicators points to a significant concentration of risk. This distribution demonstrates that assessments based on sector-wide averages can mask workplaces where multiple risks are experienced simultaneously and with greater intensity.

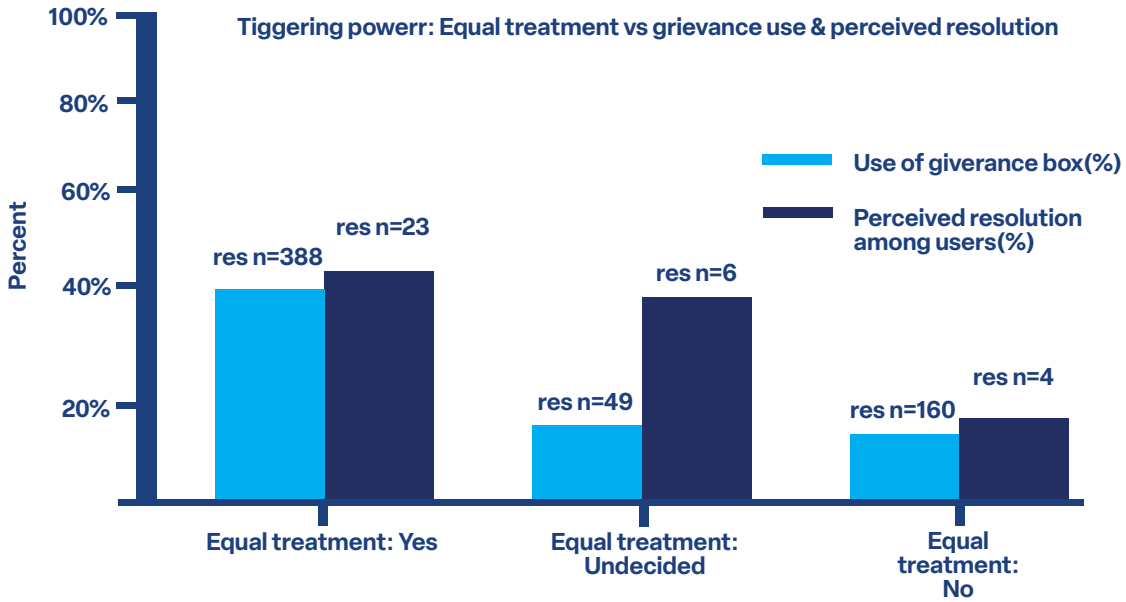


Figure 10. The Triggering Power of Risks

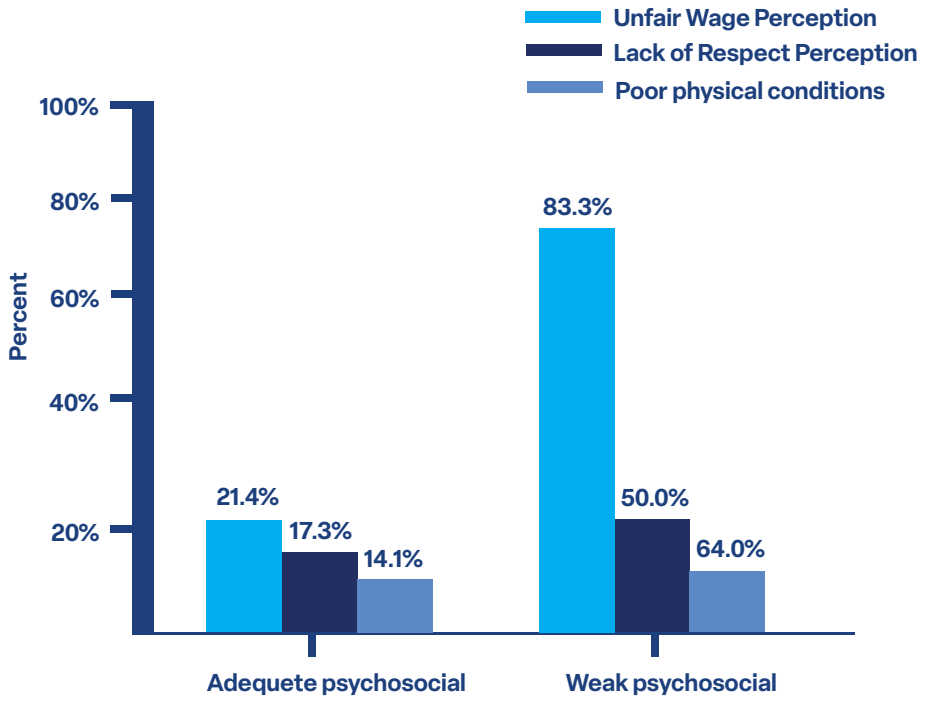


Figure 11.The Catalytic Effect of the Psychosocial Environment on Other Risks

The analyses in this section reveal that risks not only emerge together, but that certain risk areas also influence the visibility and escalation of others. Figures 10 and 11 illustrate this dynamic by highlighting the triggering and catalytic role of the psychosocial working environment.

In workplaces where perceptions of respect and equal treatment are weak, workers' use of grievance and complaint mechanisms declines, and when these mechanisms are used, perceived resolution is more limited. This indicates that psychosocial risks can create a "layer of silence" that suppresses the reporting of other risks.

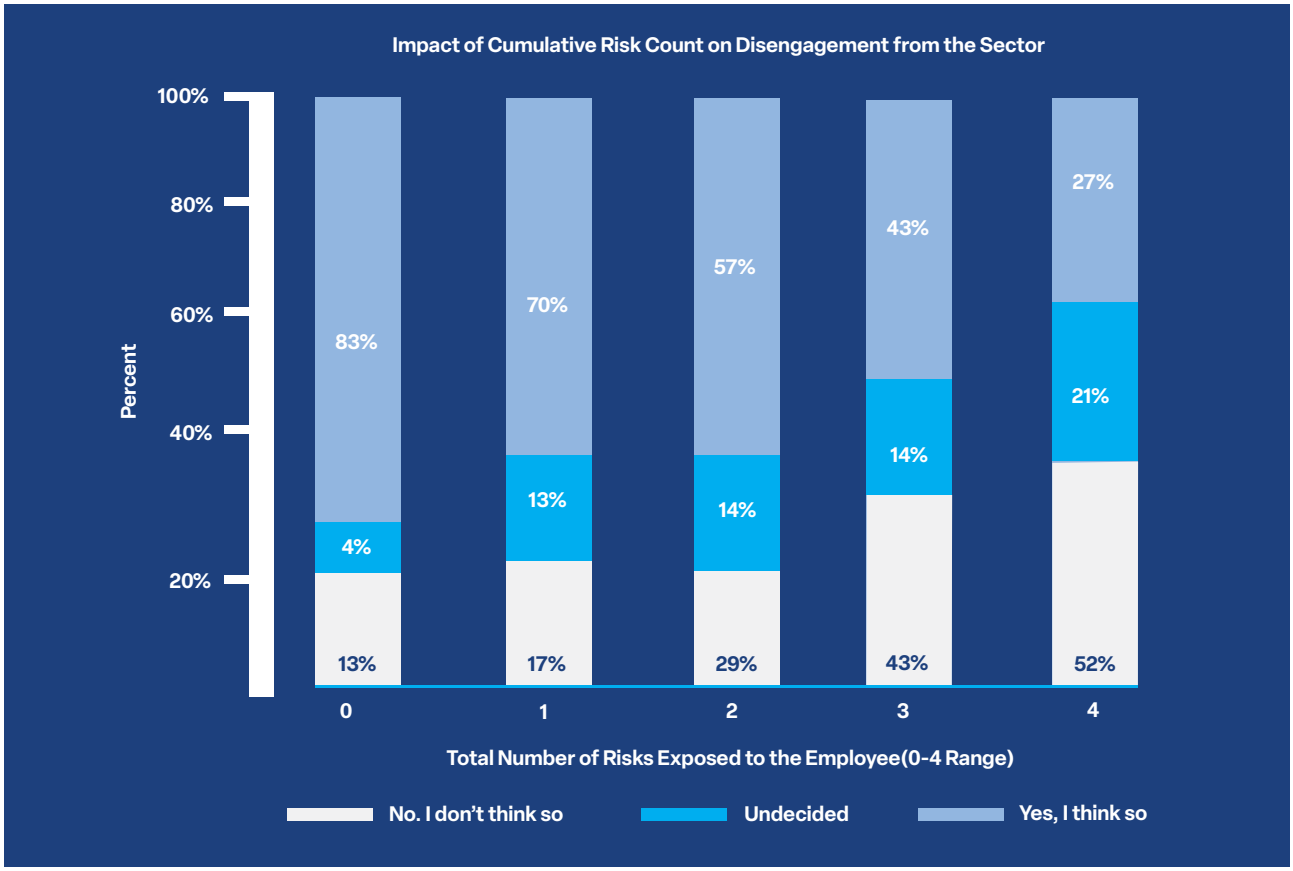


Figure 12. Impact of Cumulative Risk Count on Disengagement from the sector

Figure 12 shows that as the number of cumulative risks increases, workers' tendency to disengage from the sector strengthens. In workplaces where high workload and perceptions of wage unfairness are observed together, overall job satisfaction and intention to remain in the sector are markedly weaker. This relationship demonstrates that wage and working time risks form a structural risk cluster that must be addressed together, rather than through isolated corrective actions.

This cumulative reading explains why assessments focused on average sector performance or single risk indicators are insufficient for effective prioritisation within human rights due diligence processes. Although risks may be widespread across the sector, the highest risk profiles cluster in specific workplaces and under specific management and production practices.

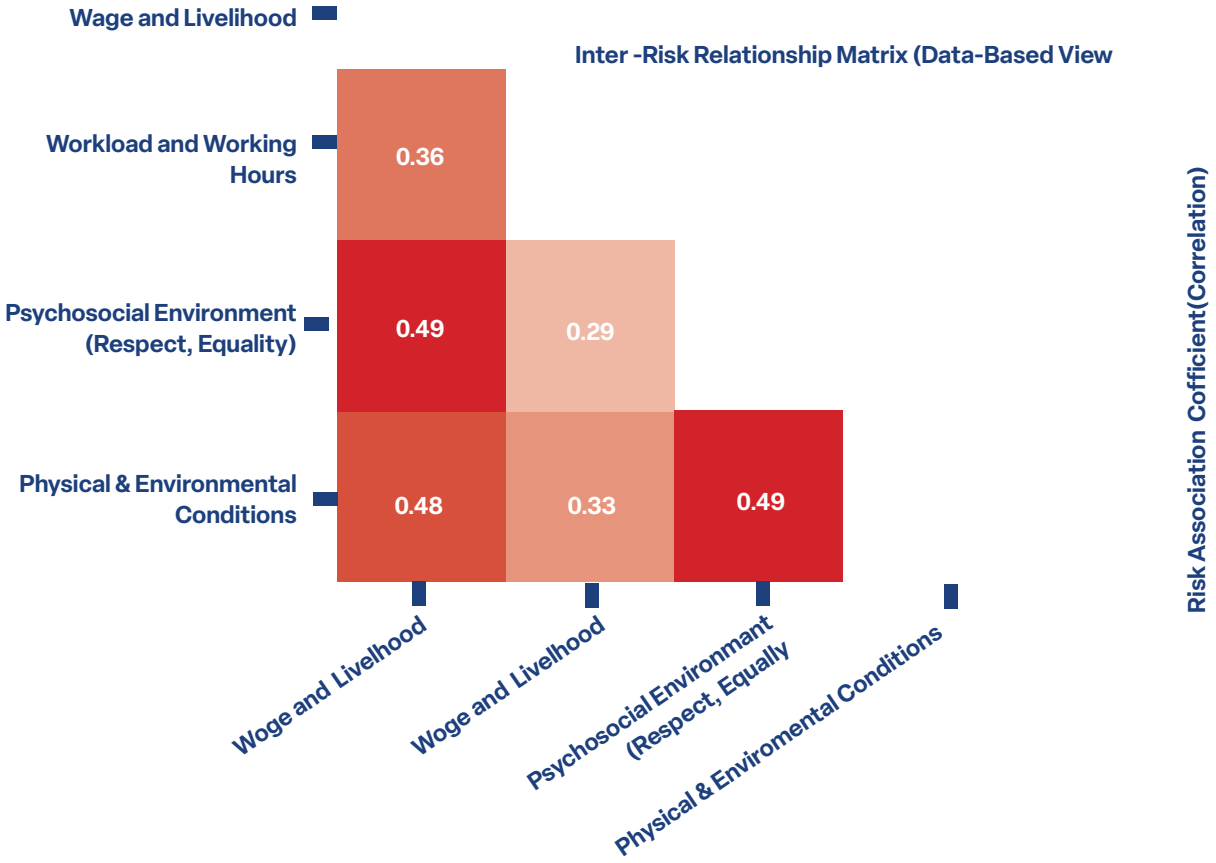


Figure 13. Matrix of Inter-Risk Relationships

These clustering tendencies are made more systematically visible through the Inter-Risk Relationship Matrix. Figure 13 shows that wage unfairness, excessive workload, psychosocial risks, and physical working conditions are experienced together in many workplaces.

Each cell in the matrix represents the proportion of workplaces in which two specific risk domains are reported simultaneously, based on the joint distribution of worker responses. For example, the intersection between workload and wage-related risks reflects the share of workplaces where workers who report wage unfairness also experience excessive workloadThe matrix does not claim statistical causality; but instead provides a descriptive, correlation-based view of how risks cluster and reinforce one another under shared workplace conditions. In this sense, the matrix should be read as an analytical tool for identifying cumulative risk profiles at workplace level, rather than as evidence of directional or causal relationships between individual risk areas.

In particular, workload assumes a compounding risk as it shows consistently strong co-occurrence with wage dissatisfaction, adverse psychosocial environments, and negative physical working conditions, positioning workload as a central pressure point within cumulative risk structures.

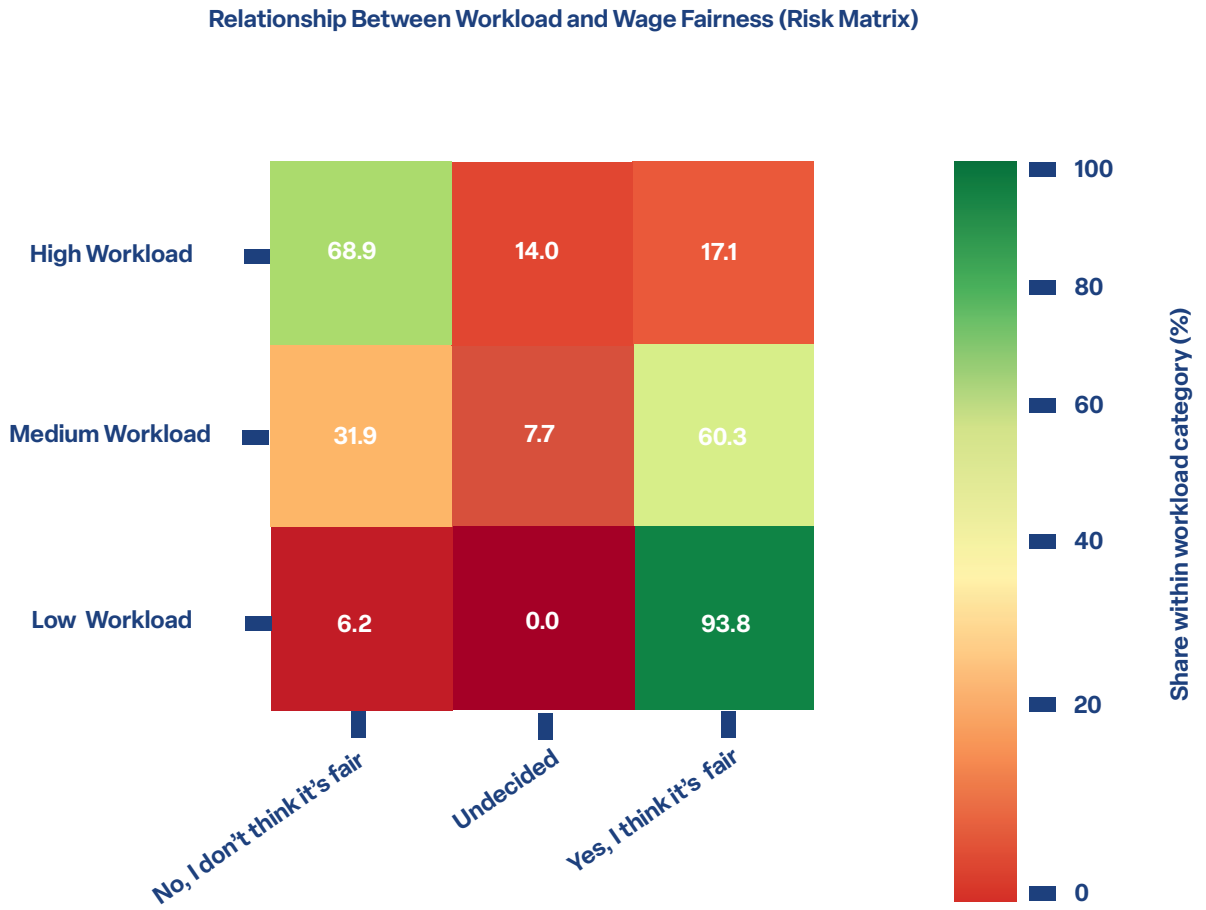


Figure 14. Relationship Between Workload and Wage Fairness (Risk Matrix)

Note: Percentages are calculated row-wise. Each row represents a workload category and sums to 100%.

The correlation-based analytical approach used in this section is aligned not with academic causality analyses, but with the logic of risk intensity and prioritization emphasized in human rights and environmental due diligence frameworks. The analyses are based on the joint distribution of key risk indicators included in the worker survey. Figure 14 illustrates in greater depth the relationship between workload and perceptions of wage fairness by presenting a row-normalized risk matrix, in which each workload category (high, medium, low) is analysed independently and sums to 100%. This visualization shows how wage justice perceptions vary within each workload intensity, rather than how workload is distributed across wage perception groups.

By reading the matrix horizontally, it becomes evident that as workload intensity increases, the share of workers perceiving wages as unfair rises sharply, while perceptions of wage fairness dominate overwhelmingly among workers reporting low workload. This pattern demonstrates why workload and wage fairness must be addressed together as structurally linked risk areas rather than as separate compliance concerns.

The risk patterns presented in this section demonstrate that human rights and working environment risks in the sector do not appear as isolated issues, but as clusters of risks that concentrate together in specific workplaces. This reveals a key limitation of assessments that focus solely on the presence of individual risks.

Effective risk assessment within human rights due diligence therefore requires an approach that identifies and prioritises clusters of risks at workplace level, rather than addressing risks individually. By making visible how perceptions shift across risk intensities, this analytical framework supports earlier prioritisation, more targeted prevention, and a clearer understanding of why existing prevention mechanisms may remain insufficient in workplaces characterised by cumulative risk exposure.

4. Prevention of Potential Adverse Impacts

The findings presented in the previous section demonstrate that human rights and working environment risks concentrate together in specific workplaces and form cumulative risk profiles. This situation necessitates questioning the actual on-the-ground effectiveness of existing policies, procedures, and practices aimed at preventing potential adverse impacts. Beyond the existence of risks, it is also critically important to understand the conditions under which these risks emerge and the mechanisms through which they are intended to be prevented.

This section focuses on understanding why identified risks can become persistent in some workplaces and where existing prevention mechanisms remain limited. The assessment approaches prevention capacity not merely through the existence of written policies or procedures, but through the extent to which these mechanisms function in workplaces with high risk intensity.

The prevention mechanisms examined under this heading include occupational health and safety practices, management of working hours and workload, managerial and organizational measures, and processes aimed at early identification of risks. These mechanisms are assessed not in terms of their ability to address individual risk areas, but in terms of how effectively they reduce clusters of risks that emerge together.

The analyses presented in this section show that prevention capacity is not homogeneous across the sector; rather, it remains more limited, reactive, or formalistic in certain workplaces. In particular, in workplaces with cumulative risk profiles, existing prevention mechanisms are often insufficient to stop risks at an early stage. This provides important context for understanding why risks are not adequately controlled before escalating into violations.

By outlining the current functioning of prevention mechanisms, this section establishes an analytical basis for understanding the structural constraints within which the processes of cessation of violations and remedy, discussed in subsequent sections of the report are shaped.

4.1. Occupational Health and Safety (OHS)

Findings from the WSC worker survey indicate that although occupational health and safety (OHS) practices are formally in place in many workplaces, they remain limited in preventing potential adverse impacts in workplaces where cumulative risks are concentrated. When dissatisfaction with physical working conditions is assessed together with high workload and psychosocial risks, it becomes apparent that OHS measures often address risks after they have materialized, rather than stopping them at an early stage.

Survey data show that approximately one third of workers consider physical working conditions to be inadequate. This finding suggests that physical exposure is not limited to exceptional cases, but is experienced as a persistent risk area in certain workplaces. Factors such as inadequate ventilation, noise, non-ergonomic workspaces, and overcrowded production environments, when combined with long working hours and high workload, create higher and more persistent risk profiles from an OHS perspective.

The effectiveness of OHS practices is particularly tested in workplaces where risks are concentrated. In workplaces with cumulative risk profiles, the balance between physical safety measures and production pressure is often disrupted in favor of production. This indicates that OHS measures may be reduced to meeting minimum standards, rather than functioning as mechanisms that systematically reduce risks.

The preventive capacity of OHS is not limited to technical measures addressing physical conditions alone. The findings show that in workplaces where workload and psychosocial working environment risks are high, physical safety measures also become less effective. Persistent fatigue, time pressure, and communication problems make it more difficult for workers to maintain safe working behaviors, thereby increasing the impact of physical risks.

In this context, the role of OHS practices within human rights due diligence processes should be assessed not in terms of controlling individual risks, but in terms of the extent to which they are able to halt clusters of risks that emerge together. Survey findings indicate that in some workplaces, despite the presence of OHS measures, risk intensity does not decrease; on the contrary, when combined with high workload and adverse psychosocial conditions, potential adverse impacts persist.

This assessment highlights that OHS remains a critical tool for preventing potential adverse impacts; however, in workplaces with cumulative risk profiles, existing practices struggle to fully fulfill this role. This points to the need to assess OHS measures together with other prevention and intervention mechanisms discussed in the subsequent sections of the report.

4.2. Trainings and Preventive Capacity

Findings from the WSC worker survey show that trainings are implemented in many workplaces in Türkiye's textile and ready-made garment sector as one of the tools aimed at preventing potential adverse impacts. According to survey results, 75% of workers report being satisfied with trainings provided by their workplace. In contrast, 7% of workers state that no training is provided at all, while 11% consider the trainings provided to be insufficient. This distribution indicates that while trainings are widespread in the sector, their availability and quality are not homogeneous across workplaces.

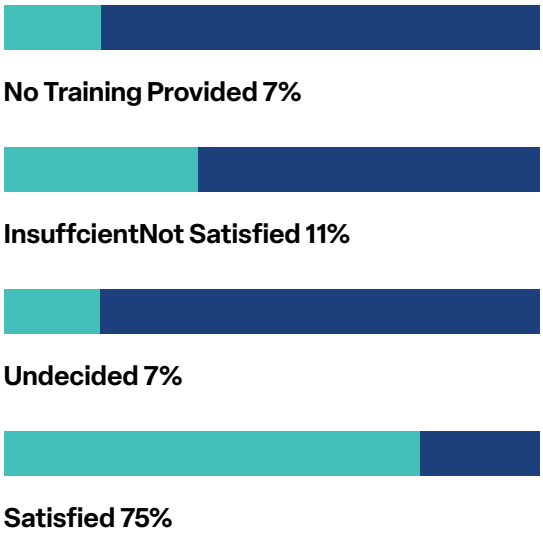


Figure 15 presents the overall distribution of workplace trainings in terms of scope and employee satisfaction. The high level of reported satisfaction suggests that trainings are formally present in many workplaces. However, formal presence alone does not guarantee preventive effectiveness. The decisive factor is the extent to which trainings make risks visible to workers, translate into everyday working practices, and interact with other preventive mechanisms within the workplace.

The preventive effect of trainings is not limited to information provided on technical or mandatory topics. Workers who lack sufficient awareness in areas such as rights, equal treatment, psychosocial risks, and access to grievance mechanisms may struggle to identify and raise risks at an early stage. This can allow potential adverse impacts to deepen before preventive mechanisms are activated.

When assessed together with the risk patterns identified in Section 3, it becomes evident that psychosocial risks and distrust in grievance mechanisms are more pronounced in workplaces where trainings are insufficient or not provided at all. Figure 16 illustrates the relationship between lack of training and negative perceptions of the psychosocial working environment. This

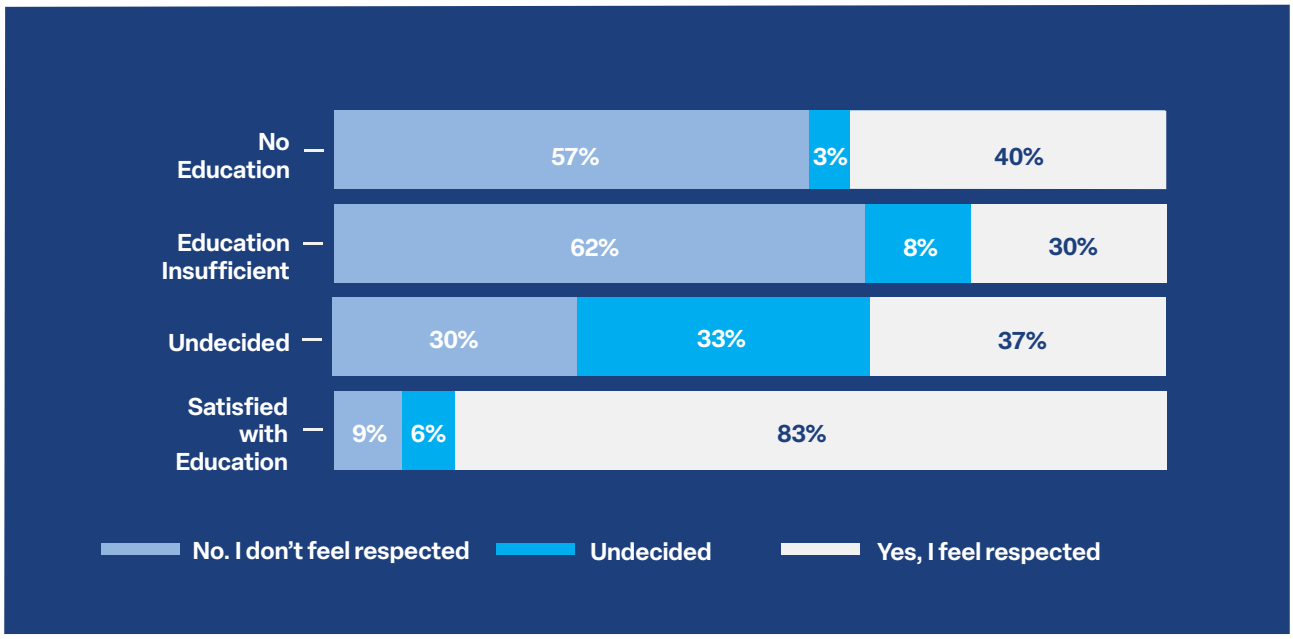


Figure 16.Impact of Lack of Training on the Psychosocial Environment

relationship indicates that lack of training should be understood not merely as a knowledge gap, but as a structural weakness in preventive capacity.

Survey findings show that not only the existence of trainings, but also their scope and real-life implementation, are decisive. When considered together with high workload, a negative psychosocial working environment, and weak grievance mechanisms, trainings are insufficient in some workplaces to stop risks at an early stage. This suggests that trainings create meaningful impact not in isolation, but when they operate in conjunction with other preventive mechanisms.

In this context, trainings continue to be an important tool within human rights and environmental due diligence processes for ensuring that risks are identified before they escalate into violations. However, survey findings demonstrate that the preventive capacity of trainings must be assessed in relation to workplace-level organizational conditions, managerial practices, and the intensity of risk.

4.3. Prevention of Excessive Workload and Working Hours

Findings from the WSC worker survey indicate that excessive workload continues to be a widespread and structural risk area in the sector. The fact that 27% of workers describe their workload as "high" demonstrates that this risk is not limited to exceptional situations, but has become a persistent working practice in certain workplaces. Perceptions related to workload are directly linked not to individual preferences, but to production planning, order intensity, and delivery deadlines.

The correlation-based analyses presented in Section 3 show that in workplaces characterized by high workload, perceptions of wage unfairness, physical fatigue, and psychosocial risks become more pronounced. These findings indicate that workload is not merely a working condition, but plays a compounding risk role that triggers and amplifies other risk areas.

Figure 17 illustrates the preventive effect of workload management. The chart shows that in workplaces with high workload, perceptions of unfair wages and lack of respect increase significantly. By contrast, in workplaces where workload is more manageable, these risks remain more limited. This comparison demonstrates that workload management is a central prevention area that directly affects the severity of other risk areas.

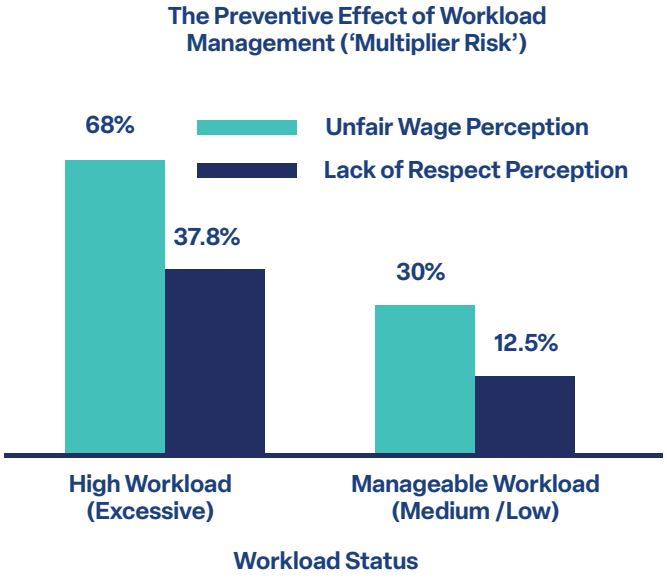


Figure 17. The Preventive Effect of Workload Management

Mechanisms aimed at preventing excessive workload should be assessed beyond compliance with legal working hours. In workplaces where overtime becomes routine and production pressure is continuous, preventive capacity is effectively weakened. Under these conditions, risks are addressed after they have emerged, making it more difficult to stop them at an early stage.

From a human rights due diligence perspective, workload management is one of the areas that most clearly reveals the link between production and purchasing decisions and on-the-ground human rights risks. For this reason, workload should be assessed as a structural risk area positioned at the center of prevention efforts.

4.4. Prevention of Psychosocial Risks

Survey findings indicate that psychosocial risks are not addressed in a preventive manner in some workplaces and may become normalized within everyday working practices. The fact that 19% of workers report not being treated with respect in the workplace, and 27% state that they are not treated equally by managers, demonstrates that these risks are not limited to isolated problems.

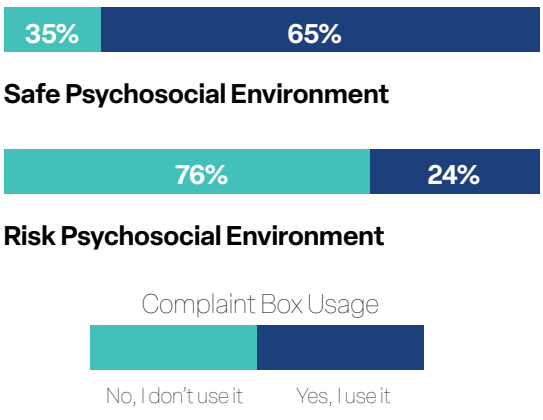


Figure 18 illustrates the relationship between the psychosocial working environment and the use of grievance mechanisms. In workplaces where perceptions of respect and equal treatment are weak, workers' willingness to raise concerns decreases significantly and grievance mechanisms are used more sparingly. This situation can prevent violations from becoming visible at an early stage, allowing problems to grow in silence.

In this respect, psychosocial risks constitute not only a violation area in themselves, but also create a structural environment that makes the reporting and handling of other risks more difficult. When assessed together with the findings presented in Section 3, it becomes evident that psychosocial risks can function as a "layer of silence" in workplaces with cumulative risk profiles, covering up other violations.

Preventing psychosocial risks is not limited to intervening in explicit violations alone. Managerial behavior, communication styles, performance pressure, and workplace culture play a decisive role in the emergence and persistence of these risks. In workplaces where preventive capacity is weak in these areas, remedy and sanction mechanisms are also observed to have limited impact.

From a human rights due diligence perspective, preventing psychosocial risks emerges as a critical prevention area that reduces the risk of normalization and invisibility before violations occur.

4.5. Prevention of Physical and Environmental Risks

Findings from the WSC worker survey indicate that physical and environmental working conditions remain a significant and structurally relevant risk area in Türkiye's textile and ready-made garment sector. The fact that nearly 30% of workers report dissatisfaction with physical working conditions demonstrates that compliance with minimum occupational health and safety standards does not necessarily translate into a work environment experienced as safe, healthy, or adequate by workers.

Figure 19 demonstrates a strong association between satisfaction with physical working conditions and overall job satisfaction. Among workers who report being satisfied with physical conditions, over 90% also report overall job satisfaction, while dissatisfaction with physical conditions is associated with markedly lower levels of overall satisfaction and higher levels of disengagement. This pattern indicates that physical and environmental conditions function not merely as a compliance issue, but as a core determinant of workers' overall attachment to the workplace.

Physical and environmental risks frequently co-occur with high workload and fatigue. Inadequate ventilation, excessive noise, overcrowded production spaces, and non-ergonomic workstations—particularly when combined with long working hours—significantly increase the risk of occupational accidents, chronic health problems, and cumulative physical strain. Where such conditions persist, potential adverse impacts tend to become normalized rather than addressed.

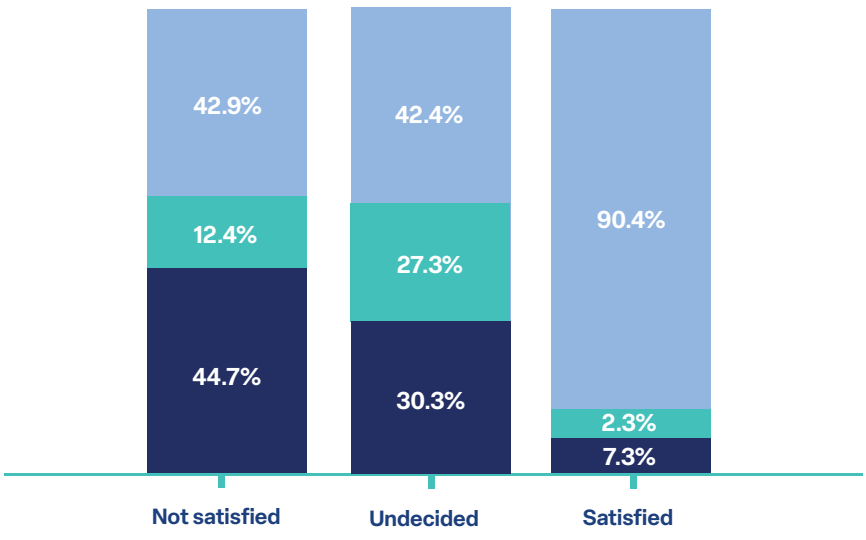


Figure 19. Impact of Improvements in Physical Conditions on Job Satisfaction

The distribution presented in Figure 19 demonstrates a strong and systematic association between workers' perceptions of physical and environmental working conditions and their overall job satisfaction. The figure presents column-based distributions, in which each category of perceived physical conditions is analysed independently to show how overall job satisfaction is distributed within that group. Percentages may not sum exactly to 100% due to rounding and response distribution.

Rather than reflecting a marginal or secondary concern, physical conditions emerge as a structural determinant shaping how workers assess their employment experience and their attachment to the workplace.

Among workers who report being satisfied with physical and environmental working conditions, over 90% also report overall job satisfaction. This high level of alignment indicates that adequate physical conditions function as a protective factor, reinforcing positive perceptions of work, stability, and organizational care. In these workplaces, physical conditions appear to support not only occupational health and safety outcomes, but also broader dimensions of worker wellbeing and engagement.

By contrast, among workers who are dissatisfied with physical working conditions, job satisfaction becomes markedly fragmented. In this group, dissatisfaction and uncertainty dominate, with a substantially higher share of workers reporting disengagement from their work. This pattern suggests that inadequate physical conditions contribute to an erosion of worker attachment and create an environment in which dissatisfaction is more likely to persist or deepen.

Physical working conditions are not a secondary technical issue. They are a strategic factor shaping worker satisfaction, retention, and trust. Improvements in physical conditions strengthen not only OHS outcomes but also workforce stability and the effectiveness of grievance and remediation mechanisms.

The group of workers who remain undecided about physical working conditions also displays unstable job satisfaction patterns. This distribution indicates that ambiguity regarding physical conditions corresponds with uncertainty in overall job satisfaction, highlighting that even partial or inconsistent adequacy of the physical environment can undermine workers' sense of stability and predictability at work.

Importantly, these findings should be read together with evidence presented in earlier sections of the report. Physical and environmental risks frequently co-occur with high workload, fatigue, and psychosocial strain. When physical conditions are inadequate, the negative effects of excessive workload and time pressure are amplified, increasing the likelihood of occupational accidents, health problems, and longer-term disengagement. In this sense, physical working conditions act as a risk multiplier, intensifying other workplace risks rather than operating as an isolated issue.

The observed patterns also help explain why physical and environmental risks are often addressed reactively. In many workplaces, improvements are considered only after complaints or incidents occur. However, the strong association between physical conditions and job satisfaction suggests that waiting for visible harm or formal complaints represents a missed preventive opportunity. Where physical risks persist without early intervention, dissatisfaction may normalize and remain invisible within formal reporting systems.

From a human rights due diligence perspective, these findings underline that physical and environmental working conditions should not be treated solely as a matter of regulatory occupational health and safety compliance. They constitute a preventive leverage point that directly affects worker satisfaction, retention, and trust, and indirectly influences the effectiveness of grievance and remedy mechanisms. Workers who perceive their physical environment as inadequate are less likely to view the workplace as fair and supportive, which can reduce willingness to raise concerns and delay the identification of other risks.

Accordingly, effective prevention of physical and environmental risks requires an integrated approach. Assessing physical conditions together with workload intensity, psychosocial working environment, and communication practices enables earlier identification of cumulative risk profiles at workplace level. Prioritising physical and environmental improvements in such settings supports not only safer working conditions, but also more stable, transparent, and responsive human rights due diligence processes.

Survey findings further suggest that physical and environmental risks are often addressed reactively rather

than preventively. Improvements are typically considered only after complaints, incidents, or visible deterioration, indicating limited early-warning and prevention capacity. This reactive approach reduces the ability to identify risks before harm materializes and weakens overall risk control.

From a human rights due diligence perspective, preventing physical and environmental risks cannot be limited to formal OHS compliance. The physical working environment also shapes workers' perceptions of organizational care, fairness, and respect, and indirectly influences trust in management and willingness to use grievance mechanisms. For this reason, physical and environmental conditions emerge as a core prevention area that must be assessed together with workload, psychosocial risks, and grievance mechanism effectiveness in workplaces characterized by cumulative risk profiles.

5. Emergence, Cessation, and Remedy of Violations

The findings presented in the previous section show that although mechanisms aimed at preventing potential adverse impacts are formally in place in some workplaces, they are not sufficiently functional in workplaces with cumulative risk profiles. Where preventive capacity remains weak in areas such as workload, the psychosocial environment, physical conditions, and training, the likelihood that risks deepen over time and turn into violations increases.

This section examines the conditions under which risks turn into violations and the extent to which these violations are made visible by workers. The assessment covers not only the existence of violations, but also dimensions related to reporting, handling, and access to remedy. In this way, violations are addressed not merely as outcomes, but as thresholds at which prevention mechanisms are tested.

The emergence of violations often occurs not as isolated incidents, but as the result of cumulative processes in workplaces where preventive capacity has weakened. In this context, grievance and feedback mechanisms stand out as key tools for identifying violations at an early stage. However, survey findings indicate that these mechanisms are not used effectively in all circumstances.

5.1. Addressing Violations Related to Wages and Working Hours

Findings from the WSC worker survey indicate that violations related to wages and working hours are not limited to rare or isolated cases in the sector. The fact that 41% of workers do not perceive their wages as fair and 27% describe their workload as "high" points to situations in which the principles of fair wages and reasonable working hours are not effectively met. These findings demonstrate that compliance with legal minimum standards does not always provide sufficient protection in terms of workers' livelihoods and working realities.

Violations related to wages and working hours are often experienced not through isolated practices, but through continuous and systematic arrangements. The routinization of overtime, normalization of production pressure, and failure of wages to compensate for this intensity can cause violations to become persistent in invisible ways. Under such conditions, workers may perceive these practices not as "violations that can be complained about," but as "working realities that must be endured."

When assessed together with the patterns identified in Sections 3 and 4, it becomes evident that in workplaces where perceptions of wage unfairness are high, excessive workload and psychosocial risks also become more pronounced. This demonstrates that violations related to wages and working hours can become a central risk area that feeds into and deepens other types of violations.

From a human rights due diligence perspective, addressing such violations is not an assessment area limited to retrospective corrections alone. Violations related to wages and working hours often emerge under structural conditions linked to production and organizational practices, and tend to recur unless these conditions change.

5.2. Cessation of Psychosocial Violations and Discriminatory Practices

Survey findings show that 19% of workers feel that they are not treated with respect in the workplace, while 27% believe that they are not treated equally by managers. These rates indicate that psychosocial violations can become persistent in some workplaces and may turn into an everyday component of working practices in the absence of explicit sanctions.

Psychosocial violations are often experienced not as explicit and easily documented incidents, but through grey areas such as exclusionary language, arbitrary practices, discriminatory attitudes, and continuous pressure. In workplaces where such violations are not effectively addressed, workers' willingness to raise concerns weakens and grievance mechanisms can become de facto dysfunctional.

A combined reading of the survey findings suggests that grievance mechanisms are used less frequently in workplaces where psychosocial risks are present, and that problems become visible later or not at all. This pattern demonstrates that psychosocial violations are not only a violation type in themselves, but also create a suppressive working environment that prevents other violations from becoming visible.

In this context, psychosocial violations should be assessed as a structural area that directly affects the effectiveness of violation cessation processes. In workplaces where psychosocial risks become persistent, remedy and sanction mechanisms are also observed to have limited impact.

5.3. The Role of Grievance and Reporting Mechanisms in the Cessation of Violations

Although grievance and reporting mechanisms are among the primary tools for ending violations, survey findings indicate that these mechanisms do not produce effective outcomes in all circumstances. Approximately half of workers report that they do not use internal grievance mechanisms; among those who do submit complaints, perceived resolution remains at around 40%.

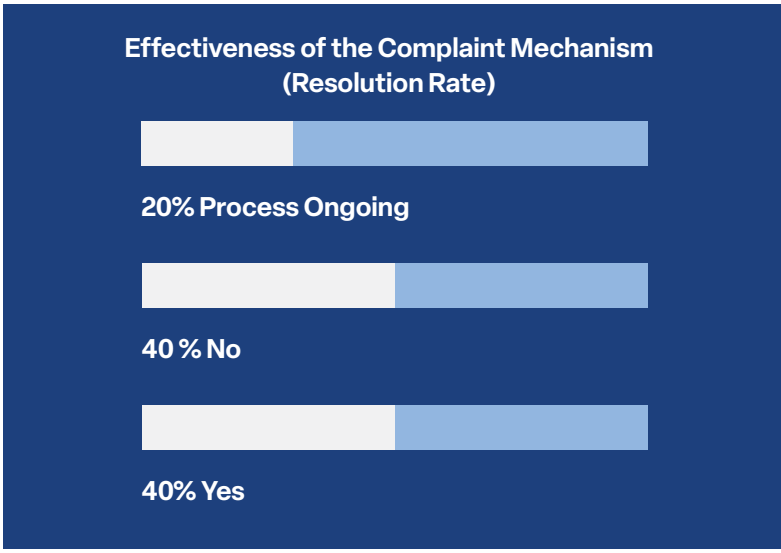


Figure 20 shows the distribution of perceived effectiveness of grievance mechanisms. The findings reveal that processes that fail to deliver solutions or remain unclear weaken workers' trust in these mechanisms. This reduces the likelihood of violations being reported and creates conditions in which problems may become persistent.

When assessed together with the risk patterns identified in Sections 3 and 4, it becomes evident that violations tend to become chronic in workplaces where grievance mechanisms established by the workplace are ineffective. In this context, the capacity to end violations depends not only on the existence of mechanisms, but on their ability to build trust, deliver timely solutions, and gain legitimacy among workers.

5.4. Violations of Trade Union Rights and Freedom of Association

Trade union rights and freedom of association have structural importance in the cessation of violations. Field observations and cases reported to WSC indicate that in some workplaces, attempts at unionization may be met with pressure, retaliation, or dismissal. Such practices constitute clear violations under national legislation and international standards.

Violations of trade union rights not only prevent the exercise of these rights, but also create a suppressive environment that makes other violations more difficult to surface. In workplaces where freedom of association cannot be effectively exercised, violations related to wages, working hours, and psychosocial conditions are reported less frequently, yet experienced more intensely.

In this context, violations of trade union rights should be assessed as an area that prevents early identification of violations and creates high-risk profiles.

5.5. Preventing Recurrence of Violations and Structural Interventions

Addressing violations is not a process limited solely to ending existing cases. Survey findings and risk patterns indicate that violations often acquire a recurring character in certain workplaces and under specific conditions.

Where wages, workload, the psychosocial environment, and grievance mechanisms are not addressed together, corrective interventions fail to produce lasting impact. This demonstrates that violation cessation processes must be assessed in an integrated manner together with prevention and monitoring mechanisms.

From a human rights due diligence perspective, preventing the recurrence of violations depends not only on achieving compliance, but on making visible and transforming the conditions and practices that generate risks. This approach provides an analytical framework that prevents violations from becoming chronic and contributes to the establishment of more stable working conditions across the supply chain.

6. Establishing Remedial Actions

Within HRDD processes, activating remedial actions in situations where preventive mechanisms are insufficient and violations occur plays a critical role not only in addressing harm, but also in rebuilding trust in the workplace. This section assesses the accessibility, actual functioning, and outcome-generating capacity of remedy mechanisms in Türkiye's textile and ready-made garment sector, in light of findings from the WSC 2025 worker survey.

The risk and violation patterns identified in previous sections show that it is insufficient to treat remedy merely as a process of closing individual complaints. Remedy becomes effective to the extent that it addresses root causes of violations, prevents recurrence of similar cases, and generates trust among workers.

6.1. Functioning of Workplace-Level Remedy Mechanisms

Findings from the WSC worker survey show that suggestion and complaint boxes—one of the main internal workplace mechanisms leading to remedy—are formally present in many workplaces. However, usage rates and perceived effectiveness indicate that this widespread presence does not always translate into actual remedial capacity. Approximately half of surveyed workers (50.3%) report that they have never used suggestion and complaint boxes.

Among workers who submitted complaints, resolution rates also remain limited. Only 40% of those who reported using suggestion and complaint mechanisms state that their issue was resolved, while 40% report that no solution was provided and 20% indicate that the process continued in an unclear manner. This distribution demonstrates that remedy mechanisms have limited capacity to produce predictable and reliable outcomes from the workers' perspective.

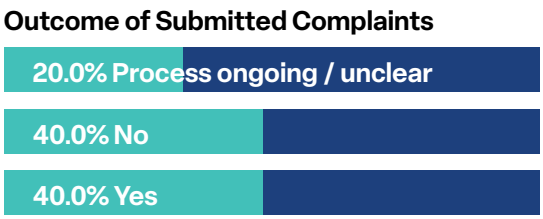


Figure 21 illustrates the access and impact performance of workplace-level remedy mechanisms. The findings suggest that remedy processes remain procedural in many workplaces and struggle to generate tangible improvements. Where remedy is ineffective or remains unclear, violations tend to normalize rather than be closed, and may acquire a persistent character.

6.2. Trust, Retaliation, and the Risk of Silence in Access to Remedy

One of the key factors determining the effectiveness of remedy mechanisms is workers' ability to access these mechanisms with confidence. Survey findings indicate that low usage rates of suggestion and complaint boxes cannot be explained solely by a "lack of need," despite their widespread availability. Low resolution rates, lack of feedback, and unclear processes reinforce perceptions of futility among workers.

When assessed together with the psychosocial risks and perceptions of equal treatment identified in Sections 3 and 4, it becomes evident that access to remedy mechanisms is more limited in workplaces where perceptions of respect and fairness are weak. This demonstrates that remedy is not merely a technical process, but is directly linked to workplace culture, power relations, and trust.

The risk of silence constitutes one of the most critical weaknesses of remedy mechanisms. When workers do not voice the violations they experience, these violations become invisible within institutional systems and risk being treated as if they never occurred. This invisibility creates a serious blind spot in HRDD processes.

6.3. Scope of Remedy: Individual Resolution or Structural Correction?

Survey findings suggest that remedy processes often remain limited to addressing individual complaints. However, the risk and violation patterns identified in previous sections demonstrate that many problems stem from structural conditions rather than isolated cases. In areas such as wage unfairness, excessive workload, and psychosocial violations, a remedy approach focused solely on compensating individual harm keeps the risk of recurrence high.

For example, when a wage-related violation is addressed only through retroactive payment, similar violations may re-emerge in different forms as long as production pressure and workload remain unchanged. Likewise, in cases of psychosocial violations, individual sanctions may be applied; yet if management approaches and communication practices do not change, problems are not resolved in a lasting manner.

These findings indicate that remedy becomes effective to the extent that it is able to link individual resolution with structural correction.

6.4. The Role of External Remedy and Support Mechanisms

In situations where workplace-level remedy mechanisms remain limited, external and independent mechanisms play a complementary role in strengthening remedial capacity. The fact that 58% of workers participating in the WSC survey report being aware of the WSC complaint mechanism indicates that there is potential to seek external support when internal workplace processes prove insufficient.

External mechanisms constitute a critical channel of recourse for workers, particularly in workplaces where fear of retaliation is high or internal mechanisms fail to generate trust. However, what determines the effectiveness of remedy is not merely awareness of these mechanisms, but whether complaints are traceable, lead to outcomes, and result in tangible improvements for workers.

In this context, external mechanisms function as a complementary safety net that enables violations to become visible and be remedied.

6.5. Monitoring Remedy Processes and Rebuilding Trust

The effectiveness of remedial actions should be assessed not only by whether a complaint is closed, but by whether the process builds trust from the workers' perspective. Limited resolution rates and procedural ambiguity reflected in the survey findings indicate that remedy mechanisms may have weak trust-building capacity.

Monitoring remedy processes constitutes a critical analytical responsibility within HRDD. Indicators such as resolution rates, process duration, feedback mechanisms, and signals related to the risk of silence provide important insights into the performance of remedial capacity. Without systematic monitoring of these indicators, remedy mechanisms risk remaining procedural obligations rather than functioning tools.

When remedy evolves into a trust-building process, workers' willingness to raise concerns increases and early warning capacity is strengthened. This contributes not only to addressing existing violations, but also to preventing future ones.

7. Ensuring Continuous and Two-Way Communication with Stakeholders

The effectiveness of HRDD processes depends not only on identifying risks and violations, but also on establishing continuous, trust-based, and two-way communication with relevant stakeholders. This section assesses the current state of stakeholder communication in Türkiye's textile and ready-made garment sector and its function within HRDD processes, in light of findings from the WSC 2025 worker survey.

The risk, violation, and remedy patterns identified in previous sections show that in environments where communication is weak, problems become visible at later stages, whereas in workplaces where trust and feedback loops function, early warning capacity is strengthened. For this reason, communication is treated in this report not as a supportive element, but as a structural component that determines risk visibility, preventive capacity, and the trust-generating quality of remedy processes within HRDD.

7.1. Internal Workplace Communication and Information Flow with Workers

According to findings from the WSC worker survey, 78.9% of workers report being aware of workplace grievance mechanisms and communication channels. This rate indicates that formal communication channels exist in many workplaces. However, the fact that 21% of workers state that they are not aware of such mechanisms suggests that information does not reach all workers equally and consistently.

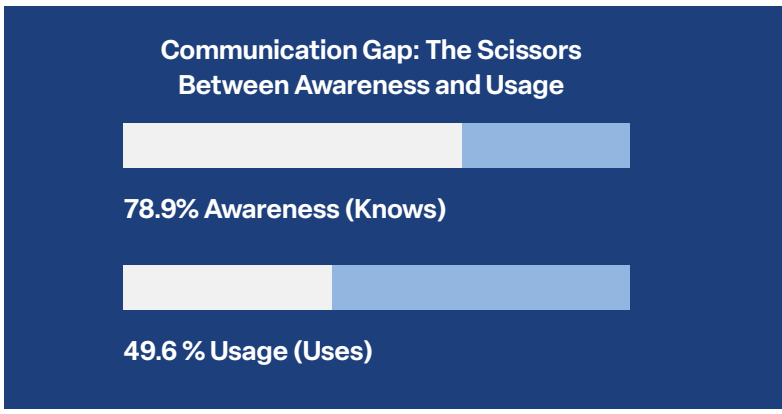
Figure 22 makes visible a key communication gap: despite high levels of awareness, usage rates remain lower. This gap suggests that communication may remain at the level of information provision; where trust, feedback, and outcome generation are weak, channels may fail to translate into actual reporting behavior.

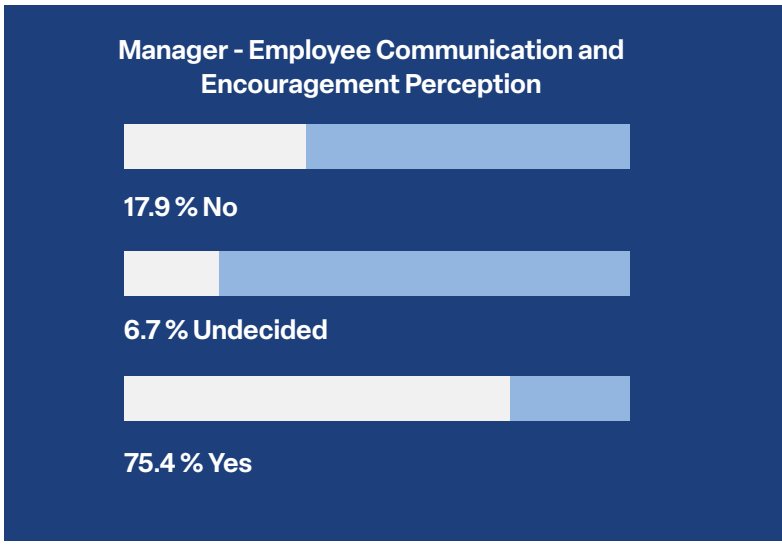
The effectiveness of internal workplace communication cannot be measured solely by the "existence of channels." Limited usage of grievance mechanisms and low perceived resolution indicate that communication channels may be experienced by workers as "present but ineffective." This creates conditions that make early reporting of risks more difficult.

7.2. Manager–Worker Communication and the Relationship of Trust

Survey findings show that manager–worker communication plays a decisive role in shaping workplace experience. While 75% of workers report that their managers encourage them to work productively, 18% state that they do not receive sufficient support in this regard. Similarly, 73% of workers report feeling respected in the workplace, whereas 19% state that they do not feel respected Figure 23 illustrates this distribution of perceptions regarding managerial communication and encouragement. The findings show that communication functions positively in many workplaces; however, for a significant group of workers, communication breakdowns, distrust, or exclusionary practices may be present. When assessed together with the psychosocial risk patterns identified in Sections 3 and 4, it becomes evident that manager–worker communication is more problematic in workplaces where perceptions of equal treatment and respect are weak.

In environments where communication quality deteriorates, workers tend to express their concerns through indirect pathways such as silence or exit rather than formal channels. This pattern generates a critical invisibility risk for HRDD, as problems remain unreported within institutional systems and detection and intervention are delayed.





7.3. The Relationship Between Communication and Grievance Mechanisms

As shown in previous sections, the effectiveness of grievance mechanisms is closely linked to communication quality. The fact that approximately half of workers do not use suggestion and complaint boxes, coupled with limited perceived resolution, becomes more pronounced in environments where communication is one-directional or lacks feedback.

Where communication is not two-way, grievance mechanisms may be perceived by workers not as part of a process of being heard and obtaining results, but merely as tools for notification. This perception undermines the legitimacy and use of these mechanisms and delays the early visibility of risks.

For this reason, communication should not be treated as a separate heading from remedy and prevention processes, but as a shared foundation that determines how these processes function.

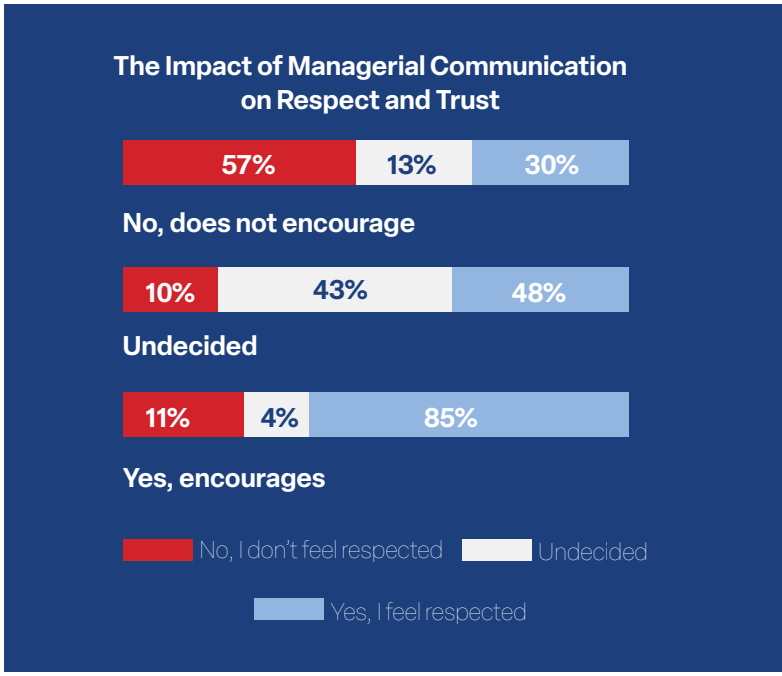
7.4. Communication with Other Stakeholders: NGOs, Trade Unions, and Local Actors

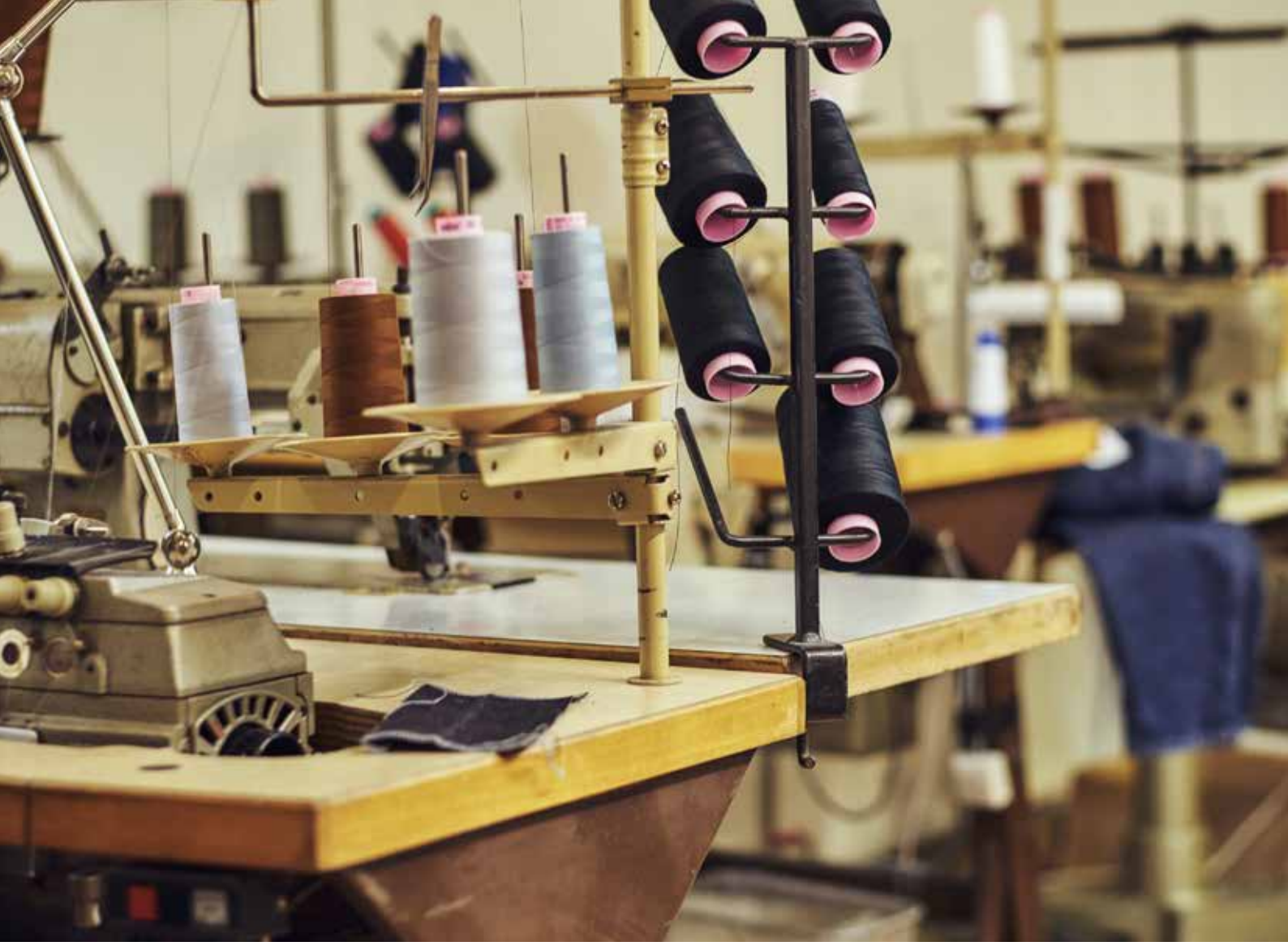
HRDD is not a process limited to workplace-level actors. NGOs, trade unions, local communities, and worker support mechanisms are critical stakeholders in making risks visible, reporting violations, and accessing remedy. In the Turkish context, independent third-party structures such as WSC provide a complementary communication and support channel for workers where internal workplace mechanisms remain limited.

Where stakeholder communication is weak, risks often become visible only through audit findings or delayed complaints. This leads HRDD processes to remain reactive and weakens early warning capacity. By contrast, regular and trust-based dialogue channels create an environment in which risks can become visible at earlier stages.

7.5. The Role of Two-Way Communication in HRDD Processes

Survey findings and the patterns identified in previous sections show that communication is a cross-cutting element within HRDD processes. In workplaces where communication is strong, risks are raised at earlier stages and prevention and remedy mechanisms operate in a more predictable manner. Conversely, in environments where communication is weak, risks may become invisible, violations may become chronic, and remedy processes may struggle to generate trust.





8. Operating an Accessible and Effective Notification–Grievance Mechanism

Notification and grievance mechanisms constitute one of the key thresholds that determine how HRDD functions on the ground. The early visibility of risks, violations, and remedy needs depends not only on mechanisms "existing," but on whether they operate in practice in an accessible, safe, and outcome-producing manner. Based on the findings of the WSC 2025 worker survey, this section assesses the access, use, and outcome-generation capacity of notification–grievance mechanisms in Türkiye's textile and ready-made garment sector.

When read together with the risk concentrations identified in previous sections, the "silence" effect of the psychosocial environment, and the limitations of remedy processes, notification–grievance mechanisms emerge not as a standalone procedure but as a central structure that connects prevention, violation termination, remedy, and trust-building processes.

8.1 Existence of Mechanisms and Accessibility

Survey findings indicate that suggestion/complaint boxes exist in the vast majority of workplaces. However, the fact that only approximately half of workers report using these mechanisms suggests that accessibility is not limited to physical or procedural presence. The finding that 21% of workers state they are not aware of workplace complaint channels further supports this picture.

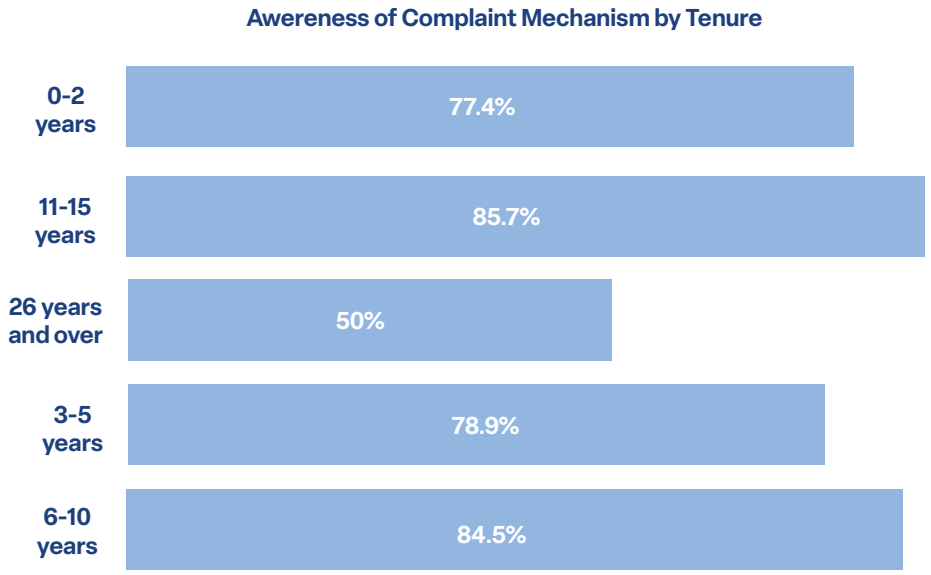


Figure 25 Awareness of the grievance mechanism by length of service

Figure 25 shows that awareness of the grievance mechanism can vary meaningfully across seniority groups. In particular, lower awareness among groups who have been in the workplace for a shorter period suggests that mechanisms can become information that is "naturally learned" within the workplace, rather than consistently reflecting a standard, inclusive communication arrangement that ensures equal access. This produces gaps in early warning capacity, especially for workers who are newly hired or in more vulnerable positions.

8.2 Usage Rates and Reporting Behavior

According to survey findings, 50.3% of workers state that they do not use suggestion/complaint boxes. This rate suggests that reporting behavior cannot be explained solely by the "absence of problems." As seen in Section 6, limited perceived resolution in remedy processes, and as seen in Section 7, weaknesses in communication and feedback loops, emerge as factors that directly affect reporting behavior.

In environments where reporting behavior remains limited, risks and violations can accumulate in "silence" without being reflected in formal channels; this creates a critical area of invisibility for HRDD. This invisibility contributes to late detection of violations and delays in remedy processes.

8.3 Resolution Rates and Effectiveness

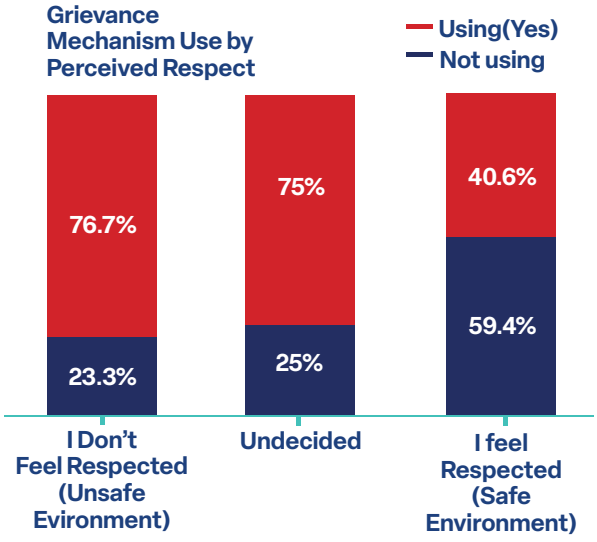
The effectiveness of grievance mechanisms should be measured, beyond usage rates, by their capacity to produce outcomes from the workers' perspective. Survey findings show that among workers who reported a problem via the suggestion/complaint box, perceived resolution remains at the level of 40%. 40% of workers state that the issue was not resolved at all, while 20% state that the process is ongoing.

This distribution indicates that a significant share of mechanisms can turn into ambiguous or outcome-less processes. Mechanisms that do not produce solutions or that create prolonged uncertainty deepen loss of trust; this reduces future reporting and weakens the mechanism's early warning function. As a result, the mechanism may remain a procedural element in some workplaces rather than functioning as a tool that terminates violations.

8.4 Fear of Retaliation, Confidentiality, and the Trust Dimension

One of the most critical factors limiting the effectiveness of grievance mechanisms is workers' concerns about possible negative consequences following a report. Although the survey does not include a question that directly measures retaliation risk, low usage rates, limited perceived resolution, and procedural ambiguity suggest that workers may not perceive the mechanism as "safe" and "predictable."

When assessed together with the psychosocial risk patterns presented in Sections 4 and 5, it is observed that reporting behavior is more strongly suppressed in workplaces where perceptions of respect and equal treatment are weak. In this context, confidentiality and trust constitute a threshold area that must be assessed not only through mechanism design, but together with workplace culture and power relations.



Note: Each column sums to 100% within the same respect group.
Responses indicating "No suggestion/complaint box"(n=1) are included under non-use.

Figure 26. The effect of perceptions of trust and retaliation on grievance mechanism use

8.5 Complementarity with External and Independent Notification Mechanisms

Where internal workplace mechanisms remain limited, external and independent reporting channels play a complementary role. The fact that awareness of the WSC system is 58% indicates that workers have the potential to seek support outside the workplace.

However, for this potential to produce a meaningful function within HRDD, it depends on the traceability of linkages between internal and external mechanisms and on whether complaints can translate into concrete outcomes. External channels emerge as a critical "completion area" that enables risks to become visible, particularly in workplaces where internal mechanisms do not generate trust or where the risk of silence is high.

8.6 The Role of Notification–Grievance Mechanisms in HRDD Processes

The findings discussed in this section show that notification–grievance mechanisms constitute a central intersection point within HRDD processes. Accessibility (awareness), use, perceived resolution, confidentiality/trust, and complementarity with external mechanisms are directly linked to all of the headings of prevention, violation termination, remedy, and communication.

In workplaces where the mechanism does not function in practice, HRDD implementation inevitably becomes more reactive; risks become visible later and remedy processes are delayed. By contrast, accessible and outcome-producing mechanisms strengthen early warning capacity and create a basis for identifying risk concentrations at earlier stages. For this reason, notification–grievance mechanisms represent not only a tool, but an indicator that tests and makes visible HRDD's on-the-ground performance.

9. Monitoring, Evaluation, and Continuous Improvement of Measures

Human rights and environmental due diligence (HRDD) is not a one-off analysis or intervention process; it is a dynamic governance approach based on continuous monitoring, learning, and improvement. The identification of risks, implementation of preventive steps, termination of violations, remedy processes, and stakeholder communication discussed in previous sections can generate lasting impact only if these steps are regularly monitored and evaluated.

Based on the findings of the WSC 2025 worker survey, this section examines—through an HRDD lens—the extent to which measures implemented in Türkiye's textile and ready-made garment sector are monitored, the areas in which evaluation capacity remains limited, and the structural gaps that exist in terms of continuous improvement.

9.1 Scope and Limitations of Monitoring Approaches

Survey findings and field experience suggest that in many workplaces, measures related to human rights and working conditions are implemented, yet these practices are not monitored regularly and systematically. Preventive steps, trainings, grievance mechanisms, and remedy processes are often put in place; however, structured feedback mechanisms regarding how effective these steps are remain limited.

Monitoring activities are often confined to audit visits or periodic reporting, and data based on worker experience and perceptions are not regularly integrated into monitoring processes. This results in the on-the-ground practical reflection of implemented measures not becoming sufficiently visible.

From an HRDD perspective, this limitation makes it difficult to detect interventions that may appear to reduce risks but do not create a meaningful improvement in workers' lived experience.

9.2 The Importance of Perception-Based Monitoring Grounded in Worker Views

The worker survey used in this report clearly demonstrates the importance of perception-based data within monitoring and evaluation processes. Indicators such as wage fairness, workload, respect, equal treatment, and trust in grievance mechanisms provide critical insights into how working conditions are experienced by workers beyond legal compliance.

As shown in previous sections, even where procedures exist, worker perceptions indicate that these procedures do not always function effectively and reliably. This demonstrates that monitoring approaches based solely on document and policy checks are insufficient.

Regular monitoring grounded in worker perceptions enables early detection of risks, identification of areas where measures remain weak, and evidence-based demonstration of improvement needs.

9.3 Evaluating the Effectiveness of Measures

Another element as important as monitoring is the evaluation of the effectiveness of implemented measures. Survey findings suggest that in some areas, improvement steps have been taken, yet these steps do not always produce lasting impact. For example, the existence of grievance mechanisms may generate limited impact in terminating violations due to low resolution rates.

Similarly, providing trainings may remain insufficient to prevent recurrence of violations where structural problems such as workload or psychosocial risks are not addressed. These patterns show that evaluation processes should not be limited to the question “was a measure implemented?” but should seek answers to the question “what did the measure change?”

From an HRDD perspective, effectiveness evaluation forms the basis for strategic decisions on whether measures should be maintained, adapted, or fully redesigned

9.4 Learning, Adaptation, and Continuous Improvement

The core purpose of monitoring and evaluation is not merely to produce reporting, but to enable institutional learning and continuous improvement. The risk, violation, and remedy patterns presented in this report show that uniform solutions do not always produce the same results on the ground. This requires HRDD processes to be designed in a flexible and adaptive manner.

Continuous improvement becomes possible through feeding findings back into policies and practices. For example, low usage and resolution rates related to grievance mechanisms require re-examining mechanism design and communication. Similarly, findings related to workload and wage perceptions make it necessary to reassess production planning and purchasing practices.

This approach transforms HRDD from a static compliance tool into a governance process that reduces risks and transforms working conditions.

9.5 The Strategic Position of Monitoring and Continuous Improvement in HRDD

For brands, monitoring and continuous improvement do not merely mean meeting reporting obligations. These processes enable early identification of human rights risks, development of structural solutions that prevent recurrence of violations, and long-term stability across the supply chain.

Survey findings show that where field-based data and worker feedback are not integrated into monitoring processes, HRDD implementation can remain superficial. By contrast, structures that conduct regular monitoring and evaluation are able to detect risks earlier and adapt interventions in a more targeted manner.

In this context, monitoring and continuous improvement constitute the key link that connects prevention, violation termination, remedy, and communication—and that ensures the continuity of HRDD.

10. Recommendations

The findings presented in this report demonstrate that risks related to wages, workload, psychosocial conditions, and physical working environments frequently co-occur and concentrate within specific workplaces. This cumulative risk structure reveals that existing measures, while often present in formal terms, remain insufficient in certain settings. In light of these patterns, international brands sourcing from Türkiye's textile and ready-made garment sector are advised to strengthen their Human Rights and Environmental Due Diligence (HRDD) processes through the following measures:

• Integrate Worker-Based Evidence into Risk Prioritisation

Brands should make systematic use of perception-based data, such as worker surveys and feedback channels—to identify and prioritise high-risk supplier sites. Rather than relying solely on formal audit outcomes or compliance declarations, due diligence frameworks should incorporate worker-informed risk indicators to enable earlier identification of cumulative exposure and structural vulnerabilities.

• Align Purchasing Practices with Decent Work Principles

Survey findings indicate that risks related to wage dissatisfaction and workload intensity are closely associated with production pressure and organisational arrangements. Brands are encouraged to review purchasing and sourcing practices to ensure that delivery deadlines, order volumes, and price negotiations do not incentivise excessive overtime or compromise wage adequacy. Preventive due diligence requires coherence between commercial terms and labour standards.

• Strengthen Preventive Capacity on Psychosocial Risks

Psychosocial risks, including perceptions of disrespect and unequal treatment, not only function as standalone concerns but also reduce the likelihood that workers will raise complaints. Brands should require suppliers to adopt structured interventions in this area—such as manager training programmes, inclusive communication practices, and non-discrimination policies—that reduce psychosocial exposure and strengthen internal trust.

• Enhance the Functionality of Grievance and Remedy Mechanisms

The findings show that while formal grievance mechanisms are widespread, usage and resolution rates remain limited, particularly in workplaces with high-risk profiles. Brands should go beyond procedural requirements and assess the operational effectiveness of these mechanisms through indicators such as awareness, accessibility, trust, and actual outcomes. Where internal systems remain weak, brands should support complementary external channels and ensure that feedback is traceable and actionable.

• Improve Physical Working Conditions Beyond Compliance

Perceived inadequacy in physical conditions continues to shape worker satisfaction, wellbeing, and retention. Brands are advised to promote workplace-level investments in ventilation, ergonomics, noise reduction, and space management. These improvements, while typically addressed under OHS frameworks, also function as risk-reducing measures with implications for stability and workforce engagement.

• Establish Two-Way Communication with Worker Populations

Effective due diligence requires communication processes that enable risks to be identified before they escalate. In addition to relying on formal mechanisms, brands should strengthen two-way engagement with workers—through perception surveys, field visits, and partnerships with local support structures. Such processes help to surface risk trends earlier and support more responsive and adaptive interventions.

• Monitor Impact and Adapt Interventions Accordingly

The findings indicate that risks may persist even where preventive and remedial structures formally exist. For this reason, brands should not limit monitoring to implementation metrics (e.g. number of trainings or grievance boxes), but extend it to effectiveness indicators based on worker perceptions. This approach enables continuous improvement by making visible which measures reduce risk in practice and which require revision.

These recommendations reflect the need to move beyond the existence of individual measures toward integrated due diligence strategies that are sensitive to cumulative risk patterns, grounded in worker experience, and capable of adapting to dynamic workplace realities. In contexts where risks are embedded within production arrangements and management practices, formal mechanisms alone are insufficient. Proactive, evidence-informed engagement by brands is essential to reduce exposure, prevent recurrence, and promote more stable and equitable working conditions across supply chains.

11. Conclusion

This report, drawing on the findings of the WSC 2025 worker survey, sets out how human rights and workplace-environment risks are experienced in Türkiye's textile and ready-made garment sector, the conditions under which they concentrate, and the extent to which existing prevention–violation termination–remedy mechanisms are able to respond to these risks. This worker perception–based reading enables an assessment of the on-the-ground reality beyond legal compliance and the procedural existence of mechanisms.

Survey results clearly show that risks in the sector are not distributed homogeneously; they cluster in certain workplaces under specific management and production practices. The fact that 41% of workers do not find their wages fair and 27% describe their workload as "high" indicates that the principles of fair pay and reasonable working time are not being met for a significant share of workers. These findings show that wage- and working-time-related risks are not confined to isolated cases, but are structural in nature.

Findings on psychosocial risks reinforce this picture. The fact that 19% of workers feel they are not treated with respect at the workplace and 27% believe they are not treated equally by managers suggests that, in some workplaces, these risks can become normalized within everyday work practice. In workplaces where these risks concentrate, grievance mechanisms are used less and problems become visible later. This indicates that the psychosocial environment is not only a standalone risk area but can function as a "layer of silence" that directly affects the visibility of other violations.

Findings on physical and environmental conditions also point to a meaningful divergence in worker experience. The fact that 30% of workers report being dissatisfied with physical working conditions shows that meeting minimum standards does not always translate into a perception of an adequate work environment. Survey results demonstrate that overall job satisfaction is markedly higher among workers who consider their physical conditions sufficient. This indicates that physical conditions are determinative not only in terms of occupational health and safety compliance, but also in terms of worker retention and perceptions of trust.

Reading the risks together shows that wage unfairness, excessive workload, psychosocial risks, and problems related to physical conditions are often experienced simultaneously in the same workplaces. This correlation-based reading explains why interventions that focus on single risks can have limited impact. In particular, high workload is observed to play a "multiplier risk" role, showing strong relationships with wage perceptions as well as psychosocial and physical risks.

Findings on prevention capacity make visible the gap between the existence of mechanisms and their prac-

tical effect. Although 75% of workers report being satisfied with workplace trainings, psychosocial risks and distrust in grievance mechanisms are more pronounced in workplaces where trainings are inadequate or not provided at all. This indicates that prevention must be assessed not only through the presence of trainings or policies, but through their practical reflection on the ground.

Findings related to the termination of violations and remedy point to a critical threshold area within HRDD processes. The fact that roughly half of workers report not using suggestion/complaint mechanisms, and that perceived resolution remains at 40% among those who do report, suggests that a substantial share of violations are not effectively terminated in practice. This shows that the early warning and violation-termination functions of grievance mechanisms remain limited in many workplaces.

Findings on notification–grievance mechanisms also reveal a clear gap between accessibility/awareness and actual use and outcome generation. While 78.9% of workers state they are aware of these mechanisms, low usage rates indicate that perceptions of trust, confidentiality, and outcome-generation capacity are decisive. In workplaces where perceptions of respect and equal treatment are weak, mechanisms are seen to become functionally ineffective.

Survey results further point to the complementary role of external and independent mechanisms. The fact that 58% of workers report being aware of the WSC system indicates a potential to seek external support where internal workplace mechanisms are inadequate. This underscores the need, within HRDD processes, to assess internal and external mechanisms together.

Overall, this report demonstrates that human rights due diligence is not limited to policies, audits, and reporting processes; it cannot function effectively without regular monitoring based on worker experience, trust-producing communication, and outcome-oriented mechanisms. The findings show that making risks visible at an early stage depends on prevention, violation termination, remedy, and monitoring steps operating together and consistently.

The findings of the WSC 2025 worker survey clearly point to two core implications for HRDD processes:

First, risks and violations exhibit a clustering tendency to a degree that cannot be explained through sector-wide averages.

Second, the mere existence of mechanisms is not sufficient; unless actual use, trust, and outcome-generation capacity are monitored, HRDD implementation will have limited impact on the ground.

This report highlights that evidence grounded in worker perceptions is an indispensable source of information for early warning, prioritization, and continuous improvement within HRDD processes. The findings show that reducing human rights risks is only possible through a governance approach that learns from the field and feeds back into field-level practice.

WSC 2025 Worker Survey: Working Conditions and Human Rights Due Diligence Findings in Türkiye's Textile Sector

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