

# How do Syrian refugee workers challenge supply chain management in Turkish garment industry?



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# A heterogeneous society...

Turkey hosts 4 million refugees. 3,5 million from Syria. 462.000 from Iraq and Afghanistan.

Some Syrian refugees are:

- ❖ granted Turkish citizenship (38.000 with family members),
- ❖ employed legally with work permits (36.000),
- ❖ entrepreneurs/business people,
- ❖ students. In Turkey, there are around 1.1 million Syrian children in the school age (5-18 years old), and approximately 400.000 are not enrolled in any school. 612.000 refugee children in national education system. 20.000 undergraduate students in 140 universities.
- ❖ return migrants



# Legal framework

- ❖ Are they “refugees?”
- ❖ Geographical Reservation
- ❖ Work permits

- ❖ where do Syrian refugees work?
- ❖ participation to the informal economy: waged employees and self-employment
- ❖ working conditions
- ❖ social networks



# Main challenges

- ❖ Informal economy
- ❖ Child labour
- ❖ Political risks (SoE, elections)
- ❖ Economic risks



# Observations from the Field

- ❖ Gradual increase in the wages and working conditions
- ❖ State's approach to NGOs, giving an end to humanitarian aid
- ❖ Joint strike of Syrian, Turkish and Kurdish shoe workers





# Approaches of Stakeholders

- ❖ Brands
- ❖ Local Suppliers
- ❖ Trade Unions
- ❖ NGOs





- ❖ Vulnerable workers or active agents?
- ❖ How they challenge the supply chain management?
  - ❖ Turkey's comparative advantage: high quality, low cost, speedy production
  - ❖ Previous flexibility and current situation



- ❖ Structural Problems
- ❖ A Progressive Change is Possible?
- ❖ What is missing?
  - ❖ convincing suppliers
  - ❖ representation of refugees



*Thank you*