Workshop Report

“Towards a more resilient textile industry” Multi-Stakeholder Event

02 April 2025

Des ressources pour l’évaluation
Des repères pour l’action

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ACTING FOR CLIMATE SOLIDARITY

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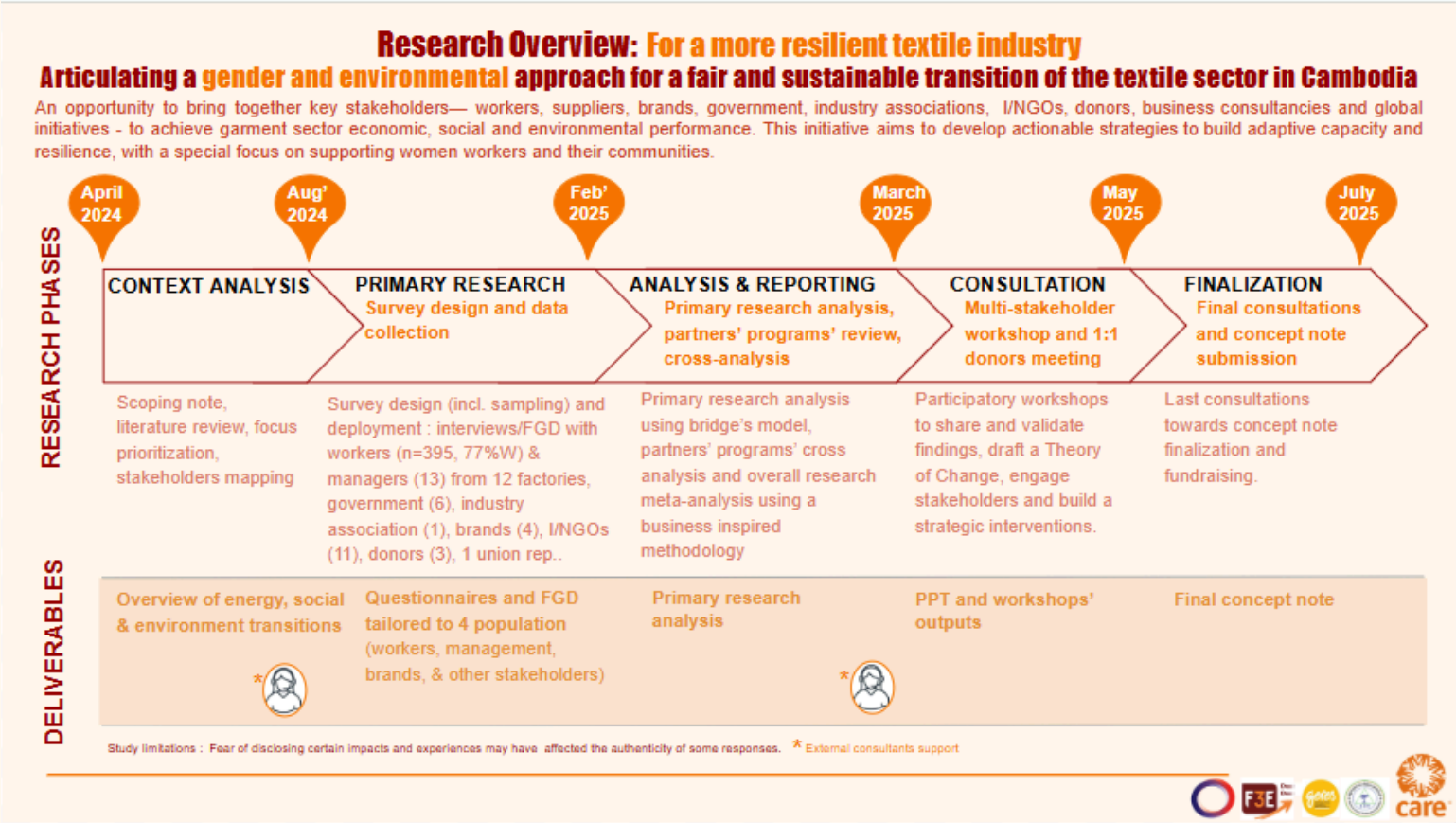

Acknowledgment

This workshop on the GTF sector in Cambodia is the result of a collective effort, shaped by the dedication, expertise, and collaboration of numerous individuals and organisations.

We wish to express our sincere appreciation to all participants whose presence greatly contributed to the success of this event. The strength of the workshop lay in the diversity and engagement of stakeholders, including factory managers, workers, trade unions, local NGOs, government officials, academic institutions, brands, businesses, and development partners.

We warmly thank all individuals and organisations who contributed at various stages of the workshop, including CARE Cambodia, CARE France, Geres, and ACT.

Finally, we express our deep appreciation to F3E and AFD, whose financial support made this workshop possible.

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Workshop - DAY 1

Date : 2nd April 2025
Number of participant: 76 participants

Presentation of the Primary research

Primary research on 4 topics

- **Climate Fragility:** They are all on the **front lines** of climate impacts, yet rely on energy-intensive textile supply chains. Balancing climate adaptation (prioritized) and emission reductions / Mitigation (only prioritized by brands) is a persistent dilemma
- **Incomplete Circularity**: Wastewater, solid waste, and chemical pollution remain **systemic weak points.** A shift toward circular economy practices is in early stages, heavily reliant on **foreign brand requirements** and donor interventions.
- **Migrant-Heavy Workforce:** Internal (and sometimes cross-border) migration funnels low-skilled rural labor into factories, especially women, who **bear the brunt** of precarious work conditions, wage theft, and harassment.
- **Community Impact**: Gains in poverty reduction and export revenues are counterbalanced by environmental damage, low wage floors, and fragile worker rights, all further strained by political instability in certain contexts.

This study maps the lived experiences, knowledge, attitudes, and practices of key stakeholders—particularly workers and factory management, and how these interact with brands, government policy and investors, especially in relation to circular economy and climate change.

Repartition of surveyed factories per partner

Partner Org	Collected (Men)		Collected (Women)		Total	
	Count	%	Count	%	Count	%
CARE	60	65.93%	202	66.45%	262	66.33%
GERES	17	18.68%	66	21.71%	83	21.01%
External	14	15.38%	36	11.84%	50	12.66%
Grand Total	91	100.00%	304	100.00%	395	100.00%

Focus on interviewed workers profile

Demographic information	Total Count (n)	%
Gender		
Men	91	23.04%
Women	304	**76.96%**
Age		
18 - 24 years old	63	15.95%
25 - 34 years old	162	**41.01%**
35 - 44 years old	137	**34.68%**
45 years and/or older	33	8.35%
Marital Status		
Divorced/ Separated	13	3.29%
Married/ Living together	288	**72.91%**
Single/ Never married/ Never lived with a partner	75	18.99%
Widowed	19	4.81%
Ethnicity		
Cham	4	1.01%
Khmer	391	98.99%
Migration Status		
Migrant	215	**54.43%**
Non-Migrant	180	45.57%
Grand Total	395	100.00%

Demographic information	Total Count (n)	%
Level of Education		
1. Never attended school	15	3.80%
2. Some primary	101	**25.57%**
3. Completed primary (Grade 6)	39	9.87%
4. Some secondary	81	**20.51%**
5. Completed secondary (Grade 9)	63	15.95%
6. Some high school	54	13.67%
7. Completed high school	32	8.10%
8. More than high school	10	2.53%
Monthly Salary		
$101-$200	10	**2.53%**
$201-$300	275	**69.62%**
$301-$400	86	21.77%
≥ $401	24	6.08%
Grand Total	395	100.00%

""NB : The primary survey conducted did not include precise questions on contractual arrangement, therefore it is possible that the 2,53% respondents indicating a salary below $200/month might not work full-time. Further investigation was not conducted.

Selected findings

Finding #1 - Gender & economic impacts at workers' level

- **Long-term precarity** : to supplement low base salaries, over half (55%) of workers rely on working overtime.

"Low base salaries and the pressure to work overtime forces workers to move frequently from one place to the next." – *INGO staff member*

- **Workers' economic well being deeply relies on remittances**

38% workers' families depend **solely** on income from GFT employment to meet basic needs (food, housing, clothing, and healthcare)
Family dependency => workers' increased **financial insecurity**

"As workers, we get low income, which forces us to spend less and save more. Sometimes, we do not take sick leave even when we are sick—we work until we cannot do it anymore when the illness becomes serious."
– *Man, 27, FGD Participant, Migrant worker*

- For migrant workers experienced financial pressure as a **"double expense"** challenge—covering the cost of living in urban areas while continuing to support families in their home communities.

"If we compare to the workers who are the local people here, we face more challenges than them because they don't need to spend on room rental fees, electricity, food, and childcare."
- *Woman, FGD Participant*

"My salary is not enough to support my family due to I have to cover many things, including debt, rental fees, and sending money to my hometown."
– *Woman, 40, FGD Participant*

- These economic struggles are compounded by gender-based pay disparities. Among those working eight hours per day, **only 11.96% of women earned more than USD 301 per month, compared to 22.72% of men.**
- Even among those working longer hours (9–10 hours daily), the gap persisted: **44.44% of men** earned above USD 301, compared to **36.55% of women.** These figures point to occupational segregation, unequal access to promotions, and entrenched structural inequalities. Such disparities leave women in a more vulnerable position, with a subpar living wage and limited economic mobility.

- **Buyers are increasingly aware of gender-specific vulnerabilities** in their supply chains, and some have begun **integrating gender criteria** into their supplier assessments.

Workers' Storytelling #1 - Olive Apparel Peer Educator - Ms. Mean Daravy

Ms. Mean Daravy shared her experience as a factory worker at Olive Apparel. She spoke proudly about her engagement in environmental care and healthcare for women and children under 2 years old at the factory.

STOP model - Low Hanging Fruits in GBV prevention

CARE's STOP project uses an evidence-based approach to promote safer work environments by implementing workplace policies and strengthening internal grievance mechanisms.

Time commitments for factories

Key activities	Duration & Frequency	Staff involved
Training for 2 managers on Gender and Responding to Sexual Harassment in the Workplace	2 days	Human Resource and/or compliance managers
Support to factory to put in place a workplace Sexual Harassment policy & establish Sexual Harassment Committee	Individual meetings	Human Resource and/or compliance managers
Training on the Sexual Harassment Prevention Package for sexual harassment committee members.	3 days	Sexual Harassment Committee
Sexual harassment committee provide training to workers with CARE support	5 x 1-hour sessions per group	20-30 workers per group
Ongoing support to committee members to deliver training and for managers to implement the policy	Committee: Regularly Management: As needed	

Finding #2: Gender, economic and environmental impacts on factory community surroundings

- **Urban planning challenges**

Rapid industrial growth has outpaced urban planning, straining infrastructure and public services, resulting in **road insecurity** and overcrowding.
One woman explained: *"Transportation is often dangerous."*
Focus group participants noted **an increase in drug trafficking and usage,** pointing to a concerning socio-economic issue that requires further investigation.

- **Rising Cost of Living in Host Communities**

The factory presence has led to a noticeable rise in housing and land prices in host communities, with **87% of workers reporting that local living costs have increased.**
This makes securing affordable accommodation more difficult, particularly for migrant workers.
Some buyers recognize the factory's impact on housing, but this awareness has yet to lead to mitigation strategies.

- **Youth Dropout and Early Workforce Entry**

NGOs representatives reported **rising school dropouts as children work to repay family household debts.**
Over 50% of youth (10–17) leaving school for this reason end up in garment factories. (LICADHO & Equitable Cambodia, 2023)
Additionally, **1/3 factory managers acknowledged the presence of child or early marriage**, highlighting the need for targeted intervention.

- **Persistent Gendered Social Norms**

Despite economic empowerment, **women workers face judgment for working away from home.**
Unmarried women are seen as unsuitable for independent living, while married women are criticized for neglecting duties or suspected of infidelity.
These norms **limit choices,** reinforcing **the need for gender equitable norms/ transformation.**
Encouragingly, NGOs and buyers are supporting factories to address these issues and promote women's empowerment.

- **Factory Engagement and Community Impact**

Many factories actively **engage in community outreach**, strengthening their social license to operate.
→ Factories provide training on road safety, health, language skills, waste management.
Some support to homeless populations or partner with NGOs for vocational programs.
→ Factories also **stimulated local economies** by benefiting small businesses.
Most respondents (82.8%) report **no tension with communities, and factories often work with local suppliers**.

At the policy level, **the government is advancing urban development**, with a draft National Urban Development Strategy and a people-centered smart cities initiative piloted in Preah Sihanouk province with UN-Habitat. (*UN-Habitat, 2025*)

- Many brands have developed comprehensive regulatory frameworks and support programs aimed at helping their suppliers reduce environmental harm in host communities. These initiatives typically include training, blended financing mechanisms, and third-party auditing services. As one brand representative explained:

> "We support our suppliers with training, technical assistance, and access to blended financing so they can reduce their environmental footprint. This support not only improves their operational performance but also enhances the socio-economic conditions in local communities."
>
> – Brand A

- These efforts have led to widespread adoption of basic waste management practices at the factory level. Of the factories surveyed, 12 had systems in place to manage plastic waste, while 11 had broader general waste management systems.

- Buyers play a significant role in supporting environmental efforts. Many provide technical assistance, data systems, and compliance tools. These initiatives are often paired with goal setting and auditing frameworks aimed at enhancing accountability.

Storytelling #2: Olive Apparel Manager - Mr. Chanroth

Mr. Chanroth, manager at Olive Apparel, shared his factory's journey after sustainability training.

Changes included:

- Better waste sorting and storage
- Fire prevention measures
- Efficiency in fabric cutting using software
- New products from leftover materials
- Collaboration with buyers on sustainability

Finding #3: Environmental Awareness Among Workers

- **Disconnect between policy and practice**

Environmental training and communications are often geared toward management-level staff, leaving workers with limited exposure to the goals, processes, or benefits of these environmental programs.

Buyers have limited visibility into daily operations.

- **Misconceptions : basic waste, pollution practices & natural resource management**

70.4% incorrectly thought that even treated wastewater should not be discharged into rivers or onto land.
Only 27% recognised that using reusable items over single-use plastics could meaningfully reduce waste.
Only 38.7% believed that factory waste contributes to pollution.
More than half of respondents (52%) felt that daily human activities do not cause pollution;
>50% workers believed that using forest wood as fuel does not negatively affect the environment.*
*this response may be shaped by the actual operations of workers' factory as only 47% of factories use boilers

- The environmental burden on host communities remains a pressing concern, calling for deeper collaboration between buyers, factories, and regulatory authorities to close the implementation gap.

- Government officials expressed willingness to strengthen their roles in supporting factory compliance

"strengthen sub-national administrations in monitoring and evaluating the factory environment"

- **Factories are already collaborating with government, buyers, & NGOs to offer environmental training.**

Over the past 12 months, 9 factories had delivered training on managing plastic waste,
8 offered sessions on reducing plastic use,
5 provided training on water management, wastewater treatment, and sustainable energy,
4 focused on broader waste management & pollution reduction.

- **Where training was received, the impact extended beyond the workplace.**

84% of trained workers applied the lessons at home.

Topics most frequently translated into personal practice included :

- wastewater management
- plastic waste reduction
- general waste disposal
- pollution mitigation
- sustainable energy use.

=> a promising opportunity to enhance environmental behaviour both inside and outside factory walls.

Storytelling #3 & #4: Berry Apparel

A manager and peer educator from Berry Apparel presented their green initiatives:

- Switching to LED lighting
- Using electric vehicles
- Water conservation: collecting rain and greywater
- Treating used water for reuse (e.g., toilet flushing)

Finding #4: Remaining structural challenges

- **Government-Level Constraints and Acknowledged Roles**

Lack of budget and technical capacity continues to hinder policy development, implementation, and factory-level enforcement.

"Limited national budget & resource persons capable of research, formulating and implementing the policies"

- **NSSF topic**

Under Cambodian law, all formal employers, including those in the GFT sector, are obligated to register their employees with the NSSF, granting them access to key benefits such as health insurance, pensions, and disability coverage.
For the predominantly female workforce of reproductive age, benefits such as maternity leave and pre-/post-natal cash allowances are especially critical.

- **NSSF : a challenge at national level**

The system for accessing information and services is often overly complex - even for people with high level of education.
1 in 4 workers (both men and women) has had only some primary education, this complexity poses a significant barrier to access.
Combined with low-quality service delivery, these challenges result in negative user experiences and deter many workers from fully engaging with the social protection system, even when they are technically eligible for support.

Finding #5: Circular fashion & circular economy

- **At the individual level**

Low awareness about circular economy among workers and factory management.
Most of them understand recycle concept rather than the circular economy/fashion.

Only 35.4% of workers have heard of "circular fashion"
Mainly through social media/news

Among factory management, only 4 out of 12 had heard of "circular fashion," and only three felt confident in explaining its meaning.

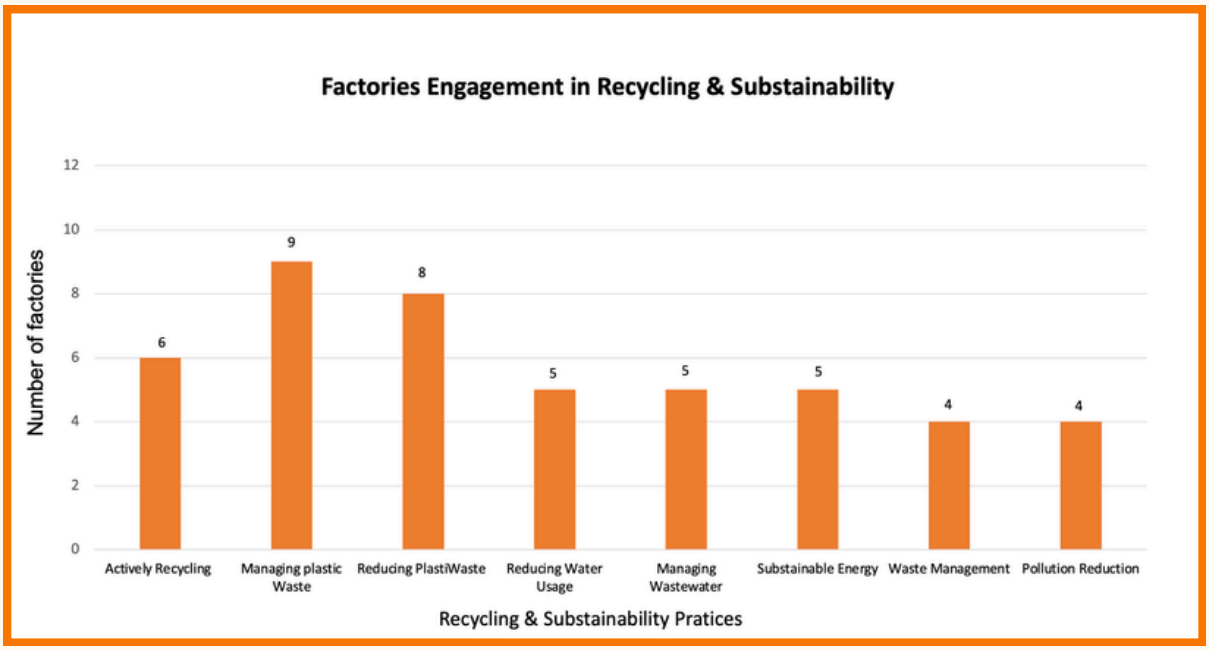
- **Attitudes**

Concerns for negative impact of circular fashion on job security and factory operations, especially among women and lower-hour workers.

Positive attitude and curiosity / willingness to learn more even though this is a rather recent concept in Cambodia recognition that the environmental benefits of circular fashion.

- **Recycling & reuse at factory's level**

Only 6 factories out of 12 reported actively recycling or reusing materials
However, factories have policies and provide training to workers on these topics, but only very few of factories have heard about the HREDD:



Although factories reported that they have **policies for waste management** and provide workers training on those topics, **workers found have limit knowledge on waste management** including

- **Broader structural issues:**

Factories **lack of capacity and resources** to implement although there are existing policies.
Eg. environmental, waste management, energy management in place.

- **Buyers - Brands level:**

Internally
Some internal disconnects between departments - particularly between Corporate Social Responsibility (CSR) teams and Purchasing teams.

While CSR representatives underling a strong internal push for circularity, Purchasing staff report that these efforts are not necessarily reflected in supplier evaluations or buying contracts for garment factory.

- **Lack of national infrastructure to support circularity.**

Cambodia currently lacks adequate recycling facilities, waste sorting systems, and circular supply chain mechanisms that are essential to implementing a sustainable, closed-loop production model in the GFT sector.

Without targeted investment in infrastructure, the full potential of circular fashion remains out of reach for much of the industry.

- **Opportunities for a Circular Transition**

"[Circular fashion is] a transformative topic that can help us rethink our business model." – Brand C

→ Growing stakeholder interest
→ Clear policy frameworks
→ Positive worker attitudes

Cambodia's GFT sector is well-placed to transition toward a more circular future - provided the barriers are addressed in a coordinated and inclusive way.

Outside the factory walls, awareness is stronger - including government agencies, TAFTAC, and INGOs. Furthermore, there is growing interest in the concept across factory settings.

Among workers, especially women aged 25–34, attitudes are notably positive:

- 76.5% agreed that recycling and reusing clothes is important for the environment (54% strongly agreed),
- 77.8% agreed it reduces waste. A majority also recognised broader benefits, such as improving working conditions (56%) and reducing factory waste (72%).

Factory management echoed these views:

- All management staff believed in the environmental benefits of circular fashion, and 83% felt it would improve working conditions. 11 out of 12 factories agreed it would help reduce production waste.
- Also, 68% of workers and 100% of management expressed a desire to learn more about circular fashion.
- Additionally, 62.8% of workers saw their role as contributing to recycling and reuse efforts, while 55% acknowledged the sector's potential to promote circularity. All management respondents shared this view.

Government Perspective: Ministry of Labor and Vocational Training

Mr. Mom Nouch - Official of the Secretariat of the National Minimum Wage Council of the Ministry of Labor and Vocational Training.

Mr. Mom Nouch highlighted:

- Labor standards' impact on productivity and wellbeing
- Opportunities in renewable energy
- Growing demand from buyers for eco-friendly products
- The need to align worker safety with climate action

Cambodia's Export Overview (Jan–Feb 2025)

- Total exports reached USD 4.6 billion, a 14.3% increase from the same period in 2024.
- Garments, footwear, and travel products accounted for USD 2.4 billion, up 28.5%.

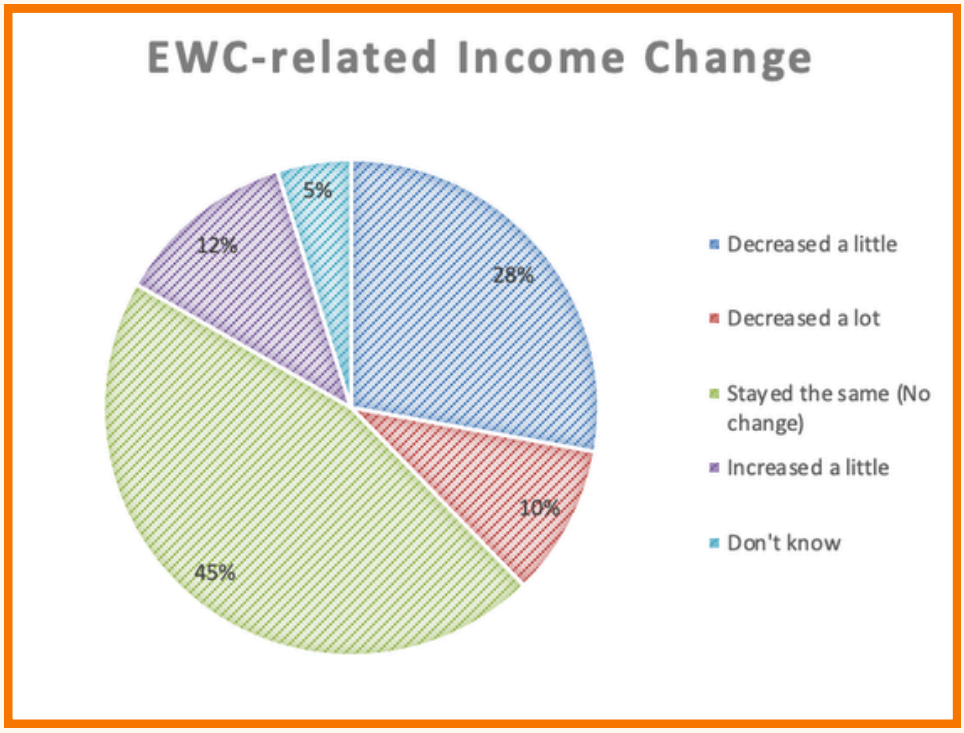
Finding #6: Climate change

Approximately 75% of workers reported being familiar with the term "climate change" and were able to explain its meaning.

Understanding most often centres on rising temperatures, extreme weather events, and increasing unpredictability in weather patterns.

- **Growing connection between climate-related agricultural disruption and increased factory employment**

Rural households experiencing harvest losses due to climate variability are more likely to send family members—especially women—to seek work in urban-based GFT factories.
These findings reinforce broader rural-to-urban migration patterns documented in existing literature



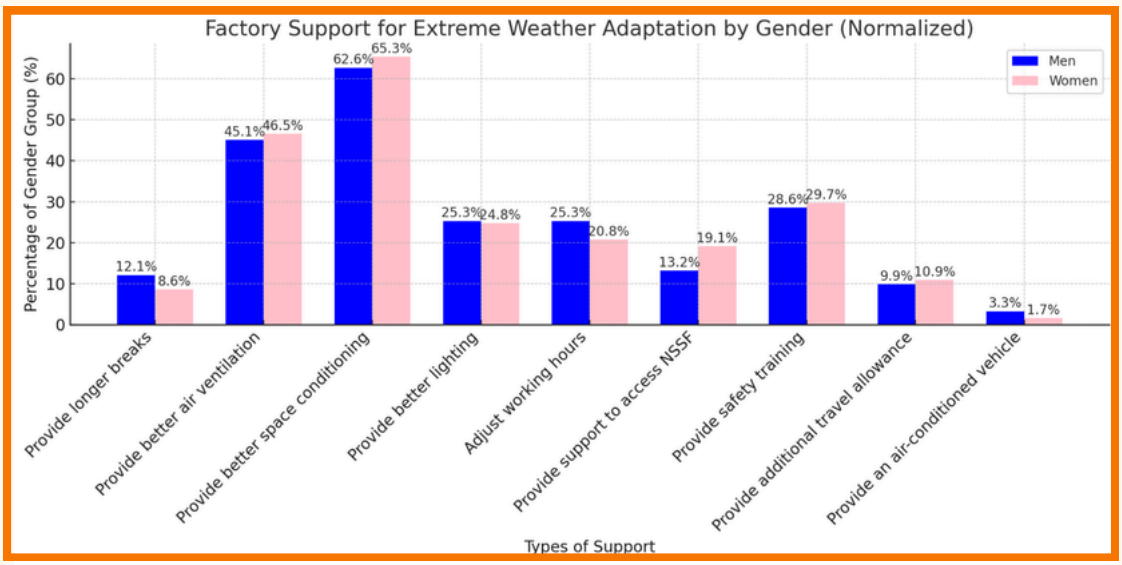
50% of men experienced income reduction related to Extreme Weather Conditions - EWC, compared to 35% of women. This difference may reflect men's higher overtime hours and pay.

- **Health Impacts Exacerbated by Intersectional Inequities**

80% of workers reported falling ill due to climate change, with 82% citing headaches and 66% reporting fever linked to EWC.
Others experienced more acute effects, such as diarrhoea, constipation, and, in some cases, fainting—findings consistent with existing research (Parsons et al., 2022).

- **Infrastructure constraints and a lack of accessible funding are major barriers to effective adaptation.**

"Incentives for adaptation are key because suppliers don't want to make investments unless they see clear benefits."
– Brand A



"Climate mitigation efforts appear to face fewer challenges, in part due to greater alignment with donor priorities and more structured regulatory mechanisms."

This trend is well-documented in global literature (Judd et al., 2023)

- **Factory size and building ownership significantly influence the ability to invest in climate adaptation**

Smaller factories—particularly those with fewer than 1,000 workers—struggle to afford large-scale improvements.
Most factories (7 out of 11) operate in rented premises, often under short-term leases of 3–5 years. This discourages investment in long-term solutions.
Building regulations in Cambodia remain poorly enforced, and infrastructure diversity, along with high energy costs, hinders broader investment from buyers and partners.

- **Low Adaptation Knowledge**

Only 8% reporting confidence in coping with EWC
Nearly half of respondents (49%) do not actively prepare for climate risks.
NB : Education appears to influence uncertainty, but not preparedness.

Among the more proactive respondents in climate risks preparedness are men and women aged 25–34, and divorced or separated women

- **All factories provide some form of support**

Men are more likely to receive longer breaks. Women are more likely to receive safety training.
Some factories provide additional care : weather updates, hospital transport, refreshments (cane juice and ice cream)

Common adaptation practices

- Drinking more water (91%)
- Taking frequent breaks (56%)
- Energy-saving at work (24%)

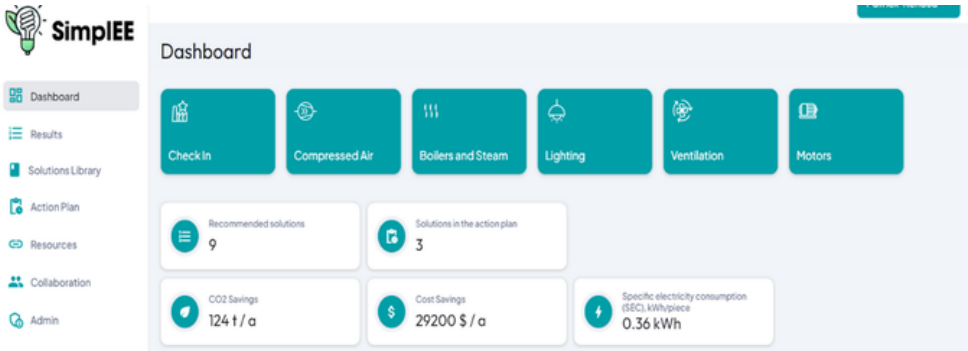
- **Factories are implementing some protective measures.**

E.g. improved ventilation and space conditioning.
Nature-based solutions—like planting trees—have been cited as effective (RISE 2025), alongside practical strategies such as roof-spraying.
Recommended ILO guideline : maintain indoor temperatures below 32°C

Geres Presentation - SimplEE app & online platform

Energy audit have allowed to identify a large potential for energy savings and decarbonization from no or low costs solutions or practices that could help the sector achieve consistent CO2 reduction goals.

The SimplEE app allows factories to assess their actual energy consumption profile.
Once factories submit basic energy data, energy assessment automatically identifies and quantifies specific energy efficiency measures.



The proposed EE measures have been tested and audited during 5 years by Geres with Cambodian garment factories. Measures range from behaviours and practices change to investment in efficient equipment or workshop set-up.

RISE Presentation - Weaving Fairness : Building a Gender-Just Climate Future

Mr. Sethy Pong (RISE) facilitated the final session, focusing on gender-just climate action in the garment, footwear, and textile industry under the theme: “Weaving Fairness: Building a Gender-Just Climate Future”.

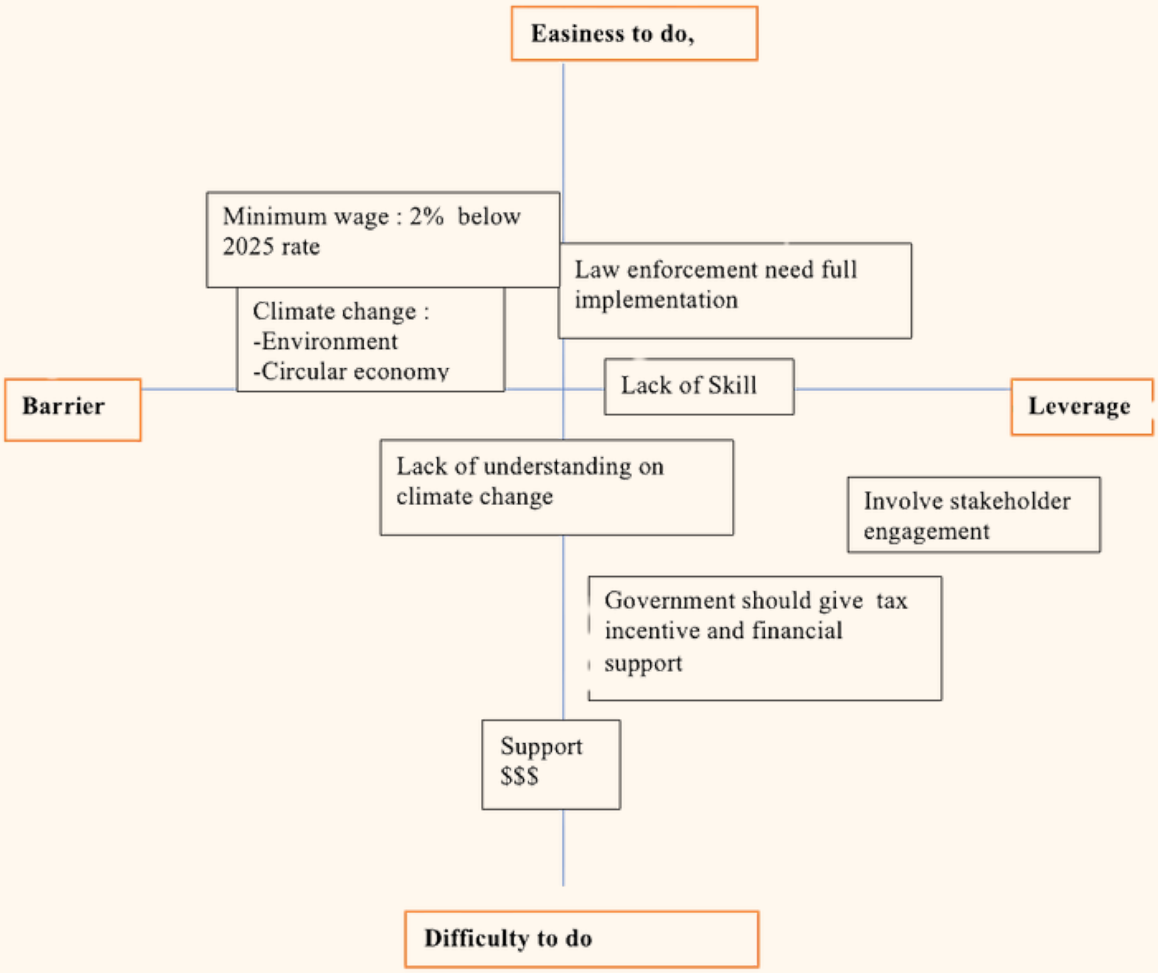
Group Session #1 : "The Fabric of impact" findings deep dive

Goal : Share your top 3 findings for your group of stakeholder specifying whether it is a barrier or a leverage . Map these findings according to easiness to deal with / difficulty for the related group of stakeholders

Instructions: in mixed actors sub-groups , use the matrix and key questions to support brainstorming:
What are the 3 key findings for the group of stakeholders you belong to? why ?
What are others' findings from other stakeholders' groups ?
What are the most difficult barriers to tackle when you look at the findings? the easiest ones to deal with ?

This exercise took place mixing the diversity of stakeholders in four sub-groups.

Group 1 - Mixed actor group



Group 2 -Unions, NGO & Business

Overall findings:

-"I want to know deeper information about workers income rate (which is under 200 USD per month)" said one person from NGO.

-"Worker salary (208 USD per month) is not suitable for their living" said one person from INGO.

-"We need government to do research on why workers' salary is less than 208 USD per month" said one person from Union.

-"NSSF service quality is still limited (regarding health and other services)" said one person from Union.

- "Workers get sick due to climate change (heat stress)" said one person from INGO.

Barrier:

→ Wage/ Monthly Salary

· Minimum wage is lower than living cost

· Dept

· Inflation

· Short contract

· Lower/ Replace production

· Announcement is more beneficial than law (inconsistency between regulations and law)

· Limited understanding/ knowledge of workers on their term of contract

· Age discrimination (factories only accept those between the age of 18-35 years old. For those more than 35 years old, they were selected as cleaners and others low paid jobs only)

Leverage:

→ Access to services (NSSF)

ð *Reason:*

· Some factories try to hide the number of workers in order to escape from NSSF and other social benefits registration for workers

· Some hospitals do not accept NSSF members even though they hold NSSF cards

· NSSF limits the time member could access the services

· Some factories do not disseminate clear information on NSSF to the staffs and workers

· Some factories do not provide a safe environment for workers to request leave

· The package price for each medical center is quite low

· Corruption occurred (i.e some NSSF staffs cheat with partners (private) medical center's owner from the workers benefits)

· Some workers cheat with medical centers by accessing NSSF services multiple times even if they are not sick. That led to the NSSF restriction implementation of limit the number of usages of the Card holders in late 2024 or early 2025.

ð *Recommendation:*

· We as NGOs, ONGOs and unions must advocate for the needs of workers and for the betterment of social benefits.

Difficult to do plan:

→ <u>Gender and Climate change</u>

ð *Reason:*

· Level of people's perception in general (especially some factory managements who ignore the Gender and Climate change matter

· Persons who decide on budgeting is the top-level management (there is miscommunication between low level staff who directly implement the activities, there is lack of negotiation due to lack of technical inspection and cost analysis)

ð *Recommendation:*

· Submit a letter to the factory to address the issue

· We need to know who has the power to decide on the change in factories' policies.

→ <u>Climate Change Awareness</u>

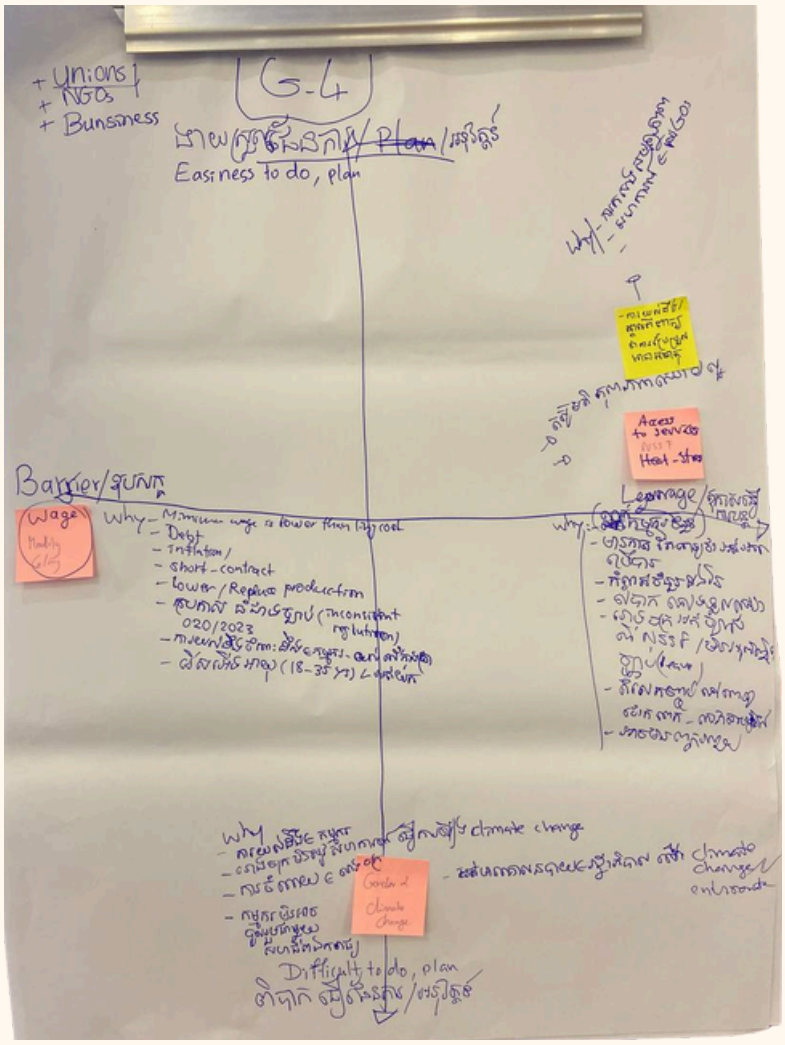
ð *Reason:*

· Some brands have already mapped the strategy to address Climate Change

ð *Recommendation:*

· Capacity building to workers on climate change (climate change, energy saving-etc)

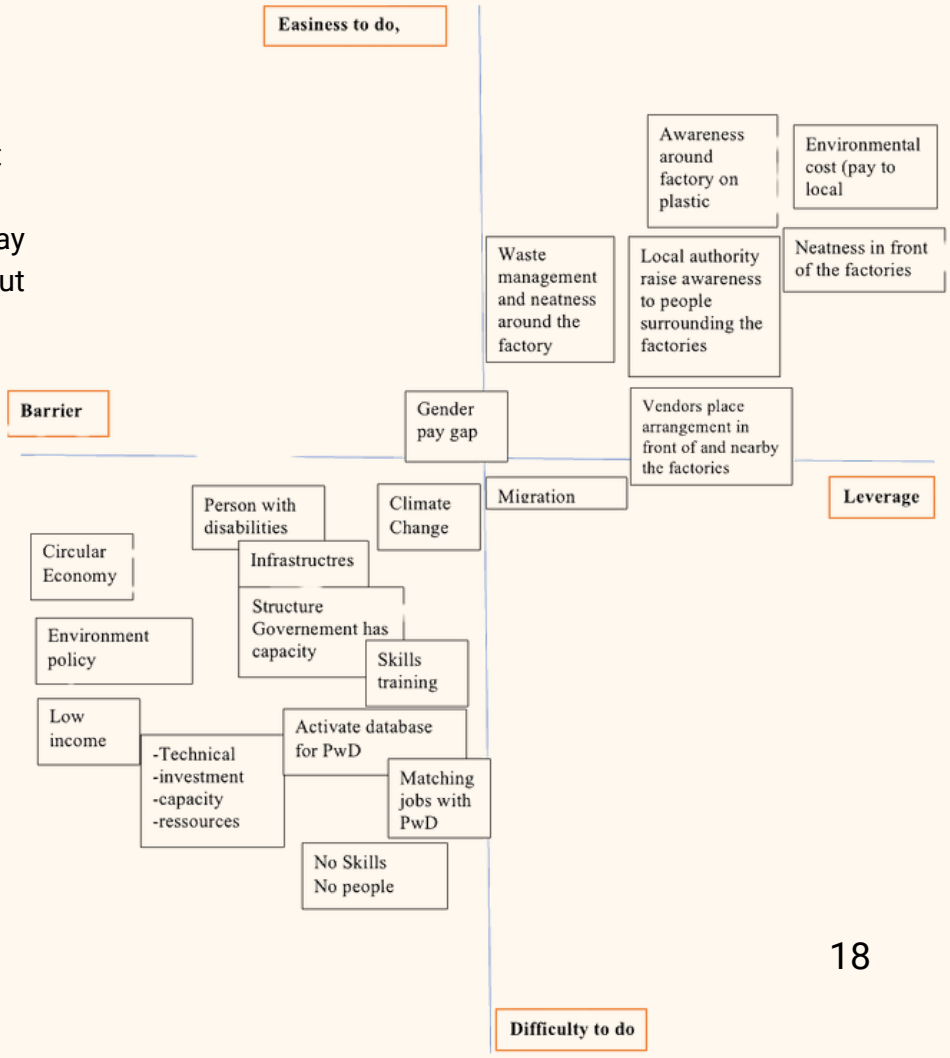
· Collaboration between relevant NGOs, Financial support from development partners



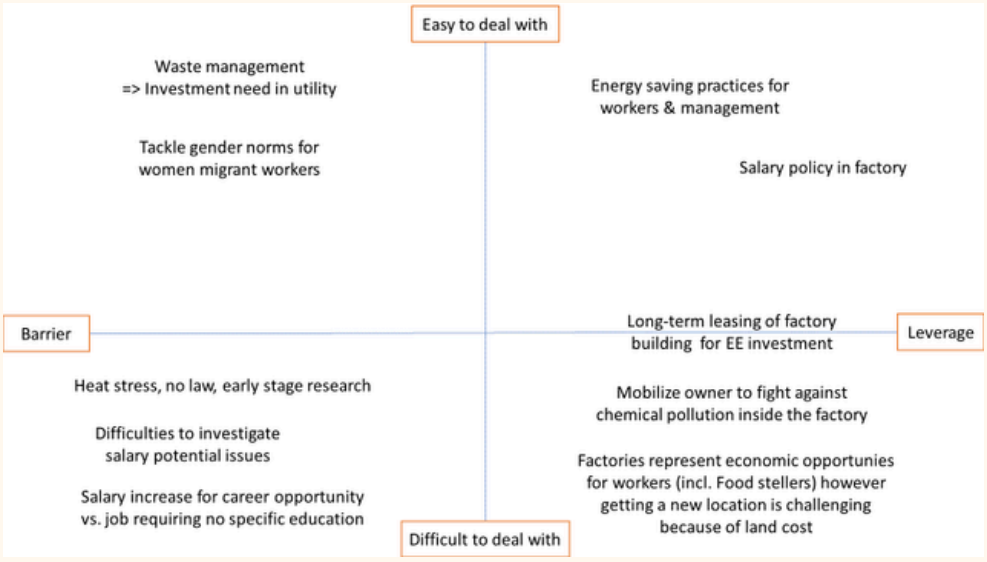
GROUP 3 - Mixed actor group

Barrier 1 : Person with disabilities
Barrier 2 : Circle economy
Easiness to do, plan: Community impact

The discussion also raises gender pay gap, climate change and migrations but not priority.



GROUP 4 - Mixed actor group



Group session #2: imagine "if the textile sector was a person" - Persona

Goal *: brainstorming to start the journey on a collective vision of the textile sector*

Instructions*: in sub-groups, with the support of the facilitator , imagine together if the textile was a person. Draw this person by responding to questions such as …*
Stakeholder groups :
1 - Factory manager + Industry Union ILO/Better Factories Cambodia
2 - Workers union rep + Local NGos/INGOs
3 - Government rep + university
4 - Brands / Business service provided / Donors

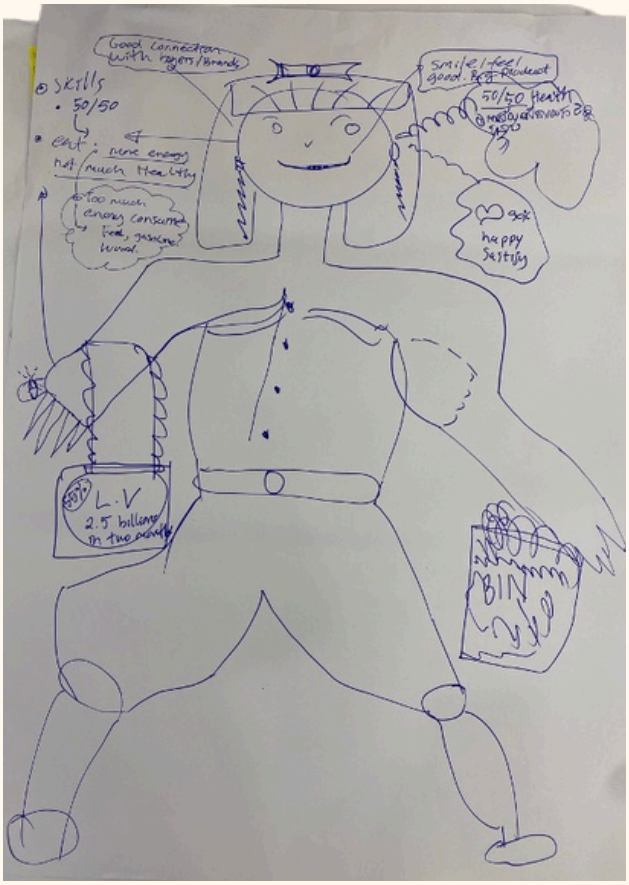
Key Questions *: What are his/her leverages for actions ? which organs does she/he uses most ? Does she/he has big hands, big brain, what does s/he eat, is s/he healthy? How big is his/her wallet ? how does he/she feel ? what feeds her /him ? why ? why?*
what is she/he thinking? feeling? believing? why? Is hse/he proud ?confident? tired? why

Persona Government Group

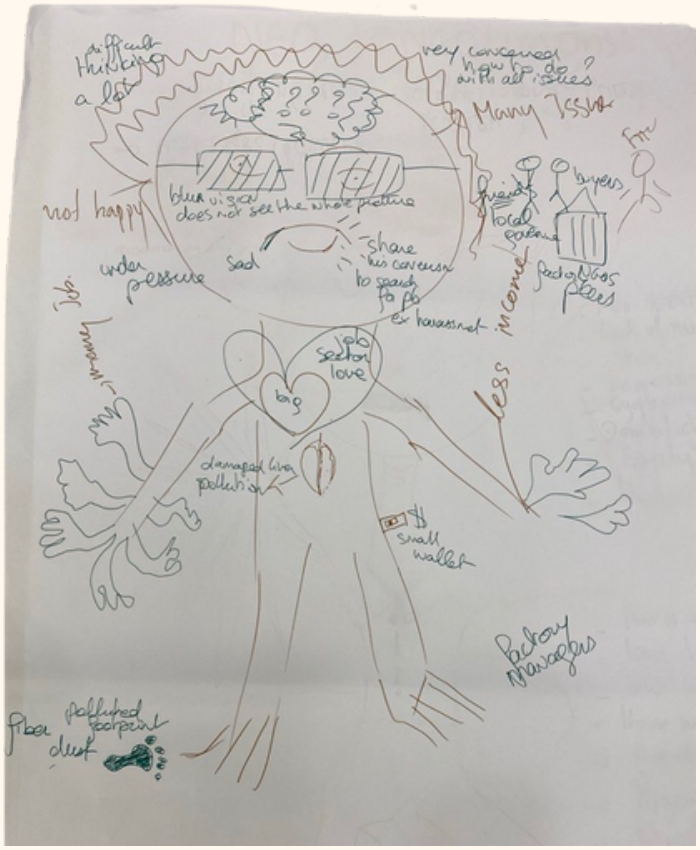
He is handsome, with a nice hairstyle and a bright, smiling smile.
His big muscles suggest physical strength and hard work.
His feet are always moving, indicating that he does a lot of running around.

Physical Well-being
→ Financial: 2.5 billion = 55% (using brand resources)
→ Skills: 50/50 (no use of solar energy yet)
→ High energy consumption (feed, gasoline, wood)
→ Garment workers' feedback: 90% feel happy and satisfied; 90% consider their basic salary acceptable
→ Garment workers in Cambodia receive a better basic salary compared to neighboring countries
→Workers express positive feelings—smiles, a sense of well-being, and strong protection

Health & Environment
→Food expenses: 50/50 in terms of nutritional value
→Health services: 50/50 (still need improvement)
→Waste management remains limited (bins are often full)

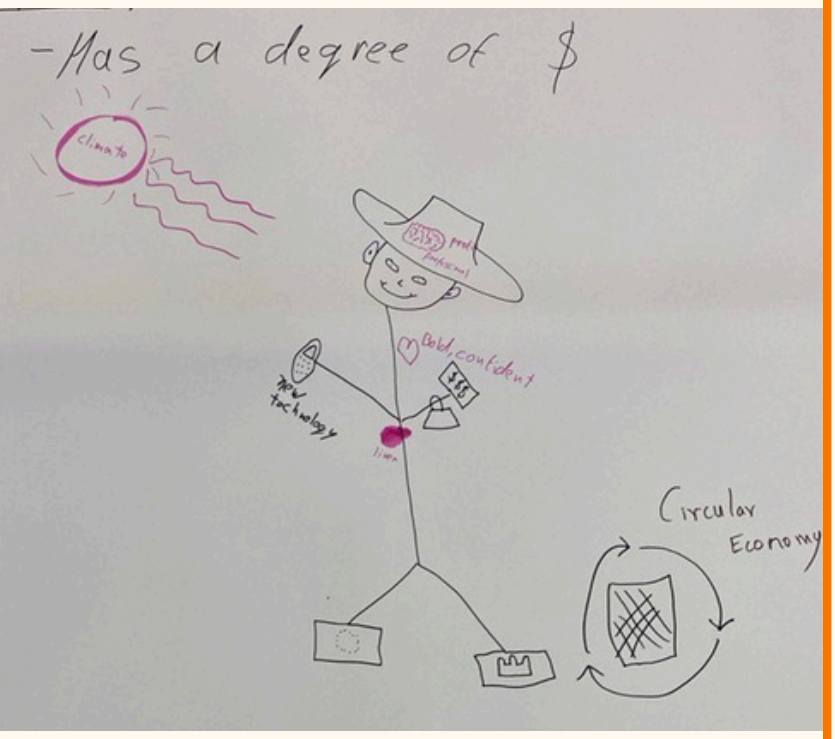


Persona Factory manager - Industry Union - Group



He is **not happy** and feels under constant **pressure**.
He has **many hands** because he handles multiple jobs.
His vision is **blurred** — he can't see the whole picture.
He has a **small wallet,** reflecting limited financial means.
He leaves a polluted footprint, and his lungs are damaged due to pollution.
He is very **concerned** and wonders how he can deal with all these issues.
He has a **big head** because he **overthinks**.
Big feet because he runs around constantly.
Yet, his heart keeps going — committed to ensuring that workers have more jobs to do.

Persona Donors / Business Group:



Above, the **sun** symbolizes the impact of **climate change**.
The **brain** and **heart** are the **same size**, showing the need for a balance between logic (profit, professionalism) and emotion (wellbeing, care).
The business cares about the **wellbeing of workers** and supports a **circular economy**, aiming to **maximize the use of resources** through recycling and reusing materials.
One **hand holds dollars**, representing income; the other holds **technology**, symbolizing how technology can boost income and improve workplace efficiency.
The **feet are grounded in both Cambodia and the European Union**, reflecting how the business operates in Cambodia while following EU regulations and standards — especially in promoting a circular economy.
The **objective** is to make a profit while also supporting sustainability.

The person carries a **phone**, highlighting how technology is becoming increasingly important.
They are wealthy — shown through a **luxury bag and money in their hands**.
Their **feet also reflect equality** between European and Cambodian roles, avoiding dominance or hierarchy.
The **brain** represents profit and professionalism, while the **heart** is bold and confident.
There's a **dilemma** between representing a woman or a non-gendered figure, highlighting gender inclusion.
Overall, the message embraces **climate awareness, circularity, recycling, and wellbeing**, all with a confident and balanced mindset.

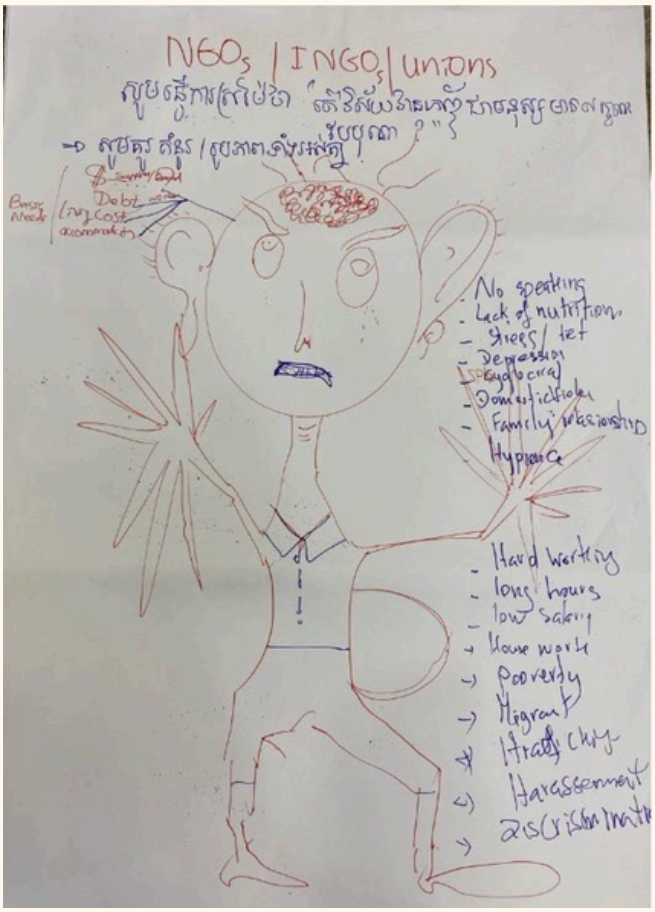
Persona NGOs, INGOs,Unions

This picture represents a worker (male or female):

- No freedom of speech
- Oversized head, ears, and eyes: symbolizes stress, responsibilities, and pressure to provide for the family
- Small body: reflects low income, poor nutrition
- Many fingers: represent multiple responsibilities
- Low income, can't afford nutritious food
- High stress from long working hours, exhaustion, and mental health issues
- Low sexual desire (SRH issues)
- Poor hygiene
- Hard labor with long hours
- Burdened by housework
- Living in poverty
- Migrates for work
- At risk of human trafficking and sexual harassment

On the other side, the factory manager/brand:

- Has a big belly, symbolizing wealth



We sincerely thank all participants for their presence and full attention during the workshop which proves the event's success. We particularly appreciated the diversity and active engagement of participants — including factory managers, workers, trade unions, local NGOs, government representatives, academic institutions, brands, businesses, and development partners.

The discussions and insights shared during the workshop are instrumental in shaping a fairer and more sustainable future of Cambodian Garment, Footwear & Textile industry.