Clean Clothes Campaign

SKC

Schone Kleren Campagne
Clean Clothes Campaign

2025 ANNUAL REPORT

Clean Clothes Campaign
Schone Kleren Campagne

CCC Network Vision

The CCC Network's vision is that all people working in the global garment and sportswear industries enjoy and exercise their labour and human rights at work and in the community and are able to defend and improve the implementation of those rights.

CCC Network Mission

The Clean Clothes Campaign Network works to structurally improve working conditions and support the empowerment of manufacturing workers in global garment and sportswear supply chains so that governments protect employment rights and human rights, companies respect these rights and workers have access to remedy for violations of these rights. To achieve our vision, we:

- Work in solidarity with workers, trade unions, civil society and labour rights organisations throughout global garment and sportswear supply chains;
- Lobby and advocate for governments to strengthen and implement legislation, regulation and judicial mechanisms to uphold workers' rights;
- Put pressure on companies to respect workers' rights and use responsible purchasing practices;
- Take up specific cases of violations of the rights of workers and activists in support of workers' demands upon their request, and integrate learning from these cases into our strategy;
- Raise awareness, campaign and mobilise people to undertake individual and collective action linked to their role as consumers, citizens, investors, workers or in other areas of life;
- Use judicial mechanisms, lobby for legislation and regulation, and call for binding mechanisms for corporate accountability to protect workers' rights;
- Promote public and private procurement that ensures workers' rights are respected;
- Work together to strengthen the CCC Network;
- Develop alliances, including those with workers throughout the global garment and sportswear supply chain, to transform the business model and strengthen the global movement for workers' rights, human rights and gender, economic, social and environmental justice.

In this report...

This serves as an annual report for both the Clean Clothes Campaign International Office and the Dutch Shone Kleren Campagne (SKC). Throughout, stories concerning SKC are marked with this logo.

Letter from the board...

2025 was a rough year for activists, NGOs and human rights defenders all over the world. Unfortunately this was no different for CCC IO/SKC, the CCC Network and all its allies.The effects of policy and funding decisions by right-wing regimes in different parts of the world had a big impact on our Network and on our team, forcing us to make incredibly painful decisions.

Nevertheless, CCC managed to secure numerous important victories in 2025 and show how strong international solidarity can be, even in times of increasing repression and undermining of labour and human rights.

The victory in the Bangladesh Crackdown case is not only impressive in terms of its scale (48,000 workers were freed from false charges), but also in the promise for a better future for Bangladeshi workers that it holds.

Winning the Hong Seng Knitting case after fighting for 4 years, getting Burmese unionists out of prison, securing over 1 million USD in severance and compensation and starting a bottom-up process to develop the Network's Just Transition Manifesto all prove what CCC is still capable of.

The result of 35 years of building relationships, improving our methods to ensure workers' voices are heard and strengthening our Urgent Appeals system cannot be undone so easily.

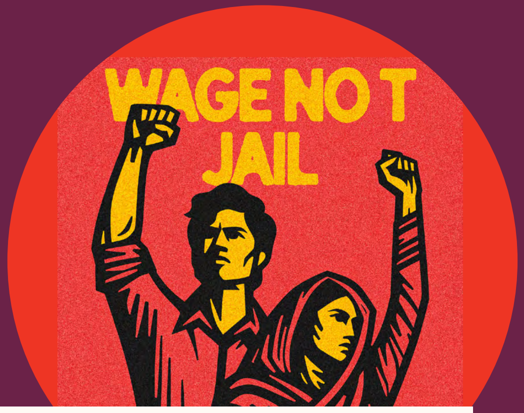
2025 marked the 35 th anniversary of CCC.

During the celebrations in Bangkok we looked back at our remarkable past but also looked forward to the future. We are heartened by the growing support of second-hand clothes shops that have initiated fundraising initiatives for us.

We are proud to have maintained our independence from corporate funding and to have stuck close to our core principles of non-hierarchy, grassroots organising and international solidarity during these challenging times. Knowing we will always have each other's backs strengthens our belief in being capable of much more in 2026 and beyond.

Bangladeshi workers protesting for a higher wage, September 2023.

2025 at a glance...



False charges against 48,000 Bangladeshi workers dropped!

After almost 2 years of continuous pressure, all charges that were filed against workers during the 2023 wage protests have finally been dropped. After consistent brand pressure created by an international public campaign, internal pressure from retail worker unions, and street actions in major cities, 10 cases were dropped, freeing over 10,000 workers.

The campaign generated interest in outlets such as The Guardian, Al Jazeera, DW and Le Monde, and reached millions online. Following the overthrow of the Hasina regime in 2024, Bangladeshi trade unions in the CCC network were able to assert pressure on the interim government to restore trade union freedoms in the sector, which led to the eventual decision to issue an executive order to drop all remaining cases.

CCC's celebrates its 35th Anniversary

In September, more than 100 member organisations of the CCC, many of them union leaders, and workers' collectives working at the front line across Asia, and allies from all over the world, joined together to celebrate, take stock of the situation and undertake strategic planning in Bangkok.

In the midst of a poly-crisis, where the labour rights movement is challenged by rising authoritarianism, accelerating climate crisis, and widespread funding cuts, the convention offered a rare opportunity for changemakers to celebrate their collective resilience, and build solidarity to drive systemic change.

Just Transition online portal launched

We launched the Just Transition Manifesto online portal, an interactive public platform that allowed us to co-develop our Manifesto together with CCC's supporters, members of the public, garment workers, organisations in the CCC Network, climate and labour rights experts, activists, youth, climate organisations and other civil society organisations. The Manifesto will be launched on Labour Day 2026.

Justice in Thai Nike case!

After nearly five years of campaigning and advocacy, the migrant worker targeted by a major Nike supplier with false criminal charges for leading opposition to its abusive labour practices has finally received just compensation.

This outcome is a testament to the power of collective pressure, from the mass mobilization of students across US campuses and from unions and activist groups around the world, and to the perseverance of the workers of Hong Seng Knitting.

SKC renames major shopping street in Amsterdam

On Living Wage Action Day, SKC and trade union FNV renamed a major shopping street in Amsterdam "Low Wage Avenue", drawing attention to the ultra low wages on which brands selling their products in that very street accumulate their profits. Shoppers and passers-by were also quizzed on their knowledge of fashion workers' wages from factories to the shop-floor.

How we win for workers...

URGENT APPEALS SUPPORT

Activists in Amsterdam call on Triumph to pay workers of the Body Fashion factory their outstanding compensation, September 2025

In 2025, we worked on **47 Urgent Appeals** cases in **12 countries:**

Cambodia, Myanmar, Sri Lanka, Indonesia, Thailand, Türkiye, Bangladesh, Croatia, India, Pakistan, Romania, and Italy.

CCC responds to requests for international support from workers in the garment and sportswear industry, whose rights are being violated, through what we call the Urgent Appeals (UA) system. UA work may involve supporting negotiations, behind-the-scenes lobbying of brands and other stakeholders, and public campaigns mobilising consumers and the media and ensuring that workers and their representatives are part of the campaign— strategising and deciding the goals.

UA victories have an immediate impact on workers, can set precedents for broader improvements, and inspire other workers to take action. Lessons learned from UA cases are integrated into CCC's strategies for systemic change.

Urgent appeals are at the core of our work and will continue to play an important role in our work going forward with a focus on increased data collection and strategy evaluation.

Throughout this report, stories concerning UA cases are marked with this badge.

UA CASES BY CATEGORY IN 2025

29 Freedom of Association
Dismissal of union members, blacklisting, preventing union formation, arrest/criminal charges.

6 Employment Relationships
Abuse of migrant workers, exploitation of home/self-employed workers, insecure work contracts.

14 Labour Practices
Child labour, forced overtime, unfair dismissal, unilateral contract changes, and unreasonable demands.

5 Occupational Health & Safety
Employer negligence causing injury, inadequate sanitation, neglecting building safety, and poor canteen facilities.

16 Non-payment following factory closures
Failure to pay severance, failure to pay wages, failure to reinstate workers, brand cut and run.

8 Civic Space
Non-workplace censorship, death, de-registration of organisations, forced into exile/hiding, threats and/or harassment.

5 Gender
Gender discrimination, failure to accommodate maternity leave, failure to provide maternity pay, and sexual harassment.

8 Regulatory Failures
Corruption in the workplace, failure to allow/undertake factory inspection, failure to enforce local labour law, and hiring practices.

15 Wages
Failure to pay minimum wage, failure to pay overtime, failure to pay redundancy, and failure to provide non-wage benefits.

Activists call on the European Parliament to adopt stronger Due Diligence, on the Rana Plaza anniversary, April 2024.

POLITICAL ADVOCACY

We believe that only binding obligations will make brands in global supply chains sustainably change their behaviour. This is why CCC uses political advocacy to work towards systems change, by engaging policymakers on the local, national, and international levels to create better laws, guidelines, and practices on wages, social security, health and safety and freedom of association. This includes lobbying lawmakers, providing research and workers' voices to those drafting new trade and workers' rights policies, coordinating civil society responses to engage national governments during crises, and campaigning for mechanisms such as new laws and binding agreements addressing issues like wage floors, safety standards, and overall corporate practices.

PUBLIC PRESSURE

If brands do not respond to letter writing and behind-the-scenes requests, CCC applies public pressure on brands to improve their practices and take responsibility for specific cases raised through the UA system. We expose human rights violations in supply chains by publishing our findings and collaborating with journalists on exposés. Across our network, we take direct actions at stores, headquarters, and strategic events, and we engage and mobilise the public through petitions, social media and direct action opportunities. We grow our supporter base through awareness raising and training.

Activists in Amsterdam at the 'Best of Bangladesh" event to remind visitors of the false charges brought against thousands of workers in the crackdowns, April 2025.

CCC in the media...

In 2025, our work was featured in several major global news outlets, including **Le Monde, The Guardian, Vogue and Follow the Money**

Schone Kleren Campagne appeared on TV several times in 2025, including on Nieuwsuur, and Van Roosmalen op reportage.

Zara's purchasing practices exposed

FOLLOW THE MONEY

Follow the Money conducted an in depth study into Zara's purchasing prices and found out that the brand had been paying the same consistently low price for its clothing sourced from Bangladesh. Increased minimum wages did not have an impact on the prices Zara paid its Bangladeshi suppliers, exposing the incredibly exploitative purchasing practices of the company.

'Made in Italy' : Another fashion illusion

THE GUARDIAN

One of fashion's most persistent illusion's got exposed in this Guardian investigation shining a light on extremely low wages paid to workers stitching together bags for Italian luxury brands. CCC Italy collaborated with the Guardian on this investigative piece and underlined that luxury fashion and ethical working conditions do not necessarily go hand in hand.

French brands failing to protect workers' rights in Bangladesh

LE MONDE

CCC engaged with over 40 brands involved with the Bangladesh crackdown, including 3 French brands. The Le Monde article calls out brands that hadn't taken sufficient action to ensure false charges against workers who had engaged in protests were withdrawn.

& on social media...

Shein? She-out!

VOGUE

Shein opening a physical store in a fancy Paris shopping mall and selling questionable products led to the brands' supply chain and skyrocketing emissions ending up in the spotlight as well, exactly where we want it. LBL and Vogue brought Shein's attempt to challenge France's attempt to implement legislation against the destructive excesses of fast fashion.

Outfitting Israel's military

ATMOS

This long read covers a report by The Counter, commissioned by CCC, on where Israel's military apparel and accessories are coming from, who makes them and who benefits from them. After all, it's not just the weapon industry enabling Israel's genocide in Gaza.

Nike Finally does it!

SOURCING JOURNAL

In this article, Sourcing Journal writes about the victory in the Hong Seng Knitting case and how it finally came about. Pressure on Nike and the FLA through Nike's investors, student street actions and online actions eventually led to the company finally paying what they owed.

Asic's union busting

This post reached

100,000 on Instagram.

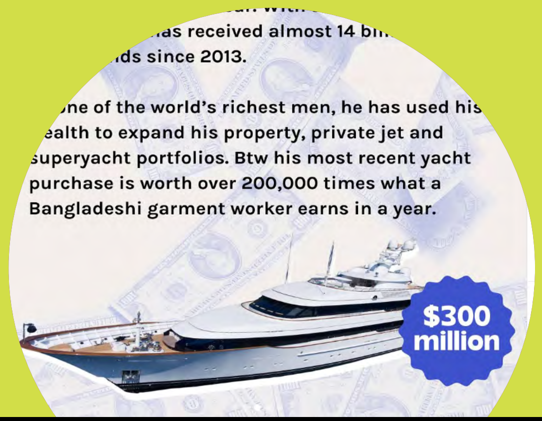
This post on the Wing Star case in Cambodia caught many Instagram and Tiktok users' attention. ASICS wanted us to believe that the case was closed after an arrested union leader, who spent 6 months in prison, was reinstated. But not only was he never compensated for the blatant violation of his rights, he was also being forced to work alone in an outbuilding, not allowed to be with the workers he was chosen to represent.

Bangladesh crackdown

This post reached

980,000 on Instagram & TikTok.

Our mini documentary, made in collaboration with Bangladeshi trade unions, was our best performing social media post in 2025. The short video features workers and trade unionists who explain why they protested for higher wages in 2023 and how the protests were violently shut down by police and the military.



Zara bosses feast while workers struggle

This post reached

500,000 on Instagram & TikTok

This post links to the investigation by Follow the Money on Zara's purchasing practices and highlights the brands' hypocrisy of continuously failing on its living wage promise, despite celebrating record profits. In the meantime Bangladeshi workers making clothes for Zara are getting wages below the poverty line and thousands of them still facing potential jail sentences for demanding fair pay.

CCC

Instagram: 130K followers
Facebook: 58k followers
X: 26k followers
LinkedIn: 40K followers
Tiktok: 5K followers

SKC

Instagram: 4700 followers
Facebook: 17kfollowers
LinkedIn: 781 followers

cleanclothes.org / 279K visits
fashionchecker.org / 50K visits
schonekleren.nl / 5k visits

1. Wages & social security.

We want everyone working in the garment industry to be paid a wage they can live on and bring an end to the all too common practice of wage theft. The UN recognises a living wage as a human right, yet the current reality means millions of garment workers are systematically exploited as a source of cheap labour. Since the birth of the industry, garment workers all over the world have been forced to live in poverty, to the detriment of not only their own well-being but also their communities and economies as well. Despite countless voluntary initiatives and decade-old commitments, this exploitation continues.

CCC advocates for workers to receive living wages, however often we have to fight just to ensure that workers are getting paid the wages they're owed, and gaining any increases we can in minimum wages — which are often far removed from truly living wages. We do this work by supporting unions and labour rights organisations in garment-producing countries, by advocating for better national and international laws, by increasing public awareness to pressure brands, and by fighting for unpaid wages and legally owed severance for specific workers through our Urgent Appeals support.

In 2025, *CCC launched a new Living Wage Roadmap, 12 years after the first Roadmap on living wages was published. The updated version includes detailed recommendations for brands and policymakers on how to implement payment of living wages to workers in the garment supply chain. The new road map puts more emphasis on transparency, legally binding nature of measures and specific recommendations for legislators in production as well as consumption countries.*

The CCC living wage tool - Fashion Checker - continues to demonstrate why such a Roadmap is essential. Data from 2025 reveals that 97.2% of brands are not paying workers a living wage, despite 26% having made public living wage commitments. Recent worker surveys conducted by CCC network members highlight the scale of the issue, showing a 63-74% gap between actual and living wage in Bangladesh, Pakistan, Serbia and Turkey.

LIVING WAGE ACTION DAY #2!

SKC

For the second time in history, the CCC Network celebrated Living Wage Action Day. Along with actions in 10 other cities globally, SKC organised 2 actions in Amsterdam, in collaboration with Dutch trade union FNV.

Activists from SKC and FNV renamed Amsterdam's main shopping street "Low Wage Avenue" to draw shoppers' attention to the fact that profits of brands selling in that street are based on exploitation and cheap labour. We also invited passers-by to participate in a quiz about wages paid in the industry, both in factories in Asia and Europe, as well as in the shops on Low Wage Avenue.

Shoppers are quizzed on living wages in Amsterdam's main shopping street, September 2025.

#PayYourWorkers Campaign...

The #PayYourWorkers campaign targets fashion brands, forcing them to take responsibility for abuses in their supply chains. The demand is simple: brands should sign the #PayYourWorkers agreement, ensure workers are compensated in case of unexpected factory closures, and safeguard workers' rights to organise. For less than 10 cents per t-shirt, brands contribute to a fund that can be allocated towards severance in the wake of emergencies, such as the pandemic, or climate-related events like floods.

FIVE YEARS LONG HAUL TO JUSTICE

URGENT APPEALS

In April 2020, amid the shutdowns stemming from the COVID-19 pandemic, 3,300 workers at the Hong Seng Knitting factory in Thailand were deceived and coerced into signing away their legally-owed wages. When one worker, Kyaw San Oo, rallied workers to resist, the factory retaliated with its criminal complaint against him. Since he and his wife, who also worked at the factory, were vulnerable as migrant workers to unjust arrest and indefinite imprisonment, they were forced to flee the country with their infant child. Hong Seng Knitting then posted the criminal complaint on the factory's Facebook page and threatened that any other worker who spoke out against its theft of workers' wages would be prosecuted.

The Fair Labor Association (FLA) intervened to investigate the case in the supply chain of one of its founding members. The findings of the FLA's investigation were widely rejected by the labour movement, including student activists.

Under sustained global pressure, Nike ultimately changed course. While workers were not made fully whole, pressure did cause Nike to recognize that the FLA's recommendations were too low and paid workers nearly double what the FLA recommended, a figure closer to the original number calculated by the WRC. Kyaw San Oo and his wife were also awarded $42,000 in recognition of the harms they suffered— 23 times the paltry amount recommended by the FLA. This increase makes his compensation one of the largest amounts ever paid to a worker leader who was a victim of retaliation during a labour rights fight in the global apparel and textile industry.

ROYAL KNITTING CASE COMPLAINT

URGENT APPEALS

For years, workers at the Royal Knitting factory in Thailand produced clothing— including for brands belonging to the German OTTO Group. At the onset of the COVID-19 pandemic in 2020, the management of Royal Knitting Factory terminated all 209 employees without notice. Over 90% of them were women from Myanmar. To this day, they are still waiting for unpaid wages and severance payments amounting to around $1 million (USD), despite a Thai court ruling against Royal Knitting.
OTTO, a giant multinational that recorded €15 billion in revenue in recent years, contested their business relationship with Royal Knitting in 2020. CCC has taken the case to German courts, and filed a complaint to the German Government under the national Supply Chain Due Diligence Act (LkSG). While there is great uncertainty about the outcome of the complaint, one thing is certain: we need to test and consolidate effective German and European supply chain laws to require companies to fulfill their human rights due diligence obligations.

Activists in Amsterdam call on Triumph to pay workers of the Body Fashion factory their outstanding compensation, September 2025.

2.

Freedom of association.

2025 again saw a disturbing rise in the repression of workers' rights to unionise and engage in collective bargaining. Instead of fostering genuine worker representation, numerous fashion brands and employers have adopted strategies that deliberately undermine these fundamental rights. One of the most concerning trends is the proliferation of alternative structures such as workplace coordination committees, workers' councils, or joint worker-management committees— bodies often mandated by national laws but lacking the independence and mandate of democratic trade unions.

Rather than facilitating genuine social dialogue, these employer-endorsed structures are often used as a façade to satisfy due diligence requirements while excluding workers from meaningful negotiation processes. This practice directly contravenes international labour standards and obstructs the realisation of decent work.

CCC continues to support this critical struggle by strengthening grassroots unions and workplace organisations through capacity-building, legal assistance, public campaigns, and advocacy. Our goal remains clear: to uphold the right to freedom of association and ensure the implementation of international and national laws that protect workers' rights to organise and bargain collectively.

BANGLADESH CRACKDOWN

URGENT APPEALS

When workers in Bangladesh took to the streets after a flawed minimum wage setting process with an outrageous outcome, Bangladeshi authorities did not hesitate to violently crackdown on these protesting workers.

Between September 2023 and January 2024 dozens of charges, involving nearly 50,000 workers, were filed by factory owners and Bangladeshi police. Filing large baseless mass criminal cases is an effective and well-known tool to repress organising. To get these charges dropped and ensure workers could organise without fear, the CCC Network built up increasing pressure on brands linked to factories that had filed spurious cases. This led to at least 10 false cases being dropped, freeing over 10,000 workers.

When the Hasina regime was overthrown in 2024, local Bangladeshi partners worked tirelessly to ensure the interim government of Bangladesh would prioritise dropping the outstanding cases.

This combination of international campaign pressure on global brands and local lobby towards the government eventually led to the interim government issuing a blanket executive order to drop all cases in the summer of 2025. 48,000 workers no longer needed to fear facing jail for made-up crimes.

Activists in the UK on Living Wage Action Day, September 2025

Trade union leader Myo Myo Aye from Myanmar, was released from arbitrary detention, October 2025, while advocacy to release her colleagues continued.

MYANMAR – ACTIVISTS' RESILIENCE IS SOURCE OF HOPE

URGENT APPEALS

Although the brutal crackdown and armed conflicts in Myanmar have largely faded from the headlines of large media outlets, Myanmar labour rights activists' resilience has continued to offer a sense of hope and sustained a contested civic space. Preservation and empowerment of civil society actors, and strategic case work that motivates civic participation, remains CCC's core strategy in Myanmar. We have continued to support CCC members to sustain resources for their organisations, knowledge bases, and capacities to mobilise international awareness in cases of rights violations. Some small victories, including improvement of wages and recognition of independent unions were achieved.

The leader of the Solidarity Trade Union of Myanmar (STUM) and human rights defender, Myo Aye, and another 9 STUM union members, including Myo Aye's daughter, Chue Thwel, were arbitrarily arrested and detained without due process. This prompted a solidarity campaign, where activists around the world wrote to their embassies and campaigned for the release of STUM activists.

SRI LANKA – BRANDS' SABOTAGE ORGANISED WORKERS

URGENT APPEALS

In 2021, workers at the Katunayake factory of Next Manufacturing Ltd (NML), a wholly owned subsidiary of Next Plc, formed a branch of the FTZ & GSEU union and secured a Collective Bargaining Agreement (CBA), the first for an apparel factory in that free trade zone for decades.

The CBA enabled workers to negotiate modest wage increases and improvements in benefits and working conditions. On 19 May 2025, Next Manufacturing Ltd abruptly announced to workers (via WhatsApp) the termination of 1,416 jobs and the effective closure of the production unit at the Katunayake factory.

FTZ-GSEU, a CCC member, has raised this case through the Urgent Appeal system, and together with UK based CCC members Labour behind the Label and War on Want we have been raising awareness in the media and organised solidarity actions, letter writing campaigns and worked with ILR to publish a wages briefing. We also supported FTZ-GSEU in a complaint filed under the UK Ethical Trading Initiative (ETI) of which Next is a member, which by the end of 2025 had moved to mediation stage.

Workers of the Katunayake factory in Sri Lanka, May 2025.

3.

Just Transition.

We want a just fashion system that puts people before profits, where no one is exploited and the planet isn't wrecked for cheap clothes. We can make it happen—but only if we collectively stand up for our rights to a decent living, and a liveable future.

Poor living standards. Rising global temperatures. Gendered and racialised violence. Ecological collapse. Extractive tech. Escalating Wars. The biggest challenges of our time are rooted in the exploitation of people and the planet for the profit of a few. In these challenging times, the need to come together has never been more urgent.

Too often, brands and policy-makers treat the climate and ecological crisis as separate from the workers' rights crisis. We argue that the two crises are the same and that a truly sustainable and just fashion system can only be achieved if we start treating them as one, requiring the same adjustments to the system.

LAUNCH OF JT ONLINE PORTAL

CCC launched its Just Transition e-portal: an online participatory platform where different groups were invited to build the Just Transition Manifesto together, in different phases. The portal was used by young people, activists, trade unionists and NGO representatives to input on the themes that should be featured in our Just Transition Manifesto, discuss the content of each theme and comment on one another's suggestions. The manifesto will be launched on Labour Day in 2026.

PUBLICATION OF HEAT STRESS PAPER

In October, CCC launched a position paper on heat stress in the garment sector, calling on brands, suppliers and governments to act now to prevent the inevitable and dangerous consequences that rising temperatures will have on garment workers globally.

The paper highlights the danger of excessive heat to workers' health and the fact that hardly any brand has a policy on how to deal with heat and protect workers' health and wages.

Visitors of the Handmade exhibition in Groningen learn more about how and where clothes are produced, October 2025.

Handmade exhibition

Our exhibition Handmade brought the stories behind clothing to a wide audience. Visitors could 'meet' young garment workers from various countries, who shared their personal experiences and challenges of working in the industry.

In 2025, a special highlight was Handmade at Forum Groningen, where the exhibition was part of the thematic month Let's Talk Fashion!. This month— co-created in collaboration with SKC— offered an extensive public programme of talks, workshops and film screenings. The programme invited visitors not only to reflect, but also to engage and take action. The combination of exhibition and programming fostered deeper understanding, dialogue and concrete perspectives for change.

Programme highlights included a workshop by Sara Dubbeldam on turning ideals into impact, as well as weekly clothing repair sessions in the Smartlab and a visible mending course— encouraging visitors to rethink, repair and extend the life of their garments.

The Handmade exhibition also traveled to Croatia and Italy in 2025. In total, more than 3300 people visited the exhibition in 2025.

Alongside our main exhibition, a smaller exhibition focusing on climate change also traveled to various venues in the Netherlands. This "mini-exhibition" gives a face to the people already affected by climate change— through powerful photography and personal stories that make its impact tangible and urgent. The exhibition was presented at locations including the library in Kampen, at the Impact Fair in Utrecht, during an event in Geleen and at the Slow Fashion Show in Tolhuistuin (Amsterdam). In doing so, we reached new audiences in diverse settings and highlighted the urgency of climate justice within the fashion industry.

4.

Better laws & binding agreements.

It is clearer than ever that reliance on voluntary frameworks is insufficient and ineffective in guaranteeing the safety, rights and dignity of workers in the garment sector. We no longer settle for voluntary initiatives, which have thus far failed to fulfil promises of safer factories and higher wages. Instead we focus on binding obligations: either contractual between brands and unions or laid down in legislation.

CCC is an active member of various coalitions and initiatives demanding stronger, better, and more legally-binding legislation. This includes campaigning for stronger EU and national legislation on due diligence and corporate accountability in supply chains, special provisions for high-risk sectors such as the garment industry, and national-level initiatives that can implement further measures.

We pressure brands to sign binding and enforceable agreements regarding their supply chains and supplier workplaces. We also advocate for the creation of legal instruments, including dedicated enforcement mechanisms which hold brands accountable for failures in their legal obligations. We want due diligence to be a matter of regulatory compliance with not only clear enforcement mechanisms but also effective remedies for human rights violations.

EU OMBUDSMAN COMPLAINT

In 2025, unfortunately there was a strong push for deregulation. The EU Commission started on a so-called "Omnibus" process which severely limits the number of companies that are in scope of the CSDDD and CSRD. With 8 civil society organisations, we launched an official complaint with the EU ombudsman, who sharply criticized the Commission.

Work on other EU due diligence and sustainability frameworks continues, like the Forced Labour Regulation. CCC plays an active role in advisory committees on these.

Activists in Belgium calling for stronger due diligence legislation, April 2024.

Organisational Structure & Governance...

ORGANISATION

CCC is centrally administered through three teams: the International Office (CCC IO), the Schone Kleren Campagne (SKC), and the administrative support team (the Bureau). The IO facilitates and coordinates international activities and campaigns within the CCC global network. The SKC raises awareness among the Dutch public and lobbies both Dutch garment companies and the Dutch government. The Bureau is responsible for organisational and operational support, including finance, human resources, grant management, fundraising, administration, and IT.

CCC is a workplace democracy organisation and does not have a director or managerial structure. Strategic and governance decision-making is based on consensus and non-hierarchical principles within a clearly defined framework of self-managing teams. The foundation's employees earn the same salary regardless of their role, job title, or seniority. A Cross Team body is tasked with streamlining operational management, comprising three elected employees.

CCC/SKC was founded under Dutch law and has its registered office in Amsterdam. The foundation is a Public Benefit Organisation (ANBI) and prepares its annual accounts in accordance with Guideline C1 of the Council for Annual Reporting for small organisations without profit. In 2025, SKC/CCC also received its official CBF quality mark.

CCC's board principles are outlined in the Articles of Association. The chair heads the Board, which consists of four members. The Board is collectively responsible for human resources and financial management within the organisation and it safeguards the identity and mission of the foundation. Board members do not receive any form of compensation from the foundation. The board convenes four times a year.

NETWORK

The Clean Clothes Campaign Network brings together 227 organisations across 46 countries on every continent, including trade unions, labour rights organisations, lawyers' networks, women's rights organisations, consumer advocacy networks, and poverty reduction charities.

As a grassroots network, operating in both garment-producing countries and consumer markets, we identify local, regional, and global problems and solve them through collective global action. These organisations are coordinated both by the IO and through regional-level coalitions in East Asia, Europe, South Asia, and Southeast Asia.

In 2025, we welcomed 4 new organisations while 4 organisations unfortunately left our network due to dissolution or no longer working in the garment and sportswear sector.

The below organisations are affiliated to the CCC Network as partners, members or associates. For security reasons, we do not publicly disclose the names of all of our members, partners and associates.

East Asia: 11 organisations (-1)
Europe: 127 organisations (-)
Southeast Asia: 32 organisations (+2)
South Asia: 29 organisations (-)
Partners at the Global Level: 19 organisations (-2)
Associates (individual experts): 9 (-2)

Europe (EC): 127*

***Only National Coordinating collectives are listed below.**

Abiti Puliti (Fair) — Italy
Actions Consommateurs Travailleurs (achACT) — Belgium (South)
Associate — Ukraine
Fundacja Kupuj Odpowiedzialnie (BRF) — Poland
Kampagne für Saubere Kleidung — Germany
Collectif Ethique sur l'Etiquette — France
Centar za politike emancipacije (CPE) — Serbia
Eettisen kaupan puolesta ry (EETTI) — Finland
Fair Action — Sweden
Framtiden i Våre Hender — Norway
Gender Alliance for Development Center (GADC) — Albania
Global Aktion — Denmark
Georgian Trade Union Confederation (GTUC) — Georgia
KOI — Bulgaria
La Strada — North Macedonia
Labour Behind the Label (LBL) — UK
Mai Bine — Romania
Nazemi — Czech
Novi Sindikat — Croatia/Bosnia & Herzegivina
PlatzForma — Moldova
Public Eye — Switzerland
Setem — Spain
Schone Kleren Campagne (SKC) — Netherlands
Südwind — Austria
Temiz Giysi Kampanyasi Derneği (CCC Turkey) — Turkey
We social movements (WSM) — Belgium (North)

East Asia (EAC): 11

Asia Monitor Resources Center (AMRC) — South Korea
Korean House of International Solidarity (KHIS) — South Korea
POSSE (POSSE) — Japan
Roudou Soudan.com (Roudou Soudan.com) — Japan
Yokohama Action Research (YAR) — Japan
Youth Labour Union 95 (YLU95) — Taiwan

Global level/ Rest of World: 19

The CCC network has 21 partners at global level which are organisations based outside CCC's regional coalition structure, in countries such as Australia, Lesotho, Uganda and the USA, as well as global research or activist networks.

Southeast Asia (SEAC): 32

Association of Workers for Development/ Samahan ng Manggagawang Kaagapay sa Pag-uFd (WAD / SAMAKA) — Philippines
Cambodian Alliance of Trade Union Federation (CATU) — Cambodia
CAVITE ECOZONE WOMEN WORKERS LEAGUE (LIGA) — Philippines
Center for Alliance of Labor & Human Rights (CENTRAL) — Cambodia
Center for Trade Union and Human Rights (CTUHR) — Philippines
Coalition of Cambodian Apparel Workers' Democratic Union (C.CAWDU) — Cambodia
Confederation of Congress of Indonesian Unions Alliance (KASBI) — Indonesia
Damayan Community Network (DCN) — Philippines
Ecumenical Institute for Labor Education and Research (EILER) — Philippines
Federasi Serikat Buruh Garmen Kerajinan Tevekstil Kulit dan Sentra Industri (FSB Garteks) — Indonesia
Federasi Serikat Buruh Indonesia (GSBI) — Indonesia
Federasi Serikat Buruh Persatuan Indonesia (F-SBPI) — Indonesia
Kilusang Mayo Uno (KMU) — Philippines
Lembaga Informasi Perburuhan Sedane (LIPS) — Indonesia
LIGA NG KABABAIHANG MANGGAGAWA SA CAVITE ECONOMIC ZONE
MAP Foundation for the Health and Knowledge of Ethnic Labour (MAP) — Thailand
Network of Action for Migrants in Malaysia (NAMM) — Malaysia
SERIKAT PEKERJA NASIONAL (DPP SPN) — Indonesia
Solidarity Centre (Cambodia) (SC) — Cambodia
Tenaganita Womens' Force (TWF) — Malaysia
Trade Union Rights Centre (TURC) — Indonesia
Visayas Integrated Human Development Agency, Inc. (VIHDA) — Philippines
Women in Struggle for Employment, Empowerment and Emancipation (WISE3) — Philippines
Workers Assistance Center (WAC) — Philippines
Workers Hub For Change (WH4C) — Malaysia
Workers' Information Center (WIC) — Cambodia

South Asia (SAC): 29

Bangladesh Center for Workers Solidarity (BCWS) — Bangladesh
Akota Garments Workers Federation (AGWF) — Bangladesh
Bangladesh Garment & Industrial Workers Federation (BGIWF) — Bangladesh
Bangladesh Institute of Labour Studies (BILS) — Bangladesh
Bangladesh Mukto Garment Sromik Union Federation (BIGUF) — Bangladesh
Bangladesh Revolutionary Garments Workers Federation (BRGWF) — Bangladesh
Civil Initiatives for Development and Peace India (CIVIDEP) — India
Dabindu Collective (Dabindu) — Sri Lanka
Free Trade Zones & General Services Employees Union (FTZ&GSEU) — Sri Lanka
Garment Labour Union (GLU) — India
Home-Based Women Workers Federation (HBWWF) — Pakistan
HomeNet Pakistan (HomeNet Pakistan) — Pakistan
Jute, Textile, Garment and Carpet Workers Union of Nepal (Gefont) (JTGCWUN) — Nepal
National Garment Workers Federation (NGWF) — Bangladesh
National Trade Union Federation Pakistan (NTUF) — Pakistan
Nepal Garment Workers Union (NTUC) (NGWU) — Nepal
Pakistan Institute of Labour Education and Research (PILER) — Pakistan
Rights Education And Development Centre (READ) — India
Social Awareness and Voluntary Education (SAVE) — India
Society for Labour and Development (SLD) — India
Solidarity Center (Bangladesh) (SCB) — Bangladesh
Solidarity Center (Sri Lanka) — Sri Lanka
Women's Centre Sri Lanka (WCSL) — Sri Lanka

The CCC also participates in and collaborates with numerous coalitions and NGO platforms to amplify its impact. Examples are OECD Watch, the Brussels Textile CSO Group, Worker-Driven Social Responsibility Network.

Workers of the Katunayake factory in Sri Lanka, May 2025.

STRATEGY BOARD

The CCC network receives guidance from its Strategy Board, which consists of:

- *Five elected members and five ex-officio members (from the four regional coalitions and the IO)*
- *Three of the elected members represent trade unions, while two represent NGOs*
- *Women represent 70% of members*
- *Members come from Bangladesh (2), Belgium, Cambodia, Denmark, Hong Kong, Indonesia (2), the Netherlands, and Sri Lanka*

In 2025, the Strategy Board has been active on multiple fronts, including:

- Development of the new Global Strategic Framework (GSF3)
- Elections for the new Strategy Board elected members. The terms of current elected members ended on 31 December 2025
- Setting up CCC International Groups to discuss and strategise on the implications of American apparel import tariff changes and shrinking civic space
- Strategies for fundraising given the reductions in funding from existing donors (governmental and philanthropic)

The board members perform their roles in a voluntary capacity.

Tessel Pauli

Board Member since: Sep 2022
Position: Chair

Trained as a cross-cultural psychologist, Tessel Pauli joined the Clean Clothes Campaign as Urgent Appeals Coordinator in 2006. Having worked for 14 years (2006 - 2020) in various roles within the organisation, she brings extensive, in-depth knowledge of the global network and a solid understanding of CCC's internal structure and operations. She currently teaches chemistry and physics at a pre-vocational (vmbo) school in the province of Groningen.

Merijn Foet

Board member since: Nov 2025
Position: Treasurer

Merijn has been actively involved and supporting activism for social change since the 90s while professionally working developing skills in IT and finance. He has worked in the Amsterdam CCC office in the early 2000s, supporting the organisation with IT and online campaigning. He knows the work of CCC and its international network well. Currently Merijn is working at the University of Amsterdam.

Christina Eier

Board Member since: Nov 2025
Position: Secretary & HR

Christina has worked as HR coordinator for over 20 years, including at CCC IO/SKC between 2024 and 2025, but also in more commercial companies. Her approach to HR is personal, warm and with a strong focus on open and clear communication. Christina's extensive knowledge of our internal structure is a valuable asset for her role in the board.

Esther de Haan

Board Member since: Nov 2025
Position: General board member

Esther de Haan is an expert on corporate research, human rights and labour rights. She started her career at CCC IO/SKC and later brought her expertise to SOMO, where she worked for more than 25 years. Esther currently works as program lead at Mainline.

POLICY & PRACTICES

Planning, Monitoring, Evaluation & Learning.

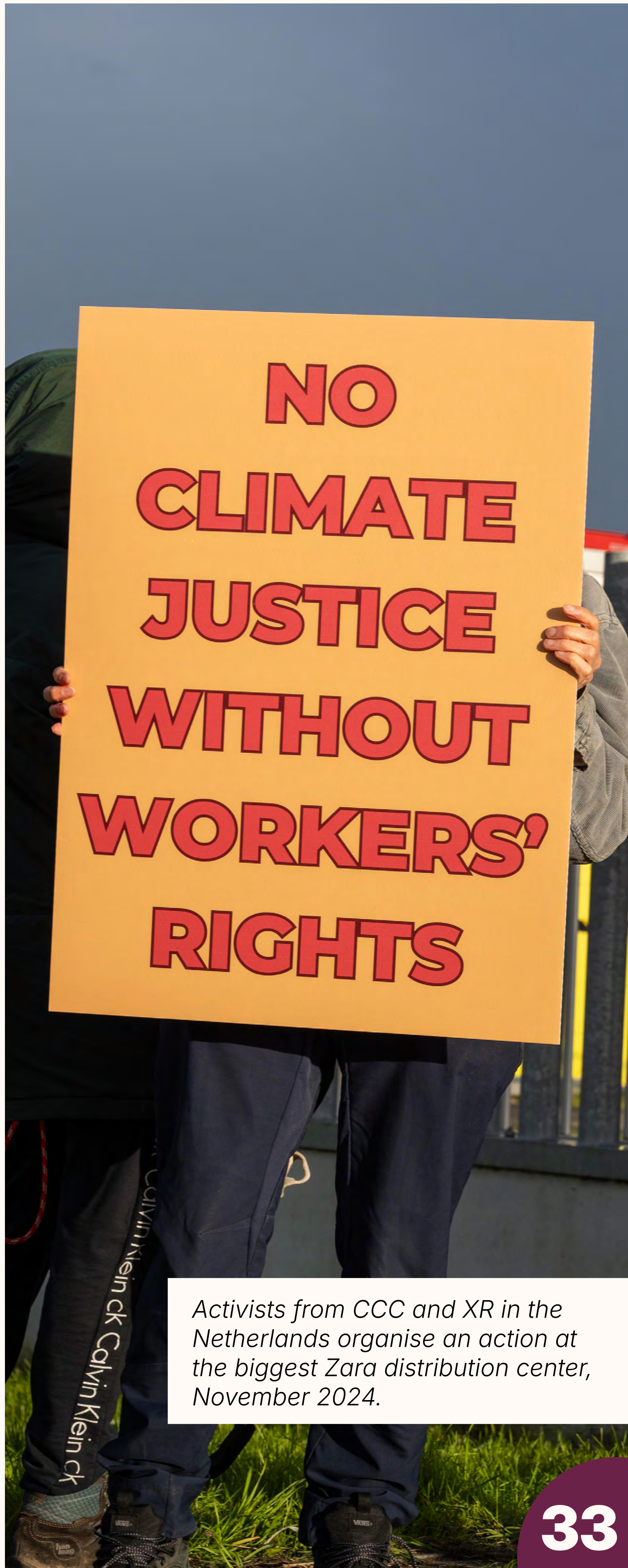
Since 2021, the CCC Global Strategic Framework (GSF3) has served as our roadmap for change, guiding us in forging a path towards a just and sustainable global garment and sportswear industry. It was developed collaboratively with all the members and partners within our network.

In 2025 we continued the operational planning and monitoring of the GSF2 implementation through the collective entities in the network. We are now developing working with the third iteration of this framework (GSF32). We recognise that our individual and collective efforts are part of a larger web of interdependent activities and social forces. Therefore, we prioritise dialogue, learning, and collaboration over presenting "demonstrable" impact or drawing conclusions.

Social & Environmental responsibility.

CCC has a set of rules outlining the organisation's responsibilities, as outlined in our Integrity Policy. The policy reflects our organisation and what we stand for. We are part of a network with members worldwide, representing organisations on the ground in production countries in the Global South, as well as activist organisations and unions globally. This diversity of people, interests, viewpoints and activism, interacting on a basis of equality, is our strength. Several instruments are continuously updated, including the Employee Handbook, Code of Conduct, Integrity Complaints Committee, Complaint Procedure, External Councillor, and Whistleblower reporting point.

On an annual basis, the Integrity Complaints Committee and the External Councilor present the Board with an annual account of its activities. In 2025, 0 complaints were brought forward.



Activists from CCC and XR in the Netherlands organise an action at the biggest Zara distribution center, November 2024.

Financial Governance, Fundraising & Results...

FUNDRAISING

We are proud to maintain an independent role in advocating for workers' rights. To ensure this independence, we do not accept financial support from garment brands, retailers which profit from garment production, or foundations controlled by garment corporations. In response to the governmental budget cuts of 2024 and early 2025, we focused on obtaining emergency funding, both through stepping up our individual fundraising after having launched this program at the end of 2024.

We also reached out with requests for emergency funding to existing donors and allies. We thank FORGE and Humanity United in particular for their support. To ensure the long-term sustainability of CCC and SKC, there is an urgent need to reduce dependency on any single funding source, and to broaden and intensify our efforts to diversify our income streams, and we intensified outreach to new donors. We hosted an event during New York Climate week and invited donors based in Asia to a special event to celebrate the launch of the CCC Asia Office in Bangkok, and the 35 year CCC anniversary. Partnerships with foundations and institutional donors continued to be our primary sources of income in 2025, the final year of the Dutch Ministry of Foreign Affairs grant under the Civil Society strategy partnership agreement.

We secured a new small grant from the Dutch ministry for economic affairs agency RVO to support our work related to wages in Bangladesh, starting in 2026. We also continued to receive income under two EU grants, The "Fashioning A Just Transition" European Commission-funded project under the DEAR (Development Education and Awareness Raising) and a grant for supporting Business and Human Rights.

FINANCIAL RESULTS

The total income in 2025 was €4,744,835, which is an increase of 7% compared to 2024 (€4,432,199) and is made up for 86% by income from three institutional grants: Two grants from the European Commission for €2,379,233 and one grant from the Dutch Ministry of Foreign Affairs for €1,723,617. The remaining income derives from other not-for-profit organisations (€554,589 or 12% of the total income) and private donations (€87,396 or 2% of the total income).

The total expenses in 2025 were €4,768,759, which is an increase of 14% compared to 2024 (€4,165,748). Out of the total, 89% (€4,258,197) was spent on objectives, 7% (€320,970) on management and administration, and 4% (€189,592) was spent on fundraising. The main sources of expenses were direct campaign costs (60% or €2,851,461) and staff costs (35% or €1,681,306), with the remaining 5% (€235,992) consisting of general office, accommodation, communication, and depreciation costs. The expense ratios are well within the desired range.

The overall result for 2025 is a net loss of €7,221, where initially a net loss of €324,822 was budgeted. CCC managed to reduce the foreseen losses by firstly attracting several smaller (one-off/ emergency) grants which were not included in the budget for 2025. Secondly, with 2025 marking the final year of the Dutch Government funding, CCC had started taking measures to lower running costs such as letting go of several staff members during the year and reducing overhead where possible.

RESERVES

CCC distinguishes between funds and reserves. In the case of earmarked funds, our donors designate the purpose for which the income must be spent. In the case of unearmarked reserves, the purpose of the expenditure is at the discretion of the Board. At the end of 2025, CCC holds a continuity reserve of €926,223, after charging the negative result for 2025 to it and adding the balance amount from the earmarked fund for OSF funded activities.

The continuity reserve ensures our ability

CCC 35 year anniversary event in Bangkok, September 2025.

to cope with unforeseen circumstances and to provide stability for ongoing operations. The desired level of this reserve is to be able to cover six months expenses on staff costs, accommodation costs, and general office expenses (running costs). The 2026 budget estimates the total running costs to be €885,000, which would warrant a continuity reserve of €442,500. With €833,651 this is currently at 188% of the

RISKS

Risks are discussed by the board on a regular basis. In 2025, CCC's strategic and financial risk continued to increase as a long-standing strategic partnership with the Dutch Ministry of Foreign Affairs came to an end, and with it a significant part of CCC's annual income.

Strategic risk
After almost two decades of valued partnership, funding from the Dutch Ministry of Foreign Affairs ended in 2025, following a shift in the Ministry's development priorities. This development was compounded by the dismantling of USAID in early 2025, which led to the cancellation of an already approved grant. As a result, only two EU-funded programmes remain beyond 2025, both ending late 2027, early 2028. In the context of shrinking global support for human rights and heightened competition for limited resources, securing new funding has become increasingly difficult. In response, CCC acknowledges a severe reduction in funds and hence its strategic impact.

In 2025, the organisation was heavily impacted by a reorganisation whereby more than half of its workforce was let go. While the organization is actively investing in strengthening its fundraising capacity, this has not yet led to any significant results. With these efforts underway, CCC is also preparing for contingency planning should the situation not change in the short term.

CCC remains confident that newly secured resources will, over time, allow it to rebuild momentum and expand its work in pursuit of its core mission.

Financial risk
In anticipation of the decline in funding, and in addition to the large-scale reorganisation that took place in 2025, CCC has built up a strong continuity reserve over the past years. By the end of 2025, these reserves are sufficient to cover the funding gap until the end of 2027. Additionally, CCC successfully applied for several one-off or emergency funding opportunities which helped soften the impact of losing the Dutch Ministry of Foreign Affairs' partnership.

Early 2026, CCC moved out of its monumental office in the city center of Amsterdam, cutting housing costs by over 80%.

In addition to addressing current funding challenges, CCC is actively investing in its fundraising potential. The fundraising team has been expanded with additional staff members dedicated to identifying and securing new funding opportunities.

CCC is strengthening its relationships with foundations, philanthropists, and strategic advisers, while proactively tracking and responding to calls for proposals from institutional funders. At the same time, CCC is building a growing community of loyal, individual supporters.

In 2025, CCC achieved the CBF certification, the Dutch hallmark for trustworthy fundraising. This certification is expected to enhance CCC's visibility and credibility among the Dutch public and further strengthen its fundraising capacity.

Safety
Many of our members and partners work in countries where political repression, harassment of human and labour rights defenders and conflict-related violence are known risks. Furthermore, we have staff travelling to countries with higher risk profiles. Risks include potential digital surveillance of members, partners or staff as well as attempts to access our information systems.

We ensure that members, partners, and staff have access security training and protocols. Regular assessment of the situation in particular at risk areas are part of this. If anyone in our network is targeted for their work, we activate our rapid-response systems and legal support mechanisms, which can include evacuation from an area as well as emergency funding. Furthermore, we maintain a strong network of diplomatic contacts around the world which we appeal to for support whenever needed to leverage political pressure.

We prevent and mitigate digital threats to our security by ensuring members, partners and staff have access to digital security training and tools as well as guidelines on safe communication methods. We pay considerable attention to the safety of the digital hard and software used in our organisation and network, favouring open source programmes running on our own servers over proprietary systems wherever feasible. Cyber security protocols, tests and trainings keep our IT staff and users of our systems on their toes.

Risk of misconduct, corruption & fraud
Potential misconduct or fraud committed by our staff would have far reaching consequences for the people we work for as well as for the reputation of CCC itself.

CCC has a comprehensive staff handbook outlining the procedures and steps to be taken in cases of fraud, sexual misconduct, inappropriate behaviour, corruptions and similar issues. For each case it is determined which procedure should be followed, either through a trusted contact person or by other steps depending on the situation and the procedures specifically outlined in the staff handbook for this purpose.

CODE OF CONDUCT & POLICIES

CCC ensures that staff, and partners observe the highest standards of integrity, as required by its Code of Conduct. We also adhere to the principles and best practices outlined in the Dutch Corporate Governance Code, specifically those developed by the Cooperating Sector Organisation on Philanthropy (SBF). This code serves as a guide for charities and other non-profit organisations in the Netherlands, promoting transparency, accountability, and ethical conduct in their operations.

INVESTMENT POLICY

CCC holds no shares or bonds. Any funds not required immediately are credited to the organisation's savings account.

PERSPECTIVE ON THE FUTURE

2025 was a year of change for CCC. Not only did a longstanding partnership with the Dutch Ministry of Foreign Affairs end after more than 20 years, the following internal reorganisation meant that every role at the International Office was reviewed, reassessed, and potentially reassigned. There will not be much time to recover, as the two large remaining funds from the European Commission are set to end in 2027 and 2028, which leaves CCC only two years to find sustainable alternative sources of income.

While the reserves are currently sufficient to cover any financial gaps, CCC will need to quickly adjust to the new reality of a drastic reduction in funding and, now more than ever, think outside of the box for solutions, but also be prepared to make sacrifices and adjust its programmatic course to the available funding. At the same time CCC will keep investing in fundraising with both institutional donors as was done in the past as well as with grants from foundations and individual donations. We will increasingly build up the strength of our community of individual supporters and actively reach out to attract new audiences to our campaigns.

For 2026 and 2027, we have secured two grants from the European Commission to support some key elements of our work on Just Transition, Human Rights and Environmental Due Diligence and our urgent appeals work. Our Just Transition work, driven by workers and supported by citizen-led campaigns worldwide, will cover core work on safety and health, poverty wages and lack of social security as well as our focus on the promotion of binding solutions.

We will continue our advocacy for the EU's Corporate Sustainability Due Diligence Directive and guide CCC members in garment-producing countries to leverage these new legal protections. Beyond that, our urgent appeals work remains the cornerstone of our identity and our work.

Through case work and campaigning tactics, we continue to support workers and their organisations in more effectively engaging with brands and employers to secure remedies to labour rights violations as well as securing space for workers to safely organise and thereby strengthen workers' collective power.

A highlight of 2026 and 2027 will be the legal action against Levi's, a groundbreaking court case brought forward by CCC-IO against Levi's. Together with four individual consumers of the denim brand, we are taking them to court for misleading claims about the working conditions in their supply chain.

Visitors of the CCC 35 year anniversary event in Bangkok, September 2025.

SKC/CCC Budget 2026

BUDGET 2026 (all amounts are in EUR)	
INCOME	**EUR**
Income from private individuals	50,000
Income from government grants	3,659,865
Income from lottery organisations	-
Income from other non-profit organisations	95,711
Sum of raised income	3,805,576
Other income	-
TOTAL INCOME	**3,805,576**
EXPENDITURE	
SPENT ON OBJECTIVES	**3,658,601**
As percentage of the total income	96%
As percentage of the total expenditure	88%
INCOME GENERATION	
Costs for fundraising	**166,300**
As percentage of the total income	4%
As percentage of the total expenditure	4%
MANAGEMENT AND ADMINISTRATION	
Management and administration costs	**332,600**
As percentage of the total expenditure	8%
TOTAL EXPENDITURE	**4,157,501**
Result before financial income and expenditure	-351,925
Balance of financial income and expenditure	10,000
RESULT	**-341,925**

Financial Statements 2025

BALANCE SHEET

BALANCE SHEET (all amounts are in EUR)		**31 December 2025**		**31 December 2024**
FIXED ASSETS				
Fixtures and fittings	-		1,941	
Total fixed assets		-		1,941
CURRENT ASSETS				
Receivables and prepayments	380,102		273,797	
Cash and cash equivalents	2,329,386		1,746,588	
Total current assets		2,709,488		2,020,384
TOTAL ASSETS		**2,709,488**		**2,022,325**
RESERVES				
Continuity reserve	926,223		833,651	
Earmarked fund for OSF funded activities	-		99,793	
Total reserves		926,223		933,444
Current liabilities	1,783,265		1,088,881	
Total current liabilities		1,783,265		1,088,881
TOTAL LIABILITIES		**2,709,488**		**2,022,325**

STATEMENT OF INCOME & EXPENDITURE

STATEMENT OF INCOME AND EXPENDITURE
(all amounts are in EUR)

	Actual 2025		Budget 2025		Actual 2024	
INCOME						
Income from private individuals	87,396		27,000		51,158	
Income from government grants	4,102,850		2,855,139		3,028,924	
Income from lottery organisations	-		-		156,822	
Income from other non-profit organisations	554,589		219,042		1,195,295	
Sum of raised income	4,744,835		3,101,181		4,432,199	
Other income	-		-		-	
TOTAL INCOME		**4,744,835**		**3,101,181**		**4,432,199**
EXPENDITURE						
SPENT ON OBJECTIVES		**4,258,197**		**2,740,802**		**3,599,838**
As percentage of the total income		90%		88%		81%
As percentage of the total expenditure		89%		80%		86%
INCOME GENERATION						
Costs for fundraising		**189,592**		**171,300**		**141,957**
As percentage of the total income		4%				
As percentage of the total expenditure		4%		5%		3%
MANAGEMENT AND ADMINISTRATION						
Management and administration costs		**320,970**		**513,900**		**423,953**
As percentage of the total expenditure		7%		15%		10%
TOTAL EXPENDITURE		**4,768,759**		**3,426,003**		**4,165,748**
Result before financial income and expenditure		-23,924		-324,822		266,452
Balance of financial income and expenditure		16,703		-		28,106
RESULT		**-7,221**		**-324,822**		**294,558**
APPROPRIATION OF THE RESULT						
Added to the continuity reserve		92,572				245,431
Withdrawal from the earmarked reserve for NPL		-				-25,665
Withdrawal from the earmarked reserve for accrued training budget		-				-25,001
Added to the earmarked fund for OSF		-				99,793
Withdrawal from the earmarked fund for OSF		-99,793				-

Notes to the Financial Statements

ACCOUNTING POLICIES & DETERMINATION OF THE RESULT

Statutory Name: Stichting Schone Kleren Campagne / Clean Clothes Campaign
Legal Form: Foundation (Stichting)
Registered Office: Amsterdam
Registration Number Chamber of Commerce: 41210820

1. General

Stichting Schone Kleren Campagne (SKC) was founded on the 27th of September 1991. The objects of the organisation are: to contribute to improving the working conditions in the global garment industry, particularly in the low-wage countries. To perform everything related or conducive to the foregoing, in the broadest sense.

2. Dutch Guideline for Financial Reporting by Fund-raising Institutions

The Annual Accounts are drawn up in accordance with Dutch Accounting Standard for Fundraising Institutions (RJ650), as published under responsibility of the "Raad voor de Jaarverslaglegging "

3. Accounting period

The financial year coincides witth the calendar year

4. Reporting currency and foreign currencies

The annual accounts are drafted in euro. The balance of liquid assets of foreign currencies is valuated at the closing rate at the end of the financial year. Transactions in foreign currencies are recorded at the exchange rate on the trasnaction date. Any exchange rate differences are accounted for in the results.

5. Tangible fixed assets

Fixtures and fittings are stated at purchase price. Depreciation is calculated as a percentage of the purchase price in accordance with the straight-line method based on the estimated economic life of the asset. The depreciation rate is 20%-33.33%.

6. Accounting policies and determination of the result

Unless stated otherwise, the balance sheet items are carried at face value. Income and expenditure are based on historical cost and revenues are allocated to the year to which they relate. To the extent anticipated, account has been taken of receivables net of a provision for doubtful debts. The result is determined as the difference between the income and expenditure allocated to the year. Grants are recognised in the same period in which the costs were incurred.

7. Grants receivable

This refers to items were the expenditure precede the receipt of funding.

8. Grants to be spent

This refers to items where the receipts of a funder precede expenditures on the project.

9. Third party funding

Third party funding is part of the Direct Campaign Costs. These costs concern funding meant directly for the financing of activities of partners. According to the "Richtlijn Verslaggeving Fondsenwervende Instellingen" of the "Raad voor de Jaarverslaggeving", the third part funds awarded are entered in the statement of income and expenditure when the contracts are signed, and appear in the balance sheet as short-term debt.

10. Reserves and funds

Total equity is available for allocation to SKC's objectives.

11. Management and administration costs

Management and administration costs are costs incurred by the organisation for the purpose of internal control and keeping the accounts. They are not allocated to the objective or income generation.

NOTES TO THE BALANCE SHEET

NOTES TO THE BALANCE SHEET
(all amounts are in EUR)

FIXED ASSETS	**31/12/25**	**31/12/24**
Fixtures and fittings		
Opening balance		
Purchase cost	82,502	82,502
Accumulated depreciation	-80,561	-75,407
Book value	1,941	7,095
Investments in the financial year	-	-
Divestments	-26,170	-
Accumulated depreciation on divestments	26,170	-
Depreciation in the financial year	1,941	5,155
Total movements	1,941	5,155
Closing balance		
Purchase cost	56,332	82,502
Accumulated depreciation	-56,332	-80,561
Book value	**-**	**1,941**

CURRENT ASSETS	**31/12/25**	**31/12/24**
Receivables and prepayments		
Debtors	-	1,138
Statutory payroll tax and social security contributions	13,714	28,895
Amounts due from partners	109,994	128,982
Grants receivable	107,298	-
Deposit	7,500	7,500
Interest receivable	22,606	25,218
Sick pay receivable	-	5,425
Prepaid expenses	62,406	44,254
Staff	1,634	1,634
Creditors	40,208	
Other receivables	14,742	30,751
	380,102	**273,797**

	31/12/25	**31/12/24**
Cash and cash equivalents		
ASN	98,145	851,539
ING	2,136,510	815,960
Triodos	37,347	27,111
Paypal	55,145	50,084
Cash in hand	2,239	1,894
Securities	-	-
	2,329,386	**1,746,588**

Securities were previously reported under 'other receivables'

Reserves	**31/12/25**	**31/12/24**
Continuity reserve		
Opening balance	833,651	588,220
Result for year	-7,221	194,765
Transfer to/from	99,793	50,666
Closing balance	**926,223**	**833,651**

The organisation aims to hold a minimum general (continuity) reserve to cover six months of staff, accommodation and office costs. In 2025 this would amount to roughly €1,9 million x 50% = €950,000. In the 2026 budget the total running costs are estimated at €885,000, which warrants a continuity reserve of €442,500.

	31/12/25	31/12/24
Earmarked fund for OSF funded activities		
Opening balance	99,793	-
Result for the year	-	99,793
Transfer to/from	-99,793	
Closing balance	**-**	**99,793**

In 2023 a grant of USD 400,000 was received from the Open Society foundation (OSF) to provide general organisational support in the period 1 July 2023 till 1 July 2026. Until the end of 2024 this was run as a project. At the end of 2024 the balance has been converted to an open-end, earmarked fund. The board has decided to transfer the funds to the continuity reserve at the end of 2025 as this best reflects the nature of the funds.

	31/12/25	31/12/24
Current liabilities, accruals and deferred income		
Creditors	10,315	45,107
Amounts payable to partners	286,606	123,667
Statutory payroll tax and social security contributions	51,545	29,242
Pension contributions payable	-	-
Grants to be spent	1,204,156	593,466
Amount reserved on account of holiday entitlement	86,318	148,376
Amount reserved on account of holiday pay	30,667	58,401
Net salary	2,356	2,350
Accrued expenses	111,302	88,272
Advances	-	-
	1,783,265	**1,088,881**

Liabilities not shown on the balance sheet

Due to the reduction in staff and in an effort to cut overhead costs, the organisation has moved its Dutch office and switched to shared working space for its Belgian staff per January 2026, resulting in an estimated total annual rental cost including utilities of approximately EUR 20,000.

NOTES TO THE STATEMENT OF INCOME & EXPENDITURE

STATEMENT OF INCOME AND EXPENDITURE
(all amounts are in EUR)

INCOME	**Actual 2025**	**Budget 2025**	**Actual 2024**
Income from private individuals			
Donations and gifts	87,396	27,000	51,158
	87,396	**27,000**	**51,158**

All donations originate from private individuals.

	Actual 2025	Budget 2025	Actual 2024
Income from government grants			
Dutch Ministry of Foreign Affairs-DGIS (2021-2025)	1,723,617	1,726,267	1,677,547
EuropeAid: Filling the Gap (2019-2022)	-	-	2,918
European Commission: Fashioning a Just Transition (DEAR) (2024-2027)	1,724,820	601,625	1,348,459
European Commission: Fabric of Fairness (BHR) (2025-2027)	654,413	527,247	-
	4,102,850	**2,855,139**	**3,028,924**
Income from lottery organisations			
Nationale Postcode Loterij (2021-2024)	**-**	**-**	**156,822**
Income from other non-profit organisations			
Tides Foundation (2018-2021)	31,076	-	-31,076
Tides Foundation (2021-2022)	-	-	21,009
Tides Foundation (2022-2023)	15,716	-	344,697
Open Society (2023-2026)	-	-	292,418
Wellspring (2018-2021)	-	-	24,339
Wellspring (2020-2022)	-	-	548
Wellspring (2023-2024)	-	-	196,902
Ford (2021-2023)	-	-	81
Cardiff (2019-2020)	-	-	2,107
WRC	43,577	34,924	17,197
Lemonade	-	-	884
GRC (2022-2024)	-	-	116,668
Public Eye (2023-2024)	-	-	45,383
CNV Internationaal and FNV Mondiaal (2021-2025)	212,461	184,118	164,137
AchACT	27,886	-	-
Rockefeller Philanthropy Advisors (FORGE)	100,000	-	-
Humanity United	123,873	-	-
	554,589	**219,042**	**1,195,295**
Other income			
Proceeds from merchandise and other income	**-**	**-**	**-**

All income from government grants, lottery organisations and other not-for-for profit organisations is incidental and non-structural of nature. The 5-year grants from the Dutch Ministry of Foreign Affairs as well as CNV International and FNV Mondiaal have ended in 2025 and will not be continued. Two seperate grants from Tides that have ended in previous years still had open balances on the balance sheet which have been added to the reserves.

Allocation of support costs
(all amounts are in EUR)

	Objectives	Management and administration	Fundraising	Actual 2025	Budget 2025	Actual 2024
Overhead costs						
Staff	1,203,654	300,280	177,372	1,681,306	1,720,024	1,585,392
Accommodation	84,603	8,619	5,091	98,313	76,901	96,836
Office and general expenses	115,531	11,770	6,952	134,253	105,014	127,597
Communication	1,278	130	77	1,485	1,162	-
Depreciation	1,670	170	101	1,941	1,518	-
Subtotal	**1,406,736**	**320,970**	**189,592**	**1,917,298**	**1,904,619**	**1,809,825**
Direct campaign costs	**2,851,461**	**-**	**-**	**2,851,461**	**1,521,384**	**2,355,923**
Total	**4,258,197**	**320,970**	**189,592**	**4,768,759**	**3,426,003**	**4,165,748**

CCC´s objective is to structurally improve working conditions and to support the empowerment of manufacturing workers in global garment and sportswear supply chains so that governments protect employment rights and human rights, companies respect these rights and workers have access to remedy for violations of these rights.

The allocation of costs is based on the registration of time spent by staff members via monthly submitted time sheets.
The organisation does not have a hierarchical structure and all employees receive the same salary.
The average number of employees in 2025 amounted to 21.3 FTE (compared to 23.3 FTE in 2024).
The categories 'Communication' and 'Depreciation' were previously included as sub-categories under 'Office and general expenses'.

EXPENDITURE	Actual 2025	Budget 2025	Actual 2024
Staff costs			
Salary costs	1,285,148	1,314,743	1,189,653
Social security charges	249,776	255,528	247,602
Pension charges	108,964	111,473	123,034
Sick pay insurance/incapacity for work	47,950	49,054	39,710
Payments from sickness insurance	-30,517	-31,220	-94,535
Travel and subsistence expenses	14,284	14,613	13,536
Temporary employees/agencies	-	-	-
Volunteers	4,200	4,297	4,200
Education and training	19,685	20,138	-
Adjustment accrued annual leave	-46,235	-47,300	-
Other staff costs	28,051	28,697	62,193
	1,681,306	**1,720,024**	**1,585,392**

The category 'Education and Training' and 'Adjustment of accrued annual leave' was included onder 'Other Staff Costs' in previous years.
The category 'Education and Training' includes around €16,000 for transition fees that have been allocated for outplacement training and education purposes.
The category 'Salary costs' also includes around €82,000 transition fees.
The category 'Other Staff Costs' includes mainly various general staff expense reimbursements in addition to recruitment, volunteer and other smaller staff-related expenses.

	Actual 2025	Budget 2025	Actual 2024
Accommodation costs			
Office rent	79,552	62,226	79,559
Service charges (including water and energy)	16,401	12,829	15,502
Municipality taxes	2,360	1,846	1,774
	98,313	**76,901**	**96,836**

	Actual 2025	Budget 2025	Actual 2024
Office and general expenses			
Office	1,617	1,233	1,548
Business entertainment expenses	-	-	1,730
Membership fees	9,388	7,156	-
Print and photocopying costs	-	-	744
Communication	-	1,162	1,449
Insurances	2,362	1,800	2,336
Accounting costs and auditor's fees	100,468	76,581	97,911
IT	17	13	908
Consultancy fees	11,280	8,598	11,350
Depreciation	-	1,518	5,155
Fundraising	55	42	2,967
Board costs	504	384	364
Other general expenses	8,562	6,526	1,135
	134,253	**105,014**	**127,597**

The category 'Business Entertainment Expenses' has been changed to 'Membership Fees' and now includes the costs of various platform memberships and sector certification expenses.
The category 'Accounting costs' includes accounting and payroll software (€9,000), outsourced salary administration (€12,000), external gapfill (€40,000) and financial auditing (€39,000).
The category 'Consultancy fees' concerns an Open Up subsciption (€3,600), and legal support (€7,600).
The categories 'Communication' and 'Depreciation' are now listed as a separate Overhead cost Category, and were previously included under 'Office and general expenses'.

	Actual 2025	Budget 2025	Actual 2024
Balance of financial income and expenditure			
Exchange rate differences	-136	-	1,262
Interest income	16,846	-	26,844
Sale of securities	-7	-	-
	16,703	**-**	**28,106**

REPORT FOR REMUNERATION EXECUTIVES

Stichting Schone Kleren Campagne / Clean Clothes Campaign (SKC/CCC) is a flat organisation with self-steering teams. The organisation does not have a director or management as commonly understood being the persons having executive power within the organisation. However, since end 2017 there are three employees part of the Cross-Team Body (CTB), who are accountable for the organisation's core operations (in particular finance, HR, fundraising and grant management) and have the authorisation to enter into commitments on behalf of the organisation. Still, all employees earn the same salary regardless of their function, job title or seniority. In the table below an overview is given of the remuneration of the members of the CTB.

(All amounts are in EUR)	A. Bienias	E. Kemp Schneider	A.P. Papadimitriou	W.J. Rooijmans	G. Cioffo
Job title	Coordinator Living Wage	Grant Manager	International Office Team Coordinator	Coordinator Living Wage and Education	Lobby and Advocacy Coordinator
Period	1/1 – 31/12	1/1 – 31/12	1/1 – 30/6	1/7 – 30/11	1/12 – 31/12
Part-time percentage	88.89%	83.33%	88.89%	88.89%	88.89%
Labour contract?	yes	yes	yes	yes	yes
Remuneration					
Remuneration including taxable expense allowances	47,486	52,679	26,123	53,996	56,198
Transition fees	-	-	11,872	7,873	-
Provision post-employment benefits	3,008	4,018	2,747	3,037	4,592
Subtotal	50,494	56,697	40,741	64,905	60,790
Individual applicable remuneration maximum	200,889	188,333	200,889	200,889	200,889
-/- Undue payments	-	-	-	-	
Total remuneration	**50,494**	**56,697**	**40,741**	**64,905**	**60,790**
Explanation exceedance maximum remuneration	n.a.	n.a.	n.a.	n.a.	n.a.
Explanation undue payments	n.a.	n.a.	n.a.	n.a.	n.a.

Wiilemijn Rooijmans temporarily replaced Tasos Papadimitriou as a member of the CTB until Giuseppe Cioffo was appointed as permanent replacement.
Tasos Papadimitriou and Willemijn Rooijmans both left the organisation per 30 June and 31 December respectively.
Eva Kemp Schneider's part-time percentage was 77,78% during the first half and 88,89% during the second half of the year.

Comparison 2024

(All amounts are in EUR)	W. J. Rooijmans	A.A. de Goei	A.P. Papadimitriou	A. Bienias	E. Kemp Schneider
Job title	Coordinator Living Wage and Education	Partners & Network Coordinator	International Office Team Coordinator	Coordinator Living Wage	Grant Manager
Start and end of job performance in 2024	[01/01] – [31/12]	[01/01] – [5/8]	[01/01] – [31/12]	[01/01] – [31/12]	[01/01] – [31/12]
Part-time percentage	88.89%	88.89%	88.89%	88.89%	83.33%
Labour contract?	yes	yes	yes	yes	yes
Remuneration					
Remuneration including taxable expense allowances	47,446	29,501	47,446	47,446	51,091
Provision post-employment benefits	2,401	5,786	5,355	2,531	3,934
Subtotal	49,846	35,287	52,801	49,977	55,024
Individual applicable remuneration maximum	190,222	190,222	190,222	190,222	178,333
-/- Undue payments	-	-	-	-	-
Total remuneration	**49,846**	**35,287**	**52,801**	**49,977**	**55,024**
Explanation exceedance maximum remuneration	n.a.	n.a.	n.a.	n.a.	n.a.
Explanation undue payments	n.a.	n.a.	n.a.	n.a.	n.a.

Willemijn Rooijmans was temporarily replaced as a member of the Cross Team Body by Anne Bienas from September to December 2024.
Eva Kemp her part-time percentage was 88,89% during the first half year and 77,78% during the second half
Tanne de Goei retired per 5 August 2024

Salary of the Board
The members of the Board do not receive payment for their duties. No loans, advances, guarantees or other benefits were granted to the board members

OTHER INFORMATION

STATUTORY PROVISIONS GOVERNING PROFIT APPROPRIATION

The articles of association of the Stichting do not stipulate any provisions governing the appropriation of result.

APPROPRIATION OF RESULT

By decision of the board the result of € -7,221.00 will be charged to the reserves as follows:

Continuity reserve	€	92,572.00
Earmarked fund OSF	€	-99,793.00
	€	**-7,221.00**

Adopted and approved in Amsterdam, 6 July 2026

Pauli, Tessel Daniëlle (Chair)
Foet, Merijn (Treasurer)
Eier, Christina (Secretary & HR)
de Haan, Esther (General Board Member)

ACCOUNTANTS IN NON-PROFIT

INDEPENDENT AUDITOR'S REPORT

To: the Board of Stichting Schone Kleren Kampagne / Clean Clothes Campaign

Report on the audit of the financial statements 2025 included in the annual report

Our opinion
We have audited the financial statements 2025 of Stichting Schone Kleren Kampagne / Clean Clothes Campaign based in Amsterdam.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of Stichting Schone Kleren Kampagne / Clean Clothes Campaign as at 31 December 2025 and of its result for 2025 in accordance with the Guideline for annual reporting 650 'Fondsenwervende organisaties' of the Dutch Accounting Standards Board.

The financial statements comprise:

1. the balance sheet as at 31 December 2025;
2. the statement of income and expenditure for 2025; and
3. the notes comprising a summary of the accounting policies and other explanatory information.

Basis for our opinion
We conducted our audit in accordance with Dutch law, including the Dutch Standards on Auditing. Our responsibilities under those standards are further described in the 'Our responsibilities for the audit of the financial statements' section of our report.

We are independent of Stichting Schone Kleren Kampagne / Clean Clothes Campaign in accordance with the 'Verordering inzake de Onafhankelijkheid van accountants bij assurance-opdrachten' (ViO, Code of Ethics for Professional Accountants, a regulation with respect to independence) and other relevant independence regulations in the Netherlands. Furthermore we have complied with the 'Verordening gedrags- en beroepsregels accountants' (VGBA, Dutch Code of Ethics).

We believe the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Report on the other information included in the annual report

The annual report contains other information, in addition to the financial statements and our auditor's report thereon.

ACCOUNTANTS IN NON-PROFIT

Based on the following procedures performed, we conclude that the other information:
– is consistent with the financial statements and does not contain material misstatements;
– contains all the information regarding the management report and the other information as required by the Guideline for annual reporting 650 'Fondsenwervende organisaties' of the Dutch Accounting Standards Board.

We have read the other information. Based on our knowledge and understanding obtained through our audit of the financial statements or otherwise, we have considered whether the other information contains material misstatements.

By performing these procedures, we comply with the requirements of the Dutch Standard 720. The scope of the procedures performed is substantially less than the scope of those performed in our audit of the financial statements.

The Board is responsible for the preparation of the management report and other information in accordance with the Guideline for annual reporting 650 'Fondsenwervende organisaties' of the Dutch Accounting Standards Board.

Description of responsibilities regarding the financial statements

Responsibilities of the Board for the financial statements
The Board is responsible for the preparation and fair presentation of the financial statements in accordance with the Guideline for annual reporting 650 'Fondsenwervende organisaties' of the Dutch Accounting Standards Board. Furthermore, the Board is responsible for such internal control as the Board determines is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

As part of the preparation of the financial statements, the Board is responsible for assessing the foundation's ability to continue as a going concern. Based on the financial reporting framework mentioned, the Board should prepare the financial statements using the going concern basis of accounting unless the Board either intends to liquidate the foundation or to cease operations, or has no realistic alternative but to do so.

The Board should disclose events and circumstances that may cast significant doubt on the foundation's ability to continue as a going concern in the financial statements.

Our responsibilities for the audit of the financial statements
Our objective is to plan and perform the audit assignment in a manner that allows us to obtain sufficient and appropriate audit evidence for our opinion.

Our audit has been performed with a high, but not absolute, level of assurance, which means we may not detect all material errors and fraud during our audit. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. The materiality affects the nature, timing and extent of our audit procedures and the evaluation of the effect of identified misstatements on our opinion.

WITh ACCOUNTANTS IN NON-PROFIT

We have exercised professional judgement and have maintained professional skepticism throughout the audit, in accordance with Dutch Standards on Auditing, ethical requirements and independence requirements. Our audit included e.g.:

– identifying and assessing the risks of material misstatement of the financial statements, whether due to fraud or error, designing and performing audit procedures responsive to those risks, and obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
– obtaining an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the foundation's internal control;
– evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board;
– concluding on the appropriateness of the Board's use of the going concern basis of accounting, and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the foundation's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause a foundation to cease to continue as a going concern;
– evaluating the overall presentation, structure and content of the financial statements, including the disclosures; and
– evaluating whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Board regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant findings in internal control that we identify during our audit.

Was signed Amersfoort, July 20, 2026.

WITh Accountants B.V.
Drs. J. Snoei RA