



Annual Report 2020

Clean Clothes Campaign /
Schone Kleren Campagne

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Introduction from the board

When COVID-19 hit the world, the impact on garment workers was immediate and severe. The garment industry has structurally exploited workers' vulnerability for decades and the pandemic exacerbated all forms of labour rights violations. While planning campaigns on improved human rights for garment workers the Clean Clothes Campaign network was suddenly put in the position of supporting a majority workforce of women and migrants who were now homeless, stranded, starving, or sick with the coronavirus.

We are extremely grateful for the trust and flexibility of our funders during the crisis. It was crucial for our network to be able to redistribute funds to the Global South. Our partners were able to collect valuable data about workers' retrenchment, dismissals, wage theft, and information about brand buyers from hundreds of factories. This information fed directly into our #PayUp campaign and COVID-19 Live-Blog, both of which gained international media attention and heightened pressure on brands to remedy violations in their supply chains. We were also able to redirect our finances towards an emergency fund, which enabled partners to provide food packages, prevent homelessness and support the payment of hospitalisation costs for workers left in the most precarious situations. The Dutch CCC (Schone Kleren Campagne) funded actions and online materials to further raise public awareness.

We are also indebted to the creativity and adaptability of the Clean Clothes Campaign network who faced the challenges the pandemic created for our work while grappling with health issues, fear and grief. Organisations needed to spend additional time and resources assessing rapidly-changing conditions on the ground or suddenly solve the logistical challenge of entire offices working remotely.

CCC's factory-level casework was severely obstructed by the pandemic and brands' responses to it. Factories were closed for months by shutdowns and stay-at-home orders in almost all garment-producing countries. The crisis created huge demands on our union partners but our collaborative casework model enabled us to rise to the challenge. Throughout 2020, the network amplified the messages of workers in 205 cases related to the crisis through the CCC liveblog and media outreach. Of these, 87 cases were related to non-payment of wages and wage reduction, 63 cases were related to mass dismissal without severance pay, 42 cases were related to discriminatory dismissal, and 28 cases were related to occupational health and safety. In the Netherlands, SKC worked on several urgent-appeals cases involving Dutch clothing brands.

Substantial research carried out by our organisation and partners during 2020 saw a troubling pattern of union busting quickly emerge, with employers using the crisis as a pretext to target union members and unionised factories. Our partners also reported alarming increases in forced labour, migrant exploitation and gender-based violence. In addition to facing a pandemic, the network witnessed a drastic shrinking in access to civic space and a rise of labour movement suppression in Hong Kong, Cambodia, Myanmar (Burma) and Thailand in 2020. Our network successfully fought the harassment and arrests of civil society and union leaders and the abuse of human rights that target or hamper the work of civil society actors.

Despite the chaos brought on by COVID-19 we made significant progress in moving beyond weak corporate social responsibility programs towards robust binding agreements on living wages and worker safety. CCC's work in collaboration with the #GoTransparent campaign saw many global brands take steps to improve transparency in their supply chains. In the Netherlands, SKC continued research and met with Dutch members of the European Parliament on mandatory human-rights legislation, transparency and living wages. Global South partners provided community-based rights training for workers, leadership training, coaching, and ongoing support for emerging women leaders. With the input of hundreds of people from across our network the CCC also finalised a Global Strategic Framework for 2021-2026, which lays out our goals for collective action as the CCC global network.

2020 underlined the urgent need for supply chain regulations and improved social protections for garment workers. The fallout of the pandemic will be felt for years to come. We are eternally grateful to our allies, funders and donors whose endorsement and financial support enabled us to deliver international solidarity and mobilise resources at a time when it is so sorely needed. Our strength and resilience as a coalition is grounded in our global reach and our collective action. Continued financial support empowers our network of grass-roots unions and worker-lead organisations to grow and fight. The Clean Clothes Campaign network will persevere to fight violations at individual factories, foster women's leadership and union organising and lobby for worker-led, sustainable and systemic change in the garment and sportswear industry.

The CCC/SKC board

1/ COVID-19

Highlights

- Our live blog became a daily go-to resource for the industry.
- CCC regranted €80,000 through the COVID-19 Emergency Fund.
- The #PayUp campaign helped reinstate \$22 billion in cancelled orders.

The COVID-19 live blog

CCC started a daily live-blog in March of 2020 to document the effects of the pandemic on garment workers around the world. The blog became widely used as a go-to resource for the industry and significantly added to our campaigns efforts to escalate pressure on brands, governments, and international organisations to act. The information collected particularly focused media attention on how difficult the situation was for migrant and unionised workers.

The irresponsible behavior of brands towards the stability of their supply chains during the pandemic publicly exposed the structural imbalance of power in the industry. The information we were able to share underlined the need for income security, severance and unemployment benefit guarantees, healthy workplaces and gender equity, none of which will be possible without workers' active participation through democratic unions.

The CCC Emergency Fund

In order to meet the urgent needs of workers that emerged during the pandemic, CCC created the COVID-19 Emergency Fund, thanks in large part to the flexibility of our donors. CCC's Regional Coordinators worked within the regional coalitions of partners to identify the most eligible recipients. The Emergency Fund helped provide workers with food packages, hygiene

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COVID-19 relief for workers left without wages, organized by National Garment Workers Federation (NGWF), Bangladesh.



and health supplies, PPE (e.g. face masks, face shields, hand sanitisers), and information on the spread of the virus and related hygiene measures.

Worker organisations in Myanmar (Burma), India, the Philippines, Bangladesh, Pakistan, and Indonesia received funding directly helping workers and their families where government assistance was scarce or non-existent. Some workers received limited financial support to pay for accommodation to prevent homelessness, and assistance with hospitalisation costs in the most dire circumstances. In Sri Lanka, partners identified the most vulnerable female garment workers and set up an emergence support program with basic food supplies. Our fund was also able to support organisations in Albania, Romania and Nepal.

The #PayUp campaign

One of our coalition's most significant accomplishments was our success in pressuring brands and retailers to reverse the

irresponsible order cancellations carried out from the start of the corona pandemic. At the outset of the crisis, brands attempted to secure their cash flows by retroactively cancelling their orders placed before the pandemic, orders that factories had already begun sewing, or in some cases, actually completed and delivered. This forced those at the bottom of their supply chains to bear the financial burden of the pandemic, devastating factories and garment workers alike. The total value of cancelled orders is estimated to be \$40 billion.

CCC led a vigorous public campaign calling for brands to reinstate cancelled orders. We worked closely with CCC partner, the WRC, who launched a brand tracker to publicise which brands were honoring their obligations to suppliers and workers and which were not and engaged directly with brands. The #PayUp campaign helped recoup around \$22 billion in cancelled orders. These reinstatement payments helped ensure garment factories can continue to operate and preserved hundreds of millions of dollars in worker wages.

HEMA #PayUp action

In the Netherlands, offline and online protests were organised to publicly call out brands for abandoning garment workers in a crisis. We confronted Dutch brand HEMA with boxes representing their cancelled orders at one of their stores in Amsterdam, and presented a cake with the message #PayUp. Public messaging brought consumer attention to the major consequences for garment workers. SKC engaged with Dutch clothing brands such as G-Star

RAW, HEMA, Hunkemöller, Prénatal and WE to urge them to ensure socially sound policies for their international supply chains during the pandemic.

Lobbying among politicians and multi-stakeholder initiatives also led to parliamentary questions on the issue of order annulments.

HEMA store public action, Amsterdam.



Urgent Appeals

Highlights

- CCC's secured important wins on reinstatements for union leaders and workers who were fired in retaliatory mass terminations using COVID-19 as a pretext for union busting in India and Myanmar.
- Workers from the Kanlayanee factory in Mae Sot, Thailand received 3.46 million Thai baht (approx. \$110,000 USD). This is the first time full compensation was won in a case of wage theft in Mae Sot, Thailand.
- After an international campaign of two months, Soy Sros, local president of the union, was released from a crowded jail during the COVID-19 pandemic.

Cases of wage theft

Kanlayanee - Workers from the Kanlayanee factory in Mae Sot, Thailand have received 3.46 million Thai baht (approx. \$110,000 USD). This is the first time full compensation has been won in a case of wage theft in Mae Sot, Thailand, a regulatory black hole where exploitation is rife and many factories operate without proper inspections. For two years, a group of Burmese migrant workers were illegally paid less than a dollar an hour, were forced to work unpaid overtime, and had their holiday pay withheld at the Kanlayani factory. Our partner in Thailand supported and strengthened the group of migrant workers of the Kanlayani factory. The group of workers had received training on local organizing and campaigning from our partner previously and was able to use and share the knowledge and skills they had acquired. After intense campaigning and public pressure culminating around the Golden Globes event in the United States, three of the main buyers from the factory: Starbucks, Disney and Tesco, paid their share of the workers' lost wages.

The workers of the Kanlayanee factory celebrate their victory.



Jaba Garmino - On International Women's Day, Clean Clothes Campaign and Labour Behind The Label held a demonstration outside Uniqlo's flagship London store in solidarity with 2,000 garment workers from the former Jaba Garmino factory in Indonesia. Since their factory went bankrupt in 2015 after Japanese brand Uniqlo suddenly stopped ordering at the facility, the group of workers are legally owed US\$5.5 million. The former Jaba Garmino workers have no state protection and did not get covered under the Indonesian benefits system or COVID-19 related funds. We continued in 2021 to call on Uniqlo to take their responsibility for the workers in their supply chain and pay the workers what they are owed. The protest featured an actor playing Tadashi Yanai, CEO of Uniqlo, sharing the secret of his wealth while we shared information about the case with onlookers and called on Uniqlo to pay up.

COVID-19 cases of wage theft

WINDY group – The H&M and Zara supplier WINDY group fired 3000 garment workers from the only three unionised factories in their portfolio, by illegal factory closure and retrenchment during this Corona crisis. They did not even pay any legal compensation. When workers from Saybolt Tex Ltd factory tried to engage in union activities, all 1600 workers were retrenched by management. At Windy Wet & Dry Process Ltd., 200 workers were dismissed after submitting union papers for registration to the Labour Ministry. At Tanaz Fashion Ltd., 1200 workers were dismissed after starting to unite in order to form a union. These workers were not only denied their right to organise and speak out, they also failed to receive their legally owed wages and severance. In Saybold Tex, workers received 60% of their April wages. The retrenched workers also failed to receive the compensation they were legally owed. In Tanaz Fashion, workers received only 60% of their May salary and did not receive full compensation upon retrenchment. This situation continued through out the year 2020.

Tanex - A group of workers in Romania received their full back wages after an intense media campaign went viral in a first time victory. The Clean Clothes Campaign (CCC) network and supporters put pressure on Inditex, Holy Fashion and a UK high street brand: three companies sourcing from the Tanex facility. International pressure led these brands to take responsibility to settle the violations between the management and the workers. Although they worked full time for the Tanex factory, the workers only received €140, half their wages for March and April. Normally, Romanian garment workers receive the legal minimum wage of €278, which includes overtime. This legal minimum wage amounts to 24% of a base living wage and 76% of the poverty threshold for Romania (as of 2018). That means that during the COVID-19 pandemic these workers only received about 10 to 15% of a living wage. The one woman who dared to speak out publicly about this injustice, Angelica, was harassed and fired.

Promoting freedom of association

One of the concerning trends that CCC identified in the context of the COVID-19 pandemic is that garment factories used COVID-19 as pretext to target and dismantle workers' right to freely associate. Suppliers cited reduced orders and economic impacts of COVID-19 as the reason for dismissals while workers say they have been disproportionately targeted due to union membership and organising. In response, CCC formed an international working group to collectively work on the growing numbers of union busting cases, and to put a global spotlight on this issue in order to bring it to an end. The group worked on cases from around the world, including Myanmar (Burma), Bangladesh, India, and Sri Lanka, and managed to secure important wins. These cases set a precedent for brands to engage directly with local unions at their suppliers.

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Uniqlo store protest, Oxford Street, London.



Victories at Gokaldas, Rui-Ning and Huabo Times - Parallel to the campaigns focusing on continued payment of workers during the corona period, CCC's focus has also been on securing reinstatement for union leaders and workers who were fired in retaliatory mass terminations. One such case involves the mass termination of 1,300 workers from a factory owned by Gokaldas Exports, a major apparel producer in India that supplies H&M. Although Gokaldas claimed the layoffs were unavoidable due to falling orders, it appeared that H&M had not actually decreased its order volume, and further, that ECC-2 was the only factory out of 20 that Gokaldas had closed, and was also the only factory with a large union. After an eight-month struggle and international solidarity campaign, supplier Gokaldas Exports recognized the union and reinstated all 1,257 of the (mostly women) workers who were fired.

In a significant step for the Myanmar labour movement, workers at the Rui-Ning factory, producing for Inditex (Zara) and Mango reached an agreement regarding worker reinstatement and re-hiring following union busting.

This agreement follows a three and a half month campaign which began when 324 workers were dismissed. Almost all of them were union members, including the union president and workers reported the factory hiring new workers who were not affiliated with a union.

In another clear case of union busting, 26 union members, including four union leaders, and 81 co-workers sympathetic to the union, were dismissed from the Huabo factory within days of the union officially registering in early May. Factory management justified the dismissals as a move to downsize in response to COVID-19. Their case featured in international media and, together with the Rui-Ning union (who reached victory in their case two weeks prior), they wrote open letters to the brands to expose the union busting taking place under the guise of Covid-19. Their collective efforts led to the union's demands being met.

Myan Mode - The Myan Mode union was one of the strongest in Mayamar's garment industry, with a history of strikes to improve wages and working conditions. In May 571 workers were laid off. 520 of them were union members. While the factory cited a decrease in orders due to COVID-19 as reason for the dismissals, they were conducted only hours after union representatives requested increased protections for workers against the risk of COVID-19 infection. As of 30th May, after active engagement from CCC and others, the active case concluded with the union and management signing an agreement concerning the reinstatement of 75 dismissed union leaders and workers. While this is a victory within the context of the local union being involved in negotiations, it is disappointing that the brands, in particular Inditex who held the largest sway in terms of orders, did not push for the reinstatement of all dismissed union members.

Workers at Huabo Times celebrate their victory.



Roo Hsing - CCC continued to support a group of mostly female workers of the Roo Hsing factory in Myanmar (Burma), after workers and union leaders were intimidated and dismissed or forced to resign, in an effort of the factories' management to break the union that was formed in 2018. C&A and Next were major buyers at the facility. Because of the anti-union tactics in C&A's supply chain, the union now only exists in name. Other workers are afraid to become active in fear of dismissal or other retaliation. In June, CCC together with two other organisations filed a complaint with the Complaints and Disputes Committee of the Dutch Agreement on Sustainable Garments and Textile concerning C&A's substandard efforts to tackle problems at the Roo Hsing garment factory in Myanmar and called for an investigation into their member brand. We remain confident that C&A will feel impelled to provide justice to the Burmese workers and demonstrate its commitment to the critical key enabling rights of freedom of association forming and joining a union of choosing.

Bangladesh crack down - After the 2018-2019 brutal crackdown in Bangladesh, our collective efforts to protect associational rights for workers by documenting the crackdown, securing media attention to the crisis, lobbying brands, governments, and other stakeholders, and organising global action, saw success with 14 criminal cases involving thousands of workers being withdrawn. Unions were also able to secure the reinstatement of hundreds of workers through negotiated agreements. ILRF, in coordination with CCC, WRC and other global partners, published a public tracker that monitors brand engagement and progress on cases against workers, underscoring the importance of labour rights as human rights. This work had to be put on hold during the height of the COVID-19 pandemic earlier this year.

Supporting human rights defenders

Soy Sros - Several of the organisations in our network worked together to secure wrongfully detained union activists release from jail. In April, Soy Sros, local president of the Collective Union of Movement of Workers (CUMW) wrote a Facebook post criticising her employer for attempting to fire a pregnant coworker and dozens of others during the pandemic. Her employer filed criminal charges against her and Soy Sros was held in a crowded jail cell with seventy other women (during a viral pandemic) for two months. Together with the WRC we secured media coverage of the case and successfully generated pressure on brands and the factory. After 55 days, Soy Sros was freed and reinstated to her job with back pay and compensation for her wrongful arrest. The charges against her were eventually dropped.

Somyot - Thai labour activist Somyot Pruksakasemsuk was arrested twice after being present at pro-democracy protests in Thailand, also called the Thailand Spring. The Thai Court denied his requests for bail and Somyot faced multiple charges including lese majeste (insulting the king). CCC publicly called for his immediate release and liaised with his family to deliver solidarity messages. He was released in April on conditional bail and remains active in the pro-democracy movement of Thailand. In 2011 Somyot was arrested for similar charges, and spent seven years in jail, two years of which was spent in pre-trial with denied requests for bail.



In the Netherlands, SKC worked on several urgent-appeals cases involving Dutch clothing brands. After years of communicating with C&A to address severe and repeated obstructions of the freedom for workers to organise themselves in factory unions in one of their supplier factories in Myanmar (Burma), SKC together with a partner organisation from Myanmar and its Dutch ally SOMO initiated a complaints procedure against the clothing giant before the Dutch Agreement on Sustainable Garments and Textile (AGT or Convenant Duurzame Kleding en Textiel, CKT). The move received considerable media attention, and the outcome is still awaited.

The Roo Hsing factory, Myanmar (Burma).

3/ Wages

Highlights

- Fashion Checker put a spotlight on exploitation in the supply chain.
- Research found workers are owed \$3.19 to \$5.79 billion (USD) for just the first 3 months of the pandemic.
- The #PayYourWorkers campaign mobilized activists across the globe.

New Fashion Checker data tool launched

CCC created a website to give labour rights activists, garment workers and consumers access to real data from the industry's supply chain. FashionChecker.org combines wage and transparency data from 108 surveyed brands with payslips and interviews from garment workers in Indonesia, China, Croatia, India and the Ukraine. Fashion Checker's data showed that 93% of surveyed brands failed to prove they are paying a living wage to any of their suppliers.

Together with FEMNET and partners in Bangladesh, Clean Clothes Campaign also highlighted the connection of poverty wages to gender based violence. The CCC network took part in an international campaign calling for national governments to take steps towards ending violence and harassment in the workplace, including the abolition of exploitative purchasing practices that force women workers into economic dependency.

Fashion Checker is part of the Filling the Gap campaign, aiming to fill the gap between poverty and living wages, male and female pay, and the gap in data at the bottom of supply chains. It is hoped that brands' representation on Fashion Checker will become a component of their due diligence and CSR validation process. Our emphasis is on expressing the brands' efforts to pay a living wage through SMART data collected in a transparent and comprehensive format for consumers, garment workers and policy makers.



The Un(der)paid in the Pandemic report

CCC and the WRC produced research that measured the total amount of wage theft caused by the pandemic. The report “Un(der)paid in the Pandemic” analyses nonpayment of wages to garment workers during the months of March, April and May resulting from order cancellations by apparel brands, unpaid leave, and state-sanctioned wage cuts during the COVID-19 crisis. Based on a review of news reports and information from worker organisations we estimate that across South and South East Asia, garment workers received 38% less than their regular income. In some regions in India, this number rose above 50%. Extrapolating from these findings to the global garment industry, a conservative estimate of garment worker wage loss worldwide (excluding China) for the months of March, April, and May would amount to between \$3.19 and \$5.79 billion (USD).

The #PayYourWorkers campaign targets H&M Nike & Primark

We confronted H&M, Primark, and Nike with unpaid workers’ voices through online and offline actions to call for an enforceable agreement on wages and severance. After decades of poverty wages, suppliers and garment workers have no savings or security to fall back in times of crisis. As the primary profit makers, brands have a responsibility to ensure their business practices do no harm and to right wrongs in their supply chain. The campaign also called to protect workers’ right to association to combat future targeted dismissals.

As it was impossible for worker tours to take place during 2020, we brought garment workers to the high street in other ways. Our “size of injustice” clothes labels with worker quotes and worker protest stickers were distributed globally in target brand stores. As part of our online actions we disrupted the Copenhagen Fashion Summit with a spoof twitter account and magazine to center worker voices in their discussions with H&M’s Helena Helmersson on sustainable fashion. To enable our network and audience of supporters to take part in independent actions we also developed an action pack of shareable materials.

The #PayYourWorkers campaign has the potential for transformative impact. If successful, in the long term, our campaign would create a fund that could prevent an estimated \$100-200 million in wage theft every year across the garment industry, annually securing an estimated 100,000-200,000 workers (and their 500,000 dependents) an average \$1,000 per worker in owed compensation. It would also lay the groundwork for an enforceable agreement with brands on living wages, with further potential to transform the lives of millions of workers.

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“Size of injustice” labels in an H&M store in the Netherlands.



Fashion Checker live online debate in the Netherlands

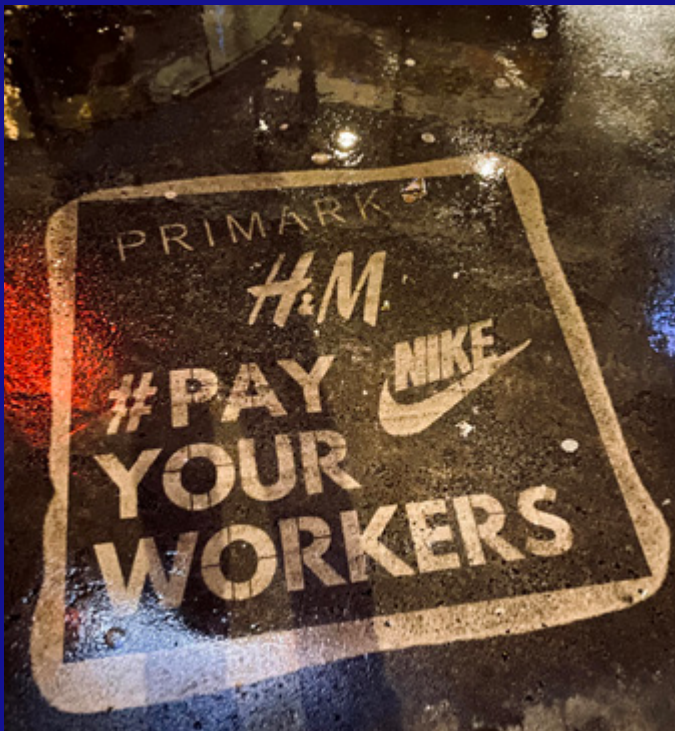
In June, SKC launched the Fashion Checker website in the Netherlands. SKC hosted a live online debate with garment industry reporter Emy Demkes, sustainable jeans brand Kuyichi's CSR Manager Zoé Daemen, and SKC spokesperson Wyger Wentholt, in collaboration with public debating centre Pakhuis De Zwijger in Amsterdam and the Movies that Matter film festival organisation.

As part of the promotion for the new data tool, SKC produced a video to ask consumers if they really know how much the people who make our clothes are paid. The video combined interview footage from SKC and Sonia Wazed, who coordinated the research behind Fashion Checker, with protest footage from workers. The video re-framed the struggle for living wages within the reality of the pandemic, asking brands how workers can face a crisis with nothing to live on.



SKC debate, Pakhuis De Zwijger, Amsterdam.

Campaign slogans reverse graffiti-ed in Amsterdam.



#PayYourWorkers campaigning in the Netherlands

Despite the corona restrictions in the Netherlands, SKC organised public actions in Amsterdam to support the #PayYourWorkers campaign. We projected worker quotes and protest footage in Amsterdam's busy shopping center and reverse graffiti-ed solidarity messaging on pavements near campaign target brand stores in Amersfoort, Amsterdam, the Hague, Rotterdam and Utrecht.

SKC also translated the international CCC "Underpaid in the Pandemic" report about the wage gap between salaries due and salaries paid in the first months of COVID-19 lock down. The translated report served well to demonstrate that urgent measures were needed and forge new strategic lobby alliances.

4/ Transparency

Highlights

- **River Island sign the Transparency Pledge.**
- **63% of brands we surveyed do not disclose names or addresses of suppliers or only partially comply with the Transparency Pledge.**
- **The Dutch Agreement on Sustainable Garments and Textiles (AGT) publicly acknowledge transparency shortfalls found by SKC.**

Go Transparent campaign victory

The first out of five brands targeted by Clean Clothes Campaign and Human Rights Watch's Go Transparent campaign signed the Transparency Pledge. UK garment brand River Island committed to disclose their supply chain information according to the minimum standards laid down in the Transparency Pledge by the end of March 2020.

The pressure on brands from the Go Transparent campaign has fostered major improvements within the industry. Missguided, Scotch & Soda and Dick's Sporting Goods (USA) are now all fully pledge compliant. Major online retailer ASOS also announced that they want all brands sold on their site to be compliant with the Transparency Pledge. They will be starting with brands with

River Island sign the Transparency Pledge.



UK production, and will expand to all brands in the coming years. Mango pledged to become compliant in 2021. As the first major Spanish brand to disclose, this is a significant gain for the Go Transparent campaign. A large number of companies did internal work in 2020 as a result of our conversations with them to start publishing in early 2021.

Lack of transparency in the garment industry has enabled brands to distance themselves from workers and evade their responsibility to address low wages and exploitation in supply chains. Lack of transparency also impedes workers' ability to organise and demand fair pay for their labour. A fully transparent supply chain is the first step towards a sustainable industry.

Break the Chains: Our paper finds corporate transparency practices lacking

As part of the Fashion Checker project, we published "Break the Chains: Transparency in the 2020 supply chain(s)," a position paper on corporate transparency practices in the global garment industry. It detailed how greater transparency will facilitate brand collaboration and collective action towards not only preventing and mitigating labour abuses in supply chains but providing effective remedy also.

Since our last report on transparency in 2016, a range of Multi-Stakeholders Initiatives and other agreements have been set up at local, regional or global levels, fostering companies' best practices and voluntary minimum ethical standards. The European Union has approved the Directive on non-financial disclosure applicable to large enterprises, enacted by Member States in 2016, and a number of national legislations in Europe have also been approved. These initiatives are laudable, but they have a limited impact. MSIs are voluntary and often business-led. Most importantly the information published pursuant to the Transparency Pledge is merely quantitative and does not enable stakeholders to fully assess working conditions along the chain.

In order for transparency practices to be meaningful, disclosures must enable stakeholders to "work" with published data. This requires information to include quality data on suppliers such as presence of unions, workforce information (gender, migrants), purchasing practices, grievance mechanisms. Our latest report on transparency was widely disseminated within the European Commission and the European Parliament.

Review on human rights reporting of AGT brands

In June 2020, SKC, together with SOMO, published a review of the yearly reporting on human-rights impacts by Dutch member brands of the Dutch Agreement on Sustainable Garments and Textiles (AGT). The paper demonstrated that progress at the factory level in transparency, stakeholder engagement, achieving living wages and access to grievance mechanisms, is lacking. It included recommendations on mandatory human-rights due diligence and on strengthening the AGT. It was sent to politicians as well as the AGT itself, and was translated into English because of its relevance in other European countries.

The report triggered parliamentary questions to the Dutch Minister for Foreign Trade by political parties SP, PvdA and CU and led AGT to publicly recognize that shortcomings should be remedied. In the same month, Christen-Unie, GroenLinks, PvdA and SP submitted an initiative memorandum calling on the government to introduce legislation for International Responsible Business Conduct in the Netherlands.



5/ Worker health and safety

Highlights

- 1 in 4 cotton garments tainted by Uyghur forced labour.
- CCC protected the progress of the Bangladesh Accord on Fire and Building Safety.
- The RINA complaint held an Italian audit company accountable for breaching OECD guidelines by contributing to human rights violations for the first time.

Combating forced labour in the Uyghur region

We joined a coalition of human rights and Uyghur rights NGOs to lead a campaign calling on brands to use their economic leverage to pressure the Chinese government to end its brutal campaign of repression, which included forcing Uyghurs and other ethnic minorities to work for little or no pay. In July 2020, this coalition of over 300 civil society groups launched a Call to Action, demanding brands withdraw from the region at every level of their supply chains. The campaign's media outreach, advocacy, and direct engagement with companies led to a number of private commitments from brands to accept the Call to Action, culminating in the first public commitment from a brand Marks and Spencer to stop sourcing from the Uyghur region.

Mass protests in Hong Kong to stand with Tibetans and Uyghurs.



#ProtectProgress: The Bangladesh Accord on Fire and Building Safety

The Accord remains the best example in the global garment industry of how binding agreements between brands and unions can hold companies to account for what happens in their supply chains and provide access to remedy for workers. In 2020, the on the ground implementation work of the Accord was handed over to a new mechanism made up of brands, factory owners, and unions: the RMG Sustainability Council (RSC). Despite the fact that the onset of the pandemic hampered preparations, including the negotiation of a new binding agreement to back up the RSC's work with enforceable commitments for brands, we continued to follow developments closely as witness signatories. This particularly included paying special attention to the complaint mechanism of the Accord to ensure it remains independent from any interference, so that workers can freely file complaints and get access to remedy. CCC also created an explainer video to show-case how the Accord is an example to be emulated to address supply chain issues around the world.

We continued to build coalitions and work together to plan and develop strategies to achieve progress towards lobbying for an Accord in Pakistan. The unexpected spread of the COVID-19 pandemic and lockdown in Pakistan caused an unavoidable shift in the attention of unions and labour groups on the ground, who had to address the immediate needs of the workers. The pandemic also delayed the negotiations for the international safety agreement that would lay down brands' commitments to the

RSC, which is a necessary first step to pave the way for a Pakistan Accord. Although the pandemic slowed down some of the work, it also provided opportunities for Pakistan organisations to work together on health and safety issues related to COVID-19, which are helping to build a broader framework addressing factory safety.

The RINA Complaint holds Italian auditors accountable

This year brought the conclusion of a long process to expose the failures of the social auditing industry. In 2018, in a coalition with the Italian CCC (Abit Puliti), the National Trade Union Federation in Pakistan, and a range of other NGOs, we filed an OECD complaint against the Italian audit company RINA for their role in the 2012 Ali Enterprises factory fire in Pakistan, which killed more than 250 workers. RINA had declared the factory safe only weeks before the deadly fire. The Italian OECD National Contact Point (NCP) organised a mediation process which led to a compromise proposal under which RINA would pay a relatively small amount of money to those affected by the fire, that a company representative would meet with the families to express sympathy and that RINA would improve its practices. RINA, however, refused to sign the compromise and left the families with nothing. This was the first time an Italian audit company was held accountable for breaching OECD guidelines by contributing to human rights violations. In its final statement the NCP called upon RINA to reconsider and make a gesture towards the affected families.



Gender justice

Highlights

- 600 women worker leaders supported through mutual leadership capacity development.
- 1,500 factory-level women workers received training and mutual capacity-building on leadership and organizing skills.
- Workers protest to end gender based violence and harassment in the workplace.



Promoting gender justice and women's leadership in global supply chains

Global South partners in the CCC network conducted community-based worker rights training, and provided leadership training, coaching, and ongoing support for emerging women leaders. These trainings, based on the needs of the workers involved, offer room for exchange and reflect the importance of consultation between women leaders to guarantee that women's knowledge and experiences are represented, as well as the importance of and need for women's self-organising, independently from employers and governments. Through the workshops, long lasting relationships are secured using a multi-year follow up, ensuring leaders build collective power to their rights to shape economies on their own terms.

During the first wave of the pandemic, partners underwent a difficult adjustment period. It was hard to reach workers while workplaces were closed, and trainers were sometimes indisposed because they were in quarantine. For the women worker leadership training, workers are selected on the basis of their interest, their ability to fight for their colleagues' collective rights, their acceptance by the other workers as a leader, and leadership qualities they view themselves as having. Topics for the women worker leadership training and coaching programs include leadership qualities, organizing skills and capacity, union formation concepts, bargaining techniques, the role of gender at work, in-depth knowledge about national and international legal frameworks, minimum wage and living wage struggles and campaigns, and legal and other remedies available to workers, including the CCC urgent appeal mechanism.

Throughout 2020, the Global South partners collectively provided support to women's leadership development initiatives and women-led organizing efforts in at least 85 garment factories, collectively employing more than 92,000 workers. At least 600 women worker leaders at trade unions and workers' organisations received training and capacity building on leadership development, and at least 1,500 factory-level women workers received training and capacity-building on leadership and organizing skills.

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Bangladesh Center for Workers' Solidarity (BCWS) gender based violence protest in Bangladesh

Workshop on gender based violence in India's garment sector

CCC partners organised a two day workshop in Bangalore on gender based violence in India's garment sector. Representatives from labour unions, civil society organisations, multi-stakeholder initiatives, and research and advocacy institutions participated with the aim to formulate recommendations to the German Textile Partnership in its ongoing negotiations with German brands to address issues of gender-based violence and harassment in their supply chains.

Organisations across the network took part in protests on International Women's day and during the 16 Days of Activism against GBV from November to December. Workers called for governments to ratify ILO Convention No. 190 on violence and harassment in the workplace and raised awareness about the difficulties for workers to speak up about the abuses they face.

"Break the silence, stop the violence" protest by Garment Labour Union (GLU) on International Women's Day, India, 2020.



Lobby and Advocacy

Highlights

- CCC and over 60 human rights, labour rights and environmental CSOs developed a “Civil Society European Strategy for Sustainable Textiles”.
- CCC took active participation in EU and UN Forums on human rights due diligence and responsible business practice in the garment and footwear sector.
- SKC engaged with 15 Dutch brands in order to minimize the annulments of orders at the factories, and refusals to pay for goods already in production.
- SKC met Dutch members of the European Parliament on supply-chain related issues of COVID-19, human-rights legislation, transparency and living wages.

The main priority of our Lobby & Advocacy work was promoting national, European and international Human Rights Due Diligence supply chain regulatory and legislative initiatives, as well as decreasing the use, and undermining the legitimacy of ineffective social auditing while increasing access and provision of genuine remedy.

Collaborative efforts to lobby EU and governments

CCC and a number of its partners were active participants in the OECD Forum on Due diligence in the garment and footwear sector; the OECD Global Forum on Responsible Business Conduct; a consultation with Europe-based CSOs organized by the UN Working Group on Business and Human Rights; and the 9th Annual Forum on Business and Human Rights.

CCC approached EU policy-makers on the need to develop an ambitious proposal on corporate due diligence and corporate accountability. Together with partners and like-minded NGOs, we exchanged with MEPs in the context of the parliamentary report on corporate due diligence and corporate accountability.

Opening Forum on Due Diligence in the Garment and Footwear Sector, credit: Hervé Cortinat



CCC also responded to the public consultation related to the European Commission's legislative initiative on non-financial reporting Directive (June 2020) as well as to the inception impact assessment for the Sustainable Corporate Governance initiative (November 2020). Ahead of the future EU Strategy for Sustainable Textiles, CCC and over 60 human rights, labour rights and environmental CSOs developed a "Civil Society European Strategy for Sustainable Textiles" which set out our common vision for the global Textile, Garment, Leather and Footwear sector.

Giving trade regulations more impact

The GSP Platform, of which CCC is a prominent member, finalised a statement presenting its recommendations to EU policy-makers for a new EU Regulation for the Generalised System of Preferences.

The suggested amendments focus on transparency, CSO participation, applicable international Conventions and monitoring. Such changes would contribute to regulation

that has more impact, in particular when it comes to upholding the labour and human rights situation in beneficiary countries. The document was directed at EU Member States. Other signatories include The International Trade Union Confederation (ITUC), Act Alliance and FIDH. CCC also conveyed these recommendations through its response to the EU public consultation on a new Regulation on GSP (July 2020) and presented them at an EU hearing on the topic in Brussels.

At the same time, the EC decided to partially and temporarily suspend preferential tariffs Cambodia enjoyed because of serious and systematic human rights violations. Clean Clothes Campaign reacted to this announcement and flagged the need for the Cambodian's government to take action. The EU's decision took effect in August, and targeted around 20% of the export including garment, footwear and accessories, and therefore will affect a significant part of the 600.000 workers employed in the sector nationally.

COVID-19 brand outreach

The COVID-19 crisis made it necessary to aim for measures to be taken on many fronts. SKC engaged with fifteen Dutch brands in order to minimize the annulments of orders at the factories, and refusals to pay for goods already in production. In addition, SKC actively lobbied politicians, brands, industry and branch organisations and multi-stakeholder initiatives to communicate the demands that SKC and the wider CCC had regarding wage assurances, occupational health and safety (OHS) and a severance-guarantee fund. SKC also translated and distributed the 'Underpaid in the pandemic' report.

EU and national legislation

Together with allied organisations in the Netherlands, SKC put a lot of effort and attention to campaigning for mandatory human-rights due diligence. SKC lobbied clothing brands and politicians, both in the Netherlands and the EU. A parliamentary initiative note has been introduced in June that sets a minimum for the size of companies that would have to observe supply-chain due diligence.

Ineffective voluntary initiatives

Following this joint lobby, the influential Dutch economic and social advisory council SER concluded in September that the current government policy is insufficient and that mandatory measures are needed.

Uyghur forced labour

As an active member of the "Coalition to end forced labour in the Uyghur region", SKC coordinated input on behalf of Dutch organisations for a parliamentary round table. SKC also delivered input for several parliamentary debates, resulting in motions tabled on supply-chain transparency, customs data, and a call on the government to actively point companies toward their responsibilities to refrain from production using forced labour in all cases and a parliamentary motion stating that China's handling of the Uyghurs amounts to genocide.

The Global Forum

Highlights

- **The CCC network completed its transition to a more global and bottom up structure.**
- **We finalised the GSF2, our collective framework to achieve our objectives as a network.**
- **40 countries took part in a global week of action to support the #PayYourWorkers campaign.**

Our network holds a forum every five years to celebrate our collective success and look towards the future of our work. COVID-19 meant the Global Forum, which started in 2019 and was due to conclude in Indonesia in June of 2020, had to move online. We also extended it to June 2021, to take into account the disruptions caused by the pandemic and because appropriate time-slots for communal online events were greatly limited by global time differences.

Not being able to meet together as planned was extremely disappointing for our network. An amazing collective effort was made to produce a series of activities that could allow us to magnify perspectives from across the network, build digital capacities, learn from each and share our work as a coalition.

The network Strategy Board

As part of the Global Forum activities CCC organised an online election to select five members for our network's first Strategy Board. The Strategy Board is made up of five members elected by the CCC network and five ex-officio members who have a position on the board in virtue of their roles as regional coordinators for South Asia, South East Asia, East Asia and Europe and representing CCC/SKC in the International Office. The Board took up their positions on the 1st of February, 2021, and will be in place for 4 years, or until the next Global Forum.

With the election of the Strategy Board, we fully concluded our planned restructure of our network. The development of this new structure was initiated at the 2010 CCC Global Forum in Turkey, with the aim of making CCC more effective in bringing about change for workers. As a network we decentralised our decision making and responsibilities to make our network global and bottom up. It reflects our view that our work is rooted in the experience of workers on the ground. Our work over the next five years focuses on learning within the network, digital security, shrinking civic space, urgent appeals, collaboration with allies and within the network.

Our Global Strategic Framework for 2021-2026

The development of our Global Strategic Framework for 2021-2026 (GSF2) started in 2019 with an analysis of the current state of the garment industry, its projected future and of our achievements since 2015. Hundreds of people from across the network developed this analysis into our new strategic framework through online discussions and regional and network-wide meetings. We are extremely proud of the final result which brings us together, builds our collective power to fight, and guides and inspires our work for the coming years.

In the GSF2, we describe how we will strengthen and build resilience in our network over the next five years so we can safely and effectively organise, mobilise, campaign and lobby for change. The empowerment of women and the fundamental enabling right to freely associate and bargain collectively, continue to be a core themes in our strategy. Living wage, employment relationships and worker safety also remain critical areas of work, building on the work of the first GSF. In GSF2 we also set out our goals in relation to industry-wide transparency, mandatory human rights due diligence and enforceable brand agreements as part of our work to create comprehensive legislation, regulation and binding mechanisms for corporate accountability.

Some new trends have been incorporated into our work. The climate and ecological crisis is explicitly recognised as a human rights issue in the new GSF. Civic space and the freedom to organise have also drastically reduced the ability of people and organisations in our network to operate and this is reflected in our strategy. The COVID-19 pandemic clearly highlighted the devastating effects a lack of social protection has on garment workers, but we are yet to discover the after-effects or what a post-pandemic world might look like. Our hope is that the GSF2 will prepare us as a network to face those challenges.

Global week of action

The Clean Clothes Campaign global network put pressure on apparel companies to take responsibility for worker wages in their supply chains with a week of action. Organisations in forty cities around the world took part in amplifying the voices of workers whose wages were cut or jobs disappeared without compensation during the pandemic. Workers and consumers protested together to call on brands to #PayYourWorkers.

Podcasts, trainings, support & guides

For the online version of our Forum, we prepared a number of trainings that address many of the stated needs of our partners such as improved public outreach methods, fundraising, better monitoring and evaluation processes etc. We also produced a series of podcasts to hear analysis and current thinking directly from people in the Network since we couldn't meet each other or have the usual presentations to share our work. Topics ranged from Living Wages and Employment Relationships to Just Transition, the situation in Myanmar (Burma) and the Uyghur forced labour campaign.

To enable everyone in the network to participate in the forum, we provided support to enhance digital capabilities to organisations in major production countries working with workers at the grassroots. These resources were then developed into shareable guides to be used by our network.

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#PayYourWorkers protest by the Labour Education Foundation (LEF) in Pakistan.



In the media

Highlights

- CCC mentioned over 300 times in international media coverage.
- In 2020 CCC's instagram following rose by 226% and our LinkedIn following more than doubled.
- Our new Fashion Checker website draws over 100,000 visitors.
- SKC were mentioned 48 times in newspapers and online press and had 5 radio interviews.

Media highlights

CCC's reports, commentaries and press releases were mentioned over 327 times in english language media such as the Guardian, New York Times, Reuters, Financial Times and Al Jazeera. We were also mentioned in several national newspapers in the countries where our network operates. We successfully added our voice to the debate on worker's rights in our opinion piece on the exploitative conditions in the garment industry featured by Al Jazeera online. Our online action targeting the Copenhagen Fashion Summit in connection with the #PayYourWorkers campaign was featured by several online news sites and magazines including Forbes.

Social media

Our social media followers grew significantly in 2020, reaching 90K Instagram followers, 56K Facebook followers, 23K Twitter followers and 19K LinkedIn followers, which rose from 9K in 2019. Our website cleanclothes.org garnered 326,572 unique visits in 2020 and our new website fashionchecker.org garnered 123,687 unique visits.



In the Netherlands, SKC issued six press releases and were mentioned 48 in newspapers and online articles. SKC also had one opinion piece in a nation-wide newspaper, had five radio interviews, produced three short videos and briefed media representatives on the impact of the corona crisis on garment workers and other pertinent topics.

SKC's footprint on social media remained strong with 2,239 followers on Instagram, 18,735 followers on Facebook, 1,253 profile-page visitors Twitter, and 121,945 tweet impressions and almost 50,000 website visitors over the year.

10/ Organisation

CCC was founded under Dutch law and has a registered office in Amsterdam. CCC is a Public Benefit Organisation (ANBI), follows the Good Governance Code from the SBF (Dutch collaboration branch organisations philanthropy) and prepares its annual accounts in accordance with Guideline C1 of the Council for Annual Reporting for small organisations without profit. CCC has a board, for which the board principles are formulated in the Articles of Association. The Board is headed by the chair and consists of five members. The Board is collectively responsible for human resource and financial management of the organisation and safeguards the identity and mission of the Foundation. The board members do not receive any allowance, salary or any other form of compensation from the Foundation. The board meets four times a year.

The CCC office in Amsterdam consists of three teams: the International Office (CCC-IO), the Schone Kleren Campagne (SKC), and administrative support (the Bureau). The CCC-IO facilitates and coordinates international activities and campaigns within the CCC global network. The SKC raises awareness among the Dutch public and lobbies Dutch garment companies and the Dutch government. The Bureau holds the organisational and operational support mandate, including finance, human resources, grant management, fundraising, administration and ICT.

CCC is a workplace democracy organisation and does not have a director or management as commonly understood as being the persons having executive power within the organisation. Strategic and governance decision-making is based on consensus and non-hierarchical principles, within a clearly defined framework of self-managing teams. Employees earn the same salary regardless of their function, job title, or seniority. In order to streamline operational management, the Cross Team Body (CTB) was established in 2017 and consists of three elected employees.

CCC continued to strengthen its global network, which currently counts 236 organisations, through mutual capacity development, support to regional coordinating bodies and enhancing secure communication and digital security. In Sri Lanka, our partner was able to form its own legal aid facilitators group. Cambodian representatives were able to support the establishment of two new local unions. After last year's major network gain in the addition of a global partner in Lesotho, we are very pleased that an organisation from Romania has joined our network. Romania, together with Italy, tops the list of countries with most people working in garment production in the EU. Our network also continued to grow in Japan, Bosnia and Herzegovina, Australia, Pakistan and the USA.



Staff

CCC is a professional self-steering organisation with experienced and skilled employees. We devote attention to personal growth and development, while stimulating self-reliance and autonomy. The Employee Handbook has been updated during the year, to reflect the changes in the Dutch labour law.

In 2020, the average number of employees was 24 staff members (19,3 FTEs), and on 31st December the foundation had 24 staff members (19.3 FTEs). In addition, a staff member from the Work and Income Department of the municipality of Amsterdam works at the office under a four-day secondment contract. Throughout the year we worked with two interns and three volunteers.

Board

The organisation has a five-member Board. The Board members do not receive remuneration, a salary or any other form of compensation from the organisation. Board members are entitled to claim reasonable expenses incurred for the performance of their position. The governance principles are set out in the Articles of Association and in further regulations. In 2020 the Board met quarterly. The Board members are:

Marlies Filbri

- *Board members since June 1, 2020*
- *Position: Chair*

In 1998, Marlies Filbri started working on international trade and investment relations, corporate social responsibility and human rights issues, including labour rights in the sportswear industry when she joined SOMO, the Centre for Research on Multinational Corporations. She remained engaged on these issues in her work at Oxfam Novib where she led the advocacy and campaigns unit till 2015. At UNICEF she was responsible for the development and execution of programmes strengthening children's rights in the Caribbean part of the Dutch Kingdom. In June 2020 she will lead an organisation which advocates for the needs and rights of homeless people in the Netherlands.

Sjef Stoop

- *Board member since January 2013*
- *Position: Treasurer*

Sjef Stoop, who is trained as an economist, began working for SOMO, the Centre for Research on Multinational Corporations in 1990. In 2000 he moved to FNV Formaat to take on the role of trainer/ adviser for European Works Councils. From 2003-2007 he worked as International Verification Coordinator for the Fair Wear Foundation. In 2007 he returned to FNV Formaat, that merged into SBI Formaat in 2015, where he also initiated projects themed around Corporate Social Responsibility. Moreover, he still feels strongly committed to initiatives aimed at improving the position of garment workers.

Monique de Jong

- *Board members since May 2019.*
- *Position: general member of the Board and human resource advisor.*

Monique de Jong was trained in the field of Human Resource Management and worked as a Senior HR Advisor for a.o. the FD Mediagroep (BNR Nieuwsradio and Het Financieele Dagblad (the financial daily)). In 2012, she joined IUCN NL as HR Manager and in 2015 she started her own Coaching Company, in addition to her work at IUCN NL.

Nina Ascoly

- *Board member since September 2013*
- *Position: Secretary and campaign adviser*

Nina Ascoly worked for the Clean Clothes Campaign for 12 years (1998-2010). Her wide-ranging activities include developing the international network. In the first few years she was mainly involved in setting up and expanding the urgent appeal network. She has been working for Friends of the Earth International as international programmes facilitator since 2010. In that capacity she contributes to the development of international strategies and campaigns for ecologically sustainable and just alternatives to the current global neo-liberal model.

Metin Akyol

- *Board member since February 2021.*
- *Position: general member of the Board and Legal Advisor.*

Metin Akyol is trained in the field of International & European law and International relations with focus on War Studies. He works as a lecturer for the law faculty of The Hague University of Applied Sciences (THUAS). Previously he gained international experience in the US, UK and South Africa. In addition to his work at THUAS and his board membership of CCC he is an ambassador for ECHO (Expertise Centrum Diversiteitsbeleid) and an active member for Stichting Prinsjesfestival.

Social and environmental responsibility

CCC has laid out a set of rules outlining the responsibilities and proper practices of the organisation in our Integrity Policy. The policy reflects the nature of our organisation and what we stand for. We are part of a network with members all over the world, representing organisations on the ground in production countries in the Global South, as well as activist organisations and unions across the world. It is this diversity of people, interests, viewpoints and activism which can interact on a basis of equality that makes us strong. As a network and an organisation, we aim to provide a place to all who can contribute to our struggle and to critically assess and eliminate obstacles posed by global structural inequalities and ingrained gender roles in our own ranks.

A number of instruments have been updated, initiated and implemented throughout 2020 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 Councillor provide the Board with an annual account of its activities. In 2020 one complaint was brought forward by an employee to the External Councillor. The complaint concerned intimidation. The External Councillor mentions in her Annual Report that the employee and the External Councillor have been in contact once, after which the employee found a solution themselves.

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“We offer our staff and visitors coffee from the Zapatistas, indigenous farmers who fight for inclusion and autonomy. Our paper is FSC-certified and we print everything double-sided.”

For our payment account we bank at Triodos Bank, which only does business with organisations that support a healthy natural environment and promote a social economy. We hold our savings account with ASN Bank, since the bank's objectives are in line with the organisation's vision. We offer our staff and visitors coffee from the Zapatistas, indigenous farmers who fight for inclusion and autonomy. Our paper is FSC-certified and we print everything double-sided. We recycle our used plastic, paper, glass, and batteries, and use biodegradable cleaning products. Our staff commutes using bicycles and public transport. Although travel has been limited in 2020 due to the Corona pandemic, much of our work involves working with international partners in the South, and we cannot avoid travelling by air. We do however attempt to limit these trips and will travel by train on shorter distances as well as frequently use digital platforms as alternatives to face to face meetings. Used printer toners and cartridges are picked up and recycled by Eeko, which donates the proceeds to Stichting Aap, a shelter for non-indigenous animals.

Fundraising

In 2020 we intensified our fundraising approach focusing on new donor identification and strengthening the relations with our current and new funders. Our efforts focused on long term relationship building but when the COVID-19 pandemic hit the world we also raised additional funds for emergency response. Our partners indicated there was an urgent need for funding to support garment workers who live in dire circumstances following the COVID-19 pandemic. With the support of new grants received, private donations and ongoing grants we were able to establish the CCC COVID-19 Emergency Fund.

The fund was governed by the our regional coalitions and offered small grants to partners for financial assistance to support activities that relate to legal cases (e.g. around social security/ termination payments/right to safe work), sectoral campaigning at local level, staff support for organisations overwhelmed with dealing with the fall out, and direct emergency support to garment workers, when workers' welfare is at risk, and workers have no other means of assistance such as through state subsidies. Such emergency support included for example providing workers with food, medical supplies and protection materials.

We have been successful in our efforts for renewal grants from our current funders. These grants include the renewed strategic partnership with the Dutch Ministry of Foreign Affairs, and renewed partnerships with the Open Society Foundations, The NoVo Foundation Fund of the Tides Foundations, and a US based philanthropic fund supporting key work to ensure that the fundamental rights of the workers in the global garment and sportswear industries are respected. We are also grateful to our private donors who donated € 44,460 for our work this year.

Our biggest success stemming from fundraising efforts in 2020 came in the beginning of 2021, when we learned that The Clean Clothes Campaign received a grant of €1,000,000 from the Dutch Postcode Lottery. Amongst other things, this new funding will help us to strengthen our global network's capacity, increase awareness and activation of citizens in The Netherlands, intensify dialogue with governments and garment companies for binding agreements and mandatory human rights due diligence. We like to thank all participants in the Dutch Postcode Lottery for their support!

These partnerships expand our frame of reference and generate new opportunities for fundraising in the future. With the support of our funders, we continue to make systemic change in the global garment and sportswear industry. We are also extremely grateful to our funders for their flexibility in the use of the grant. With the COVID-19 pandemic affecting the lives of millions of garment workers, urgent needs arose, and short term priorities shifted. COVID-19 has illuminated supply chain structures like never before, exposing its innate inequalities where the power rests with the global brands and where workers bear all the risks, living in a constant state of precarious vulnerability. We expect the growing emergence of a shared understanding of how supply chain structures have exacerbated the present economic catastrophe will increase the chances that the supply chains that emerge when the crisis abates will be more equitable, rational, and resilient. In the coming year we will be actively fundraising for our ongoing work on systemic change, with particular attention for the extension and expansion of worker driven binding agreements, including the extension and expansion of the Bangladesh Accord and our call on brands to negotiate a legally-binding and enforceable agreement to create a Severance Guarantee Fund (SGF). This work will also lay the groundwork for an enforceable agreement with brands on living wages, with further potential to transform the lives of millions of workers.

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“The Clean Clothes Campaign received a grant of €1,000,000 from the Dutch Postcode Lottery”

Planning, monitoring, evaluation and learning

The CCC global strategic framework is the guiding framework for our work. Our pragmatic Planning, Monitoring, Evaluation and Learning (PMEL) approach centralizes collective reflection, knowledge sharing and mutual learning. In 2020 we worked intensively on the development of the global strategic framework for 2021-2025. The framework is our roadmap for change, helping us to forge our path onwards, towards a just and sustainable global garment and sportswear industries. Analysis of what has been achieved under the previous five year strategic framework and the main industry trends impacting our context led to the identification of seven inter-connected Domains of Change. Each Domain of Change has its own pathway, which articulates how we will go about achieving the changes needed to realise our vision. Change is not a linear process so what happens in one Domain of Change is intended to create change in other Domains of Change, and vice versa.

In order to know whether we collectively bring about the change we aim for, we monitor and evaluate our work. We continuously collect detailed information about the work according to the agreed goals, while also being actively receptive for unexpected positive and negative results. An annual network wide review will lead to an aggregate report to assess progress against the indicators that are included in the Global Strategic Framework 2021-2025, share lessons learned and provide recommendations for future planning. It is the first time that PMEL is extensively included in our strategic framework, and started the development of a supportive framework to ensure that the right information gets to the right people at the right time. In 2020 produced video training series to support everyone in the network to integrate Monitoring, Evaluation and Learning into their work. We are improving management of information flows, feedback loops and the development of data storage and analysis. We will continue fostering a culture conducive to carrying out effective Planning, Monitoring, Evaluation and Learning.

Relationships with stakeholders

We closely collaborate with national and international partners including Both ends, Action Aid, Friends of the Earth Netherlands, Transnational Institute, The Centre for Research on Multinational Corporations, The Samdhana Institute, IT for Change, Amnesty International, Changing Markets, Anti-Slavery International, Global Witness, Friends of the Earth International, Human Rights Watch, the International Corporate Accountability Roundtable, the European Coalition for Corporate Justice, the European Center for Constitutional and Human Rights, the Business and Human Rights Resource Centre, Cardiff University, International Trade Union Confederation, IndustriALL Global Union, and UNI Global Union.

11/ Financial governance and results

Budget versus actual variance analysis

Throughout 2020 additional grants were acquired, which primarily contributed to network strengthening and capacity building activities within the CCC global network. Our funders provided us with maximum flexibility, making increased spending on activities possible. The total amount of spending on direct campaign costs is therefore almost 30% higher than budgeted, hence the positive result of € 116,102.

Financial position

CCC is a member of the Fair Green and Global Alliance. This alliance, which consists of seven more organisations (SOMO, TNI, Both Ends, Milieudefensie, Action Aid, Samdhana and IT for Change) has a strategic partnership with the Ministry of Foreign Affairs concerning lobby and advocacy, which was recently renewed for another five years, for the period 2021 to 2025. This partnership remains CCC's main source of funding. At the same time, we have a number of ongoing partnerships supporting our work. The NoVo Foundation Fund of the Tides Foundation supports us with a grant to strengthen leadership capacity for women workers, living wages, worker safety and direct support to workers when violations happen in the factories at the bottom of the supply chain, through a partnership that was recently renewed till the end of 2021. With a two-year grant from Open Society Foundations, CCC supports its strategic casework, lending support to organisers in garment production countries. This grant closed in August 2020 and was followed by a one year general support grant from OSF to deepen elements of our work that advance the organizing of garment workers. A US-based philanthropic fund is funding our campaign on women worker leadership in East Asia and South East Asia bringing the responsibility for their workers directly to the leader Olympic Game brands. This year the grant was renewed for another two years to support our regional living wage and urgent appeal work, creating public awareness, lobbying brands and strengthening women worker leadership. CCC is re-granting funds from Mama Cash to partners in low and middle income countries in support of leadership capacity building for women workers. Finally, the European Commission supports us with a three year grant on transparency and living wages.

SKC/CCC's equity as of 31 December 2020 amounts to € 410,158. The organisation posted a result of plus € 116,102 for 2020. An amount of € 99,541 Euros will be added to the equity/ earmarked reserves and € 15,233 will be added to the earmarked training reserve for individual employees. Fundraising costs amounted to € 9,785,- in 2020 and mainly concerned staff costs. SKC/CCC acquires funds almost entirely through institutional grants.

Investment policy

SKC/CCC holds no shares or bonds. Any funds not required immediately are credited to the organisation's savings account. SKC/CCC has expressly chosen to take out a savings account with ASN Bank, since the bank's objectives are in line with the organisation's vision.

Budget 2021

Activities	IO / International Office		2020
		IO-IDT	€ 238,934
		Partner Network	€ 1,476,371
		CRAP	€ 553,519
		Lobby & Advocacy	€ 161,904
		IO-PO	€ 151,218
		Occupational Health & Safety	€ 114,233
		Transparency	€ 102,005
	Total IO		€ 2,581,946
	SKC / Dutch Secretariat		
		Urgent Appeal	€ 50,284
		Occupational Health and Safety	€ 33,949
		Living Wage	€ 70,501
		Transparency	€ 104,828
		Network & Communication	€ 150,698
	Total SKC		€ 410,261
	Management & Administration		
		€ 19,065	
Total M&A		€ 19,065	
TOTAL		€ 3,011,271	

In	2020
Dutch government	€ 1,741,034
European Commission	€ 125,634
Novo/Tides	€ 765,841
Private Funds	€ 380,314
Private donors	€ 20,000
Interest	€ 500
TOTAL	€ 3,033,322

RESULT	€ 22,051
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Financial Accounts

2020

BALANCE SHEET	31-dec-20	31-dec-19
FIXED ASSETS		
Fixtures and fittings	€16,704	€ 18,121
Total fixed assets	€16,704	€ 18,121
CURRENT ASSETS		
Receivables and prepayments	€ 88,721	€ 48,571
Cash and cash equivalents	€ 2,707,111	€ 1,804,888
Total current assets	€ 2,795,832	€ 1,853,459
TOTAL ASSETS	€ 2,812,537	€ 1,871,580
RESERVES		
Continuity reserve	€ 509,700	€ 410,158
Earmarked reserve for operating assets	-	-
Earmarked reserve for NPL activities	€ 25,665	€ 25,665
Earmarked reserve for accrued training budget	€ 38,483	€ 23,250
Total reserves	€ 573,848	€ 459,073
Current liabilities	€ 2,238,689	1,412,507
Total current liabilities	€ 2,238,689	€ 1,412,507
TOTAL LIABILITIES	€ 2,812,537	€ 1,871,580

STATEMENT OF INCOME AND EXPENDITURE

INCOME	Actual 20	Budget 20	Actual 19
Income from private individuals	€ 44,461	€ 18,000	€ 21,134
Income from government grants	€ 2,391,748	€ 1,936,218	€ 1,781,621
Income from lottery organisations	-	-	-
Income from other non-profit organisations	€ 1,260,757	€ 1,190,591	€ 1,252,074
Sum of raised income	€ 3,696,965	€ 3,144,810	€ 3,054,829
Other income	€ 51,454	€ 22,000	-
TOTAL INCOME	€ 3,748,420	€ 3,166,810	€ 3,054,829

EXPENDITURE

Staff costs	€ 1,266,374	€ 1,293,635	€ 1,271,588
Accommodation costs	€ 58,396	€ 63,600	€ 57,073
Office and general expenses	€ 74,367	€ 98,165	€ 84,621
Direct campaign costs	€ 2,233,181	€ 1,712,994	€ 1,709,418
TOTAL EXPENDITURE	€ 3,632,318	€ 3,168,394	€ 3,122,699

Result before financial income and expenditure	€ 116,102	€ 1,584-	€ 67,870-
Balance of financial income and expenditure	€ 1,327-	€ 500	€ 546

RESULT	€ 114,774	€ -1,084	€ -67,324
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APPROPRIATION OF THE RESULT

Added to the continuity reserve	€ 99,541		€ -63,213
Charged to the earmarked reserve for operating assets	-		-
Charged to the earmarked reserve for NPL	-		€ -12,832
Added to the earmarked reserve for accrued training budget	€ 15,233		€ 8,722

ACCOUNTING POLICIES AND 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 27 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 Report has been drawn up in accordance with the format set out in Guideline C1 'Kleine organisaties zonder winststreven' for financial reporting published by the Dutch Accounting Standards Board (DASB).

3. 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, unless stated otherwise. To the extent anticipated, account has been taken of receivables net of a provision for doubtful debts.

4. 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%.

5. Reserves and funds

Total equity is available for allocation to SKC's objectives

6. 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 objectives or income generation.

7. Determination of the result

The result is determined as the difference between the income and expenditure allocated to the year.

Charitable and other donations are recognised in the year of receipt.

Grants are recognised in the same period in which the costs were incurred.

NOTES TO THE BALANCE SHEET

FIXED ASSETS	31 December 2020	31 December 2019
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Fixtures and fittings		
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Opening balance		
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Purchase cost	€ 57,615	€ 52,602
Accumulated depreciation	€ -39,495	€ -31,696
Book value	€ 18,121	€ 20,906

Capital expenditure in the financial year	€ 7,722	€ 5,013
Depreciation in the financial year	€ 9,139	€ 7,799
Total movements	16,861	€ 12,812

Closing balance		
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Purchase cost	€ 65,337	€ 57,615
Accumulated depreciation	€ -48,633	€ -39,495
Book value	€ 16,704	€ 18,121

CURRENT ASSETS	31 December 2020	31 December 2019
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Receivables and prepayments		
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Debtors	€ 3,381	€ 4,128
Amounts due from partners	€ 0	€ 3,447
Grants receivable	€ 55,580	€ 3,286
Deposit	€ 7,700	€ 7,700
Interest receivable	-	€ 541
Sick pay receivable	€ 3,397	€ 6,916
Prepaid expenses	€ 13,425	€ 17,151
Staff	€ 490	€ 1,052
Other receivables	€ 4,748	€ 4,350
	€ 88,721	€ 48,571

The post 'amounts due from partners' represents the difference between advances granted and amounts reported,
The deposit relates to three months' rent and Post NL,

Cash and cash equivalents	31 December 2020	31 December 2019
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ASN	€ 2,356,878	€ 1,557,589
ING	€ 249,166	€ 1,011
Triodos	€ 81,007	€ 238,308
Paypal	€ 18,805	€ 6,228
Cash in hand	€ 1,255	€ 1,751
	€ 2,707,111	€ 1,804,888

Cash and cash equivalents are payable on demand,

RESERVES

	2020	2019
Continuity reserve		
Opening balance	€ 410,158	€ 473,371
Result for year	€ 99,541	€ -63,213
From the earmarked reserve for operating assets	-	-
Closing balance	€ 509,700	€ 410,158

The organisation aims to hold a minimum general reserve to cover six-months staff, accommodation and office costs. In 2019 this would amount to € 1,357,503.11 x 50% = € 678,751.- At the end of the 2019 there is a discrepancy between this aim and the general reserve of € 678,751 less € 410,158 = € 268,593.

Earmarked reserve for NPL activities		
Opening balance	€ 25,665	€ 38,497
Transfer to/from	-	€ 12,832-
Closing balance	€ 25,665	€ 25,665

The earmarked reserve was formed for the purpose of performing activities in accordance with the Nationale Postcode Loterij (NPL) contract of 4 March 2014. 1/3 of the reserve will be allocated to the continuity reserve to compensate for a negative result for the year.

Earmarked reserve for training budget for individual employees		
Opening balance	€ 23,250	€ 14,528
Transfer to/from	€ 15,233	€ 8,722
Closing balance	€ 38,483	€ 23,250

Each employee is entitled to an individual training budget to which the organisation makes a contribution each year. This earmarked reserve represents the total amount of accrued entitlements for all employees.

	31 December 2020	31 December 2019
Current liabilities, accruals and deferred income		
Creditors	€ 66,724	€ 87,924
Amounts payable to partners	€ 465,653	€ 251,299
Statutory payroll tax and social security contributions	€ 24,762	€ 24,155
Pension contributions payable	-	€ 934
Grants to be spent	€ 1,443,486	€ 888,156
Amount reserved on account of holiday entitlement	€ 134,441	€ 75,616
Amount reserved on account of holiday pay	€ 74,423	€ 55,423
Net salary	€ 332	€ 231
Accrued expenses	€ 28,868	€ 28,770
	€ 2,238,689	€ 1,412,507

Amounts payable to partners relate to the difference between the advances granted and amounts reported in 2018 and 2020.

Liabilities not shown on the balance sheet

A 4.5 year rental contract was signed for the office on Nieuwezijds Voorburgwal 292, Amsterdam, taking effect on 1 July 2021 and expiring on 31 December 2025. The annual rent is € 65,730, the total liability until the end of the contract is € 328,650. For the office in Brussels a 10 year rental contract was signed, taking effect on 1 October 2017 and expiring on 30 September 2026. The annual rent is € 4,848, the total liability until the end of the contract is € 27,876.

STATEMENT OF INCOME AND EXPENDITURE INCOME

	Actual 2020	Budget 2020	Actual 2019
Income from private individuals			
Donations and gifts	€ 44,461	€ 18,000	€ 21,134
	44,461	18,000	21,134
Income from government grants			
Ministry of Foreign Affairs-DGIS (2016-2020)	€ 1,871,868	€ 1,846,954	€ 1,846,954
EuropeAid: Filling the Gap (2019-2022)	€ 519,880	€ 89,264	€ 89,264
	2,391,748	1,936,218	1,936,218
Income from other non-profit organisations			
Tides Foundation (2018-2020)	€ 957,374	€ 984,713	€ 995,681
Anonymous donor (2019-2020)	-	-	21,614
Public Eye	€ 14,086	-	-
Open Society (2020-2021)	€ 104,919	-	-
We Trust (2019-2021)	€ 10,285	€ 16,520	€ 15,939
Open Society (2019-2020)	€ 37,613	€ 158,451	€ 183,873
International Labor Rights Forum (2019)	-	-	6,607 €
Wellspring (2019-2020)	1 € 36,480	€ 30,907	€ 28,360
	1,260,757	1,190,591	1,252,074
Other income			
Proceeds from merchandise and other income	€ 51,454	€ 22,000	-

Anonymous Donor is known by the organisation, but the donor required to be referred to as Anonymous Donor as condition for receiving the grant. The grant comes unconditional and is to be used to accomplish the objectives of the organisation. The donor does not represent corporate interests in the garment industry.

EXPENDITURE	Actual 2020	Budget 2020	Actual 2019
Staff costs			
Salary costs	€ 942,241	€ 917,950	€ 874,280
Social security charges	€ 168,682	€ 164,997	€ 163,372
Pension charges	€ 88,380	€ 100,532	€ 96,369
Sick pay insurance/incapacity for work	€ 25,970	€ 17,364	€ 15,164
Payments from sickness insurance	€-78,633	-	€-20,770
Travel and subsistence expenses	€ 7,384	€ 37,033	€ 28,686
Temporary employees/agencies	€ 8,228	€ 8,200	€ 8,010
Volunteers	-	€ 2,000	€ 3,400
Other staff costs	€ 104,121	€ 45,559	€ 103,075
	€ 1,266,374	€ 1,293,635	€ 1,271,588

Payments from sickness insurance are not taken into account in the budgeting process.

The average number of employees in 2019 amounted to 18.6 FTEs (2018: 16.8).

Accommodation costs			
Office rent	€ 46,635	€ 46,000	€ 45,501
Energy	€ 10,533	€ 11,000	€ 10,277
Fixed costs	€ 1,228	€ 6,600	€ 1,295
	€ 58,396	€ 60,850	€ 57,073

Office and general expenses			
Office	€ 1,821	€ 4,200	€ 3,732
Business entertainment expenses	€ 1,958	€ 2,000	€ 1,198
Print and photocopying costs	-	€ 1,300	€ 653
Communication	€ 3,924	€ 5,470	€ 4,179
Insurances	€ 1,692	€ 3,300	€ 2,156
Accounting costs and auditor's fees	€ 18,033	€ 26,600	€ 33,380
IT	€ 16,150	€ 6,000	€ 1,709
Consultancy fees	-	€ 27,000	€ 19,381
Depreciation	€ 9,139	€ 10,000	€ 7,799
Board costs	€ 339	-	€ 37
Non-collectible dues partners	-	-	€ 3,188-
Other general expenses	€ 21,312	€ 12,295	€ 13,586
	€ 74,367	€ 98,165	€ 84,621

The post 'other general expenses' mainly consists of costs for the acquisition of grants (i.e. € 6,383.-).

Balance of financial income and expenditure			
Interest income	€ 339	€ 500	€ 546

Report for “Wet normering topinkomens” (WNT)

On 1 January 2013 the “Wet normering bezoldiging topfunctionarissen publieke en semipublieke sector (WNT)” Act came into force. From 1 January 2016 this law applies to the Stichting Schone Kleren Kampagne / Clean Clothes Campaign (SKC/CCC). The report below is prepared in line with the applicable regulation for SKC/CCC in 2019.

The maximum remuneration according to the WNT for SKC/CCC in 2019 is € 181,000. The reported maximum amount per person is calculated based on the full-time equivalent in the labor agreement of the person concerned. The full-time equivalent can never exceed 1.0. For members of the Board, a maximum of 15% (chairman) or 10% (other members) of the maximum amount for executives applies.

Remuneration executives (“leidinggevende topfunctionarissen”)

Stichting Schone Kleren Kampagne / Clean Clothes Campaign is a workplace democracy 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, 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. This salary is well below the allowed maximum remuneration. In the below table an overview is given of the remuneration of the members of the Cross-Team Body.

Amounts	T.D.Pauli	S. Cornelissen	A.P. Papadimitriou
Job title	Urgent Appeals Coordinator	Lobby and Advocacy Coordinator	International Office Team Coordinator
Employed whole 2020?	yes	yes	yes
Part-time percentage	88,89%	88,89%	80,56%
Labour contract?	yes	yes	yes
Remuneration			
Remuneration including taxable expense allowances	€ 39,271	€ 41,519	€ 37,626
Provision post-employment benefits	€ 3,767	€ 2,854	€ 3,782
Subtotal	€ 43,038	€ 44,373	€ 41,408
Individual applicable remuneration maximum	€ 168,000	€ 168,000	€ 152,250
-/- Undue payments	-	-	-
Total remuneration	€ 43,038	€ 44,373	€ 41,408
Explanation exceedance maximum remuneration	n.a.	n.a.	n.a.
Explanation undue payments	n.a.	n.a.	n.a.

Comparison 2019

Job title	Coordinator	Advocacy	Team Coordinator
Employed whole 2019?	yes	yes	yes
Part-time percentage	88,89%	85,19%	77,78%
Labour contract?	yes	yes	yes
Remuneration			
Remuneration including taxable expense allowances	€ 40,467	€ 38,780	€ 35,408
Provision post-employment benefits	€ 4,175	€ 2,409	€ 3,991
Individual applicable remuneration maximum	€ 160,891	€ 154,185	€ 140,780
Total remuneration 2019	€ 44,642	€ 41,189	€ 39,399

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 € 114,774 will be added to the reserves.

Auditors Report

See next page

Salary board

The members of the Board do not receive payment for their duties.

Remuneration of other individuals

In addition to the above persons there are no persons who in 2019 received a salary above the Individual applicable remuneration maximum. There are no severance payments paid in 2019 to other officers to be disclosed by the WNT, or paid in previous years that should be disclosed by the WNT.

cleanclothes.org

Our vision

All people working in the global garment and sportswear industries enjoy and exercise their human rights at work and in the community and are able to defend and improve these rights.

Our mission

The Clean Clothes Campaign network works to structurally improve working conditions and support the empowerment of manufacturing workers in the global garment and sportswear industries.

We:

- put pressure on companies* and governments to take responsibility to ensure that the rights of manufacturing workers in global supply chains are respected and implemented;
- work in solidarity with organised workers in global supply chains fighting for their rights anywhere from the workplace to the global level; and take action on concrete cases of violations of the rights of workers and activists;
- raise awareness and mobilise people to undertake individual and collective action (linked to consumption, citizenship, work, investment or other areas of life);
- explore judicial mechanisms and lobby for legislation to protect workers' rights and hold companies accountable;
- promote public and private procurement that ensures workers' rights are respected in the production process;
- work together to develop our own network and strengthen the global alliance for workers' rights.

* The term "company" refers to all companies that we hold responsible for working conditions and workers' rights in garment and sportswear supply chains including global garment and sportswear brands, retailers, agents, global and national manufacturers and sub-contractors.

**Clean
Clothes
Campaign**

International Office



SKC

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