



Annual Report 2021

**Clean Clothes Campaign /
Schone Kleren Campagne**

Table of contents

00	Introduction from the board	
01	Urgent appeals	<ul style="list-style-type: none"> Increasing access to international solidarity Jaba Garmindo: How to Steal Your Workers' Future Sri Lankan unions achieve recognition Protecting human rights defenders and confronting repression
02	COVID-19	<ul style="list-style-type: none"> Launch of the #PayYourWorkers coalition and website Global action target Nike, Amazon and Next A win for workers at Star Garments and Industrial Florenzi
03	Wages	<ul style="list-style-type: none"> #WorstWageTheft: Workers fight for the legal minimum wage Garment workers at breaking point Europe Floor Wage: A cross-border living wage in Europe Wage Forward: Break the poverty chain
04	Worker health and safety	<ul style="list-style-type: none"> Rana Plaza never again The Accord's unfinished business Lobbying in Europe for an International Accord A new International Accord for Health and Safety
05	Lobby and advocacy	<ul style="list-style-type: none"> Calling for mandatory human rights due diligence Bringing worker demands to international fora A transparent industry with brand accountability
06	Gender justice	<ul style="list-style-type: none"> Strengthening network strategies on gender justice Women workers at the forefront Women Human Rights Defenders #HoldBizzAccountable
07	In the media	<ul style="list-style-type: none"> Media highlights Social media
08	Organisational report	<ul style="list-style-type: none"> Staff Board Social and environmental responsibility Fundraising Planning, Monitoring and Evaluation Collaboration
09	Financial governance and results	<ul style="list-style-type: none"> Budget versus actual variance analysis Financial position Investment policy Budget 2022 Financial accounts 2021

Introduction from the board

COVID-19 continued to severely affect garment workers in 2021. Many fashion brands responded to the pandemic by cancelling orders and demanding huge discounts for clothes already produced. They continued to turn a blind eye as factory owners used the pandemic as an excuse to cut wages, clamp down on unions, and lay off large numbers of workers without paying their legally owed severance pay. Our research found that garment workers globally were owed \$11.85 billion (USD) in unpaid income and severance from March 2020 to March 2021.

In response, the Clean Clothes Campaign network and allied organisations worldwide built the #PayYourWorkers & #Respect-LabourRights coalition. The Dutch CCC (Schone Kleren Campaigne) and other organisation across the network pushed clothing brands and retailers to ensure that workers who produce their goods be paid their regular wages, receive compensation when their employment ends, and can exercise their fundamental labour rights. We pressed brands to sign on to a binding agreement that would, among other things, establish a Global Wage Assurance Account and a Severance Guarantee Fund to ensure that garment workers receive their legally mandated severance when factories go out of business.

The campaign took off in March when we launched the #PayYourWorkers website and organised a week of actions around the world. By the end of 2021, over 250 organisations had endorsed the campaign and more than a dozen brands had committed to ensuring that their workers are paid in full during the pandemic.

We continued to play a leading role in the push for a follow-up agreement to the Accord on Fire and Building Safety in Bangladesh, which was set to expire in 2021. Initially established in 2013 in the aftermath of the collapse of Rana Plaza, the Bangladesh Accord is a groundbreaking legally-binding agreement between global brands, retailers and unions that features independent inspections. It has been the most successful labour rights programme in the contemporary history of global apparel supply chains, improving the safety of millions of workers in Bangladesh.

After relentless campaigning and lobbying by SKC, other CCCs and a broad alliance of civil society organisations, in August we celebrated an enormous victory for garment workers with the announcement of a new International Accord for Health and Safety in the Textile and Garment Industry. By the end of the year, 160 companies had signed the new Accord, which will expand on its Bangladesh predecessor to include at least one other country in the next two years. We are deeply heartened that the Accord, which has proved in practice the effectiveness of binding mechanisms and the worker-driven social

responsibility model, will remain firmly in place in Bangladesh and that workers beyond Bangladesh will soon come under its umbrella of safety.

The challenges posed by the COVID-19 pandemic continued to affect the CCC network and our ways of working in 2021. Coming together physically, to strategise, coordinate campaigns and lobbying efforts, exchange knowledge and learn from each other, has always been a key ingredient in the network's work and successes. Yet we learned by necessity how to make the most of the new context, shifting to digital strategies and tactics, including videos, webinars and new social media platforms.

In January, we organised an online launch of our new Global Strategic Framework, which details the aims, strategies and methods that will facilitate the change we want to see in the global garment industry over the next five years. The strategic framework was developed through extensive consultation across the network, which, despite the obstacles of COVID-19, grew to more than 230 CSOs and trade unions in 2021.

Repression of labour rights activism has intensified in many countries where the network is active. In Hong Kong and the Philippines, for example, organisations in the network were forced to dissolve or relocate after their operations were hindered or employees harassed, prosecuted or arrested. Large gatherings, such as protests and demonstrations, as well as meetings of workers and organisers, were forbidden in many places. In Myanmar (Burma), where a military junta took control in 2021, labour rights leaders faced grave danger. The CCC network engaged in numerous acts of solidarity on their behalf, campaigned for the release of political prisoners and pushed the EU to step up sanctions, as well as withdraw its preferential trade tariff for Myanmar. We also urged the European Commission to make gender-responsive corporate accountability and due diligence rules to properly address the deep-seated inequalities in the garment sector. In all of our work, we endeavour to bring garment workers' voices, especially women and migrant workers, to the forefront of the public narrative on labour rights and corporate accountability.

As always, we are grateful to the Clean Clothes Campaign network's activists, allies and funders for their steadfast support. They have played a crucial role in making our powerful, collective action possible at a time when it is sorely needed. With their ongoing support, we will continue to fight for the rights of garment workers at both the factory and sectoral level, support women garment workers' leadership and organising, and advocate and lobby for worker-led, sustainable and systemic change in the global garment and sportswear industry.

The CCC/SKC board

1/ Urgent appeals

Highlights

- **Our improved urgent appeal system increased access to international solidarity work.**
- **Groundbreaking nationwide agreement between unions and employers in Sri Lanka.**
- **Shrinking civic space leads to arrests of leading human rights defenders.**

The Clean Clothes Campaign network continuously takes up requests from workers, activists, trade unions and other labour rights organisations, in specific cases of violations of their rights, known as 'urgent appeals'. In 2021 we supported garment and sportswear workers and labour rights organisations in 29 cases in 14 countries in their struggles against union busting, wage theft, gender-based violence and harassment and violations of reproductive rights, among other abuses. When urgent appeal cases result in a victory for workers, not only does the case remedy violations for the specific workers, they can help set a precedent for improvements on a larger scale and provide inspiration to other workers who face similar issues in other workplaces. Lessons learned from urgent appeal cases are integrated into CCC's strategies for systemic change.

Increasing access to international solidarity

Social and political changes in a number of Asian countries have intensified the crackdown on people's civil and labour rights. Within this context of an accelerated shrinking of civic space for civil society and activists, CCC reformed its urgent appeal structure to include a new pathway responding to the crackdown on labour rights defenders and their organisations. The pathway enables more clarity on access to the CCC urgent appeal system, and a revised data collection system ensures knowledge and skills are being transferred within the network, thus breaking down barriers due to a lack of knowledge. The creation of

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In December 2021, unions in Sri Lanka signed a Memorandum of Understanding with employer association JAAF.



positions for regional urgent appeal coordinators led to better integration of cases of factory level violations in the regional work happening across the network and improved collaborative strategising.

The continued improvement of our urgent appeal database in tandem with our revised data collection at the entry of the urgent appeal structure allows us to improve our monitoring of the number of women workers involved in urgent appeal cases, as well as migrants, home workers and workers on non-standard forms of employment affected by the case. In addition, it allows for data collection on gender issues in cases, such as gender wage gap, issues of health and reproductive rights, and gender based-violence and harassment.

Jaba Garmino: How to Steal Your Workers' Future

Our short documentary film, *How to Steal Your Workers' Future*, drew attention to the ongoing severance theft case of workers from Jaba Garmino, Indonesia, a factory which supplied Uniqlo and s.Oliver. Severance theft is an industry-wide problem that has grown exponentially since the start of the pandemic. Brands continue to safeguard their profits over the financial stability of their supply chain.

In the film, two women spoke for the first time on camera about their experience being laid off from the factories they were once

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[Meet Murni, the former Jaba Garmino worker featured in *How to Steal Your Workers' Future*.](#)

dependent on. The story of Murni, a former Jaba Garmino worker, who now collects plastic to make ends meet, is contrasted with that of Siti, a former worker of another Indonesian factory who received her severance pay after an international campaign. In the largest severance win to date, the brands buying from the factory and the factory owner agreed to pay their former workers at total \$4.5 million (USD) in back pay. With the severance pay, Siti was able to start her own business.

The film is a powerful portrayal of the long-term devastation that severance theft causes for garment workers and their families. It shows that it is both possible and necessary to pay workers their legally owed severance. As part of the launch of the film, we hosted a panel discussion featuring Dian Trisnanti and Elly Rosita Silaban, two inspirational women union leaders from Indonesia, and a webinar on severance and wage theft co-hosted with Migrant Forum in Asia.

Sri Lankan unions achieve recognition

As the year came to a close, unions in Sri Lanka signed a groundbreaking nationwide agreement with the employer association Joint Apparel Association Forum, which addresses vital workplace issues for garment workers in the areas of health and safety and the right to organise. The agreement marked the first time an industrial sector in Sri Lanka is represented in a bi-partite agreement with worker representatives, and the first time that both employer and employee representatives have agreed on workplace health management through bi-partite health committees. The CCC network supported the unions' struggle with research, communication with brands and factory owners, and public pressure.



In another victory in Sri Lanka, after a months-long fight, workers from the Next Manufacturing Ltd factory, owned by global brand Next, finally secured formal recognition of their union, a branch of the Free Trade Zones & General Services Employees Unions. Our #PayYourWorkers & #Respect Labour Rights campaign supported the workers in their struggle for union recognition by amplifying workers' demands and ensuring that Next received the message that they must respect workers' rights. Following recognition, the union concluded its first collective agreement with the factory, securing several of the workers' demands.

Protecting human rights defenders and confronting repression

We continued to actively confront repression of labour rights activists. In 2021 several CCC members, all leading labour rights activists and unionists, were targeted for their work, arrested and put in jail. In an effort to support labour rights defenders in Myanmar (Burma), the Philippines and Hong Kong and to ensure that their indispensable work can continue, we organised letter-writing and public photo actions, lobbied embassies and called on brands to use their leverage.

Myanmar's military coup

In a double-blow to a country already struggling with COVID-related factory shutdowns and deaths, in February the military in Myanmar (Burma) seized power. The brutal coup has had a devastating impact on garment workers' rights in the country. Garment workers have been at the forefront of the fight for democracy and freedom. In their crackdown on dissent and civil disobedience, the military has targeted labour rights activists and union leaders, and outlawed 16 labour rights organisations.

Over the past year we have campaigned for the release of our member Daw Myo Aye, leader of Solidarity Trade Unions of Myanmar (STUM). Daw Myo Aye was imprisoned by the military for six months, and released in October. With digital outreach, CCC amplified our call for the EU to withdraw its Everything But Arms trade agreement with Myanmar. We also continued to survey brands sourcing from Myanmar about their due diligence and policies relating to workers' rights within the specific militarised context. We will continue to amplify the voices of our members and share their stories.

Calling out C&A for union busting in Myanmar

Throughout the year, Schone Kleren Campagne (SKC, the Dutch CCC) supported the work on several urgent-appeal cases through lobbying towards brands and putting pressure through public campaigns. In addition, SKC engaged with diverse stakeholders such as Dutch Ministry representatives, Embassies and multi-stakeholder initiatives.

As part of an ongoing urgent appeal case in Myanmar (Burma), SKC together with research organisation SOMO publicised a response to the interim ruling of the Complaints and Disputes Committee of the Dutch

Agreement on Sustainable Garments and Textiles (AGT) on the complaint procedure they started against C&A in 2020 together with a labour rights organisation from Myanmar. The complaint focused on C&A abetting union busting in a Myanmar factory. The organisations called on C&A to be vigilant to look after the interests of workers in its current and former suppliers in light of the military coup, and called on the AGT to ensure that its potential successor will adopt and carry out earlier decisions by the Complaint Committee.

2/ COVID-19

- Garment workers globally owed \$11.85 billion in unpaid income and severance from 2020 to 2021.
- Coalition launched to ensure brands take responsibility for wage theft and union busting in their supply chains.
- Campaigners took action against Nike, Amazon and H&M across the globe.
- #PayYourWorkers win for Next and Disney workers.

Still un(der)paid: 95% of workers not paid severance during pandemic

Given the year's rapidly changing context and constant unrest, it was not long before our 2020 report, *Underpaid in the pandemic*, needed to be updated. The title of our follow-up report, *Still un(der)paid* (July 2021) said it all; garment workers are still paying the price for the pandemic. On top of decades of earning poverty wages, the report revealed that garment workers worldwide were owed \$11.85 billion (USD) in unpaid income and severance from March 2020 to March 2021. The report emphasised that because the majority of garment workers are employed on informal terms and without social security registration, they are particularly vulnerable to layoffs and sudden wage cuts. Meanwhile, the brands they are making clothes for, Nike, H&M, Zara, and Uniqlo, among others, swiftly regained their profitability.

Around the same time the report came out, a group of organisations in the network came with their own detailed estimates of the wages owed to Cambodian garment workers producing goods for international fashion and sportswear brands, including Adidas, VF, Target, Nike and Gap. Combined with outstanding wages and severance pay from the first 13 months of the pandemic, the total amount owed to garment workers in Cambodia was estimated to be a total of \$393 million (USD).

CCC Turkey published a report showing the effects of the pandemic on workers in garment factories in Turkey, ranging from health risks, and underpayment to harassment. The report included recommendations in line with the #PayYourWorkers campaign.

Bangladesh Independent Garment Workers Union Federation (BIGUF) members take action as part of the campaign, in solidarity with Amazon supply chain workers.



Launch of the #PayYourWorkers coalition and website

The #PayYourWorkers & #RespectLabourRights coalition, initially formed in the first year of the pandemic in response to widespread wage theft, entered a new phase in 2021. CCC and our coalition partners urged all brands to sign a legally binding agreement on wages, severance and the right to organise. We demanded that apparel companies publicly assure that all apparel, textile, and footwear workers in their supply chains would be paid their legally-mandated wages and benefits throughout the pandemic, and ensure an end to wage theft in their supply chains.

In March, the coalition consolidated our call for action with a website and long list of organisational endorsers. At the launch over 200 organisations supported our call for brands to ensure that workers in their supply chains are paid during the pandemic. By the end of the year, the list had grown to more than 250. Over a dozen brands have already committed to ensuring their workers are paid in full during the pandemic.

In the Netherlands, SKC efforts resulted in five organisations, two trade union federations, and one bank endorsing the #PayYourWorkers campaign. SKC supported the international #PayUp and #PayYourWorkers campaigns through social media campaigning, and by checking with Dutch brands about their COVID-related supply chains practices, as well as generating media attention to the crisis in garment factories and the humanitarian situation of many workers.

JTNC Watch, Japan, taking part in the #PayYourWorkers & #RespectLabourRights week of action targeting Nike, Amazon and Next, March, 2021.



Global actions target Nike, Amazon and Next

In a global week of action, activists across the world from Cambodia to the UK and from Sri Lanka to Japan, called on Nike, Amazon and Next to ensure their workers are paid what they are owed and their right to organise respected. Activists across the globe ran a relay in support of the campaign, delivering a worker letter to the Nike headquarters in Oregon, USA.

The CCC network also supported a range of cases of wage theft, including the case of the Orjava factory workers in Croatia who produced business shirts for the German brand Olymp and are owed €450,000. Another case involved workers of Brilliant Alliance in Thailand, who made bras for Victoria Secret, and are owed around \$8 million (USD). The #PayYourWorkers campaign emphasised that brands and retailers have a responsibility under international standards, as well as a moral responsibility, to ensure that the workers in their supply chains are not paying the price for the pandemic. As the primary profit-makers in the value chain, brands have the capacity and the obligation to intervene.

In March, SKC organised a street action in front of a major Amsterdam department store, HEMA, to protest their annulled orders with clothing factories and to publicly launch the #PayYourWorkers petition in the Netherlands. A similar action in front of a Nike outlet in October was aimed at sensitising shoppers to the situation. Activists put flyers and other information into the pockets of pieces of clothing in outlets of H&M and Nike. As a result of this work, one Dutch brand has publicly supported the #PayYourWorkers campaign statement.

Make Amazon pay ALL its workers

CCC joined the #MakeAmazonPay coalition to call on Amazon to pay their workers across their supply chain. We drew public attention to the case of 1020 workers at Amazon supplier Hulu Garment, in Cambodia, who are still owed \$3.6 million (USD) legal severance. The factory scammed the entire workforce into resigning without pay, leaving the workers with nothing since they lost their jobs in March 2020.

On the day of Amazon's annual shareholder meeting in May, Amazon workers across the world launched the action *Make Amazon Pay All Its Workers* in a show of unity between warehouse, delivery, and garment workers across borders. During Black Friday in November, a peak sales day for the online retailer, Amazon workers in 20 countries will strike or protest on Black Friday for better working conditions. Throughout these action the coalition supported the Hulu Garment workers' case through co-designed and co-ordinated outreach materials and messaging, and billboard actions in the Netherlands.

A win for workers at Star Garments and Industrial Florenzi

The #PayYourWorkers & #RespectLabourRights coalition was pleased to celebrate two clear victories for garment workers in 2021. Since 2016, some 200 workers of the Star Garments factory in Sri Lanka, 140 of whom are union members, have faced a number of rights violations, including delayed salaries, unpaid benefits to retired workers, and the company's failure to contribute to a social security fund as required by law. Our network and supporters amplified the case on social media garnering further public pressure from customers. After mounting public pressure and worker protests, the workers received their back wages.

In El Salvador, after an intense public-facing campaign targeting Disney, some 200 former employees of the Industrias Florenzi factory won their fight for severance benefits and unpaid wages after more than a year of public efforts. The factory produced medical scrubs for US-based Barco Uniforms, including Barco's popular *Grey's Anatomy* branded scrubs, which it sold under a licence from Disney before the factory closed in July 2020. Barco Uniforms agreed to pay a total of \$1 million (USD), roughly \$5,000 to each of the factory's former employees (almost 14 months wages). The payment helped the workers and their families recover from the economic toll of having been denied their legal compensation. CCC amplified the case through its social channels and supported the campaign with visual materials and mobilising efforts through the #PayYourWorkers & #RespectLabourRights coalition.

These factory-level wins are incredibly important, especially during a pandemic. At the same time, the #PayYourWorkers campaign underscored the need for brands to put an end to systemic wage theft by establishing and paying into a severance guarantee fund.

4/ Wages

Highlights:

- Workers in Karnataka owed \$50 million in worst wage theft ever documented.
- H&M, Primark, and Nike workers took home \$67 less per month than before the pandemic.
- A cross-border living wage proposal developed for 15 European countries.
- Our #WageForward website calls for a binding agreement on living wages.

#WorstWageTheft: Workers fight for the legal minimum wage

The pandemic greatly impacted our efforts toward securing a living wage for workers in the global garment industry. Instead, garment workers worldwide were forced to engage in struggles for minimum wages. When a minimum wage increase in the Indian state of Karnataka, one of the country's largest centres of garment manufacturing was rejected by factory owners, our network began campaigning on what became known as the worst wage theft to ever occur. CCC partner, Worker Rights Consortium (WRC) estimated that 400,000 garment workers were collectively owed over \$50 million (USD) by the end of 2021, the worst wage theft the WRC has documented in the global garment industry. Later Sindh, one of Pakistan's main garment manufacturing hubs, also faced employers rejecting a mandated wage increase with factory owners appealing the Supreme Court.

In both cases, we called on international brands producing in these areas to take immediate and transparent action towards their suppliers and to assure them that they are willing to pay increased production prices to allow for the payment of mandatory minimum wages. Both in our engagement with brands and in public messaging, we conveyed the message that anything less would be complicity in wage theft on a massive scale, condemning workers and their families to poverty.

Various Labour rights advocates joined the call, and supporters and consumers took action through the #PayYourWorkers website where we targeted brands sourcing from the region like Puma, Nike and Tesco.

Garment workers at breaking point

In July, we published a new report *Breaking point: Wage theft, violence and excessive workloads are pushing garment workers to breaking point during the pandemic*. Based on interviews with garment workers in the supply chains of H&M, Nike and Primark in Bangladesh, Cambodia and Indonesia, the report described devastating wage losses.

The research found that garment workers making clothes for H&M, Primark, and Nike were taking home \$67 (USD) less than before the pandemic, even though workers already had problems making ends meet on the pre-pandemic poverty wages. Thirty-three of the 49 workers interviewed estimated that they are still owed a total of \$5,377 (USD) in unpaid wages, an average of \$163 for each worker. The interviews clearly showed that the COVID-induced crisis continued to have a devastating impact on the wages, working conditions, and labour rights of garment workers in 2021, and on workers' families as well.

Europe Floor Wage: A cross-border living wage in Europe

The wages of European garment workers don't currently allow for basic needs such as enough food, housing and education. In fact, the gap between current wages and a living wage is often bigger in European production countries than in Asian production countries. Brands take advantage of the fact that most people are unaware of this. Consumers are offered false assurances of fairer conditions when products are labelled 'Made in Europe'.

We put forward a cross-border living wage proposal for 15 European countries, developed by the European production group of the CCC network, with detailed analysis on how to calculate a living wage. With the Europe Floor Wage our goal is to put a floor on the 'race to the bottom' between and within European

Fashion Checker: It's time to settle the score

A mini-magazine was launched to showcase the latest research on wage theft in our transparency tool, Fashion Checker, which our network launched the previous year. The tool and research, updated in 2021, now includes data on 265 brands, maps showing brands main suppliers and new translations. We also added a feature allowing users to compare brands on their scores.

Fashion Checker aims to provide key information to labour activists and consumers alike to stimulate public pressure towards living wages and increased supply chain transparency in the garment industry. SKC, the Dutch CCC, is part of a European CCC consortium that developed and conducted research for this project.



garment-producing countries. This does not mean that the Europe Floor Wage is the only possible estimate for a living wage. On the contrary: cross-border and national living wage benchmarks complement each other. This benchmark is an estimate which presents a base for negotiations and can be tailored by trade unions and labour NGOs in the work to achieve higher wages for workers in Central, East and Southeast Europe. An EU minimum wage directive can set a cross-country standard for higher minimum wages that would also fight the constant relocation threat and wage competition between European countries.

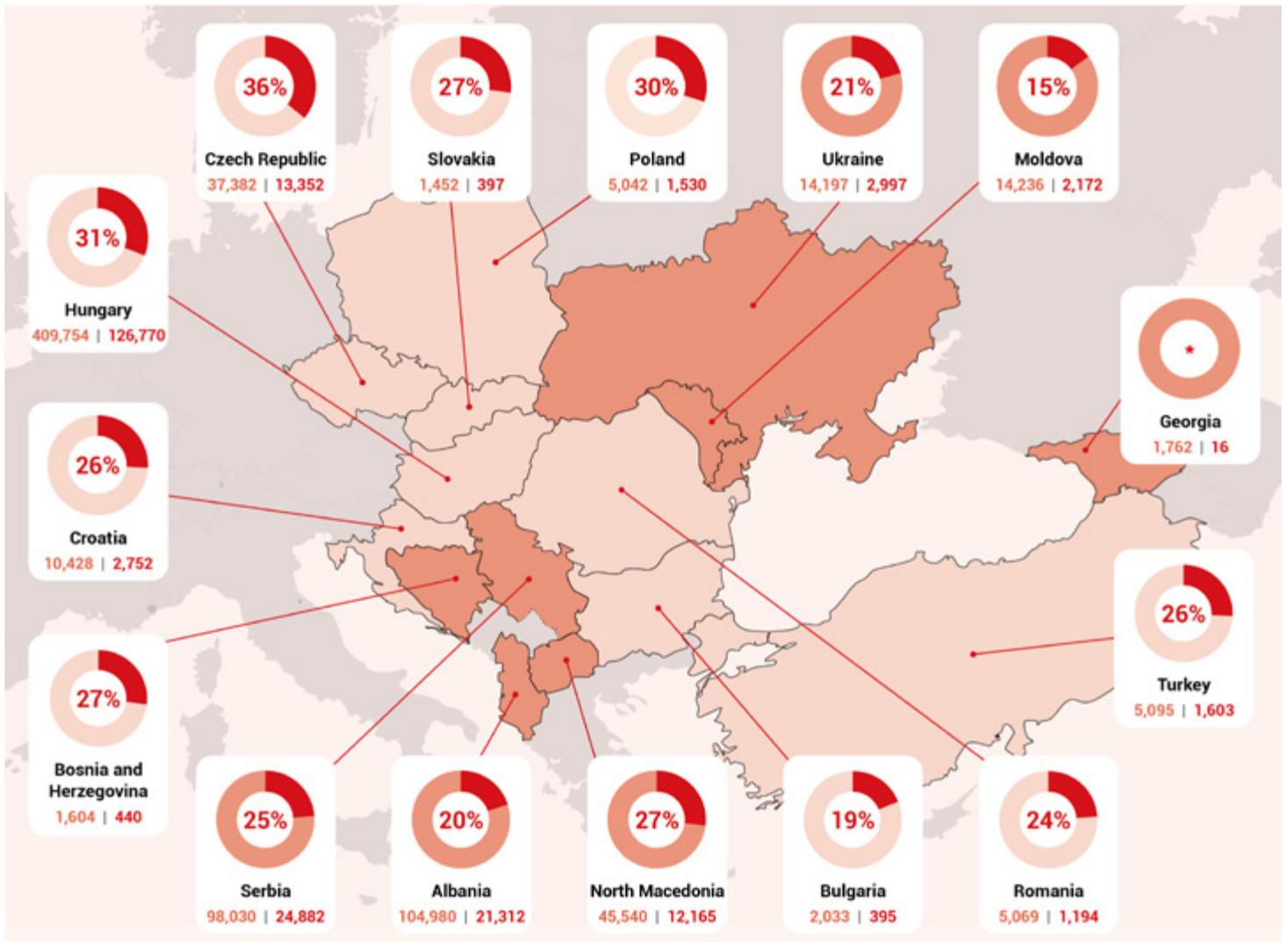
Wage Forward: Break the poverty chain

Despite the urgent necessity in 2021 to focus campaign efforts on the fight for legal wages, we persevered in laying the groundwork for advancing the basic right to a living wage for garment

workers. Together with Asia Floor Wage Alliance (AFWA) and the Worker-driven Social Responsibility Network (WSRN) we launched WageForward.org, a website that sets out a concrete proposal for an enforceable, binding agreement between global brands and unions on the payment of living wages to garment workers.

The groups behind WageForward.org represent a broad coalition of unions, advocacy groups and NGOs. The launch of the website allows all actors to provide input and suggestions, and engage in discussions as well as support and endorse living wages as an industry standard. We received tremendous support from other allies across the globe.

This infographic shows what percentage of a living wage the legal minimum net wage pays per country. The first figure per country is the cross-border base living wage estimate, the second figure is the legal minimum net wage



5/ Worker health and safety

Highlights

- **Memorial website launched to commemorate the Rana Plaza tragedy.**
- **159 factories in H&M's supply chain lack fire alarms or detection systems.**
- **The new International Accord signed by 160 brands.**
- **Our brand tracker and incidents timeline call out the brands who don't care about worker safety.**

Rana Plaza never again

To commemorate the anniversary of the 2013 Rana Plaza disaster, we launched a memorial website for all those who died or were injured. We invited loved ones, our network and our supporters to leave a message in support and pay respects. The website gave our network and wider community a concrete tool to connect to the workers who were involved in the tragedy, and it gave people in Bangladesh a safe way of commemorating this day during the height of the pandemic. The website received an abundance of multilingual messages. It also enabled people to send an email to key brands to urge them to ensure the continuation of the Accord on Fire and Building Safety in Bangladesh, which was due to expire on 31 May.

The Accord's unfinished business

We marked the World Day for Health and Safety at Work with the report *Unfinished Business* (April 2021), showing that, while progress has been made at factories covered by the Bangladesh Accord, deadly safety hazards remain prevalent at factories producing for major apparel brands and retailers. Among other things, the research found that 159 factories in H&M's supply chain and 107 in C&A's supply chain lacked fire alarms or detection systems, and that many of the safety hazards still present in factories are the most costly ones to remediate. The report demonstrated that need for the Accord's work to continue in light of its May 2021 expiration date, later extended to August 2021.

In the run-up to the two crucial expiration deadlines for the Bangladesh Accord that passed this year, SKC profiled 12 brands, including Zeeman, WE and C&A, stressing the need to continue the Accord's work. We ran social media campaigns which picked up national media attention by Dutch newspapers, television and radio. Intensive engagement with the Dutch signatories, including the Ministry/Embassy, Dutch politicians, MEPs, and relevant stakeholders, resulted in increased political and public support for the Accord.

We urged brands to act accordingly and called on them to ensure that the factories they are sourcing from have the financial means to complete necessary safety renovations. Shortly after the launch of the report, the negotiating brands and unions announced an extension of the Accord to September 1st to allow for more time to negotiate a new agreement.

Lobbying in Europe for an International Accord

The CCC network undertook intense lobbying and advocacy in Europe that resulted in a cross-party group of European lawmakers publicly supporting the efforts to extend and expand the Bangladesh Accord. In their joint letter to garment brands, 62 Members of European Parliament highlighted that ‘now is not the time to back away from the great work you and trade unions did together’.

On the ninth anniversary of the Ali Enterprise factory fire in Pakistan, we published an open letter to EU policymakers about the

failure of social auditing to ensure worker safety. We made the case for binding legislation, pointing out that a social auditing firm had certified the Ali Enterprises factory as safe just weeks before the deadly fire, despite serious and evident risks.

The briefing paper, *Zara’s Unfinished Business*, (July 2021) by CCC and other witness signatories to the Accord on Fire and Building Safety in Bangladesh, looked at the progress rate of safety remediation in Inditex supplier factories in Bangladesh and identified outstanding deadly safety risks at those factories, calling for the Accord Steering Committee member to sign on to the continuation of the Accord after the three month extension.

To support the call for the extension of the Accord, CCC also published a legal brief together with the European Centre for Constitutional and Human Rights and Worker Rights Consortium. The brief explored legal liability of apparel brands under existing and upcoming supply chain legislation in relation to the possible expiration of the Bangladesh Accord, urging the featured brands to ensure a continuation of the Accord model.

Dhaka, Bangladesh - April 24, 2021: National Garment Workers Federation lights candles in front of the Press Club on the occasion of the eighth anniversary of the Rana Plaza tragedy. Credit Sk Hasan Ali



SKC: Parliamentary questions in support of the Accord

In response to parliamentary questions, the Dutch Minister for Foreign Trade and Development Cooperation underlined the importance of the components that make up the Accord and are considered to have made the Accord successful. The Minister also stressed the importance of the lessons learned to other producing countries, which was a strong signal to brands to come to a renewed agreement with the unions. SKC sent invitations to all relevant stakeholders to a media briefing organised by the witness signatories around the anniversaries of Rana Plaza collapse (April 24th) and the Ali Enterprises fire (September 11th).

77 signatories. We successfully campaigned for additional signatories, with 160 brands signing on by the end of the year.

The continuation of a strong Accord, with the option for expansion was one of our biggest victories of 2021, made possible due to relentless campaigning and lobbying by a broad alliance of CSOs, with CCC among the leaders of the struggle. Together, we were able to overcome the delaying tactics and attempts by brands to water it down.

Worker's lives are put at risk daily in the garment industry, from gender-based violence, to harassment, to unsafe buildings. The Accord has done tremendous work to make factories safer in the past eight years and thanks to this victory it will continue to do so.

A new International Accord for Health and Safety

Following intense campaigning, including the launch of a public brand tracker showing which brands were stalling the negotiations to reach a new Accord agreement, a new International Accord for Health and Safety in the Garment and Textile Industry was finally announced on August 25th. The new Accord ensures the continuation of the work of the Bangladesh Accord, with its unique governance structure, independent inspections, and legally binding nature, and will expand to at least one other country. On September 1st the new Accord took effect with

Making the case for rapid expansion

To mark the need for swift expansion of the International Accord, together with the other witness signatories to the Accord, we published a factory incident timeline. The timeline was published in September on the ninth anniversary of the Ali Enterprises fire, which caused over 250 deaths, and just weeks before a factory fire in Karachi showed that all the elements that made the Ali Enterprises fire so deadly are still in place in Pakistan.

The timeline included all available information on fatal and near-fatal incidents in garment and textile factories outside of Bangladesh since the beginning of 2021, showcasing the frequency of preventable disasters in the industry. The incidents timeline underscored the need for the Accord signatories to take on the process of expanding the Accord beyond Bangladesh, with Pakistan, which featured prominently in the timeline as a logical place to start. Labour leaders in Pakistan called upon apparel and textile brands to ensure that factories are made safe and stressed the urgency of expanding the Accord programme to Pakistan.

We also built public pressure to ensure that as many brands as possible sign on to the new International Accord. We repurposed our brand tracker to call out the brands who had not yet signed the Accord and pressured them to do so, with a particular focus on IKEA and Levi's. Activists spread leaflets calling for IKEA to #SignTheAccord at IKEA shops in the UK, Sweden, and the Netherlands. Our network called out Levi's for paying lip service to corporate social responsibility and claiming commitment to ethical supply chains without signing onto leading industry initiatives.



*Workers in Bangladesh protest for safer factories.
Credit: Bangladesh Center for Workers Solidarity (BCWS).*

Lobby and advocacy

Highlights

- Half a million people around the globe together call for strong EU law to hold corporations accountable.
- Seven more brands signed the Transparency Pledge in 2021.
- Intense campaigning pushed for Dutch due diligence legislation.

Calling for mandatory human rights due diligence to #HoldBizzAccountable

We have been a strong voice in the ongoing civil society efforts towards advancement of mandatory human rights due diligence (mHRDD) legislation at both the EU and European national level. In 2021, our campaigning included joint strategising, public letters and statements, research and position papers, direct lobbying, reports, and social media targeting in anticipation of the proposal from the European Commission on Sustainable Corporate Governance (including HRDD) legislation.

In January, following multiple rounds of consultation and significant contributions from our network, we published the report, *Fashioning Justice: A call for mandatory and comprehensive human rights due diligence in the garment industry* (January 2021). The report put the spotlight on brands' unfair purchasing practises as a root cause of human rights violations.

In one of our open letters to the European Commission, we called for the adoption and incorporation of open data principles in the proposed Corporate Sustainability Reporting Directive and the supporting reporting frameworks.

In February, CCC contributed at length to the EU public consultation process on the Sustainable Corporate Governance (including mandatory human rights due diligence) legislation. Meanwhile, public campaigns supported by the CCC network to encourage individuals and organisations to bring their voice to the public consultation proved a great success: over half a million people around the globe demanded that the EU develop a strong law to hold corporations accountable.

While EU debates were ongoing, similar supply chain human rights due diligence laws advanced in Germany and Norway. In both cases, CCC network members helped campaign to successfully pass these laws. CCC France and other French NGOs and unions developed a joint position paper with recommendations for a strong and ambitious law at the EU level based on lessons learned from the French experience. The paper was sent to several French MEPs and officials.

In the Netherlands, Schone Kleren Campagne worked with a broad alliance of civil society organisations on the issue, successfully advocating towards political parties to integrate due diligence legislation in their election programmes. Prior to the parliamentary elections in March, Schone Kleren Campagne, together with candidates from several political parties, developed a video calling for HRDD in the Netherlands. SKC also co-organised a live online debate of parliamentary candidates on topics related to human rights, including a block on the garment industry and the need for mandatory human rights due diligence legislation in the Netherlands. SKC also published a report on the lack of impact from the (voluntary) Dutch Agreement on Sustainable Garments and Textile (AGT) to show the need for mandatory human rights due diligence.

Along with members of IDVO, the Dutch Initiative for Sustainable and Responsible Business Conduct, a broad coalition of companies, academics, religious institutions, unions and CSOs, SKC distributed a petition calling for national level mandatory due diligence legislation in the Netherlands. The petition was signed by more than 40,000 people and presented in the lower house of parliament. In December, in a significant step forward, the Dutch government announced that the Netherlands will start a legislative process to develop national due diligence legislation.

Bringing worker demands to international fora

We organised and participated in several panels of the OECD Forum on Garment and United Nations Forum and EU-NGO Human Rights Forum. We used this opportunity to bring our demands to the agenda, with a particular focus on our #PayYourWorkers & #RespectLabourRights campaign. Our network represented the voices of workers and showed the extent of our global collaborations. Through our participation, we called on the EU, governments and companies to support binding regulation on human rights due diligence and binding agreements on wage and severance payments.

A transparent industry for brand accountability

Knowing where your clothes are made, and who made them, is a vital step in improving working conditions. Research for our transparency tool, Fashion Checker, collected in collaboration with Fashion Revolution, revealed that a disappointingly large number of brands are still doing nothing or very little on transparency. 159 brands (60%) received a 1 or 2-star rating on Fashion Checker, which means that they do not comply with the Transparency Pledge. Only 46 of 264 brands (17%) received five stars, meaning they disclose extra information about their supply chain, such as whether or not there is a union in the workplace. Thanks to the pressure generated by lobbying and public campaigning, seven brands signed the Transparency Pledge in 2021.



- SKC published *Do Dutch garment companies guarantee living wages in their supply chains?* (December 2021) stating that voluntary initiatives do not create more sustainability.

We took part in updating Fashion Checker this year, coordinating the inflow of new data and improving the language of the brand profiles to make them more compatible with our #PayYourWorkers Campaign and thereby optimising our outreach to brands. Thanks to successful cooperation with Fashion Revolution, we now have data on 264 brands on the Fashion Checker, up from 108 last year. We also started talks with Fashion Revolution Brazil to discuss making their fashion transparency index results visible on our platform.

We also continued working together with Wikirate, a collaborative open data platform, to create a reverse search tool that allows workers and unions to search for production facilities, rather than for a brand. The tool will eventually be linked to the Fashion Checker website, making it easier for unions and workers to work with the data.

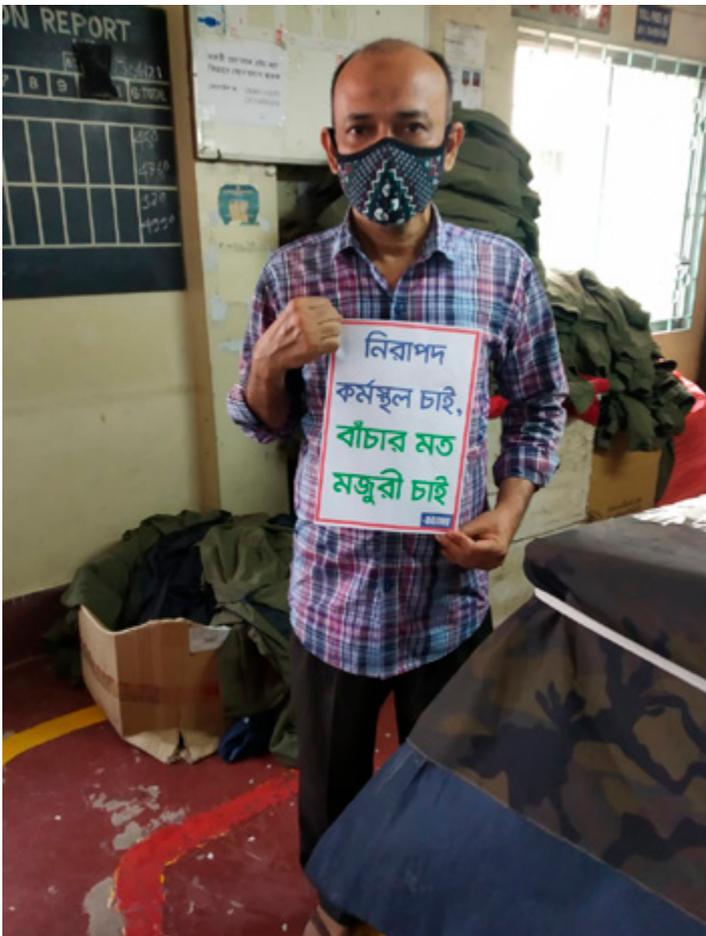
CCC joined other expert organisations to develop recommendations for standardisable supply chain data and indicators applicable across high-risk sectors, as well as providing sector-specifications for the Garment and Footwear, Food and Beverage, Extractive and Electronics industries.

In an open letter to the draft Generalised Scheme of Preferences regulation presented by the European Commission, we called for increased access for civil society, human rights defenders and trade unions in the monitoring process, improved access and effectiveness of the enforcement procedure, and improved transparency.

Calling for an end to Uyghur forced labour

CCC is a member of the steering committee of the Coalition to End Uyghur Forced Labour. Our collective lobbying resulted in the multi-stakeholder initiative Fair Labor Association issuing a ban on sourcing and production from the Xinjiang region, and Marks & Spencer becoming the first top-tier global clothing company to formally announce it will not work with suppliers implicated in Uyghur forced labour. In September, the European Commission announced it will propose an EU ban on products made by forced labour.

In the Netherlands, Schone Kleren Campagne has supported lobbying towards the Dutch government and in corporate forums in favour of a ban on cotton from the Uyghur region in China. The organisation also supported the European Center for Constitutional and Human Rights in submitting a legal complaint against Dutch enterprises regarding Uyghur forced labour before the Dutch state prosecutor.



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Workers protest on International Workers Day. Sign reads: "I want a safe workplace. I want living wages." The protest was organised by Bangladesh Garment and Industrial Workers Federation (BGIWF).

8/ Gender justice

Highlights

- Women workers protested internationally for equal pay and the right to unionise.
- 61 NGOs and trade unions call for gender-responsive corporate accountability.
- The Clean Clothes Podcast launched to amplify worker voices.

Strengthening network strategies on gender justice

During our Global Forum, which started in 2019 and lasted until June 2021, we celebrated our successes as the Clean Clothes Campaign network, and looked forward to the future. As part of the Forum, we elected our strategy board, created our global strategic framework, celebrated our achievements, developed operational plans, created podcasts, delivered trainings and organised a global week of action.

Following the completion of our five year Global Strategic Framework, launched as part of the Forum at the start of 2021, all organisations in the Network were invited to share annual operational plans as a means of facilitating strategic collaboration across our growing network. The operational planning reports provided insights into the gender justice work and expertise across the Network we can bring into our strategies for change.

On International Women's Day, members of the CCC international network protested for the right to unionise, to work free from gender-based violence and harassment, to be paid what they are owed, and for equal pay. Workers from Bangladesh Independent Garment Workers Union Federation (BIGUF) pictured.



As part of the revision of CCC's urgent appeal structure, we held trainings explaining the new system for case coordinators and organisations requesting support. These were complimented with trainings on strategy development, access to grievance mechanisms and a library of resources. The trainings led to an increase in women's participation to the urgent appeal system.

In 2021, more than 3800 women workers were involved in our case work. At least 44 women worked actively on a case, more than 900 were affected by the violations reported, and almost 3000 were more generally connected to the case, for example as workers in the factory. These numbers should be seen in the light of the revised data collection that is being developed to enable us to start monitoring the number of women workers.

Women workers at the forefront

CCC brings garment workers' voices, the vast majority of whom are women, to the forefront of the public narrative on labour rights and corporate accountability. A series of podcasts, produced by CCC and made publicly available on the most popular listening platforms, amplified voices from the network. The podcasts covered diverse topics including how Indonesian workers organise in times of COVID-19, how garment workers in southern India are combatting sexual harassment, how community mobilisation defended a garment worker in Romania, how low wages help trap workers as much as bonded labour in Cambodia, and how digital technology is changing garment work, organising and campaigning.

We partnered with Sisters2Sisters Myanmar (Burma) on the #FightLikeAGarmentWorker campaign, raising awareness via social media and taking part in an online panel discussion featuring Daw Myo Aye, leader of Solidarity Trade Unions of Myanmar (STUM), Mimmy Kowel, the CCC Network's Southeast Asia Coalition Coordinator, and a garment worker who shared insights into

After the death of an Indian female garment worker and Tamil Nadu Textile and Common Labour union (TTCU) member, who was organising against gender based violence and harassment in her workplace in H&M's supply chain, CCC promoted her online vigil, published a [statement](#) calling for an independent investigation and called on H&M to #EndGBV in their factories. Pictured: Garment workers protesting in Dhaka, Bangladesh, November, 2021. Credit: Mamunur Rashid



her daily life and fight for labour rights. A webinar on labour rights abuses under the military brought Myanmar labour activists in a public space with speakers including Kyaw-Ni, Deputy Minister for Labour of the National Unity Government (NUG), and Heidi Hautala, Vice President of the European Parliament.

Our partners Migrant Forum Asia and the Cross-Regional Centre for Refugees and Migrants formally launched the Migrant Women Forum (MWF), a loose network that focuses on the issues of women, gender, and migration, particularly in the corridor between Asia and the Middle East. A webinar to launch the Migrant Women Forum assessed how COVID-19 is affecting women migrant workers, explored COVID-19-related developments in the Asia-Middle East corridor, and identified support and services that are in place.

A webinar, *Preventing and mitigating gender-based violence along global textile supply chains: what can the European Union do?* - brought women workers to a broad online audience to discuss their struggles and organising knowledge. Breaking the power imbalance that enables violence against women in textile factories is crucial in order to allow women in the garment industry to work in dignity.

In another webinar, *Who's your feminism for? Gender & discrimination in the global fashion industry* - we looked at how social-washing in the garment industry minimises women workers' issues. With costly public relations campaigns, fashion brands try to convince consumers and society at large that they produce and sell 'sustainably', with some brands even using 'feminism' as a slogan on their shirts. In reality, most women workers face discrimination, exploitation and a hostile working environment.

Women Human Rights Defenders

#HoldBizzAccountable

On International Women Human Rights Defenders (WHRDs) Day, under the hashtag #WomenHoldBizzAccountable, we joined more than 60 NGOs and trade unions in urging the European Commission to make gender-responsive corporate accountability and due diligence rules a core focus in the development of the Sustainable Corporate Governance Directive to properly address and combat the deep-seated inequalities in the garment sector. Network member Kalpona Akter, former garment worker and current director of a Bangladesh union, wrote an open letter to the European Commissioners.

9/ In the media

Highlights

- 40,000 signatures for our Victoria Secret's email action.
- CCC's instagram broke 100 thousand followers.
- SKC were mentioned 29 times in newspapers and online press.



Media highlights

CCC's reports, commentaries and press releases were mentioned 248 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 authored and co-authored several blog features for Aljazeera, Apparel Insider and Ethical Consumer and our COVID-19 live blog continued to hold international attention.

Social media

We broke 100K followers on Instagram this year, reaching 110K by December. We gained almost 2K followers on Facebook, giving us 58K followers, our Twitter account reached 25K followers and LinkedIn reached 26K followers. Our website cleanclothes.org garnered 363,892 unique visits in 2021 and our new website PayYourWorkers.org garnered around 36k views.

Around the world activists took to social media in solidarity with the Brilliant Alliance workers in Thailand who made Victoria's Secret lingerie for years before being shut out of their factory without a penny in March 2021. One of the protest pictures by our partner Labour Behind The Label in London was picked up and promoted by Irish comedian Irling Bea which drove up signatures on our email petition to 40,000 signatures.

In the Netherlands, SKC issued sixteen press releases and was mentioned 29 times in newspapers and online articles. SKC also had one opinion article in a nationwide newspaper this year, had two radio interviews and two TV interviews. SKC's footprint on social media remained strong with around 2,590 followers on Instagram, 18,381 followers on Facebook, 5,044 Twitter followers and 42,497 website visitors over the year.

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Store actions around the world drew new users to our #PayYourWorkers website to take action, through flyers, stickers and labels.

10/ Organisational report

CCC was founded under Dutch law and has its registered office in Amsterdam. CCC is a Public Benefit Organisation (ANBI). We follow the Good Governance Code from the SBF (the Dutch charity association) and prepare our annual accounts in accordance with Guideline C1 of the Council for Annual Reporting for small organisations without profit.

CCC has a Board whose 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 which are 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.

In 2021, CCC continued to strengthen its global network, currently comprised of 236 organisations, through mutual capacity development, support to regional coordinating bodies and by enhancing secure communication and digital security. We welcomed nine new organisations, from Albania, Australia, Austria, Bosnia and Herzegovina, Japan, the United Kingdom, Bulgaria, Denmark and Uganda, into our global network. Unfortunately, nine other organisations had to leave the network this year; some were forced to dissolve due to shrinking civic space, others struggled to find the capacity to continue their network collaboration.



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Workers from the Coalition of Cambodian Apparel Workers' Democratic Union, (C.AWDU) protest targeting brands like adidas, H&M, Inditex, Bestseller & C&A, March, 2021.

Staff

CCC is a professional self-steering organisation with experienced and motivated employees. We devote attention to personal growth and development, while stimulating self-reliance and autonomy. CCC's goals include being a diverse organisation in terms of gender, race, ethnicity, and sexual orientation of staff. CCC aims to offer an accommodating environment and conditions to all employees (for example, through adapted working hours and workplace, provision of additional support etc.).

The number of staff members at the beginning of 2021 was 24 (19,1 FTE). At the end of the year it was 26 (21.9 FTE). Throughout the year we worked with six interns and four volunteers.

Board

Marlies Filbri

- *Board member since June 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. Since June 2020 she has led an organisation that advocates for the needs and rights of homeless people in the Netherlands.

Nathalie Noach

- *Board member since December 2021*
- *Position: Treasurer*

Nathalie Noach is trained in the field of social sciences, focusing on the political climate of the border between Thailand and Myanmar (Burma). She has gained experience in China, Hong Kong, Thailand and Myanmar. Currently, she works as a non-financial risk officer at ING's Operational Risk World Bank department for Financial Markets and Group Treasury. With the desire to combine these interests and experiences, she aims to improve the social and economic positions of people who work in the garment industry.

Monique de Jong

- *Board member since May 2019*
- *Position: General member of the Board and human resources advisor*

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

Nina Ascoly

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

Trained in journalism, political science and gender and development, Nina Ascoly worked for the Clean Clothes Campaign for 12 years (1998-2010), during which her wide-ranging activities contributed to developing the international network. In the first few years she was mainly involved in setting up and expanding the CCC's urgent appeal network. Since 2010 she has worked for Friends of the Earth International (FoEI) as International Programmes Facilitator. In that capacity she contributes to the development and implementation of the FoEI federation's international strategies to protect the environment and peoples' rights, and build sustainable societies.

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 a focus on war studies. He works as a lecturer for the law faculty of The Hague University of Applied Sciences (THUAS) where he lectures in Public International Law, European Law, Human Rights and Law of War. He has international experience in the US, UK and South Africa, and has worked for the Royal Netherlands Embassy in Washington, DC. In addition to his work at THUAS and his CCC board membership, he is an ambassador for ECHO (Expertise Centrum Diversiteitsbeleid), and an active member of Stichting Prinsjesfestival and a long-standing political party in the Netherlands.

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, interacting 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 social roles.

A number of organisational policies and instruments have been updated, initiated and implemented since 2019, 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 activities. In 2021 no complaints were brought forward.

Our regular bank account is with Triodos Bank, which only does business with organisations that support a healthy natural environment and promote a social economy. We have a savings account at ASN Bank, as 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 paper, glass, and batteries, and use biodegradable cleaning products. 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.

Our staff commutes using bicycles and public transport. Although travel was very limited in 2021 due to the COVID-19 pandemic, much of our work involves working with international partners, in particular in Asia, and we cannot avoid travelling by air. We do, however, attempt to limit these trips. For shorter distances we travel by train and we frequently use digital platforms as an alternative to face-to-face meetings.

Fundraising

Throughout 2021 we continued intensifying our pro-active fundraising approach, focusing on new donor identification and strengthening relations with our current funders. We prioritised raising funds for the global #PayYourWorkers campaign as well as long-term relationship building. We organised a funder briefing in April to seek commitment from funders on our proposal for a long-term structural intervention in the form of a Severance Guarantee Fund, and invited them to provide input and suggestions, share the information in their networks, as well as offer support and endorsement of this work.

We also organised a fundraising training for the partners in the Network. The training provided a strong understanding of the key elements of successful fundraising, especially with institutional donors and foundations, and included materials, examples and templates that are easily accessible and ready for immediate use. Thirty people, representing a wide range of organisations from the network, joined the online training sessions, which included topics like strategy development, donor mapping, proposal development, working with a logical framework and theory of change, as well as how to prepare a track record and capture stories of success.

We have been successful in our efforts to secure new grants during the year, including the renewed partnerships with the Open Society Foundations, and a new grant from the Ford Foundation. We are also grateful to our private donors who donated €38,742 for our work this year.

An important success stemming from fundraising efforts in 2021 came in the summer, when the Open Society Foundations committed to support us with a two-year grant of \$1,450,000 (USD) for our work on the #PayYourWorkers campaign. The grant gave an incredible boost to our work to hold corporations accountable for the rights of workers in their supply chains; to establish a binding agreement on wages, severance, and basic labour rights that will fill the wage gap experienced by millions of garment workers during the pandemic; and to push for a Severance Guarantee Fund to ensure that garment workers receive their legally mandated severance and are not left penniless when factories close.

We are extremely grateful for the partnerships with our funders, and value their support for our ongoing work for systemic change. These partnerships also expand our frame of reference and generate new opportunities for fundraising in the future. Like never before, COVID-19 has illuminated the innate inequalities in supply chain structures, where the power rests with the global brands and where workers bear the risks, living in a constant state of precarious vulnerability. The Bangladesh Accord model has been the most successful labour rights program in the contemporary history of the global garment and sportswear industry, and the International Accord's continuation was essential to maintaining the momentum toward future binding agreements. In the coming years we will be actively fundraising to build upon this groundwork, including our call on brands to negotiate a legally-binding and enforceable agreement to create a Severance Guarantee Fund (SGF), and to secure the future of the International Accord by achieving a next agreement to go into effect in November 2023. This will involve implementing an array of strategies to respond to threats from brands and employers who are trying to weaken and undermine the Accord model and programme.

Planning, Monitoring and Evaluation

In January 2021 we launched our second Global Strategic Framework (GSF2) for 2021-2026, which lays out our goals for collective action as the CCC global network. The GSF2 is our roadmap for change, helping us to forge our path towards a just and sustainable global garment and sportswear industries. During an online event for everyone in the network. We celebrated the network's impact on the lives of garment and sportswear workers over the previous five years and ratified our collective vision and direction for the coming years.

Our pragmatic Planning, Monitoring, Evaluation and Learning (PMEL) approach centralises collective reflection, knowledge sharing and mutual learning. Following the completion of the GSF, all organisations in the Network were invited to share their annual operational plans for delivering on its goals. The network-level GSF operational planning process was designed to enhance strategic collaboration across the network and lay the basis for monitoring and evaluating our collective change. The process was very successful in deepening the collective understanding of the Global Strategic Framework across the network, allowing us to make huge strides in translating the GSF goals into individual and collective action. The plans were analysed and published internally in an internal operational planning report that included information about the GSF's seven Domains of Change and the Change Statements each network entity is working on, encouraging connections to strengthen our work and make the best use of our collective resources. Among other things, the report provided valuable insights in the gender justice work being done throughout the Network, which inspired strategic collaboration and increased the understanding and importance of gender justice work in the Network.

In order to learn from each other and to know whether we are individually and collectively bringing about the change we aim for, we need to share, learn from our successes and adjust where we have been less successful. To that end, network entities will be invited to share their learnings on the success and challenges of their proposed change statements over 2021. A traffic light assessment has been developed for organisations to provide a visual indication of the extent to which activities are delivered and change achieved. In 2022 we'll follow up on these individual and collective learnings by actively sharing throughout the Network, organising collective reflection and facilitating mutual learning.

Collaboration

Collaboration is critical to advance our agenda to structurally improve working conditions and support the empowerment of workers in global garment and sportswear supply chains. As a network, we need leverage and power to fulfil our vision for workers' rights in the garment and sportswear industries. The network includes 237 organisations and eight associates who develop, share, and collaborate intensively on collective strategies of campaigning and advocacy. The network includes organisations operating at global, regional and national levels, based in both production and consumption countries. For security reasons we do not publicly disclose the names of our members, partners and associates.

Playing our role within an international ecosystem of like-minded actors is central to our values. Thus we collaborate extensively with individuals, organisations, and alliances outside of the network. These include: Both ENDS, Action Aid, Friends of the Earth, Transnational Institute, SOMO, The Samdhana Institute, IT for Change, European Coalition for Corporate Justice, Changing Markets, Anti-Slavery International, Global Witness, Human Rights Watch, ICAR, Cardiff University, WikiRate, Fashion Revolution, Freedom Fund, Open Apparel Registry, Human Rights Watch, Remake, FNV Mondiaal, and CNV Internationaal.

Our continued engagement in the Brussels-based #HoldBizzAccountable NGO coalition provides opportunities for us to mainstream our strategic priorities and improve our access to critical information and policymakers. Together, we initiate and take part in meetings with the European Commissioners' Cabinets and permanent representations to the EU.

11/ Financial governance and results

Budget versus actual variance analysis

Throughout 2021 we received additional grants which primarily contributed to strengthening our core work to lobby companies and governments, educate consumers and offer direct solidarity support to workers fighting against worker rights violations. Specifically, the grants increased our financial resources for campaigning, network strengthening and capacity building activities within the global network. The total amount of spending on direct campaign costs is € 1,330,633.

Financial position

Institutional grants are our primary source of income. The partnership with the Dutch Ministry of Foreign Affairs is our main source of funding. We also have a number of other ongoing and new partnerships.

- CCC is a member of the Fair Green and Global Alliance. This alliance, which includes seven other organisations (SOMO, Transnational Institute, Both ENDS, Milieudefensie, Action Aid, Samdhana and IT for Change) has a strategic partnership with the Ministry of Foreign Affairs since 2011 to strengthen lobbying and advocacy capacity of civil society under the theme of Trade and Value Chains. The current financial grant is €7,870,865 for a five year period.
- The European Commission supports us with a grant on transparency and living wages, using an evidence base to increase transparency and that supports empowerment of workers, as well as responsible purchasing behaviour of European citizens. The financial grant is €1,544,880 for a three year period.
- The NoVo Foundation Fund of the Tides Foundation supports us and our allies to conduct rapid response advocacy as well as promote long-term systemic change and strengthen the capacity of Global South organisations. The financial grant is US\$800,000 for a one-year period. Our partnership was recently renewed for another two years with a financial grant of US\$1,485,000.
- With the support from Open Society Foundations, CCC and its allies increased the much needed capacity to work on the #PayYourWorkers & #RespectLabourRights campaign. With this grant we are able to strengthen unions' capacity, secure legally owed unpaid wages and terminal compensation for garment workers, and build public pressure on brands. The financial grant is US\$1,450,000 for a two-year period.

- With the support from the Dutch Nationale Postcode Lotterij we strengthen the regional network's capacity, increase awareness and activation of citizens in the Netherlands, and intensify dialogue with governments and garment companies for binding agreements and mandatory human rights due diligence. The financial grant is €1,000,000 for a three-year period.
- Our partnership with the Dutch trade unions FNV Mondiaal and CNV Internationaal is strengthening solidarity across regions, and prioritises urgent appeal work with unions and worker organisations in South Asia and South East Asia, as well as awareness-raising and activation of citizens in the Netherlands, and advocacy work on mandatory human rights due diligence. The financial grant is €800,000 for a five-year period.
- A US-based philanthropic fund supports our regional work on wages, urgent appeals, women worker leadership and public awareness in East and South East Asia. The financial grant is US\$350,000 for a two-year period.
- The Ford Foundation provides support for the operationalisation of the Global Strategic Framework throughout the network. The financial grant is US\$50,000 for a two-year period.

CCC re-grants funds to partners primarily based in garment production countries to strengthen their local and regional advocacy and campaigning work, support women workers' leadership development and worker organising, combat violations of garment workers' rights, and secure remedy. In 2021 the regrants budget was €1,462,704.-.

CCC's equity as of December 31st, 2021, amounts to €504,68, which is €5,012 lower than it was in the previous year. The reason for this is that the organisation had to increase her earmarked training reserve by €8,258. The organisation posted a result of plus €3,246 for 2021. Fundraising costs amounted to €1,065 in 2021 and mainly concerned staff costs.

Investment policy

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

Budget 2022

		2022
Activities	IO / International Office	
	Information and data	€ 232,430
	Partner network	€ 1,464,791
	Campaigns	€ 611,502
	Lobby & advocacy	€ 179,859
	Public outreach	€ 156,250
	Total IO	€ 2,644,833
	SKC / Dutch Secretariat	
	Urgent appeal	€ 38,866
	Occupational health and safety	€ 3,500
	Living wage	€ 171,178
	Transparancy	€ 93,176
	Network & communication	€ 154,580
	Total SKC	€ 461,301
Management & administration		
		€ 279,520
		€ 279,520
TOTAL		€ 3,385,654
In:		2022
Dutch government		€ 1,888,122
CNV Internationaal and FNV Mondiaal		€ 160,885
European Commission		€ 70,367
Novo Foundation of Tides Foundation		€ 51,698
Nationale Postcode Loterij		€ 399,513
Private funds		€ 817,979
Private donors		€ 22,000
Interest		€ 0
TOTAL		€ 3,410,564
RESULT		€ 24,910

2021 FINANCIAL STATEMENTS

BALANCE SHEET	31-dec-21	31-dec-20
FIXED ASSETS		
Fixtures and fittings	€ 14,340	€ 16,704
Total fixed assets	€ 14,340	€ 16,704
CURRENT ASSETS		
Receivables and prepayments	€ 196,056	€ 88,721
Cash and cash equivalents	€ 3,191,145	€ 2,707,111
Total current assets	€ 3,387,201	€ 2,795,832
TOTAL ASSETS	€ 3,401,541	€ 2,812,536
RESERVES		
Continuity reserve	€ 504,688	€ 509,700
Earmarked reserve for NPL activities	€ 25,665	€ 25,665
Earmarked reserve for accrued training budget	€ 46,741	€ 38,483
Total reserves	€ 577,094	€ 573,848
Current liabilities	€ 2,824,447	€ 2,238,689
Total current liabilities	€ 2,824,447	€ 2,238,689
TOTAL LIABILITIES	€ 3,401,541	€ 2,812,537

STATEMENT OF INCOME AND EXPENDITURE

INCOME		Actual 2021	Budget 2021	Actual 2020
Income from private individuals	€ 32,126		€ 22,000	€ 44,461
Income from government grants	€ 1,713,977		€ 1,742,145	€ 2,391,748
Income from lottery organisations	€ 121,255		€ 101,873	-
Income from other non-profit organisations	€ 976,850		€ 1,138,028	€ 1,260,757
Sum of raised income	€ 2,844,208		€ 3,004,045	€ 3,696,965
Other income	€ 15,656		€ 29,277	€ 51,454
TOTAL INCOME		€ 2,859,864	€ 3,033,322	€ 3,748,420

EXPENDITURE				
Staff costs	€ 1,402,550		€ 1,356,240	€ 1,266,374
Accommodation costs	€ 74,126		€ 78,400	€ 58,396
Office and general expenses	€ 39,752		€ 113,930	€ 74,367
Direct campaign costs	€ 1,330,633		€ 1,462,704	€ 2,233,181
TOTAL EXPENDITURE		€ 2,847,061	€ 3,011,274	€ 3,632,318

Result before financial income and expenditure		€ 12,803	€ 22,049	€ 116,102
Balance of financial income and expenditure		€ 9,557-	-	€ 1,327-
RESULT		€ 3,246	€ 22,049	€ 114,774

APPROPRIATION OF THE RESULT				
Added to the continuity reserve		€ -5,012		€ 99,541
Charged to the earmarked reserve for operating assets		-		-
Charged to the earmarked reserve for NPL		-		
Added to the earmarked reserve for accrued training budget		€ 8,258		€ 15,233

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 the 27th of September, 1991. The objectives 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 2021	31 December 2020
Fixtures and fittings		
<i>Opening balance</i>		
Purchase cost	€ 65,337	€ 57,615
Accumulated depreciation		€ -39,495
Book value	€ 16,704	€ 18,120
Capital expenditure in the financial year	€ 8,915	€ 7,722
Depreciation in the financial year	€ 11,279	€ 9,139
Total movements	€ 20,194	€ 16,861
<i>Closing balance</i>		
Purchase cost	€ 74,252	€ 65,337
Accumulated depreciation	€ -59,912	€ -48,633
Book value	€ 14,340	€ 16,704
CURRENT ASSETS	31 December 2021	31 December 2020
Receivables and prepayments		
Debtors	€ 346,75	€ 3,381
Amounts due from partners	€ 0	€ 0
Grants receivable	€ 139,043	€ 55,580
Loans to partners	-	-
Deposit	€ 7,700	€ 7,700
Interest receivable	-	-
Sick pay receivable	€ 3,172	€ 3,397
Prepaid expenses	€ 44,361	€ 13,425
Staff	€ 409	€ 490
Other receivables	€ 1,025	€ 4,748
	€ 196,056	€ 88,721

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 2021	31 December 2020
ASN	€ 2,428,503	€ 2,356,878
ING	€ 398,014	€ 249,166
ABN	€ 149,953	-
Triodos	€ 188,826	€ 81,007
Paypal	€ 24,702	€ 18,805
Cash in hand	€ 1,146	€ 1,255
	€ 3,191,145	€ 2,707,111

Cash and cash equivalents are payable on demand.

Reserves

	2021	2020
Continuity reserve		
Opening balance	€ 509,700	€ 410,158
Result for year	€ 5,012-	€ 99,541
From the earmarked reserve for operating assets	-	-
Closing balance	€ 504,688	€ 509,700

The organisation aims to hold a minimum general reserve to cover six-months staff, accommodation and office costs. In 2021 this would amount to € 1,443,566.24 x 50% = € 721,783.12 At the end of the 2021 there is a discrepancy between this aim and the general reserve of € 722,5096.62 less € 504,688.- = € 217,094.93

Earmarked reserve for NPL activities

Opening balance	€ 25,665	€ 25,665
Transfer to/from	-	-
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. The reserve will be spent on these activities in the years to come and/or allocated to the continuity reserve to compensate for a negative result for the year.

Earmarked reserve for training budget for individual employees

Opening balance	€ 38,483	€ 23,250
Transfer to/from	€ 8,258	€ 15,233
Closing balance	€ 46,741	€ 38,483

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 2021	31 December 2020
Current liabilities, accruals and deferred income		
Creditors	€ 89,912	€ 66,724
Amounts payable to partners	€ 439,903	€ 465,653
Statutory payroll tax and social security contributions	€ 27,974	€ 24,762
Pension contributions payable	-	-
Grants to be spent	€ 1,997,745	€ 1,443,486
Amount reserved on account of holiday entitlement	€ 144,142	€ 134,441
Amount reserved on account of holiday pay	€ 92,085	€ 74,423
Net salary	€ 158	€ 332
Accrued expenses	€ 32,529	€ 28,868
Advances	-	-
	€ 2,824,447	€ 2,238,689

Amounts payable to partners relate to the difference between the advances granted and amounts reported in 2019-2021.

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 2021	Budget 2021	Actual 2020
Income from private individuals			
Donations and gifts	€ 32,126	€ 22,000	€ 44,461
	€ 32,126	€ 22,000	€ 44,461
Income from government grants			
Ministry of Foreign Affairs-DGIS (2021-2025)	€ 1,457,161	€ 1,616,511	€ 1,871,868
EuropeAid: Filling the Gap (2019-2022)	€ 256,816	€ 125,634	€ 519,880
	€ 1,713,977	€ 1,742,145	€ 2,391,748
Income from lottery organisations			
National Postcode Loterij	€ 121,255	€ 101,873	-
Income from other non-profit organisations			
Tides Foundation (2018-2021)	€ 114,075	€ 110,638	€ 957,374
Tides Foundation (2021-2022)	€ 592,066	€ 655,203	
Anonymous donor (2019-2020)		-	-
Public Eye	-		€ 14,086
Open Society (2020-2021)	-	-	€ 104,919
We Trust (2019-2021)	€ 20,848	€ 13,459	€ 10,285
Open Society (2019-2020)	-	-	€ 37,613
Open Society (2021-2022)	€ 77,581	€ 65,713	
Wellspring (2019-2021)	€ 10,703	€ 168,492	
Wellspring (2020-2022)	€ 105,938	-	€ 136,480
Nationale Postcode Loterij		-	
CNV Internationaal and FNV	€ 77,044	€ 124,523	
Mondiaal Wellspring (2020-2022)	-		
	€ 976,850	€ 1,138,028	€ 1,260,757
Other income			
Proceeds from merchandise and other income	€ 15,656	€ 29,277	€ 51,454

EXPENDITURE	Actual 2021	Budget 2021	Actual 2020
Staff costs			
Salary costs	€ 1,025,440	€ 1,003,731	€ 942,241
Social security charges	€ 182,651	€ 181,564	€ 168,682
Pension charges	€ 101,865	€ 98,593	€ 88,380
Sick pay insurance/incapacity for work	€ 30,572	€ 26,193	€ 25,970
Payments from sickness insurance	€ -10,109	-	€ -78,633
Travel and subsistence expenses	€ 4,505	€ 23,720	€ 7,384
Temporary employees/agencies	€ 5,312	€ 18,119	€ 8,228
Volunteers	€ 4,760	-	-
Other staff costs	€ 57,554	€ 4,320	€ 104,121
	€ 1,402,550	€ 1,356,240	€ 1,266,374

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

Accommodation costs			
Office rent	€ 60,253	€ 60,253	€ 46,635
Energy	€ 12,609	€ 12,609	€ 10,533
Fixed costs	€ 1,264	€ 5,538	€ 1,228
	€ 74,126	€ 78,400	€ 58,396

Office and general expenses	Actual 2021	Budget 2021	Actual 2020
Office	€ 2,531	€ 4,200	€ 1,821
Business entertainment expenses	-	€ 1,000	€ 1,958
Print and photocopying costs	€ 686	€ 1,300	-
Communication	€ 1,181	€ 5,470	€ 3,924
Insurances	€ 1,557	€ 4,000	€ 1,692
Accounting costs and auditor's fees	€ 21,381	€ 25,000	€ 18,033
IT	-	€ 8,000	€ 16,150
Consultancy fees	-	€ 14,000	-
Depreciation	€ 11,279	€ 10,000	€ 9,139
Board costs	-	-	€ 339
Non-collectible dues partners	-	-	-
Other general expenses	€ 1,136	€ 40,960	€ 21,312
	€ 39,752	€ 113,930	€ 74,367

The post 'other general expenses' mainly consists of costs for the acquisition of grants (i.e. € 12,612).

Balance of financial income and expenditure	Actual 2021	Budget 2021	Actual 2020
Interest income	€ 9,557-	€ 500	€ 1,327-

Report for “Wet normering topinkomens” (WNT)

On January 1st, 2013, the “Wet normering bezoldiging topfunctionarissen publieke en semipublieke sector (WNT)” Act came into force. From January 1st, 2016 this law applies to the Stichting Schone Kleren Campagne / Clean Clothes Campaign (SKC/CCC). The report below is prepared in line with the applicable regulation for SKC/CCC in 2021.

The maximum remuneration according to the WNT for SKC/CCC in 2021 is € 191,000. 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 Campagne / Clean Clothes Campaign is a flat organisation with self-steering teams. The organisation does not have a director or management as commonly understood to be the persons having executive power within the organisation. However, three employees have been part of the Cross Team Body (CTB) since the end of 2017. The CTB is 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.

Tanne de Goei took over the position of Ilona Kelly when she left the organisation on 31-08-2022.

Amounts x € 1	Y.Thiruvalluvar	A.A. de Goei	I.M.Kelly	A.P. Papadimitriou
Job title	Operational Health & Safety Coordinator	Partners & Network Coordinator	Urgent Appeals Coordinator	International Office Team Coordinator
Start and end of job performance in 2021	[01/01] – [31/12]	[01/01] – [31/12]	[01/01] – [31/08]	[01/01] – [31/12]
Part-time percentage	88,89%	88,89%	88,89%	78,70%
Labour contract?	yes	yes	yes	yes
Remuneration				
Remuneration including taxable expense allowances	39,857	41,836	34,731	37,139
Provision post-employment benefits	3,842	7,862	1,901	3,809
Subtotal	43,699	49,698	36,632	40,948
Individual applicable remuneration maximum	169,778	169,778	113,185	150,324
-/- Undue payments	-	-	-	-
Total remuneration	43,699	49,698	36,632	40,948
Explanation exceedance maximum remuneration	n.a.	n.a.	n.a.	n.a.
Explanation undue payments	n.a.	n.a.	n.a.	n.a.

Comparison 2020

Job title	Operational Health & Safety Coordinator	Urgent Appeals Coordinator	International Office Team Coordinator
Start and end of job performance in 2020	[01/01] – [31/12]	[01/01] – [31/12]	[01/01] – [31/12]
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
Individual applicable remuneration maximum	168,000	168,000	152,250
Total remuneration 2020	43,038	44,373	41,408

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 € 3,246.- will be added to the reserves.

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 2021 received a salary above the Individual applicable remuneration maximum. There are no severance payments paid in 2021 to other officers to be disclosed by the WNT, or paid in previous years that should be disclosed by the WNT.

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.

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);

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.

- 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

Schone Kleren Campagne
Clean Clothes Campaign