Clean Clothes Campaign

SKC

Schone Kleren Campagne
Clean Clothes Campaign

2024 ANNUAL REPORT

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Schone Kleren Campagne

CCC Network Vision

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

CCC Network Mission

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

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

In this report...

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

Letter from the board...

It lasted a few minutes, but broke through the official narrative in the French capital. During the Olympics, a dozen activists unfurled banners declaring that Nike stole $2.2 million from its workers in one of the most visible places in the highly guarded city: the glass escalator tubes of Centre Pompidou. Their banners were confiscated at the top of the escalators, but they managed to show the workers' message in front of Nike's advertising screen that covered the museum's facade.

This action epitomised Clean Clothes Campaign/Schone Kleren Campagne's focus on direct, disruptive action this year. A banner action at Inditex's largest European distribution centre and parcel deliveries at adidas and Amazon offices were accompanied by an online training programme for activists all over the world.

2024 brought victories: sock workers in Sri Lanka and Serbia won their cases, and a record number of brands signed the International Accord. Students in Bangladesh ousted the employer-riddled Hasina government, offering new chances to garment workers. And the European Union (EU) adopted the Corporate Sustainability Due Diligence Directive (CSDDD), making supply chain accountability mandatory.

But 2024 was also a year of growing challenges. Civic space encroachment was strongly felt by network partners in Cambodia, Myanmar and Hong Kong. Additionally, political changes in Europe and the Trump victory in the United States of America (USA) set the stage for more difficult times to come. The new Dutch government announced development budget cuts. By the end of the year the EU commission started to weaken the CSDDD under the guise of deregulation.

Yet, we are tenacious. We have been fighting alongside garment workers whose wages and severance were stolen since the start of the pandemic, such as the workers in Nike's supply chain. We will apply the same tenacity to our general fight for better working conditions, powered by the mutual solidarity and support in our network.

Activists protest during the Paris Olympics in front of a giant screen covering the Centre Pompidou museum with Nike ads, drawing attention to the $2.2 million that workers in Nike's supply chain are still owed.

2024 at a glance...

Major EU legislation victory!

On the anniversary of the Rana Plaza collapse, the EU Parliament approved the new EU law on Corporate Sustainability Due Diligence (EU CSDDD)! This was a major milestone for corporate accountability, which CCC has been campaigning for, for over a decade.

The adopted legislation requires larger companies to ensure human rights and environmental protection across their supply chains,

Activist film cleans up at awards season!

The activist artist collective, The Yes Men launched a new documentary; adidas Own The Reality, showcasing our January 2023 collaboration. The short film won several film awards across the world.

Levi's finally caves to our pressure!

In 2024, our three-year campaign aimed at Levi's was finally successful. After years of store protests, social media actions, and a petition with 70K signatures, Levi's signed the International Accord and the Pakistan programme in October 2024.

Young people talking about a Just Transition

In collaboration with Stichting Motherhood and the Naaierij, SKC organised an event at the Slow Fashion Show in Amsterdam, showcasing a series of photographs depicting the impact of climate change on garment workers in Bangladesh. Young people, aged between 11 and 18, participated in a t-shirt challenge and a drop-in repair workshop while discussing SKC's work in support of garment workers.

Winning around the world!

We supported thousands of garment workers in their fight for justice through our urgent appeal system, assisting in 42 factory-level cases across 14 countries.

Major workers win in Sri Lanka!

After months of struggle and uncertainty, and a huge campaign of international solidarity - workers in the Texlan Centre factory secured victory. Eighteen sacked workers were reinstated to their jobs with back pay, bonuses, and assurances regarding their right to engage in union activities.

Justice secured in Türkiye!

A massive international public pressure campaign against Inditex, the conglomerate that owns Zara and Bershka, helped workers at Baykan Denim, secure justice, including $32,000 in unpaid wages.

How we win for workers...

The National Garment Worker Federation in Bangladesh commemorates the Rana Plaza collapse and calls for EU legislation.

In 2024, we worked on **42 Urgent Appeals** cases in **14 countries:**

Bangladesh, Cambodia, Croatia, El Salvador, India, Indonesia, Myanmar, North Macedonia, Pakistan, Romania, Serbia, Sri Lanka, Thailand, and Türkiye.

URGENT APPEALS SUPPORT

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

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

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

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

UA CASES BY CATEGORY IN 2024

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

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

12 Labour Practices
Child labour, forced overtime, unfair dismissal, unilateral contract changes, unreasonable

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

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

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

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

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

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

CCC together with a coalition of NGOs calls for strong EU legislation on the eve of the Rana Plaza anniversary.

POLITICAL ADVOCACY

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

PUBLIC PRESSURE

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

Activists in solidarity with the workers of the Body Fashion factory who made clothes for Victoria's Secret and are still owed 6 million USD.

CCC in the media...

In 2024, our work was featured in several major global news outlets, including The Guardian, Al Jazeera, Financial Times, Bloomberg, Reuters and The Sunday Times.

Schone Kleren Campagne received coverage in major Dutch newspapers, including de Volkskrant and Nederlands Dagblad, as well as national radio and TV news.

Inside Italy's designer sweatshops

Al Jazeera News, 200k+ views

CCC Italy collaborated with Al Jazeera to create this hard-hitting documentary on the realities of labour abuses in Italy's designer bag industry. Al Jazeera and the CCC International Office brought it to wide audiences in November 2024. The documentary won a Gold Telly Award for General-Public Interest & Awareness.

Specialized, exposed

Escape Collective

CCC mobilised members of the cycling community for our campaign against cycling brand Specialized, through collaborative reporting with the Escape Collective. The media outlet published two in-depth investigations, in April and December, about the failure of Specialized to pay its workers. Both articles generated genuine interest by cyclists in our campaign, and were featured in a prominent cycling podcast, reaching even more cycling enthusiasts. These efforts led to Specialized finally interacting with the workers' representatives and CCC.

Investors just do it

Business of Fashion.com

Ahead of Nike's September 2024 AGM, where an unprecedented uprising of investors was anticipated, Business of Fashion did a deep dive into the issues at stake amidst a flurry of media attention for the Nike cases and the investor angle.

How can we make fashion sustainable

Happy Times Magazine & Radio

Happy Times Magazine interviewed SKC and invited them to their radio show to talk about ways to make the garment industry more sustainable.

From laughter to action

Ecotextile

Ecotextile, a specialised platform for sustainability within garment supply chains, published an article about our highly effective social media strategy, detailing how and why we utilise memes and humour to convey our message to broader audiences.

A year on... keeping the spotlight on injustice

New Humanitarian

An article in the New Humanitarian highlighted CCC's report on the plight of garment workers in areas of Türkiye affected by the 2023 earthquake, revealing that many brands and factories failed to take sufficient care of their workers.

& on social media...

Luxury's cheap

This post reached

300,000 on Instagram & 140,000 on TikTok.

In this post we shed light on an investigation revealing that Dior, Gucci and Tod's withdrew from a factory in Romania, following the implementation of a national minimum wage increase. The workers were left jobless, without severance pay.

Bangladesh crackdown

This post reached

200,000 on Instagram & 145,000 on TikTok.

In this post, we mobilise our audiences to call for the dropping of all bogus charges imposed on Bangladeshi garment workers who took to the streets to protest against poverty wages.

Zara's complicity

This post reached

180,000 on Instagram

In this post, we use the popular internet meme formats to reveal connections between Zara's supplier factories and the repression of Bangladeshi workers who protested against poverty wages.

Shein Investigation

This post reached

100,000 on Instagram

In this post, referencing the cult classic film "Mean Girls", we outline all issues with the ultra-fast fashion giant Shein, amplifying research conducted by CCC organisations in the United Kingdom (UK) and Switzerland.

Collaborating for a fair garment industry

This SKC announcement on Black Friday regarding second-hand shops that do not promote the consumption of new products, but rather work together with us towards change, reached 3,800 people.

CCC IO's TikTok audience grew by **266%** in 2024 **from 950 to 3500 followers.**

30,000+ more visits to the CCC IO website in 2024. **That's +108% on 2023.**

In 2024 our TikTok videos were watched over **2,000,000 times.**

Repair Café

This SKC post announcing our Repair Café together with the Naaierij at the Fashion Clash festival reached 3,200 people.

Women's Day Hypocrisy

This was our most liked post, with

10,000 users expressing their approval!

In this post, we use memes to highlight the faux feminism of fast fashion brands that claim to empower women yet disregard the rights of the female workers who produce their clothes.

CCC
Instagram: 1.5 million views, 125k followers
Facebook: 17k views, 57k followers
X: 26k followers
LinkedIn: 39k followers
Tiktok: 501k views, 3.5k followers

SKC
Instagram: 3.5k followers
Facebook: 17k followers

cleanclothes.org / 310K visits
fashionchecker.org / 50K visits
payyourworkers.org / 13k visits
schonekleren.nl / 29k visits

1. Wages & social security.

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

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

In 2024, CCC published a new Guidance on the Severance Guarantee Fund (SGF) Agreement, detailing the importance and implementation of the Pay Your Workers - Respect Labour Rights Agreement, endorsed by over 285 organisations globally. When signed, this legally binding and enforceable agreement between brands, employers, and unions establishes a global Severance Guarantee Fund to ensure that workers are compensated what they are owed if they lose their jobs due to a factory closure or mass dismissal. This guidance is publicly available on the Pay Your Workers website for any brands willing to start negotiations with unions.

LIVING WAGE ACTION DAY

From now on, 25 September is Living Wage Action Day. Originally proposed by the Serbian organisation and CCC partner, The Centre for the Politics of Emancipation, this year saw CCC and its partners take coordinated action for the inaugural iteration of this new annual day of action.

We drew global attention to the poverty wages paid in the global garment industry, and demanded change!

Serbian CCC member CPE draws the attention of passers-by with music and an information stand on Living Wage Day.

JUSTICE SECURED FOR TURKISH DENIM WORKERS ABANDONED AFTER EARTHQUAKE

URGENT APPEALS

When an earthquake destroyed workers' homes and forced them to relocate, Baykan Denim, a leading denim manufacturer in Malatya, Türkiye, illegally dismissed all its workers based on their 'unauthorised absenteeism' to avoid paying the severance as demanded by Turkish law in case of an emergency situations.

Baykan produces jeans and other goods for major European and US brands, including Zara, Bershka, s. Oliver, Next, Marks & Spencer, Asda, Jack & Jones, Vero Moda, Gina Tricot, Varner, and Urban Outfitters. The United Textile, Weaving and Leather Workers' Union (BİRTEK-SEN), supported by the Turkish and Clean Clothes Campaign International Office, appealed to these brands to intervene and secure justice for the workers making their clothes. Most of these brands acknowledged that Baykan Denim's actions were a violation of their company standards, but left workers to pursue the case through lengthy and expensive legal battles.

Eventually, Inditex (the conglomerate that owns Zara and Bershka, among others) responded to the workers' and campaigners' appeal and accepted responsibility. In December 2024, Baykan Denim, compensated all affected workers united by the BİRTEK-SEN union, who had not taken legal steps against the company, in full. It also compensated the workers who had brought a lawsuit against the company for the severance they were owed and the legal costs they incurred in order to get what was legally owed to them. In total they received close to $32,000.

SERBIAN SOCK FACTORY WORKERS WIN OVERTIME PAYMENTS

URGENT APPEALS

The Valy d.o.o. Factory in Vajevo, Serbia, produces socks for clothing brands, including Calzedonia and Primark. Between 2018 and 2021, the factory operated working schedules that didn't meet Serbian national labour laws. Trade union, Sloga, fought for the overtime pay its workers were owed for over two and a half years.

Serbian CCC member CPE supported Sloga and the workers as they navigated negotiations, lengthy and costly court procedures, and faced attacks and attempts to imprison the Sloga union president: Željko Veselinović. Supporters of CPE and the CCC network were mobilised to exert pressure on the factory, its owner, and the buyers, as well as to raise funds to help the workers. In 2024, Sloga won their court case, securing 98 trade union members the overtime pay they were owed.

US students united in the Students for International Labor Solidarity standing in solidarity with Hong Seng workers.

#PayYourWorkers Campaign...

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

In 2024, CCC's #PayYourWorkers campaign launched a new strategy, focusing more intently on supporting factory-level Urgent Appeals cases, especially severance theft and Freedom of Association violations, while shifting away from a primary focus on brand campaigning.

NIKE CAUGHT CHEATING.

URGENT APPEALS

During the pandemic, workers at the Hong Seng Knitting factory in Thailand, who made clothes for Nike, were cheated out of $600,000 USD in stolen wages. In Cambodia, Nike workers continue to fight for the $1.4 million USD they are owed in severance after their factory suddenly closed in 2020. The CCC network and its partners have been applying pressure on Nike to finally pay these workers what they are owed, plus interest for the damage done by late payment!

In January, we helped launch a petition on Eko that had over 125,000 signatures by the end of 2024. In April, Students for International Labor Solidarity (SILS) in the US held an international week of action to mark the fourth anniversary of this massive wage theft, with demonstrations at universities across the United States.

In July, the #PayYourWorkers campaign also launched a new long-read detailing the case and Nike's ongoing lies and failures on the case and followed up with an action at the Paris Olympics. In September we presented a resolution to the Nike AGM demanding the payment of workers. Several major investors backed our proposal, giving Nike a clear signal, but the resolution did not pass.

VICTORIA'S REAL SECRET EXPOSED.

When Victoria's Secret opened a new store in the Netherlands' busiest train station, SKC activists seized the opportunity to inform their potential customers about their real secret: wage-theft in their supply chain. During the pandemic shutdown, the *Body Fashion factory* in Thailand, where Victoria's Secret produced their underwear, workers were refused the partial wages they were legally entitled to. Workers are still owed $5.9 million.

Activists call for Victoria's Secret to pay their workers at a store opening in Utrecht.

ADIDAS RUNNING FROM RESPONSIBILITY.

In 2021, workers at the Hulu Garment factory in Cambodia were conned out of $1 million. When COVID shutdown the factory temporarily, workers were suspended. When the factory reopened after two months, workers were urged to "sign" their payslips with their thumbprint to receive their suspension pay. But hidden under the payslip was a resignation notice. In this way, Hulu tricked workers out of both their jobs and the legally mandated severance payment they were entitled to under Cambodian law, for being dismissed.

Three years later, 500 former workers are still fighting for justice. In 2024, CCC supported Sithyneth Ry, the president of the INTUFE union, which represents the workers, in travelling to Berlin to address adidas investors during their shareholder meeting. Activist investors who attended with Sithyneth echoed his calls, urging adidas to sign the #PayYourWorkers agreement, to deliver justice to the 500 workers, and to ensure that workers still producing adidas clothing in factories around the world are not left penniless during future supply chain disruptions.

The activist artist collective, The Yes Men, has continued to lend their support to pressurise adidas. This year, they launched a new documentary; adidas Own The Reality, showcasing the January 2023 collaboration action that made the world believe adidas hired a Cambodian garment worker as co-CEO. The short documentary was screened at festivals worldwide and won several film awards, including Best Short Documentary at the Kuala Lumpur Eco Film Festival, Best in Festival and LabourStart Award at the Canadian Labor Film Festival and Best Experimental at the Buffalo International Film Festival.

Labour leader Sithyneth Ry addresses adidas shareholders about the Hulu case.

In conjunction with the film's launch, the Impossible is Nothing exhibition, staged by The Yes Men and Threads and Tits in Weiman provided another opportunity to highlight labour rights violations in the adidas supply chain and saw hundreds more sign the petition in support of the Hulu garment workers.

Ads for adidas Own The Reality, Yes Men exhibition.

The film was also screened at the IMPAKT festival in Utrecht and the FASHIONCLASH festival in Maastricht, where SKC participated in the discussion as one of the panellists after the screening.

Visitors also participated in a FASHION ACTIVISM workshop, brainstorming inspiring actions to fight injustice, waste and overconsumption, as well as a free Repair Café, and could visit an exhibition on the impact of climate change on garment workers in Bangladesh.

LUXURY EXPLOITATION LAID BARE

URGENT APPEALS

In 2023, luxury brands Dior, Gucci and Tod's severed ties with the Selezione garment factory in Romania — seemingly in response to a 17% increase in the minimum wage — leaving over 150 workers without jobs and compensation. Romanian CCC member, Haine Curate, gathered the evidence for the case and supported garment workers in sharing their stories.

Italian outlet Internazionale published an in-depth investigation in September to coincide with Milan Fashion Week. This was followed by coverage in the French investigative outlet Mediapart. Additionally, CCC's TikTok reel on the case became our first-ever viral post, reaching thousands of people.

The awareness generated by the Selezione was vital in countering the false narrative that worker exploitation is limited to fast fashion or high street brands.

ACTIVISTS TRAINING

In September and October, dozens of activists from around the world participated in our initial round of activist training sessions, learning how to take meaningful action to hold brands accountable and disrupt the fashion industry's business as usual. On Black Friday, we witnessed the first results, as groups formed during these trainings organised and executed successful public actions in Pakistan, Spain, the Netherlands, and elsewhere.

GLOBAL CAMPAIGN SCHOOL

A Global Campaign School organised by CCC's three Asian coalition enabled organisers and activists in each region to learn vital skills need in their daily work. To ensure that learning across regions continues, trainers and women leaders from all regions came together in Indonesia in August 2024 to learn from each others' successful campaigns and strategise together on what their regional and national coalitions need going forward.

Participants of the Global Campaign School session in Indonesia after finishing the programme (right), and trying out creative campaign props (left).

2. Freedom of association.

Across the world, 2024 has witnessed a disturbing rise in the repression of workers' rights to unionise and engage in collective bargaining. Instead of fostering genuine worker representation, numerous fashion brands and employers have adopted strategies that deliberately undermine these fundamental rights. One of the most concerning trends is the proliferation of alternative structures such as workplace coordination committees, workers' councils, or joint worker-management committees— bodies often mandated by national laws but lacking the independence and mandate of democratic trade unions.

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

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

WORKERS' RIGHTS AREN'T JUST FOR SHOW!

In response to increasing repression around the world, CCC collaborated with the Business and Human Rights Resource Centre (BHRRC) to produce the report 'Just for Show.' The report investigates the state of freedom of association and collective bargaining in six major garment-producing countries: Bangladesh, Cambodia, India, Indonesia, Pakistan, and Sri Lanka. Based on interviews, focus groups, and surveys facilitated by CCC, the findings reveal how fashion brands and employers exploit legal loopholes and alternative representation platforms to marginalise independent unions and undermine workers' power.

MODEL AGREEMENT

In 2024, CCC took on the growing threat to freedom of association, with the development of a new Freedom of Association model agreement, which supports unions' efforts to counter these weak grievance mechanisms and develop Enforceable Brand Agreements. The model agreement provides a yardstick and a reference point against which unions and workplace organisations can measure and negotiate brand and business-led

CAMBODIA — CENTRAL AND SHRINKING CIVIL SPACE

URGENT APPEALS

Baseless legal investigations are a classic tool used by governments and businesses to repress civil society and curtail the right to freedom of association. Following the release of a research report exposing the stark realities of garment workers' associational rights in the Cambodian garment sector, the labour rights organisation and CCC member CENTRAL, faced escalating threats. The Cambodian Ministry of the Interior launched an unsubstantiated investigation into CENTRAL's operations and finances, claiming CENTRAL uses foreign funds for illegal activities. Such investigations have led to the temporary or permanent closures of other civil society organisations in Cambodia in the past.

CCC called for the immediate cancellation of the audit and dismissal of the criminal complaint against Khun Tharo, and the CENTRAL programme. We also solicited statements from major buyers and buyer collectives with importance for Cambodia.

Active lobbying from CCC, resulted in the European Parliament passing an urgent resolution, in November, on "The shrinking space for civil society in Cambodia, in particular the case of the labour rights organisation CENTRAL." In addition to calling for an end to the repression of CENTRAL and Equitable Cambodia, this resolution emphasised the responsibility of European garment brands and the importance of due diligence in supply chains. They also urged the Member States and the European External Action Service (EEAS) to enhance support for Cambodian civil society and to provide protection for human rights defenders, civil society representatives, and persecuted opposition members.

Protest on International Workers Day 2024 in Cambodia for Freedom of Association and safety.

Protest at Inditex's largest distribution centre in Europe against the fact that Bangladeshi workers are fearing legal charges for protesting poverty wages.

BANGLADESH — CONTINUING CRACKDOWNS AND DENIAL OF JUSTICE

In November 2023, during the flawed national minimum wage revision process, thousands of Bangladeshi garment workers took to the streets to call for an end to poverty wages in largely peaceful protests. Workers were met with an unprecedented level of repression and police violence — four workers lost their lives, 131 people were arrested, and around 40,000 people faced criminal charges (organised into 37 separate cases) simply because they exercised their legal right to organise and demand dignified pay.
The CCC network wrote to 45 major companies sourcing garments from Bangladesh about this crackdown, demanding that they urge their suppliers to withdraw the criminal cases immediately. We then launched a public campaign, including an online tracker to call out brands for their complicity in these cases, and a petition targeting the two brands linked to the most criminal cases filed: H&M and Zara (Inditex). The campaign reached more than a million viewers online, with several videos going viral across Tiktok and Instagram.

SKC and Fashion XR activists in the Netherlands took action at one of Europe's largest Inditex distribution centres, and our global network took to the streets outside numerous brands to highlight their complicity. After several months of campaigning, the pressure worked and many brands intervened with their suppliers — nine of these unjust criminal cases were dropped by the end of 2024.

SHAHIDUL ISLAM FAMILY DENIED JUSTICE

On 25 June, CCC marked the first anniversary of the murder of Bangladeshi union organiser Shahidul Islam with a press release commemorating his life and work, while also calling out the brands that sourced from the factory but have not taken action to ensure his family receives compensation. To date, three brands have made a financial contribution towards compensating the Islam family but have requested to remain anonymous. This accounts for just 11% of the total compensation, as prescribed by international standards, that has been covered so far by the brands profiting from the supply chain involved in this murderous repression.

AMAZON'S UNION-BUSTING LOBBYISTS KICKED OUT OF THE EU

Labour representatives from garment-producing factories are rarely present in the halls of the European Union institutions, despite the fact the laws and trade deals signed here will radically impact their lives. Amazon union-busting lobbyists however, are all too common.

In February, CCC and 30 other NGOs co-signed an official letter to MEPs in the European Parliament's Employment Committee, and sent to the European Parliament President Roberta Metsola, urging the withdrawal of lobbying badges from Amazon representatives, effectively barring them from the Parliament's corridors. We added our voice to deep concerns over Amazon's dismissive attitude toward democratic scrutiny and trade unions, and its substantial investments in lobbying efforts.

The mounting pressure on Amazon is part of a broader campaign, CCC has been involved alongside the Make Amazon Pay campaign, which also mobilised strikes and protests across more than 30 countries on Black Friday.

MYANMAR — DEMOCRACY ON HOLD

Through 2024, CCC has stood in solidarity with all those working to end military rule in Myanmar and has fully supported the call to restore democracy and to respect and uphold human rights. Three years on from the attempted coup in Myanmar, almost 26,000 people have been arrested by the military junta, with the vast majority still in detention, along with a further 4,453 people. CCC actively continues to work side by side with unions and labour rights organisations in Myanmar to help defend workers' rights in specific cases of violations and fight against lawsuits against union leaders.

Workers of the Özak Tekstil factory in Türkiye protesting for their right to choose their own union.

TÜRKIYE — UNION BUSTING AND JUSTICE DELAYED

URGENT APPEALS

In November 2023, hundreds of workers producing jeans for Levi's at the Özak Tekstil factory, in Şanlıurfa, Türkiye, went on strike. The strike followed the dismissal of a young woman worker and an activist in the Unified Textile, Weaving and Leather Workers Union (BİRTEK-SEN). This action was met with intense repression and mass arrests. Most workers, squeezed by economic hardship, eventually agreed to part with their jobs in order to receive severance payments but a small group of workers held out, none of the dismissed workers received the additional compensation they were entitled to for losing their jobs due to their union activity.

CCC called upon Levi's and the factory management to reinstate or compensate the dismissed workers and to recognise the rights of all workers to choose their own union representation. After this serious instance of union-busting, Levi's made promises to uphold workers' rights to freedom of association, but it failed to live up to these commitments.

In letters, social media callouts, and public statements, Clean Clothes Campaign has been urging Levi's to use its leverage to ensure the factory management respects workers' rights, as a Worker Rights Consortium report on the Özak Tekstil factory case clearly demonstrated wrongdoing by the management.

Sri Lanka — Rolling back progress and striking for better…

In Sri Lanka, the government began pursuing new labour legislation. CCC and its partners studied the plans and recognised an attempt to dilute existing protections, and pave the way for the extended use of casual labour. Together with Human Rights Watch and Amnesty International, we published an open letter to the Sri Lankan government calling on them to scrap the act. The process towards this proposed legislation stalled as new elections were called, and the proposal has not resurfaced since the start of the new government.

SUPPLY CHAIN SOLIDARITY

URGENT APPEALS

In February, workers at the Sumithra Hasalaka factory in Sri Lanka, which produces clothes for UK brands SuperDry, George (ASDA), and the German brand Tom Tailor, went on strike to demand better wages and to protest management's denial of an emergency meeting to discuss the factory's wage proposal. The factory management refused to negotiate and retaliated against union members. After 75 days of striking, a compulsory arbitration process was initiated, meaning workers returned to work.

In the UK, ASDA workers organised by the GMB union were also striking for better working conditions. In a coordinated day of action, both groups of workers added solidarity messages to their own demands. National elections and a new government in Sri Lanka, mean the arbitration process has been significantly delayed, but workers are still fighting for higher wages.

Sumithra Hasalaka workers protest for higher wages

Workers of the Texlan factory together with CCC campaigners from Pakistan, the UK and the International Office.

BEST FOOT FORWARD: SOCK FACTORY VICTORY

URGENT APPEALS

Workers at the Texlan Centre factory, which produces socks for Nike, had had enough of poor working conditions, including the lack of access to filtered drinking water and the inability to inform family members of unexpected night shifts. The workers organised within the Free Trade Zones and General Service Employees Union (FTZ & GSEU), to advocate for better pay and conditions. Management ignored the workers' legal right to organise and instead, in September 2023, warned them to stop unionising or risk dismissal. The following day, twelve branch union office bearers, committee members and four active members were suspended without pay. Several days later, two additional union members were suspended. Management claimed bogus disciplinary allegations as the reason for the suspensions. The branch union president received death threats and was warned to refrain from further union activity. The CCC network informed the Pakistani factory group Interloop, as well as the primary buyer, Nike, requesting intervention in line with their obligations under the UN Guiding Principles. As the proceedings dragged on, pressure helped ensure that the suspended workers were paid at least their base wages pending resolution of the case.

After months of struggle and uncertainty, in February 2024, all 18 workers were reinstated in their jobs and allowed to maintain their union affiliation, with all disciplinary allegations dropped, back pay for the bonuses they missed during the months of suspension, and management's commitment not to interfere with the activities of the branch union. Victory!

THE PHILLIPPINES — JAIME PAGLINAWAN

URGENT APPEALS

A 2023 International Labour Organisation High-Level Mission report highlighted the serious threat posed by "terrorist-tagging" of legitimate human rights and workers' organisations in the Philippines, impacting labour organising and advocacy efforts. In 2024, we witnessed this threat materialise, as Jaime Paglinawan, a member of the Visayas Human Development Agency Inc. (VIHDA) — and a recent member of the CCC in the Philippines, supporting workers and worker organising in the export processing zones in Central Philippines — began to face harassment from the government and police.

Paglinawan was charged with bogus terrorist allegations, in an attempt to immobilise their organisation and instil fear among the community of workers they support. He posted bail to avoid arrest and detention. In response, CCC members in the Philippines mobilised to call for the dropping of charges. Other CCC members also participated in photo opportunities to amplify the call.

3. Health & Safety.

The search by the global garment and sportswear industries for the lowest production costs comes at a high price: the health and safety of workers. Immediately after the Rana Plaza collapse in 2013, which killed 1,138 workers, CCC helped to establish the legally binding Safety Accord. This programme has been successful in making factories safer and has been extended three times since its inception, as well as receiving an international mandate since 2021. Currently, the International Accord has two country programmes: Bangladesh and Pakistan. Each brand that signs the International Accord has to join at least one relevant country programme.

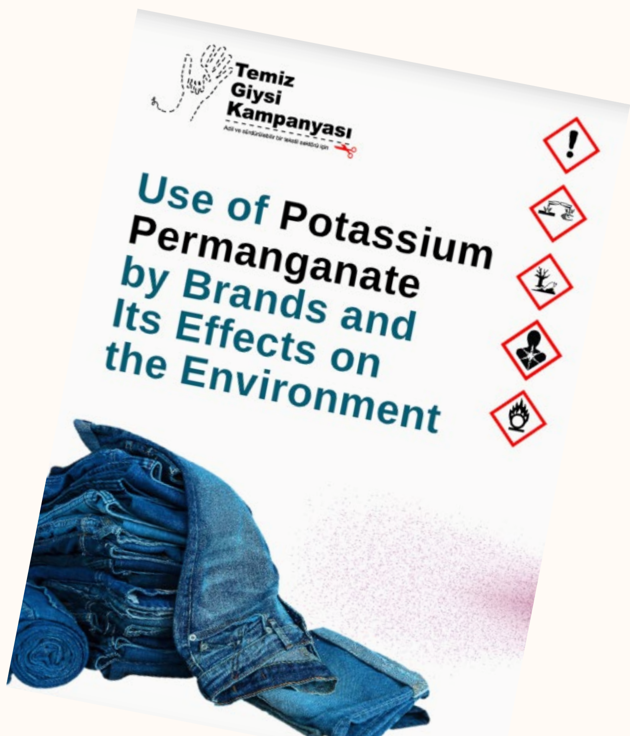
Our goal is to ensure that mass disasters like Rana Plaza will never happen again. However, workplace injuries and deaths can never be entirely prevented. Therefore, we also work to make sure that workers receive full and fair compensation for their medical costs, loss of income, and pain and suffering if they are injured on the job. Governments, brands, retailers, and employers must all take their responsibility.

CCC provides support for individual cases related to Urgent Appeals, advocates for better laws, and— as witness signatories to the Accord— monitors the programme while campaigning for more brands to join the Accord.

WORKER HEALTH & SAFETY IN THE FULL SUPPLY CHAIN

The safety and health of garment workers extend beyond the safety of buildings, therefore the CCC network has explored additional ways to expose risks to workers' health. With the support of the International Office, CCC Türkiye launched a report about the devastating effects of potassium permanganate spray on workers and the environment. This spray is used to give jeans their worn look.

Furthermore, the CCC network initiated consultations to formulate its position on the health effects of the climate crisis on garment workers— a population already heavily affected by heat and extreme weather. The safety and health implications of the climate crisis will constitute an important aspect of our work going forward.



Clean Clothes Campaign's coalitions in Belgium call out Levi's and Kontoor brands during the Rana Plaza anniversary.

Expanding and strengthening the Accord — Levi's sign!

In 2024, our three-year campaign aimed at Levi's finally achieved success. After years of store protests, social media actions, and a petition with 70K signatures, Levi's signed the International Accord and the Pakistan programme in October 2024.

However, Levi's did not sign the Bangladesh programme, leaving its considerable workforce in Bangladesh unprotected. CCC will therefore continue campaigning to ensure that Levi's, and two other recent signatories, Gap and ASDA, stop excluding workers in Bangladesh from their agreements.

By the end of 2024, a total of 251 brands had signed the International Accord, 212 of which signed the Bangladesh programme and 129 of which joined the Pakistan programme. This is a remarkable record in the history of the Accord: none of the earlier iterations were signed by this many brands.

Yet many brands continue to refuse to

sign. Our campaign to persuade brands like Decathlon, Kontoor Brands (Wrangler, Lee), Amazon, and IKEA to sign the Accord persisted throughout the CCC network, featuring offline actions across the globe in the week of the Rana Plaza anniversary and online pressure on social media throughout the year, including during anniversaries of significant factory incidents from the past, such as the Ali Enterprises fire of 2012.

As a witness signatory, the CCC IO continues to advocate for improvements and expansion of the Accord programme's scope, to ensure that more workers and topics are covered. On the occasion of the Rana Plaza anniversary, we launched a new [digital resource] featuring statistics and an up-to-date incident tracker to demand more effective protections and better protections for workers.

On 24 April, in seven cities across the Netherlands, activists hid flyers in Levi's shops to inform shoppers and encourage them to take action aimed at urging Levi's to sign the Accord.

The Rana Plaza coalition in the UK, consisting of several CCC members, ask attention for the crackdown on workers rights in Bangladesh on the Rana Plaza anniversary.

4.

Better laws & binding agreements.

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

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

We pressure brands to sign binding and enforceable agreements regarding their supply chains and supplier workplaces. We also advocate for the creation of legal instruments, including dedicated enforcement mechanisms which hold brands accountable for failures in their legal obligations. We want due diligence to be a matter of regulatory compliance with not only clear enforcement mechanisms but also effective remedies for human rights violations. This year, we witnessed not just one, but two long-term campaigns for binding corporate accountability mechanisms reach major milestones. Now, our work must focus on safeguarding and ensuring real implementation of these victories.

FINALLY,

Legal accountability for supply chain abuses...

MEP Saskia Bricmont speaking at the Rana Plaza memorial at the Strasbourg parliament, organised by CCC and other NGOs.

In April, the EU Parliament approved the new EU law on Corporate Sustainability Due Diligence (EU CSDDD)! This was a major milestone for corporate accountability, after over a decade of campaigning. The legislation— formally adopted in June— requires larger companies to ensure human rights and environmental protection across supply chains, and makes them legally accountable for failures. Despite a weakening of the text in the last months of negotiations, this law still represents a unique opportunity for workers in the garment and footwear value chains to see their rights respected. EU Member States must now integrate the new law into their domestic legal framework, and the law will be fully applicable as of July 2027.

CCC has campaigned extensively and negotiated on the creation of the EU CSDDD, as part of a broad civil society coalition. This influence has had material results, including the explicit inclusion of the term “living wages” in the final text, a more central role for trade unions, stronger commitments to freedom of association, attention to the role of companies’ procurement policies in the occurrence of human rights violations, and the law applying to the entire supply chain and not just to the company’s closest business partners.

However, crucial aspects of the law were compromised during intense legislative negotiations, influenced by unprecedented pressure from business lobbies. Unfortunately, this long-negotiated text is already under threat as the European Commission announced in November its intention to "simplify" the CSDDD and other due diligence laws. This is, in reality, a coordinated attempt by big business to gut the law. CCC will continue to campaign to ensure there is no backsliding on this landmark legislation.

NO TAKEBACKS IN IMPLEMENTATION

In the Netherlands, the transposition process started, and CCC contributed to the consultation on the Dutch implementation law of the CSDDD (WIVO), while raising concerns about the announced intention to simplify the recently introduced rules and backtrack on landmark legislation.

LANDMARK LEGISLATION AGAINST FORCED LABOUR

The EU Forced Labour Regulation (FLR) was approved by the EU Parliament in April and formally adopted in October 2024. The new law prohibits the sale, import, and export of goods made using forced labour, bringing us one step closer to investigating and eradicating forced labour in companies' supply chains across the European market. The FLR will be enforced from December 2027 and applies to all companies operating in the EU market, regardless of size, location, or sector.

Thanks to advocacy, the FLR adopted the ILO Convention definition of forced labour, which includes child labour and compulsory overtime. Although the law currently lacks provisions for redressing victims of injustice, it is a strong tool for monitoring business practices, particularly in sectors like the garment industry. CCC, as part of a broader NGO coalition, is still lobbying for companies to be obliged to provide remediation to victims of forced labour in order to have their products unbanned.

JUST TRANSITION

The Fashioning a Just Transition project kicked off during a planning meeting in Skopje, Macedonia in April. A final roadmap and a set of prompts for the manifestoon a Just Transition in the Fashion Industry were developed, and the newly established Youth Advisory Board (YAB) convened for the first time in December in Sweden. SKC recruited two youth members who joined the YAB. The fight for a just transition will be a major priority for us as an organisation moving forward.

Indonesian CCC member GSBI standing up for a meaningful just transition for workers.

Organisational Structure & Governance...

ORGANISATION

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

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

CCC/SKC was founded under Dutch law and has its registered office in Amsterdam. The foundation is a Public Benefit Organisation (ANBI) and prepares its annual accounts starting with the 2024 accounts in accordance with Accounting Guideline RJ650 for Fundraising organisations .Till 2023 CCC/SKC reported under Guideline C1 "Kleine organisaties zonder winststreven". But as CCC/SKC applied for the CBF Certification it needs to report according to the RJ650 Guidelines.

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

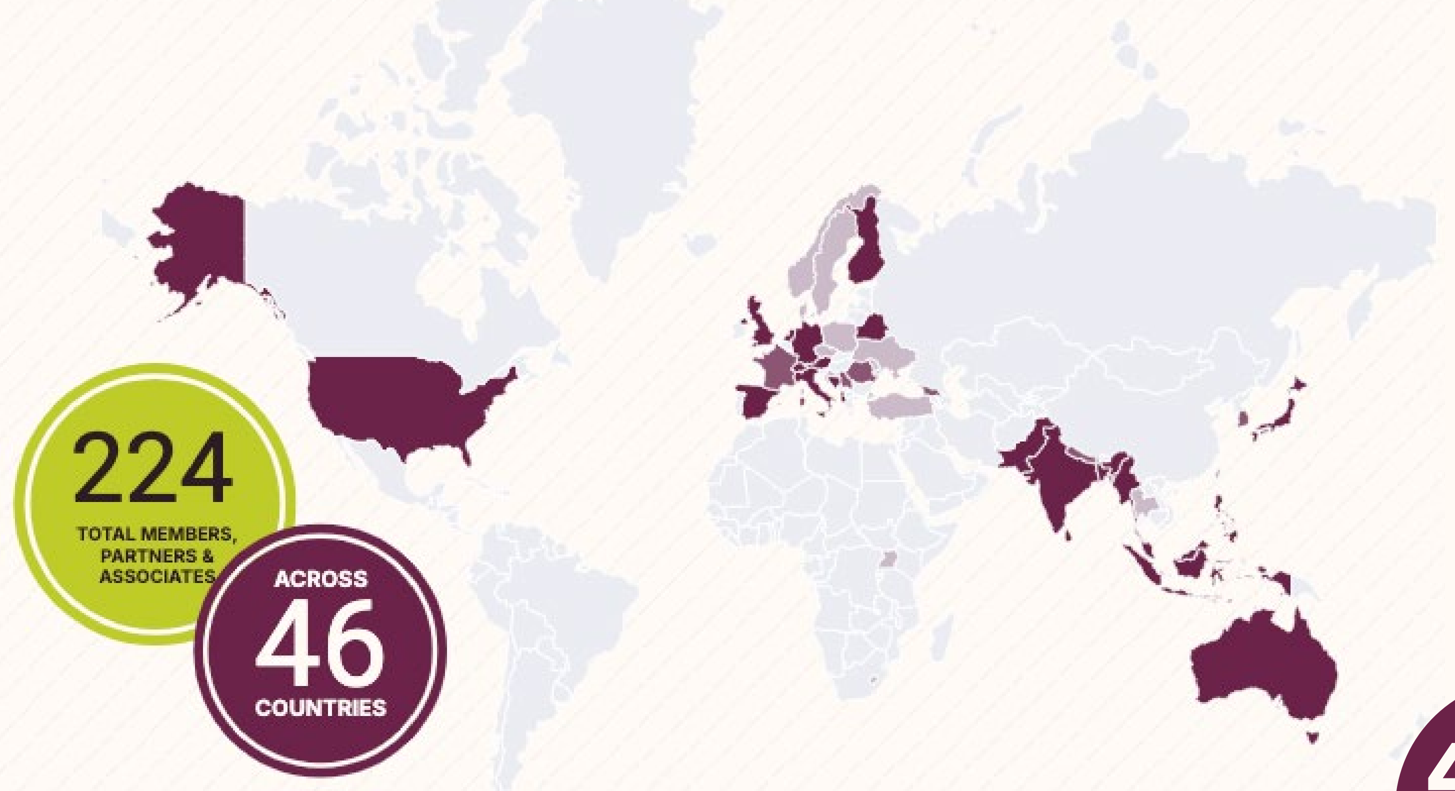
NETWORK

The Clean Clothes Campaign Network brings together 219 organisations across 46 countries on every continent, including trade unions, labour rights organisations, lawyers' networks, women's rights organisations, consumer advocacy networks, and poverty reduction charities. As a grassroots network, operating in both garment-producing countries and consumer markets, we identify local, regional, and global problems and solve them through collective global action. These organisations are coordinated both by the IO and through regional-level coalitions in East Asia, Europe, South Asia, and Southeast Asia.

In 2024, we welcomed three new organisations while six organisations unfortunately left our network. Some could not continue collaborating with the network, others were unresponsive or inactive.

The CCC also participates in and collaborates with numerous coalitions and NGO platforms to amplify its impact. In 2024, CCC exited one of its long-standing positions within the controlling governance structure of the Fair Wear Foundation. However, the two organisations have agreed to continue meeting annually to exchange updates and address any questions that may arise.

Many of the organisations in our network in Asia and South Eastern Europe are trade unions directly representing garment workers and therefore are vital in ensuring that the voices of those who, as a network, we fight for and with are heard as part of decision-making and strategy-setting processes.



NEW ASIA OFFICE

CCC has been exploring the establishment of an Asia Office as a necessary step to streamline and foster better collaboration and strategising among regional coalitions in Asia, thereby strengthening the work of the CCC in the region, including increased fundraising opportunities, and enhancing solidarity across the regions.

In 2024, following the final approval of the Asia Office Governance Policy, the Asia Office Governance Committee identified Thailand as the most suitable location for the legal registration of the Asia Office and started the process. The process is expected to be completed by 2025. A benchmarking assignment also commenced to determine fair and equitable remuneration and contractual conditions for the staff that the CCC Asia Office will employ.

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

East Asia: 12 organisations
Europe: 127 organisations
Southeast Asia: 30 organisations
South Asia: 29 organisations
Partners at the Global Level: 21 organisations
Associates (individual experts): 11

Europe (EC): 127*

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

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

East Asia (EAC): 12

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

Southeast Asia (SEAC): 30

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

South Asia (SAC): 29

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

At global level/ Rest of World: 21

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

STRATEGY BOARD

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

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

In 2024, the Strategy Board has been active on multiple fronts, including:

- The development of a new typology of International Working Groups that clarifies the roles and mandates of the different entities within the network
- The revision of our endorsement policy
- The response to civic repression in Bangladesh and in Türkiye

The SB members met in Split, Croatia from 3 - 5 June to address a wide range of issues including the insights gained from the Mid-Term Evaluation of our current Global Strategic Framework (2021-2026), which guides our network. They also considered the potential impacts of political and funding challenges on the global network from 2026 onwards and strategies to trigger more commitment across the network towards our urgent appeal work that directly supports garment workers.

In 2024, Metin Akyol left the board. Metin had been Secretary of the Board since September 2021. We are thankful for his contribution and commitment to the Foundation shown in those years.

The board members perform their roles in a voluntary capacity.

Shekhar Pula

Board Member since: Sep 2023
Position: Chair

Shekhar Pula is currently Chief Operating Officer at The Hague Institute for Innovation of Law, and the incoming Chair of the Board of the Change Leaders. He has over 15 years of management experience in international environments. He led the Resources department at Médecins Sans Frontières, where he also served on the Executive Board. Shekhar has spearheaded and implemented organisation-wide transformations in the areas of global programmes, IT, procurement, global supply chain, project management, and shared services.

Nathalie Noach

Board Member since: Dec 2021
Position: Treasurer

Nathalie Noach is trained in the field of social sciences, focusing on the political climate along the border between Thailand and Myanmar. She has served as a non-financial risk officer at ING's Operational Risk department, focusing on Financial Markets and Group Treasury. With a desire to combine these interests and experiences, she aims to improve the social and economic positions of people working in the garment industry.

Yolanda Weldring

Board Member since: Jul 2023
Position: General member of the Board, HR

Yolanda Weldring is Associate Director of Interim Management at OxfordHR. She has extensive experience in the international development sector, having served as the International Director of Oxfam Novib (1999-2004), East and Southern Africa Director at Save the Children UK, and held interim director roles with HelpAge International, Practical Action UK, and Hivos, among others, in Asia, Africa, and Europe.

Pascalle Michele Langereis

Board Member since: Jun 2024
Position: Secretary

Pascalle Langereis is a lawyer based in Zoetermeer at Dobosz Advocatuur B.V. She has a background in law and international development. She has seven years of experience working in the field of business and human rights, including project management, management, evaluation, and as a lawyer.

Tessel Pauli

Board Member since: Sep 2022
Position: General member of the Board, Fundraising

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

POLICY & PRACTICES

Planning, Monitoring, Evaluation & Learning.

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

We are now working with the second iteration of this framework (GSF2). We recognise that our individual and collective efforts are part of a larger web of interdependent activities and social forces. Therefore, we prioritise dialogue, learning, and collaboration over presenting "demonstrable" impact or drawing conclusions.

In 2024, the mid-term evaluation (MTR) of the GSF2 was completed, and the results of which were shared with the network in our annual webinar: "Putting the GSF into Action." Operational priorities and challenges are communicated across the network to foster dialogue and encourage accountability, collaboration and tactical and strategic adjustments to ways of working. Network learning events support this process. Feedback from this year's evaluation praised CCC for ensuring a bottom-up, consultative operational style and fostering collective ownership among members. Although the GSF2 document is complex and challenging to implement and monitor, it is considered a valuable learning point rather than a flaw. The sense of ownership among members is connected to the perceived benefits of being part of the CCC Network, which varies based on regional engagement and involvement in groups like international working groups and coalitions.

The MTR recommends strengthening engagement through these groups to build on existing insights and gather additional evidence. These findings will inform the development of GSF3 (2026 – 2030), which began in 2024 and will continue through 2025.

Social & Environmental responsibility.

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

In 2024, the Integrity Procedure was reviewed and updated to reflect the following: 1) updated contact details of relevant parties, 2) verification of procedural compliance with the policy, resulting in authorisation adjustments and alignment with current practices, and 3) improvements to language and terminology to enhance clarity and accessibility. Individuals who experience or witness undesirable behaviour, or suspect violations of the Integrity Policy, can report their concerns through multiple channels: the external confidential advisor, the internal integrity committee, or an external whistleblower organisation. In 2024, no concerns were reported. The Board was informed of this through the Q1 HR update, presented during the quarterly board meetings.

We offer our staff and visitors coffee from the Zapatistas, indigenous farmers who fight for inclusion and autonomy. Our paper is FSC-certified, and while we minimise paper usage, we print everything double-sided. We recycle our paper, glass, and batteries and use biodegradable cleaning products. Used printer toners and cartridges are collected and recycled by Eeko, which donates the proceeds to Stichting Opkikker, supporting activities for children with chronic illnesses and their families. Our staff commutes using bicycles and public transport. Much of our work involves working with international partners, particularly in Asia, and we cannot avoid air travel. We do, however, attempt to limit these trips and travel by train on shorter distances and frequently use digital platforms as an alternative to face-to-face meetings.

Financial Governance, Fundraising & Results...

FUNDRAISING

We are proud to maintain an independent role in advocating for workers' rights. To ensure this independence, we do not accept financial support from garment brands, retailers which profit from garment production, or affiliated foundations.

In line with our multi-year fundraising strategy, we focused on identifying new donors and strengthening existing relationships with funders in 2024. This included securing a grant from the European Commission for our Business and Human Rights work. The adoption of the Corporate Sustainability Due Diligence Directive (CSDDD), by the European Union in June 2024, marks a significant step toward eliminating human rights abuses and environmental harm in global value chains. As this Directive brings new hopes for workers and their communities to seek justice, this grant will enable them and their representatives to systematically monitor, prevent, and respond to labour and human rights violations and abuses in the garment sector, as well as engage in collective redress to obtain remediation.

Unfortunately, CCC has been significantly affected by recent shifts in funding. As a Netherlands-registered civil society organisation, we have been particularly impacted by the Dutch government's unprecedented cuts to official development aid. CCC opposed these planned aid cuts, and in collaboration with Both Ends and Partos, SKC coordinated a campaign uniting more than 100 organisations calling upon Dutch Parliamentarians to reject the cuts. Unfortunately, these efforts were unsuccessful. Early in 2025, the wider picture was further compounded by the cancellation of USAID funding. This sudden loss of funding is expected to have serious consequences for our work, affecting many CCC members directly or indirectly.

To ensure the long-term sustainability of CCC and SKC, there is an urgent need to reduce dependency on any single funding source, and to broaden and intensify our efforts to diversify our income streams. While institutional fundraising will remain a cornerstone of our strategy, we will place greater emphasis on foundation grants and individual donations, among other funding models. With that in mind, we launched our small donor programme by the end of 2024.

Partnerships with foundations and institutional donors continued to be our primary sources of income in 2024. We are extremely grateful to all partners who support our work. The partnership with the Dutch Ministry of Foreign Affairs is our longest-lasting partnership and main source of funding.

The "Fashioning A Just Transition" European Commission-funded project under the DEAR (Development Education and Awareness Raising) programme enables CCC to re-grant an overall budget of €600,000, of which €480,000 is reserved for organisations based within the EU and €120,000 for organisations outside the EU. The aim is to finance additional activities that contribute to the specific objectives of our "Fashioning a Just Transition" project and thereby support, particular, smaller organisations. The first round of regranting was launched in 2024, and the second round is scheduled for the latter half of 2025.

CODE OF CONDUCT & POLICIES

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

FINANCIAL RESULTS

The total income in 2024 was €4,432,199. That is an increase of 38% compared to the income in 2023 (€3,199,138) and 31% above the budgeted amount (€3,385,646).

The expenses in 2024 were €4,165,748. That is an increase of 35% compared to the expenses in 2023 (€3,096,204) and 23% above the budgeted amount (€3,381,602).

The grants from the Dutch Ministry of Foreign Affairs (€1,677,547) and the European Commission (€1,351,377) total €3,028,924 or 68% of the total income.

Income from donations and gifts is relatively small (€51,158 or 1% of the total income) as is the income from lottery organisations (funding from the Dutch National Postcode Lottery of €156,822 or 4% of the total income).

The remaining income comes from a variety of other non-profit organisations (€1,195,295 or 27% of the total income).

From the total expenses of €4,165,748 most was spent on the objectives (€3,599,838 or 86%). On management and administration €423,953 (10%) was spent, and on fundraising €141,957 (4%).

The main sources of expenditure were the direct programme (campaign) costs (€2,355,923 or 57%) and the staff costs (1,585,392 or 38%). €96,836 (2%) was spent and on accommodation and €127,597 (3%) on office and general expenses.

CCC/SKC's income fluctuates with the success we have in attracting grants from funding organisations. The Dutch Ministry of Foreign Affairs' funding is a five year programme ending in 2025, with no current scope for a renewal. The EU DEAR programme runs four years. The income related to this will also be available from 2025 through 2027.

The desired ratio of the amount spent on objectives compared to the total expenditure is 80%. The actual ratio was 86%. In the desired scenario 15% is spent on management and administration and 5% on fundraising. The percentage of total expenditure spent on management and administration was 10% and on fundraising 4%. The actual ratios are within a reasonable variance of the desired ratios.

The ratio of fundraising costs as percentage of the funds raised was 3%. The desired rate is a maximum of 5%. The actual percentage of funds raised on fundraising costs fell a bit below the planned target. This is because more funds were generated in 2024 than was foreseen and the costs for fundraising were about 16% lower than budgeted.

RESERVES

CCC distinguishes between funds and reserves. In the case of earmarked funds, our donors designate the purpose for which the income must be spent. In the case of unearmarked reserves, the purpose of the expenditure is at the discretion of the Board. At the end of 2024, CCC holds one earmarked fund and the continuity reserve.

The earmarked fund for OSF funded activities holds the balance of a grant given by the Open Society Foundation. This donor designated the use of these funds to provide general support to CCC from 1 July 2023 till 1 July 2026.

The continuity reserve ensures our ability to cope with unforeseen circumstances and to provide stability for ongoing operations. The desired level of this reserve is to be able to cover six months expenses on staff costs, accommodation costs, and general office expenses. Per the end of 2024 that is calculated as 50% of €1,801,587 (€900,794). The realised amount is €833,651. That is €67,143 below the desired level.

RISKS

Risks are discussed by the board on a regular basis. In 2024, CCC's strategic and financial risk increased as it became clear that the Dutch Ministry of Foreign Affairs was going to make significant changes to its subsidy framework.

Strategic risk
After almost two decades of valued partnership, funding from the Dutch Ministry of Foreign Affairs will come to an end in 2025, following a shift in the Ministry's development priorities. This development was compounded by the dismantling of USAID in early 2025, which led to the cancellation of an already approved grant. As a result, only two long-term EU-funded programmes will remain beyond 2025. In the context of shrinking global support for human rights and heightened competition for limited resources, securing new funding has become increasingly difficult.

In response, CCC acknowledges a temporary reduction in funds and hence its strategic impact. However, the organization is actively investing in strengthening its fundraising capacity. With these efforts underway, CCC is confident that newly secured resources will, over time, allow it to rebuild momentum and expand its work in pursuit of its core mission.

Financial risk
In anticipation of the decline in funding, CCC has build up a strong continuity reserve over the past years.

By the end of 2024, CCC moved funds from the earmarked reserve for Dutch Postcode Lottery activities and the earmarked reserve for training into the continuity reserve. Also the Open Society Foundations' funding, initially planned for project activities was transformed into a earmarked fund that can be used to cover funding gaps within the organisation.

In 2025, the number of FTE's employed by CCC will be reduced, resulting in a decline of the salary expenses. In addition, the expenses for office running costs will be reduced in line with the lower number of people employed.

In addition to addressing current funding challenges, CCC is actively investing in its fundraising potential. The fundraising team has been expanded with additional staff members dedicated to identifying and securing new funding opportunities. CCC is strengthening its relationships with foundations, philanthropists, and strategic advisers, while proactively tracking and responding to calls for proposals from institutional funders.

At the same time, CCC is building a growing community of individual supporters and has initiated the application process for the CBF certification, the Dutch hallmark for trustworthy fundraising. This certification is expected to enhance CCC's visibility and credibility among the Dutch public and further strengthen its fundraising capacity.

Safety
Many of our members and partners work in countries where political repression, harassment of human and labour rights defenders and conflict-related violence are known risks. Furthermore, we have staff

travelling to countries with higher risk profiles. Risks include potential digital surveillance of members, partners or staff as well as attempts to access our information systems.

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

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

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

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

INVESTMENT POLICY

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

PERSPECTIVE ON THE FUTURE

CCC ended 2024 in a good position with a good funding portfolio and a continuity reserve almost filled to the desired level. However with the Dutch Ministry of Foreign Affairs funding ending in December 2025 and the cancellation of the USAID financing early 2025, CCC faces challenges for the years to come. The balance of the continuity reserve is for now sufficient to cover any gaps that could arise in the coming years.

With an expected reduction of income in 2025 and a sharp decline in 2026, CCC needs to adjust to a new situation including a significant reduction in FTEs. It goes without saying that this will have a big impact on the organisation. At the same time CCC will invest in fundraising with both institutional donors as was done in the past as well as with grants from foundations and individual donations. We will increasingly build up the strength of our community of individual supporters and actively reach out to attract new audiences to our campaigns.

For 2025 and 2026, we have secured two grants from the European Commission to support some key elements of our work on Just Transition, Human Rights and Environmental Due Diligence and our urgent appeals work. Our Just Transition work, driven by workers and supported by citizen-led campaigns worldwide, will cover core work on safety and health, poverty wages and lack of social security as well as our focus on the promotion of binding solutions. We will continue our advocacy for the EU's Corporate Sustainability Due Diligence Directive and guide CCC members in garment-producing countries to leverage these new legal protections. Beyond that, our urgent appeals work remains the cornerstone of our identity and our work. Through case work and campaigning tactics, we continue to support workers and their organisations in more effectively engaging with brands and employers to secure remedies to labour rights violations as well as securing space for workers to safely organise and thereby strengthening workers' collective power.

SKC/CCC Budget 2025

INCOME		Budget 2025	
Income from private individuals		€ 27.000	
Income from government grants		€ 2.855.139	
Income from lottery organisations		€ 0	
Income from other non-profit organisations		€ 219.042	
Sum of raised income		**€ 3.101.181**	
Other income		€ 0	
TOTAL INCOME		**€ 3.101.181**	
EXPENDITURE			
On Objectives:			
		€ 2.740.802	80,0%
Income Generation:			
Fundraising activities		€ 171.300	5,0%
Management and Administration:	€	513.900	15,0%
Total expenditure	**€**	**3.426.003**	
Expected result for 2025		**€ -324.822**	

In the 2025 budget it is foreseen that 80% of the expenditure is on the realisation of the objectives. This is a little lower than the realisation of 2024, due to a decrease of the project funding expected this year. About 5% will be spent on fundraising and about 15% on management and administration.

The expected result is €325,000 negative. In the budget no new donor funding was included. In case new funding is granted the deficit is expected to decrease. If not, the continuity reserve will cover the deficit.

Financial Statements 2024

BALANCE SHEET

	31-dec-24		31-dec-23	
	€	€	€	€
FIXED ASSETS				
Fixtures and fittings	1.941		7.095	
Total fixed assets		1.941		7.095
CURRENT ASSETS				
Receivables and prepayments	273.797		105.879	
Cash and cash equivalents	1.746.588		2.266.922	
Total current assets		2.020.384		2.372.801
TOTAL ASSETS		**2.022.325**		**2.379.896**
RESERVES				
Continuity reserve	833.651		588.220	
Earmarked reserve for NPL activities	-		25.665	
Earmarked reserve for accrued training budget	-		25.001	
Earmarked fund for OSF funded activities	99.793			
Total reserves		933.444		638.886
Current liabilities	1.088.881		1.741.010	
Total current liabilities		1.088.881		1.741.010
TOTAL LIABILITIES		**2.022.325**		**2.379.896**

STATEMENT OF INCOME & EXPENDITURE

INCOME	Actual 2024 €	€	Budget 2024 €	Actual 2023 €	€
Income from private individuals	51.158		27.000	66.961	
Income from government grants	3.028.924		2.089.632	1.399.340	
Income from lottery organisations	156.822		154.923	336.086	
Income from other non-profit organisations	1.195.295		1.114.091	1.396.751	
Sum of raised income	4.432.199		3.385.646	3.199.138	
Other income	-		-	-	
TOTAL INCOME		**4.432.199**	**3.385.646**		**3.199.138**
EXPENDITURE					
SPENT ON OBJECTIVES					
		3.599.838	2.705.282		2.427.867
Percentage of income spent on objectives		81%	80%		76%
INCOME GENERATION					
Costs for fundraising	141.957		169.080	179.067	
		141.957	169.080		179.067
Income generation costs as percentage of the total income		3%	5%		6%
MANAGEMENT AND ADMINISTRATION					
Management and administration costs	423.953		507.240	489.270	
		423.953			489.270
TOTAL EXPENDITURE		**4.165.748**	**3.381.602**		**3.096.204**
Expenditure on objectives as percentage of total expenditure		86%	80%		78%
Result before financial income and expenditure		266.452	4.044		102.934
Balance of financial income and expenditure		28.106	-		20.380
RESULT		**294.558**	**4.044**		**123.314**
APPROPRIATION OF THE RESULT					
Added to the continuity reserve		245.431			123.314
Charged to the earmarked reserve for operating assets		-			-
Charged to the earmarked reserve for NPL		-25.665			-
Added to the earmarked reserve for accrued training budget		-25.001			
Added to the earmarked fund for OSF		99.793			

Notes to the Financial Statements

ACCOUNTING POLICIES & DETERMINATION OF THE RESULT

1. General

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

2. Dutch Guideline for Financial

Reporting by Fund-raising Institutions

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

3. Accounting period

The financial year coincides witth the calendar year

4. Reporting currency and foreign currencies

The annual accounts are drafted in euro.

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

5. Tangible fixed assets

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

6. Accounting policies and determination of the result

Unless stated otherwise, the balance sheet items are carried at face value. Income and expenditure are based on historical cost and revenues are allocated to the year to which they relate. To the extent anticipated, account has been taken of receivables net of a provision for doubtful debts.

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

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

7. Grants receivable

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

8. Grants to be spent

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

9. Third party funding

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

10. Reserves and funds

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

11. Management and administration costs

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

12. Stelselwijziging (change of guidelines for reporting)

Per 2024 Clean Clothes Campaign changed its annual reporting from the Guideline C1 "Kleine organisaties zonder winststreven" to the Accounting guideline RJ650 for fundraising organisations. The reason for this is that CCC want to focus more on fundraising and has applied for the CBF keurmerk. The CBF has as condition that the RJ650 guidelines are followed.

The report under RJ650 differs from the reporting under C1 in the following ways:

In the statement of income and expenditure the expenditure in the C1 format was reported under the categories staff costs, accomodation costs, office and general expenses and direct campaign costs. In the RJ650 the categories used are spent on objectives, management and administration and fundraising.
Also in the statement of income and expenditure the RJ650 format shows a number of ratios that are not listed in the C1 format. These ratio's are 1)Percentage of income spent on objectives; 2) Income generation costs as percentage of the total income; 3) Expenditure on objectives as percentage of total expenditure

In the RJ650 format a report for the remuneration of the executives was added, that was not part of the C1 format.

In the RJ650 format the comparative figures for 2023 have been included in the RJ650 format. The change of guideline further does not have an impact on the posts on the balance sheet, including the reserves.

On the statement of the income and expense it does not have impact on the posts under income. There is no impact on the total of the expenses, though the posts under expenses are changed as desribed above.

The requirements for the annual report from the board are more stringent in the RJ650 guidelines than in the C1 guidelines. Especially regarding risks and their

NOTES TO THE BALANCE SHEET

FIXED ASSETS	**31 December 2024**	**31 December 2023**
	€	**€**
Fixtures and fittings		
Opening balance		
Purchase cost	82.502	78.045
Accumulated depreciation	-75.407	-69.005
Book value	7.095	9.040
Capital expenditure in the financial year	-	4.457
Depreciation in the financial year	5.155	6.401
Total movements	5.155	10.859
Closing balance		
Purchase cost	82.502	82.502
Accumulated depreciation	80.561-	-75.407
Book value	1.941	7.095

CURRENT ASSETS	**31 December 2024**	**31 December 2023**
	€	**€**
Receivables and prepayments		
Debtors	1.138	-
Statutory payroll tax and social security contributions	28.895	-
Amounts due from partners	128.982	3.856
Grants receivable	-	-
Deposit	7.500	9.400
Interest receivable	25.218	1.996
Sick pay receivable	5.425	6.555
Prepaid expenses	44.254	37.641
Staff	1.634	2.477
Other receivables	30.751	43.954
	273.797	105.879

The deposit relates to the rent of the office in Amsterdam.

	31 December 2024	**31 December 2023**
	€	**€**
Cash and cash equivalents		
ASN	851.539	265.457
ING	815.960	1.589.458
ABN AMRO	-	148.978
Triodos	27.111	216.869
Paypal	50.084	42.734
Cash in hand	1.894	3.426
	1.746.588	2.266.922

Cash and cash equivalents are payable on demand.
The ABN AMRO account was closed in 2024

Reserves

	2024	2023
	€	€
Continuity reserve		
Opening balance	588.220	464.905
Result for year	194.765	123.315
Transfer to/from	50.666	
Closing balance	833.651	588.220

The board has decided to shift the funds of the earmarked reserves for NPL activities and training for employees to the continuity reserve .
The organisation aims to hold a minimum general reserve to cover six-months staff, accommodation and office costs. In 2024 this would amount to € 1,801,587 x 50% = €900,794. At the end of the 2024 the reserve is about €60,000 below this. With the foreseen cut in funding the coming years, it is expected that the balance will decrease in 2025 and 2026.

	2024	2023
Earmarked reserve for NPL activities		
Opening balance	25.665	25.665
Transfer to/from	25.665-	-
Closing balance	-	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. As no new activities are foreseen under this contract, the board decided to transfer the balance to the contibuity reserve in order to be able to cover the expected gaps in 2025 and beyond.

	2024	2023
Earmarked reserve for training budget for individual employees		
Opening balance	25.001	25.001
Transfer to/from	25.001-	-
Closing balance	-	25.001

Each employee is entitled to an individual training budget to which the organisation makes a contribution each year. Per 2024 the board has decided to close this reserve and to add the balance to the continuity reserve in order to be able to cover the expected gaps in 2025 and beyond.

	2024	2023
Earmarked fund for OSF funded activities		
Opening balance	-	-
Result for the year	99.793	
Transfer to/from		-
Closing balance	99.793	-

In 2023 a grant of USD 400,000 was received from the Open Society foundation (OSF) to provide general support in the period 1 July 2023 till 1 July 2026. Till the end of 2024 this was run as a project. At the end of 2024 the balance has been converted to an earmarked fund as this beter reflects the situation of this grant

	31 December 2024	31 December 2023
	€	€
Current liabilities, accruals and deferred income		
Creditors	45.107	87.284
Amounts payable to partners	123.667	285.615
Statutory payroll tax and social security contributions	29.242	1.887
Pension contributions payable	-	-
Grants to be spent	593.466	1.060.973
Amount reserved on account of holiday entitlement	148.376	128.049
Amount reserved on account of holiday pay	58.401	140.594
Net salary	2.350	3.212
Accrued expenses	88.272	33.396
Advances		
	1.088.881	1.741.010

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 € 76,860. The total liability from January 2025 until the end of the contract is €76,860. 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 about € 12,000.-.

STATEMENT OF INCOME AND EXPENDITURE

INCOME	**Actual 2024**	**Budget 2024**	**Actual 2023**
	€	€	€
Income from private individuals			
Donations and gifts	51.158	27.000	66.961
	51.158	27.000	66.961

Donations are entirely from direct donations from private individuals

	Actual 2024	Budget 2024	Actual 2023
Income from government grants			
Ministry of Foreign Affairs-DGIS (2021-2025)	1.677.547	1.786.171	1.399.340
EuropeAid: Filling the Gap (2019-2022)	2.918	-	-
European Commission: Fashioning a Just Transition (DEAR) (2024-2027)	1.348.459	303.461	
	3.028.924	2.089.632	1.399.340
Income from lottery organisations			
Nationale Postcode Loterij (2021-2024)	156.822	154.923	336.086
Income from other non-profit organisations			
Tides Foundation (2018-2021)	31.076-		
Tides Foundation (2021-2022)	21.009	-	20.808
Tides Foundation (2022-2023)	344.697	438.118	386.868
Open Society (2019-2020)	-	-	-
Open Society (2022-2023)	-	244.285	516.104
Open Society (2023-2026)	292.418	-	71.318
Wellspring (2018-2021)	24.339		
Wellspring (2020-2022)	548	-	548-
Wellspring (2023-2024)	196.902	145.725	122.121
Ford (2021-2023)	81		31.117
Cardiff (2019-2020)	2.107		
WRC	17.197		
Lemonade	884		
GRC (2022-2024)	116.668	45.406	67.686
Public Eye (2023-2024)	45.383	50.000	4.770
Steelworkers	-	-	2.033
CNV Internationaal and FNV Mondiaal	164.137	190.557	174.476
	1.195.295	1.114.091	1.396.751,10
Other income			
Proceeds from merchandise and other income	-		-

Income from government, lottery organisations and other non-proift organisations are one time off grants. Each grant is listed separately which period of the grant shown between brackets in the concerned line.

The negative income from Tides Foundation (2018-2021) concerns unspent balances from sub-grants that have been corrected in 2024

Income and expenditure Nationale Postcode Lotterij
In 2021 a grant was received of €1,000,000 for the period January 2021 till December 2024.
In 2024 €156,822 was spent on this project, and therewith the full grant has been spent

NOTES TO THE STATEMENT OF INCOME & EXPENDITURE

Allocation of support costs

	Objectives	Management and administration	Fundraising	Actual 2024	Budget 2024	Actual 2023
	€	€	€	€	€	€
Overhead costs						
Staff costs	1.089.660	371.379	124.353	1.585.392	1.770.343	1.622.134
Accommodation costs	66.556	22.684	7.595	96.836	54.360	94.293
Office and general expenses	87.699	29.890	10.008	127.597	63.370	87.361
Subtotal	**1.243.916**	**423.953**	**141.957**	**1.809.825**	**1.888.073**	**1.803.787**
Direct campaign costs	2.355.923	-	-	2.355.923	1.493.529	1.292.416
Subtotal	**2.355.923**	**-**	**-**	**2.355.923**	**1.493.529**	**1.292.416**
	3.599.838	**423.953**	**141.957**	**4.165.748**	**3.381.602**	**3.096.203**

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

The organisation does not have a hierarchical structure and all employees receive the same salary.
The average number of employees in 2024 amounted to 23.3 FTEs (compared to 21,9 FTEs by the end of 2023)

EXPENDITURE		Actual 2024	Budget 2024	Actual 2023
Staff costs		€	€	€
	Salary costs	1.189.653	1.363.209	1.218.711
	Social security charges	247.602	225.046	224.383
	Pension charges	123.034	125.078	108.590
	Sick pay insurance/incapacity for work	39.710	17.364	55.524
	Payments from sickness insurance	94.535-	-	-38.920
	Travel and subsistence expenses	13.536	29.146	12.152
	Temporary employees/agencies	-	1.500	-
	Volunteers	4.200	2.000	3.800
	Other staff costs	62.193	7.000	37.896
		1.585.392	1.770.343	1.622.134

In the salary costs a revaluation of the provison of holiday allowance has been included. As a result the expenses are reduced by €87,000.

The most important categories of expenses under Other Staff costs are Education and training for staff (€7,500), payment of staff expenses (€25,000), recruitment (€8,000). There is also a negative amount (€12,500) related to a revaluation of the balance of outstanding holidays per end 2024.

Accommodation costs	Actual 2024	Budget 2024	Actual 2023
	€	€	€
Office rent	79.559	31.360	74.334
Service charges (including water and energy)	15.502	13.000	18.200
Fixed costs	1.774	10.000	1.758
	96.836	54.360	94.293

The office rent was budgeted too low, and didnot reflect the foreseeable expenses
The budget for fixed costs was not used, as it was decided not to invest due to the foreseen decline in funding the coming years

Office and general expenses	Actual 2024	Budget 2024	Actual 2023
	€	€	€
Office	1.548	8.800	3.241
Business entertainment expenses	1.730	2.000	11.127
Print and photocopying costs	744	1.000	494
Communication	1.449	5.470	1.563
Insurances	2.336	4.000	1.934
Accounting costs and auditor's fees	97.911	22.100	13.053
IT	908	-	4.139
Consultancy fees	11.350	3.000	9.103
Depreciation	5.155	10.000	6.401
Fundraising	2.967	2.000	11.246
Board costs	364		59
Non-collectible dues partners	-		-
Other general expenses	1.135	5.000	25.001
	127.597	63.370	87.361

Part of the office budget (furniture, equipment) was not used, as it was decided not to invest due to the foreseen decline in funding the coming years.

Communication cost (telephone, internet, mail) were lower then budget, but in line with the expenses of 2023.

Accounting costs include costs for the bookkeeping and payroll software (€9,000), the salary administration (€11,000) and auditing costs (€78,000). In these auditing costs corrections are included (€41,000) related to bookings in 2022 and 2023.

Consultancy fees concerns Open Up subsciption (€3,600), legal support (€5,000) and support from AFAS HR software (€2,500).

As there was no investment in new fixed assets, the depreciation only concerns assets purchased in 2023 and before. Therewith half of the budget remained unused.

The main expenses under Other general expenses are bank costs (€3,000) and memberships (€6,000). There was also a negative post of €7,000 related to the revaluation of various open balance positions.

Balance of financial income and expenditure	Actual 2024	Budget 2024	Actual 2023
	€	€	€
Exchange rate differences	1.262		
Interest income	26.844	-	20.380
	28.106	-	20.380

REPORT FOR REMUNERATION EXECUTIVES

Report for "Remuneration Executives"

Remuneration executives ("leidinggevende topfunctionarissen")
Stichting Schone Kleren Campagne / Clean Clothes Campaign (SKC/CCC) is a flat organisation with self-steering teams. The organisation does not have a director or management as commonly understood being the persons having executive power within the organisation. However, since end 2017 there are three employees part of the Cross Team Body, who are accountable for the organisation's core operations (in particular finance, HR, fundraising and grant management) and have the authorisation to enter into commitments on behalf of the organisation. Still, all employees earn the same salary regardless of their function, job title or seniority. This salary is well below the allowed maximum remuneration as per the WNT (€214,000 for a ful time position.) In the below table an overview is given of the remuneration of the members of the Cross-Team Body.

Amounts x € 1	W. J. Rooijmans	A.A. de Goei	A.P. Papadimitriou	A. Bienias	E. Kemp Schneider
Job title	Coordinator Living Wage and Education	Partners & Network Coordinator	International Office Team Coordinator	Coordinator Living Wage	Grant Manager
Start and end of job performance in 2024	[01/01] – [31/12]	[01/01] – [5/8]	[01/01] – [31/12]	[01/01] – [31/12]	[01/01] – [31/12]
Part-time percentage	88,89%	88,89%	88,89%	88,89%	83,33%
Labour contract?	yes	yes	yes	yes	yes
Remuneration					
Remuneration including taxable expense allowances	47.446	29.501	47.446	47.446	51.091
Provision post-employment benefits	2.401	5.786	5.355	2.531	3.934
Subtotal	49.846	35.287	52.801	49.977	55.024
Individual applicable remuneration maximum	190.222	190.222	190.222	190.222	178.333
-/- Undue payments	-	-	-	-	-
Total remuneration	**49.846**	**35.287**	**52.801**	**49.977**	**55.024**
Explanation exceedance maximum remuneration	n.a.	n.a.	n.a.	n.a.	n.a.
Explanation undue payments	n.a.	n.a.	n.a.	n.a.	n.a.

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

Comparison 2023

Amounts x € 1	W. J. Rooijmans	A.A. de Goei	A.P. Papadimitriou
Job title	Coordinator Living Wage and Education	Partners & Network Coordinator	International Office Team Coordinator
Start and end of job performance in 2024	[01/01] – [31/12]	[01/01] – [5/8]	[01/01] – [31/12]
Part-time percentage	88,89%	88,89%	88,89%
Labour contract?	yes	yes	yes
Remuneration			
Remuneration including taxable expense allowances	46.406	46.406	46.235
Provision post-employment benefits	2.407	9.721	5.340
Subtotal	48.813	56.127	51.575
Individual applicable remuneration maximum	190.222	190.222	190.222
-/- Undue payments	-	-	-
Total remuneration	**48.813**	**56.127**	**51.575**
Explanation exceedance maximum remuneration	n.a.	n.a.	n.a.
Explanation undue payments	n.a.	n.a.	n.a.

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

In addition to the above persons there are no persons who in 2024 received a salary above the Individual applicable remuneration maximum.
There are no severance payments paid in 2024 to other officers to be disclosed by the WNT, or paid in previous years that should be disclosed by the WNT.

OTHER INFORMATION

STATUTORY PROVISIONS GOVERNING PROFIT APPROPRIATION
The articles of association of the Stichting do not stipulate any provisions governing the appropriation of result.

APPROPRIATION OF RESULT
By decision of the board the result of € 294.557,87 will be added to the reserves as follows:

Continuity reserve	€	245.431,15
Earmarked fund OSF	€	99.792,72
Earmarked reserve for NPL	€	-25.665,00
Earmarked reserve for training budget	€	-25.001,00
	€	**294.557,87**

AUDITORS REPORT
See next page

Adopted and approved in Amsterdam, 22 July 2025

Shekar, Pula (Chair)
Noach, Nathalie (Treasurer)
Langereis, Pascalle (Secretary)
Weldring, Yolanda (HR board member)
Pauli, Tessel Daniëlle (General board)

ACCOUNTANTS
IN NON-PROFIT

INDEPENDENT AUDITOR'S REPORT

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

Report on the audit of the financial statements 2024 included in the annual report

Our opinion
We have audited the financial statements 2024 of Stichting Schone Kleren Kampagne / Clean Clothes Campaign based in Amsterdam.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of Stichting Schone Kleren Kampagne / Clean Clothes Campaign as at 31 December 2024 and of its result for 2024 in accordance with the Guideline for annual reporting 650 'Fondsenwervende organisaties' of the Dutch Accounting Standards Board.

The financial statements comprise:

1. the balance sheet as at 31 December 2024;
2. the statement of income and expenditure for 2024; and
3. the notes comprising a summary of the accounting policies and other explanatory information.

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

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

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

Report on the other information included in the annual report

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

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

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

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

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

Description of responsibilities regarding the financial statements

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

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

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

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

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

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

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

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

Was signed Amersfoort, July 24, 2025.

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