

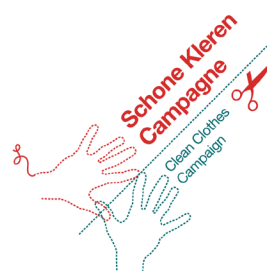
ANNUAL REPORT

2009



**Clean
Clothes
Campaign**

International Secretariat 



*Cover photo: Young women in a sewing workshop
working their way through loads of work.*

**International Secretariat
Clean Clothes Campaign**
PO Box 11584
1001 GN Amsterdam

Telephone: (+31) (0) 20 41 22 785
Fax: (+31) (0) 20 41 22 786
info@cleanclothes.org
www.cleanclothes.org

Schone Kleren Campagne
PO Box 11584
1001 GN Amsterdam

Telephone: (+31) (0) 20 41 22 785
Fax: (+31) (0) 20 41 22 786
info@schonekleren.nl
www.schonekleren.nl

Table of contents

4 Introduction

5 Activities 2009

We're going all out for Fair Wear

The Clean Clothes Campaign celebrates its 20th anniversary

Focus on demand: Living Wage

Urgent Appeals

Cashing In Report/ Better Bargain Campaign

Clean Clothes? Living Wage!

Asia Floor Wage

Urgent Appeals

Fair Fashion

Play Fair

Migrants

Gender

Network: CCC Poland

On to the next anniversary

22 Organisation

History and Purpose

Organisation Profile

The International Secretariat (CCC-IS)

The Dutch Secretariat (SKC)

The Back Office

The Board

28 Finances

Balance sheet

Statement of benefits and costs

Annual figure details

Introduction

CCC/SKC devoted a large part of 2009 to one of its essential issues: a living wage. Most of the countries where clothing is produced have a basic legal minimum wage law on the books. But even if companies were to obey these minimum wage laws of the host country, the wages are usually still far below what CCC/SKC consider a living wage: enough money to supply the basic needs for a family of four.

SKC/CCC published two important research reports in 2009 that concern the living wage. *Cashing In* investigated the relationship between the business model used by giant retailers such as Aldi and Lidl and the working conditions of the employees who work in the factories in Asia producing the clothing that these retailers sell at rock bottom prices. It comes as no surprise that the conclusions drawn in this research report are not terribly optimistic. However, the conclusions found in the second research report *Stitching a Decent Wage Across Borders* are much more optimistic. This report features a proposition by an international alliance of representatives from over 70 unions, NGOs, human rights organisations and academics to calculate a living wage in a new way that would help prevent companies from moving their production facilities from country to country to avoid the wage demands of influential local unions. These reports prompted a series of activities and campaigns in both the Netherlands and internationally.

SKC/CCC would like to use this annual report to inform all interested parties about its current activities. Moreover, this report also offers insight into the organisation's goals and the nature of its structure. And, finally, the annual report throws light on the figures for 2009.

Evert de Boer, Chair of the Board

Activities 2009

We're going all out for fair wear

"The Clean Clothes Campaign is no longer". This was the headline, in any case, of our press release in which the *Schone Kleren Campagne* (Clean Clothes Campaign) announced its name change earlier this year, and introduced the *Schone Kleren Campagne* restyling. Naturally, our goal remains the same: a worldwide garment industry where the working conditions satisfy the norms ascribed to by the ILO and laid down in the UN's Universal Declaration of Human Rights. The ideals of solidarity, equality (for women), and justice are still at the heart of these goals, but, from now on, the promotion of these goals will have an entirely new look, new "corporate" style, a new website, new logo and a new slogan: SKC Wants to Make Clothes Fair!

However, the new style is more than just a cosmetic metamorphosis. The positive-critical way people are approached has also changed. A completely revamped website with more sound and images, loads of background information, and even an option to participate via text message. SKC has also expanded its online presence with a blog, Facebook and Hyves pages, and an impressive Twitter following – over 1000 people are now following us on our social network sites, and we have over 4000 subscribers to our e-newsletter. The social network sites have shown to be a direct way to engage with our supporters, and gives us an extra opportunity to showcase ourselves (such as informing followers about media attention, actions and successes). It gives them a way to respond to what we do, and to share information within and between social networks. Our tweets are also posted on the front page of our website, giving a quick overview of our activities. A webshop with T-shirts, bags and publications, a special video starring musical celebrity and SKC ambassador, Robin van den Akker (viewed over 4000 times), and a new magazine with the appropriate name *Goed Goed Nieuws* ("Fair Wear News") complete the picture — for now at any rate! At the end of 2009, our website had been visited over 92,000 times, roughly 60,000 unique views with an average 35% of first-time visitors returning. This new approach will continue to be expanded over the coming years. The number of visitors as well as the number of people who took action grew substantially in 2009, but in 2010 we are going to increase the numbers especially for the last group. We also plan to expand our action repertoire by offering three new ways to do something for clean clothes. In 2009, we took part in Treemagotchi, the online gadget that helped 15,000 people to plant a tree and complete assignments for a better world. We will also participate in this initiative in 2010.

The Clean Clothes Campaign celebrates its 20th anniversary

Today, 20 years after the first demonstration in front of a C&A department store, SKC/CCC has grown to become a worldwide network of over 300 organisations fighting for improvements in working conditions in the global garment industry. Although we still have a lot of work to do, we have already achieved a lot over the past 20 years. On 18 November 2009, *Schone Kleren Campagne* celebrated this anniversary in a grand way at De Balie in Amsterdam. Two hundred people from platform organisations, ministries, European CCCs, Southern partner organisations, the press and the general public all attended, reminiscing about the good old days, strengthening new bonds, and exchanging ideas for the future.

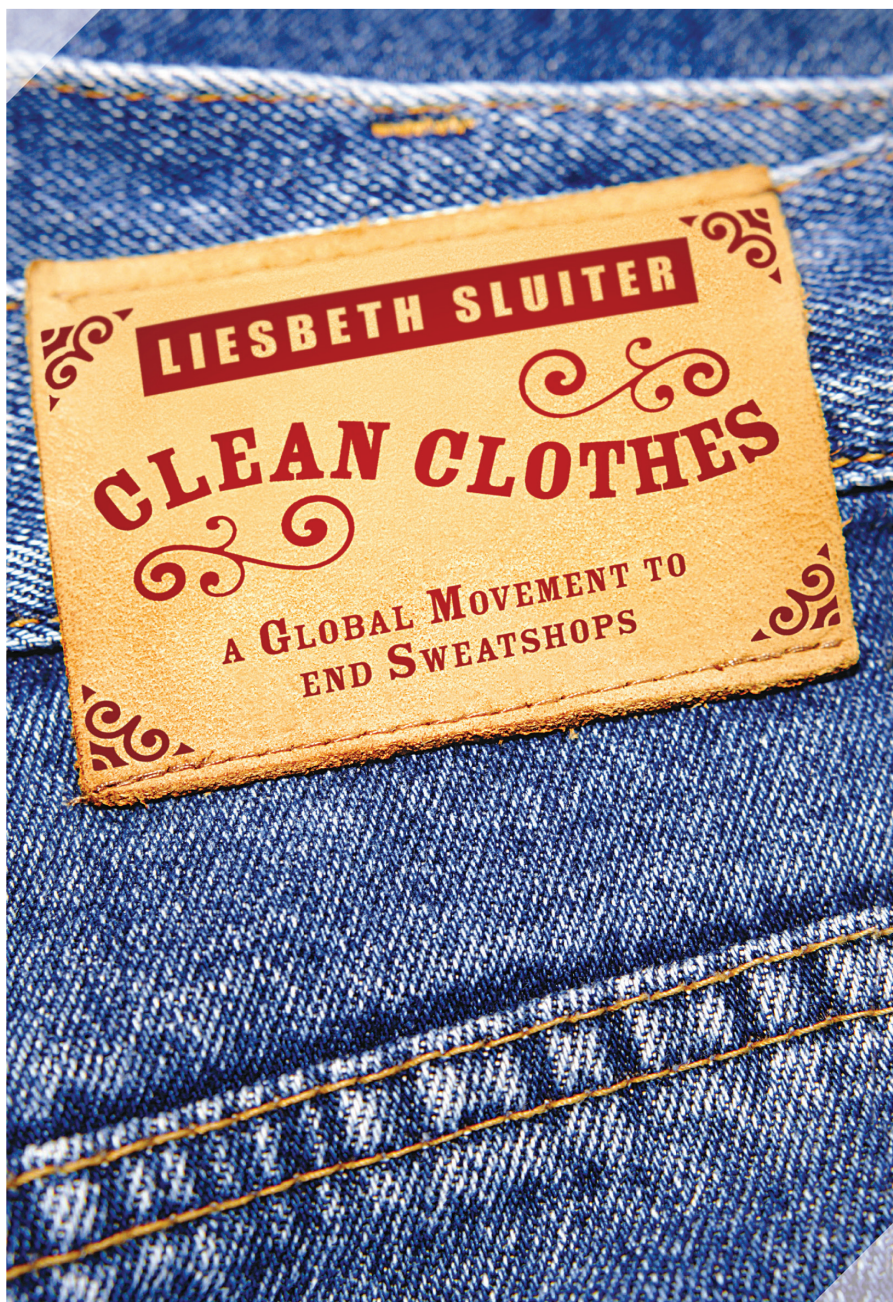
The evening was hosted by the musical star Robin van den Akker and SKC's own Marieke Eyskoot. The SKC story was told by gifted storyteller Sahand Sahebdivani, and we saw the premiere of a new video highlighting the SKC's successes during its 20-year history. Meanwhile, So You Think You Can Dance-finalist Marielle Constanca choreographed a performance that depicted the life of a garment worker and SalonPhysique performed a theatrical piece. All of these performances may be viewed as short films on our YouTube channel. Cabaret artist Vincent Bijlo, FNV (Dutch trade unions congress) vice-president Peter Gortzak, women's rights expert Amrita Chhachhi and Member of Parliament Ewout Irrgang (Socialist Party) all spoke at the event. Each of the speakers looked back at their long relationships with SKC and SKC's tireless efforts. And, of course, the event would not have been complete without a group action: the then newly developed text-message tool was implemented to demand higher wages for garment workers. From India, researcher Anannya Bhattacharjee encouraged everyone in the room to send a text message from their mobile telephones to five major Dutch clothing manufacturers to demand they pay the garment workers who make clothes a living wage.



Vincent Bijlo at the SKC 20 years event

Finally, the book *Clean Clothes, A Global Movement to end Sweatshops* was launched by investigative journalist Liesbeth Sluiter. Her research involved following the activities of SKC/CCC closely for two years, attending conferences and meetings, and interviewing hundreds of people active in the extensive CCC network

throughout the world. The book covers the complete history of the Clean Clothes Campaign, from the earliest actions to its present-day campaigns, 20 years later. The book is on sale via our new webshop at <http://www.schonekleren.nl/shop>. The event, the book and the 20th anniversary attracted a lot of media attention. The newspaper *Het Parool* published a two-page interview with SKC on the front page of its Style supplement, while ten regional newspapers picked up the story through news agency GPD. The event turned out to be a real boost for SKC, generating a lot of attention for SKC at other organisations and the press, as well as simply showcasing the *Schone Kleren Campagne*, its successes, its future and its style. We continue to receive positive feedback about the anniversary events which has only further enhanced our profile.



Cover of the Clean Clothes book

Focus on demand: Living Wage

Much of 2009 was dedicated to one of CCC/SKC's most crucial core demands: a living wage. Although most of the countries where clothing is produced have a legal minimum wage (if companies even bother to respect national laws), this legal minimum wage is often lower than what the CCC/SKC refers to as a living wage: sufficient earnings to provide a family with its basic needs. In Bangladesh, for example, an employee needs to earn at least 48 euro per month to survive, but it is not unusual for factories to only pay half this amount.

Cashing In Report/ Better Bargain Campaign

When manufacturers produce for low-priced supermarket chains such as Aldi and Lidl, the wages that factories pay their workers is even lower. This is one of the conclusions reached in the report *Cashing In* that was presented on 10 February 2009. At one of Aldi's suppliers in Bangladesh, researchers discovered that employees were paid only 13.50 euro per month: not even one-third of a living wage! The so-called "giant retailers" – America's Wal-Mart, France's Carrefour and the aforementioned German low-price supermarkets – were the subject of this report. Special attention was paid to the relationship between their business model and the working conditions of the people making the clothing sold by these giant retailers .



This has transformed them into major players in the international garment industry, and this has had a tremendously negative effect on the wages and working conditions of the people working in the factories where giant retailers place their orders. The giants are able to demand huge discounts because of the enormous volumes being produced for them. At the end of the day, it is the workers in these factories – 80% of whom are women – who ultimately pay the price for the low-price supermarket chains' profits. CCC researchers spoke to some 440 clothing workers in four countries (Sri Lanka, India, Bangladesh and Thailand) who, without exception, all worked 10-12 hour days, 7 days per week, with no paid overtime (which is supposedly required by law). Factories also systematically use employees with temporary contracts who earn even less than employees hired on a permanent basis. It is nearly impossible for employees to improve their situations because of the pressure and intimidation employers exert on their employees; most don't even dare to think about establishing a trade union.

Cashing In attracted significant attention in the Dutch and international press. One week after its publication, the Socialist and Christian Union parties in the Netherlands submitted a series of critical parliamentary questions to the Ministers of Economic Affairs and Foreign Affairs. These questions went unanswered until July. The Cabinet's slow response and its lack of substance led the Christian Union party to conclude that the Cabinet does not seem particularly motivated to live up to the government's responsibility to guarantee labour rights in factories in which products are manufactured for the Dutch market.

On an international scale, the Human Rights and Business Resource Centre created a special web page to host the *Cashing In* report and invited the five involved companies to respond, which they ultimately did. Their responses were published at: <http://www.business-humanrights.org/Documents/CashingIn>.



Action in front of a Lidl store in Vienna

Cashing In marked the beginning of the international Better Bargain campaign, with a variety of actions organised in Belgium, Spain, Austria and Germany. In Belgium North, CCC launched the *Cashing In* report by presenting Aldi with a giant “shopping list”. Aldi representatives in Brugges accepted the report and “shopping list” but refused to speak to CCC’s representatives or to the press. In Belgium South, the *Meilleur Marche* campaign distributed ad-busting flyers inside Aldi, Lidl, and Carrefour stores for an entire year.

In Germany, several flashmobs were organised in Aldi stores. In September 2009, German CCC activists gathered in front of German Chancellor Angela Merkel’s office to present her with more than 1,000 protest cards demanding action to ensure respect for the rights of garment workers who produce for the German retailers Lidl, Aldi and KiK.

Clean Clothes? Living Wage!

The second study that kicked up a lot of dust in the Netherlands was a study conducted by the Dutch Clean Clothes Campaign in the spring of 2009, in which 17 factories were studied in Bangladesh and India where clothing for Dutch clothing brands Prénatal, Miss Etam, J.C. Rags, M&S Mode, C&A and WE is produced. Unfortunately, the results were not surprising: an all-too familiar pattern of employees having to work many hours of mandatory, unpaid overtime, and wages far under the living wage limit.

This study announced the launch of the national *Kleren Schoon? Leefbaar Loon!* (*Clean Clothes? Living Wage!*) campaign, which once again attracted a great deal of media attention. The regional press agency GPD interviewed one of the researchers. The interview ended up being published in all twenty-some regional newspapers on the day the campaign was launched – with some of newspapers publishing it on their front page. national newspaper *The Telegraaf*, NOS radio news, NOS Headlines website and many other radio stations and websites also covered the study and the campaign launch.

Before the public campaign on a living wage was launched, however, SKC sent the reports to the various brands named in the report to inform them of our findings and to request a formal response – as well as give them the opportunity to check the facts. J.C. Rags quickly responded and asked to meet with SKC. During the two meetings involving J.C. Rags and SKC, with representatives from the industry organisation MODINT (SKC partner in the Fair Wear Foundation (FWF)) and the Bangladeshi researcher also present, J.C. Rags declared its intent to join the FWF (which it did in 2010) – making this another SKC success story.

SKC also discussed the study and the possibilities for improving working conditions in their production chains with the other involved clothing brands. WE also reacted quickly and requested a meeting with SKC. However, it became evident that the company was less interested in making structural improvements in working conditions by engaging the workers than in simply reiterating their current CSR policy. Recent developments appear to be a little more promising. WE representatives in India have met with representatives from the research organisation involved in compiling the study to explore ways to increase local stakeholder participation.

A meeting with C&A, the Belgian CCCs and the unions, led to a local dialogue between C&A's Head of Sustainable Business Development and the research organisation in Bangladesh. Meetings with M&S Mode and Prénatal were less fruitful and did not lead to improvements in working conditions in any structural way. We will continue to monitor the progress of these companies in the coming years. We sincerely hope that more companies will initiate efforts that lead to sustainable improvements in the working conditions along their supply chains. We hope that subsequent studies will present a rosier picture of the working conditions of garment workers who produce the clothing we buy in our local stores.

In conjunction with the publication of SKC's living wage research, we also launched a new project: Rumana's Sweatsoap. Rumana's Sweatsoap offered a unique way for us to raise public awareness about the consequences that the garment industry has for the lives of the actual women who make our clothing under abominable conditions, day in and day out. Consumers were able to follow Rumana's day-to-day life via a blog, Hyves, Facebook and Twitter. Rumana was regularly interviewed by a researcher who forwarded her updates to us. We translated these interviews, divided them into themes and posted these on her weblog <http://www.sweatsoap.nl>. Short fragments were regularly published on her blog, allowing readers to learn more about her life, her living conditions, her work and her fears and hope for the future. People could also ask her questions via the website, which she faithfully answered via our contact person in Bangladesh. The weblog had already attracted 2342 unique visitors by the end of 2009. It also generated spin-off discussions on other weblogs such as Viva and Elle Girl. On Facebook, Rumana had over 380 friends, 150 followers on Twitter approximately and 294 on Hyves. This project was part of the new SKC strategy to focus on increasing consumer awareness using new media, and more significantly, offer consumers a way to offer their personal contributions to improving working conditions in the industry. In this case, people could send e-mails to the clothing manufacturers targeted in the via Rumana's website, or send Rumana a personal postcard. Fifty people took the opportunity to take action.

This was our first major online campaign and we will evaluate it in 2010 upon completion of the weblog. But we can already draw a few preliminary conclusions here. Rumana's weblog taught us that presenting a more personal story can

definitely work. People are very interested and want to ask questions. This new approach resulted in coverage in women's magazines whose readership is a big part of our target audience. From this we learnt a useful lesson: these magazines don't mind featuring us as long as we do not focus on brands.

However, SKC feels that Rumana's blog did not reach its full potential. It could have probably reached more people. The Viva article didn't lead to as many extra followers as we thought it might as the crossover between off-line and on-line media remained low. Furthermore, the number of organisations from our platform that actively spread the word about the project within their own networks and among their followers was less than we had hoped.

This first online campaign has, however, resulted in increased consumer and company awareness about the living wage concept. Our website showed a significant peak in visitors (more than 13,000 in September alone) during the campaign period. This, combined with Rumana's story and the extensive media coverage, means that a lot of people were exposed to SKC's message in 2009: the figures for the combined readership of GPD newspapers alone is somewhere between one and one-and-a-half million copies.



Asia Floor Wage

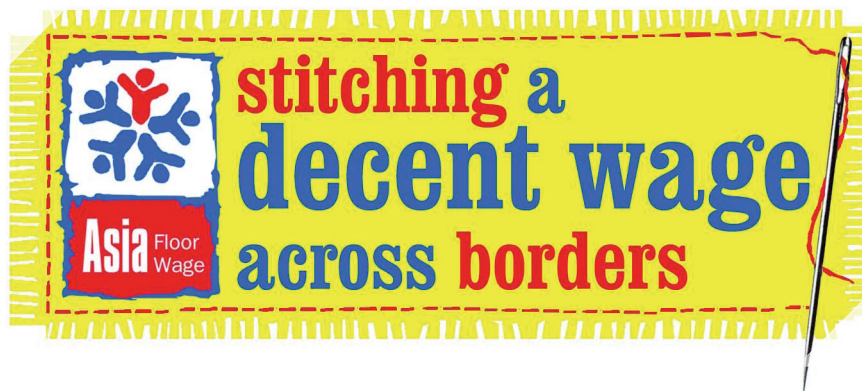
The Asia Floor Wage (AFW) initiative got well off the ground in 2009. The report *Stitching a Decent Wage Across Borders* presented this new method for calculating a living minimum wage for employees in the Asian garment industry.

The idea of an Asian minimum wage campaign arose during a meeting held during the World Social Forum in Mumbai (India) in 2004. Trade unions, activists and NGOs concluded that the power of the major clothing brands had an enormous restrictive effect on the ability of employees to improve their own working conditions and increase their wages on a local (or national) level. Clothing manufacturers can simply threaten to relocate their production from one country to another. This gives clothing manufacturers the ability to circumvent any wage regulations, allowing them to keep wages (intolerably) low. The AFW campaign is an attempt to find a solution to this problem. The Asian minimum wage varies from one country to the next, yet provides employees with the same purchasing power. AFW offers employees and employers in Asia a clear formula for calculating a living wage called Purchasing Power Parity [PPP] and, if properly applied, provides employees in a broad range of countries the same purchasing power. What began as an Asian campaign has since grown into an international alliance of more than 70 trade unions, NGOs, human rights organisations and academics in 17 countries in Asia, Europe and North America.

CCC is part of the AFW's steering group and will continue to support this initiative in a variety of ways in the years to come. Thanks to SKC/CCC's support, the AFW campaign has written to dozens of European clothing manufacturers to avail them of the issues. Meetings have since been organised with a considerable number of these manufacturers. Some of the meetings were held in Europe and others in Asia. One meeting that took place in Great Britain included 17 clothing manufacturers within the context of the "Ethical Trading Initiative," which promises to conduct serious research to determine whether it is possible to implement AFW's proposal.

Different companies have indicated their interest in the concept, and they have indicated that they intend to use the AFW's criteria as a point of reference in monitoring wages in the factories from which they purchase their clothing.

The Asia Floor Wage report served as the introduction to Living Wage Action Week, which included dozens of events around the globe. Clean Clothes Campaign activists throughout Europe took to the streets in October 2009 to support garment workers in their demand for a living wage. The Action Week featured numerous public debates, street actions, visits to corporate headquarters and film screenings – all focused on the urgent need for a wage increase for garment workers. The message was simple: a living wage is a human right. No matter how beautiful or clean a factory may look, if workers' wages guarantee them a life of poverty, their workplace is still a sweatshop.



The speaker tour went to Norway to spotlight a new living wage report that focused on workers in the supply chains of 29 clothing brands sold in Scandinavia. Representatives from the Norwegian Ministry of Foreign Affairs and the Confederation of Norwegian Enterprise responded to the report. The Swedish CCC collaborated with Norwegian efforts to present the report to the press, and urge the public to take action online. Denmark's CCC also issued a report, *The Wage Must Be Enough to Live On*, which detailed the need for a living wage for garment workers who produce clothing for companies active on the Danish clothing market.

Leading brands and retailers in both the UK and the Netherlands also faced massive media attention with the release of new CCC reports there.

The British CCC's *Let's Clean Up Fashion* report surveyed retailers and brands to measure their commitment to a living wage for workers in their supply chains, and found that none of them pay a living wage, and not a single one of them has any kind of system in place to raise wages to acceptable levels in the near future.

The Belgian CCC presented a documentary about garment workers in Indonesia. A clip from the film was screened by 10 of 12 local TV stations in Belgium South, thus reaching an audience of approximately 375,000 viewers. The documentary was also screened and discussed in ten theaters. Belgian CCC activists used the Decent Work campaign slogan "Workers are not tools" as volunteers dressed up as nails and distributed information about the Asia Floor Wage. In Brussels, activists gave a "hammer and nail concert" and at the close of the Action Week, the CCC

held a “Fair Hammer” street action similar to those at fun fairs. The CCC’s Living Wage Action Week occurred in conjunction with events in Asia that highlighted the launch of the Asia Floor Wage campaign. Thousands of European CCC supporters sent e-mails requesting that companies commit themselves to a living wage, using the Asia Floor Wage as a benchmark. In reaction to the week’s events, H&M issued a statement supporting higher wages in Bangladesh, but stopped short of supporting the wage levels calculated by the AFW Alliance. Other brands offered similar reactions.

Despite this success, our own evaluations shows that there is still room for improvement. For instance, the overall impact in terms of media attention and the pressure put on companies needs to be larger, with increased capacity and improved coordination. Another important lesson was that letting the national CCC come up with their own targets works better than when targets are centrally determined. Overall, the evaluation reveals positive results for the campaign, and we will certainly apply the lessons we have learned to subsequent campaigns.



A street action in Belgium

Urgent Appeals

In 2009, the CCC took up 21 new urgent appeal cases, and continued work on 11 ongoing cases. The cases originated in Argentina, Bangladesh, Cambodia, China, the Dominican Republic, Honduras, India, Indonesia, Pakistan, the Philippines, Sri Lanka, Thailand and Turkey. The majority of these cases concerned the right to freedom of association, the dismissals of union leaders, violence or threats against union members, irregular factory closures, the arbitrary arrests of union and labour leaders, and unpaid wages. Workers’ demands were (at least partly) met in 12 of the cases, after the CCC contacted the involved international brands and garment retailers.

A few of the more successful cases were:

The Central American sportswear factory, Jerzees de Honduras, is directly owned by Russell Athletic an American company. The American owner threatened to close this factory in reaction to the effective union organising efforts of labour representatives. CCC managed to win the support of North American allies such as the Workers Rights Consortium, the Maquila Solidarity Network and United



Launch of the Asia Floor Wage campaign in India

Students Against Sweatshops. As a result of this coordinated pressure, Russell decided to keep its Jerzees factory and moved to formalise relations with the unions.

The outstanding Filipino labour-rights activist and lawyer Remigio Saladero, together with dozens of other activists, was suddenly accused of murder. The details of the accusations clearly indicate that the charge was trumped up, presumably to harrass the activist and prevent him from engaging in his normal activities. CCC contacted various diplomatic missions in Manila, as well as the judge presiding over the case. The charges were eventually dismissed due to lack of “probable cause” and possibly as a result of significant international attention.

The workers’ union in the Turkish DESA leather factory had been rolled up in a classic case of ‘union busting’ with every known union member being fired. CCC managed to mobilise DESA’s international clients to put pressure on its management which resulted in the company’s acceptance of the union and the reinstatement of the majority of the union members who had been dismissed. The case remains unresolved, however, because DESA is currently renegeing on its contractual agreement.

The workers at the Bangladeshi Life Garments textile factory were all fired in early 2009 without payment of any back wages or severance compensation.

Moreover, the closure seemed suspicious because the same owners had moved out all of the machinery and suddenly opened another factory (Life Textiles) in another town. This move was presumably to get rid of the unions active in the original factory. CCC put pressure on its international buyers and, eventually, its management paid the workers all their back wages and compensation.

In the spring of 2008, CCC and partner Oxfam Australia published and distributed *Sector-Wide Solutions in Indonesia*. This detailed analysis of the downward trend of labour standards in Indonesia included a set of specific recommendations for buyers in Indonesia based on years of consultations with partners and casework experience. In 2009, CCC followed up on the Indonesian strategic appeal via a working group that includes CCC, Oxfam, and representatives from various global unions and sportswear companies. Six leading sportswear companies agreed to implement a number of CCC and Oxfam's recommendations. At a November consultation meeting in Indonesia, the six involved sportswear companies, Indonesian trade unions and some Indonesian suppliers agreed to negotiate a protocol on Freedom of Association for all of Indonesia's suppliers.



Protest in front of the DESA factory in Turkey

In December 2009, a delegation of urgent appeals coordinators from CCC's campaigns in Italy, the UK, Belgium South, Germany and CCC's International Secretariat travelled to Turkey to discuss structural obstacles to workers' rights in the garment supply chain with key partner organisations and garment workers. A workshop that brought together representatives from trade unions, women's organisations, home-based workers organisations and CCC revealed that workers in Turkey's informal economy (80% of the garment workers are unregistered) do not have the right to join a union and receive no social security benefits. In addition, the right to organise a union is seriously hindered by provisions in Turkey's labour laws, and employers are seldom punished for violating union rights.

The CCC also met with the Solidarity Committee of Sandblasting Laborers, which campaigns for a ban on sandblasted jeans products. The technique of sandblasting has already cost the lives of many migrant garment workers in the Turkish jeans

industry, and it is feared that a total of some 5,000 workers will eventually die from the effects of silicosis, an incurable occupational disease. CCC will support this campaign in 2010.

A research manual was developed for the CCC's global network to facilitate research on the supply chain of garment retailers and brand-name companies. The manual describes various web-based tools that can be used to identify business relationships and targets in urgent appeals cases. The manual also provides examples of complex garment supply chains, a glossary of common industry terms, and a detailed discussion of eight case studies.

Fair Fashion

Fair Fashion is the *Schone Kleren Campagne* project that targets students and teachers in fashion education programmes. The goal is to make them more aware of the causes of poor working conditions in the garment industry, and to come up with solutions together with the target group that will lead to improved conditions based on existing initiatives both within and outside of the industry. Students are currently facing a major challenge because they will be the decision makers of the future. After they graduate, most of these students will find jobs with retailers and brands that have outsourced their production activities to countries that still leave a lot to be desired when it comes to working conditions. They are thus form an important target group that has the potential to realise long-term structural changes. The choices these fashion professionals will make later on in their careers will have an impact on the lives of garment workers. Fair Fashion aims to make this impact visible, so that the up-and-coming designers, managers and buyers can take positive steps toward creating a fair garment industry.

In April, the Fair Fashion team arranged a speaker tour for Kalpona Akter, a former seamstress at a garment factory in Bangladesh. Akter eventually worked her way up within her trade union to become the director of the Bangladesh Center for Workers Solidarity. This position gives her the opportunity to make frequent contact with the workers, unions, factory owners and clothing brand manufacturers. This has provided her with a great deal of experience, but has also broadened her view of the situation in the garment industry. In everything she does, Kalpona tries to encourage women workers and create opportunities for them to stand up for their rights. There are some 2 million women in Bangladesh producing clothing under often horrendous conditions, including garments for Dutch brands that are sold in Dutch stores.

Fair Fashion and Kalpona Akter travelled to colleges in Enschede, Deventer and Amsterdam, and attended a meeting organised by Clean & Unique, a platform of young designers and start-up companies interested in doing business in a fair and green way. Kalpona gave a lively presentation that gave a clear picture of the past and present situations in Bangladesh's garment industry.

On 28 June 2009, a fashion show was held at the Eusebius Church in Arnhem during which various labels and designers showed their surprising collections of prêt-a-porter, arty design and haut couture under the theme "people – environment – innovation" with all the articles produced with respect for people and the environment.

After the fashion show, the catwalk talk show, hosted by none other than Jort Kelder, the founder of *Quote* magazine, the Dutch version of Forbes magazine, and frequent talk show guest, featured key figures from the sustainable garment industry including the Fair Fashion project coordinator. Here they discussed issues with clothing retailers, fair fashion experts, politicians and other policymakers on the theme “people – environment – innovation” in the fashion industry. The Awearness Fair Guerillastore located on the Turfstraat in Arnhem opened its doors from 29 June through 5 July and showcased hip, fair fashion, unique bags and other accessories made from recycled materials. Young designers created original pieces made from pre-worn clothing, on the spot. Fair Fashion was there to distribute information about on the project.

In order to encourage fashion students to formulate their own visions regarding sustainability, several educational institutions organise an annual international “Beyond Green” symposium, which features a variety of presentations by inspiring international speakers, and an exhibition. Fair Fashion participated with an information stand to promote the project to the over 1000 attendees at the event. Fair Fashion also organised two workshops during the “Beyond Green” week at the Amsterdam Fashion Institute. The theme of the first workshop was “A decent factory”, during which, participants were invited to design the perfect garment factory. This assignment was related to the second workshop, “Sweatshop” during which a group of 44 students got a taste of what it is like to work in a sweatshop: in a 24-hour period, two teams of students sat behind their sewing machines to produce 500 bags. Viewers could follow their toil online via a webstream, or via the live broadcast live on local Amsterdam TV station Salto 1. Meanwhile,



Fair Fashion fashion show in the Zuiderzeemuseum

several instructors and the project coordinator served as the managers on the factory floor. “Sweatshop” generated quite a bit of media attention: the TV show NOS Headlines produced a news item, the Hogeschool van Amsterdam’s weekly magazine, Havana wrote an article, while the daily newspaper NRC Next and the Amsterdams Stadsblad both wrote articles on this unique event.

2010 is the third and final year for the Fair Fashion project. However, because the responses from the parties interested in the project have thus far been so positive, there will be efforts to find the most effective manner to continue contributing to the awareness raising of students and instructors, and to continue to have an impact on fashion education.

Play Fair

There were no major sporting events in 2009, so CCC's focus was on follow-ups to the 2008 Play Fair campaign and to prepare for upcoming events such as the Vancouver Winter Olympics and the Soccer World Cup in South Africa.

Clearing the Hurdles website

The 2008 Play Fair campaign focused on the Beijing Olympics, where SKC/CCC challenged sportswear brands sponsoring the Olympics to take a series of actions to overcome four major hurdles that currently impede progress on workers' rights in the sportswear industry:

1. Develop a positive climate for freedom of association and collective bargaining;
2. Eliminate the use of precarious employment in sportswear supply chains;
3. Reduce the frequency and negative impact of factory closures;
4. Take steps to improve workers' wages, with the goal of attaining a living wage for all workers.

In 2009, we approached the major sportswear companies – Nike, Adidas, Pentland, Puma, Lotto, New Balance, Asics and Mizuno – and requested that they respond regarding their willingness to meet the 36 specific targets to overcome the aforementioned four hurdles facing workers in the sportswear industry. Reports and follow-ups will be posted on the website www.clearingthehurdles.org that will be launched in early 2010 as part of the Vancouver Winter Olympics campaign.

Indonesia roundtable meeting

One of the chief outcomes of the 2008 Play Fair campaign was that major sportswear brands were prepared to enter into a dialogue with local labour organisations to seek progress on a number of issues highlighted in the *Clearing the Hurdles* report.

In November 2009, the first roundtable meeting took place in Jakarta, Indonesia. Representatives from Nike, Adidas, Puma, New Balance, Pentland, WFSGI (World Federation of Sporting Goods Industries) as well as a number of large manufacturers based in Indonesia, including Pou Chen (Nikomas) and Panarub attended the meeting. Five Indonesian trade unions and several labour NGOs organised the meeting and focused on three major issues: Freedom of Association, wages and job security. International representatives from CCC, Oxfam Australia and ITGLWF (International Textile, Garment, Leather Workers Federations) were also in attendance.

The chief outcome of this roundtable meeting was an agreement to negotiate a protocol on Freedom of Association. Follow-up meetings have been planned for 2010.

Migrants

The garment industries in Malaysia, Thailand and Taiwan have been largely dependent on the use of migrant workers from neighbouring countries such as Indonesia, Burma and the Philippines. More recently, new garment factories in the Middle East, especially in Jordan and Egypt, have drawn labour migrants from China, Bangladesh, India, Sri Lanka and elsewhere. Many migrants are seeking better wages since they can barely sustain themselves and their families as result of an indentured servitude type system which leaves employees perpetually paying off debts to family members, recruitment agencies, labour brokers, or

traffickers. These workers sometimes face extraordinary challenges when they speak up or begin organising for better conditions. Many can no longer work legally as a consequence of strict asylum or immigration policies and those who have entered the country legally risk losing their legal status if they are fired. Many migrant workers live in constant fear of being arrested or deported; many don't even dare to leave the factory or dormitory grounds.

In an effort to address the specific issues that migrant workers face, CCC joined forces with the Dutch-based research organisation SOMO to organise a consultation seminar in Malaysia in late March 2009, which was attended by various trade unions, labour NGOs, and migrant support groups from ten Asia-Pacific countries. The meeting emphasised the need for stronger networking efforts and cooperation between organisations that support migrant workers in both the country of origin and the host country. Unions need to intensify their efforts to include migrant workers in their organising strategies, and to challenge the artificial divides between migrant and local workers. Companies need to develop a more strategic approach to the monitoring and remediation of issues that concern migrant workers. Finally, governments need to make the protection of migrant workers' rights a priority instead of enforcing immigration policies that contribute to the marginalisation and exploitation of migrant labour. There is a clear role for CCC to cooperate with these networks and in awareness raising efforts among consumers, brands and retailers in Europe. A discussion paper that outlines the key areas of concern for migrant garment workers, an overview of different stakeholder activities, and an outline of possible strategies to support them will be available in early 2010.

Gender

85% of garment industry employees are women. The subordinate position of women in the countries in which garments are manufactured continues right onto the work floor. Women are employed in the lowest-paying positions and seldom have any influence on conditions in the factories or their own destinies. It is more difficult for women to join a trade union and to fight for their rights as a group. The unequal balance of power between women garment workers and their male co-workers and employers is one of the main causes for the horrible conditions in which they live and work. Actual structural improvements in these conditions will only happen if the rights and needs of women workers become a priority. This is why 'gender' is one of the CCC's main focal points.

In 2009, CCC focused on developing a strategy to better integrate the concept of gender into its various projects. An international CCC gender work group that included the coordinators from the different national CCC coalitions and various southern partners was established. It drafted a gender policy statement and a discussion paper on the CCC's gender strategy. In November 2009, it organised a meeting for European CCC representatives and key figures from its international network. The gender policy statement and the discussion paper were discussed in detail during several inspiring sessions and workshops, which resulted in concrete recommendations for developing CCC's campaign and lobbying strategies. The completed gender policy statement can now be accessed at the CCC/SKC's websites. The CCC will continue to develop and implement its gender strategy in 2010. The starting point for this strategy is clear: *We will be bold and ambitious in our pursuit of social and economic justice for women garment workers.*

CCC/SKC in the media

The Clean Clothes Campaign's activities again received a decent amount of coverage in Dutch daily newspapers in 2009 with some 100 articles covering CCC's activities. The larger national newspapers, particularly newspaper *De Telegraaf*, were responsible for some 20% of the articles. Much of the coverage in 2009 came in conjunction with the launch of the campaign *Clean Clothes? Living Wage!* on 1 September. Over 30 Dutch newspapers offered extensive coverage of the launch and the substance of the study conducted within the framework of the campaign. The campaign also received coverage some 20 times in magazines and newweeklies in 2009. SKC was also the topic of conversation seven times on the radio, and three on (Internet) television.

SKC was also a frequent topic for coverage on the Internet. Much of the interest coverage came from news websites affiliated to the fashion industry such as Fashion United, Elsevier Retail, Textilia and Retail News. Moreover, some entirely unexpected sources, such as the Christian Union political party, Musical World, VARA Kassa Online, De Betere Wereld and the EO (national evangelical television network) also provided coverage.

The amount of exposure the various European CCC organisations generated in international print media in 2009 was a bit more difficult to determine from its location in the Netherlands. However, the LexisNexis academic NL database indicated some 160 articles in the foreign press. The majority of these articles were published in German (66) and English (55). Most of the remaining coverage was found in French, Spanish and Italian publications.

The rest of the European CCCs reported that there was also a great deal of interest in the various Urgent Appeals cases. In 2009, 124 reports dedicated to the four Urgent Appeals involving DESA and Menderes Tekstil (Turkey), Spotec (Bangladesh) and Triumph (Thailand and the Philippines) were published. Most of these articles were in German (94). The remaining 30 articles appeared in Spanish, French, Italian, Danish, Indonesian and English publications.



Network: CCC Poland

In 2009, the European CCC network expanded eastwards with the foundation of CCP, Clean Clothes Polska. Poland became the 13th country in which a Clean Clothes Campaign is active. Poland had already been active in European CCC network prior to the launch of CCP on 10 December, during a CSR conference at Copernicus University in Torun. Hundreds of students, university officials and journalists, and, of course, an International CCC secretariat representative attended the launch. The CCP, like all other CCC branches, is made up of a coalition of social organisations. The secretariat will be located in the same

building where Karat, a gender rights network, has its offices. The coalition also includes the Polish Humanitarian Organisation, the Gruppa eFTe, and the Polish Green Network, which is devoted to raising awareness on environmental issues. With the addition of CCP, the European CCC network now consists of 14 CCCs in 13 countries. And we will continue to expand; 2010 will see the launch of CCC Finland, while preparations are in advanced stages for the launch of CCC branches in Ireland and Greece.

On to the next anniversary

Anyone who thought that after 20 years, SKC/CCC was considering slowing down is, of course, very much mistaken. CCC already has plans in 2010 for its largest event ever. The International Forum will feature 250 participants from around the world who will gather for four days to improve their bonds, share their knowledge and expertise with each other, and to establish what the most important focal points will be for the coming years.



Garment workers and their children in Dhaka, Bangladesh

Organisation

History and Purpose

The *Schone Kleren Campagne* (SKC) has its origins back in 1989, when Dutch and British women and various solidarity groups organised a protest against the dismissal of striking workers at a garment factory in the Philippines that supplied garments for William Biard (UK) and C&A (NL). The women were fired after they collectively demanded the legal minimum wage. Workers picketed the factory premises while a solidarity campaign was organised in the Netherlands and United Kingdom. The campaign's origins are to be found in these early demands for 'clean clothes' and, in the process, publicising the demands of Southern women and workers' organisations worldwide.

SKC has since that time expanded significantly into a true European network, which is known internationally as the Clean Clothes Campaign (CCC). This network is, in turn, part of an international network of trade unions and labour-related social organisations located in both producing and consuming countries.

The chief aim of SKC/CCC is to improve the working conditions and position of workers in the global garment industry. The ultimate goal is to end the suppression, exploitation and abuse of the (mostly female) workers in this sector. SKC/CCC seeks to achieve these objectives by:

- Pressuring companies into assuming more responsibility to ensure that their garments are produced under good labour conditions.
- Supporting workers, labour unions and corporate organisations in the producing countries.
- Urging citizens to wield their influence as consumers by increasing consumer awareness through the provision of accurate information about working conditions in the garment and sporting goods industries.
- Using existing legal opportunities to improve labour conditions and to lobby for additional legislation that contributes to improved labour conditions. International, national and local governments are addressed in their roles as both lawmakers and consumers. SKC/CCC advocates that governments institute ethical procurement policies.

Much progress has been made in the area of public awareness raising. Consumers can now easily learn that their clothing is usually manufactured in low-wage countries, where human rights are violated on a regular basis. The major issues are the right of freedom of association, a living wage and a safe and healthy workplace, but also child labour, forced labour and discrimination. Local human rights organisers are often illegally persecuted, physically abused or restricted in their right to freedom of expression. SKC/CCC documents violations and brings them to the attention of businesses, governments and the public at large. SKC/CCC offers a distinct option: clothing consumers can make a difference, they can contribute to greater justice in the world. Meanwhile, SKC/CCC recognises that consumers have the right to buy quality clothing at a reasonable price. However these garments should and can be produced in socially responsible ways.

Corporate awareness in the area of responsible entrepreneurship has also increased significantly, with many companies in the garment sector having recently been encouraged to develop their own policies regarding labour conditions in their production chains. Codes of conduct and the creation of organisations specifically designed to monitor compliance have helped enforce the improvement of the

human rights and the quality of life of the more than 30 million – predominantly female – workers around the world who make our clothes. The concept of ethical clothing has become increasingly fashionable in recent years and has created a market of its own. SKC/CCC takes great pride in fostering these developments.

Sadly, however, tangible results – such as actual structural improvements on the work floor – remain scarce. SKC/CCC and its partners in producing countries will continue to work toward these goals through its strategies of reporting labour rights and human rights violations, by reminding companies of their responsibilities via well-aimed campaigns and by providing clear alternatives. Public campaigns and actions are employed to urge consumers to help us improve the lives of the women who sew their garments. We also approach companies and governments directly. Our goal is not only to solve a case involving an issue on a local level, but also to employ structural solutions and improve current policies and compliance.

The major issues that SKC/CCC focus on are delineated in 'Principles of the Clean Clothes Campaign'. The dynamic context in which SKC/CCC operates means that the organisation is in a constant state of flux and reflection regarding structural changes and new objectives for the future.

Organisation Profile

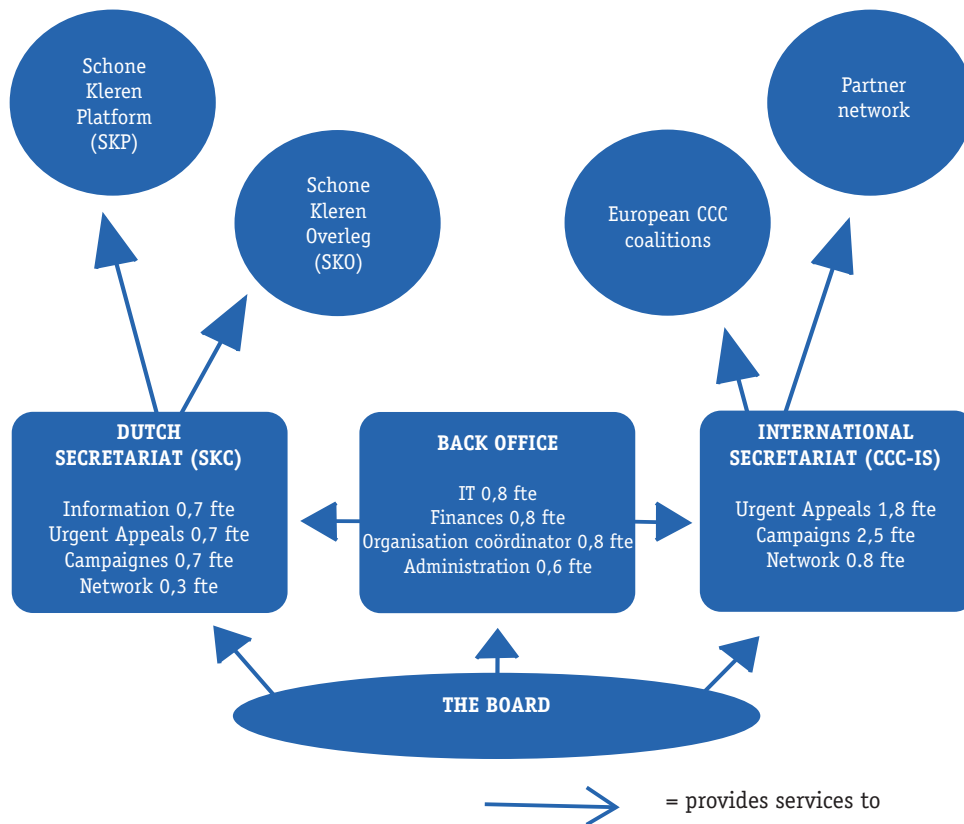
SKC/CCC is a network organisation, which consists of a European network of coalitions and a strong international partner network. 2009 saw the birth of a new CCC coalition in Poland, which now means there are fourteen CCC secretariats in thirteen European countries. These are autonomous coalitions consisting of labour unions and social organisations (women's organisations, consumer organisations, research institutes, organisations for fair trade, solidarity groups, youth groups, churches, etc.). The international network is comprised of 250 different social organisations, labour unions, individuals and institutes in garment-producing countries. Furthermore, SKC/CCC also collaborates with sister organisations in the US, Canada and elsewhere.

The choice for this type of network model was deliberate, even if it sometimes means that the SKC/CCC's name features less prominently in media reports or promotional efforts. After all, there is strength in numbers; by cooperating with organisations means having more influence and a greater total impact.

The SKC/CCC office in Amsterdam is comprised of three independent teams: the International Secretariat (CCC-IS), the Dutch Secretariat (SKC), and the Back Office (administrative support).

SKC/CCC underwent some staff changes in 2009. As a result of operational growth, it was decided to separate the financial functions from those of the organisation coordinator and to create a new position: financial coordinator. Vacancy announcements were posted for both the organisation coordinator and the financial coordinator; the new staff members were recruited and joined SKC/CCC on 1 November 2009.

The Organisation Coordinator functions as an intermediary between the various teams, and helps facilitate the decision-making process during team meetings. Each team serves the needs of its partner organisations. The staff makes joint decisions on matters of general interest to the organisation and receives additional support here from the foundation's board. Strategic decisions that establish



The SKC/CCC's organisational chart; full-time equivalents (FTEs) per 31 December 2009.

current objectives and priorities that concern the entire network are made during international and European CCC meetings.

The organisational chart shown above reveals that SKC/CCC has neither a director nor a management team. Each staff member is involved in the collective decision-making process, which contributes to increased productivity and efficiency, since every staff member is fully informed and involved in all aspects of the organisation to some extent. Thus staff members play an essential part in the implementation of decisions since they actively participated in the original decision-making process.

Moreover, this means that the SKC/CCC's internal operations reflect the values it advocates in the outside world: basic democracy, participatory research, workplace evaluations and the direct involvement of employees in all decisions that directly influence their working conditions

The International Secretariat (CCC-IS)

- Coordinates international activities and campaigns.
- Facilitates development of strategy and policy.
- Facilitates the international campaign structures and communication;
- Handles all publications, makes information accessible to the general public and performs or commissions research.

- Conducts training sessions within the network.

The International Secretariat meets with the European CCC coalitions three times per year. These meetings focus on the drawing up of new strategies, the coordination of ongoing activities and the improvement of communication strategies. The broad outlines of specific themes and campaigns are elaborated upon by various work groups that are formed during these meetings. There are also frequent bilateral consultations with international partners that focus on concrete cases (urgent appeals and joint campaigns). The International Secretariat also convenes a number of other thematic and regional meetings that cover more strategic issues. It is these meetings that form the framework in which CCC develops its long-term strategies.

The Dutch Secretariat (SKC)

SKC's goal is to increase awareness-raising efforts and to appeal to the Dutch community through the presentation of pertinent information and the conducting of campaigns. Moreover, SKC also actively lobbies Dutch clothing companies and presents constructive solutions toward the implementation of CSRs that ensure that companies make responsible choices regarding their supplier chains. Furthermore, SKC supports workers and their organisations in urgent appeals involving Dutch businesses. SKC also urges government officials to implement sound legislation and make responsible purchases.

SKC represents an extensive network of labour unions and social organisations including consumer, women's and human rights groups. These organisations contribute to SKC policymaking, support campaigns and participate in activities. Two annual platform meetings focus on various topics of mutual interest to all. The SKC platform consists of:

- Amnesty International
- Burma Centrum Nederland
- Consumentenbond
- Cordaid
- COS Nederland
- CNV Internationaal
- CNV Jongeren
- Filippijnengroep Nederland
- FNV Mondiaal
- FNV Jong
- Goede Waar & Co
- Hivos
- India Committee of the Netherlands (ICN)
- Landelijke Vereniging van Wereldwinkels
- Max Havelaar
- NJR
- Nederlandse Vrouwen Raad
- NVVH-Vrouwennetwerk
- Oxfam Novib
- Sari Fair Fashion
- Solidaridad
- SOMO (Centre for Research on Multinational Corporations)
- Veggies in pumps

Three of these organisations are closely involved in the development of SKC strategy and policy. This core group meets six times per year and consists of:

- Filippijngroep Nederland
- India Committee of the Netherlands (ICN)
- SOMO (Centre for Research on Multinational Corporations)

The SKC's coordinators also maintain intensive contact with its international and European network, and are represented at CCC's European-level meetings.

The Back Office

The back office provides services for the International and Dutch secretariats. It is responsible for finances, planning and planning monitoring, quality control, administrative tasks, human resources policy, ICT, maintenance of websites and other facilities. The back office functions as the organisation's contact address.

The Board

The SKC/CCC's principles of governance are formulated in its Statutes and Bylaws. The foundation board consists of five members who receive no allowances, salaries or other types of compensation. Board members can, however, within reason, invoice costs related to their function.

The board's tasks:

- Supervise the financial situation and approval of the annual budget and (financial) reports.
- Employer of Amsterdam office staff.
- Supervise the performance of the International and Dutch Secretariats, and annual planning.
- Support the International and Dutch Secretariats in the implementation of the various campaigns.

The Board met four times in 2009. The terms of three of the five Board members were extended: Harry de Vries, Evert de Boer and Margreet Simons. New member, Hester Klute, was appointed. Meanwhile, some board members' tasks were reshuffled. The Board requested that the Organisation Coordinator and a representative from both International and Dutch Secretariats participate in the meetings. In 2009, the board approved the name change from *Schone Kleren Kampagne* to *Schone Kleren Campagne*. The Board also approved 2010's budget and activity plan during the last meeting in 2009. Finally, the staff and Board both agreed to appoint an external advisor to assess the organisation's structure and related issues.

Composition of the board

- Evert de Boer

Function: Chairman and employee policy support.

Board member since 1995, current term expires February 2012.

Evert de Boer has been the coordinator of the Filippijngroep Nederland since 1987. During the 1980s, he was involved in actions involving support for Filipino textile workers who protested the closure and relocation of the factories where they were employed. One of these actions led to the creation of the Schone Kleren Kampagne in 1989. This means that he is one of the SKC's founders. He has actively participated in the SKC core group and the SKC platform since the

SKC's inception. He has been closely involved in the creation of the Fair Wear Foundation (FWF) since 1995, and currently represents the SKC/CCC on the FWF board.

- Margreet Simons

Function: Treasurer and campaign advisor.

Board member since 1995, current term expires February 2012.

Margreet Simons' function since 1 April 2008 has been as an ESG-analyst (Environmental, Social, Governance) at SNS Asset Management. Her team screens enterprises using various corporate accountability criteria. Whenever companies are guilty of any serious human rights violations or environmental pollution incidents they are dropped from investment portfolios. Furthermore, companies are encouraged to improve their policies regarding human rights and the environment. She worked for the Consumentenbond for 5 years as a researcher in socially responsible entrepreneurship. Margreet Simons has been on the Board for longer than most of her colleagues. She considers SKC/CCC to be an inspiring, courageous and hard-working group with a profound desire to create a better, more equitable world.

- Harry de Vries

Function: Campaign advisor and vice-treasurer.

Board member since 2004, current term expires April 2010.

He served as a lobbyist for NOVIB for seven years in the field of certifications and fair trade. In 2001, Harry de Vries took on a new function where international relations were no longer part of his daily activities. Thus, he was very happy when he was invited to join the SKC/CCC Board. He considers justice in the world and how we leave the world for our children to be important issues. He believes that being part of SKC/CCC is an excellent way to contribute toward that goal.

- Jupijn Haffmans

Function: Vice-chairman, advisor efficiency and effectiveness.

Board member since 2007, current term expires September 2010.

Jupijn Haffmans worked for SKC/CCC in 2003–2004. SKC's international character and its direct involvement with consumers was appealing to him. He believes that SKC/CCC can have a direct impact on improving the labour conditions and living conditions of the garment workers. After a tumultuous period as a member of Amsterdam's City Council, Haffmans worked for an initiative involving sustainable freight transport. He currently works for the Milieucentrum Amsterdam, an independent local organisation that promotes a sustainable and livable city. He considers the combination of his current job with that of board member of an enthusiastic, international group very inspiring.

- Hester Klute

Function: Secretary and human resource advisor.

Board member since 2009, current period expires December 2012.

After 10 years of working in publicity, marketing, communications, coordination and general management in the cultural sector, Hester joined Ideeel Organiseren, an events organiser, in 1999. She currently works for the VARA public broadcasting company, where she has held several positions. She is currently responsible for recruitment, marketing and communication for RTVI's nature & environment, drama & culture and information & discussion programmes and also served as the financial coordinator for marketing and communications. She is responsible for organising an annual national high school debate competition. Despite the fact that VARA is a socially engaged broadcasting company, Hester wishes to make a bigger practical contribution to a just and sustainable society.

Finances

Balance Sheet

| | 31-12-2009 | | 31-12-2008 | |
|---|------------|----------------|------------|----------------|
| | € | € | € | € |
| ASSETS | | | | |
| <i>fixed assets</i> | | | | |
| tangible fixed assets need for conduct of business | | | | |
| equipment | | 3,825 | | 4,040 |
| <i>liquid assets</i> | | | | |
| claims and transferable assets | | | | |
| debtors | | - | | 1,400 |
| receivable subsidies | | 12,077 | | 100,405 |
| amounts paid in advance and to claim | | 14,362 | | 5,175 |
| | | | | |
| | | 26,439 | | 106,980 |
| liquid resources | | 629,269 | | 447,200 |
| total assets | | <u>659,533</u> | | <u>558,220</u> |
| LIABILITIES | | | | |
| net capital | | | | |
| <i>free disposable capital</i> | | | | |
| general reserve | | 192,088 | | 163,859 |
| <i>fixed capital</i> | | | | |
| fund assets conduct of business | | 3,825 | | 4,040 |
| fund assets objective | | - | | - |
| | | | | |
| | | 3,825 | | 4,040 |
| current liabilities | | | | |
| wage taxes | | 23,624 | | 19,980 |
| creditors | | 42,370 | | 22,996 |
| subsidies to spend | | 359,937 | | 312,602 |
| accounts payable | | 37,689 | | 34,743 |
| | | | | |
| | | 463,620 | | 390,321 |
| total liabilities | | <u>659,533</u> | | <u>558,220</u> |

Statement of Benefits and Costs

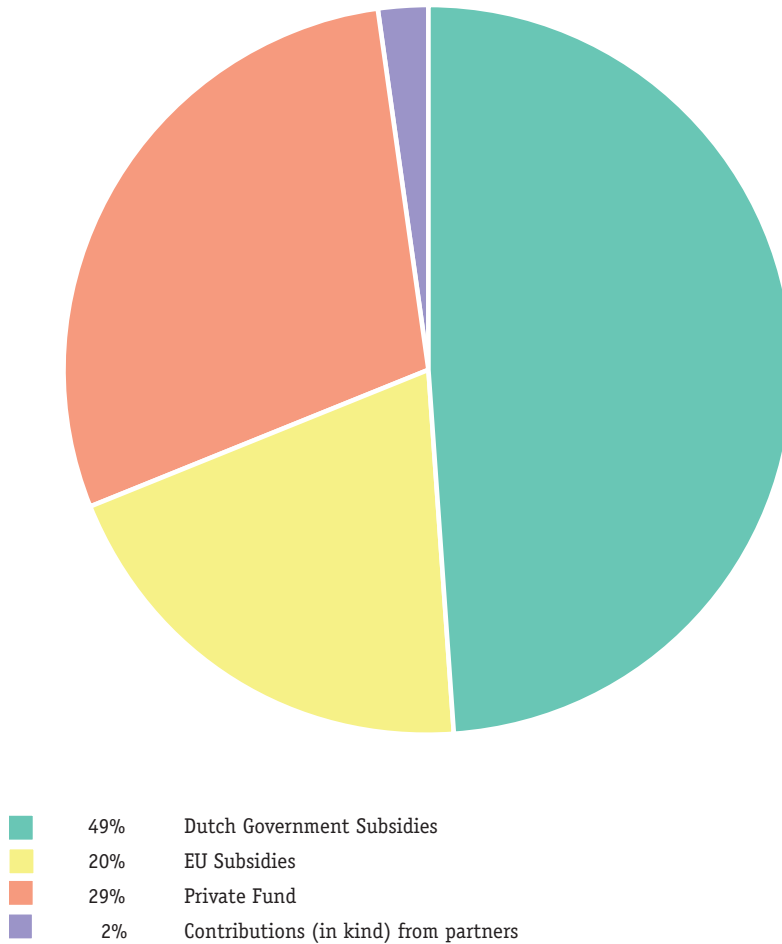
| | exploitation 2009 | | budget 2009 | | exploitation 2008 | |
|---|----------------------|---------------|----------------|-----------|----------------------|---------------|
| | € | € | € | € | € | € |
| <i>income of own fundraising</i> | | | | | | |
| donations | | 14,208 | | - | | 15,167 |
| direct recruit- and completion costs | | 3,165 | | 2,535 | | 2,765 |
| in % of income from own fundraising | | 22% | | 0% | | 18% |
| sum off benefits | | 11,043 | | 2,535- | | 12,402 |
| income from actions of third party subsidies | | - | | - | | 5,745 |
| result from investments | | 1,015,221 | | 1,124,247 | | 768,853 |
| | | 3,726 | | - | | 2,312 |
| sum off benefits | | 1,029,990 | | 1,121,712 | | 789,312 |
| <i>costs and expenses to the objective</i> | | | | | | |
| press and political influencing | | | | | | |
| national | | 108,609 | | 142,535 | | 94,467 |
| international | | 278,061 | | 345,319 | | 220,319 |
| campaigns | | | | | | |
| national | | 79,918 | | 97,655 | | 54,889 |
| international | | 484,816 | | 536,203 | | 381,653 |
| | | 951,404 | | 1,121,712 | | 751,328 |
| costs of management & administration | | 50,572 | | - | | - |
| result | | 28,014 | | - | | 37,984 |
| <i>allocation of results</i> | | | | | | |
| dotation to general reserve | | 28,229 | | - | | 38,943 |
| dotation fund assets conduct of business | | -215 | | - | | -959 |
| dotation fund assets objective | | - | | - | | - |
| | | 37,984 | | - | | 48,434 |

Annual Figure Details

As a result of earlier successful fund-raising efforts, SKC/CCC was able to implement 97% of its programs and activities in 2009. The board has satisfactorily concluded that the differences between its budget and realisation figures were minimal in 2009. There were no further incidents that affected the budget.

Revenues 2009

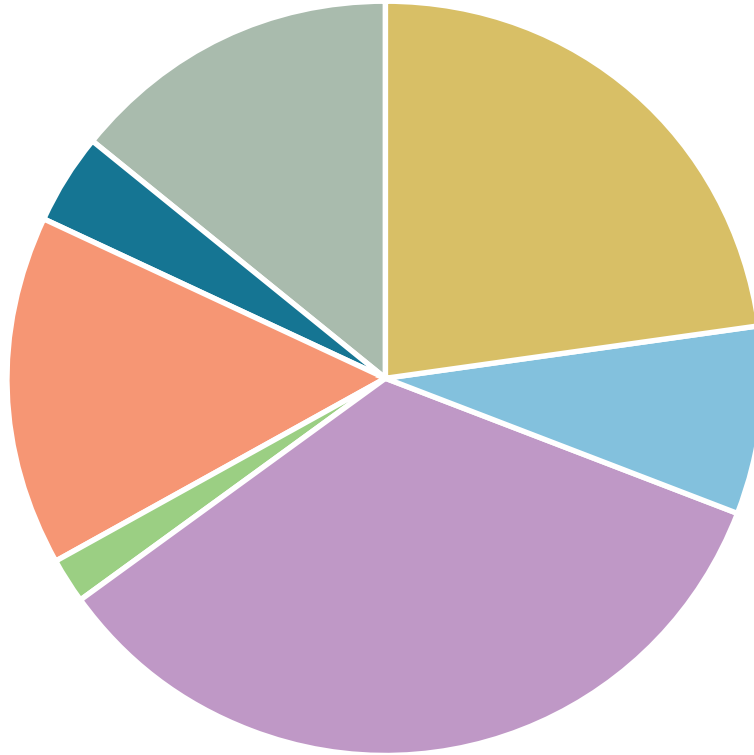
Categorising revenues by source



The SKC/CCC's revenues are largely comprised of private and government grants. The grants detailed in the 2009 annual report have all been allocated and realised.

Expenditures 2009

Categorising revenues by project



| | |
|-----|--|
| 23% | Supporting Organising: Strengthening partners and network |
| 8% | Corporate Accountability: Implementation codes of conduct and MSIs |
| 34% | Corporate Accountability: Urgent Appeals |
| 2% | Global Public Campaigns: Play Fair |
| 15% | Global Public Campaigns: Better Bargain |
| 4% | Global Public Campaigns: Fashion College Project |
| 14% | Overhead |

SKC/CCC does not invest its assets in stocks, bonds or other risk-bearing financial instruments. SKC/CCC strives to do its banking in a sustainable and responsible manner. Assets not immediately needed are deposited in its directly accessible ASN savings account.

All of SKC/CCC's employees receive the same salary, regardless of age, seniority or position within the organisation. The gross monthly salary for all employees in 2009 was EUR 2,590 for a 36-hour workweek (2008: EUR 2,543).

In 2009, SKC/CCC was able to intensify its urgent appeals work within its long-term consortium-funding schedule, for which SKC/CCC served as the intermediary. In 2008, the Sigrid Rausing Trust Fund for the first time offered SKC/CCC a three-year grant.

This long-term grant ensured the program's stability. Moreover, in 2008, the European Commission also awarded a 3-year grant to SKC/CCC for its urgent appeals program under its EuropeAid – Human Rights Defenders program. SKC/CCC served as the lead applicant for this grant, which runs from 2009 through 2011.

SKC/CCC's finances have already been underwritten for 2010. Furthermore, there are several long-term grants that have been already been awarded for 2011–2012. Through the years, SKC/CCC has built up a fairly stable network of funders. An essential task for SKC/CCC in the coming years will be to sharpen its focus on finding new funding sources so that its funding can also be guaranteed for the near future. A number of 2010 action points have been established for the coming years ranging from reinforcing and expanding its private donor list to actually approaching new funders and filing new consortium applications with our partner organisations.



Clean Clothes Campaign

International Secretariat 