

Clean  
Clothes  
Campaign / Schone Kleren Campagne

# 2011

Annual Report



Cover photo:  
Stop Sandblasting street action  
Brussels, Belgium

Back:  
Store selling sandblasted jeans

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# Introduction



A worker testifies at the Living Wage tribunal in Sri Lanka

***“My basic salary was not enough. I needed to do overtime work to provide for my child as a single parent. If only my basic salary was enough I could have kept my child with me. So I sent my child to my mother in the village”.***

These words spoken by Nadeeka, a Free trade Zone garment worker in Sri Lanka, at the Tribunal for a Living Wage on March 27, 2011 make poignantly clear why the right to a living wage is one of the key demands of Schone Kleren Campagne/Clean Clothes Campaign (SKC/CCC). In the global garment industry wages that are sufficient to cover the needs of workers are rare. The consequence is that millions of garment workers go to bed hungry in their ramshackle living quarters, even though they work more than twelve hours a day. The power to change this unfair wage situation lies with the large international brands and retailers, who make huge profits by selling the clothes which these underpaid workers work so hard to assemble. This is why SKC/CCC in 2011 continued to pressure garment companies to ensure payment of living wages in their supply chains.

Besides its work on wages, SKC/CCC also focused on other pressing concerns facing garment workers. In many factories people are forced to work in unsafe conditions. Both the ongoing dialogue in Bangladesh to promote fire safety in garment factories, and the successful campaign to push brands to ban the production of sandblasted jeans in Turkey and elsewhere, addressed the lack of occupational health and safety in workplaces where clothing is produced. Also in 2011, a report was published exposing the exploitative conditions under which young Indian women are forced to work in the

*Sumangali* system. Together with partner organisations, SKC spoke with brands about their role in ending this system of bonded labour. The right of workers to organise is a longstanding demand that SKC/CCC has promoted, because freedom of association is not only a basic human right, but also a way for workers to directly influence their own working conditions. A significant victory in 2011 on this terrain was the signing, after two years of negotiations in which CCC played an important role, of a protocol in Indonesia between local unions, business associations, government representatives, and international brands detailing the conditions under which the right to organise can be realised.

CCC at the international level and SKC in the Netherlands devote considerable time and effort to maintaining and strengthening its network. In order to effectively carry out its mission of improving working conditions and empowering workers in the global garment industry a strong network is essential. The SKC/CCC network is strong and diverse, with unions, women's organisations, labour rights groups, consumer associations and other civil society organisations contributing their skills, contacts and knowledge to SKC/CCC's work.

In certain ways 2011 was also a difficult year for SKC/CCC. At the SKC/CCC office in Amsterdam the organisation was faced with budget cuts at the beginning of 2011. This meant not only reconsidering its activities, but also forced the organisation to let go of a number of its staff members. Throughout 2011 SKC/CCC worked hard on raising new funds. And with success. A 3-year grant funding part of the Urgent Appeal work was granted. Also things look promising for the years to come. SKC/CCC is back on the road to recovery and there are many plans for 2012. In 2011 a new strategic plan, covering the period 2012-2016, was developed. In the coming years, SKC/CCC's main campaigning activities will be around living wages for all workers, there will be continued attention for gender issues in all activities, and there will be a specific focus on position of migrant workers in the garment industry. SKC/CCC hopes you will join us in our campaigns for a more just garment industry and better lives the workers in it.

# Activities in 2011



The interior of a house of a garment worker in Sri Lanka

In the following pages some of SKC/CCC's most significant activities in 2011 are listed. Since this is the annual report of the *Schone Kleren Campagne/Clean Clothes Campaign Foundation*, based in Amsterdam, it focuses on the activities of the CCC international secretariat and of the Dutch CCC national coalition SKC. Information about the activities of the CCC network partners in Europe and globally can be found on [www.cleanclothes.org](http://www.cleanclothes.org).

## Living Wage Campaign

SKC/CCC has in the past couple of years been concentrating on one of its most important demands: a living wage. SKC/CCC will continue its focus on the right to a living wage for all workers in the garment industry in the coming years. Most garment-producing countries have already instituted a legal minimum wage, but even if companies were to actually abide by these laws, the wages earned are often well below what SKC/CCC calls a living wage: enough money to provide the basic needs for a family.

CCC, along with its Asian partners, remained very active in the Asia Floor Wage campaign (AFWC) throughout 2011. The AFWC is an ongoing, dynamic regional initiative that was launched in 2005 in response to the poverty-level wages paid to garment workers throughout Asia. The campaign is coordinated by an international network of unions and NGOs and represents a concrete opportunity to pursue the living wage issue for the mainly women workers in the garment industry by utilising the concept of Purchasing Power Parity (for more information: [www.asiafloorwage.org](http://www.asiafloorwage.org)).

After establishing a solid foundation for regional and international cooperation in its earlier years, the AFWC steering group, of which CCC is a member, in 2011, began striving toward ever-higher goals. A large-scale international campaign was developed and funds for its realisation in the coming years were sought. In March 2011, the AFWC, in cooperation with its local partners, organised a tribunal in Sri Lanka. The People's Tribunal was organised by the Apparel Industry Labour Rights Movement (ALARM), with support from the Committee for Asian Women, as an instrument for the promotion of decent wages in Sri Lanka via the Asia Floor Wage. The Tribunal was held near the Katunayake Free Trade Zone and the judges were prominent, international labour and human rights experts from Bangladesh, the Philippines, Sri Lanka, Singapore, and Australia. They heard the testimonies of six women garment workers, as well as presentations by academics and other industry experts. The factory workers gave extensive, sometimes emotional, testimonies on the adverse impact that low wages have on their daily lives, including illness and an inability to properly raise a family. Their low wages fail to meet their daily needs, which forces them into a vicious work cycle of excessive overtime. The culmination of the tribunal was the decision by jury members that the governments in Sri Lanka and other countries in the area need to accept the responsibility for ensuring that workers in their respective lands receive an adequate minimum wage, in other words, a living wage.

In 2011, over 1500 Cambodian workers fainted on the job in garment and shoe factories. The "mysterious fainting disease" received worldwide attention including coverage in the Dutch press. SKC/CCC and its Cambodian partners called upon companies to properly address this issue. The situation is such that because of their low wages, employees are forced to work much too much overtime just to survive. They work in factory conditions that are often too hot and inadequately ventilated; they are also often forced to work with dangerous chemicals with inadequate protection as well as suffering from under nourishment due to their low wages. CCC will continue to closely follow this issue in 2012. The AFWC is already in the process of organising a public tribunal in Cambodia to address the issue of the extremely low wages paid in the garment industry in Cambodia and the region.

The Dutch SKC booked a number of successes during the 2009–2010 period especially with its "Clothing Clean? Living Wage" (*Kleren Schoon? Leefbaar Loon!*) campaign. During a round table discussion on the issue of a living wage at the end of 2010, representatives from the fashion industry, various social organisations, government ministries and trade unions lent their support to the concept of a living wage for garment workers. In 2011, SKC met with WE, Prenatal, and the Bijenkorf to discuss the living wage issue. SKC also arranged a meeting with the Dutch Retail Council (RND) to discuss how the RND can best advise its members on facilitating the implementation of a living wage in their supply chains. The Dutch Ministry of Foreign Affairs approached SKC as part of its consultation process during which the Ministry discussed a report it plans to publish in 2012 that would focus on how to utilise the current knowledge about a living wage and the best strategies for its implementation.



Stop Sandblasting  
street action  
Belgium

## The Successful Killer Jeans Campaign

CCC launched its very successful *Killer Jeans* campaign against the sandblasting practises that make jeans look older or pre-worn. Sandblasting is a dangerous practise and can lead to silicosis, an often-fatal respiratory illness. In 2004, two sandblast workers in Turkey were diagnosed with silicosis. The Turkish government eventually outlawed sandblasting in 2009 but not before 52 Turkish workers had died from the effects of silicosis. The practise of sandblasting jeans can also be found in Bangladesh, China, Pakistan and Egypt, among other countries.

During the *Killer Jeans* campaign, CCC urged companies to end their sandblasting practises because of their deadly side effects. The national CCCs throughout Europe participated in this campaign; they called upon their supporters to send messages and emails to jeans manufacturers about this urgent issue. The largest jeans companies were put under significant pressure via Twitter, Facebook and websites such as Change.org. H&M, Levi's and C&A took the initiative in supporting the sandblasting ban, which certainly gave the campaign a significant boost.

Meanwhile, in the Netherlands, immediately after discussions with SKC about the dangers of sandblasting for workers, both WE and G-Star changed their stances and agreed to comply. Coolcat, Scotch & Soda and Kuyichi all claimed they never used this method. In Italy the luxury brand Dolce & Gabbana totally resisted any form of compliance; even going so far as to delete countless messages sent by activists and consumers, which had flooded their Facebook page. This led to an enormous backlash against the brand and after international media outlets picked up the story, the campaign reached its climax.



Ultimately, over 20 companies publicly announced that they would no longer tolerate any sandblasting practises within their supply chains. But Dolce & Gabbana remains defiant and has refused to respond. SKC/CCC will continue to pressure the company until it finally sees the light.

The *Killer Jeans* campaign will continue its efforts in 2012. The plan is to present a research report on sandblasting practises in the Bangladeshi garment industry during an international meeting and press conference in Geneva. In addition, a campaign is being developed that will focus on trying to urge the WHO and the ILO to expand their activities on the issue of silicosis to also include the garment industry.

## **Play Fair: Historic Agreement on Union Rights in Indonesia**

The Play Fair campaign saw CCC and its union partners, spearhead an international campaign for better working conditions in the global sporting goods industry. Around the Olympic Games in Beijing in 2008, an initiative was started in which CCC coordinated negotiations in Indonesia between global brands and local unions, governmental institutions and garment producers on union rights.

It is often next to impossible for workers in factories in Indonesia and other countries where sporting goods are produced to organise and engage in union activities. After two years of negotiations, the Play Fair campaign finally won an important victory in the area of union rights. In June 2011, an historic agreement was signed between Indonesian textile, garment and footwear trade unions, the large suppliers and sporting good brands like Adidas, Nike and Puma. The agreement provides specific details of the responsibilities each of the participating parties must assume to guarantee the rights of unions. The signing of this agreement is an important initial step toward the improvement of the conditions of hundreds of thousands of workers who continue to toil in terrible working conditions for low wages. It is a direct result of the Play Fair campaign's 2008 efforts.

In the coming years the Play Fair campaign will continue its activities. For the first time in history the Olympic Games in 2016 and the soccer World Cup in 2014 will be hosted by the same country – Brazil. That is why Play Fair and the Building Workers International organised an international conference in Rio de Janeiro in 2011 to collectively launch an international campaign that targets the World Cup 2014 and the Olympic Games 2016. Moreover, over the course of 2011, discussions were held in preparation for activities targeting sportswear brands in relation to the Olympic Games in London in 2012.



Fire damage at the Garib and Garib garment factory in Bangladesh

## Dangers on the Work Floor in Bangladesh

After six years of campaigning by CCC and its partners, the families of the 64 workers who died and the 80 workers who were seriously wounded in the 2005 Spectrum factory disaster, when this factory in Bangladesh simply collapsed, finally received complete financial compensation. Immediately after the tragedy, CCC, along with local trade unions and NGOs, began demanding compensation from the factory owners, from the foreign companies for whom the Spectrum factory produced garments and the Bangladeshi government. Monetary compensation, based on calculations of lost wages, family size and the seriousness of the injuries, were finally paid out to the families of the victims through a compensation fund established by the ITGLWF, an international trade union confederation, and the garment multinational Inditex (which includes the Zara brand). A number of the involved international garment giants and the BGMEA, a federation of clothing manufacturers in Bangladesh, helped collect the money.

In 2011, CCC, together with an international and a Bengali trade union as well as various workers rights organisations, drafted the Building and Fire Safety Program. The proposal was presented to all of the large brand name buyers in Bangladesh, the local producers and the Bengali government. Negotiations have, in the mean time, begun. Since 2006, at least 605 workers have lost their lives and hundreds more have been injured as a result of dangerous working conditions in garment factories in Bangladesh. Fire remains the most significant danger in these factories. Every year garment factories go up in flames and countless workers are burned alive or die of smoke inhalation. CCC has begun its preparations for a 2012 campaign that will urge involved brands to sign on to the Building and Fire Safety Program.



Union leader  
Emilia Yanti talks to a  
fashion student

## Union Leader Challenges Promising Fashion Talents

In October 2011, SKC invited Emilia Yanti, a female Indonesian trade union leader, to come to the Netherlands. During an information evening in Amsterdam, Yanti described the working conditions in Indonesia's garment industry to some 45 people in attendance. Yanti also gave a guest class at the College of Fashion Management in Doorn and challenged up and coming fashion professionals to think about how they can make the clothing industry fairer. As well, she joined young members from the Christian youth organisation Time to Turn in a discussion on the role of trade unions in Indonesia.

## Seminar on UN Framework and Guiding Principles

As part of CCC's ongoing work around support for human rights defenders and strategic work to increase observance of the human rights, particularly freedom of association, of garment workers' and their defenders, in October 2011 a ground-breaking seminar on the use of the new UN (Ruggie) Framework and Guiding Principles in relation to freedom of association took place in London. Some 60 participants came from major brands, CCC networks and partners from Asia, Australasia and Central America. The seminar included presentations from key Ruggie advisors and staff as well as company representatives. Cutting edge discussions sought to define and shape the new international framework of Corporate Social Responsibility (CSR) in relation to the UN and in particular on the right to freedom of association.



Urgent Appeals  
Improvised ropes used by workers to escape  
the That's It Sportswear factory fire

## Urgent Appeals

In 2011, SKC/CCC worked on urgent appeals from various workers and organisations to put an end to abuses on the work floor and the repressions of workers rights activists. A total of 27 urgent appeal cases were handled: 15 new and 12 ongoing<sup>1</sup>, in Turkey (6), Bangladesh (6), Sri Lanka (1), Cambodia (3), Malaysia (1), Lesotho (1), the Philippines (2), El Salvador (1), Haiti (1), Indonesia (1), Honduras (1), Thailand (3), and India (1). A number of these cases were resolved by directly contacting the partners and the involved companies. In other cases, the public was asked to get involved by showing their support for the workers and workers rights activists involved various campaigns through which the pressure applied on the involved companies and governments helped achieve successful resolutions to the cases. In 2011, some 70,000 people signed various urgent appeal petitions, almost three times as many signatures as in 2010.

The following page is an overview of some of the most notable urgent appeal cases in 2011.

<sup>1</sup> One of the ongoing cases, involving lingerie producer Triumph, continues to be fought in 2 countries: the Philippines and Thailand.

## Arrest of Thai Workers Rights Activist Somyot

The Thai workers rights activist Somyot was arrested on April 30th after he organised a public campaign that focused on freedom of speech issues and the repeal of the lèse majesté laws. CCC drew up a petition in support of Somyot and contacted the EU delegation and embassies as well as Thailand's embassies in the EU. Letters were sent to the Thai embassies in EU countries and to Thailand's government. CCC also managed to get the story covered in the UN Human Rights Council's *Universal Periodic Review*. The Thai government responded by promising to respect basic human rights, but the involved court of law has until the present day refused to honour all appeals to release Somyot on bail. CCC has vowed to continue to pursue the case in 2012, in close cooperation with international human rights organisations, which have, upon CCC's request, taken up the case.

## Reinstatement of 160 Workers in Cambodia

One CCC urgent appeal involving 160 workers fired by the Cambodian garment factory Goldframe was resolved when all of the workers were reinstated. They had been fired after a national strike for better wages in 2010, in which over 200,000 workers participated. The pressure that CCC applied on international buyers such as Gap, H&M and Inditex led to a situation where H&M and Inditex were instrumental in urging their Cambodian suppliers to reinstate the fired workers.

## Reinstatement of 3 Trade Union Members in Bangladesh

Three workers were reinstated in their jobs in a Bangladeshi factory after they were fired for their involvement in the establishment of a trade union in their factory. Upon the involved trade union's request, CCC submitted the case behind the scenes to the buyers to apply pressure on the factory owner urging him to reinstate the fired workers. The case led to a series of meetings, and eventually an agreement between the trade union and the factory owner was reached. But CCC has now been waiting for some 3 years for the Bengali labour administrator to officially acknowledge the trade union, something that has only made the slightest bit of progress since the agreement was signed.



Female workers on a Mayday parade in Cambodia

## Gender

CCC has prioritised 2 themes in its most recent strategy plans: gender and the position of migrant workers. Women are an especially vulnerable group in the garment industry when it comes to exploitation and discrimination. Women workers encounter these particular issues both at work and at home. Moreover, women are sometimes difficult to reach via the more traditional channels such as trade unions. Thus, a unique approach tailored to their specific issues as women is justified.

CCC, together with HIVOS, Mama Cash, Women Working Worldwide, Maquila Solidarity Network and a number of others, set up the women@work coalition. The goal of this coalition is to campaign for the improvement of the position of women in the garment and flower industries and to strengthen the leadership of women in the organisations that represent these women workers.

A report by SKC partner organisations, the LIW (India Committee of the Netherlands) and SOMO (Centre for Research on Multinational Corporations), on the exploitation of some 120 thousand young female workers employed in the *Sumangali* system in the garment factories of southern India received a great deal of media attention and set many things in motion. Young, unmarried women are hired with the promise of a good salary and that, after the expiration of their 3-year contract, they will receive a large sum of money that they can then use for their dowry. These kinds of promises lead many young women to travel thousands kilometres within India to live and work on a factory terrain far from their families. However, the reality these young women encounter is totally different. They work under extremely poor conditions for a salary

far under the minimum wage and they are severely limited in their freedom of movement. Moreover, they often do not receive that much promised dowry bonus at the end of their contract term.

The garment factories that operate under the *Sumangali*-system supply garments for popular brands such as C&A, Diesel, H&M and Tommy Hilfiger. SKC, together with the LIW and SOMO, have urged companies to seriously address the abuses and with some success. Various companies such as C&A and Tesco have publicly declared their intent to address the problems. What is absolutely imperative is getting local social organisations involved in the follow-up phases of the campaign and ensuring that trade unions are actively supported in their efforts. Meanwhile, a strategy for a follow-up campaign is being developed together with the national CCC coalitions in Europe. The plan is to publish a follow-up report in 2012.

## Online Outreach

SKC has since January 2011 significantly expanded and strengthened its online presence in the Netherlands on both Facebook and Twitter. At the end of 2011, SKC had 657 Facebook 'likes' and 1430 Twitter followers, including many bloggers and journalists. SKC's Twitter reports are regularly retweeted. SKC has received advice on how to increase its number of followers and also get them to be more active in its campaigns. This is one way SKC hopes to increase its support in 2012.

The international CCC also commenced with its efforts to expand its online presence in January 2011 when it began regularly tweeting and by the end of 2011 it had some 515 followers. Most of CCC's tweets are frequently retweeted almost immediately upon posting. Its followers include many bloggers and journalists. CCC also launched its Facebook page in 2011 and by the end of 2011 had 2101 'likes'. The number of people regularly notified by email about the latest news stood at some 4359 for SKC's news reports and 9664 for CCC News.

# Organisation



Street action during the CCC euro meeting in Copenhagen

## History and purpose

Schone Kleren Campagne (SKC) started in 1989, when Dutch and British women and solidarity groups protested the dismissal of striking workers in a garment factory in the Philippines. The women working for this supplier of William Biard (UK) and C&A (NL) were fired when they asked for payment of the legal minimum wage. That year the workers picketed the premises while in the Netherlands and United Kingdom a solidarity campaign was organised. Thus began the campaign for 'clean clothes': telling the world of the demands of Southern women and workers' organisations. In subsequent years SKC expanded into a European network, internationally known as the Clean Clothes Campaign (CCC). The CCC network now is an international network of trade unions and labour-related social organisations in both producing and consuming countries.

The aim of SKC/CCC is to improve the working conditions and support the empowerment of workers in the global garment industry. The ultimate goal is to end suppression, exploitation and abuse of the (mostly female) workers in this sector.



## **SKC/CCC seeks to achieve its objectives through:**

- Supporting workers, labour unions and corporate organisations in countries where garments are produced;
- Putting pressure on companies to assume responsibility and to ensure that their garments are produced under good labour conditions;
- Mobilising citizens to use their power as consumers. This is done through increasing consumer awareness by providing accurate information about working conditions in the garment industry;
- Making use of existing legal opportunities to improve labour conditions and to lobby for additional legislation that contributes to good labour conditions. Additionally SKC/CCC advocates for ethical procurements policies for governments.

Since the inception of SKC/CCC more than 20 years ago, much has changed in the world the organisation works in. Some changes have negatively affected the situation of workers in the garment industry and SKC/CCC has done all it could to fight that. Other changes have meant improvements in the lives of garment workers and here SKC/CCC has had a significant role in realising change. One important factor is that in the last couple of decades awareness about exploitation and abuses of workers' rights in the garment industry has grown among consumers, while the pressure on companies to accept responsibility for the conditions in which their clothing is produced has increased. The consumer's growing wish for ethical fashion and the emphasis on corporate social responsibility have gone hand in hand. In general, companies are now more inclined to adopt codes of conduct and engage with multi-stakeholder initiatives than they were some years ago. The challenge lies in translating policies into actual practise on the work floor, especially in an industry which has becoming increasingly competitive and complex, and where consumers may wish for ethical fashion, but also expect their clothes to be cheap.

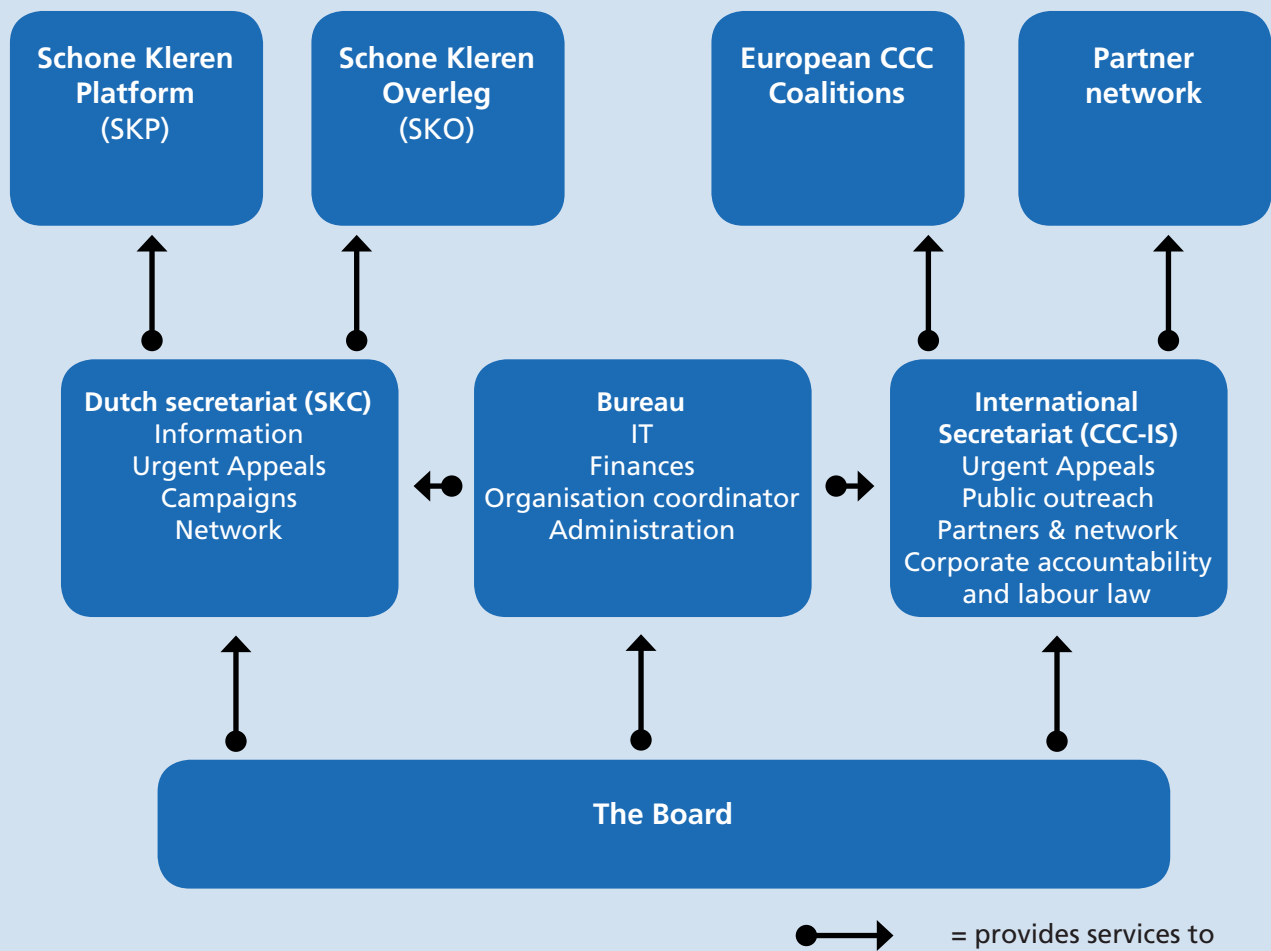
The growing CCC network is well-equipped to deal with the challenge that lies before it. Over the years SKC/CCC has grown in stature and its expertise and motivation are respected by consumers, companies, governments and partners alike. Through the combination of exposing exploitation of workers in the garment industry, opposing the limitation of workers to exercise their rights, and proposing effective and feasible ways forward towards a solution, SKC/CCC has been, and will continue to be, an instrumental actor in the process of empowering workers and improving the working conditions – and the lives – of millions of the mostly women garment workers in the world.



Clean Clothes Campaign has a strong international partner network

## Organisation profile

SKC/CCC is a network organisation consisting of European national coalitions and a strong international partner network. Currently, there are CCC national coalitions in fifteen 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 made up of social organisations, labour unions, individuals, and institutes in garment-producing countries. Furthermore, SKC/CCC collaborates with sister organisations in the US, Canada and elsewhere. In total, more than 250 different organisations participate in the campaign. Growth of the organisation and the dynamic context in which SKC/CCC operates have led to a continuous process of reflection on the structure and objectives of the organisation. At the CCC International Forum in November of 2010, it was concluded that the successful growth of the network meant that revisiting and possibly reforming the network's structure to make it more 'future proof' was in order. To take this task to hand a CCC Network Future Structure global committee was formed, in which representatives of different entities in the network have a seat. The mandate of the global committee is to consult their constituencies and draw conclusions from those consultations, to draft proposals and input documents, to develop and implement a decision making process, and to activate the network in the decision making process. The CCC Network Future Structure process is foreseen to take several years to conclude.



The SKC/CCC office in Amsterdam has three independent teams: the [International Secretariat \(CCC-IS\)](#), the [Dutch Secretariat \(SKC\)](#), and the [Bureau \(administrative support\)](#). The teams collectively take decisions on issues that are related to its planning, strategy and workload in team deliberations. Strategic decisions that fix objectives and priorities that concern the entire network are taken at international, thematic and European CCC meetings.

The organisation chart on the next page shows that SKC/CCC has no director or management team. In this non-hierarchical structure, each staff member is involved in collective decision-making, which contributes to productivity and efficiency, since every staff member is fully informed and involved. SKC/CCC operates in harmony with the values it advocates in the outside world: base democracy, participant research, workplace evaluation and direct involvement of employees in all processes that contribute to their legal position. Since 2011 an 'Organisation Team' (OT), with one representative of each of the International Secretariat, the Dutch Secretariat and the Bureau, has been called into existence. The OT is responsible for, after conferring with their teams, deciding on matters of general interest to the organisation. It receives support in this from the foundation's board. Any decisions on matters related to working conditions, such as salary or overtime policy, are made by all the staff jointly.

### Volunteer policy

SKC/CCC works with volunteers and interns regularly. Before volunteers start working with the organisation they get an intake. After that their references are contacted. Future volunteers are asked to sign a volunteer agreement in which arrangements for a small volunteer allowance are included.

## The International Secretariat (CCC-IS)

- Coordinates international activities and campaigns.
- Facilitates development of strategy and policy.
- Facilitates the international campaign structures and communication.
- Takes care of publications, renders information accessible to a broad public and engages in or commissions research.
- Conducts training, capacity building and exchange within the network.

The International Secretariat meets with the European CCC coalitions three times per year. These meetings serve to set up new strategies, to coordinate recurring activities and to improve governance and the communication arrangements at the European level. The broad outlines of specific themes and campaigns are elaborated in working groups, whose membership consists of IS staff, European CCC coalition staff and partners. Furthermore, there is frequent bilateral consultation with international partners on the basis of concrete cases (urgent appeals and joint campaigns). In addition to these recurring activities, the IS organises thematic and regional meetings in which more strategic issues are debated. It is these meetings that form the framework in which CCC develops its long-term strategies.

## The Dutch Secretariat (SKC)

SKC aims at awareness building and activating of the Dutch community by presenting information and conducting campaigns. In addition, SKC lobbies actively with Dutch garment companies and presents constructive solutions towards implementation of corporately responsible choices in the supply chains of these companies. Furthermore, SKC supports workers and their organisations in urgent appeals involving Dutch businesses. Finally, SKC urges governmental authorities to implement good legislation and to buy responsibly themselves.

SKC represents an extensive network of labour unions and social organisations, among which are consumer groups, women's groups and human rights groups. These organisations provide input for SKC policy, support campaigns and take part in activities. Annually two platform meetings are organised, in which diverse topics are discussed and activities attuned to one another.

The SKC platform consists of many Dutch civil society organisations including Amnesty International, Burma Centrum Nederland, COS Nederland, CNV Internationaal, CNV Jongeren, Filippijnengroep Nederland, FNV Mondiaal, FNV Jong, Goede Waar & Co, Hivos, India Committee of the Netherlands (ICN), Max Havelaar, NJR, Nederlandse Vrouwen Raad, Oxfam Novib, Sari Fair Fashion, Solidaridad, SOMO (Centre for Research on Multinational Corporations) and Stoere Vrouwen.

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:

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

The SKC coordinators maintain intensive contact with the international and European network, and are represented at the European meetings of the CCC.

## The Bureau

The Bureau 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, maintaining the websites and the other facilities. Also, the Bureau functions as the general contact address for the organisation.

## The Board

The principles of governance adhered to by SKC/CCC are formulated in the Statutes and Byelaws. The foundation board consists of five members. The board members receive no allowance, salary or other type of compensation from the foundation. Board members do have the right to declare, within reasonable limits, costs related to their function.

The board has the following tasks:

- Supervision of the financial situation and approval of the annual budget and (financial) reports.
- Formal employer of Amsterdam office staff.
- Supervision of the performance of the International and the Dutch Secretariat, and of the execution of the year planning.
- Support for the International and the Dutch Secretariat in the implementation of the various campaigns.

## Composition of the board

### **Evert de Boer, chairman and employee policy support**

*Board member since 1995, current period expires February 2015.*

Since 1987 Evert de Boer is coordinator of the Filippijngroep Nederland. During the 1980s he was involved in actions in support of textile workers in the Philippines, who opposed the closure and relocation of the factories where they were employed. One of those actions led to the decision to create the Schone Kleren Campagne (SKC) in 1989. This makes him one of the founders of SKC. From the beginning he has actively participated in the SKC core group and the SKC platform. Since 1995 he has been closely involved in the creation of the Fair Wear Foundation (FWF), and he represented SKC/CCC in the FWF board from 1999 to 2010.

### **Margreet Simons, treasurer and campaign advisor.**

*Member of the board since 1995, current period in February 2012*

Margreet Simons is a specialist in sustainability research. She also works as fundraiser and project developer for Viafrica Foundation, an NGO that promotes ICT education in Africa. Until April 2011 Margreet Simons worked as an ESG-analyst (Environmental, Social, Governance) at SNS Asset Management. Previously, she worked for 5 years for the Consumentenbond as a researcher in socially responsible entrepreneurship. Margreet Simons has been a board member for a longer period than most of her colleagues and considers SKC/CCC an inspiring, hard-working group of people with courage and deep desire for a better, more equitable world.

**Jupijn Haffmans, vice-chairman, advisor efficiency and effectiveness.**

*Member of the board since 2007, current period expires September 2013.*

In 2003 and 2004 Jupijn Haffmans worked for SKC/CCC. The international character and immediate involvement with consumers via clothing appeal to him. He is convinced that SKC/CCC can have a direct impact on the improvement of labour conditions and hence of the living conditions of the people with whom we are linked via our garments. After a turbulent period as a member of the Amsterdam municipal council, Jupijn Haffmans worked for an initiative in the area of sustainable freight transport. Then he joined the Milieucentrum Amsterdam, an independent local organisation for a sustainable and liveable city, where he still works. He finds the combination of this job with board membership in an internationally oriented and very enthusiastic group of people very inspiring. Jupijn Haffmans also represents SKC/CCC on the board of directors of Fair Wear Foundation.

**Hester Klute, Secretary and advisor personnel**

*Member of the board since 2009, current period expires December 2012*

After 10 years working in publicity, marketing, communication, coordination and general management in the cultural sector, Hester joined event organisers Ideeel Organiseren in 1999. Currently she works at the public broadcasting company VARA, where she has held several positions. She is currently responsible for recruiting and retaining members, marketing and communication for RTVI programmes in the fields of nature & environment, drama & culture and information & debate. She was the financial coordinator for the marketing and communication department. Currently she is responsible for organising a yearly national debating competition for high school students. 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.

**Just van der Hoeven, member, advisor legal affairs.**

*Member of the board since 2011, current period expires March 2014.*

After working as a project manager for dutch anti-racism organisation (Nederland Bekent Kleur), an a local political party in the city of Amsterdam (Amsterdam Anders/ De Groenen), Just van der Hoeven worked at SKC for a brief period of time (Play Fair, World Cup Soccer 2002). Thereafter he worked with the Dutch commission for equal treatment as a legal policy counselor. For the last couple of years he has been working in his present position as a lawyer at the Advisory Department of the Dutch Council of State. He enjoys contributing to the success of the Clean Clothes Campaign, as an organisation very different from his day-to-day job, with in certain ways more idealistic but also very much more tangible goals.



# Finances

***** BRAIEX (PVT) LTD PAY ADVICE FOR JANUARY, 2011 *****	
Emp No : 4046	National id : 678073...U
Emp Name : DAMAYANTHI K R B A D	(FEMALE)
Section : A03	Supervisor : 11
Designat : S M D	Category :
Balance payment cash : 19,500.00	
*****	
Basic salary	14,088.00
Interim allowance	.00
Meal allowance	1,391.50
Arrears	.00
Additional days (1.5)	812.78
No pay	.00
Over-payment (1)	.00
Gross for EPF/ETF	16,292.28
Overtime	51.25 Hrs
Overtime (Extra)	5,415.08
Overtime (merit)	422.64
Under payment	264.15
Attendance bonus	650.00
Incentive bonus	301.90
Merit allowance	.00
Merit incentive	.00
Fire allowance	.00
First-aid allowance	.00
*****	
Total earnings for taxes	23,346.05
EPF 8% contribution	1,303.38-
PAYE tax	.00
Sur-charge on tax	.00
Over-payment (2)	.00
Festival advance	550.00-
Death donation	30.00-
Stamp duty	.00
Total deduction	1,883.38-
Net salary	21,462.67
Bank savings (8250046302)	2,000.00-
Coin B/F	11.17-
Coin C/F	48.50
Balance payment cash	19,500.00
*****	
EPF 12% (Employer)	1,955.07
ETF 3% (Employer)	488.77
*****	
Your salary of 14,088.00 is inclusive of the Budgetary relief allowance Act No 36 of 2005	

Wage slip of a garment worker in Sri Lanka

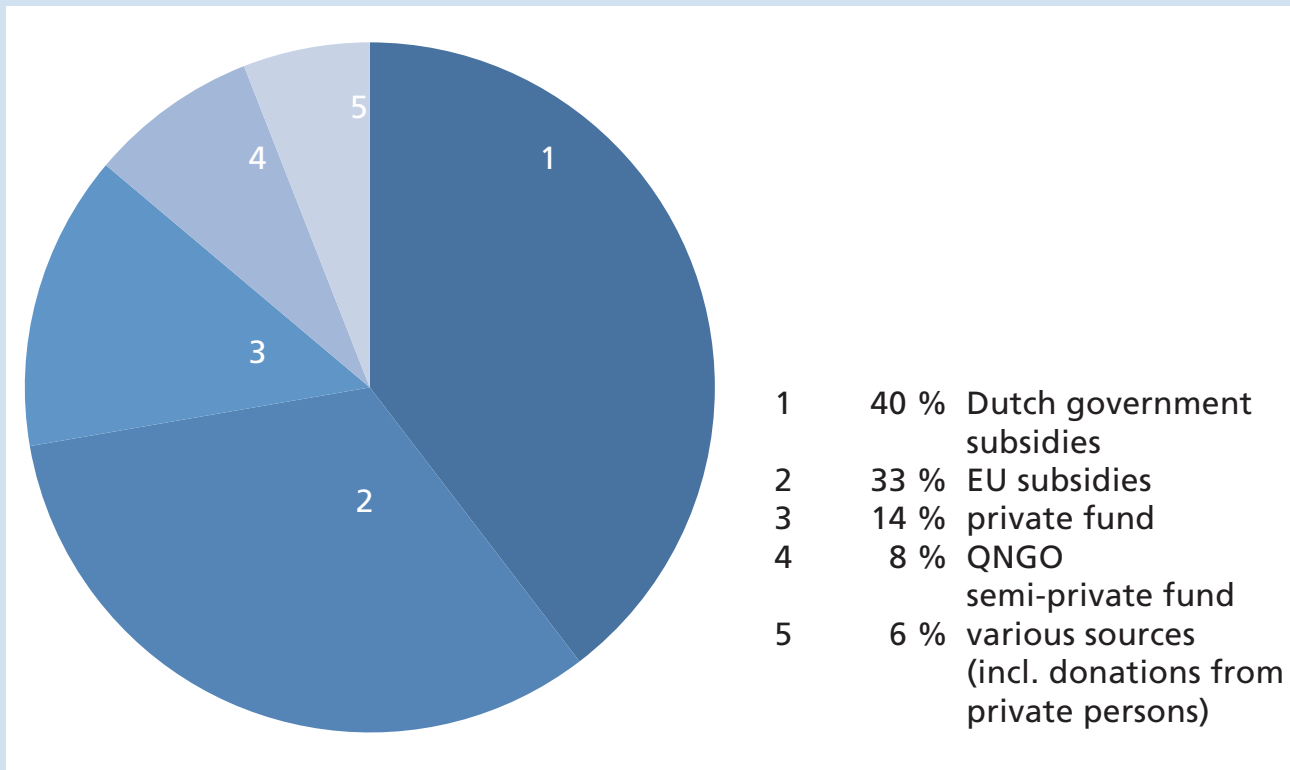
## Finances in 2011

Early in 2011 SKC/CCC was forced to implement substantial financial cuts because the organisation was receiving diminishing subsidies from funders. The organisation did successfully apply for funding from the Dutch Ministry of Foreign Affairs in the Fair Green and Global Alliance, a consortium of SKC/CCC, together with Both Ends, Action Aid, Friends of the World international, TNI and SOMO, but in the 5 year grant only 58% of the amount that was applied for was granted.

Besides being forced to take austerity measures which included letting go of a number of staff members, declining benefits for the organisation meant that extra time had to be spent on fundraising. These efforts started bearing fruit during 2011 already. SKC/CCC received grants from the EU human rights defenders programme (for a period of 3 years) to support its urgent appeals work, and from HIVOS (initially for one year, with the option for an extension) to fund its activities focusing on gender and migrant worker issues.

Work on grant applications to fund SKC/CCC's Living Wage campaign and further funds for gender activities was started and will continue in 2012. Despite the drop in income SKC/CCC, through its cuts in spending, managed to finish the year with a very modest deficit of 1,953.- EUR. Expenditures for the objectives in 2011 were 91 %.





Financially SKC/CCC remains a healthy organisation. The assets, at the end of the financial year stood at 164,701 EUR. These assets serve as a continuity reserve; the purpose is temporary cushioning of potentially financial shortages. The board has fixed the desired continuity reserve at the amount needed to pay staff costs and bureau costs during six months without income. In 2011 this amount was fixed at 219,225 EUR. Fixing this desired reserve simultaneously created a ceiling for the reserves.

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 2011 was EUR 2,663 for a 36-hour workweek (2010: EUR 2,663).

# Balance Sheet

	31-12-2011		31-12-2010	
	€	€	€	€
<b>ASSETS</b>				
<i>fixed assets</i>				
tangible fixed assets need for conduct of business				
equipment		5,765		2,697
<i>liquid assets</i>				
claims and transferable assets				
debtors	5,601		5,050	
receivable subsidies	62,914		156,006	
amounts paid in advance and receivable	9,111		22,065	
		77,626		183,121
available funds		363,943		427,675
<b>total assets</b>		<b>447,334</b>		<b>613,493</b>
<b>LIABILITIES</b>				
net capital				
<i>free disposable capital</i>				
general reserve		158,936		163,957
<i>fixed capital</i>				
allocation to fund of assets for organisational costs		5,765		2,697
current liabilities				
wage taxes	10,274		12,653	
creditors	17,653		31,644	
subsidies to spend	209,705		348,522	
accounts payable	45,001		54,020	
		282,633		446,839
<b>total liabilities</b>		<b>447,334</b>		<b>613,493</b>

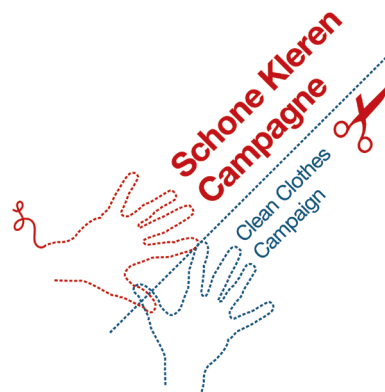
# Statement of Benefits and Costs

	realisation 2011	budget 2011	realisation 2010
	€	€	€
<i>income of own fundraising</i>			
other subsidies	98,861	145,349	144,009
donations	40,056	-	11,440
subsidies government	596,021	714,544	1,073,938
results from investments	4,773	-	3,921
sum of benefits	739,711	859,893	1,233,308
<i>costs and expenses to the objective</i>			
press and political influencing			
national	52,459	83,032	97,865
international	136,148	139,949	321,434
campaigns			
national	97,865	155,798	79,918
international	422,285	566,073	631,203
	676,436	851,021	1,177,292
<i>in % of benefits spent on objective</i>	91%		96%
direct fundraising costs	22,184	2,957	28,851
<i>in % of income from own fundraising</i>	16%	2%	19%
costs of management & administration	43,044	5,915	56,424
sum of costs	741,664	859,893	1,262,567
<i>in % of costs spent on objective</i>	91%		93%
<b>result</b>	<b>-1,953</b>	<b>-</b>	<b>-29,259</b>
<i>allocation of results</i>			
allocation to general reserve	-5,021	-	-28,131
allocation to fund of assets for org. costs	3,068	-	- 1,128
	<b>-1,953</b>	<b>-</b>	<b>-29,259</b>



# Clean Clothes Campaign

International Secretariat



Improving working conditions in the global garment industry

