

Clean
Clothes
Campaign
Schone Kleren Campagne

2012

Annual Report



Cover:

The Tazreen factory on fire

Back:

Worker behind a sewing machine (Al Jazeera)

Clean Clothes Campaign, 2013

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Activities in 2012



Strip 4 Fair Fashion action in Amsterdam's central shopping district.

In the following pages some of SKC/CCC's most significant activities in 2012 are listed. Since this is the annual account 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.

Living Wage Campaign

In the past couple of years SKC/CCC has 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.

In the autumn of 2012 a Europe-wide campaign to call for a Living Wage in Cambodia was launched. The campaign focussed on the brands that source the most of their products from Cambodia: H&M, Inditex, Levi's and GAP. In the Netherlands the launch was organised by SKC and Stoere Vrouwen. In Amsterdam's central shopping district thirty women and one man stripped down to their underwear that read: "Strip 4 Fair Fashion". In front of the Zara, Berschka and H&M flagship stores they shouted yells to demand a living wage for the Cambodian garment workers. This event received media attention in a number of Dutch newspapers.

Then in November, during the world-wide 'Why poverty week' SKC released their new web game "Left in Stitches" (in Dutch: "Genaaid!") as part of the Living Wage Campaign. In the game players are challenged to try and survive on a wage comparable to that of a garment worker in Asia. The web game was developed in Dutch only. Next year it will be translated in English so all European CCC's can translate it into their own language if they like.



Finally in December SKC organised a 'fashion mob'. A fashion mob is a creative way for consumers to express their concerns about the situation in the garment industry. In this case consumers were invited through social media to go into H&M, Zara, Berschka and Levi's shops and put fake 'price tags' into the pockets of the clothes, so that the customers would find them. The fake price tags contained information about the wages that the person that has made the item has received for her work.

As part of the Asia Floor Wage Campaign CCC representatives attended two so called 'Wage Tribunals' that were organised by the Asia Floor Wage Alliance. CCC is a member of the Steering Committee of the Asia Floor Wage Alliance. A wage tribunal is a big public meeting where a panel of international human rights experts (the 'judges') listen to evidence presented by factory workers and brands about the wages that are being paid. One such tribunal was held in Cambodia in February, the other in November in Bangalore, India. Many witnesses spoke about sexual harassment, verbal abuse, as well as poverty wages and the endemic problems around overtime and the right to join a union.



An undercover fashion mob hid labels in the clothes of different high street brands

Pssst..... undercover fashion mob: doe mee!

Doe nu mee met onze undercover fashion mob voor een leefbaar loon! Het enige dat je nodig hebt is een printer, een schaar en een portie lef. Print onderstaande kaartjes (dubbelzijdig!), knip ze uit, en ga fake shoppen bij H&M, Zara, Berschka en Levi's. Stop de kaartjes in broekzakken, jaszakken en wat al niet meer. Doe dat vooral lekker verspreid over de hele winkel, zodat het niet al te snel ontdekt wordt... Ook in andere Europese steden gaan fake shoppers de winkels in. De actie is onderdeel van de Europese 'Leefbaar Loon Heel Gewoon' campagne. Wat we vragen is simpel: we willen een dat er een einde komt aan de armoedelonen van meer dan 300.000 Cambodjaanse kledingarbeiders. Om dat te bereiken vragen we H&M, GAP en de anderen om op korte termijn een leefbaar loon te realiseren en kledingarbeiders uit de armoede te trekken. Pssst.. pas op voor beveiliging: Don't blow your cover! En misschien tot in H&M.....



Processing of denim
in a factory
in Bangladesh

Killer Jeans

In 2011 the Clean Clothes Campaign launched its campaign to end sandblasting. Sandblasting is an abrasive method used during denim production to make jeans look old or pre-worn. The method uses pressurised air and sand, which causes silicosis and other respiratory diseases among workers. On the 27th and 28th of March 2012 two meetings were organized by CCC in Geneva on various aspects of sandblasting. European partners and partners from Bangladesh, China, Georgia and Turkey participated in the meetings, as well as the ILO and Fair Wear Foundation.

The Geneva meeting brought activists, health professionals and silicosis victims from three different affected countries (Bangladesh, China and Turkey) together for the first time to share experiences and develop global strategies and steps forward. As a direct result of the meeting new projects are being developed including south-to-south cooperation in capacity development, and raising awareness in Bangladesh from Turkish health professionals who have experience in identifying silicosis and have already successfully lobbied the government to ban the practice on a national level. Such an interaction will also work at raising awareness of the potential of the disease among garment workers in the Bangladesh denim industry.

The meeting led to a dialogue with several key brands including Levi's and VF Corporation (owner of Lee) and an agreement among the CCC European network on working towards government lobby efforts. Further to this, several e-petitions were launched by CCC, focused on specific companies who previously had refused to provide information on their policies. The petition targeted at Dolce and Gabbana received over 50,000 signatures. As a result of these efforts all but one of the initial company list have now announced public bans. On the 29th of March

a research report on sandblasting in Bangladesh was launched at a press conference in Geneva. The press conference was attended by several key press organisations including the main fashion news agency Women's Wear Weekly and was streamed live. The meeting achieved excellent TV and print coverage in most of the 16 European partner countries of CCC along with global coverage in fashion related agencies.

Since the campaign began most of the brands targeted (40 plus) have agreed to the initial demand of announcing a ban on the use of the practice in their supply chains. 2012 saw a re-evaluation of these demands. The research report showed clearly that this is not enough and more focus has to be on the implementation of such a ban. The Clean Clothes Campaign and partners are now calling on brands to take more action to end all forms of sandblasting. This includes ceasing production in any unit which carries out either manual or mechanical sandblasting production, making changes to the design of the jeans and working with local trade unions and workers' rights organisations to ensure the ban is being respected. CCC is also calling on national governments to ban the process and for the EU to introduce an import ban on sandblasted products. The CCC also wants to see the garment industry included in the World Health Organisation/International Labour Organisation work on the elimination of silicosis and to develop a national programme in Bangladesh.



Sandblasting jeans causes the deadly lung disease silicosis.

Since the start of the Killer Jeans campaign most of the 40+ brands agreed to ban the use of sandblasting. In 2012 CCC lobbied for a better implementation of that ban.



Play Fair 2012 called upon sportswear brands to respect workers' rights

Play Fair

Play Fair issued two major reports in spring 2012 focusing on sportswear and Olympic merchandising in selected countries. Local organizations carried out the research along with Play Fair partners. The reports were issued along with several global public actions and actions targeting LOCOG and the 2012 Olympic Games. As a result of the pressure created by public action and lobby efforts the organisers of London 2012 (LOCOG) have gone further than any previous Games organizer in taking steps to protect the rights of workers in its global supply chains. For example; LOCOG developed a 'sourcing code', which included international labour standards and applied to all companies it signed contracts with. LOCOG also established a complaints mechanism for workers to report violations of this code.

This was followed up with cases being presented by partners in the Philippines, China and Indonesia. In February 2012 LOCOG finally signed an agreement with Play Fair 2012, which committed them to publicly disclosing 72% of production sites still in operation for Olympic branded goods. This agreement also committed them to working with Play Fair to develop a training project for workers about their rights in a number of key factories in China.

A committee in Indonesia was created to move on steps towards implementation of the Freedom of Association (FoA) Protocol containing five major suppliers, four buyers as well as unions and NGOs. Local Indonesia trade unions were supported by various initiatives and actions on the implementation of the Protocol. Play Fair, through a Global CSO,

continued the support of two local staff based in Indonesia to help ensure discussions among the local partner unions continued and that companies were also brought to the table to negotiate with the unions and the protocol was implemented.

In the follow-up on the Indonesia Protocol, CCC has supported work around the setting up of a “standard operating procedure (SOP) for the freedom of association protocol supervision and dispute resolution committee” (inaugurated, November 8, 2012). This was done in close collaboration with sportswear manufacturers and sportswear brands. The SOP must result in the setting up of Factory Committees on freedom of association (which must oversee and report on the implementation of the protocol provision at the factory level), and a National Committee (which must provide mechanisms for resolving conflicts that cannot be solved at the factory level, conduct and report on investigations, and provide recommendations for resolution of the issues for parties at the factory level). The SOP and the setting of factory committees and the national committee represent an important step in the further implementation of the FoA protocol.



Work around the Freedom of Association Protocol is a major step forward for Indonesian workers

Together with five major suppliers, four buyers, unions and NGOs, CCC set up ways to implement Freedom of Association in Indonesian factories.



The blackened facade of the Tazreen garment factory in Bangladesh

Fire and Building Safety

2012 Saw a lot of tragedies in the garment industry. The unsafe situation of factories resulted in the two biggest fires in the history of the Asian garment industry. These took place in September (at Ali Enterprises in Karachi, Pakistan) and November (at Tazreen Fashion in Dhaka, Bangladesh) 2012. Hundreds of workers were killed under horrendous circumstances, and many others were injured. This has had a tremendous impact on CCC's work, leading to a focus on Occupational Health & Safety issues in the Bangladeshi garment industry.

Clean Clothes Campaign launched a global campaign on the brands involved to pay compensation and to prevent future incidents. Bangladeshi unions together with IndustriALL and campaign/worker rights organisations (CCC, Worker Rights Consortium, Maquila Solidarity Network and International Labor Rights Forum) developed a proposal for brands and retailers. The purpose of this Bangladeshi Fire and Building Safety Agreement is to prevent and correct the dangerous fire safety risks that have now resulted in more than 700 workers death in Bangladesh over the past decade. Following sustained campaigning, two brands (PVH – owner of Calvin Klein and Tommy Hilfiger, and Tchibo) signed the Agreement.

A policy brief on Occupational Health & Safety in Bangladesh was drafted, which focuses on the developed best practices concerning prevention and compensation in building and fire accidents in Bangladeshi garment factories. This has been widely distributed among companies and other stakeholders in the aftermath of the two fires.

From 8-20 December 2012, Clean Clothes Campaign visited Bangladesh following the devastating fire at Tazreen Fashions. The aim of the mission was to collect facts around the identification of the dead workers and family members entitled to receive compensation, the compensation paid thus far, the situation of the injured workers with regard to their medical treatment, payment of their medical costs and compensation received thus far. In addition, meetings with partner organisations involved in the assistance of the victims and workers at Tazreen Fashions and the Dutch embassy took place to develop strategies for national and international follow up.

During this same period vigils were organised in front of C&A stores throughout Europe, remembering the victims of the Tazreen fire in Bangladesh, and calling upon the brands to pay compensation and sign the Fire and Building Safety Agreement.

Advocacy work aimed at the Dutch ministry has resulted in plans for a sustainable trade mission to Bangladesh by Minister Ploumen, scheduled for March 2013.



Clean Clothes Campaign launched a global campaign on the brands involved to pay compensation and to prevent future incidents.



International capacity building meeting in Chang Mai

International worker organising and migrants meetings

In the garment industry approximately 80% of the workers are women and the level of participation of women workers in trade unions is rather low. Women worker representatives are challenged by gender discrimination at the workplace, in their family lives and at institutional level, and they often operate in relative isolation. For this reasons CCC organised an international capacity building meeting for 18 women worker representatives from six Asian countries and Honduras on 2-4 November 2012 to exchange experiences and skills on worker organising. In addition, representatives from four support and campaign organisations that closely work with these worker organisations joined the meeting.

The meeting provided learning about general patterns and national differences with regard to organising in the garment industry. It discussed hurdles and successful organising strategies, leadership styles within worker organisations and the impact of gendered policies and practices on women. In addition it generated information about the promotion of gender sensitive policies and practices at national, local and organisational level.

The methodology during the meeting included horizontal learning (participants exchanging experiences) and learning through reflective exercises. The meeting was organised together with MAP Foundation, while CCC Asian partner organisations Worker Hub for Change and Committee of Asian Women provided the trainers.

Participants acquired an understanding of women workers organising strategies within the garment industry and the impact of gender. The training exercises provided materials and methodologies to use in their own organisations' internal training modules. In addition to

the immediate objective of the meeting, the women worker representatives benefited from participating in an international meeting. They learned to present their own experiences to an international audience and to strategise with support and campaign organisations on how to increase the success of worker organising within the garment industry.

Immediately after this meeting – in fact with one-day overlap - CCC organised an international strategy meeting about migrant worker organising with 23 participants from Argentina, China/Hong Kong, Philippines, Malaysia, Thailand, UK, and Italy. The meeting was organised together with MAP Foundation, and involved the migrant working committee of CCC in the setting of the agenda of the meeting.

Migrant workers often face even more precarious labour conditions than their fellow workers. They are excluded from legal benefits for example. The meeting aimed to identify successful strategies for migrant worker organising and advancing migrant workers rights to a living wage and social security, and build from there to develop global strategies with a focus on joint actions in 2013. The first day of the meeting included (migrant) worker representatives and identified core issues (hurdles, strategic focus) for migrant worker organising.

During the meeting participants developed two action plans: one to ensure the implementation of the new minimum wage in Thailand for migrant workers and one to raise awareness and influence corporate and government policy makers on the issue of living wages and social security for migrant workers in the garment industry. Concretely, the action plans included a Thai campaign on achieving the implementation of the minimum wage (300 baht) for migrant workers, supported by international solidarity actions in front of Thai embassies, setting up a 300BahtWatch (i.e. research on the implementation of the minimum wage in 7 Thai provinces), ensuring migrant worker representation in the Thai Labour and solidarity Committee which unites 26 labour organisations in Thailand. Other components are a joint research and a global action day on 18 December 2013 on wages and social security for migrant workers, providing expertise to the development of the global living wage campaign, increase participation (in person or through new media) of migrant workers in international hearings on wages. The participants committed to participate in these action plans.

The meeting contributed to the outcome that community initiatives defend rights and livelihoods. The meeting provided Thai partners the opportunity to meet and develop a national action plan and stronger cooperation among the organisations.

The context: The garment industry is a globalized industry. Therefore it is important to reach decision makers at global level as well as national level to achieve change, and the global awareness raising and advocacy action plan provides for this need.



Street protest in front of Footlocker store, Amsterdam, the Netherlands

Urgent Appeals

In 2012 the CCC Urgent Appeal network worked on 25 individual cases. The majority of the cases came from Asian garment-producing countries (including Cambodia, Indonesia, Bangladesh, Sri Lanka, Philippines, Thailand, Turkey, Bangladesh, China, Pakistan, India). One case originated from Central America (Mexico). In a number of cases the CCC worked together with allied organisations in North-America: the Maquila Solidarity Network in Canada, and the International Labor Rights Forum, the Worker Rights Consortium and United Students Against Sweatshops in the US, and with Oxfam Australia. The cases involved a range of human rights and workers'-rights violations. The majority centred on violations of freedom of association, frequently focusing on reinstatement of workers who were dismissed in retaliation for having joined or organised themselves in a union. Often these cases also touched on minimum-wage violations or justified claims for a 'living wage'. Several other cases involved rights violations surrounding the closure of a factory, including failure to negotiate the closure process with the factory union or, even more commonly, failure to pay wages, social premiums and severance compensation to workers. Other cases extended beyond the factory floor to concern fundamental human rights such as freedom of expression, freedom from arbitrary arrest and detention, and the right to equal protection under the law.

While the majority of CCC Urgent Appeal cases involve putting pressure on global brands to ensure respect for international labour standards, some cases are aimed at improving governmental accountability. At the request of our partners, the CCC provided international solidarity support in defence of workers' human rights in four of this kind of cases during the project period. We communicated with a variety of government bodies, including

embassies of southern countries in Europe, government officials in the South, as well as EU and Member State missions to southern countries.

In cases where companies acted inadequately, the CCC launched public campaigns to inform consumers and pressure companies to take necessary action. In 2012 a total of 9 such cases became or continued to be public campaigns for which CCC supporters were approached to sign on to letters and media attention was sought.

In nearly every case, CCC's communications with companies and multi-stakeholder initiatives resulted in some level of corrective action. Most companies responded by communicating with their suppliers. In 8 cases successes were achieved. The successes included the release of union members on bail (Pakistan), agreement to pay compensation based on international standards to victims of a factory fire (Pakistan), payment of compensation based on international standards to victims of a factory incident (Bangladesh), pay rise for striking workers (Cambodia), support to dismissed workers owing back wages and severance pay (Indonesia), severance payments to dismissed workers (India), job security for union official (Cambodia).

Gender

Both CCC and SKC participated in the Association for Women's Rights in development Forum in April in Turkey. More than 1000 women from all over the world attended this enormous event. CCC / SKC organised three workshops, actively participated in organising the 'labour stream' and took part in the March for Women's Rights.

Future Structure F2F meeting

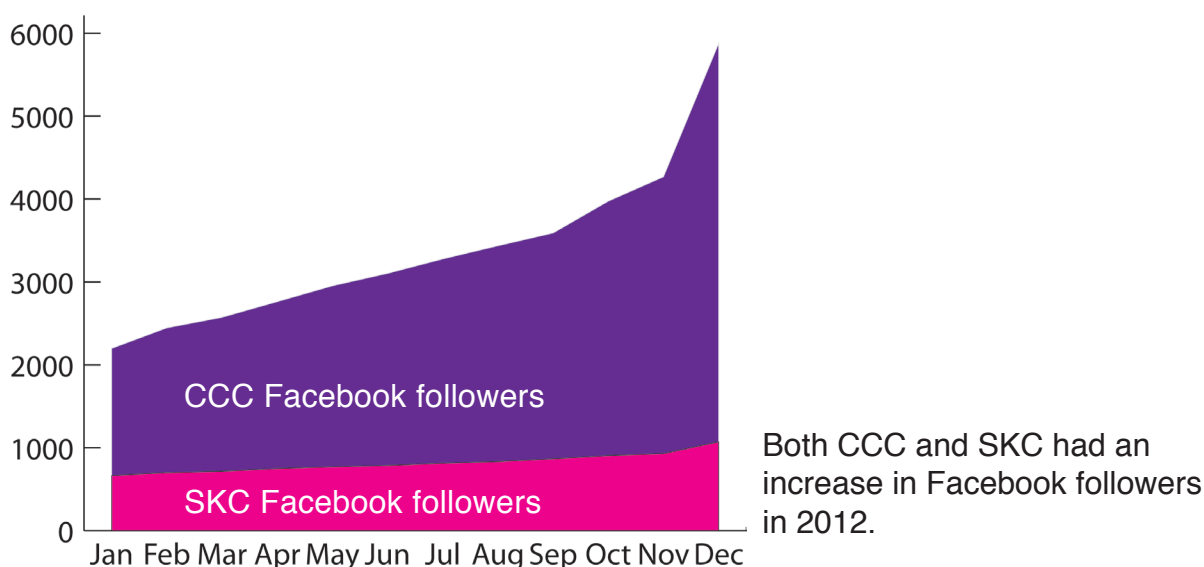
In the past few years CCC has been working on a new structure for the CCC network. It was felt that after 20 years of activity it was time to take a step back while simultaneously looking forward. What should the Network look like in 10 years if we truly want to achieve our goals? How should the CCC Network be organized, and who should be involved? How can we best communicate and make decisions? How can we keep growing as a network, and at the same time remain flexible? How can we make sure we build on past achievements, but be open to new inputs? How can we be accountable in our decision-making and improve our efficiency and flexibility? How can we be agile and responsive, but also thorough and inclusive? How do we ensure the CCC Network is able to translate collective strategies and plans into concrete results and achievements?

Back in November 2010 at the CCC International Forum four 'scenarios' or 'models' were presented to the network and all participants were invited to give feedback and input on these. In the year following this input was taken into account when developing the initial ideas further. By the end of 2012 it was time for the Future Structure Global Committee to meet face to face and make some crucial decisions. In a two day meeting in October a final proposal for a new model for the future structure was developed and tested against the CCC future structure values. Then a plan for dissemination of the proposal, gathering feedback and decision-making about the proposal was made. In 2013 the proposal will be put to the network, hopefully leading towards a final decision about the new structure in 2014.

Outreach and publicity

Both CCC and SKC increased their social media reach. CCC's Twitter followers increased from **515** to **1468**, and Facebook likes increased from **2104** to **5395**.

SKC now has **1887** people reading their tweets, up from **1430** in 2011, Facebook likes increased from increased from **657** to **1071**.



CCC had **132.358** unique visitors on its website, looking at an average of **3** pages each. SKC has less visitors (**28.593**) but they look at **4,5** pages on average.

SKC and CCC were mentioned in various printed media.

Schone Kleren Campagne in Dutch (printed) press

	Newspapers	Magazines	Radio	TV
2008:	76	21	2	4
2009:	108	16	7	3
2010:	33	7	3	1
2011:	32	6	-	1
2012:	33	3	-	4

Newspapers: Volkskrant (7x), Trouw (5x), NRC (4x), Telegraaf (2x)

Television: EenVandaag, Editie NL en RTL Boulevard

Sources: LexisNexis Academic and archive Schone Kleren Campagne

Clean Clothes Campaign in English (printed) press

	Newspapers
2008:	51
2009:	59
2010:	83
2011:	78
2012:	194

International Herald Tribune (6x), New York Times (5x), The (London) Times (5x), Independent (4x), Economic times (3x).

Source: LexisNexis Academic

Organisatio



International capacity building meeting in Chang Mai, Thailand

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). This network in turn is part of 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.



CCC aims to improve working conditions and support workers in the global garment industry

SKC/CCC seeks to achieve these objectives through:

- Supporting workers, labour unions and corporate organisations in countries where garments are produced;
- Pressing companies to assume responsibility and to ensure that their garments are produced under good labour conditions;
- Urging 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.

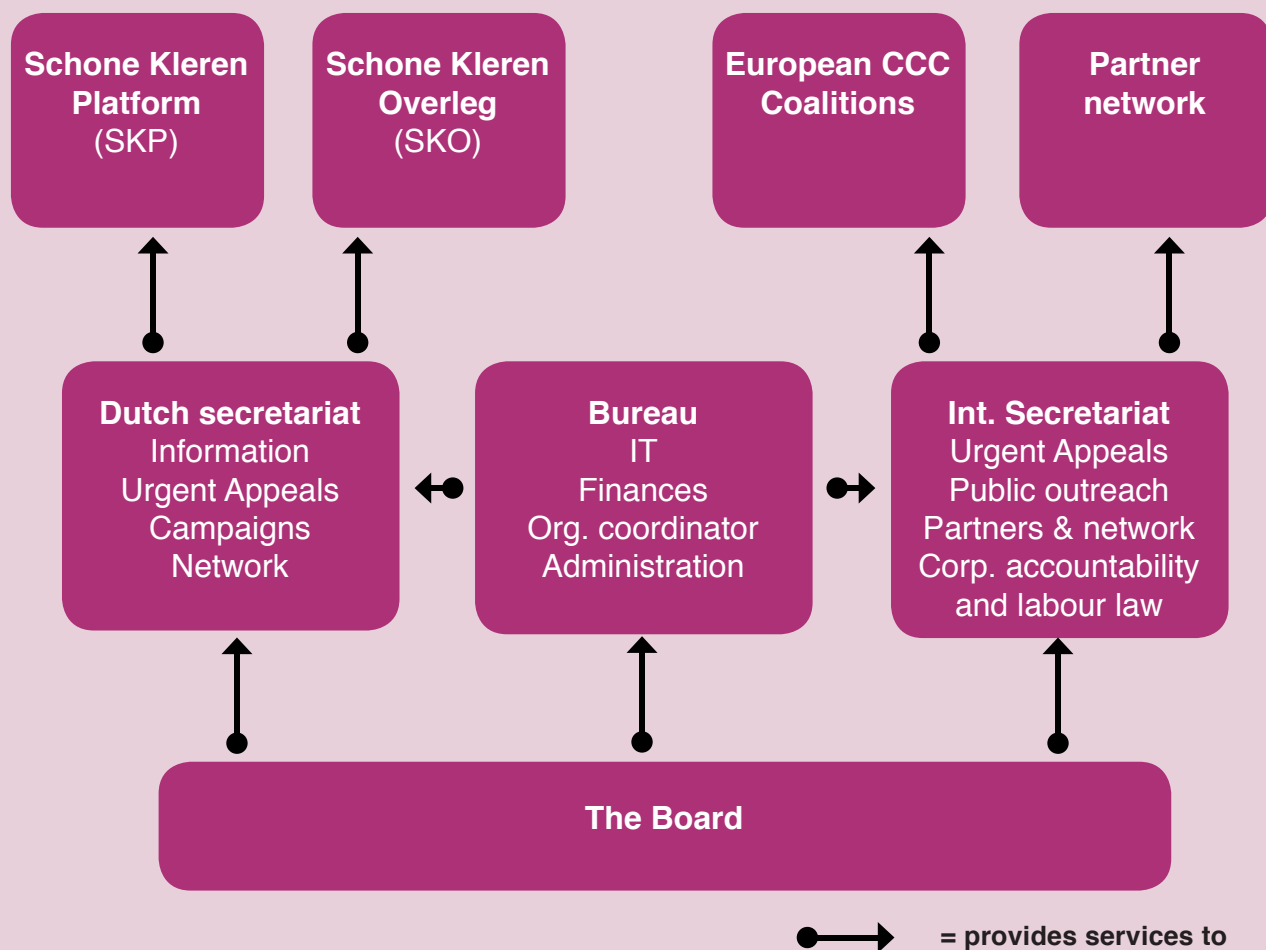
The growing CCC network is well equipped to deal with the challenge that lies before it. Over the years SKC/CCC has grown in stature and its expertise and motivation are respected by consumers, companies, governments and partners alike. Through the combination of exposing exploitation of workers in the 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.

Organisation profile

SKC/CCC is a network organisation consisting of European network coalitions and a strong international partner network. Currently, there are CCC secretariats 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 has 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) 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

Board member since 1995, current period expires February 2015.

Function: chairman and employee policy support.

Since 1987 Evert de Boer is coordinator of the Filippijnengroep 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

Member of the board since 1995, current period expires in February 2015.

After 17 years Margreet resigned as a Board member at the end of 2012 with many thanks from all staff and Board members.

Function: treasurer and campaign advisor.

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

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

After 5 years Jupijn has resigned as a Board member at the end of 2012 with many thanks from all staff and Board members.

Function: vice-chairman, advisor efficiency and effectiveness.

Jupijn Haffmans also represents SKC/CCC on the board of directors of Fair Wear Foundation. 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.

Hester Klute

Member of the board since 2009, current period expires December 2015

Function: Secretary and advisor personnel.

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

Function: member, advisor legal affairs.

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 advisor. 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



Play Fair
Campaign
in the UK

Finances in 2013

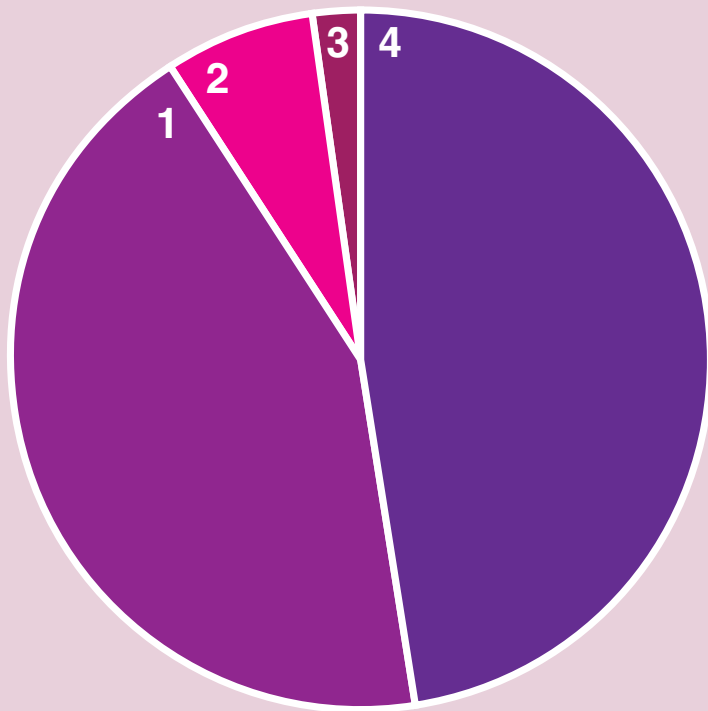
In 2011 and 2012 SKC/CCC intensified its fund-raising efforts – with great success. Two new subsidies from the EU (EuropeAid) were acquired for a global campaign on Living Wage. Unfortunately Hivos communicated at the very last minute that they would not continue their support in 2012 due to a change in their international partner policies. Still, for the next few years the financial position of SKC /CCC looks solid.

The new subsidies meant that new colleagues could be recruited which in its turn meant that SKC / CCC needed a bigger office. At the end of 2012 a contract for a new office was signed and the move will take place in early 2013.

Financially SKK/CCC remains a healthy organisation. At the end of the financial year the result is €32.213 and the assets stand at € 196,914. 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 2012 this amount was fixed at € 229.038. Fixing this desired reserve simultaneously created a ceiling for the reserves.

The costs of raising funds in 2012 were EUR 22.904, consisting mainly of staff costs: SKC/CCC raises its funds almost completely by applying for subsidies. The staff time is spent writing the applications.

Expenditures for the objectives in 2012 were 93,2%.



Income in percentage

- 1: 44 % EU subsidies**
- 2: 7 % Hivos**
- 3: 2 % various sources
(incl. donations from private persons)**
- 4: 48 % Dutch government subsidies**

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 2012 was EUR 2,743 for a 36-hour work-week (2011: EUR 2,663).

Balance Sheet

	31-12-2012	31-12-2011
<i>All amounts in euros</i>		
ASSETS		
fixed assets		
tangible fixed assets need for conduct of business		
equipment	11,887	5,765
liquid assets		
claims and transferable assets		
debtors	1,834	5,601
receivable subsidies	78,488	62,914
amounts paid in advance and receivable	42,711	9,111
	123,032	77,626
available funds	363,943	427,675
total assets	549,875	447,334
LIABILITIES		
net capital		
<i>free disposable capital</i>		
general reserve	185,027	158,936
<i>fixed capital</i>		
allocation to fund of assets for organisational costs	11,887	5,765
current liabilities		
wage taxes	10,832	10,274
creditors	55,042	17,653
subsidies to spend	189,299	209,705
accounts payable	140,144	45,001
	352,961	282,633
total liabilities	549,875	447,334

Statement of Benefits and Costs

	realisation 2012	budget 2012	realisation 2011
<i>All amounts in euro's</i>			
income of own fundraising			
other subsidies	-	-	98,861
donations	22,260	31,600	40,056
subsidies government	1,008,286	1,068,784	596,021
results from investments	13,023	3,600	4,771
merchandise/other	485	-	-
sum of benefits	1,044,054	1,103,984	739,711
costs and expenses to the objective			
<i>press and political influencing</i>			
national	84,571	91,326	56,544
international	180,218	195,248	136,148
<i>campaigns</i>			
national	78,280	86,603	52,459
international	600,061	658,178	422,285
	943,130	1,031,354	676,436
in % of benefits spent on objective	90%	93%	96%
direct fundraising costs	22,904	23,618	22,184
in % of income from own fundraising	2%	2%	3%
costs of management & administration	45,808	47,237	43,044
sum of costs	1,011,841	1,102,209	741,664
in % of costs spent on objective	93%	94%	91%
result	32,213	-	-1,953
allocation of results			
allocation to general reserve	26,091	-	-5,021
allocation to fund of assets	6,122	-	3,068
<i>for organisational costs</i>	32,213	-	-1,953



Improving working conditions in the global garment industry

Clean Clothes Campaign

International Secretariat

