



ANNUAL REPORT

2015

**SCHONE KLEREN CAMPAGNE
CLEAN CLOTHES CAMPAIGN**

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INTRODUCTION

In June we celebrated a victory: the fund set up to compensate the survivors and families affected by the Rana Plaza collapse of 24 April 2013, finally reached its target. The terrible tragedy in which 1,134 people died was the starting point of over two years of intense campaigning, which reached an important victory in 2015. The Brands involved had failed take responsibility in a timely manner, and had needed a lot of pressure to meet their responsibilities. Finally, the families and the survivors can now be paid the full compensation award calculated for them by the Rana Plaza Claims Administration.

This year also showed that the struggle for a safe working environment is far from over: neither in Bangladesh, nor in other garment producing countries. Money for the survivors is not enough, our aim is to prevent such disasters from happening in the future. As a witness signatory to the Bangladesh Accord on Fire and Building Safety, Clean Clothes Campaign is keeping a close watch on brands that signed this binding agreement: making sure they keep their promises. Our research in 2015 showed that Bangladeshi factories supplying H&M were still far from safe.

2015 was also the year when our campaign to create more awareness and practical implementation of a living wage culminated in a range of actions supporting workers in Cambodia and other countries. A large conference brought together stakeholders from the labour movement, the government sector and the industry. We struggled against union busting in Turkey and Vietnam, researched what Dutch brands do for the seamstresses, and continued our fight for compensation for survivors of terrible factory fires in Pakistan and Bangladesh.

The Clean Clothes Campaign network aims to structurally improve working conditions and support the empowerment of the predominantly female manufacturing workers in the global garment and sportswear industries.

- We put pressure on companies and governments to take responsibility to ensure that the rights of manufacturing workers in global supply chains are respected and implemented.
- We work in solidarity with organised workers in global supply chains fighting for their rights anywhere from the workplace to the global level and take action on concrete cases of violations of the rights of workers and activists.
- Furthermore, we raise awareness and mobilise people to undertake individual and collective action.

2015 brought successes, but also showed that continued activism and solidarity is needed, for all workers that are still facing unsafe factories, long working hours and low wages as well as the families that face work-related tragedies and are still not compensated. The struggle is far from over.



Clean Clothes Campaign supports the actions of unions in Cambodia for a higher wage.

ACTIVITIES AND CAMPAIGNS IN 2015

In the following pages some of Clean Clothes Campaign's most eye-catching activities from 2015 can be found. As this annual report covers both the Dutch CCC and the international office, both Dutch and international activities are described. Information about the network partners of the Clean Clothes Campaign can be found on our website.

LIVING WAGE

Reaching a living wage for garment workers is one of the main goals of Clean Clothes Campaign. A living wage is a human right. Most garment workers however still earn poverty wages for their hard work. Therefore it remains important to use lobby and campaigning to convince brands to embark on steps towards providing a living wage.

Cambodian garment workers demonstrate for a living wage

In several countries, garment workers took to the streets to demand higher wages. Especially in Cambodia these actions garnered global attention. On two international Days of Action in November and December garment workers and

trade unions launched a renewed campaign for a living wage. Their goal is to push major brands to ensure that the Cambodian minimum wage is raised to 177 dollar (165 euro) per month. Clean Clothes Campaign supports the coalition of Cambodian trade unions in reaching this aim, with actions and lobby activities focused on European embassies. The controversial trade union law that was pending to be adopted in Cambodia received our special attention.

H&M presents a roadmap towards a living wage

Many clothing brands have included the right to a living wage in their codes of conduct, but only a few of them are truly working towards raising wages in their supplier factories. In 2013 H&M presented their roadmap towards a living wage – to be realised in 2018. Clean Clothes Campaign sees this as a positive step, but is disappointed that H&M does not give a clear definition of what it considers to be a living wage. When H&M released its sustainability report in April 2015 the company did not give any real figures to show progress towards this goal. Clean Clothes Campaign called on H&M, as a first and immediate step, to directly negotiate a better wage for Cambodia with the national union caucus. Supported by an online campaign Clean Clothes Campaign addressed an open letter to Doutzen Kroes, who modelled for the bikini line of H&M, asking her to publicly speak out for a living wage for the women that make our clothes.

A real Boss pays a living wage

You might pay a higher price for your Hugo Boss garment, but that does not mean that the garment workers that stitched it are earning a living wage. Research showed that most workers in factories that supply Hugo Boss in Croatia and Turkey earn below the poverty line and that union busting and lack of overtime regulations are no exceptions. A petition to tell Hugo Boss that a real boss pays a living wage on the platform SumOfUs collected over 90,000 signatures. In response Hugo Boss acknowledged that a minimum wage is not a living wage and established some union contacts, but still workers in South Eastern Europe are waiting for fair wages and the freedom to join unions. 'Made in Europe' unfortunately still does not necessarily mean 'made fair'.

149.251 signatures for a living wage

In October 2015, Clean Clothes Campaign organised a *Living Wage Now* Forum in Brussels, during which it presented almost 150,000 signatures of European citizens to international clothing brands and representatives of the European Commission. During this Forum the Clean Clothes Campaign debated with companies and politicians the steps needed to guarantee a living wage for garment workers around the world. Almost all panellists agreed that previous attempts had failed. Voluntary codes of conduct and pilot projects have hardly made a difference. A structural and binding approach is needed. Action is not only needed from the garment companies, but also from the European Commission, which should ensure that European brands take responsibility for problems in their supply chain. During the Living Wage Now Forum, Clean Clothes Campaign produced a magazine with interviews, background information and campaign news from the network.



The Tazreen Fashions factory building in Bangladesh where a fire raged in 2012.

A SAFE AND HEALTHY WORKPLACE

Garment workers have the right to a safe and healthy workplace. However, around the world, they work under unhealthy or even life-threatening conditions. The collapse of the Rana Plaza building on 24 April 2013 shocked the world; 1,134 garment workers were killed. The tragedy meant a turning point and led to an increased demand for responsibility and accountability of companies. The disaster also resulted in ground-breaking initiatives such as the *Bangladesh Accord on Fire and Building Safety* and the *Rana Plaza Arrangement*. Both initiatives can count on broad national and international political support.

Bangladesh Accord on Fire and Building Safety

In May 2013 the first international garment brands signed the Bangladesh Accord on Fire and Building Safety: a binding contract between brands, international and Bangladeshi unions and NGO's that should ensure structural improvements regarding safety in the often life-threatening garment factories in Bangladesh. In 2015, a range of new companies joined the Accord, including three Dutch companies. This puts the number of Dutch signatories at 25 out of 200.

H&M in the picture

In September the four witness signatories to the Accord, Clean Clothes Campaign, ILRF, Maquila Solidarity Network and Worker Rights Consortium, published a report on the compliance of H&M's key supplier factories with the Bangladesh Accord. The report concluded that all factories were behind schedule on repairs. The press release was met with huge media interest in Europe, and the Facebook post on the report was the best performing Clean Clothes Campaign Facebook post ever (reach 78.000, shares 631, likes 445). The report featured in an article in the Financial Times and

a range of other media in various countries. H&M reacted with a statement in which it refuted the claim that most of its key supplier factories in Bangladesh did not have safe fire exits. Clean Clothes Campaign and its American partners took the chance to explain once more to H&M that under the Accord's provisions a safe fire exit consists of more than a door to the outside, but needs fire-rated doors and enclosed stairwells, and that our research was based on the Accord's own data. Clean Clothes Campaign will continue to monitor brands' compliance to the Bangladesh Accord.

Full compensation for Rana Plaza survivors

In January 2014 the Rana Plaza Donors Trust Fund was established to collect financial contributions of companies and other parties for the survivors of and families of workers killed in the Rana Plaza disaster. For the over 5000 claims, 30 million dollar would be needed. After a long period of insecurity in which the Fund had a considerable gap between the received contributions and the money needed for full and fair compensation, in June the Fund reached the full amount needed to compensate all claimants for loss of income and medical costs. In the first months of 2015 we targeted Benetton, the last international brand that still refused to contribute to the compensation fund, even though it produced at the collapsed building. In cooperation with online campaigning organisation Avaaz we started a petition to force the company to contribute to the fund. Over one million people signed, pressurising Benetton to give in. Another major donation enabled us to announce in June that we reached the total needed amount of 30 million dollars. Finally, by October 2015 all survivors and affected families received the compensation they are entitled to.

KiK refuses to keep its commitments

While the compensation campaign for the families affected by Rana Plaza was won, those affected by the Ali Enterprises fire in Pakistan are still waiting for compensation. On 11 September 2012, the Ali Enterprises factory burned to the ground, killing over 250 workers and injuring dozens. The only brand sourcing from the factory at the time of the fire was German low cost retailer KiK. Shortly after the company paid a direct sum of compensation and agreed to participate in negotiations on long-term compensation. Despite this agreement, KiK does not stick to its commitments. Widow Shahida Parveen, whose husband burned alive, therefore launched a petition on the Avaaz action platform. The Avaaz community awarded a grant for further campaigning and lobby directed at KiK.

Together with Pakistan partner PILER, Global Unions IndustriALL and UNI Global, Clean Clothes Campaign started a campaign on the third anniversary of the factory fire on 11 September 2015. We sent a letter to KiK, urging them back to the negotiating table. At the same time we launched the public and media campaign #MakeKiKPay, involving intensive social media campaigning throughout the Clean Clothes Campaign network and increased media work. This led to an in-depth article by Al Jazeera, amongst other media coverage. Late in October German Clean Clothes Campaign activists toured Berlin in red bike taxis carrying the slogan #MakeKiKPay, stopping at KiK stores and government buildings to inform the public about the factory fire. One month later, Shahida visited Berlin to talk to German government officials, human and labour rights activists and journalists. She delivered over 4,500 signatures from the Avaaz petition to KiK representatives. The campaign was widely reported on in the German press. All these actions should help bring the case to a close in 2016.

Agreement on compensation for the families affected by the Tazreen fire

Five months before the Rana Plaza building collapsed, on 24 November 2012 at least 112 workers died in a fire in the Tazreen Fashions factory in Bangladesh. In 2015 the launch of the website of the Tazreen Claims Administration Trust marked the third anniversary of the incident. The Trust collects contributions from brands sourcing at Tazreen and organises the claims process. This fund is based on the model provided after the Rana Plaza disaster. While C&A and Li & Fung had already announced their contributions, three more brand contributions were received around the third anniversary. A start has been made in providing survivors and families of the deceased workers with the compensation they are entitled to. Clean Clothes Campaign was closely involved in creating this trust and will remain involved throughout the process.



Union members protesting their unjustified dismissals won their case against SF Leather.

URGENT APPEALS

An urgent appeal is a request for support of garment workers whose rights are violated. When Clean Clothes Campaign takes up an urgent appeal a strategy is discussed with local partners. First, together with the sourcing companies, the factory management and possibly with authorities a solution is sought behind the scenes. Only later, at the request of local partners, the case might go public. During 2015, Clean Clothes Campaign worked on 35 cases in 11 different countries. Of these cases 13 went public.

Our urgent appeals work resulted in nine successes and partial successes, ranging from the reinstatement of Vietnamese workers who were unfairly dismissed, to full and fair compensation for the Rana Plaza survivors, as well as the release and acquittal of unfairly convicted and imprisoned workers.

Review

In 2015, Clean Clothes Campaign undertook an independent review of the performance of the Urgent Appeal (UA) system. The cases reviewed showed not only that the UA system provides a much needed mechanism for human rights defenders (HRDs), but that UA cases have the potential to secure strategic change in the longer term, particularly when linked with wider campaigns for labour rights and decent working conditions. To improve the functioning of this system Clean Clothes Campaign will set up so called Country Focal Points: contacts with specific expertise for every country with UA-cases.

Successes reached

In Bangladesh, the Global Garments Management (Azim Group) and the Global Garments Workers Union reached an agreement after serious problems concerning freedom of association, including violence. The agreement stipulated the rehiring of four union leaders with payment of back wages, payment of medical costs to the people that had been subject to violence and the issuing of a statement regarding freedom of association and the right to collective bargaining. Also an agreement was reached with PVH to restore orders at two temporarily closed factory units of the Azim Group (Global Garments) to enable the factory to reopen and make the workers keep their job.

In Turkey we helped to reach an agreement. The management of Turkish SF Leather factory had fired a group of workers that joined a trade union and only offered to rehire them if they would give up their union membership. Together with the Turkish union Deriteks, we organised a day of action in September following the dismissal of workers who joined the union and demanded their back wages at the SF Leather factory in Izmir. We organised street actions in the United Kingdom, Turkey and Denmark. Together with Labourstart, Clean Clothes Campaign coordinated a petition targeting Mulberry, the only buyer at the factory, which was signed by 11,377 people. After an international campaign, the factory management reversed the dismissals, withdrew the court complaints against the workers, paid compensation to the workers for the time they couldn't work and allowed the trade union to meet with all the workers.

A long-time partner of Clean Clothes Campaign working to promote labour and human rights in Thailand for many years had to appear at the Thai military court for violating a summon order from the Thai Military Regime. At the time the order was issued she was in Europe. After pressure from Clean Clothes Campaign many European embassies attended the trial which had a positive impact. However, there is no outcome yet as the trial is still running and more hearings are scheduled.

Another example of strong solidarity was the international reaction to the crackdown on labour rights organisations in the southern Chinese province Guangdong in December 2015. Dozens of activists were taken to the police station to be questioned and seven were detained or held with uncertainty about their whereabouts. We supported our Chinese partner organisations by contacting the EU Delegation and the Swiss embassy and by distributing a petition to the Clean Clothes Campaign network. Clean Clothes Campaign in Finland, Austria, France, Belgium and Denmark took action. Several organisations and individuals took photos holding sign boards and flags and forwarded a letter and the photo to the Chinese embassy and the government.

Victories like these are not always within reach. Urgent appeals are often long processes of remediation and compensation and can regularly count on resistance by the factory management, (international) garment brands, employer's organisations and authorities. It can last between weeks and years until a case can be concluded to the satisfaction of the affected workers.



The participants of a working visit of Minister Ploumen to Bangladesh.

LOBBY – POLITICS AND COMPANIES

Lobby in the Netherlands

In June 2013, the Dutch business organisations in the garment industry presented the 'Action plan for a more sustainable Dutch textile and garment sector (*Plan van Aanpak verduurzaming Nederlandse textiel- en kledingsector*) and handed it to Minister Ploumen of Foreign Trade and Development Cooperation. The conversations around this action plan led to negotiations about a garment agreement. The Minister announced that she wanted to agree with stakeholders about international social entrepreneurship, aiming for ten agreements with stakeholders from high-risk sectors before the end of the year.

Action Plan

As in previous years the Dutch Clean Clothes Campaign participated in two working groups under the Action Plan (living wage and safe workplace). Within the working groups companies, business organisations, unions and NGOs cooperated on diverse themes. Together with the India Committee of the Netherlands, SOMO, and Dutch trade union federations FNV and CNV Clean Clothes Campaign gave a great amount of input and feedback on the Action Plan. Clean Clothes Campaign remained concerned about the level of ambition, the progress in the working groups and the support among the companies.

Garment Agreement

In the course of the year negotiations about the garment agreement started. The Dutch Clean Clothes Campaign sat at the negotiating table together with representatives from the NGO sector, trade unions, business organisations and

the ministry. The aim was to keep current minimum norms in the field of labour rights as a basis and to make binding agreements with companies about measurable results. Voluntary agreements are no longer an option for Clean Clothes Campaign and the partners within its network. Companies should at least be transparent about their supply chains; including the issues within the supply chain and the plans for improvement. Independent verification through involvement of local stakeholders is of the utmost importance. By the end of 2015 the negotiations were still in full swing.

Work visit Bangladesh

In June 2015, the Dutch Clean Clothes Campaign accompanied the Dutch Minister Ploumen of Foreign Trade and Development Cooperation in a working visit to Bangladesh. The aim of the visit was to witness the progress in the garment industry. The compensation fund for Rana Plaza victims and the Bangladesh Accord on Fire and Building Safety were important issues. The programme also included factory visits. The state of freedom of association was a much discussed topic: unions face a lot of barriers, and violence targeting union leaders and organisers is still wide-spread.

International Lobby

Most of the lobby work of international forums focused on worker safety and the related importance of providing compensation and taking governmental action on prevention within the context of the OECD. Clean Clothes Campaign participated in several meetings in Paris as part of the OECD Advisory Group to the OECD Draft Guidance for Due Diligence in a Sustainable Garment Industry. We gave feedback to the OECD on two drafts of the Guidance and participated in several informal meetings. The Clean Clothes Campaign network also contacted MEPs and NCPs about the OECD Draft Guidance and issued an internal briefing paper on the UN Guiding Principles. We also provided input to the G7 meeting in Berlin, which had a positive effect on filling the Rana Plaza fund after chancellor Merkel expressed her concern at the G7 meeting. This meeting also resulted in action by the G7 governments to make workplaces safer by establishing the 'vision zero fund'.

2015 was the European year for development, which led the European commission to work on an EU flagship initiative on responsible management of the supply chain in the garment sector. DG Development and EuropeAid invited Clean Clothes Campaign to contribute in the identification of this flagship initiative. Clean Clothes Campaign formulated a list of priorities and fields of work that the initiative would need to address to become a success. This included new legislation to create legal obligations of due diligence for EU companies as well as for their operations outside of Europe, including binding traceability and transparency.



Garment workers in Cambodia massively took to the streets to demand higher wages.

GENDER

Clean Clothes Campaign aims to improve the working conditions of all workers in the global garment industry, of which the large majority are women. We try to address inequality between men and women and gender discrimination – both of which garment workers can be confronted with.

Capacity building

In the second half of 2015, we mapped the most important worker organisations and unions within the Clean Clothes Campaign Network which were women-led or which had a women wing. We also did a capacity development needs assessment with 15 of these organisations, from Sri Lanka, Pakistan, Bangladesh and India. In December, we decided to initiate an international gender working group whose main aim is to implement specifically gender-related actions, such as developing tools/resources for more gender specific campaigning.

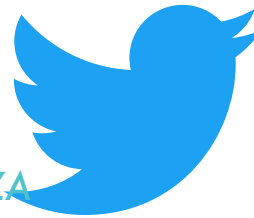
We want clean clothes!

The project 'We Want Clean Clothes!' is a follow-up to the successful 'Who Run the World? Girls!' project. Both centred around female leadership in the garment industry. Through 'We Want Clean Clothes' the Dutch Clean Clothes Campaign engaged Dutch citizens on its most important topics for 2015 from a gender-specific point of view: living wage, safe factories, no sexual intimidation and violence, freedom of association and female leadership. The activities contributed to a range of successes in 2015. Companies committed to improving working conditions of garment workers and the supporter base of Clean Clothes Campaign increased and broadened.

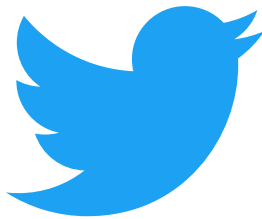
Women Power Fashion

Clean Clothes Campaign and Mama Cash, an organisation that supports innovative and taboo-breaking women's initiatives, launched the campaign 'Women Power Fashion' with the financial support of the Dutch National Postcode Lottery. The aim of the campaign is to give female garment workers the power and opportunity to stand up for their rights to work towards solving the concrete human rights violations in garment factories and to make widely known that women carry the garment industry. In low-income countries ever more women are standing up for their rights. In Western countries more and more women are demanding clean clothes. The Women Power Fashion campaign links these women and gives them the opportunity to contribute to bringing change to the garment industry. Increasing, public knowledge and awareness about the position of women in garment factories is a necessary step, as well as inspiring consumers and policy makers to improve the working conditions. In 2015 the preparation started for a public campaign in 2016.

A HUGE THANKS TO EVERYBODY THAT SUPPORTED THE FIGHT FOR #RANAPLAZA JUSTICE. WE WON!



CLEAN CLOTHES @CLEANCLOTHES

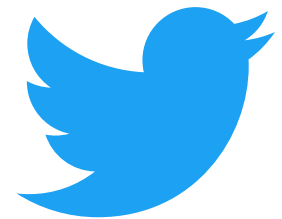


RANA PLAZA ACCORD BROKE THROUGH THE IDEA THAT BRANDS CAN'T WORK TOGETHER – NOW OVER 190 OF THEM DO – @CLEANCLOTHES INEKE ZELDENRUST #OECDWK

MAY MILLER-DAWKINS @MAYKMD

DOMINIQUE MULLER FROM @CLEANCLOTHES : AS @GREENJEANMEP SAID: TREES HAVE MORE LEGISLATION THAN GARMENT WORKERS. #LWN

CLEAN CLOTHES @CLEANCLOTHES



CLEAN CLOTHES CAMPAIGN IN THE (NEW) MEDIA

In 2015, Clean Clothes Campaign again successfully ensured a presence in (social) media. This visibility creates support and helps to create more effective campaigning. We demonstrate who the garment workers are, under which circumstances they work and what due diligence we expect from politics, governments and companies.

Clean Clothes Campaign regularly provided input for news reports. Through regular press releases and interviews, we strengthened our position as critical expert voice on the garment industry. According to LexisNexis, in 2015 we received attention from over 200 news media stories around the world, including CNN, Al Jazeera, Financial Times, The Guardian (14x!), The Independent, Le Figaro, Le Monde, El Mundo, Der Spiegel and the Berliner Zeitung.

Also the Dutch press paid considerable attention to the work of Clean Clothes Campaign:

(Dutch) Clean Clothes Campaign in the Dutch media 2015.

Newspapers (print)	Magazines	Radio	TV	Online
55	3	4	2	48

36 of the 55 articles were in regional papers, the rest in national papers: de Volkskrant (4x), Trouw (5x), Parool (3x), NRC (1x), Metro (1x). Sources: LexisNexis Academic and archive Clean Clothes Campaign.

In January 2015, Dutch public television broadcasted the series 'Slag om de Klerewereld'. During three episodes Dutch journalist Teun van de Keuken went undercover as a textile trader in Bangladesh to show the workings of the garment industry. The series was well received (693.000 viewers per episode). One of the episodes focused on the implementation of the Bangladesh Accord on Fire and Building Safety. Clean Clothes Campaign was involved in preparing the trip to Bangladesh. Later in the year Dutch TV personality Angela Groothuizen presented Dutch Clean Clothes Campaign on the TV programme Koffietijd (200.000 viewers).

On 24 April 2015, the Dutch Clean Clothes Campaign published an in Memoriam in major Dutch newspapers De Volkskrant and Trouw commemorating the 1134 workers that died at Rana Plaza. The impact of this advertisement was considerably increased by tweets and Facebook posts about it.

In November, the Dutch Clean Clothes Campaign, in cooperation with brand-comparison website Rank a Brand, launched the results of research of over 100 Dutch garment brands, focussing on working conditions and sustainability. The research found that 99% of fashion is not clean. The research was received very well by a wide audience. This was due to the cooperation with campaign agency BBK/Door Vriendschap Sterker. The press release was used by Dutch Press Agency ANP and media such as nu.nl, Metro, Telegraaf, Trouw, NHD, RadarTV, Kassa, Oneworld, Textilia, Eenvandaag and FunX reported about it. On Facebook, the post was shared over 1700 times with a reach of over 140.000. On Twitter the message reached almost 10,000 readers. Before publication every garment brand was given the opportunity to react to the research results. After the launch there was intensive contact with a few brands, which consequently shared more information about their supply chain.

Clean Clothes Campaign on social media

Medium	1 January 2015	31 December 2015	Increase
Facebook SKC	9548	15.315	60.4%
Twitter SKC	3532	4661	32%
Instagram SKC	0	294	100%
Facebook CCC	23,184	32,002	38%
Twitter CCC	5427	7967	46%

Clean Clothes Campaign managed to attract, widen and maintain an interested constituency. The follower base on Facebook increased substantially. Followers of the Dutch Clean Clothes Campaign (SKC) shared posts more often and clicked through to the website schonekleren.nl twice as often as last year (29.049 times). Attention on social media peaked around 24 April - the two year anniversary of the Rana Plaza collapse and around the launch of a publication on the implementation of remediation plans in H&M factories in Bangladesh.

Also the reach of the website schonekleren.nl increased noticeably: 110,276 users (an increase of 55.94% compared to 2014) with 353,141 page views (an increase of 24,83% compared to 2014). The amount of users of the clean-clothes.org website increased by 32% (291.824 users in 2015), creating a 15% increase in page views (706.480). The use of a new system to send out the SKC newsletter (Mailchimp) – with 3,666 receivers – has increased the efficiency of our outreach.



The Dutch Clean Clothes Campaign clothes swap package.

Campaign material Dutch Clean Clothes Campaign

In 2015, the Dutch Clean Clothes Campaign produced and distributed many new campaign materials, such as: flyers, brochures, question cards, posters, bags, t-shirts and a DIY package to organize clothes swap parties. The materials were used during 17 meetings and other activities in which the Dutch Clean Clothes Campaign participated. The materials were designed to provide information around the garment industry. The clothes swap package was developed to help people organise their own clothes swapping party.

The newly developed materials included an appealing scratch card campaign which enabled participants to win the monthly wage of a Bangladeshi garment worker (65 euro). The kick-off action took place during the Fair Fashion Festival in Utrecht where the scratch cards (circulation 1500) were spread through goody bags and handed out to visitors during the information market, pop up stores, workshops and fashion shows. The scratch cards were a great conversation starter to talk with visitors about the position of women in the garment industry.

In cooperation with the Tinqwise TinqLab, specialised in digital learning, the Dutch Clean Clothes Campaign also launched a virtual garment factory. Virtual reality glasses create an immersive learning experience which allows the user to enter a sweatshop. This project was presented at TedX. Visitors of the Fair Fashion Festival in Utrecht could already experience this new technique.





Participants of the Living Wage Now Conference in Brussels.

ORGANISATION

Clean Clothes Campaign is a network organisation in transition. In November 2014, the Network met in Hong Kong for its Global Forum Meeting. At this meeting the aims and strategies for the next five years for the whole network were formulated and the restructuring of the international network was discussed.

New organisation model

The new organisation model reflects the growth and development from a Europe-centred network with partners in production countries to a truly global network providing a permanent space for workers' voices. This change aims to increase the impact of the network. In the Global Strategic Framework the network committed itself to goals within five main themes, which it will cooperate on during the next five years.

In 2015, the first steps towards realising this new structure were taken. The Transitional Steering Board (TSB), established in November 2014, oversees the process in monthly meetings. The change process first started in Europe, where during 2015 the existing European members have been actively discussing cooperation and the plans for the next few years with the organisations they work with. In 2015 also we started with the establishment of Working International Groups (WIGs), which aim to bring together different Clean Clothes Campaign Network entities from several

regions to work on thematic issues or case-work.

Organisation team and decision making

The Dutch Clean Clothes Campaign and the international office of Clean Clothes Campaign share the same office and administrative support. Clean Clothes Campaign does not have a director or management team. There is an organisation team, which consists of a representative of the Dutch Clean Clothes Campaign and the International Office and is chaired by the organisation coordinator. Decisions on working conditions, such as salary and overtime policy are taken by the personnel as a whole.

Board

The Schone Kleren Campaigne / Clean Clothes Campaign governance principles are set out in the Articles of Association. The board consists of five voluntary members:

- Mr. Evert de Boer (voorzitter)
- Mr. Sjef Stoop (penningmeester)
- Ms. Nina Ascoly
- Ms. Hester Klute
- Mr. Just van der Hoeven



Teun van de Keuken visited garment factories in Bangladesh disguised as businessman.

FINANCIAL OVERVIEW

In 2015 Foundation Schone Kleren Campaigne / Clean Clothes Campaign acquired several new grants and thereby strengthened its financial position for the coming five years.

In 2014 Schone Kleren Campaigne / Clean Clothes Campaign, together with the Fair Green and Global (FGG) Alliance of which it is a member, applied for a Strategic Partnership with the Ministry of Foreign Affairs in the field of Lobby and Advocacy. Early in 2015, the FGG Alliance heard it can count on a contribution of max. 11.9 million euro per year for the next five years, 1.5 million euro of which will go to Schone Kleren Campaigne / Clean Clothes Campaign.

Furthermore upon invitation from and in association with Mama Cash, Schone Kleren Campaigne / Clean Clothes Campaign submitted a project proposal for a two-year project called 'Women Power Fashion'. In January 2015, it was announced that Schone Kleren Campaigne / Clean Clothes Campaign would receive 750,000 euro annually to carry out this project, which started in a preparatory stage in the second half of 2015.

Financially, Schone Kleren Campaigne / Clean Clothes Campaign continues to be a healthy organisation. On 31 December 2015, Schone Kleren Campaigne / Clean Clothes Campaign had an equity of 409,094 euro. The result over 2015 was -365,077 euro. This will be deducted from the assets/earmarked reserves. In 2014, an earmarked reserve

was created for the 500,000 euro received from the National Postcode Lottery (NPL).

The equity serves as a continuity reserve to deal with temporary deficits. The board decided that the continuity reserve should be the amount needed to pay for staff and office costs for half a year without income. In 2015, that amounted to 356,821 euro. The reserve at the end of 2015 was 339,166 euro. This also put a ceiling to the reserves.

The fund-raising costs for 2015 were 35,682 euro, consisting mainly of personnel costs as fund-raising is done by applying for grants.

The expenditure on the objectives were 120%. This percentage was caused by the fact that a part of the activities are financed out of the earmarked reserve of the NPL.

The percentage of the expenditure spent on the objectives in 2014 was 93%.

Schone Kleren Campaigne / Clean Clothes Campaign does not invest in shares, bonds or other risky financial instruments. Schone Kleren Campaigne / Clean Clothes Campaign strived to arrange its banking sustainably and responsibly. Assets not immediately needed are stalled in a directly accessible savings account at the ASN bank.

All employees of Schone Kleren Campaigne / Clean Clothes Campaign receive the same salary, irrespective of age, seniority or position within the organisation. The gross monthly salary for all employees was 2,883 euro for a 36-hour work-week in 2015 (2014: 2,854 euro).

BALANCE SHEET

	31-12-2015	31-12-2014
<i>All amounts are in euros</i>		
FIXED ASSETS		
• Fixtures and fittings	9.987	12.599
• Total fixed assets	9.987	12.599
CURRENT ASSETS		
• Receivables and prepayments	495.378	522.416
• Cash and cash equivalents	905.572	505.955
• Total current assets	1.400.950	1.028.371
TOTAL ASSETS	1.410.936	1.040.970
RESERVES		
• Continuity reserve	339.166	253.851
• Earmarked reserve for operating assets	9.987	12.599
• Earmarked reserve for NPL activities	53.875	500.000
• Earmarked reserve for accrued training budget	6.066	7.721
• Total reserves	409.094	774.171
• Current liabilities	1.001.842	266.799
• Total current liabilities	1.001.842	266.799
TOTAL LIABILITIES	1.410.936	1.040.970

STATEMENT ON INCOME AND EXPENDITURE

	actual 2015	budget 2015	actual 2014
<i>All amounts are in euros</i>			
INCOME			
• Income from own fund-raising activities	37.954	15.000	21.657
• Government grants	1.220.082	1.382.420	2.044.062
• Income from third-party campaigns	-	-	500.000
• Interest income and income from investing activities	2.898	2.500	8.909
• Other income	2.048	-	19
TOTAL INCOME	1.262.982	1.399.920	2.574.647
EXPENDITURE SPENT ON OBJECTIVES			
• Press and public outreach			
NL	135.373	154.393	159.542
abroad	289.035	329.269	345.175
• Campaigns			
NL	127.124	143.770	164.564
abroad	969.480	1.099.710	1.215.153
	1.521.012	1.727.142	1.884.434
• % of income spent on objective	120%	123%	73%
INCOME GENERATION			
• Costs for acquiring government grants	35.682	41.349	34.113
	35.682	41.349	34.113
• % of income from own fund-raising activities + government grants	3%	3%	2%
MANAGEMENT AND ADMINISTRATION			
• Management and administration costs	71.364	82.689	68.227
TOTAL EXPENDITURE	1.628.059	1.851.189	1.986.774
• % of expenditure on objective	93%	93%	95%
RESULT	-365.077	-451.269	587.873
APPROPRIATION OF THE RESULT			
• Added to the continuity reserve	85.316		85.078
• Charged to the earmarked reserve operating assets	-2.612		-4.926
• Charged to the earmarked reserve for NPL	-446.125	-471.316	500.000
• Charged to the earmarked reserve accrued training budget	-1.655		7.721

