



2020 Annual Report

Fair Wear Foundation

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Introduction

2020 marked an unprecedented year for the garment industry. The spread of COVID-19 created global challenges as businesses struggled to stay afloat, and we did what we could to protect the health and livelihoods of garment workers and our own staff. The pandemic has emphasised the industry's fault lines, the lack of stability and safety nets for factory workers, which so many of us in European market countries take for granted. It has heightened the need to join forces for sustainable change. Our shared industry efforts to protect workers in this crisis have built stronger relationships and opened the door for more collaboration.

2020 also marked a year of transition for Fair Wear: the end of one Strategic Partnership and the dawn of the next. In this light we reflect on the past five years as we conclude our Strategic Partnership for Garment Supply Chain Transformation with our partners CNV Internationaal, Mondiaal FNV, and the Dutch Ministry of Foreign Affairs. This partnership has forged connections and helped amplify the voices of workers and trade unions. We have pushed for more and better regulation for workers, including the successful adoption of the International Labour Organization Convention on Violence and Harassment in the Workplace. We have adopted a cross-cutting approach for gender equality and emphasised better wages and social dialogue as building blocks for change.

The movement for change is there and the rallying cry for fairer clothing grows stronger. Now, we look forward to the start of a new strategic partnership. STITCH—Sustainable Textile Initiative: Together for Change—will pick up where we left off, continuing the journey toward a new normal in the garment industry. STITCH brings us into close partnership with British Ethical Trading Initiative (ETI), the Center for Development and Integration in Vietnam (CDI), labour rights organisation Cividep India and, continuing from the previous partnership, Dutch trade unions CNV Internationaal and Mondiaal FNV. With a new Theory of Change that focuses even more on collaboration and alignment to strengthen the position of workers within the global garment supply chains.

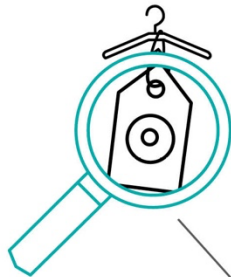
2020 Was a year of unprecedented crisis and challenges for everyone in the supply chain, but we look toward 2021 on this note of optimism. While the pandemic is far from over, we are confident of our path toward a new normal for garment workers, with a united front and a shared vision for change.

Mark Held
Chair of the Board

Alexander Kohnstamm
Executive Director

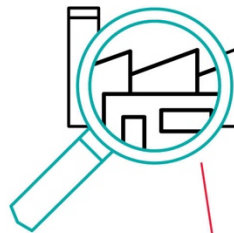
2020: Fair Wear at a glance

At Fair Wear, we're showing there's a better way to make clothes. We work with brands, workers and industry influencers to find answers to problems others think are unsolvable. Together, we're making fashion fair for everyone.



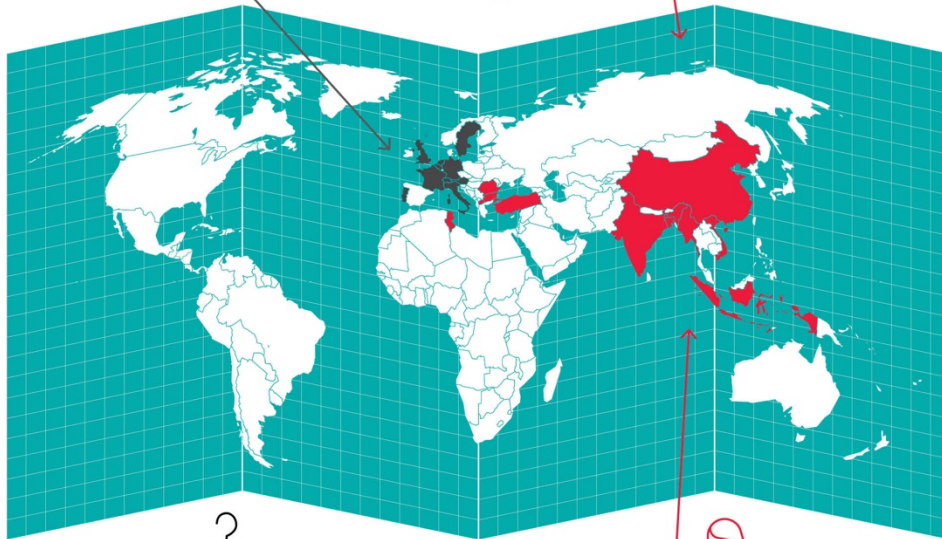
67 Brand Performance Checks

Austria 1
Belgium 7
France 2
Germany 24
Italy 1
The Netherlands 17
Portugal 1
Sweden 6
Switzerland 6
United Kingdom 2



136 factories audited

121 complaints received
81 complaints last year
102 complaints closed resolved



New members

Belgium
Eskimo
Norway
Beckmann Norway
Germany
Marc O'Polo AG
The Netherlands
Kuyichi BV.
United Kingdom
Equip Outdoor Technologies UK Ltd
Mantis World LTD

115 brands

representing 75 members
6 new members
1 suspended member
8 terminated members



50 Workplace training sessions

Workplace Education Programme (WEP)
WEP basic 39
WEP communication 7
WEP violence prevention 4



Social media

Facebook followers 14,571
Instagram followers 9,600
LinkedIn followers 9,643
Twitter followers 5,591



Country-specific highlights

Eastern Europe

(Bulgaria, North Macedonia, Romania)

Global Services organised factory visits for brands to help the push toward better worker wages

China

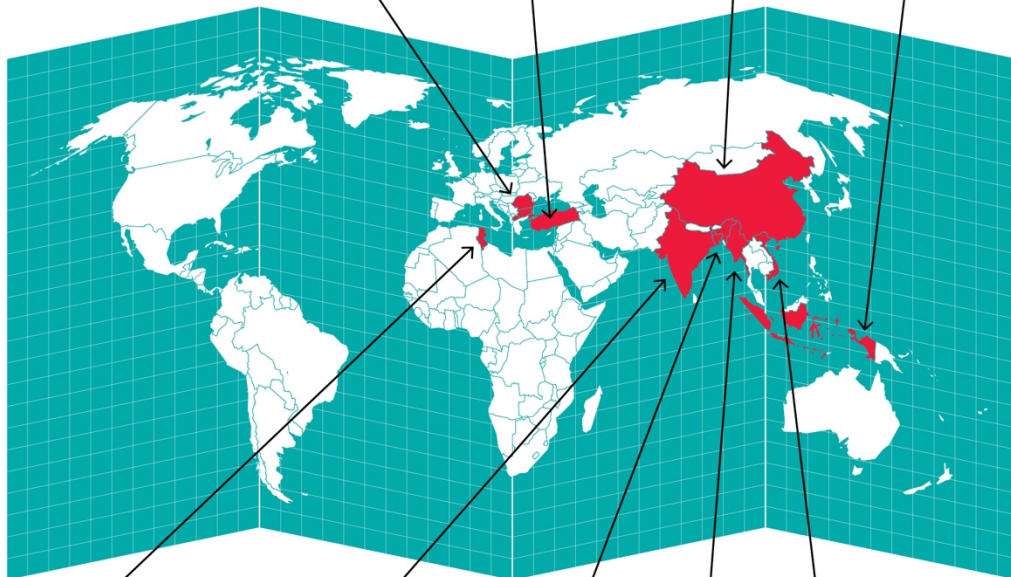
Global Services organised factory visits for brands to help the push toward better worker wages

Turkey

Created labour rights awareness videos and supported migrant workers during the pandemic

Indonesia

An exchange trip to India improved industry relationships and laid groundwork for gender lobby work



Tunisia

Started brand and factory training on living wage methodology, with immediate benefits

India

Researched and provided input on the impact of India's new labour codes

Bangladesh

Conducted factory training on social dialogue with AWAJ Foundation

Vietnam

Ongoing lobby and advocacy for the new labour code and legislation on female employees and sexual harassment

Myanmar

Consulted with politicians on the ratification of ILO C190

Who we are

GOVERNANCE

Fair Wear is a non-profit foundation registered in the Netherlands under the name '*Stichting Fair Wear Foundation*'. Our stated aim is to secure legal and human rights, working conditions, and terms of employment in the worldwide production chain of manufactured products worn, carried or used by persons in work and leisure activities and in the private sphere (in particular clothing, textile, footwear and interior textiles) and ensure that such products that are brought to the market are manufactured under legal and socially responsible conditions, at least at the level of the minimum standards of the International Labour Organization (ILO).

Our highest decision-making body is the Fair Wear Board, which is made up of an independent chairperson plus a maximum of eight board members. These eight members are selected from the garment Retailers, the garment Producers & Wholesalers, Trade Unions and Civil Society. Each of these categories having equal voting rights. In 2020, the board met four times to discuss strategic, sectoral and political developments and approve annual plans, budgets and reports.

In accordance with the statutes, executive powers are delegated to Fair Wear Executive Director Alexander Kohnstamm, who is responsible for the functioning of the organisation and represents the organisation internally and externally.

Fair Wear Board

Chairperson	Mark Held	
Producers & Wholesalers	Patric Hanselman	MODINT
Retail	Femke den Hartog	InRetail
Trade unions	Catelene Passchier (vice-chair)	FNV
	Frank Zach	DGB: German Confederation of Trade Unions
Civil Society	Miges Baumann (treasurer)	Brot für Alle
	Dominique Muller	CCC

In 2020, Frank Zach joined the Fair Wear Board as a representative of the international trade unions.

Since 2001, another component of Fair Wear's organisational structure has been the Fair Wear Committee of Experts. This committee advises the Fair Wear Board at the Board's request or at the committee's own initiative. Furthermore, the management team and other teams can ask the Committee of Experts for advice. Like the Board, the Committee consists of representatives of the four mentioned constituencies.

Fair Wear Committee of Experts

Retail	Jeroen van Dijken	VGT
	Dirk Vinken	FGHS
Producers & Wholesalers	Nienke Steen	MODINT
Trade unions	Jacob Plat	FNV Bondgenoten
	Lieke Ruijschoot	CNV Internationaal
NGOs	Christa de Bruin	CCC
	Eric van den	Belgian unions, CCC
	Heede	Belgium and Wereldsolidariteit

The multi-stakeholder approach regarding the composition of the Fair Wear Board and the Committee of Experts brings together key stakeholders to discuss policy issues and define our strategy. This also helps improve equality between the different stakeholders and promotes transparency.

Navigating COVID-19

THE PANDEMIC'S EFFECTS ON THE GARMENT INDUSTRY

The outbreak of the COVID-19 pandemic had an immeasurable impact on both our work in 2020 and the entire garment industry. In early 2020, as the virus breached border after border, garment production worldwide lurched to a halt. Factories were forced to close their doors, either due to cases of worker infection or government measures. By mid-March, the pandemic had spread across Europe, leading to hospitalisations and national lockdowns. The busy shopping streets emptied out

as clothing stores also put up their 'closed' signs. For the first time in recent memory, global garment supply chains were precariously suspended, and no industry player was left untouched by the pandemic's effects.

This state of uncertainty lasted throughout the year. Retailers and brands have fought to stay in business in the face of ongoing restrictions in buyer countries. At the other end of the supply chain, workers have had to deal with the threat of mass layoffs and lost wages. However, one thing is for certain: not all players have been affected equally. The pandemic has exacerbated the power imbalances in the garment industry, provoking issues across the globe at a scale that far exceeds the abilities of individual brands alone to intervene, while they of course still have an important role to play.

The variable nature of garment production has taken its toll. Factories have been hard hit. For many, the economic consequences have been severe, with some facing bankruptcy. Government COVID-19 measures have placed restrictions on factory production. At the same time, factories have lost business as brands cancel or postpone orders or payments. These decisions, which have often been made unilaterally, have forced factory management to make their own difficult decisions (like wage cuts and layoffs), which can have devastating impacts on workers. To give a Fair Wear example, our 2020 audit results indicated that most factories were not paying employees for downtime, whereas they should have kept paying at least minimum wage during lockdowns. Apart from sharing this information with the relevant brands and guiding them to engage with their suppliers to together look for solutions, this has been reason to develop specific guidance and information related to the [loss of jobs and wages](#).

Garment workers globally have borne the brunt of this impact. Cancelled or postponed orders from all brands and factory closures have resulted in wage losses for garment workers around the globe, many of whom live hand to mouth. These workers lack a financial safety net to get them through a crisis and have received little to no governmental support. Since most garment workers are women, many of whom are young and either migrants or working informally or on a temporary basis, with insufficient union representation. They are at particular risk, not only because of their vulnerable working situations (which increases economic insecurity), but also the caregiving role they tend to take on at home and in their communities, which means they have more exposure to the health risks of COVID-19. In addition to these higher economic and health risks, the extra time women garment

workers are spending at home during lockdown measures has led to a higher incidence of domestic violence in many countries.¹

Most factories are poorly equipped for handling a pandemic, lacking proper ventilation, sufficient space for workers, and adequate sanitation facilities, all of which increase the chance of workers contracting the virus. Workers who commute on crowded forms of public transit face additional health risks. To make matters worse, many workers do not have proper social security or health insurance, which could have serious implications if they were to require treatment for COVID-19. Workers' lives are at risk at the workplace, yet these workers must work to live.

The situation in all garment production countries has been aggravated by insufficient government support. Even in countries where relief funds or other social services are available, workers have fallen through the cracks, such as in China or Eastern Europe, where many workers receive piece-rate payment.

Although 2020 was focused on pulling through the crisis worldwide, the pandemic has underscored two key realities about the garment industry in general. First, it has emphasised the deep power imbalances between worker and factory management, factory and brand, and how important social dialogue and fair negotiation are for protecting the rights of workers. Second, it has shown that government intervention is needed now more than ever. The sheer number of workers whose lives have been uprooted by the factory closures and mass layoffs that have arisen because of COVID-19 have revealed the industry's vulnerabilities. Production country governments must offer garment workers more solid safety nets. Likewise, support measures taken by European governments should acknowledge the dire human rights situation the outbreak has created.

COVID-19 has had widespread and prolonged consequences for everyone and will continue to thwart efforts to improve the lives of garment workers in all production countries all over the world. At Fair Wear, we recognise that long-term change will require the cooperation of all the key players in the supply chain. We took steps in 2020 to convene and guide industry players through the pandemic, with the protection of garment workers front and centre.

¹ 'The COVID-19 Response: Getting Gender Equality Right for a Better Future for Women at Work.' *ILO Brief*, ILO, May 2020, www.ilo.org/wcmsp5/groups/public/---dgreports/---gender/documents/publication/wcms_744685.pdf.

Our team

The pandemic also impacted our internal capacity and the well-being of our staff. In mid-March, COVID-19 hit the Netherlands, forcing the country into a partial lockdown. Since then, COVID-19 measures of varying degrees have been in effect, and our staff, both in the Netherlands and abroad, have been working from home. In addition to creating challenges as staff tried to juggle health, work, and family responsibilities, this has also affected our working capacity. In the Netherlands, staff with children out of school have had to work limited and/or flexible hours. Our country managers were unable to travel to the production countries to engage in events and activities with our local teams. In production countries, we had to temporarily suspend many of our regular activities (particularly performing audits and offering training) due to local lockdowns and factory closures. This has created challenges in trying to proactively address issues. Without our ground-floor monitoring, strong dialogue between brands and factories has become more important than ever.

We have also unfortunately had several staff members fall sick with COVID-19 or lose family to the virus. The health and general welfare of our staff remains of utmost importance, and we are continuing to adapt and find new ways to work with the changing public health situation.

FAIR WEAR'S RESPONSE TO COVID-19

During the outbreak of the pandemic, our priority was to help our member brands uphold their responsibility towards the well-being of the people who make their clothes. Our expertise is in taking garment workers as a starting point and elaborating on what *should happen* to mitigate risks. We carried this out through a multi-faceted response to COVID-19.

COVID-19 Dossier

The cornerstone of our multi-faceted response to COVID-19 is our [COVID-19 Dossier](#), an expansive collection of the latest information, resources, guidance and policies related to the pandemic's impact on the garment industry, which we published on our website. The COVID-19 Dossier offers guidance for member brands in proactively raising awareness, approaching and supporting their suppliers in the situations of lost wages and jobs at these factories, factory health and safety, responsible purchasing practices, and worker engagement and monitoring working conditions. It also includes information specific to the 11 production countries in which Fair Wear is active. Numerous media and industry stakeholders have consulted the Dossier or recommended it to their member brands.

Suppliers' questionnaire

In April 2020, we conducted a supplier survey to gain insight into the pandemic's initial effects on our members' supply chains. The goals were to help members respond to the situation responsibly and to offer an overview that would help us and our partners develop targeted lobby and advocacy. We held telephone interviews with 390 factories that supply Fair Wear members across our 11 [focal garment production countries](#). Survey results showed clear areas of impact for workers and factories, such as job losses and wage cuts and a lack of proper consultation on decisions that would affect workers. We informed our members of the risks and encouraged them to honour their orders with the factories. The suppliers' questionnaire gave insight where to focus on in further guidance and equipped us with information to develop other tools and guidance documents as part of the COVID-19 Dossier.

Pushing for responsible purchasing practices

COVID-19 has magnified how crucial responsible business practices are to ensuring worker rights are protected. We had a direct avenue to support garment workers in this crisis by helping our member brands uphold responsible purchasing practices with their factory suppliers. As the pandemic spread, we informed our member brands that they should make any production decisions in close dialogue with their suppliers and, wherever possible, consult the relevant trade unions and worker representatives in their supply chains.

We created practical member guidance for due diligence and monitoring practices in times of COVID-19, such as our [factory health and safety guidance](#) tools and our [handbook on lost wages and jobs](#), which we developed with the insight gained through our suppliers' questionnaire. Bi-weekly check-in calls with members also helped us shape these guidelines and monitor the situation. Many members also exchanged resources about countries where we are not active, demonstrating our member community's synergy and value.

Despite facing their own challenges, many of our members made very admirable efforts in their crisis responses. Best practices have included brands modifying a garment design to still bring orders to factories, supporting factories with pre-payments, etc. To determine how we will verify members' responses to COVID-19 and evaluate their performance in Brand Performance Checks for financial years that start in 2020, we created a new policy document. It identifies reasonable expectations from our members based on the urgency and impact on workers' lives during this crisis. This includes some alternative monitoring requirements to help brands stay on top of the current situation and understand and address the ground-level impact.

A united front

At the onset of the pandemic, there was no clear understanding of how to define responsible purchasing practices in a global crisis. Problems were pushed down the supply chain. The media turned to us to help set the tone for expectations.

Since spring 2020, Fair Wear has been collaborating with other multi-stakeholder initiatives (MSIs), trade unions and industry organisations to call on governments to support the garment industry through this crisis. One of the primary outcomes was a joint statement on responding responsibly to COVID-19, which we published with 13 other like-minded organisations. Following this, the signatory organisations held regular exchange calls to keep each other updated. These helped us align our responses to the crisis, creating a baseline for organisations to discuss accountability with their member brands. Consequently, some brands that had initially cancelled orders later changed their approach. The requirements for brands behaviour as laid out in the statement formed the basis for adjusting the Brand Performance Check system to evaluate member brands' response and actions. This joint statement also led to further collaboration with these MSIs, including resource-sharing and discussions that fed into the development of our abovementioned handbook on lost wages and jobs and other work that builds on the link between living wages and purchasing practices. We also endorsed other initiatives, like the ILO Global Call to Action, which is working to create a better safety net in the garment industry.

The need to combine forces to address the pandemic has allowed for more openness between organisations and opportunities for joint initiatives. It created joint expectations for responsible purchasing practices during the pandemic. We are moving away from simply exchanging information and participating in others' training sessions toward shared visioning and industry alignment. We will continue with more systemic collaboration in 2021.

Country-specific responses

To help brands tailor their pandemic responses, we created country-specific sections in the COVID-19 Dossier for our 11 production countries. We kept these updated with facts about the situation there, the latest government policies and relief efforts, and local initiatives protecting workers during this crisis.

With our local teams, we monitored the local situations and sought out effective measures brands and factories can take to support workers through this crisis. Although we had to suspend training sessions and audits, we did continue running our complaint helplines. In some countries, like Bangladesh, we handled many COVID-19 related complaints, generally pertaining to unfair dismissal.

Case study: Complaints in Eastern Europe

In Eastern Europe, we received significantly more complaints than normal during 2020. In responding to these, we supported three factories in Macedonia in ensuring invoices were paid after certain delay. We encouraged the brand sourcing there to make the delayed payments. We were able to intervene before the brand entered financial difficulties, preventing a potentially difficult situation for the factory workers.

Our measures varied in response to local needs. For example, in China, Global Services distributed occupational safety and health cards at factories, plus COVID-19 information for management that was in line with that provided by UNICEF, ILO, CDC China and the WHO. Similarly, the Turkish team expanded our COVID-19 health and safety checklist to add details relevant to Turkish suppliers. In general, our country-specific responses included webinars and information sessions for brands sourcing there.

To further understand the consequences of COVID-19 and necessary long-term solutions, we also commissioned research in several countries. We undertook research with Cornell University on the impact of Covid-19 on social dialogue in ten countries. This research showcased positive examples of where Social Dialogue had resulted in improved conditions for workers, but also where workers were excluded from participation in policy decisions and recovery efforts. We published the research as part of our [overall mapping on Social Dialogue](#) in the apparel industry in 2021.

In Bangladesh, we conducted research on COVID-19's impact on business and women workers in the ready-made garment sector. The analysis indicated different effects on the 52 factories surveyed (for example, factories that use weaving processes are more impacted than knitwear, reflecting changing human behaviour in lockdown). In general, the research indicated ongoing issues with orders and prices that point to a need for greater brand accountability and improved purchasing practices. The research on women garment workers generated evidence of the gendered impact of COVID-19, with pregnant workers in Bangladesh especially vulnerable to maltreatment.

In Indonesia, we interviewed the trade unions in ten factories, which helped us understand how social dialogue functions in the factories during times of crisis. An additional survey of garment workers in 15 factories was made to grasp how they were affected by the pandemic and what type of support they were receiving. In Vietnam, we commissioned research through the Public-Private Partnership working group initiated by the Vietnam Ministry of Trade, which included members of government, employers' associations, Iniatief Duurzame Handel and CNV Internationaal. The research covered brands, factories, and workers and made recommendations toward various stakeholders on how to handle the pandemic and the necessary long-term responses. The research was launched in Vietnam at an event involving the Dutch ambassador with recommendations for COVID-19 recovery.

Creating industry impact

INTRODUCTION

At Fair Wear, we believe sustainable change in the garment industry demands a level playing field; we need all industry players on board and the support of local and international governments. Without this, brands trying to do ethical business will be unable to compete against those that are not abiding by regulations or making sustainable decisions. Therefore, we have developed our specific approach based on our [Fair Wear Theory of Change](#). To achieve our vision of a fairer garment industry, we aim to create change on selected topics across five different actor groups: Fair Wear member brands, other brands, factories, trade unions and workers (together forming 'our work within the industry') and policymakers. We act as a bridge to forge connections and demonstrate that fair supply chains are possible. The following section highlights some of our key achievements in 2020, including industry outreach through research and development.

OUR WORK WITHIN THE INDUSTRY

Member and non-member brands

As a member-based organisation, our work on improving brand purchasing practices is central to our approach. Last year was obviously a challenging year for our members due to the pandemic, coping for example with decrease in sales, closing of shops and furlough of staff. Knowing that verification and showing progress is this year often even more important for them, Fair Wear decided to continue all planned activities for member brands for the year. We however moved to offering them online only. We conducted 68 Brand Performance Checks, also online. Three members were suspended or

were unable to have a Brand Performance Check conducted. Relatively more members had to terminate their membership due to the pandemic (see the infographic on page 6).

To prepare our Brand Performance Check for the changes ahead we started the process of revising the methodology to be better aligned with the industry standards, such as the OECD guidelines. In early 2020 we concluded an analysis of all performance checks done to date; 386 performance checks of 96 brands conducted between 2014 and 2019. The quantitative and qualitative analysis of these performance checks are used to guide the revision process, which will be concluded in 2021.

We adapted our member learning events to take place online as well. These included over 50 learning events for member brands and non-member brands (with members of partner organisations attending), and almost 1,000 cumulative attendees. This year, we introduced bi-weekly brand calls to introduce and discuss our Covid-19 Guidance. We made a start with peer-to-peer learning where member brands can learn from and inspire each other. For new member brands we started in 2020 with a year programme of Monthly check-in sessions to introduce the different aspects of Fair Wear membership.

As in the past, we held our annual national member/stakeholder meetings as a moment for information exchange, training, and reflection on our partnerships with brands and stakeholders. The 2020 meetings took place online, with sessions for Sweden, Belgium, the Netherlands, Germany, Switzerland, and—for the first time—the United Kingdom. We also created a more formal structure for member consultation in 2020 with the launch of the Member Expert Group. This group, consisting of representatives from eight brands, is meant as a sounding board for new policy proposals and resources, a formal way to gather member feedback and assess their needs. In 2020, the group focused on topics like our revised brand communication policy and implementing our new brand social dialogue policy.

In 2020, the Fair Wear Board approved a new policy on gender and how we can apply a gender lens across our work. This means our work together with other civil society organisations will consider a broader understanding of equality and help promote better participation of women's voices in the industry. We have developed a guidance document for factories on gender-based violence and we are updating our tools to reflect this holistic approach and are looking at how to incorporate gender equality into Brand Performance Check indicators.

Research and development continue to play a critical role in our relationship with brands as we introduce and train our member brands on new tools and knowledge to apply to their supply chains. In many cases, we have extended this training to brands that are members of our partner organisations ETI, the Dutch Agreement on Sustainable Garments and Textile (AGT) and the PST. In 2020, we made great progress on social dialogue. Early in the year, we published the paper [‘Understanding Fair Wear’s Approach to Social Dialogue’](#). This paper served as a precursor for stakeholder consultations that led to two final products: our updated [Freedom of Association and Collective Bargaining Policy](#) and our [Freedom of Association Guide for Brands](#). We trained our member brands and those of partner organisations to equip them better to address social dialogue. The focus here was on awareness building. In 2021, the second phase of this training will be on how brands can build capacity in their supply chains and through their own purchasing practices.

In 2020, we also dug deeper into the issue of excessive overtime in factories. This resulted in a guidance document for brands on understanding and mitigating the issue, with accompanying solutions and tools. Despite the prevalence of excessive overtime, we are the first initiative to delve into the root causes and solutions. Our members responded enthusiastically to our webinar on this guidance, and we will be expanding our training in 2021. This includes sharing it with other brands and stakeholders.

Another key area for research and development was on the topic of living wage. Wage loss is one of the most significant vulnerabilities garment workers have faced during COVID-19, a symptom of workers’ insufficient income. This past year, we finished our initial Living Wage Incubator. The lessons we learned from this are helping to inform more tailored support to brands and identify next steps to accelerate the wage improvement process. We also put out the call for brands for our next incubator round, which focuses on involving workers and creating a link with social dialogue. It involves brands with wholly-owned facilities or 100% leverage.

The GIZ grant project on living wage concluded in September, which we rounded off with a draft research report exploring the labour component of specific garments. The project also involved capacity building for PST brands and knowledge sharing with brands from the PST and AGT.

One of the biggest milestones of the year was implementing the labour-minute value and product-costing tools across our 11 production countries. This took place with the support of ASN Bank. We adjusted the tools to incorporate any COVID-19-related costs as part of our wage and job loss

guidance. To test the tools, build factory management capacity, and kickstart dialogue between brands and factories, we organised support visits in all the production countries. For Bangladesh, India, and Myanmar, we also held online seminars on this topic. We used these support visits for data collection in conjunction with the GIZ project. The methodology and tools are being integrated at most of the factories where these support visits took place. However, there are still challenges in how to take the next step and influence the pricing negotiations. Each local team has a designated contact who can continue to act as a mediator for brand-factory wage discussions. In the next phase, we will create a public online version of this tool.

Factories

For a level playing field, the power imbalance between brands and factories needs to be redressed, which is why we are focusing on training both players on our living wage tools. Similarly, we have created a guidance document for factories on gender-based violence, which we will adapt to suit country-specific needs. We are also training local staff and auditors on our social dialogue approach to ensure that they can help monitor and facilitate social dialogue processes at factories.

The difficulties we had in conducting audits in 2020 has incentivised us to diversify our monitoring tools. This more holistic approach to remediation has included cooperation with Globalworks to uncover labour rights violations in factories in China and Vietnam. This project analyses open-source internet content related to factory complaints and can alert audit teams of (potential) grievances. This helps us and our members prioritise issues and collect data that can lead to further investigation.

We have also been working on a follow-up procedure for flagged issues and a risk-based strategy for workplace safety (focusing on structural safety, fire safety, and other physical safety).

Garment workers

Training and capacity building

To improve our Workplace Education Programme, we received funding from Brot für Alle for 2020 and 2021. We dedicated these funds to extending our communications training module to Bangladesh and India and to the creation of COVID-19 awareness-raising videos for garment workers. Content development for these videos took place in collaboration with local organisations in Bulgaria, India, Indonesia, North Macedonia, Romania, and Turkey. We produced the videos in the local languages. They were specific to each country's pandemic situation and covered the rights workers had based on local government measures.

Case study: COVID-19 video leads to wage settlement

Debate arose between a Fair Wear brand and one of their suppliers about the content of our COVID-19 awareness videos for India. We advised the brand to engage with factory management and discuss the challenges the factory was facing due to the crisis. Open dialogue led to better understanding on both sides. Ultimately, this helped management reach a collective bargaining agreement about wage payments with the worker committee for the month workers were not working.

Grievance mechanisms

The number of complaints we received from garment workers in 2020 was comparable to previous years. There were 33 admissible complaints related to COVID were received in 2020, but there was limited worker access to our complaints system during national lockdowns. Notably, we saw an increase in management complaints against brands, such as invoices not being paid or cancelled orders.

OUR WORK WITH POLICYMAKERS AND OTHER STAKEHOLDERS

Work with MSIs

2020 marked a turning point in our relationship with other MSIs, in which we moved from sharing updates and information toward more tangible collaboration. This includes political alignment, like our joint COVID-19 statement and common expectations toward member brands, plus concrete projects like a collaboration on purchasing practices. Many brands and retailers have worked hard to improve their purchasing practices. However, individual brands cannot create lasting, industry-wide change. To pave the way for a more level playing field, we have formed a working group with other organisations (ETI UK and Norway, the AGT, PST, ACT on Living Wages and Better Buying). The organisations have been working on a common framework to define responsible purchasing practices. They will develop this further in 2021.

MSI cooperation on complaints

Besides our regular work on solving complaints in our active countries, our work on grievance mechanisms in 2020 also focused on partnering with other industry stakeholders. We have been building toward the launch of an MSI cooperation project on complaints, in which a number of brands from the AGT and PST will obtain access to our complaints system. The project focuses on India, Myanmar, and Vietnam, with roughly 50 factories involved. Because we had limited access to these factories due to COVID-19 and we want to explore different ways to make sure that workers receive information about the grievance mechanism and their rights, we are focusing on raising awareness of the grievance mechanism by creating more videos.

These organisations approached us because of our experience with grievance mechanisms. Stakeholders increasingly view us as an industry leader in this area. We are becoming more involved with public outreach and sharing our expertise. For example, we gave several presentations on our complaints handling work, for example at a GIZ meeting in Cologne and an Amfori meeting in Berlin, among others. In the Collaboration on Access to Remedy platform, where various MSIs and Responsible Business Conduct Platforms (RBCPs) come together to align on approaches to access to remedy, we have started developing a collaboration protocol for production locations shared by multiple brands. The goal is to ensure that the MSIs and RBCPs are informed of issues in shared production locations, thereby allowing member brands to cooperate on addressing a complaint with their joint leverage.

In Bangladesh, we have launched a similar initiative. Our Workplace Education Programme is working on stepping up the number of functioning anti-harassment committees in factories to foster internal grievance mechanisms. We followed up on this toward the end of 2020, with introductory meetings with eight factories. This programme appeals to like-minded initiatives, and other organisations are replicating it. We have offered technical support and training to these organisations to help in the implementation stage.

Social dialogue approaches

Another area where we are increasingly sharing our expertise is in social dialogue. In February, we were a panellist at the Global Deal Conference 'A Better Future: The Power of Social Dialogue', hosted at the OECD in Paris, where we highlighted our work on social dialogue in supply chains. We also hosted a session at the OECD Due Diligence Forum on Garment and Textiles on social dialogue in the garment industry, where we presented our initial results from the 'Social Dialogue in the 21st Century' project. This project was initiated by the Strategic Partnership and the New Conversations

Project, a Cornell University department, and maps social dialogue, freedom of association and collective bargaining in ten garment producing countries. COVID-19 introduced a new layer of research that extended the project, and we delayed the full launch of the reports to early 2021 to integrate this.

Mandatory human rights due diligence

In line with our goal for a level playing field, we advocate for a common framework for due diligence in the garment industry. This past year, we started working with the Organisation for Economic Co-operation and Development (OECD) on aligning with the [OECD Due Diligence Guidance for Responsible Supply Chains in the Garment and Footwear Sector](#), as part of their voluntary 'alignment assessment'. In the autumn, the OECD observed the processes surrounding our Brand Performance Checks, and they are now reviewing our policies and the implementation of these.

We also spent 2020 developing a formal position on mandatory human rights due diligence, as part of the growing movement for this. The OECD guidelines should be adequately implemented within legislation, and there should be a strong regulatory framework around the legislation. Legislation alone is not a silver bullet. Once the Fair Wear Board approved this position, we started lobbying for this at the EU level. COVID-19 has shown how a brand taking up due diligence pays off. There is evidence that brands investing in corporate social responsibility and due diligence have better risk management and offer a more secure investment opportunity. Together with other organisations, we tried to develop a joint position for MSIs on mandatory human rights due diligence. While this did not progress as far as hoped, we now have a position with Solidaridad and ETI. At the end of 2020, we presented voting advice in favour of mandatory human rights due diligence to various members of the European parliament. We also joined a working group to draft a European Citizens' Initiative on living wage assurance as a frontrunner topic for human rights due diligence legislation. This is happening with support of ASN Bank.

Fair Fashion Think Tank

In April, we launched the [Fair Fashion Think Tank](#) with our partners from the Strategic Partnership. This is a global community of experts across the supply chain who share insights and expertise to help make an inventory of what steps need to be taken to fundamentally transform the garment industry. A series of podcasts formed a basis for discussion over ten weeks. This Think Tank will keep playing an important role in the coming years as an expert body to spar on key issues and innovate towards achieving this goal. Stay tuned for new developments

German stakeholder engagement

This push toward more industry-wide collaboration is also present in Germany, one of the biggest European buyers of garments. The Federal Ministry for Economic Cooperation and Development has made an effort to support supply chains, focusing on introducing a smart mix of legislation for human rights due diligence. We are actively involved in the further development of the Green Button and the Guidelines on Public Procurement of the Federal Ministry, as Fair Wear is seen as a very reliable, high standard. This has involved sitting at the expert table for discussions on the ministry's Green Button initiative and advising on plans for a smart mix regulatory framework. We are also trying to advocate for mandatory human rights due diligence legislation in Germany through partner initiatives. Throughout the pandemic, we have remained in close contact with German stakeholders, like Femnet, INKOTA, Fair Trade, and PST members to help spread and exchange information and resources.

Indonesia's Omnibus Law

Our lobby and advocacy work also extended to garment production countries. One notable example relates to the new controversial Omnibus Law in Indonesia. This new law includes labour-related stipulations (such as on working hours) that are no longer aligned with the ILO Conventions. We were involved in lobbying for more worker-friendly terms before the bill became law in October. Our main contribution was acting as the glue to bring people together in a conflicted situation and stimulating the government to listen to unions.

When COVID-19 hit in early 2020, the Indonesian government tried to push the bill through parliament. We tried to mobilise brands and other RBCPs to voice our concerns that unions were not properly involved, and the Omnibus Law would deteriorate workers' rights.

From April to September, the Gender Network Platform that we facilitate in Indonesia tried to enable better discussion on the bill. Government and business association representatives were invited to hear the concerns of NGOs, trade unions, and local Indonesian researcher on topics like wages and socio-protection. The Gender Network Platform compiled the information from these discussions, brought it to the Ministry of Economic Affairs, and lobbied the Ministry of Manpower.

Together with other MSIs, we wrote a joint [letter](#) to express our concerns over the bill. Ultimately, the government moved up the voting to 5 October to prevent protests. The version of the bill that the government adopted was significantly watered down, and many proposed revisions to the labour law were removed. Still, we are monitoring the new law's impact on workers and are also engaging on

this in Indonesia and Europe. Together with a group of organisations that included CNV Internationaal and Mondiaal FNV, we sent a letter to Dutch Minister Sigrid Kaag on this subject. We also conducted a study on the Comprehensive Economic Partnership Agreement (CEPA) between Indonesia and the EU. It examined the current situation and how we could use the leverage of the EU to make sure that some of the ILO standards that were compromised in the Omnibus Law are put back in place. In partnership with CNV Internationaal, we are engaging with trade unions, the business association and the ministries to discuss updates on Omnibus Law and related matters.

Lobby work on gender in India

Lobbying has taken on a vital role in our work on gender, especially with the buzz surrounding the International Labour Organization's new 'Violence and Harassment Convention' (C190). As an organisation, we have researched the perceived impact of C190 to equip stakeholders in production countries with information that can help them lobby locally for the ratification and implementation of this convention. We have also engaged in lobbying around national legislation, for example, in India, where we have been advocating for more effective implementation of the 2013 'Sexual Harassment of Women at Workplace' (Prevention, Prohibition and Redressal) Act. One of our ongoing lobbying points in India for the past two years has been on changing where responsibility lies for monitoring the act's implementation in the garment industry, shifting this from the Ministry of Women and Child Development to the Ministry of Labour and Employment.

In 2020, we consulted on India's National Action Plan on Business and Human Rights consultation on human rights. In partnership with UN Women, we offered input to make it more gender-sensitive. This input has been accepted. Recently, we worked with Partners in Change to bring our labour lens to the National Action Plan, introducing the idea of a grievance mechanism and access to remedy, including for women.

One of the most valuable outcomes of these years of lobbying India's sexual harassment legislation has been the lessons this has taught us, which we have been trying to share with delegates from other garment production countries. In 2019, delegates from Myanmar visited India through the Gender Network Platform. Similarly, in 2020, the Gender Network Platform brought representatives from Indonesia to learn about the critical components of India's sexual harassment legislation and potential roadblocks to the implementation of such legislation. These knowledge exchanges' objectives are threefold: group learning on lobby and advocacy strategies, creating an understanding of the garment industry perspective, and promoting lobbying toward the delegates' own governments.

Public relations

When COVID-19 started affecting garment production, media outlets in buyer countries turned to us to help gauge the situation. Media highlights include an in-depth double interview with Alexander and Schöffel's CEO, Peter Schöffel in German business newspaper [Handelsblatt](#), an interview in [Forbes](#) magazine, and contributing to a [New York Times article](#) on the COVID-19's effects on the garment industry in Bangladesh. We also published an op-ed in the Dutch newspaper [NRC Handelsblad](#).

Another achievement was the execution of several online campaigns targeted at consumers: our Black Friday 'People-Friendly Fashion' campaign, Christmas campaign, and 16 Days of Activism campaign (to raise awareness of violence against women). Through these, we greatly increased our reach and social media audiences. The Black Friday campaign also led to new exposure through features in Dutch [Vogue](#) and [Elle](#) magazines.

COUNTRY-SPECIFIC HIGHLIGHTS

Here are some additional highlights beyond the pandemic-related activities we undertook in our focal garment production countries.

	Fair Wear members sourcing	Factories supplying members	Verification audits	Monitoring audits	WEP basic training	WEP comms.	WEP violence prevention	Complaints received	Complaints Resolved/closed
Bangladesh	20	228	10	3			3	27	16
Bulgaria	20	10						1	1
China	770	61	12	36	23			16	8
India	203	35	6	10	1		1	13	28
Indonesia	7	8	2	1				0	2
Mauritius	2	2						1	1
Myanmar	33	13		1				28	14
North Macedonia	38	11		3	3			5	7
Pakistan	75	16						2	0
Romania	46	19	1	3				4	3
Thailand	6	3		2				1	0
Tunisia	65	22	1	8	4			2	2
Turkey	182	42	2	7	1			8	4
Vietnam	147	26	6	22	7	7		13	16
Total	1614	N/A	40	96	39	7	4	121	102

Bangladesh

One of our primary achievements in Bangladesh in 2020 was the training we carried out through AWAJ Foundation. The initial phase of this entailed management training on workplace cooperation, effective communication, and gender-based violence. The second phase of the training was for worker representatives and management on social dialogue, including dialogue on industrial relations and workplace cooperation. Our goal was to change the mindset around social dialogue and equip management and workers with the right tools to engage in it. Roleplay examples helped participants feel empathy and see one another's perspective. In total, there were ten sessions with 180

management representatives and 60 worker representatives from 20 factories (including factories that do not supply Fair Wear member brands).

Eastern Europe (Bulgaria, North Macedonia, Romania)

The need for a crisis response during COVID-19 created a unique opportunity to engage more with local stakeholders, a first for us in Eastern Europe. For example, cooperation occurred through the creation of our worker awareness videos. In North Macedonia, we supported employers' associations to draft a call-to-action to brands sourcing from there. Overall, we increased stakeholder engagement and extended our network of influence in these three countries. This created a greater sense of ownership among our local team, which indirectly enhances our regional presence in Eastern Europe.

India

India's government recently passed three labour codes in their effort to 'reform' the labour laws. We commissioned a comparative study on the impact of these changes on garment workers. Using this research basis, we delivered input on two of the government's labour codes through a lawyer. We are following up on this situation to ensure that workers' rights are considered in the broader labour law reforms.

Indonesia

The Gender Network Platform exchange introduced earlier helped improve the relationships between garment industry stakeholders. The Platform sent 13 delegates from Indonesia's Ministry of Manpower, an NGO, and a business association to India for a week to learn about India's sexual harassment legislation. This visit helped us elevate the voices of trade unions and NGOs and has led to more active collaboration between the parties. The improved trust from the ministry supported them in collecting union data about workers impacted by the pandemic and helped lead to the setup of worker relief funds. The trip also inspired union members to look at ways to improve or implement gender-related programmes. In the long-term, it will create more opportunities to provide input on local legislation and further impetus for the Ministry of Manpower to develop a decree against sexual harassment in the workplace.

Myanmar

Offering consultation on the ratification of International Labour Organization C190 was also a priority in Myanmar. In July, we met with five parliament members to discuss the Prevention of Violence Against Women Bill. Together with CARE Myanmar and the Gender Equality Network, we developed

and submitted a policy brief on C190, including recommendations to integrate its scope in the Prevention of Violence Against Women Bill. When the bill was proposed in parliament, all five of these parliament members were in favour of ratifying C190. Together with CARE and the National Democratic Institute, we arranged webinars aimed at numerous members of the upper and lower houses of parliament. The National Democratic Institute also helped us distribute our positioning paper on C190 and its integration into national law to all parliament members. The outcome of this legislative process is still uncertain due to the changing political situation in Myanmar. As we compile this annual report, the situation in Myanmar has changed drastically due to the military coup early 2021.

Tunisia

Living wage training was a significant achievement for our work in Tunisia. After fine-tuning our product costing methodology, we trained service providers (local trainers) on the methodology and started brand and factory training. The training session for the first factory proved helpful, as it enabled factory management to see where the problem lay in their payment system and how to fix this. Following the training, factory management adjusted this payment system. We have trained the brands sourcing from this factory on how to look at their own role in this by examining their purchasing prices. While this situation is still under mitigation, the benefits of this living wage training are already emerging.

Turkey

In Turkey, we rounded off our cooperation with GIZ by creating labour rights awareness videos for workers, which we promoted through a suppliers' seminar. These videos went a step beyond the worker awareness videos mentioned earlier, in that they also highlighted our complaints helpline. We worked on these with our local NGO partner MUDEM-RSC. We also collaborated with MUDEM-RSC to provide information to migrant workers on their rights during COVID-19. This included an event with nearly 300 participants, in which we answered questions from migrant workers.

Vietnam

In Vietnam, we held a series of meetings with the Vietnam Ministry of Labour's labour department to support the ministry on the draft decree on female employees and sexual harassment. 2020 saw ongoing advocacy efforts to advise in the implementation guidelines on the newly adopted labour law.

Living wage was also an important topic for stakeholder engagement. We partnered with the Vietnam Chamber of Commerce and Industry to promote our labour-minute costing tool and methodology. We are training their representatives on this and jointly launching four pilot projects, for which the organisation is helping to enlist factories.

HUMAN RESOURCES

The HR Team

Since September 2019, Fair Wear has a separate HR team which advises and supports management on HR issues. Besides the more regular HR tasks like personnel administration, recruitment and onboarding, the HR team organizes trainings and coaching sessions and plays an important role in internal communication. They also act as advisor and mediator where needed. In 2020 the team played a key role in helping staff members adapting to, and coping with, working from home. Weekly staff meetings are organised and check-ins with individual staff members are held regularly. The staff check-ins are also used to help staff determine and accomplish individual learning goals.

This report pertains to staff employed by Fair Wear in its Amsterdam office as well as in Germany. In addition, we also work with experts in other countries on a consultancy basis, as the organisation has no local legal entities. Separate channels and structures for the HR side of these relationships are in place depending on the setting and the nature of the relationship.

HR Regulations and structures

In 2020, the HR Team created and updated nearly 20 policies and informative documents including sick leave policy, new recruitment procedures and several Covid related guidelines. In the first quarter of the year, the HR Team presented the results of an evaluation of the self-steering or self-organising team structure of the organisation. The HR Team started preparing quarterly reports in Q3 of 2020, which are presented to the Management Team with a summary for the Worker Delegation. The Premium Pension insurance from Zwitserleven has been renewed for another five years, in part based on independent expert advice.

Training and Education

Fair Wear has two types of training budget: the Fair Wear educational budget, and a personal budget set aside for each staff member for personal development. HR and MT are stimulating staff to make better use of the facilities offered. This is gradually paying off: there is quite some interest in personal coaching but also more practical courses like Dutch language skills or presentation techniques are chosen.

Monthly meetings with all staff and often include an (internal) training session. The onboarding sessions for new staff are now also open for existing staff who like to know better what their colleagues from the other teams are working on. In September, nine 'software speed (up)dates' were organized. One of the most successful trainings was a series of three online workshops on structural

racism which not only Fair Wear staff but also key staff from the STITCH coalition partners were invited to attend. Fair Wear plans to open up more internal trainings to its coalition partners in future.

Worker Representation

Fair Wear has a Worker Delegation since 2016 representing all staff except for the (statutory) Director. The worker delegation meets the Director and other relevant members of the Management Team at a monthly basis. At least once a year the Worker Delegation meets with Board and Director. The Worker Delegation acts in accordance with Dutch law on the 'Personeelsvertegenwoordiging', but in practice and on the initiative of the Director also discusses with Management issues that are normally the prerogative of a Worker Council (Ondernemingsraad). Important discussion items in 2020 were dealing with the Covid pandemic, the social quarterly reports, work-life balance and the ongoing change in strategy and planning structure. Issues discussed with the Board included the planning of activities with a focus on managing workload.

Staff

Total number of staff employed by Fair Wear HQ on 31 December 2020

	2020		
	Female	Male	Total
Headcount	33	9	42
FTE (1fte =36 hours)	29,8	8.7	38,5

Staff employed by Fair Wear HQ on 31 December 2020 – by age

Age group	Number of staff
20-30	7
30-40	15
40-50	11
50-60	8
60-70	1
Average age	40 years

Eight staff members left Fair Wear in 2020. Staff members left for different reasons including career change, relocation, and not renewing the employment contract. Some of the staff members who left late 2020 have been replaced early 2021. Where possible, vacancies were filled through internal shifts and by localisation to production countries.

70% of the 42 staff members had a permanent contract in December 2020. Besides Dutch staff members, Fair Wear employed people from 13 other nationalities.

The sickness absence rate in 2020 was 6,13% against 6.68% in 2019. There was a total of 61 absence notifications with an average frequency of 1,24 times per year. Four employees had 3 or more absence notifications. This includes days of reintegration, where for example someone is 'partially' sick, while it is counted as a full sick day. No work-related incidents took place at or outside the Fair Wear office.

In 2020 due to the pandemic, most of the staff worked from home. Fair Wear offered staff members the support they needed, both in terms of office equipment (office chairs, desks, keyboards, monitors, and any other needed standard office equipment as requested) and by paying a monthly fee to cover costs staff have by working from home.

SOCIAL RESPONSIBILITY POLICIES

Safety and security

As part of the implementation of the Safety and Security Framework, an awareness session took place in November 2019. During this session, a consultant working for the Centre for Safety and Development provided information and pointed out the importance of risk assessment and anticipatory measures. In addition, a travel details and approval form has been introduced. Staff members who travel are required to fill in this form and get approval before the beginning of the trip. In December 2019, members of the Crisis Management Team were appointed. Further trainings planned for 2020 were postponed due to Corona and are now planned for 2021.

As part of the Covid measures, HQ staff have not been travelling to other countries for FW since March 2020. For most of the year, service providers in production countries did not travel either. No safety and security accidents were reported in 2020.

Integrity

Inspired by Partos' Guide on Integrity, a new Integrity Policy Framework has been drafted. In conjunction with this, Fair Wear's Anti-Corruption Guidelines were reviewed. In comparison to the previous guidelines, the Integrity Policy Framework contains a more elaborate Code of Conduct and describes the moral learning process and compliance practice. Sessions were organized to introduce the new framework to staff, and country managers were asked to introduce this topic to the country teams. The appointment of both an internal person of trust and an integrity officer, additional to the external confidential staff adviser, has further strengthened Fair Wear's approach toward integrity. There have been no reports of integrity violations in 2020.

Balance sheet 31 December 2020

(after appropriation of the result)

	December 31, 2020		December 31, 2019	
	€	€	€	€
FIXED ASSETS				
Tangible fixed assets (B1)				
Inventory	14.727		38.070	
Computers	<u>14.228</u>		<u>26.198</u>	
		28.955		64.268
Financial fixed assets (B2)				
Subsidiary		1		1
CURRENT ASSETS				
Receivables (B3)				
Debtors	141.027		201.321	
Taxes (VAT)	78.524		54.965	
Subsidies and contributions	296.981		106.315	
Other receivables	<u>99.678</u>		<u>79.557</u>	
		616.210		442.158
Liquid assets (B4)		1.362.983		1.828.337
		<u>2.008.149</u>		<u>2.334.764</u>
EQUITY				
Reserves (B5)				
Continuity	818.629		818.629	
Business and Service Development	<u>130.886</u>		<u>-</u>	
		949.515		818.629
LIABILITIES				
Current liabilities (B6)				
Creditors	321.473		201.242	
Subsidies received in advance	163.581		920.295	
Taxes	82.684		91.054	
Accruals and deferred income	<u>490.896</u>		<u>303.544</u>	
		1.058.634		1.516.135
		<u>2.008.149</u>		<u>2.334.764</u>

Statement of Income and Expenditure 2020

		Budget 2020 €	Actual 2020 €	Actual 2019 €
INCOME				
Contributions member companies	(S1)	1.030.000	1.116.905	1.043.260
Support member companies		15.000	49.291	112.203
Audits on behalf of affiliates		120.000	275.984	340.034
Subsidies	(S2)	4.839.294	4.818.139	5.346.821
Other income		-	9.085	9.201
Total income		<u>6.004.294</u>	<u>6.269.404</u>	<u>6.851.519</u>
EXPENDITURE				
Personnel costs	(S3)	3.444.950	3.499.537	3.221.436
Office and administration costs	(S4)	335.000	275.793	300.746
Depreciation	(S5)	<u>50.000</u>	<u>42.450</u>	<u>48.933</u>
Total organisational costs		3.829.950	3.817.780	3.571.115
Impact team	(S6)	749.692	757.615	801.717
Production country team	(S6)	1.037.000	959.644	1.389.208
External Relations and Communications	(S6)	155.000	173.199	390.944
Membership team	(S6)	105.000	80.265	98.799
Management team	(S6)	<u>63.000</u>	<u>77.293</u>	<u>71.352</u>
Total costs teams		2.109.692	2.048.016	2.752.020
Costs audits on behalf of members	(S7)	100.000	226.362	286.488
Costs other paid services to members	(S7)	<u>14.875</u>	<u>46.674</u>	<u>80.585</u>
Total expenditure members		114.875	273.036	367.073
Total expenditure		<u>6.054.517</u>	<u>6.138.832</u>	<u>6.690.208</u>
OPERATING RESULT				
		-50.223	130.572	161.311
Interest		-	314	-
RESULT		<u>-50.223</u>	<u>130.886</u>	<u>161.311</u>
Appropriation of the balance of income and expenses				
Addition to the reserve Business and Service Development			<u>130.886</u>	
Addition to the continuity reserve				<u>161.311</u>

Cash flow statements 2020

	2020		2019	
	€	€	€	€
CASH FLOW FROM OPERATIONS				
Operational result		130.572		161.311
<i>Adjustments for:</i>				
Depreciation		42.450		48.933
Mutation current receivables	-174.052		-19.991	
Mutation current liabilities	<u>-457.501</u>		<u>-675.543</u>	
		-631.553		-695.534
		-458.531		-485.290
Interest		314		0
		<u>-458.217</u>		<u>-485.290</u>
CASH FLOW FROM INVESTMENTS				
Investments in tangible fixed assets	<u>-7.137</u>		<u>-13.126</u>	
		-7.137		-13.126
CASH FLOW		<u>-465.354</u>		<u>-498.416</u>
Cash as of December 31		1.362.983		1.828.337
Cash as of January 1		<u>1.828.337</u>		<u>2.326.753</u>
Mutation liquid assets		<u>-465.354</u>		<u>-498.416</u>

Accounting principles

GENERAL ACCOUNTING PRINCIPLES

The financial statements have been prepared in accordance with the 'Guideline for Non-Profit Organisations' [DAS 640], as published under the responsibility of the Dutch Accounting Standards Board. The accounting principles proceed from measurement at nominal value, unless a different principle is stated. The reporting period comprises the financial year from 1 January up to and including 31 December 2020, the comparative figures relate to the year 2019. There have been no changes in accounting policies compared to the preceding year.

Transactions denominated in foreign currencies conducted during the reporting period are recognised in the annual accounts at the rate of exchange on the transaction date. Monetary assets and liabilities denominated in foreign currencies are translated into euros at the rate of exchange ruling at the balance sheet date.

The accounting principles are based on historical cost. Unless otherwise indicated, assets and liabilities are reported at face value. The income and expense items are attributed to the period to which they relate, based on historical cost. Losses are recognised as soon as they are identified. Income is recognised when it is realised.

The budget 2020 is the updated budget of 28 September 2020 approved by the Board.

ACCOUNTING PRINCIPLES FOR THE BALANCE SHEET

Tangible fixed assets

Tangible fixed assets are stated at historical cost less straight-line depreciation over the expected useful life of the asset concerned.

Financial fixed assets

Financial fixed assets are stated at cost.

Receivables

Receivables are stated at face value. A provision for doubtful accounts is deducted. This provision is determined by individual assessment of the receivables.

PRINCIPLES FOR THE DETERMINATION OF THE RESULT

Income

Subsidies are recognised based on the actual costs related to the progress of the implementation of the grant, with the maximum of the approved budget. The income is allocated based on the realised indirect and direct project costs, implying that this income is only reflected if and when the related costs have been made.

Regular remuneration

Wages, salaries and social security charges are recognised in the statement of income and expenditure according to the conditions of employment as and when payable to employees.

Pensions

Fair Wear Foundation has a career-average pension scheme. The contributions related to accumulated pension rights paid to the pension scheme provider are accounted for in the statement of income and expenditure for the year.

Explanation of cash flow statement

The cash flow statement was drawn up in accordance with the indirect method. The financial resources in the cash flow statement consist of the liquid assets.

NOTES TO THE BALANCE SHEET

FIXED ASSETS

B1 Tangible fixed assets

	Inventory	Computer	Total
	€	€	€
January 1, 2020			
Purchase value	128.486	125.468	253.954
Accumulated depreciation	-90.416	-99.270	-189.686
	38.070	26.198	64.268
Changes 2020			
Investments	-	7.137	7.137
Fully amortized purchase value	-	-47.621	-47.621
Fully amortized accumulated depreciation	-	47.621	47.621
Depreciation	-23.343	-19.107	-42.450
	-23.343	-11.970	-35.313
December 31, 2020			
Purchase value	128.486	84.984	213.470
Accumulated depreciation	-113.759	-70.756	-184.515
	14.727	14.228	28.955
Depreciation percentages	20%	33%	

B2 Financial fixed assets

	Dec 31, 2020	Dec 31, 2019
	€	€
Subsidiary (FWF Global Services B.V. in Amsterdam)	1	1

Fair Wear registered this wholly owned subsidiary in 2018, (private company) since such a legal entity is required for certain donors. Because of the size of both the foundation and the BV consolidation is not required. All expenses in the BV are invoiced to Fair Wear Foundation. For this reason the asset is valued against cost value. The equity of the B.V. amounts to € 10.330.

CURRENT ASSETS

B3 Receivables

	Dec 31, 2020	Dec 31, 2019
	€	€
Debtors		
Nominal value	153.019	214.011
Less: provision doubtful debts	-11.992	-12.690
	141.027	201.321
Taxes		
Value added tax	78.524	54.965

	Dec 31, 2020	Dec 31, 2019
	€	€
<i>Subsidies and contributions</i>		
Ministry of Foreign Affairs, Social Development	-	24.435
Ministry of Foreign Affairs, Strategic Partnership	263.942	-
GIZ	33.039	-
ASN	-	81.880
	296.981	106.315

Other receivables

Deposits World Fashion Centre	19.875	19.875
Services to be invoiced	68.129	10.639
Prepaid expenses	4.673	33.683
Other receivables	7.001	15.360
	99.678	79.557

B4 Liquid assets

ABN AMRO Bank N.V., current account	552.969	1.584.270
ASN, current account	710.370	144.429
ABN AMRO Bank N.V., savings account	99.644	99.638
	1.362.983	1.828.337

EQUITY

B5 Reserves

Continuity reserve

Balance as per January 1	818.629	657.318
Result	-	161.311
Balance as per December 31	818.629	818.629

Reserve for Business and Service Development

Balance as per January 1	-	-
Result	130.886	-
Balance as per December 31	130.886	-

The total continuity reserve at the end of 2020 amounts to €818.629 which covers 3 months of the fixed organisational costs. No profit is made on earmarked subsidies.

Over the years, Fair Wear Foundation has developed a line of services to assist members in the performance of their responsibilities. From the point of view of the organisation's goals, these services play an important role and they are continuously improved for that purpose. From a financial and operational point of view, however, these services must be at least cost-covering and at present there is no clear business planning to ensure that they are. Also, there are countries in which these services may play the role they're meant to have, but are better executed by third parties under for example a licence construction. And finally, business development including fundraising remains a related challenge that needs dedicated expertise and capacity. During financial years 2021 and 2022, this reserve will be used to help the organisation strengthen its financial and operational foundations by working on these topics.

LIABILITIES

B6 Current liabilities

	Dec 31, 2020	Dec 31, 2019
	€	€
<i>Subsidies received in advance</i>		
Ministry of Foreign Affairs, Strategic Partnership	-	884.014
ASN	62.674	-
RVO, child labor India	76.080	21.911
BFA WEP	24.827	-
GIZ	-	14.370
	163.581	920.295
<i>Tax and social security</i>		
Social premiums and wage tax	82.684	91.607
Pension premiums	-	-553
	82.684	91.054
<i>Accruals and deferred income</i>		
Holiday allowance	111.551	119.920
Accumulated days off	195.713	142.157
FWF Global services B.V.	-	-
Other payables	135.540	41.467
	442.804	303.544

OTHER FINANCIAL LIABILITIES

In 2021 the foundation extended the rental contract for a period of 3 years from 1 October 2021 until 30 September 2024. The remaining obligation until the end of the contract period amounts to € 275.000. For 2021 the yearly costs for rent and service amount to € 74.236.

NOTES TO THE STATEMENT OF INCOME AND EXPENDITURE

INCOME

S1 Contribution member companies

Contributions member companies

Budget 2020	Actual 2020	Actual 2019
€	€	€
1.030.000	1.116.905	1.043.260

S2 Subsidies

Fastenopfer & Max Havelaar Switzerland

Ministry of Foreign Affairs, Strategic Partnership

Ministry of Foreign Affairs, Social Development

GIZ

ASN

RVO

BFA WEP communication module

9.000	9.221	9.070
4.375.890	4.569.657	4.735.428
-	-	119.867
190.332	190.331	220.910
198.691	21.362	213.030
28.532	15.545	-
36.849	12.023	48.516
4.839.294	4.818.139	5.346.821

EXPENDITURE

S3 Personnel costs

Salaries

Social security premiums

Sickness insurance premiums

Pension costs

Hired staff

Training and education costs

Other personnel costs

Sickness insurance claims

2.475.385	2.532.130	2.317.724
461.031	451.991	407.509
168.769	205.672	104.982
282.771	292.935	261.967
25.000	20.268	108.024
40.000	24.356	33.644
86.994	47.346	74.770
-95.000	-75.160	-87.184
3.444.950	3.499.537	3.221.436

On a full time basis FWF employed in 2020 an average of 43 FTE in the Netherlands and 1,44 FTE outside the Netherlands (2019: 39 and 2,44). Members of the board of Fair Wear Foundation do not receive any salary nor allowance.

WNT notification remunerations Executive Director amounts x € 1

Name

Job title(s)

Period:

Scope employment (in fte)

WNT-maximum international development

Remuneration

Benefits payable on term

Total

A.R. Kohnstamm

Executive Director

2020

1

€ 181.000

105.230

18.317

€ 123.547

A.R. Kohnstamm

Executive Director

2019

1

€ 181.000

102.060

15.752

€ 117.812

*WNT = Wet Normering Topinkomens; Dutch legislation on the criteria for incomes of management/directors

Members of the board of Fair Wear Foundation do not receive any salary nor allowance. Board members are reimbursed for expenses, incurred, including expenses for travel and stay. The total cost in 2020 amounted to EUR 1.159 (2019: EUR 3.302).

	Budget 2020 €	Actual 2020 €	Actual 2019 €
S4 Office and administration costs			
ICT and website costs	100.000	108.012	104.485
Office rent and housing costs	89.942	89.117	81.648
Administrative and audit costs	49.450	31.954	33.843
Organisational costs	42.108	10.617	33.056
Communication costs	26.000	13.331	17.295
Provision bad debts	15.000	9.556	12.690
Bank charges and exchange rate differences	12.500	13.206	17.729
	335.000	275.793	300.746

S5 Depreciation

Inventory	25.000	23.343	23.172
Computer	25.000	19.107	25.761
	50.000	42.450	48.933

S6 Costs teams

Impact (incl SP coord)	(S6a)	749.692	757.615	801.717
Production countries	(S6b)	1.037.000	959.644	1.389.208
External Relations and Communications	(S6c)	155.000	173.199	390.944
Membership	(S6d)	105.000	80.265	98.799
Management	(S6e)	63.000	77.293	71.352
		2.109.692	2.048.016	2.752.020

S6a Impact team

Programme management Strategic Partnership	85.000	87.862	121.616
Outreach programme	120.000	106.864	-
Covid related research and measures	35.000	54.150	-
Planning, monitoring, evaluation and learning	20.000	42.316	40.753
Social Dialogue	81.850	84.953	46.255
Social Dialogue project Cornell University	-	-	129.109
Information management	175.960	178.432	176.653
Gender projects	41.500	39.315	83.926
Living wage project	149.382	159.447	154.265
Knowledge, research and evidend collection	-	-	41.236
Policy development	41.000	4.276	7.904
	749.692	757.615	801.717

S6b Production countries team

In country expenditures	934.000	853.307	1.085.411
Holistic Remediation/audit methodology	51.000	41.226	143.839
Complaints mechanism	20.000	18.485	60.744
Workplace Education Programme (WEP)	32.000	46.626	99.214
	1.037.000	959.644	1.389.208

	Budget 2020 €	Actual 2020 €	Actual 2019 €
In country expenditures per country			
Bangladesh	151.326	159.216	185.933
China	106.640	96.073	128.839
Eastern Europa	73.692	64.551	86.965
Indonesia	118.344	63.179	97.935
India	158.160	134.253	193.685
Italy	-	-	9.402
Myanmar	98.530	96.793	97.087
Pakistan	6.600	10.500	-
Tunisia	26.940	7.920	17.654
Turkey	80.600	109.571	128.804
Vietnam	113.168	111.251	139.107
	934.000	853.307	1.085.411
S6c External relations and communications team			
Development and updating websites	48.700	64.415	53.717
Updating strategy and visibility	-	-	36.513
Dissemination of results and products	15.000	51.853	43.761
Media and external communication	22.500	20.600	154.890
Lobby & Advocacy Strategic Partnership	68.800	36.331	102.063
	155.000	173.199	390.944
S6d Membership team			
Brand liaison	23.900	11.862	4.785
Performance Benchmarking	21.150	1.232	43.367
Member learning and innovation	43.650	37.520	24.700
Acquisition new members	10.000	3.690	14.208
Member communication	6.300	25.961	11.739
	105.000	80.265	98.799
S6e Management team			
Partnership development	50.000	65.674	51.495
Other costs	13.000	11.619	19.857
	63.000	77.293	71.352
1.7 Expenses audits on behalf of members			
Costs audits on behalf of members	100.000	226.362	286.488
Costs other paid services to members	14.875	46.674	80.585
	114.875	273.036	367.073

Other information

Events after the balance sheet date

During the period between the balance sheet date and the approval of the financial statements by the Board no events occurred that would change the situation indicated on the balance sheet date.

Approval and adoption of the financial statements

The annual report and the accompanying financial statements were adopted by the Board in May 2021.

Appropriation of the result

The board approved the proposal for the appropriation of the result € 126.748 to the reserve Business and Service Development.

Budget 2021

Revenues	€
Contributions member companies	1.030.000
Audits and other paid services on behalf of affiliates	460.000
Subsidies	3.890.000
Other income & grants	527.000
Total income	5.907.000
Expenditure	
Personnel costs	3.251.920
Office, depreciation and administration costs	357.000
	3.608.920
Total costs teams	2.084.400
Costs audits and other paid services to members	385.000
Total expenditure	6.078.320
Expected negative result	-171.320

INDEPENDENT AUDITOR'S REPORT

To: The Board of Directors of Stichting Fair Wear Foundation
Postbox 69253
1060 CH AMSTERDAM

A. Report on the audit of the financial statements 2020 included in the annual report

Our opinion

We have audited the financial statements 2020 of Stichting Fair Wear Foundation, based in Amsterdam.

In our opinion the accompanying financial statements give a true and fair view of the financial position of Stichting Fair Wear Foundation as at 31 December 2020 and of its result for 2020 in accordance with the 'Guideline for Not-for-profit organisations' [DAS 640] as published under the responsibility of the Dutch Accounting Standards Board.

The financial statements comprise:

- 1 the balance sheet as at 31 December 2020;
- 2 the statement of income and expenditure for 2020; and
- 3 the notes comprising a summary of the accounting principles and other explanatory information.

Basis for our opinion

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

We are independent of Stichting Fair Wear Foundation in accordance with the "Verordening inzake de onafhankelijkheid van accountants bij assurance-opdrachten" (ViO, Code of Ethics for Professional Accountants, a regulation with respect to independence) and other relevant independence regulations in the Netherlands. Furthermore we have complied with the Verordening gedrags- en beroepsregels accountants (VGBA, Dutch Code of Ethics).

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

Report on the other information included in the annual report

In addition to the financial statements and our auditor's report thereon, the annual report contains other information that consists of:

- The Board's report
- Budget 2021
- Projects and grants.

Based on the following procedures performed, we conclude that the other information is consistent with the financial statements and does not contain material misstatements.

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

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

The Board of Directors is responsible for the preparation of the other information in accordance with the 'Guidelines for Not-for-profit Organisations' [DAS 640] as published under the responsibility of the Dutch Accounting Standards Board.

C. Description of responsibilities regarding the financial statements

Responsibilities of management for the financial statements

The Board of Directors is responsible for the preparation and fair presentation of the financial statements in accordance 'Guidelines for Not-for-profit Organisations' [DAS 640] as published under the responsibility of the Dutch Accounting Standards Board. Furthermore, the Board of Directors is responsible for such internal control as the Board of Directors determines is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

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

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

Our responsibilities for the audit of the financial statements

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

Our audit has been performed with a high, but not absolute, level of assurance, which means we may not detect all material errors and fraud during our audit.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. The materiality affects the nature, timing and extent of our audit procedures and the evaluation of the effect of identified misstatements on our opinion.

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

- Identifying and assessing the risks of material misstatement of the financial statements, whether due to fraud or error, designing and performing audit procedures responsive to those risks, and obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- Obtaining an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Foundation's internal control;
- Evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board of Directors;
- Evaluating the overall presentation, structure and content of the financial statements, including the disclosures; and
- Evaluating whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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

Westzaan, 18 June 2021

Mattens Registeraccountants B.V.



J.L.M. Mattens RA

Projects and grants in 2020

DONOR: FASTENOPFER

Institutional support

In 2007, Fair Wear started a formal cooperation with ISCOM, a Swiss collaboration of NGOs with a similar goal to Fair Wear. This cooperation resulted in several Swiss companies joining Fair Wear Foundation as well as an increase in Fair Wear brand awareness in Switzerland and a Swiss NGO being appointed to the Fair Wear Board. As a result, Fastenopfer chose to financially support the work of Fair Wear on an institutional basis. Since 2017 Fastenopfer subsidised Fair Wear to the amount of CHF 10,000 annually.

	Advances	Total project costs	Approved
2017	8.608	8.608	8.608
2018	8.981	8.981	8.981
2019	9.070	9.070	9.070
2020	9.221	9.221	

DONOR: BROT FÜR ALLE

Fair Wear WEP Communication Module 2020-2021

In 2020 Fair Wear entered into an agreement with Brot für Alle and received financial support to develop a training module on worker-management dialogue in Bangladesh and India as part of its Workplace Education Programme (WEP).

Brot für Alle supported the Fair Wear-WEP Communication module with a total amount of CHF 80,000; which amounts around € 73.000. The project period ends in December 2021.

	Advances	Total project costs	Fair Wear own contribution	BfA grant contribution	Potential remaining grant
2020	36.849	28.723	16.700	12.023	60.977

DONOR: DUTCH MINISTRY OF FOREIGN AFFAIRS

The strategic Partnership for Garment Supply Chain Transformation 2016-2020

From 1 January 2016, the Dutch Ministry of Foreign Affairs has supported The Strategic Partnership for garment supply chain transformation 2016-2020. This five-year effort is led by Fair Wear, Dutch trade unions Mondiaal FNV and CNV Internationaal, and the Dutch Ministry of Foreign Affairs. It also includes a varied network of organisations in Europe and in eight garment-producing countries in Asia and Africa: Bangladesh, Cambodia, Ethiopia, India, Indonesia, Myanmar, Pakistan and Vietnam.

The goal of the SP is to improve labour conditions in the garment industry. The Partnership aims to bring together the expertise of trade unions, NGOs, and progressive brands and factories, to ensure that all supply chain actors are engaged. It focuses on 3 important themes, reflecting key labour issues:

1. Living wages: Supporting better wages while ensuring that industries remain profitable;
2. Gender equality: Ensuring that particular needs of women workers are addressed;
3. Social dialogue: Strengthening negotiation between management and workers' representatives

The project runs from 1 January 2016 to 31 December 2020, with a reporting period in 2021 contributing € 32,000,000 minus a deduction for costs made by the Ministry € 38,901.50.

During 2020 the partnership agreed on the roll-forward of € 215,000 of the total budget towards 2021 to cover the

	CNV			Fair Wear
	MOFA total	Internationaal	FNV Mondiaal	
Actual grant expenditure 2016	31.932.298	4.731.674	7.202.052	19.998.572
Disbursements				
2016	7.053.719	693.542	1.614.167	4.746.010
2017	6.355.631	1.223.875	1.562.500	3.569.256
2018	7.384.415	732.014	3.216.580	3.435.821
2019	5.925.250	557.831	883.263	4.484.156
2020	4.929.403	1.507.702	0	3.421.701
	31.648.418	4.714.964	7.276.510	0 19.656.944
Disbursements to receive	283.880	16.710	-74.458	341.628

Fair Wear share in alliance

	Total project costs
2016	2.513.247
2017	3.371.658
2018	4.732.396
2019	4.735.428
2020	4.569.657
2021	76.186
	19.998.572

DONOR: ASN

Cooperation on living wage implementation 2018-2020

In 2018 Fair Wear Foundation and ASN Bank started to cooperate on Living Wages in the garment industry. The support of ASN varies with the savings on specific ASN accounts (Ideaalsparen), and also with the quantity and amounts of/on ASN creditcards. The subsidy is between € 100.000 - € 150.000 yearly.

Project total expected	445.345		
	Advances	Total project costs	Potential remaining subsidies
2018	0	33.279	412.066
2019	164.429	213.030	199.036
2020	165.917	21.362	177.674
	<u>330.345</u>	<u>267.671</u>	
Disbursements received in advance	<u>-62.674</u>		

DONOR: GIZ

Promotion of multi-stakeholder projects for sustainable textile supply chains

Operationalization of Access to Remedy and Living Wage Practices with Cross Comparison of Contexts. The subsidy amounts to € 411,251.49 for 15 December 2018 until 30 September 2020.

Project total	315.868
Additional received in 2020	95.374
Total grant	411.241

	Advances	Total project costs	Potential remaining subsidies
2018	120.209	0	411.241
2019	115.071	220.910	190.331
2020	142.923	190.331	0
	378.203	411.241	
Disbursements to receive	-33.039		

DONOR: RVO Child labour

The project root causes of child labour in India

In 2019 Fair Wear, Good Weave International and the GoodWeave India Trust started a partnership to end Child Labour in the Apparel Supply Chains. The project addresses root causes of child labour in India and works with brands to integrate best practice to protect workers and families in the home-based settings. The project will continue till 31 August 2021.

The subsidy is € 473,036 for 1 September 2019 until 31 August 2021.

Project total	473.036 (of which for Fair Wear 57,065)
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	Advances received	Total project costs	Fair Wear grant	Good weave grant	Potential remaining grant Fair Wear
2019	141.911	0	21.911	120.000	57.065
2020	157.679	15.545	69.714	87.965	41.520
	299.590	15.545	91.625	207.965	
Disbursements received in advance	76.080				