

The CNV logo is displayed in white on a purple square background. It consists of the letters 'CNV' in a stylized, bold, sans-serif font.

Internationaal

Annual report 2025

Dialogue@Work

A white, distressed-style badge with a black border containing the text '100% FAIR WORK' in bold, black, sans-serif capital letters. The badge is positioned in the bottom right corner of the image, overlapping a red wheelbarrow and some agricultural produce.

100%
FAIR
WORK

Index

Foreword	3
Map and timeline 2025 - Impact overview and work in progress.....	4
Management summary	7
1. Changes in context.....	11
2. Results.....	17
Increased collaboration with trade unions (TUs), private sector, and (local) government.....	25
Enhanced collective bargaining agreements and living wage	30
Less violence and harassment at work.....	34
Companies implement IRBC policy	38
Improved youth employability	40
3. Planning, monitoring, evaluation and learning	42
Lessons learned	42
Reflections on ToC.....	47
Risks and mitigation	47
Key indicators.....	49

4. Sustainability and long-term results	52
Legislation and standards	52
(Continued) collaboration & alliances.....	52
Capacity strengthening	53
Financial sustainability.....	55
Annexes	56
1 Developing new initiatives in combination countries.....	57
2 Narrative report BOOST HRDD Programme.....	59
3 Risks and mitigation (from year plan 2024).....	66
4 Resources.....	70
5 Abbreviations	72
6 Glossary	74
7 Stories of change.....	77

Foreword

On International Labour Day, CNV launched a dedicated Labour Night campaign in the Netherlands. It made me realise how worldwide, millions of workers have to work many hours day and night. They are harvesting crops, mining minerals, working in nickel smelters, with high risks for their health and safety. Their labour sustains global supply chains and fuels our economies. Yet too often, they still don't earn a living wage, their voices remain unheard and their rights insufficiently protected.

This annual report tells the story of how CNV Internationaal together with our union partners worked throughout 2025 to change that reality.

An inspiring example of how our combination countries programme initiates change, came during a training of CNV Internationaal with employers' organisation PUM for unions and companies in horticulture in West-Africa. One of the participants, the managing director of cashew company Cilagri Cajou, suddenly realised the value of genuine worker participation. She said: "A sustainable company is built on workers who are listened to, trained, and engaged." Upon return in her company, she took steps to implement social dialogue practices. This resulted in clear contact points and accessible ways to raise concerns and regular dialogue meetings. For the first time, issues were discussed before frustrations escalated. Workers feel heard and better able to contribute, while management now has possibilities to prevent conflict and strengthen trust.

This example illustrates fair work is not a privilege, but a foundation for just and inclusive development. In a year marked by geopolitical tension,

economic uncertainty, and shrinking civic space, this proved more relevant than ever. Supply chains became more fragile, pressure on workers intensified, and space for social dialogue was increasingly contested. However, these challenges also underlined the need for collaboration and collective organisation.

CNV Internationaal's network and supply-chain approach connects local struggles to global responsibility. We work with trade unions where products are made, while engaging companies, governments, and policymakers where decisions are taken. By building strong networks across sectors and regions, we help workers negotiate, organise, and hold employers accountable at workplace, sectoral, and international level. This approach transforms abstract commitments into concrete improvements, including higher wages, safer workplaces, stronger collective agreements, and greater respect for freedom of association.

The Dialogue@Work Programme, funded by the Ministry's Trade Union Co-financing Programme 2021–2030, is essential to CNV Internationaal's work, enabling continuity and innovation despite shrinking funding. This report presents the 2025 results, alongside the Combination Countries Programme and the BOOST HRDD programme.



Jeanette de Regt
Managing Director
CNV Internationaal

Map | Impact overview

This map highlights examples of impact in 2025



Nicaragua

Unions gained productivity bonus to boost sugarcane workers' wages and provided extra month's income



Senegal

From 150 daily workers to 27 permanent jobs and union representation for workers at the COGECA/KIRENE quarry

Europe

Our EU Single Entry Point complaint increased attention to labour rights in mining in Peru

Mali

Following union advocacy the employers' contribution to the professional insertion of young people has been reinstated



Cambodia

Created new unions and reinforced existing ones for agriculture, air transport, and informal workers

Vietnam

Participation of major US and EU brands created prospects for better workplace dialogue

Toolkit and video strengthening union skills to respond effectively to sexual harassment



Guatemala

Regained space for first ever union in palm oil to represent workers' interests



Colombia

Addressed impact of energy transition with the first formal space for sectoral negotiation



Peru

Improved access to legal protection for subcontracted mine workers who are now affiliated to federation FENTECAMP

Bolivia

Used evidence-based collective bargaining to gain wage adjustments aligned with the rising cost of living for sugarcane workers



Côte d'Ivoire

Survey on digital violence supported union advocacy and prevention. 82% of participants have knowledge of cases of online abuse

Côte d'Ivoire

Multistakeholder body created to address decent work in the cashew sector

Regional

West Africa

Facilitated cross country and cross sector dialogue in horticulture with employers' organisation PUM



Benin

Operationalised social dialogue framework with employers and Dutch organisation PUM

Interactive digital platform expanded union outreach for youth employability



Indonesia

Established CBA benchmark to improve collective bargaining agreements in nickel and palm oil

Increased alignment between RSPO certification requirements and national law in palm oil



Negotiated historic 17% wage increase through tripartite dialogue in nickel mining



Timeline | 2025

Work in progress

1 January
Launch Fair Impact Programme

The Fair Impact Programme guides companies in taking steps to impact and promote fair work in supply chains.

Fair Impact Programme

21 February
Palm Oil Rights Observatory launch with RSPO and OXFAM

Supported by RSPO, we launch the Palm Oil Rights Observatory together with Oxfam to strengthen labour rights monitoring and to increase worker driven accountability in palm oil supply chains.

Website

21 March
Labour risks training for renewable energy companies

20 representatives of renewable energy companies affiliated to the International Responsible Business Agreement participate in our training on labour risks in mineral supply chain.

Website



11 April
New sustainable textile agreement opens registration

Dutch brands, unions, and NGOs are invited to collaborate to improve labour conditions in textile supply chains.



9 May
Workshop to develop strategy for better labour rights at Chinese companies in West Africa

With support of European timber and construction unions, West African unions develop a strategy for compliance with labour rights by Chinese construction companies.

15 May
CNV negotiator shares experience in Indonesia

Hanane Chikhi shares her experience as a Dutch CNV union negotiator training worker representatives and managers from 14 garment factories.



26 June
Glencore denounced for union busting practices in copper mining Peru

SITRAMINA union exposes union rights violations at Glencore's Antapaccay mine; CNV International sounds the alarm.

News

JANUARI 2025 AUGUST

10 January
Unions advise parliament on responsible business legislation

Dutch House of Representatives consults CNV Internationaal and Mondiaal FNV about Dutch law for implementing EU international responsible business legislation.



21 February
Colombian court enforces social dialogue in mine closures

Responding to a legal action led by dismissed workers and communities the Court stipulates mandatory meaningful social dialogue with workers and communities affected by the energy transition.

News

27 March
West Africa multistakeholder social dialogue training in horticulture

With PUM we train unions, employers, and inter professional bodies to start a process of sectoral social dialogue in horticulture.



4 April
Dialogue with Dutch Minister of Foreign Affairs on role of labour rights

We meet with the Dutch Minister of Foreign Trade and Development Cooperation about the role of unions in responsible trade and development cooperation.

23 April
House of Representatives consultation on the EU Omnibus Bill

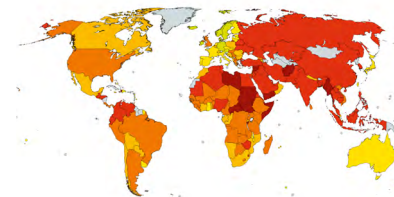
Dutch Parliament invites us to submit advice on the Omnibus Bill Paper

Paper

20 June
New Global Rights Index shows worker rights are deteriorating

The annual ITUC Global Rights Index for 151 countries shows that 87% of these countries violated the right to strike and 74% limited union registration.

Index



12 August
Fair Work Monitor exposes Living Wage gaps

Worker-based research reveals persistent living wage gaps in the sugar sector. Results are used in a roadmap (the Manifiesto) by the Latin American alliance of sugarcane unions from 7 countries.

Dashboard

Timeline | 2025

Work in progress



18 September Fair Work Monitor released in Cambodia on Equal Pay Day

Survey of 60 garment factories reveals 99% of workers earn less than a living wage.

Textile

25 September EU-Indonesia CEPA trade agreement needs a binding roadmap on labour rights

With CEPA talks concluded, CNV Internationaal and our Indonesian union partner KSBISI stress the need for a binding roadmap.

24 October MP candidates visit Royal LC Packaging to learn the importance of a strong CSDDD.

We co-organise a visit to family-owned LC Packaging for candidate Members of Parliament. With 1,500 employees and operations in over 15 countries, the company calls for stable EU legislation that supports businesses taking human rights and climate due diligence seriously.



4-6 November Second World Summit for Social Development (Doha)

Following trade unions' engagement, the Doha Political Declaration explicitly commits to living wages, workers' rights, freedom of association, and collective bargaining.

17 November Launch Dutch metals sector Agreement 2.0

Dutch companies, government, FME and trade unions join forces to improve labour rights as well as environmental conditions in the international metals sector.



10 December Orange the World: Union reveals widespread online harassment in Cote d'Ivoire

A survey during the Orange the World campaign by our union partner CISL Dignité reveals widespread work-related online sexual harassment and intimidation. 75% do not know where to find help.

Story



22 December Historic 17% increase in nickel wages

Tripartite negotiations result in the highest ever sectoral wage increase in Indonesia's nickel industry.



SEPTEMBER

2025

DECEMBER

18 September Dutch companies working on the energy transition need to pay closer attention to the poor conditions surrounding nickel mining

Following our publication of Profundo's research on the Indonesian mining industry, Trouw pays attention to deadly accidents and environmental impact.

Mapping

Trouw



5 October First Fair Work Monitor report on Indonesia's palm oil sector

Palm oil unions in Indonesia introduce Fair Work Monitor to collect data among their workers.

Fair Work Monitor

3 November Recommendations based on Fair Work Monitor submitted to RSPO

CNV Internationaal brings workers' voices to the annual conference of the Roundtable on Sustainable Palm Oil (RSPO) with a policy note based on our Fair Work Monitor.

RSPO policy note

15 November Dutch annual Africa Day debate on critical minerals from South Africa

Company, politics, research and union representatives examine ways to strengthen voices of local mine workers and communities from South Africa in EU rules for minerals import.

Video

News



25 November Fair Work Monitor reveals occupational health and safety risks in Peru's copper mining sector

50% of surveyed workers mention accidents and 20% work-related illness. That's why we call for the sector to implement a worker driven risk approach.

Fair Work Monitor

10 December Gender analysis reveals hidden cost of nickel in Indonesia

Indonesia's nickel boom powers the global EU transition, but our analysis shows that industrial growth in Morowali and North Morowali has increased gender inequality.

Analysis



Management summary

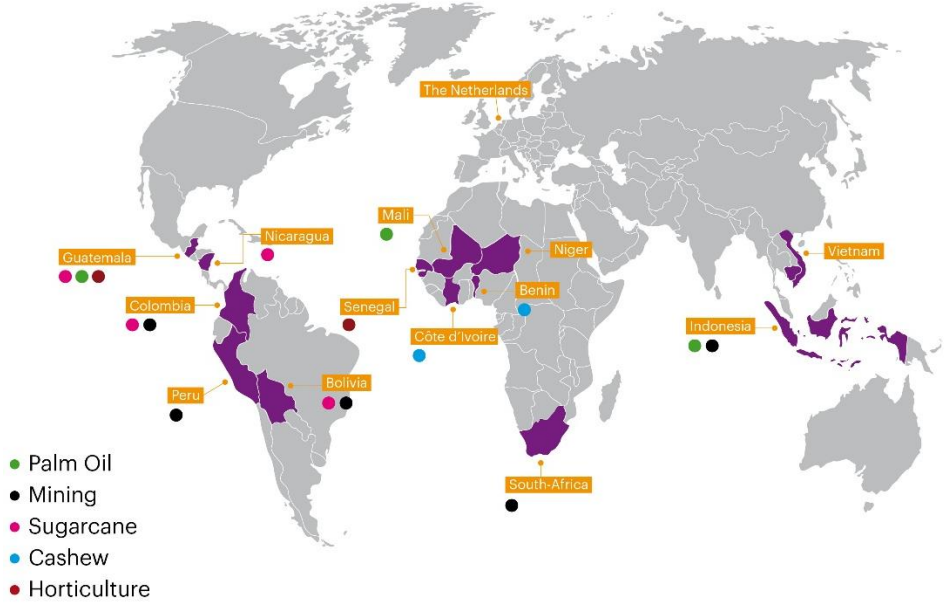
In 2025, CNV Internationaal implemented the Dialogue@Work programme in a global context marked by geopolitical instability, trade tensions, shrinking civic space, and growing pressure on labour rights. Economic uncertainty, including sweeping US import tariffs and ambiguity surrounding European sustainability legislation, affected supply chains and reduced corporate willingness to invest in improved working conditions. At the same time, these developments reinforced the relevance of strong, independent trade unions as central actors in safeguarding decent work, social dialogue, and workers' rights.

The Dutch Ministry of Foreign Affairs provides CNV Internationaal with funding for their Dialogue@Work programme. This funding comes from the Ministries Trade Union Co-Financing Programme (TUCP) 2021–2030 and is intended to improve the position of precarious workers in Africa, Asia, and Latin America.

With the Dialogue@Work programme, we strive to achieve impact throughout four key areas:

1. Strengthened inclusive social dialogue
2. Improved labour rights and living wages in value chains
3. Increased employability for young people
4. Equal labour rights and empowerment for women at work

This summary provides an overview of our impact in 13 countries with a focus on key supply chains of agriculture and mining.



The programme contributes to Sustainable Development Goal 8 by strengthening inclusive social dialogue, labour rights, and progress towards living wages in international supply chains. Inclusiveness of workers in vulnerable positions who are often not heard, especially youth, women, and informal workers, remain priorities for all interventions.

Strategic network focus and value chain approach

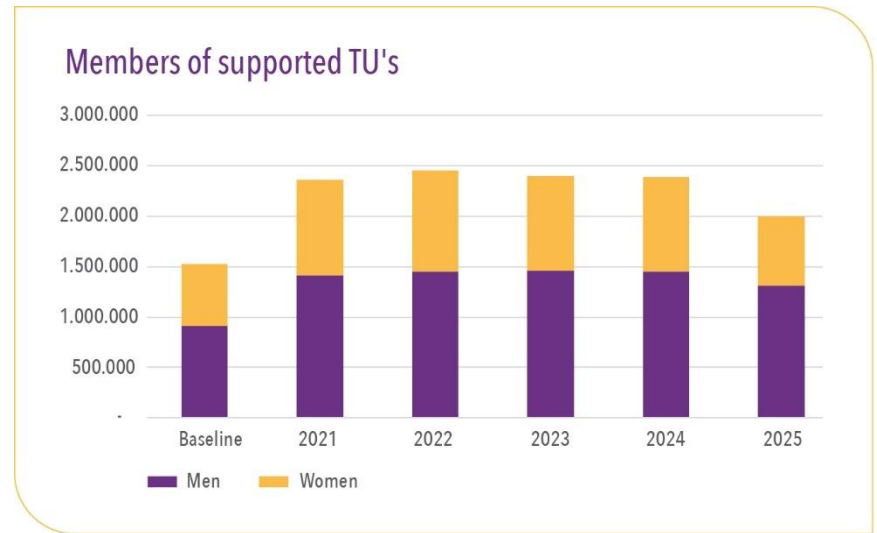
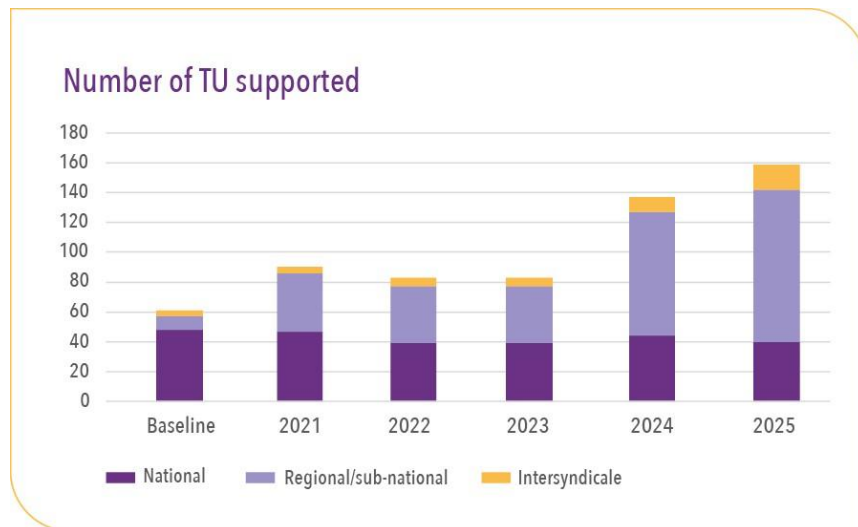
Against this challenging backdrop, CNV Internationaal focused on strengthening trade union capacity, embedding labour rights in value chains, and connecting local union action to national, regional, and international policy processes. Our value chain approach brings together workers, unions, companies, governments, and other stakeholders to deliver concrete improvements at company, sector, and policy level. By

linking companies in (European) consumer markets to production countries, accountability is strengthened, and international commitments can be more easily translated into tangible results for workers.

Capacity building remains a cornerstone of our strategy. The Global Mid-Term Review of the TUCP confirmed that CNV Internationaal’s capacity strengthening efforts are highly effective in enabling union partners to engage in collective bargaining, social dialogue, multistakeholder processes, and advocacy. Across regions, our union partners increasingly resolved labour issues at company level and achieved measurable gains in wages, working conditions, and worker protection.

Key results in 2025

Stronger union capacity brings about better results



Developing new opportunities in combination countries

In 2025, improved trade union capacity resulted in meaningful collective bargaining outcomes. In Indonesia, tripartite dialogue in the nickel sector resulted in a historic 17% sectoral wage increase—the highest ever recorded in the region’s wage setting process. This outcome demonstrated the effectiveness of sustained union engagement in formal wage councils and highlighted the importance of sectoral minimum wage negotiations.

In Senegal, strengthened union collaboration in horticulture enabled workers and cooperatives to jointly raise issues related to wages, safety, and social protection at sector level. In Côte d’Ivoire, unions consolidated their position in the cashew sector, creating a foundation for future collective agreements and sector-wide improvements.

Evidence-based bargaining supported wage gains aligned with the cost of living in value chains such as sugarcane. In Bolivia, unions successfully negotiated and improved a collective bargaining agreement that included wage adjustments and better occupational safety and health provisions. In Nicaragua, the introduction of a productivity bonus equivalent to an additional month's income marked concrete progress towards living wages for sugarcane workers.

To support these outcomes over the long term, CNV Internationaal further developed practical tools, notable a benchmark for assessing collective bargaining agreements. In Indonesia, this updated CBA benchmark enabled unions to systematically improve agreement quality in mining and palm oil, laying the foundation for future accountability across supply chains.

Fair Work Monitor and evidence-based advocacy

The Fair Work Monitor (FWM) remained a central strategic tool in 2025. This participatory survey instrument strengthens trade union advocacy by generating worker-based evidence on wages, occupational safety and health, and labour rights.

In Latin America, Fair Work Monitor research on living wages in sugarcane supply chains exposed persistent wage gaps, particularly for outsourced workers, and contributed to the development of a regional trade union manifesto on living wages.

In 2025, the Fair Work Monitor was implemented for the first time in Indonesia's palm oil sector. This expansion beyond Latin America enabled unions to strengthen evidence-based advocacy with companies, certification schemes, and policymakers and it contributed to discussions within the Roundtable on Sustainable Palm Oil (RSPO).

The use of the Fair Work Monitor increasingly supports comparative, cross-chain perspectives and reinforces worker voices in global supply chain debates.

BOOST HRDD Programme and corporate accountability

The BOOST Human Rights Due Diligence (HRDD) Programme, implemented with Mondiaal FNV and Fair Wear Foundation, enabled CNV Internationaal to move from capacity building to tangible advocacy outcomes. In Indonesia, trade unions transitioned from HRDD trainees to trainers, embedding due diligence knowledge into union practice and securing participation in government consultations on forthcoming HRDD legislation. In South Africa, joint trainings for trade unions and community organisations strengthened advocacy capacity on human rights and environmental risks in mining, while engagement with international accountability mechanisms led to concrete follow-up on community grievances.

At international level, CNV Internationaal contributed to defending meaningful HRDD standards amid pressure on European legislation and promoted sectoral approaches to reduce the burden on individual unions.

HRDD rooted in social dialogue and worker voices proved not only beneficial for workers and communities, but also for companies seeking stable and sustainable supply chains.

Attention to equal opportunities for gender, youth, and informal workers

Stronger gender equality and protection of informal workers were included across all programme areas. With an additional focus on youth participation in Africa. This translated into stronger leadership, improved gender representation, and more institutionalised dialogue. In Côte d'Ivoire, women's representation in union leadership bodies increased significantly following Participatory Gender Audits, while youth representation more than doubled. In Mali, targeted advocacy led to the reinstatement of employers' contributions to youth employment schemes, restoring an important mechanism for professional insertion in a fragile socio-economic context.

In Côte d'Ivoire, digital surveys on online harassment revealed widespread gender-based violence and informed union advocacy and prevention strategies

Across regions, CNV Internationaal supported union strategies to organise outsourced and informal workers and include their interests in collective bargaining and policy dialogue.

Influence on policy and international advocacy

In 2025, CNV Internationaal continued to amplify workers' voices from production countries in Dutch, European, and international policy processes. Through engagement in the Social and Economic Council of the Netherlands, EU Domestic Advisory Groups, and parliamentary hearings, CNV Internationaal contributed labour rights perspectives to debates on trade agreements and sustainability legislation, including the EU–Indonesia CEPA agreement that now includes the agreement to live up to fundamental labour rights and support for responsible business conduct.

At global level, CNV Internationaal participated in the Second World Summit for Social Development in Doha, where the adopted Political Declaration explicitly recognised living wages, freedom of association, and collective bargaining as core pillars of decent work. This outcome provides a strong advocacy lever for future engagement with governments, employers, and global brands.

Sustainability and outlook

Sustainability is embedded in our Dialogue@Work programme through institutionalised social dialogue, renewable collective bargaining agreements, union-led networks, and lasting legal and policy reforms. By working with democratically rooted trade unions and strengthening alliances with partners such as Dutch embassies, Mondiaal FNV, Agriterra, and Fair Wear Foundation, CNV Internationaal ensured ownership, legitimacy, and scale.

Despite persistent risks related to political instability, shrinking civic space, and economic uncertainty, the 2025 results demonstrate how international trade, economic development, and social justice can reinforce one another, especially when labour rights are firmly safeguarded and workers' voices are central. Building on these foundations, CNV Internationaal enters the next phase of Dialogue@Work with a sharpened strategy, committed partnerships, and renewed determination to advance decent work worldwide.



1. Changes in context

1. Changes in context

In 2025, global trade tensions intensified following the introduction of sweeping US tariffs, which reshaped economic conditions in countries where the TUCP Dialogue@Work programme was implemented. At the same time, uncertainty about EU sustainability legislation and economic uncertainty reduced corporate investment in sustainability related to labour laws, increasing risks for working conditions and rights.

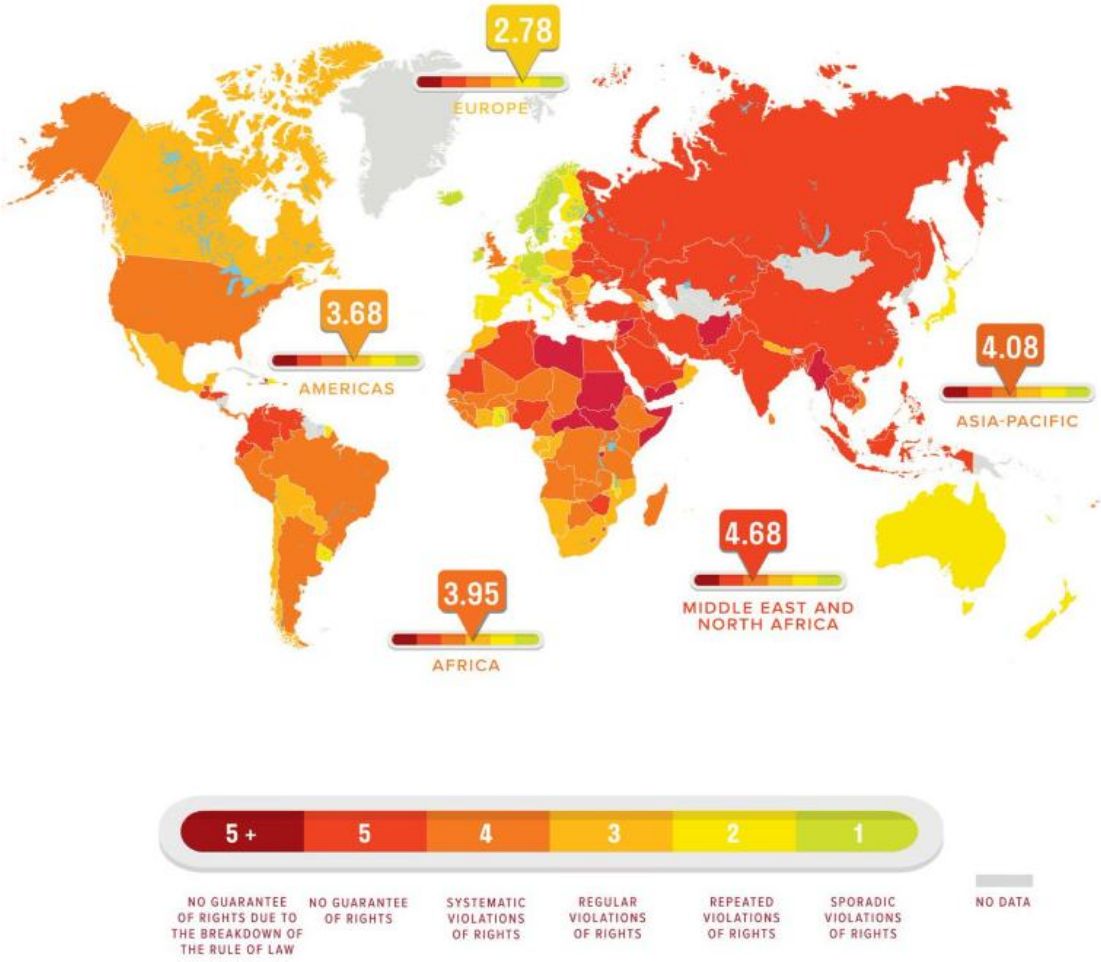
These developments disrupted supply chains and heightened uncertainty for employers, workers, and other supply-chain actors, which in turn decreased attention to decent working conditions. While the importance of trade unions increased in navigating these pressures, political and economic constraints made their position more vulnerable and contributed to rising tensions with authorities and a further contraction of civic space.

In this evolving context, CNV Internationaal continues to emphasise that international trade, economic development, and social justice can reinforce one another when labour rights are firmly safeguarded.

The following section outlines the political, economic, and social context of the regions and countries where CNV Internationaal works, highlighting the conditions that shape our partners' efforts and our strategic priorities.

Regulatory Developments

CNV Internationaal has been advocating for strong human rights due diligence legislation for several years. However, after the 2024 European



elections, the EU shifted towards deregulation, weakening the due diligence legislation (CSDDD and CSRD) via the Omnibus I package. This shift reflects a broader contraction of civic space globally, which has included reduced corporate accountability and increased uncertainty among stakeholders in production countries. At the same time, the EU has maintained its trade and sustainable development agenda, and the Forced Labour Regulation has remained intact, with implementation scheduled for December 2027.

CNV Internationaal has sustained cooperation with our trade union partners and the Dutch Ministry of Foreign Affairs on implementation. With the provisional adoption of the Omnibus package in December 2025, greater regulatory clarity is expected in 2026. This is putting our BOOST HRDD Programme in a good position to support capacity building and effective engagement between companies, trade unions, suppliers, and other stakeholders engaging with companies under the new regulatory framework.

AFRICA

West-Africa - Operating amid instability, security challenges, and socio-economic pressure

In 2025, we implemented our regional agenda amid political uncertainty, security challenges, and persistent socio-economic pressures. Several countries experienced electoral or pre-electoral processes, notably Benin and Côte d'Ivoire, while Niger and Mali remained in fragile political transitions. Socio-economically informal and precarious work remain widespread.

While unions in some countries recorded limited progress, such as minimum wage or index increases, slow reform implementation and limited social protection continued to undermine workers' living conditions. This reinforces the relevance of the programme and its focus on decent work in supply chains and cooperatives. Security developments in the Sahel continued to pose risks, with spill-over effects across the sub-region. An attempted coup in Benin on 7th December 2025 added to insecurity.

In Côte d'Ivoire, the pre-election period was marked by increased disinformation and heightened social tensions, leading to more restrictive regulations on public demonstrations.

Mali's socio-economic situation was severely affected by prolonged power cuts and a fuel crisis that sharply reduced production and incomes. Politically, civic space narrowed due to the dissolution of political parties. At the same time, emerging reforms and investment initiatives suggested potential openings for engagement, provided there was progress on governance, security, and social justice.

In Niger, the space for trade unions decreased due to the dissolution of several sectoral unions. Although the minimum wage officially increased by nearly 40%, poor enforcement, particularly in the informal economy, hindered application. General insecurity constrained workers' rights and programme implementation.

In Senegal, governance tensions made social dialogue more sensitive, but the National Pact for Social Stability and a three-year social truce strengthened tripartite consultation. This enabled continued engagement, including cooperation with farmer organisations and cooperatives in the agricultural sector, supported through partnerships with government and international actors.

South Africa - CETM Expansion and local value creation

In 2025, South Africa saw rapid growth in the mining of critical energy transition minerals (CETM) driven by rising global demand and exports, mainly to China. This expansion also increased illegal mining.

During the G20 summit in December, South Africa and the EU signed a Memorandum of Understanding on raw-materials value chains, while the government seeks to strengthen local beneficiation. COSATU and other unions supported this approach for its potential to create decent jobs and contribute to sustainable incomes.

ASIA

Cambodia - Border tensions and shrinking civic space

Border tensions with Thailand disrupted supply chains and jobs, particularly for Cambodian migrant workers. These tensions were due to tighter border controls and immigration enforcement. The return of migrants shifted government focus away from labour issues, while authorities intensified pressure on trade unions, exposing leaders and members to arrests, imprisonment, and other sanctions.

Furthermore, 2025 marked the phasing-out of our Dialogue@Work Programme activities in Cambodia.

Indonesia - CEPA Trade agreement, job losses, and shrinking civic space

The political agreement on the EU–Indonesia CEPA in 2025 created opportunities to strengthen labour rights, including enforceable sustainable development commitments and a non-regression clause. However, CNV Internationaal continues to call for a binding roadmap to

ensure implementation, especially given ongoing concerns about the Job Creation (Omnibus) Law, which restricts trade union freedoms and falls short of the standard of the International Labour Organisation (ILO). CEPA's monitoring and dispute-resolution mechanisms offer additional advocacy tools, particularly in strategic sectors such as nickel, where responsible business conduct remains critical.

In early 2025, US tariffs hit export-oriented sectors such as garments and automotive manufacturing, triggering large-scale layoffs, with over 24,000 workers losing their jobs by April. This affected central Java, Jakarta, and Riau in particular. Indonesia's accession to BRICS further reduced Western investment, while growing Eastern capital ownership constrained freedom of association and democratic workplace practices.

To enable more effective coordination and joint engagement, CNV Internationaal partnered with the locally rooted civil society organisation, Yayasan Tanah Merdeka (YTM), bringing together trade unions and civil society organisations active in and around the Indonesia Morowali Industrial Park (IMIP) in Central Sulawesi, a strategically important industrial hub hosting more than 50 nickel mining companies.

Vietnam - VGCL Restructuring and external trade pressures

U.S. tariffs reduced competition in key Vietnamese export sectors, negatively affecting labour relations. Furthermore, in 2025, the restructuring of our Vietnamese union partner VGCL and the dissolution of previous cooperation departments underscored the need for sustained trust-building and proactive engagement with VGCL and the Vietnamese Ministry of Foreign Affairs. Programme continuity was maintained by leveraging the STITCH partnership with the garment union and focusing on less affected areas. Although this resulted in the postponement of activities to 2026, ongoing engagement enabled continued dialogue, supported

alignment with Dutch and EU RBC priorities, and increased CNV Internationaal's visibility among stakeholders. Additionally, targeted trainings with workers and trade union members provided garment brands with valuable insights into factory-level labour issues.

CNV Internationaal's certification was renewed in early 2025, although implementation was only resumed in the second quarter, as prior approval is required for each activity.

LATIN AMERICA

Phasing out and scaling down strategic support to supply chain networks

By the end of 2025, CNV Internationaal had phased out their TUCP funded activities in Bolivia, Guatemala, Nicaragua, and Peru. We will continue to support regional networks in Colombia.

Bolivia - Crisis context constrains social dialogue in agribusiness

A severe economic, energy, and political crisis severely constrained programme implementation in Bolivia throughout 2025. Declining gas production caused fiscal and foreign-currency shortages, disrupted fuel imports, and affected the agribusiness and sugar sector, while inflation increased pressure on project budgets. Political unrest ahead of the August elections further delayed social dialogue, including collective bargaining and the activation of the National Sugar Value Chain Roundtable.

Colombia - Public agenda shaped by the energy transition

In 2025, a labour reform was approved, introducing profound changes to the labour regulatory framework. In the coal sector, the public agenda is being shaped by the energy transition and the need to protect workers' rights amid mine closures. A significant step forward was the issuance of a joint resolution by the Ministry of Labour and the Ministry of Mines and Energy. This resolution formalises the establishment of a sectoral dialogue table and enabling progress towards a tripartite negotiation process for a just transition.

In the sugarcane sector, draft decrees affecting ethanol production raised concerns about possible job losses. In addition, with the support of CNV Internationaal, a rural labour formalisation subcommittee was established, enabling the active participation of trade unions in the sector.

Guatemala - Expanding space for unions in palmoil and sugar

Trade unions in the palm oil sector were able to expand their very limited space for engagement. They were supported by CNV Internationaal's network strategy and capacity-building. In contrast, trade union freedom in the sugar sector remained highly constrained.

Fear of taking action inhibited their capacity to operate and advocate effectively. The subcommittee on rural formalisation continued to receive our support in providing a stable platform for advocacy. This improved union capacity to formulate technically and legally grounded proposals.

Nicaragua - Centralised governance limits union functioning

The highly centralised political system continued to restrict trade union action, particularly our partner, the federation of sugar unions, CONFETRAYD. This limited union influences wages, outsourcing, and occupational safety, affecting project implementation and progress toward

key objectives. Widespread legal outsourcing by sugar mills weakened labour rights, while employers cited minimum-wage regulations to justify limited progress on the Living Wage strategy.

Peru - Enduring challenges in governance and social policy

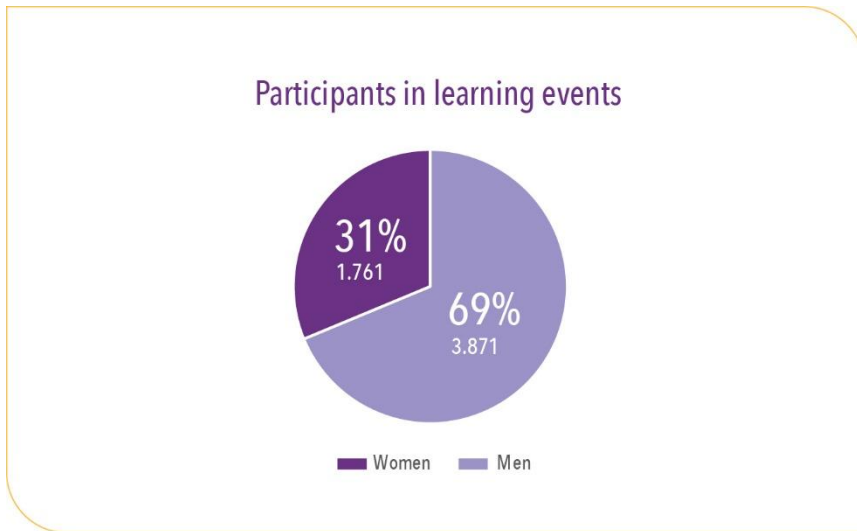
Following the change in presidency, Peru faced a prolonged institutional crisis in 2025, marked by insecurity, corruption, and social policy challenges. While this contributed to overall instability, it did not directly affect project implementation.



2. Results

2. Results

This chapter presents the key results CNV Internationaal achieved through the Dialogue@Work Programme in 2025. These results demonstrate how strengthened trade union capacity and strategic engagement with employers, governments, and other stakeholders contributed to improved working conditions and more inclusive decision-making at company, sector, and policy levels.



Strengthened trade union capacity

One of CNV Internationaal's key pillars to achieving goals is our focus on supporting our trade union partners with various approaches, including reinforcing social dialogue, promoting human rights due diligence (HRDD), engaging in multistakeholder processes, and supporting evidence-based

advocacy. The effectiveness of our strategy has been confirmed by the Mid-Term Review, which concluded that "the capacity building of trade unions, union leaders, and negotiators has proven highly effective."

BOOST HRDD PROGRAMME

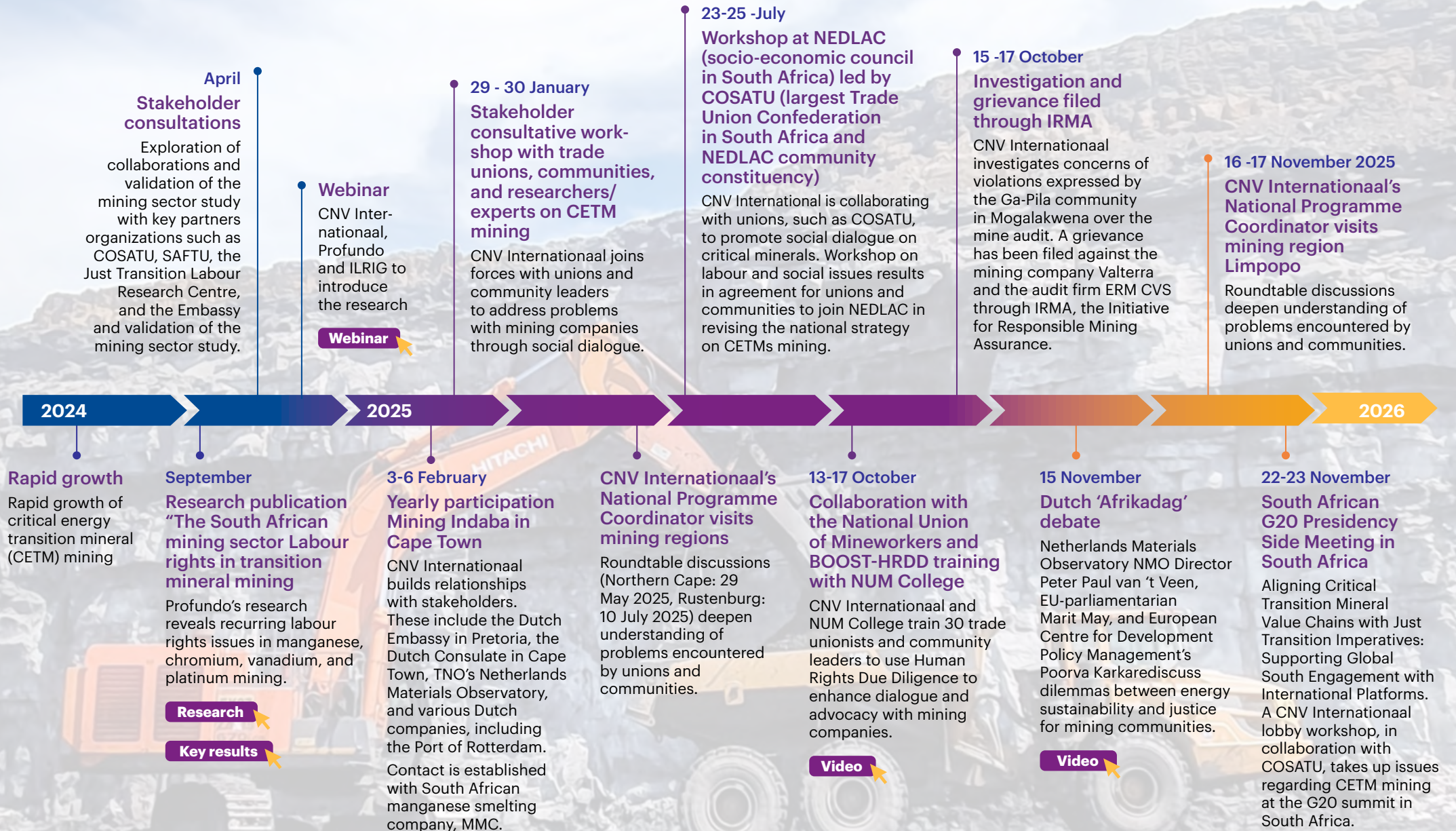
From capacity building to tangible advocacy outcomes

The BOOST HRDD Programme entered its second year in 2025, operating in critical production sectors such as textile, palm oil, flowers, and essential raw materials in countries in Asia, the MENA region, and Africa. We run this programme together with Mondiaal FNV and Fair Wear Foundation. The programme contributes to strengthening trade union capacity on HRDD across key sectors. CNV Internationaal has focused specifically on scaling training efforts in Indonesia and expanding activities in South Africa.

In Indonesia, CNV Internationaal supported trade union partners to move from learning to leadership by equipping them to be HRDD trainers themselves. This enabled them to reach hundreds of local union leaders and embed HRDD as a practical tool for advancing labour rights. Their strengthened capacity contributed to tangible advocacy outcomes. The government is now including unions in their stakeholder consultations for the new Indonesian HRDD legislation coming in 2026.

CNV Internationaal also implemented this approach in South Africa. We delivered joint training for trade unions and community organisations in the mining sector, which increased their understanding of HRDD as a tool to advocate for better human rights standards. In addition, we fostered constructive engagement between these stakeholder groups in regard to human rights and environmental challenges.

Timeline of change | Critical energy transition mineral (CETM) mining: From fragmented voices to collective actions



AFRICA

Côte d’Ivoire - Union leadership increases for women and youth

Women’s representation in the decision-making bodies of national trade union CISL DIGNITE increased from 19% to 24%, while youth representation more than doubled, from 4% to 10%. These advances were driven by Participatory Gender Audits, an approach developed by CNVInternationaal and implemented in 2024 and 2025.

COMBINATION COUNTRIES PROGRAMME

Regional Africa - Union collaboration increases in the horticulture sector

CNV Internationaal trade union partners from Benin, Côte d’Ivoire, Niger, and Senegal participated in the Annual Cooperation Africa Conference 2025. This resulted in strengthened synergies between trade unions and cooperatives and enriched programmatic thinking. In Senegal, this directly supported partner union UDTS in initiating a collaboration with horticultural cooperatives in the Niayes region which focuses on:

- improved cooperative governance
- stronger national advocacy on agricultural regulation and labour inspection
- expanded social security access for informal workers
- enhanced employability of women and youth

In line with Senegal’s Vision 2050, CNV Internationaal defined joint pathways with Agriterra to further strengthen collaboration in horticulture.

South Africa - Strengthened accountability through IRMA grievance mechanism

Cooperation with the IRMA led to concrete accountability outcomes in South Africa. CNV Internationaal supported a displaced community in Mogalakwena (Limpopo) to file a grievance against the IRMA-certified Valterra Platinum Mine, raising concerns over livelihoods, housing, water, and employment. IRMA acknowledged audit shortcomings, committed to publishing the grievance, and announced a review of its audit procedures. Follow-up will be jointly monitored with ActionAid.

ASIA

Cambodia - Government accepts petition on the impacts of the economic crisis

The Cambodian Labour Confederation (CLC) strengthened labour rights and social dialogue, with the government accepting petitions, including a joint civil society submission on the impacts of the economic crisis. CLC’s support enabled the formation of new unions which also represent informal workers. CLC continued to press for the dismissal of charges against trade union leaders and activists who had exercised their right to freedom of expression, freedom of organisation, and to strike and protest.

Indonesia - Resolving labour issues at company level in palm oil

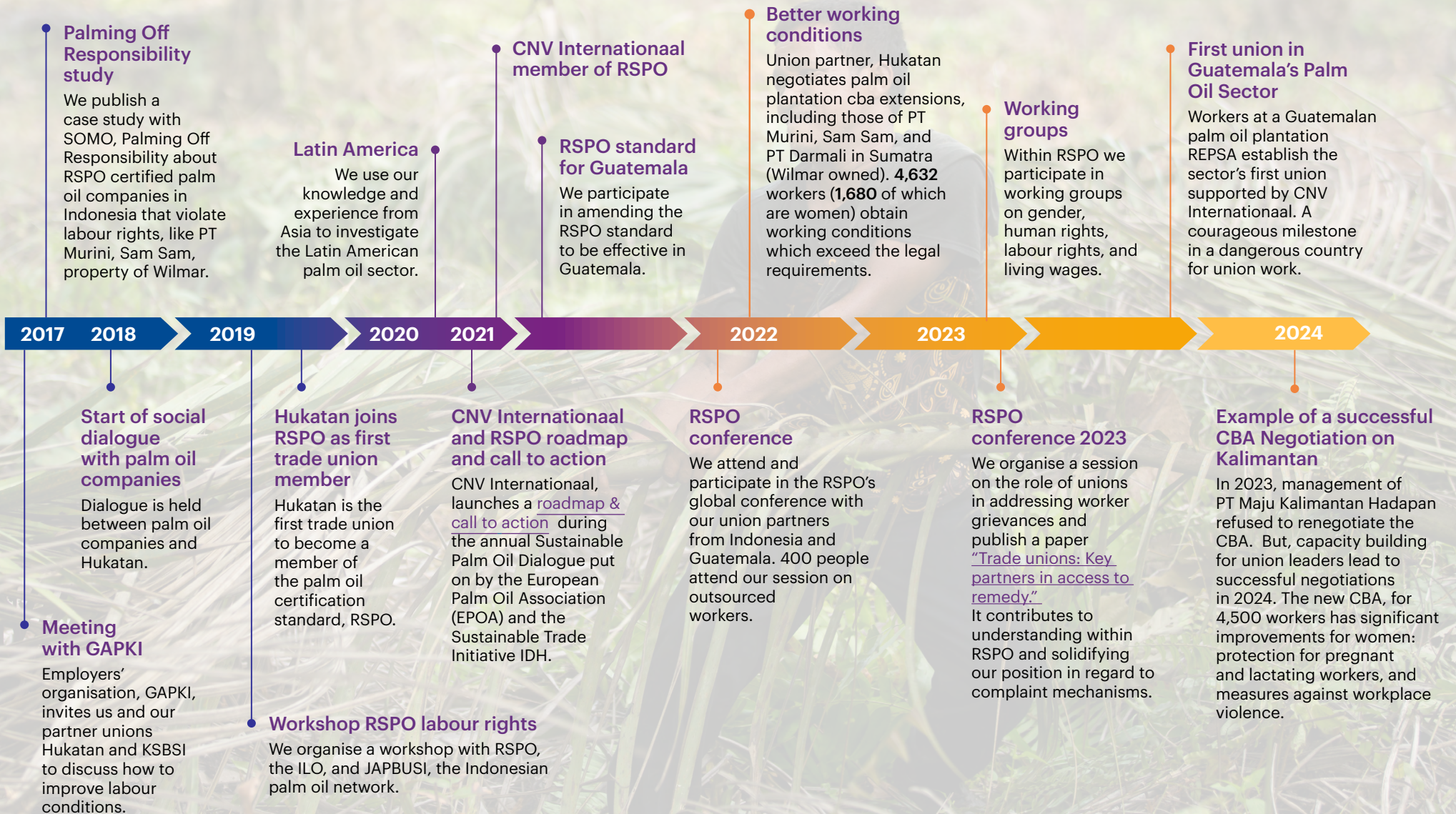
Training and remote mentoring by the national executive board of our partner union Hukatan enabled union representatives at company level in the palm oil sector to engage more confidently and effectively in bipartite dialogue through bipartite cooperation institutions (LKS) and company-level bipartite forums. As a result, many company level issues have been

successfully resolved, although more complex cases may still require involvement from the branch level union (DPC), especially when matters escalate to the Manpower Office or the Industrial Relations Court (PHI).

Concrete outcomes of 2025 included:

- Resolution of disputes over harvesters' wages
- Payment of entitlements to dismissed workers
- Improved access to clean water

Timeline of change | Better working conditions on palm oil plantations



Timeline of change | Better working conditions on palm oil plantations



COMBINATION COUNTRIES PROGRAMME

First Fair Work Monitor implemented in palm oil

Indonesia - The Fair Work Monitor (FWM) was successfully implemented in Indonesia for the first time. This is a noteworthy intermediate result as it marks the first expansion of the implementation outside Latin America. We applied knowledge and expertise in a new country and context. This enabled us to strengthen a comparative and global chain perspective in order to broaden the impact of trade union actions in the palm oil value chain. The survey results of 911 respondents in the provinces of Jambi and East Kalimantan support evidence-based advocacy. This highlights our expanding reach and engagement through the activities related to the Fair Work Monitor process across these important palm oil producing regions. The data generated is a strategic tool that our union partner HUKATAN can use to advocate for workers' rights. More specifically, it contributes to:

- strengthening bargaining positions
- influencing corporate policies
- supporting public advocacy and networking efforts
- providing internal education for trade unions

The findings have also been instrumental in drafting the strategy of the 2026-2030 programme. We will focus geographically on the two districts that have been included in the research and thematically on improving the contractual status of palm oil workers and living wages (two topics that are closely interlinked). Internationally, the results supported discussions within the Round Table for Sustainable Palm Oil (RSPO), of which CNV Internationaal and Hukatan are members. Results were also shared with sector companies to discuss living wage challenges.

Guatemala - First ever palm oil union regains space to represent workers' interests

Despite severe pressure in 2025, SITRAREPSA, regained operational space. SITRAREPSA, established in 2024 with support from CNV Internationaal, is the first and only union in a palm oil company in Guatemala. With our targeted support, the union leadership has rebuilt their social dialogue capacity and resumed negotiations with palm oil company REPSA, strengthening their ability to represent workers' interests in a context which remains challenging for trade union freedom.

Peru – Improved access to legal protection for outsourced mine workers

In 2025, the ECOSEM Huaraucaca union in Peru's Pasco mining area established an affiliation with FENTECAMP, the national federation that is open to subcontracted workers in the mining sector, a move that strengthened the collective organisation of outsourced mine workers. This has increased access to freedom of association, collective bargaining, and legal aid to protect their rights. CNV Internationaal supported this step by providing targeted legal advice and training to strengthen the union's organisation and prepare them for national affiliation.

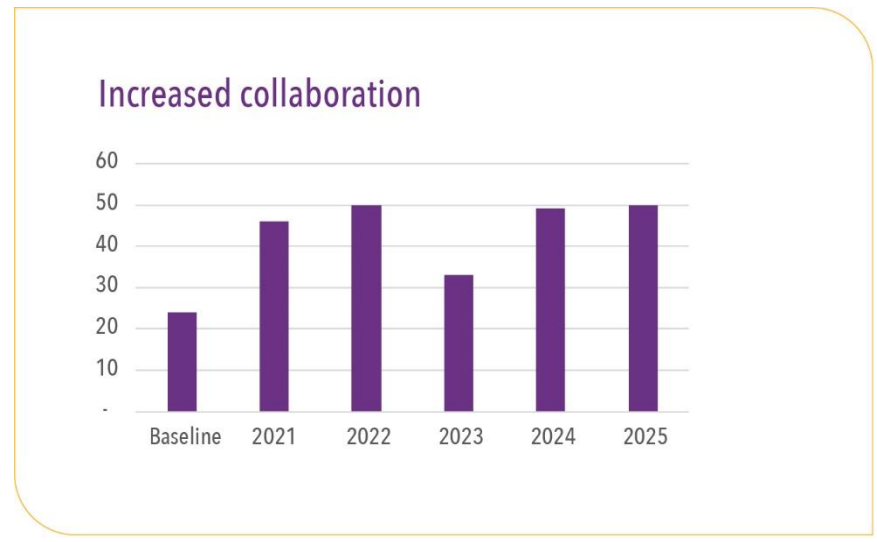
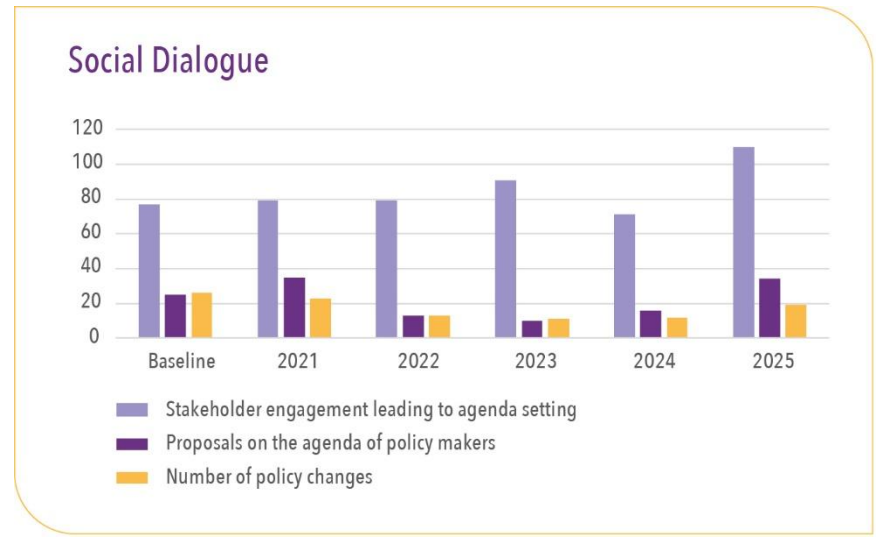
Regional Latin America - Fair Work Monitor drives living wage advocacy

In 2025, the Fair Work Monitor strengthened trade union advocacy in Latin America by providing robust worker-based data on wages and working conditions. The Living Wage Report on the sugarcane value chains in six countries exposed significant wage gaps, particularly for outsourced workers, and became a key tool for regional dialogue and advocacy. The report laid the foundation for the Manifesto of the Latin American Sugar

Trade Union Network, uniting unions around a shared commitment to formal contracts and living wages for all sugar workers. The network includes strong participation of unions representing outsourced workers, who are rarely formally united in an official network.

Increased collaboration with trade unions (TUs), private sector, and (local) government

Collaboration is essential to achieving sustainable improvements in working conditions. Thanks to the strengthening of trade union capacities, more effective collaboration with other trade unions, the private sector, and (local) government has become possible. CNV Internationaal actively works with companies, Dutch embassies, civil society organisations, and public authorities to promote social dialogue and collective bargaining in order to jointly promote decent work in supply chains.



International - Amplifying voices from production countries to inform Dutch Parliament

Due to strong collaboration and networks in the Netherlands, CNV Internationaal is a knowledgeable partner on the improvement of international labour policy and legislation. Within the Social Economic Council (SER), we have contributed to the development of future-proof platforms for sectoral cooperation with companies. Via partner trade unions, we have shared perspectives from production countries in the Breed Handelsberaad, the Ministry of Foreign Affairs' PSD Platform, and other various ministerial consultations on upcoming legislation. Building on our unique position and expertise as an organisation rooted in the trade union CNV, CNV Internationaal was invited to present their views to the Dutch Parliament during a committee meeting on the EU Omnibus Proposal to revise key sustainability legislation, including the Corporate Sustainability Due Diligence Directive (CSDDD). Our engagement in Partos, the MVO Platform, and WO=MEN enabled us to further boost our advocacy.

Global advocacy - Doha Political Declaration acknowledges decent work pillars

CNV Internationaal attended the second World Summit for Social Development (Doha) in November of 2025 and contributed to global trade union advocacy reflected in the Doha Political Declaration. This high-level tripartite forum addressed rising inequality, social justice, and decent work. The Summit brought together governments, employers, trade unions, and international organisations. The Dutch Ministry of Social Affairs and Employment emphasised the need to tackle global inequality and promote fair work in international supply chains. The adopted Declaration

recognises living wages, freedom of association, and collective bargaining as core pillars of decent work and inclusive development. It provides a concrete advocacy lever to engage governments, employers, and brands on labour rights and social dialogue in global supply chains. This outcome strengthens the global policy framework for our programmes.

Europe – Strengthening labour rights in trade agreements

We ensured that our local partner unions were able to provide strong input towards improved labour conditions in trade agreements in Vietnam, the Andean region, and Central America. This was made possible through the EU Domestic Advisory Groups (DAGs). For trade agreements with Vietnam, the Andean region and Central America, we ensured strong labour rights input from local partner unions. Follow-up to our EU Single Entry Point complaint also led to increased attention to labour rights in Andean mining, including commitments to support Peru and organise a regional workshop. While progress in Vietnam remained limited, advocacy continued through the labour roadmap. Our sustained efforts also helped ensure that the EU–Indonesia CEPA, politically agreed in 2025, included ILO-aligned standards, civil society oversight, and enforceable Trade and Sustainable Development commitments.

Regional West Africa - Facilitating cross-country and cross-sector dialogue in horticulture with PUM

In collaboration with Dutch employers' organisation PUM, CNV Internationaal organised a training of trainers on social dialogue. This training was attended by a variety of parties, including five companies from Benin, Côte d'Ivoire, and Senegal; employers' organisations (CNPB and FOPAO), inter-professional organisations that bring together various actors in the horticultural supply chain, such as producers, processors, input suppliers; traders and exporters (OIA-Anacarde and OIA-Mangue from

Côte d'Ivoire) from the cashew and mango sectors; and partner trade unions from Senegal, Côte d'Ivoire, Benin, and Niger. It strengthened understanding of the roles social partners play, and later, the CEO from Côte d'Ivoire replicated the training at their company. All in all, it supported cross-country and cross-sector learning within the horticulture sector.

Benin - Operationalisation of the social dialogue framework with support of Dutch employers

Marking the second phase of the operationalisation of the social dialogue framework in Benin, Dutch employer organisation PUM supported and facilitated the establishment of two important groups: An executive committee and the Technical Commission of the Framework for Consultation between workers' trade unions and employers' trade unions for effective social dialogue (CCO-EDS: Cadre de Concertation entre Organisations syndicales des travailleurs et Organisations syndicales des employeurs pour l'Efficacité du Dialogue Social au Bénin). This brought together national trade unions (CSA Benin, COSI Benin) and employers' organisations (CNP Benin, CONEB), and serves to safeguard bipartite dialogue at a time of shrinking government engagement.

Côte d'Ivoire - Creating a multistakeholder body to address decent work in the cashew sector

The Inter-Union Committee for the Promotion of Decent Work in the Cashew Sector in Côte d'Ivoire (CIPTDA-CI), an inter-union body comprised of three trade union federations, was set up to work in consultation with the Inter-Professional Agricultural Organisation (OIA-Anacarde), and address the decent work challenges faced by formal and informal workers in the cashew sector. CNV Internationaal has focused on engaging with the

government to ensure the agreement is signed. In addition, they have been trying to work directly with cashew companies to improve working conditions.

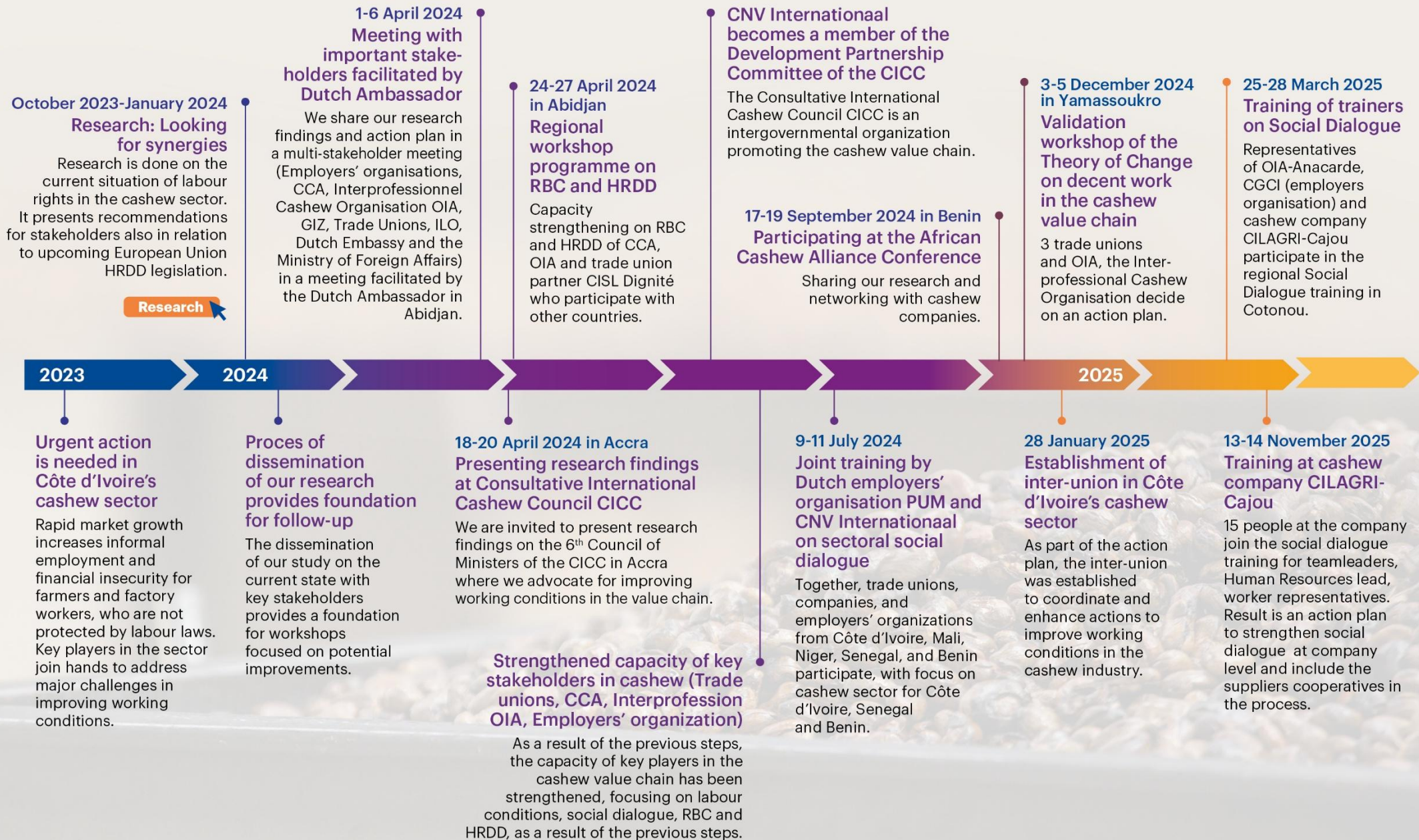
Niger - From ad hoc exchanges to institutionalised, inclusive, and action-oriented social dialogue

Employers' organisation CGPN and the seven trade union confederations CNT, USTN, CGT, UDTN, CDTN, CGSL and USPT, signed a cooperation agreement for social dialogue in the private sector, formalising their commitment to constructive and peaceful social dialogue in the private sector. This exercise demonstrated a renewed and operational commitment to decentralised, inclusive, and action-oriented social dialogue. The workshop enabled a shift from ad hoc exchanges to a more institutionalised system of social dialogue, with a roadmap, governance bodies, and a renewed commitment from all stakeholders.

Niger – Responsible Business Conduct committee monitors progress on agreed actions towards decent work in the onion sector

In Niger, our partner trade union confederation CNT facilitated the establishment of a dedicated RBC monitoring committee for the onion sector. A direct outcome of a multistakeholder workshop, the committee brings together producers, agricultural workers, exporters, trade unions, and institutional representatives. They are mandated to monitor the progress of agreed actions for promoting decent work on a quarterly basis. This new institutional mechanism strengthens mutual accountability, enables the timely identification of bottlenecks, and supports the sustainability of improvements beyond the initial intervention.

Timeline of change | Towards a robust cashew chain: Formalising work and improving working conditions in Côte d'Ivoire



Indonesia – Better alignment between certification requirements and national legislation in palm oil

Our union partner HUKATAN contributed to the development of INA NI, Indonesia's National Interpretation of the Principles and Criteria of the Round Table for Sustainable Palm Oil. Through this process, RSPO engaged the Ministry of Manpower to clarify the application of national labour laws within RSPO certification.

As a result, Indonesian labour standards are now more clearly reflected in RSPO audits, which strengthens alignment between certification requirements and national law. While it does not replace legal frameworks, INA NI reinforces key labour protections, increases accountability for companies, and provides unions with an additional tool to promote compliance and improved labour practices in certified plantations.

Vietnam – Participation of major US and EU brands creates prospects for better workplace dialogue

A multistakeholder training on effective workplace dialogue and collective bargaining brought together union representatives, factory managers, workers, and eight major US and EU brands. With direct brand participation, the training strengthened mutual understanding of roles and expectations across the supply chain and created strong prospects for improved workplace dialogue.

The involvement of new brands through peer referrals demonstrated the programme's effectiveness and growing reach. Our programme interventions helped build trust among stakeholders by applying proven tools for social dialogue and gender-responsive collective bargaining.

Regional Latin America – Growing representation strengthens bargaining power across the palm oil sector

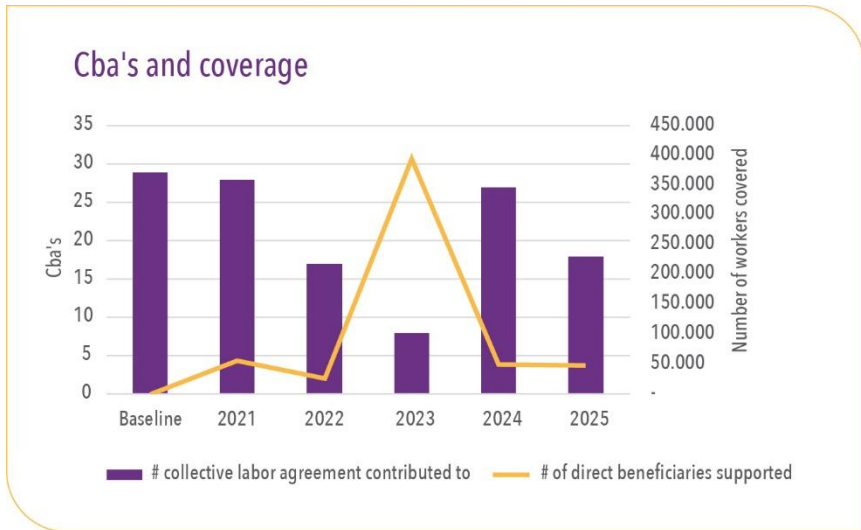
In Latin America, a regional palm oil trade union network was established. CNV Internationaal supported this effort which was coordinated by partner unions CONDEG and SITRAREPSA in Guatemala, the federations of agriculture unions FESTAGRO/STAS, and their affiliates in Honduras.

The network provides a strategic mechanism to mutually strengthen interunion work, such as coordinating and monitoring. In Honduras, workers' organisations continued collective bargaining with palm oil companies, including Agroguay, while progress was also made in forming new unions with the support of FESTAGRO/STAS.

These developments increased workers' representation and bargaining power across the sector. CNV Internationaal supported network activities through our Dialogue@Work Programme, while country-specific actions were funded through other donor programmes.

Enhanced collective bargaining agreements and living wage

As trade unions strengthen their capacities and deepen collaboration with key stakeholders, this can result in the establishment or improvement of collective bargaining agreements, as well as other processes that enhance working conditions and support progress towards living wages across the TUCP supply chains.



COMBINATION COUNTRIES PROGRAMME

Indonesia – Historic 17% wage increase through tripartite dialogue in nickel mining

On 22 December 2025, following tripartite negotiations, the Morowali local government approved a 2026 annual wage increase. The Morowali Regency Wage Council provided a platform for the FPE (the union federation for the mining and energy sector) to participate in these negotiations, with support from CNV Internationaal. The reinstatement of sectoral minimum wage negotiations at regional level significantly supported wage outcomes. In Morowali Regency, this resulted in a historic 17% increase in the UMSK for the mining and industrial sector, the highest wage increase ever recorded in the region's wage-setting process.

Indonesia – Stronger union coordination in negotiations at IMIP

The activities of independent land foundation YTM, an environmental and community focused non-governmental organisation, strengthened coordination among trade unions involved in collective bargaining at the Indonesia Morowali Industrial Park (IMIP), a major industrial hub hosting over 50 mining companies. Eleven unions jointly developed an improved draft of CBA articles and used these as a basis for their negotiations for 2026–2028. Workshops and remote consultations enabled the unions and civil society organisations to achieve a broad consensus and they created a strong foundation for future negotiations and advocacy in the IMIP region. Although the CBA negotiations ultimately reached an impasse, unions were able to conduct more balanced negotiations. They resisted pressure to accept management's draft without proper dialogue. The continued use of jointly developed proposals represents a significant step forward in union unity and bargaining capacity.

Timeline of change | Towards improved safety and better working and living conditions in the nickel industry

Labour rights violations in the emerging nickel industry

Indonesia produces more than 50% of the world's nickel. Morowali (on Sulawesi) is the center of the industry. Young people find jobs, but face low wages and serious safety and health risks.

[Website](#)

Fire kills 21 workers and 40 severely injured

A fire in a IMIP Morowali nickel smelter kills 21 workers and 40 severely injured.

[Website](#)

Survey on occupational health and safety

A survey focused on occupational safety and health (OSH) in the nickel industry reveals concerning trends and provides actionable recommendations for improving worker protection measures.

[Analysis and factsheet](#)

Collaboration between unions and CSOs on CBA negotiations

CNV Internationaal starts supporting civil society organisation YTM to strengthen collaboration between unions and CSOs. Due to YTM's workshops, unions and CSOs in IMIP finally have a collective voice at the negotiation table, strengthening their position towards management.

Multi-stakeholder engagement on nickel

We facilitate a multi-stakeholder discussion, with unions, CSOs and companies about preventative approaches, grounded in HRDD, to address major risks

2023

2024

2025

2026

Start of union support in challenging context

FPE-KSBSI, trade union in the energy sector faces major social dialogue challenges, partly due to Chinese ownership. CNV Internationaal supports with training and strategic advice.

[Video](#)

Tripartite stakeholder collaboration

CNV Internationaal engages with workers, the manpower office, and employer representatives to explore support and collaborative efforts with local unions for future initiatives.

Safe bus transport to work

Alongside dangerous roads workers walk to work 3,5 km. by day and night even pregnant women. Following the FPE union's safety recommendations regarding transport the IMIP Company starts to provide 2 shuttle busses.

[Story](#)

Gender analysis

Our gender analysis in the Morowali nickel sector reveals how women face barriers to access, participation, and benefits.

[Analysis and factsheet](#)

17% wage increase in Morowali

Thanks in part to partner FPE's representation in tripartite wage discussions, the highest wage increase ever recorded is negotiated.

Indonesia – Extended social protection for laid-off workers

Through sustained advocacy and lobbying by our national union partner KSBSI, social security benefits for laid-off workers were extended under Government Regulation No. 6. This came in response to growing vulnerability following the Omnibus Law, which enabled abrupt layoffs without approval from the Industrial Relations Court. The regulation provides an additional three months of income support at 25% of the last wage, on top of the initial three months at 45%. Although this falls short of the union’s demand of one year of support at 60% wage replacement, it still is a win in protecting workers amid rising layoffs and prolonged job-search periods.

Indonesia - Labour movement jointly proposes worker-centred legal reform

National union partner KSBSI finalised their draft revision of an alternative to Indonesia's Omnibus Law on Job Creation. They undertook this initiative with seven other trade union confederations and ninety federations. It reflects their joint efforts towards improved labour regulation that will benefit all workers. Although it is still in progress, it showcases labour unions working together for systemic change.

COMBINATION COUNTRIES PROGRAMME

Indonesia – Systematic improvement of collective bargaining agreements in the nickel and palm oil supply chain

The CBA benchmark developed by CNV Internationaal back in 2021 was updated with a new scoring system for collective bargaining agreements (CBAs) and expanded criteria to include the palm oil and mining (nickel) sectors.

A practical guide and training materials were developed, enabling local unions to independently assess the quality of their CBAs and set priorities for new negotiations. It is a benchmark that helps unions systematically strengthen CBAs. Over time, it will feed a CBA database to enable suppliers and buyers to assess the quality of labour agreements for their plantations or factories, as well as assessing the quality of the CBAs of companies they are sourcing from.

Regional Latin America – Network strategy for outsourced workers in palm oil

The federation of unions in agriculture, FESTAGRO, successfully negotiated a collective bargaining agreement in the palm oil sector that specifically covers outsourced workers. Through CNV Internationaal’s regional network strategy, unions were trained to include these vulnerable workers in bargaining agendas, strengthening worker representation and protection in the sector. At the same time, as part of efforts to organise outsourced workers, two groups were established in Chisec, Alta Verapaz, focusing on strengthening trade union capacity through targeted workshops and legal advice, with one of the groups successfully completing the full process.

Bolivia - Wage gains through evidence-based collective bargaining

For the first time in many years, sugarcane unions producer associations, FSTZCASC, and the Ministry of Labour signed a collective bargaining agreement. With our technical, organisational, and legal support, unions used up-to-date evidence to strengthen negotiations. This included a 2025 family basket study, the monitoring of living wages through focus groups (adapted from key learnings from our Fair Work Monitor), an updated sector economic analysis, and a clear list of demands. The CBA delivers improved occupational health and safety conditions and a wage adjustment aligned with the rising cost of living.

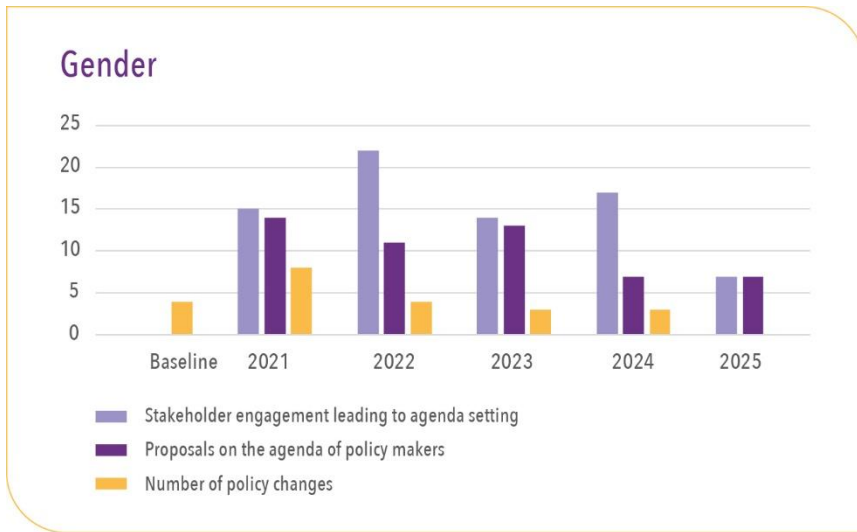
Nicaragua – Productivity bonus boosts sugarcane workers’ incomes

The introduction of a productivity bonus for the 2024–2025 sugarcane harvest, equivalent to an additional month’s salary per worker, marked

concrete progress towards living wages. CNV Internationaal contributed through technical and strategic support and union strengthening on social dialogue and CBA negotiations.

Less violence and harassment at work

Ensuring safe and respectful workplaces is central to improving working conditions. We have made concrete progress by addressing gender-based violence (GBV), harassment, violations of freedom of association, and making strategic interventions. The following results highlight these advances.



Vietnam – Toolkit strengthens union skills to respond to harassment

National union VGCL National trade union VGCL supported the creation of a [toolkit](#) on gender equality in collective bargaining and an animated training video on handling sexual harassment in the workplace. The [video](#) supports trade union officers in receiving complaints, gathering evidence,

engaging in dialogue, and responding effectively to cases of sexual harassment.

Indonesia – 40 new women and child protection recovery centres expand workplace protection for women

Through the lobbying done by our partner union KSBSI, with other unions and organisations, 40 new Women and Child Protection Recovery Centres were established in major factories and industrial zones across Indonesia. These centres provide female workers with safe spaces, legal assistance, and counselling.

Côte d’Ivoire – Survey on digital violence supports union advocacy and prevention

Union partner CISL DIGNITÉ piloted the use of digital tools to consult members on gender-based violence, focusing on online harassment. An anonymous survey of 135 grassroots union members revealed widespread exposure to digital violence. 80% reported having knowledge of cases of online harassment or abuse. Qualitative responses documented blackmail, repeated harassment, and non-consensual sharing of personal content, underscoring the seriousness of the issue. The findings informed targeted advocacy and the union’s gender-based violence prevention strategy, with plans to further institutionalise digital consultations and complaint mechanisms.

Senegal - Strengthening economic resilience and safety for informal women soap makers

A total of 150 women from two groups of informal soap makers became active union members. Union partner UDTS supported their formalisation by facilitating commercial registration, appointing new administrators, opening bank accounts, providing skills training, and establishing a

working capital fund. These measures increased productivity and economic resilience, which contributed to safer working environments and reduced risks of violence and harassment.

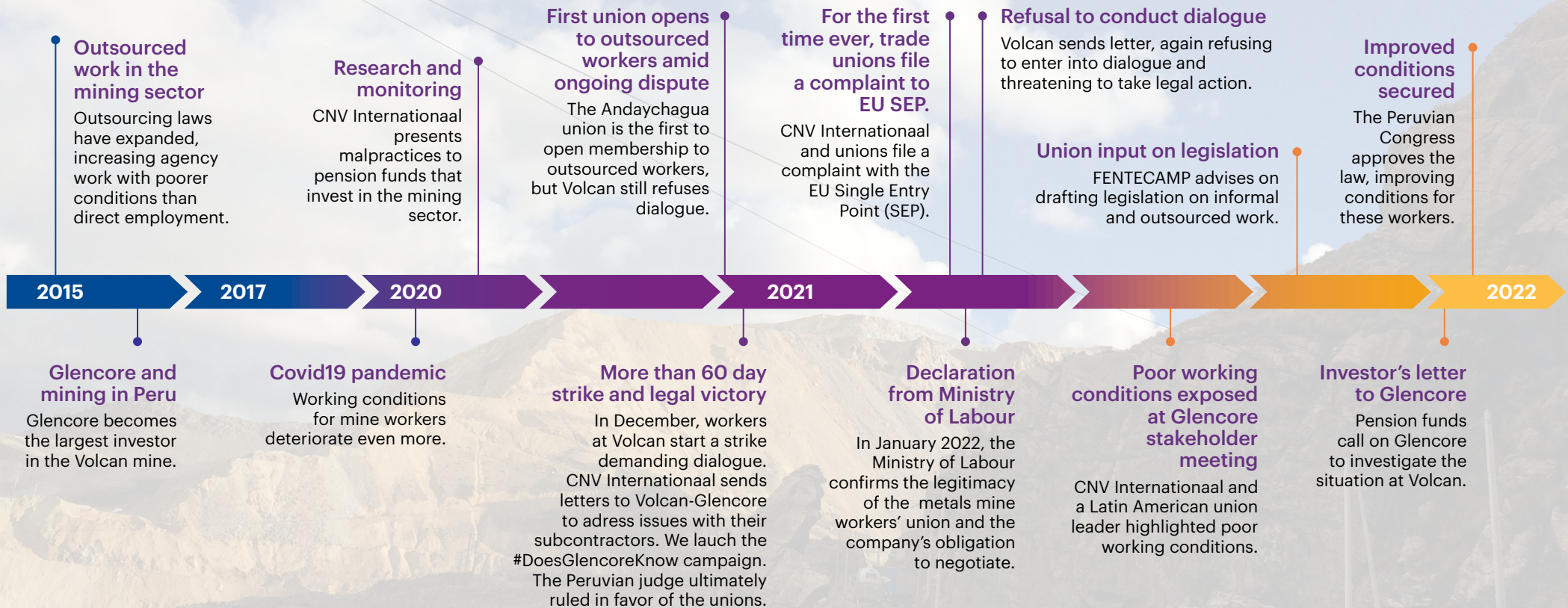
Niger - First woman elected to our partner unions' senior leadership

Our support in promoting gender equality led to an increase in the representation of women in decision-making bodies of partner union CNT. For the very first time, a woman was elected to the position of First Deputy Secretary General. Additionally, the union revised key documents to become gender sensitive, reflecting CNT's commitment to a more equitable organisational culture.

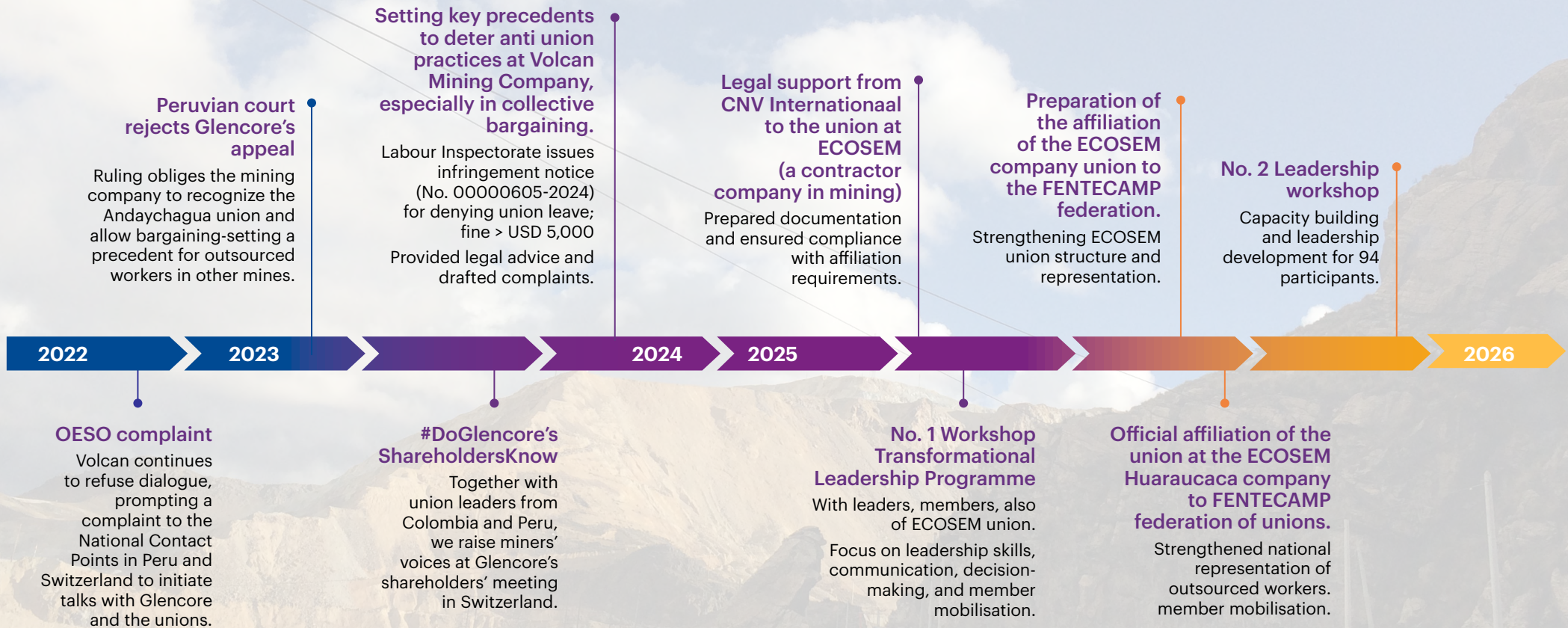
Peru - Sanctions on companies to enter CBA negotiations

The Labour Inspectorate sanctioned mining companies for violations of trade union rights, imposing a fine of more than 5000 dollars on Volcan Compañía Minera and 25,000 dollars on Antapaccay for anti-union practices. CNV Internationaal played a key role through providing legal advice and complaint preparation, helping to establish important precedents against anti-union conduct. In addition, the Supreme Court confirmed an arbitration award compelling Volcan to enter collective bargaining with the Andaychagua Union, removing a major barrier in the way of exercising collective bargaining rights. CNV Internationaal provided legal representation throughout the process.

Timeline of change | Improving labour rights for outsourced mine workers in Latin America

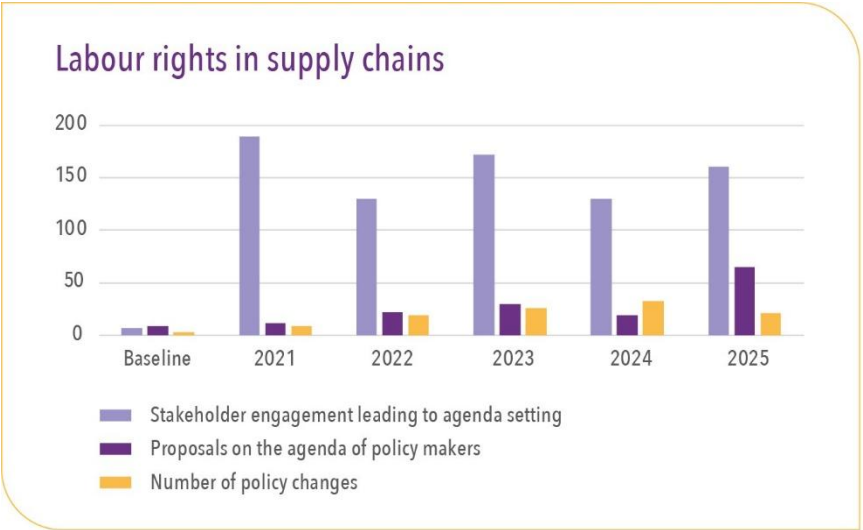


Timeline of change | Improving labour rights for outsourced mine workers in Latin America



Companies implement IRBC policy

CNV Internationaal believes a key element of improved labour conditions is related to improving regulation, in particular IRBC policy, and ensuring companies implement this policy. CNV Internationaal focuses on strengthening company accountability and supporting concrete implementation, making sure respect for labour rights is embedded in everyday business operations and supply chains.



International - Launching the Fair Impact Programme to professionalise private-sector collaboration

In 2025, CNV Internationaal launched the Fair Impact Programme to professionalise and scale their collaboration with the private sector in international value chains. To do this, they worked with a communications

agency to co-create a robust methodology and substantive framework, which were translated into a market-ready programme: the Fair Impact Programme. Fair Impact strengthens CNV Internationaal’s strategic positioning and provides a solid foundation for future labour-rights partnerships in priority supply chains for business.

BOOST HRDD PROGRAMME

International-- CNV Internationaal not only worked on capacity building, but they also delivered concrete results in policy engagement and multistakeholder dialogue under the BOOST HRDD Programme. In Indonesia, they convened a multistakeholder dialogue on the nickel supply chain, enabling trade unions, civil society organisations, and companies to identify key human rights risks and discuss preventive HRDD-based solutions. At European and international level, CNV Internationaal contributed to policy processes aimed at protecting meaningful due diligence amid intense pressure on the CSDDD. This was accomplished through engaging with policymakers in the Netherlands and Brussels, providing input to OECD discussions. and participating in public events, such as the annual Africa Day. In all these activities, CNV Internationaal consistently emphasised that HRDD, when rooted in workers’ voices and social dialogue, benefits all parties. It is not just for workers and communities; it also benefits companies and value chains by providing improved risk management, greater stability, and long-term sustainability.

International - New sectoral framework helps companies in meeting due diligence obligations

CNV International has been an active member of several international

sectoral RBC agreements at the Social Economic Council (SER). In 2025, CNV Internationaal helped scale an SER framework for sectoral cooperation between companies and civil society. They did so together with FNV and employers' organisations VNO-NCW/MKB-NL. The new framework strengthens support for Dutch companies in meeting due-diligence obligations and increasing impact in value chains. The metal covenant was launched as the first sectoral agreement under this framework.

Benin – Advancing social dialogue, trade union organisation, and RBC in the cashew sector

Low domestic prices and governmental restrictions on exporting raw cashew kernels led to raw material shortages affecting AFOKANTAN, a subsidiary of the Dutch company NUTS2. Following a visit by CNV Internationaal in late 2024, partner trade union COSI Bénin undertook targeted lobbying, an action which contributed to the partial release of raw materials. The renewed engagement led the company to request COSI's support in strengthening their responsible business conduct approach, as reported in the 2024 annual report. AFOKANTAN also expressed willingness to build shop steward capacity and support the establishment of a trade union. Training activities have since been initiated and first steps towards union formation have been taken. As the company's CEO also serves as president of the sector's employers' organisation, there is potential to scale these RBC experiences across the cashew sector.

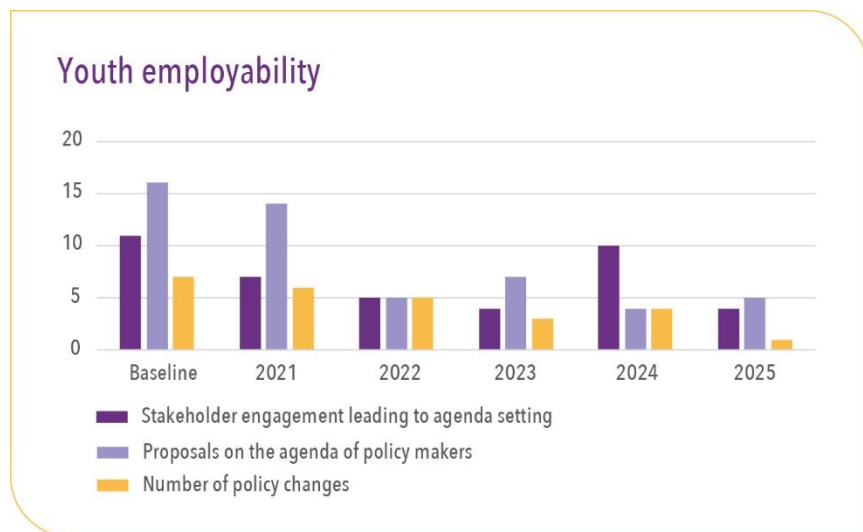
Colombia - First formal space for sectoral negotiation to address impacts of the energy transition

In 2025, a sectoral negotiation table was established in the coal mining sector, creating the country's first formal dialogue mechanism to address decent work in the context of the energy transition and mine closures. Four tripartite dialogue sessions were held, moving towards institutionalised

sectoral negotiations covering all workers, including women and outsourced workers. The process resulted in a joint resolution by the Ministries of Labour and Mines and Energy, expanding the legal and political framework for sectoral dialogue. This milestone was promoted by the Workers' Collective for a Just Transition and the Sintracarbón, Sintramienergética and Sintradem trade unions. CNV Internationaal played a key role by uniting trade unions within this Workers' Collective. We strengthened their negotiation capacity, provided strategic and technical support, facilitated political coordination with government and international actors. Furthermore, we were the only international organisation present at the first sectoral negotiation table.

Improved youth employability

Supporting young people’s access to decent and sustainable employment is a key factor in improving working conditions. Below are selected results from our work in Regional West Africa aimed at strengthening youth employability and promoting fair labour conditions.



Benin - Interactive digital platform expands union outreach for youth employability

Our partner union, COSI Bénin launched an interactive digital platform, evolved from a WhatsApp group into an online union tool. The platform expands outreach to young people and workers, strengthens access to union membership and dialogue, and improves visibility of services, such as legal support on gender-based violence, labour disputes, or support for professional integration.

Mali - Reinstatement of employers’ contribution to the professional insertion of young people

Following targeted advocacy by partner unions UNTM and CSTM, constructive dialogue with the Youth Employment Agency (APEJ) was resumed. This resulted in reinstatement of the Youth Employment Tax (TEJ). This employer contribution is intended to finance the professional insertion of young people through the Agency for the Promotion of Youth Employment.

Niger - Mobilising young people through trade union outreach

The CNT organised an awareness-raising caravan entitled "Mobilising and strengthening the capacities of young people" from 20th October to 10th December 2025. This campaign reached 540 students and learners in four educational establishments, exceeding its initial target. It identified and trained ten young leaders, also to be a focal point, and established a structured framework for ongoing dialogue and cooperation between young people and the trade union movement.



3. Planning, monitoring, evaluation and learning

3. Planning, monitoring, evaluation and learning

Lessons learned

In our 2025 Annual Plan, we outlined a learning agenda divided into five themes based on plans and results that were formulated following strategic discussions. We have also added information from the Mid-Term Review, including some of the general lessons learned from interventions, and results achieved.

The five themes:

- 1. (Inter-union) Cooperation in countries and regions**
- 2. Use of digital monitoring tools**
- 3. Gender**
- 4. Informal workers**
- 5. CSDDD**

The learning questions are comprised of main learning questions and as well as possible sub-questions. In order to answer these, we added various key insights and lessons learned per theme.

(Inter-union) Cooperation in countries and regions

Which collaborations are counterproductive, and what are the adverse effects of these collaborations?

In 2025, CNV Internationaal and their partners did not effectively experience counterproductive collaborations. Instead, we learned which collaborations could facilitate more impact, namely, strategic partnerships and alliances, and which challenges would persist. In 2025, we focused on strategic partnerships beyond trade unions, particularly with employers and inter-professional organisations as key drivers of impact which would enable positive change and help address persistent challenges. One such example was learned in Morowali, Indonesia.

Indonesia (Morowali) - Company management here has persistently resisted engaging with trade unions in the nickel mining sector; therefore, our partner, the federation of unions in the energy sector FPE, shifted strategy by building new alliances. In 2025, FPE established cooperation with the non-governmental organisation China CCC to open dialogue channels between trade unions, Chinese government actors, and company management. They became the first Indonesian trade union to join the Initiative for Responsible Mining Assurance (IRMA). These partnerships created new institutional entry points for dialogue and strengthened efforts to improve labour standards and working conditions in the nickel sector.

Indonesia (Morowali) - Strategic alliances also helped address divisions within labour unions in the IMIP region, a massive, integrated nickel-processing and metallurgical industrial zone located in Central Sulawesi,

Indonesia, since 2013. Despite ongoing fragmentation, often exploited by management, CNV Internationaal learned that collaboration among key union partners is essential. With support from CNV Internationaal and our partner YTM, a locally rooted civil society organisation, unions formed a collective advocacy alliance and developed a shared political strategy, strengthening coordination, lobbying readiness, and their collective voice on priority labour issues.

South Africa - A similar lesson emerged on addressing trade union fragmentation. Due to ideological differences and federation affiliation, collective engagement proved challenging. CNV Internationaal mitigated this by working strategically with the mining union NUM and the trade union federation COSATU, while also engaging unions individually. This approach leveraged existing relationships and created entry points to gradually bring unions together around shared interests.

Are the lessons learned of a specific region also applicable in another region?

Staying within the theme of cooperation and strategic alliances, CNV Internationaal identified lessons applicable across countries in Regional West Africa. We learned employers can be a strategic lever for interventions that focus on increasing social compliance of companies within the framework of certification mechanisms. In the agricultural sector, establishing effective partnerships with inter-professional organisations was a critical success factor, requiring sustained engagement and consistent effort over time.

Use of digital monitoring tools

How can we effectively incorporate third-party data/tools into our Fair Work Monitor?

After several years of implementing the Fair Work Monitor, CNV Internationaal has learned that its greatest value lies in enabling strategic collaboration rather than integrating external tools. This has led to an additional partnership with the Fair Wear Foundation (as part of the BOOST programme), using data generated by the Fair Work Monitor to strengthen risk identification and mitigation for Fair Wear member brands.

Additionally, in 2025 we launched the Fair Impact Programme. This is an initiative that links a company's need for data with CNV Internationaal's ambition to catapult this data into action in their supply chains.

We also learned that digital monitoring is most effective when it is combined with flexibility in terms of direct worker input. In Indonesia, collective data gathering through focus group discussions with trade unions and civil society organisations proved a powerful advocacy tool, leading to the development of specific proposals for draft regulations, including new provisions on trade union protection and women workers' rights. Similarly, in Bolivia we learned from previous years that it presented difficulties in effectively capturing incomes due to the piecework-based nature of sugarcane labour. Shifting the data collection method with a focus group discussion approach enabled a more accurate analysis of workers' actual wages.

Gender

How can we showcase the results on gender and informal workers for interventions that are not solely focused on this?

Following the Mid-Term Review, gender remains a cross-cutting priority, as change in countries with persistent patriarchal norms is long term. CNV Internationaal will therefore continue to address issues such as gender-based violence and harassment and women's participation in trade unions within broader interventions. This means that showcasing these results will become harder. To better track results, we consistently collect gender-disaggregated data and have adjusted and expanded indicators to include a disaggregation for informal workers.

What is the best approach to set up a sustainable regional women's network?

Although a regional women's network was not yet established in 2025, lessons were learned on advancing gender impact through strategic collaborations. In Mali, coordinated synergetic action between trade unions, women's organisations, civil society organisations, and state actors proved essential for influencing regulatory frameworks on gender-based violence and harassment. In Senegal, alliances with civil society organisations significantly strengthened trade unions' advocacy capacity, particularly on sensitive issues such as gender equality and the prevention of gender-based violence and harassment at work.

What is the effect of female role models on strengthening gender awareness?

The MTR found that in Indonesia "an important mindset change noted in the interviews has been the fact that male union leaders have recognised the

effectiveness of having female leaders advocating for gender issues."¹ In Senegal, the MTR states that thanks to our partner UDTS setting up women's committees in every region, "women are increasingly aware of their rights and roles..."². These examples confirm the positive impact of female role models, although deep-rooted cultural norms and structural barriers continue to limit women's full participation in trade union activities.

How effective is the integration of digital tools focused on gender and youth?

As described in the Results and Story of Change, an anonymous digital consultation on gender-based violence and harassment by our partner union CISL-DIGNITÉ in Côte d'Ivoire revealed that over 80% of respondents (n=135) were aware of cases of online violence or harassment. This provided strong empirical evidence for advocacy and demonstrated that digital tools are effective for directly consulting members on sensitive gender issues. In addition, the MTR confirmed WhatsApp groups among women delegates are effective for information sharing and coordination on gender-related negotiation cases: "Even if this practice is not institutionalised, participants of the evaluation have noted its importance in advancing gender issues and creating strong links between women leaders."³

Are gender topics in the negotiation trainings contributing to increased gender awareness in new CBAs?

The MTR found that including gender as a key topic within trainings has increased gender awareness and improved negotiation skills, stating, "In Indonesia, targeted trainings for CBA advisors on gender and GBV have enhanced technical negotiation skills and raised awareness about women's

¹ MetaReport MTR TUCP CNV-I.pdf p.35

² MetaReport MTR TUCP CNV-I.pdf p.35

³ MetaReport MTR TUCP CNV-I.pdf p.35

rights.”⁴ Similarly, they found “KSBSI has led efforts to include anti-discrimination and GBV prevention clauses in CBAs in different companies and training programs have equipped union representatives with skill to negotiate these clauses.”⁵ In addition, findings show that in Senegal and Nicaragua gender-specific clauses have been included in CBAs thanks to capacity building.⁶

Informal workers

How can we utilise the lessons learned in formalising informal workers throughout the programme?

In 2025, we learned that the process of formalising informal workers can vary depending on the social context and sector, which makes it hard to unilaterally adapt the lessons learned across the programme. The formalisation of work in the horticulture (e.g. in Senegal and Cote d’Ivoire) focuses on gaining access to services such as social security and a working capital fund that supports the establishment of trade unions. In Peru, outsourced workers are a step ahead in their formalisation process. One of the results achieved in 2025 was affiliating an organisation of outsourced workers with the national mining federation FENTECAMP.

This provided them with institutional, political, and legal support to defend their rights.

⁴ MetaReport MTR TUCP CNV-I.pdf p.36

⁵ MetaReport MTR TUCP CNV-I.pdf p.33

HRDD (adjusted from CSDDD)

What are the adverse effects of the new CSDDD legislation in production countries and how can these effects be mitigated?

What knowledge gaps do our TU partners have regarding the new CSDDD legislation?

What adverse effects are expected due to the new CSDDD legislation in our project countries?

What mechanisms are available to our TU partners to provide feedback on the adverse effects?

What role can our TU partners play in the feedback process, and how?

What mitigating measures (and at which level) should be implemented?

As these questions were also part of our 2024 Annual Plan, they were largely answered in the Annual Report 2024. They have remained in our 2025 Annual Plan because it was drafted before the 2024 reporting process was completed. Despite the significant watering down of the CSDDD legislation, strengthening union partners’ understanding and using HRDD legislation to improve labour rights remains a priority for CNV Internationaal. Through our BOOST programme, union partners have contributed directly to effective HRDD implementation and continuing to support their meaningful and sustained engagement remains essential.

As detailed in the Annual Report 2024, many unions initially lacked knowledge of legislation and how to leverage it. Interviews identified adverse effects, which included chaotic implementation, constraints on speaking up about human rights risks, and increased burdens on unions

⁶ MetaReport MTR TUCP CNV-I.pdf p.33

that could deepen power imbalances between EU companies and local stakeholders.

Unions are uniquely positioned to mitigate these risks, given their on-the-ground knowledge on social and human rights issues and how to end/prevent/mitigate human rights risks, their experience in using grievance mechanisms, and their role in safeguarding that companies adhere to freedom of association.

In 2025, CNV Internationaal supported this process through capacity building for trade unions, policy engagement, and multistakeholder dialogue. These activities are in line with our mitigating measures of building long-term awareness, establishing local service points to guide implementation, and harmonising implementation structures through sectoral cooperation.

Other lessons learned in 2025

Value chain approach

The Mid-Term Review showed that our value chain approach effectively contributes to inclusive growth, decent work, and social dialogue. For our work in Regional West Africa, the value chain approach identified ways for unions to gain access into the informal horticulture sector where unions are still largely absent.

Capacity building

The Mid-Term Review also showed that CNV Internationaal has strengthened trade unions by facilitating social dialogue, providing digital tools, and adopting multistakeholder approaches. This has led to improved working conditions, greater recognition, and increased influence over policy.

In Senegal and Niger, the interventions under our Dialogue@Work programme led to significant progress in strengthening the capacities of stakeholders. The main challenge remains scaling up and effectively monitoring the implementation of the acquired skills that produce tangible improvements related to labour rights and working conditions. For Senegal, this is due to limited programme resources, which restrict the full rollout of activities within a single year. It is also due to stakeholders' limited capacity to influence public policy. This is compounded by the lack of structured mechanisms for producing factual data on decent work. In turn this limits the effectiveness of evidence-based lobbying and advocacy.

CNV Internationaal learned that training courses for trainers in sectoral social dialogue and transformational leadership proved particularly effective in sustainably strengthening trade union capacity, fostering ownership of the programme's approaches and ensuring the sustainability of the gains made.

In Regional Latin America, key lessons emerged around capacity building, notably the importance of regular in-person meetings to build trust, ensure alignment, and support joint action. This has also led to stronger ownership and continuity, particularly in Nicaragua, where sustained dialogue between trade unions and sugar mills has been central to achieving wage increases, productivity bonuses, and agreements on OSH.

Another lesson learned, particularly in Peru, is the importance of having a permanent legal advisory network to respond promptly to anti-union actions. The strengthening of technical and regulatory knowledge and soft skills, particularly transformational leadership, enabled stronger participation by leaders in dialogue spaces.

Reflections on the Theory of Change

As stated in the 2024 Annual Plan, we have noted that the Theory of Change (ToC) is focused on the global outcomes, largely putting aside local impact. Unsurprisingly, the global and local contexts have changed significantly since the ToC was established in 2020, which necessitates updating.

The first step we took in 2025 to update our ToC was to utilise the MTR to gain insights into which of our goals, interventions, and assumptions are still relevant. The feedback and lessons learned from the MTR were already incorporated in the 2026-2030 Plan, and they served as the basis for the first ToC revision session held end of March 2026.

Broadly speaking, our main outcomes are still valid: the MTR showed us that strengthening the capacity and legitimacy of trade unions remains a key effective intervention. Another main finding that necessitates adjustments in our ToC is our value chain approach, as well as a new focus on specifically Dutch companies to achieve improvements for workers in the supply chains in which we work.

Risks and mitigation

Our 2025 Annual Plan provides a detailed overview of the context, management, and programme risks along with mitigation strategies. This analysis remains largely relevant; see the overview in Annex 3. Nevertheless, 2025 came with additional unforeseen risks and necessitated mitigation strategies by CNV Internationaal, reflected in the following table.

Risk event 2025	Type of risk	Impact	Mitigation
U.S. political and economic changes	Programme risk	The imposition of worldwide tariffs by the United States on goods from various countries has increased cost pressures across our global supply chains. These tariffs raise input prices for companies and create uncertainty in international trade relationships. This leads to companies limiting spending and being less willing to invest in improving working conditions in their supply chain.	To mitigate this, CNV Internationaal remained flexible to adapt to necessary changes and ensure broad implementation was still possible. When necessary, some activities were postponed or replaced. Importantly, we maintained engagement with strategic stakeholders to highlight the (unintended) impact of the tariffs.
Global conflict	Programme risk/ context risk	Escalating global conflicts in 2025 resulted in economic instability, which in turn weakened labour protection and increased risks of exploitation. Inflation and supply chain shocks affected employment security as well. These issues impacted some of the programme's implementation and strained allocated budgets.	Similarly to above, CNV Internationaal maintained close contact with our local partners and staff to make necessary changes where possible to mitigate these effects.
New focus Dutch government	Programme risk	A change in the Dutch government's focus resulted in changes to the TUCP programme requirements. This could lead to diverging priorities between us and our partners, and therefore, a loss of impact. Other crucial work might also not be covered.	In response, CNV Internationaal focused on effective accountability, sharpened capacity building processes for our trade union partners, we and phased out responsibly in several countries. Additionally, we made sure to include our partners in the changes so as to get the most out of the new focus whilst still contributing to necessary priorities. CNV Internationaal also expanded their network and strategic partnerships.
Capacity of local organisations	Programme risk	Local partners do not always have the capacities to implement the planned activities in new sectors. This leads to activities not being implemented and having less impact.	To alleviate this issue, we worked closely with our partners to build capacity where necessary and explore possibilities to expand our network.

Key indicators

Indicator description	Baseline	Actuals 2021	Actuals 2022	Actuals 2023	Actuals 2024	Actuals 2025	Targets 2025
Number of Intersyndicale TU supported	4	4	4	6	10	17	7
Number of national level TU supported	46	47	40	39	44	40	42
Number of regional level TU supported	9	39	61	38	83	102	64
Total number of TU supported	59	90	105	83	137	159	113
Number of female members TU	612256	944848	672016	613414	936068	682372	651447
Number of male members TU	909027	1413568	1078287	1086833	1453567	1311822	1167121
Total number of members TU	1521283	2358416	1750303	1700247	2389635	1994194	1818568
Youth total in leadership positions	127	327	345	365	760	1163	631
Women total in leadership positions	271	570	577	605	798	715	728
Total number of leadership positions	1497	2109	2246	2345	3217	3856	2898
Men participating in learning events	2701	3678	3365	4577	3413	3871	3687
Women participating in learning events	1343	1812	1726	2151	2152	1761	2382
Total youth participating in learning events	1013	1895	1882	2736	2881	1888	3373
Men participating in a leadership trajectory	777	622	379	508	363	587	800
Women participating in a leadership trajectory	284	363	322	335	268	432	740
Total youth participating in a leadership trajectory	749	665	442	395	325	293	1077
# collective labor agreements, provided that the collective bargaining agreement can be attributed as a result to previously undertaken interventions under the TUCP	29	28	17	8	27	18	30

Notes to the Key Indicators

Total numbers of participants

For participants Men +/- Women equals the total, Youth is a subset of the total and include both women and men.

Total number of trade unions supported

The increase is mainly due to the increase in regional level trade unions in Indonesia and Cambodia where we started working with trade union networks in addition to our regular partners.

Total number of trade union members

Vietnam members are excluded from the indicator as all workers in Vietnam are members by law which is not an accurate representation of our programme. The total number of trade union members are lower compared to 2024 due to a different mix of trade unions we worked with in 2025.

Total number of leadership positions

In Peru and Indonesia, an increase can be observed. In Peru, a new trade union affiliated with our national trade union partner, which has a lot of young leaders at local level. In Indonesia, our partner in Palm oil reported numbers higher than the target. This is in line with an increase in regional level trade unions.

Participants in a leadership trajectory

In 2025, many leadership trainings did not take place due to conflicting priorities, The focus was more on L&A. This trend was observed in most countries.

Number of collective bargaining agreements

Fewer CBAs were agreed than targeted. This was partly due to a shifting of political interest and an ambitious target. This also impacted the beneficiaries (IND09a).

Participants in BOOST HRDD learning events

Few national level trainings were planned (targets). However, the trade unions further organised local level trainings, which led to a higher number of trainings overall.



4. Sustainability and long-term results

4. Sustainability and long-term results

Legislation and standards

CNV Internationaal sees legislative change as one of the most sustainable ways to achieve large-scale impact. From the Netherlands, we therefore focus on major legislation such as CSDDD, given its potential to significantly improve international companies' adherence to labour rights. While legislative processes are lengthy and can face setbacks – such as the Omnibus-proposal of the European Commission – the long-term result is changing from a world with OECD-norms towards hard legislation. Additionally, through our BOOST HRDD Programme we learned that the trainings that focused on the overall concept of HRDD (as opposed to focusing on the exact context of the CSDDD) were particularly valued. These trainings strengthened the participants' understanding of the role of trade unions, suppliers, and MSIs, and prepared relevant stakeholders to work more effectively on advancing decent work in supply chains across the globe.

In South Africa, CNV Internationaal uses IRMA Mining Standards by advocating for and applying IRMA mechanisms and guidelines for responsible and sustainable mining. This will increase our programme's visibility on environmental, social, and labour issues, and provide access to mining sites.

(Continued) collaboration & alliances

In Indonesia, the established permanent dialogue mechanism with APINDO (Indonesian Employers' Association) on labour issues has provided a significant and sustainable opportunity. This ongoing tripartite engagement provides a structured platform to negotiate critical matters, such as wage policies, occupational safety and health standards (OSH), and gender equality in workplaces. The existing collaboration enables faster consensus-building on implementing ILO conventions C155, (occupational health and safety), and C190, (the right of everyone to a world of work free from violence and harassment), even as formal ratification processes continue. By leveraging this channel, our national union partner KSBSI can directly influence corporate policies on worker protection while simultaneously pushing for broader regulatory reforms. The dialogue also creates opportunities to develop joint position papers with employers, strengthening advocacy efforts with the Ministry of Manpower. This cooperative approach with APINDO, particularly valuable amid government hesitation on full convention ratification, allows for practical workplace improvements while maintaining pressure for systemic change through social dialogue.

Our other partner in Indonesia, the Independent Land Foundation YTM, an environmental and community-focused non-governmental organisation (NGO) based in Central Sulawesi, believes building advocacy networks to be one of their key sustainability pillars. YTM consistently works to establish tactical and thematic advocacy networks by bringing together various trade unions and civil society organisations. This collaboration aims to empower them with sustainable collective political strength.

Similarly, in South Africa, CNV Internationaal is building broad coalitions with South African academia, research centers, and think tanks to establishment sustainable alliances with other trade unions and mining-affected communities, amid growing interest in the critical minerals sector.

Additionally, the Dialogue@Work programme's intervention strategy in Regional Latin America incorporated specific discussions on long-term sustainability, considering how to ensure the operational and political continuity of the Palm Oil Network once CNV Internationaal ceases to finance the process. Concrete actions include structuring and consolidating the Palm Network, created to ensure the continuity of the training, support, and union coordination actions promoted by the project, strengthening its capacity to function autonomously. Furthermore, the installation of technical capacities for the interpretation and use of statistical data related to living wages has expanded the negotiating skills of trade union organisations and enabled them to support their demands with solid evidence.

This approach also led CNV Internationaal to promote the search for new alliances with businesses, decision-makers, and organisations, specifically ones interested in fairer and more transparent practices, both in Latin America and Europe. These advances laid the groundwork for the Fair Impact Programme to consolidate agreements in 2026. This will scale up the impact of our Fair Work Monitor process in the region and reinforce the centrality of workers' voices in debates on value chains and due diligence.

In South Africa, we also foster effective engagement with all stakeholders, including government, employers, and community representatives, through a centralised system like the National Economic Development and Labour

Council NEDLAC in South Africa, utilising social dialogue to facilitate co-determination in decision making processes.

Although the restructuring of the national union VGCL in Vietnam delayed the implementation of their collective bargaining initiatives, VGCL's continued commitment to collaborate with CNV Internationaal has provided an important basis for sustaining progress.

Additionally, a social dialogue training hosted by the Vietnam Garment Trade Union with participation of production workers and global brands laid an important foundation for follow-up multistakeholder social dialogue under the Dialogue@Work programme.

Capacity strengthening

The interventions and activities carried out within the framework of the programme in Bolivia are highly sustainable, mainly because they have focused on strengthening the organisational, technical and political capacities of trade union actors who remain active beyond the end of the project. In particular, the work with the federation of unions in the sugarcane sector FSTZCASC made it possible to consolidate processes that do not exclusively depend on external resources, such as annual collective bargaining, trade union representation in national forums, and the daily defense of the labour rights of sugar cane workers. Likewise, the use of technical information from tools such as the Family Basket Study (the cost of a set of essential goods and services that a typical family needs, such as food, housing, clothing, transport, healthcare, and education), the update of the Economic Study, and the monitoring of living wages through focus groups, has laid a methodological foundation that can be reused and updated in future collective bargaining processes. The experience gained in

2025 strengthened the FSTZCASC's capacity to approach new negotiations with greater technical and argumentative solvency.

Sustainability in the sugarcane sector in Colombia is evident in the installation of technical capacities for the interpretation and use of statistical data related to living wages. The transfer of knowledge regarding wage gaps, averages, medians, and other economic concepts has expanded trade union negotiating skills and enabled them to support their demands with solid evidence.

In the coal mining sector in Colombia, one of the main achievements in terms of sustainability was the issuance of a legal instrument (joint resolution) that enables the sectoral dialogue table, guaranteeing its operation without direct dependence on CNV Internationaal. In addition, the agreements reached within the framework of the energy transition process will continue to be valid over time, allowing for continuity in the discussion on the protection of labour rights, productive reconversion, and regional development. Likewise, the capacities for union dialogue in decision-making spaces were strengthened in a sustained manner, an organisational asset that will remain beyond the project.

In Indonesia, a key sustainability pillar supported by our partner organisation YTM in Indonesia has been to also strengthen legal measures. To enhance the effectiveness of their interventions, YTM actively encourages the use of formal legal channels, which includes facilitating lawsuits for labour violations and anti-union actions as leverage. In situations where negotiations stall, they may even threaten to issue a legal summons as a coercive tactic.

Our union partner FPE, the federation of trade unions in the energy sector, in Indonesia continues to undertake various initiatives to maintain and

strengthen the organisation's long-term sustainability. They work at all levels - workplace units, regional branches (DPC), and the national executive board (DPP) – conducting regular trainings for members and leaders, promoting solidarity among members and union officials, and strengthening the capacity of union leaders to advocate for members' cases, including legal proceedings when necessary. In addition, FPE encourages union leaders to actively communicate and publicise the organisation's roles and achievements to enhance visibility and member engagement.

Public awareness campaigns are also a key sustainability pillar promoted by YTM. Each step in the advocacy process is accompanied by a structured public campaign designed to raise awareness and generate pressure. This ensures that labour issues remain prominent on the public and political agenda.

Our programme in Nicaragua has promoted concrete actions aimed at consolidating more solid and self-sufficient union structures. The Training Plan financed by CNV Internationaal has been key to strengthening knowledge about labour law, social security, occupational health and safety and, at the regional level, in issues related to BONSUCRO. As a result, the staff of our partner CONFETRAYD's member unions have strengthened their technical capacities, which contributes directly to institutional sustainability. For example, CONFETRAYD has encouraged trade unions to propose, in collective bargaining, percentage agreements based on productivity or the creation of annual budgets for trade union training programmes in sugar mills where they are represented.

A key action towards sustainability in Peru has been the systematic delivery of all training materials developed during the period to the union leaders

of our partners, the national federations in the mining sector FENTECAMP and FNTMMSP and their members. These materials address key issues such as occupational health and safety, collective rights, social dialogue, collective bargaining, strikes, and transformational leadership. They have been made available to the organisations for reference and possible replication. Priority was given to ensuring that the most experienced leaders had access to these resources in order to strengthen internal trade union training processes in the medium and long term.

Financial sustainability

Various sustainable financial practices are in place to support our national union partner CLC in Cambodia. For example, CLC provides legal support to workers, including non-members, for which they receive 10% of the total compensation once the case is a success. In 2025, 10 out of the 20-30 cases received went to court.

Similarly, in Indonesia, the union federation in the energy and metals sector FPE promotes implementing membership dues collection through the Check-Off System (COS) at the company level to support organisational stability and financial sustainability.

In Benin, the programme's flagship initiatives include strategies for progressive empowerment. For example, the Technical Commission of the Framework for Consultation between Workers' Trade Unions and Employers' Trade Unions for Effective Social Dialogue in Benin (CCO-EDS) has set up their own technical bodies to improve the operationalisation of their activities. In addition, stakeholders are invited to mobilise their own resources in the form of contributions to provide the financial means necessary for the implementation of the three-year plan.

The same approach is being implemented in Benin as part of the introduction of responsible business conduct (RBC) within the AFOKANTAN cashew company, where our union partner COSI Benin is raising awareness to mobilise a budget and a technical team to implement the action plan resulting from the RBC diagnosis that our 2024-2025 Plan enabled the company to carry out.



5. Annexes

Annex 1

Developing new initiatives in combination countries

As a trade union, we operate at the intersection of aid and trade. Companies are our natural environment. We actively contribute to the Ministry's combination countries policy through an additional programme in Côte d'Ivoire, Senegal, South Africa, Indonesia, Vietnam, and Colombia. CNV Internationaal contributes to addressing precarious working conditions and increasing opportunities for local workers through social dialogue, while businesses benefit from improved working environments and more sustainable supply chains.

The additional combination countries programme has enabled us to initiate work in highly relevant sectors for the Netherlands, specifically in the horticulture supply chains in Africa and in nickel mining in Indonesia. Results of this programme that started in 2023 are resumed below and also included throughout the report, marked in yellow to distinguish them from our main Dialogue@Work programme. Activities have been further expanded in 2025, allowing us to strengthen social dialogue and tackle poor and hazardous working conditions in these critical sectors.

Regional Africa

Union collaboration increases in the horticulture sector

CNV Internationaal trade union partners from Benin, Côte d'Ivoire, Niger, and Senegal participated in the Annual Cooperation Africa Conference 2025. This resulted in strengthened synergies between trade unions and

cooperatives and enriched programmatic thinking. In Senegal, this directly supported partner union UDTS in initiating a collaboration with horticultural cooperatives in the Niayes region which focuses on:

- improved cooperative governance
- stronger national advocacy on agricultural regulation and labour inspection
- expanded social security access for informal workers
- enhanced employability of women and youth

In line with Senegal's Vision 2050, CNV Internationaal defined joint pathways with Agriterro to further strengthen collaboration in horticulture.

Indonesia

First Fair Work Monitor implemented in palm oil

The Fair Work Monitor (FWM) was successfully implemented in Indonesia for the first time. This is a noteworthy intermediate result as it marks the first expansion of the implementation outside Latin America. We applied knowledge and expertise in a new country and context. This enabled us to strengthen a comparative and global chain perspective in order to broaden the impact of trade union actions in the palm oil value chain. The survey results of 911 respondents in the provinces of Jambi and East Kalimantan support evidence-based advocacy.

This highlights our expanding reach and engagement through the activities related to the Fair Work Monitor process across these important palm oil producing regions. The data generated is a strategic tool that our union partner HUKATAN can use to advocate for workers' rights. More specifically, it contributes to:

- strengthening bargaining positions

- influencing corporate policies
- supporting public advocacy and networking efforts
- providing internal education for trade unions

The findings have also been instrumental in drafting the strategy of the 2026-2030 programme. We will focus geographically on the two districts that have been included in the research and thematically on improving the contractual status of palm oil workers and living wages (two topics that are closely interlinked).

Internationally, the results supported discussions within the Round Table for Sustainable Palm Oil (RSPO), of which CNV Internationaal and Hukatan are members. Results were also shared with sector companies to discuss living wage challenges.

Systematic improvement of collective bargaining agreements in the nickel and palm oil supply chain

The CBA benchmark developed by CNV Internationaal back in 2021 was updated with a new scoring system and expanded criteria to include the palm oil and mining (nickel) sectors. A practical guide and training materials were developed, enabling local unions to independently assess the quality of their CBAs and set priorities for new negotiations. It is a benchmark that helps unions systematically strengthen CBAs. Over time, it will feed a CBA database to enable suppliers and buyers to assess the quality of labour agreements for their plantations or factories, as well as assessing the quality of the CBAs of companies they are sourcing from.

Historic 17% wage increase through tripartite dialogue in nickel mining

On 22 December 2025, following tripartite negotiations, the Morowali local government approved a 2026 annual wage increase. The Morowali Regency Wage Council provided a platform for the FPE (the union federation for the mining and energy sector) to participate in these negotiations, with support from CNV Internationaal. The reinstatement of sectoral minimum wage negotiations at regional level significantly supported wage outcomes. In Morowali Regency, this resulted in a historic 17% increase in the UMSK for the mining and industrial sector, the highest wage increase ever recorded in the region's wage-setting process.

Stronger union coordination in collective negotiations at nickel Indonesia Morowali Industrial Park with 50 mining companies

The activities of independent land foundation YTM (an environmental and community focus non-governmental organisation), strengthened coordination among trade unions involved in collective bargaining at the Indonesia Morowali Industrial Park (IMIP), a major industrial hub hosting over 50 mining companies. Eleven unions jointly developed an improved draft of CBA articles and used these as a basis for their negotiations for 2026–2028. Workshops and remote consultations enabled the unions and civil society organisations to achieve a broad consensus, and they created a strong foundation for future negotiations and advocacy in the IMIP region. Although the CBA negotiations ultimately reached an impasse, unions were able to conduct more balanced negotiations. They resisted pressure to accept management's draft without proper dialogue. The continued use of jointly developed proposals represents a significant step forward in union unity and bargaining capacity.

Annex 2

Narrative report BOOST HRDD Programme

January – December 2025

**Reported by CNV Internationaal, Fair Wear Foundation,
Mondiaal FNV**

1. Introduction

1.1 Project Introduction

Maximum volume: 1/2 page

Short introduction of the country context, project, partner, interventions and result areas that are worked on.

The BOOST HRDD program (formerly known as the HRDD Top-UP), led by CNV Internationaal, Mondiaal FNV, and Fair Wear Foundation, aims to support effective implementation of European Human Rights Due Diligence legislation. Focusing on key production countries in Asia and Africa in different supply chains (palm oil, mining, garment, flowers), the program strengthens local stakeholders' capacities, collects ground-level insights and connect those to industry action, and advocates for policies that enhance human rights due diligence (HRDD) across supply chains.

Specifically, the program revolves around three result areas:

1. Strengthening stakeholders in production countries: raise HRDD awareness and engagement, collect at scale stakeholder information relevant to HRDD
2. Improved industry action: provide access to stakeholder information and a validation feedback loop to enable (more) impactful HRDD
3. Improved policies and regulatory practices: influence public and private policy makers to enforce (more) impactful HRDD

Main interventions as part of these three result areas include but are not limited to: capacity-building activities, multi-stakeholder dialogue, data

collection and -connection, lobby and advocacy, research and analyses, and engagement with relevant stakeholders on HRDD.

1.2 Change to Context

Maximum volume: 1/2 page

Brief description of current political situation (policies, legal framework, etc.) and changes in the general condition in the country that has affected activities of the project.

Required: summary of external factors that influenced the project (e.g. significant legal changes in national/regional/local politics; changes that affected the project implementation and strategy).

Describe measures that you have taken to adapt to changing conditions.

In 2025, the EU political and legal context continued to be the most significant external factor affecting the implementation of the BOOST HRDD programme. The main development was the revision of EU sustainability legislation through the *Omnibus I* package, which amended core elements of the Corporate Sustainability Due Diligence Directive (CSDDD) and the Corporate Sustainability Reporting Directive (CSRD). The objective of these changes was to reduce administrative burdens by narrowing the scope of companies covered and delaying implementation timelines. The level of accountability for companies that we had previously advocated for therefore suffered significantly and the scope of this legislation has decreased dramatically. This watered down process of the legislation led to uncertainty and mistrust among production country stakeholders.

Throughout the year, ongoing negotiations between EU institutions created uncertainty about the final content and timing of due diligence obligations. This uncertainty led many European companies to slow down

or postpone the operationalization of due diligence systems while awaiting clarity on the final legal framework. Partners in production countries, including trade unions and suppliers, also experienced confusion about expectations and practical implications for engagement with companies. As a result, some planned BOOST activities, particularly large-scale trainings and stakeholder dialogues—were delayed or implemented more cautiously in 2025.

To respond to these external constraints, the BOOST programme adapted its strategy. Programme planning became more flexible through scenario-based approaches that allowed activities to remain relevant under different legislative outcomes. Communication with partners in Asia and Africa was intensified to explain policy developments and support informed engagement with companies. In addition, training and advocacy materials were reviewed to focus more strongly on core principles that remain applicable under the revised framework, such as risk-based due diligence, stakeholder engagement and proportionality. The program kept highlighting what the added value to redress power imbalance it can bring when implemented rightfully, being constructive yet transparent about the disappointing developments.

The provisional adoption of the Omnibus package in December 2025 also creates opportunities for 2026. With greater regulatory clarity expected, BOOST is well positioned to update its tools and capacity-building activities in line with the revised CSDDD and to support trade unions, suppliers and other stakeholders in engaging effectively with companies under the new rules.

Over the course of 2025, the civic space in which BOOST partners and civil society at large operate, shrank further, as also found by the ITUC Global

Rights Index of 2025⁷. The participation of civil society in public policy making was scrutinized at EU and national level, and funding cuts impacted many, leading to diminished capacity and reorganizations in the international development community. Similarly, the prevalence of 'foreign agent acts' impacted the work in e.g. India as funding streams and activities from parties abroad are tracked and scrutinized.

2. Successes

Activity Progress / country achievements per result area

Please provide a description of the result, the process, the importance and the next steps per result area.

2.1 Result 1. Strengthening stakeholders in production countries: Raise HRDD awareness and engagement, collect at scale stakeholder information relevant to HRDD

In 2025, all organizations successfully continued working towards strengthening the HRDD knowledge and skills of stakeholders in production countries. These capacity-building interventions built on the interventions of 2024 and all organizations made use of the material that was developed together in close collaboration.

⁷ [Global Rights Index 2025 - International Trade Union Confederation](#)

CNV Internationaal

CNV-I continued their capacity-building activities in Indonesia, together with their trade union partners in the mining, palm oil and garment sectors. Through previous training of 2024, four trade union partners in Indonesia had learned how they could take up their role as stakeholders in all of the six steps of due diligence. By capacitating them to become trainers on this topic themselves, they were able to organize HRDD training sessions for 263 union leaders of local factory/plantation/mining unions, thereby increasing the awareness on HRDD throughout the trade union landscape of Indonesia. By focusing on hands-on exercises (such as risk assessments and case building), they made significant steps to transform the topic of HRDD from a highly theoretical topic into a tool for unions to be leveraged in practice to improve labour rights standards. One of the examples of how trade unions have already been able to make use of HRDD tools is their successful advocacy towards the government to include trade unions in the stakeholder engagement process of the government's taskforce of the National Strategy of Business and Human Rights. Before 2025, unions were not included in this taskforce, thereby making it impossible for the union's perspective to be highlighted in relation to HRDD. Due to successful advocacy by CNV-I's union partners, they were invited to the taskforce's stakeholder meetings, thereby being able to provide input into the government's strategy related to HRDD.

CNV-I was also able to expand their capacity-building interventions to a new country in 2025, namely South Africa. In October 2025, a training was carried out for trade unions and community organizations in the mining sector in South Africa. The training was successful in raising the awareness

of both stakeholder groups on the whole mining supply chain and the connections to international companies. It also taught them how they could make use of this information and HRDD tools to advocate for better human rights standards in the mining sector in South Africa. By involving both trade unions and community organizations in the training, the training also helped to strengthen the collective voice of these stakeholder groups, focusing on human rights and environmental risks that both groups face. This prepared them to engage more constructively together in future stakeholder engagement meetings.

Fair Wear Foundation

Suppliers and their associations are a critical player in the garment industry, where they are caught between the requirements of the national law in addition to following brands' obligation that they need to follow.

Recognising their role, the engagement and capacity building of business associations continued in 2025 albeit at a slower pace, due to the constantly debated CSDDD. Two meetings with the Bangladeshi business associations BGMEA and BKMEA took place in February and in September 2025 about ways in which suppliers can be supported on HRDD. Similar discussions took place with the business association in Indonesia (API and APRISINDO), India (CITI and AEPC) and Vietnam (VITAS and VCCI).

In December 2025 Fair Wear organised an expert webinar with International Apparel Federation (IAF) to inform and prepare the federation members on CSDDD on 4 December 2025. Fair Wear's expert on EU Legislations was one of the speakers, along with a brand's representative, lawyer and other experts. The invitees were the Board of Directors of the business associations from eleven countries. The list of business associations that took part are as follows: Amith (Morocco); TGSD and

IKHIBI (Turkey); PRGMEA (Pakistan), BGMEA, BKEMA and AGTI (Indonesia); VITAS (Vietnam); CNTACT (China); TAFTAC (Cambodia); MGMA (Myanmar).

Mondiaal FNV

Bangladesh

Building on the training in 2024 in Bangladesh, a multistakeholder meeting was organized in 2025, which allowed a few union members to engage with other stakeholders, on governmental and business level. This was an important meeting, because the unions could voice their concerns with the group which is not often the case because they are not always invited when HRDD or relevant legislation is being discussed.

India

Two trainings were conducted in India, one for unions in the seed sector (in Hyderabad) and one for TGSL unions (in Tamil Nadu). The unions working in the seed sector were quite familiar with HRDD, and have been working on the steps for quite some time. It was a good refresher for them, also to understand that European legislation is evolving into something that aims to protect workers' rights. At that time, talks about the Omnibus already were present, so although hopeful, there was also some skepticism. The difficult issue that they mentioned is that it is difficult to map all stakeholders in the seed industry. The TGSL unions were quite new to the HRDD cycle, and were eager to learn more. As they were also included in an MSE pilot not long after the training, it was deemed valuable for them to receive the training.

Overall

The HR(E)DD trainings conducted were a good start, especially in terms of knowledge transfer, but follow up is still necessary. What will the trained participants do to ensure all union members are aware of HRDD and how unions can and **should** play their part? A pool of experts still has to be created, equipped with material so that the trainings can be further disseminated. That is why MFNV has already tried to create and publish some material on their website: <https://www.fnv.nl/mondiaal-fnv/about-mondiaal-fnv/what-we-do-1/human-rights-due-diligence>

In addition they have published a gender responsive guidance note, and focused on gender and inclusion during the trainings as well. The guide can be found here: [Integrating Gender Equality into HRDD: A Practical Guide for Trade Unions - FNV](#)

CNV Internationaal, Fair Wear Foundation, Mondiaal FNV

Besides capacity-building interventions targeting specific stakeholder groups, all three organizations also collaborated on bringing different stakeholder groups together to identify shared opportunities that HRDD (legislation) could bring. That is why, in February 2025, CNV-I, M-FNV and FWF collaborated to organize a roundtable session on HRDD with trade union partners, business associations and suppliers in the garment sector in Indonesia. This roundtable laid the foundation for these stakeholder groups to put HRDD on the agenda for tripartite discussions. As a result, the Gender Network Platform (a tripartite platform in the garment sector in Indonesia) was transformed into the Gender & Human Rights Network Platform, which should ensure that trade unions, business associations and government engage more frequently on topics related to HRDD.

2.2 Result 2. Improved industry action: provide access to stakeholder information and a validation feedback loop to enable (more) impactful HRDD

As legislation, not only in EU but also in other parts of the world, is moving towards a mandatory playing field of (parts of) HRDD, brands are investigating how to do impactful due diligence. Key to do impactful due diligence is with the right stakeholders involved, and mitigate, cease and prevent risks based on input from the stakeholders. Within this result area, we aim to create better connection between stakeholders' information on the ground and the purchasing practices of brands to ensure that due diligence implementation is actually impactful and changes conditions on the work floor. These actions should also be validated to ensure improvements.

In 2024, Fair Wear and CNV Internationaal started connecting the input from the Fair Work Monitor in Cambodia - a digital survey that CNV Internationaal conducts annually in the garment sector in Cambodia to collect worker voice data on wages and working conditions - to the HRDD Facilitation Hub – a digital system showing how targeted, stakeholder validated data can lead to tangible improvements in working conditions and advancement of workers' rights for Fair Wear members. Seven Fair Wear members source from Cambodia and have used the information provided as input for their risk scoping.

In 2025, Fair Wear organised a regular stakeholder meeting in Bangalore, India. Part of this meeting was a short workshop to find out whether and how these stakeholders would like to provide information on HRDD topics

on shorter intervals. Also, we discussed whether and how they would like to have information on how brands have used the information provided by stakeholders. From the discussion it was clear that stakeholders would like to respond to and adjust existing information. Also, stakeholders indicated that information on how many brands used their information could be relevant for their reporting. These insights are taken into account when designing a version of the HRDD Facilitation Hub that is accessible to stakeholders.

2.3 Result 3. Improved policies and regulatory practices: inform public and private policy makers to enforce (more) impactful HRDD

In 2025, activities under Result Area 3 focused on informing and influencing public and policymakers to promote meaningful and enforceable HRDD, at a time when EU sustainability legislation was under intense political pressure. Ongoing debates around the CSDDD, including proposals to narrow its scope and delay implementation, strongly shaped advocacy priorities throughout the year.

In this context, the BOOST consortium prioritised policy dialogue, agenda-setting and awareness-raising with key decision-makers at EU and national level. A central objective was to safeguard the principles of risk-based due diligence and meaningful stakeholder engagement, while actively countering dominant narratives framing HRDD primarily as a regulatory burden. BOOST consistently emphasised that HRDD can deliver clear benefits for workers, suppliers and European companies, including better risk management, stronger social dialogue, and more resilient, efficient and higher-quality value chains.

Throughout 2025, the consortium engaged extensively with ministries and policymakers in Brussels and the Netherlands, sharing insights from production countries and lessons emerging from BOOST implementation. These engagements focused on explaining how HRDD can function in practice, highlighting that closer interaction between companies, workers and trade unions leads not only to improved labour conditions, but also to safer production processes, greater predictability and long-term sourcing stability.

A key milestone was the presentation of BOOST recommendations, presented among others by Indonesian Trade Unionist and the executive president of the Bangladeshi BKMEA at OECD Garment forum in February, organised in cooperation with the Dutch Ministry of Foreign Affairs. These activities reached OECD representatives, EU and national policymakers, TUAC and international stakeholders, and facilitated exchanges with institutions such as the ILO. Importantly, the OECD engagement generated substantial follow-up interest, resulting in over 100 subsequent contacts, including 55 direct follow-up entries, complemented by additional outreach through professional networks and online channels. This demonstrated tangible agenda-setting effects beyond the events themselves.

In addition, BOOST strengthened international coordination through exchanges with German HRDD stakeholders and with UNI Global Union and its HRDD Competence Centre, which has since taken forward this work. Later in the year, participation in Afrikadag connected EU policy debates to concrete realities in African value chains, reinforcing the relevance of HRDD for both policy and practice.

Overall, Result Area 3 activities in 2025 focused on building understanding, legitimacy and political space for HRDD at a critical moment. By

consistently framing HRDD as a tool that delivers shared value rather than solely compliance costs, BOOST contributed to more balanced policy discussions and laid the groundwork for more effective implementation in the years ahead.

3. Key Learnings

3.1 Challenges and Lesson Learned

Think about the following: during the implementation of the programme what were the challenges? What worked and what did not work? From this what are the lessons learned?

The changes to the legislative landscape were a significant challenge throughout the program, as we started hopeful and ambitious shortly after the CSDDD was adopted. The developments around the Omnibus-I were disheartening and impacted the work that we had done in prepping partners for the CSDDD specifically. However, some level of mandatory HRDD remains and we will continue to integrate the supply chain approach into the programme in the following year.

In consultation with business associations in production countries, we see varying interest towards HRDD. While in Indonesia they prepare for their own legislation, the Bangladesh business associations remain skeptical to the concept and increasingly seek business opportunities outside the EU market but will comply if needed.

3.2 Sustainability

How sustainable are the interventions and activities?

What kind of measures are we taking to make it sustainable?

Interventions and activities that were very specific to the exact content of the CSDDD proved to be not sustainable. However, the trainings on the overall concept of HRDD and the role of trade unions, suppliers and MSIs were appreciated and helped prepare relevant stakeholders to work more effectively on advancing decent work in supply chains across the globe.

Mondiaal FNV

By way of a follow-up for Ethiopia, MFNV is designing another round of training for our horticulture partners but with higher level officials this time and with a mix of Ugandan and Ethiopian partners. We hope this approach will pave the way for a south-south learning and experience sharing.

Following the development of the HRDD Gender Guidance, we are also preparing to integrate a more focused gender session(s) in the upcoming HRDD training which helps us to operationalize the guidance note and introduce it in a practical way to our partners.

Annex 3

Risks and mitigation (from year plan 2024)

Planning Monitoring Evaluation and Learning

1 Context risks and mitigation

Context risks refer to the challenges arising from the environment in which CNV Internationaal operates. These risks stem from external factors that may affect the performance of our activities. Examples include risks associated with corruption and a non-functioning government or rule of law.

Europe and the Netherlands

In all regions where CNV Internationaal operates, we encounter general contextual risks. The political landscape in the Netherlands changed in 2024 with the election of a new parliament. At present, there are still many uncertainties about how new legislation will affect the future of our programme. This also applies to the European Parliament, where elections took place in 2024. To mitigate this risk, CNV Internationaal is building new relationships with parliamentarians and providing input to the ruling government parties. We are engaged in dialogue with the government on issues such as the living wage and just transition.

The introduction of IRBC legislation means it is increasingly important to inform trade unions about the CSDDD, their rights, and the impact on their work. A risk posed by this legislation is that trade unions may become overburdened due to the lack of sectoral cooperation among companies. To comply with the legislation, companies may impose an excessive burden on trade unions through risk analysis and meaningful stakeholder engagement, leaving the unions with diminished capacity for their essential work. To mitigate this, CNV Internationaal is promoting sectoral cooperation by creating a so-called 'Future Model for Sectoral Collaboration', which would reduce the strain on trade unions.

Another risk associated with due diligence legislation concerns our work in Africa and the challenges of applying it to a predominantly informal sector, especially in West Africa. The impact is that a large portion of informal producers in the supply chain are not represented in social dialogue processes. To address this, CNV Internationaal is promoting sectoral social dialogue in supply chains and ensuring that producers and companies in the informal sector are actively involved.

Africa

In Africa, CNV Internationaal continues to face political instability, particularly in Mali and Niger, where certain areas cannot be accessed. Additionally, the creation of the Alliance of Sahel States (AES) has created political tension with other ECOWAS countries (Benin, Côte d'Ivoire, Senegal), which hinders commerce in the region and impacts border communities. As a result, lobbying activities towards the government and training sessions will not be feasible in 2025, and the programme cannot be implemented in these unstable areas.

These risks particularly affect women and young people in the region, who find it harder to travel and remain less connected to the outside world. To mitigate this, CNV Internationaal will continue to facilitate internet access for our partners so they can attend online meetings (e.g. in hotels or other venues). CNV Internationaal is continuously monitoring the situation, operating with a lower profile than usual, and assessing how to continue providing crucial support to workers.

Another risk we have identified is the Presidential Election in Côte d'Ivoire in October 2025, which could lead to unrest and protests. This may negatively affect our interventions, potentially requiring a (partial) suspension of activities. To mitigate this risk, the election has been taken into account in our planning, and no major activities are scheduled around the election period.

Asia

In Asia, CNV Internationaal has faced a rapidly shrinking civic space, which could be said to have worsened significantly in the last year. Unions face more restrictions in their freedom to work, and the safety of trade unionists and human rights defenders is increasingly threatened. This trend is strongly connected to (increased) political control by the government. In Indonesia, the elections in 2024 resulted in new leadership being installed at the end of October 2024. The expectation is that this will lead to a further decrease in civic space, minimising freedom of speech for media and freedom of association. To mitigate this, CNV Internationaal puts more effort into building relations with other stakeholders, such as business associations and local governments, to improve collaboration, and where possible collaborate on lobbying activities. This, in turn, also makes these stakeholders more aware of the work of CNV Internationaal and our

partners, which enables us to stand together with these stakeholders offering greater protection against efforts by national governments to undermine the role of trade unions.

In Cambodia, our trade union partner CLC continues to engage in a challenging political environment by maintaining its position as a politically neutral, independent trade union.

In Vietnam, recent institutional restructuring and leadership changes at both national and provincial levels have created a period of administrative transition. During this process, many public officials are taking a cautious approach in decision-making, which may result in closer oversight of civil society activities and greater sensitivity around topics such as freedom of association, trade union reform, and social dialogue. These risks are difficult to fully mitigate, ensuring the safety of our trade union partners and staff working for us in the region therefore remains one of our main priorities.

Latin America

In Latin America, CNV Internationaal faces various risks across different supply chains. The political situation in Guatemala remains unstable and unsafe for trade union leaders and workers in the sugarcane and palm oil sectors. A similar situation persists in Colombia, where trade unionists continue to face oppression. To mitigate the impact of these challenges on our programmes in the sugarcane, mining, and palm oil supply chains, CNV Internationaal remains focused on strengthening the use of grievance mechanisms, such as BONSUCRO and RSPO, alongside lobbying and campaigning efforts.

For our work in the sugar value chain in Latin America, CNV Internationaal prioritises the issue of a Living Wage, which has encountered significant resistance from companies, particularly from producers and employers in sourcing countries. Living wage remains a very sensitive topic for a collective project or even a dialogue. To address this, CNV Internationaal has developed the Fair Work Monitor, in collaboration with trade unions, to enhance the evidence building and data collection of trade unions on living wages. Additionally, CNV Internationaal continues to lobby and campaign extensively on the living wage issue, both within BONSUCRO and through its own channels. For example, we engage with companies such as Unilever to establish joint pilot projects, keep the Living Wage issue on their agenda, and apply pressure on relevant companies in sourcing countries.

2 Programme risks and mitigation

All regions

CNV Internationaal has a comprehensive in-house anti-fraud policy to prevent fraud. In addition, we train our partners on fraud prevention, and we expect them to provide a narrative and financial report every quarter.

Africa

In 2025, potential programme risks may arise due to internal changes within our partner unions, such as when a secretary-general (SG) is succeeded by new leadership. For example, there are upcoming SG elections with our partner in Senegal. In such cases, agreements made with the outgoing SG may take time to transfer, and building a relationship with the new leader can cause delays, affecting the implementation of our activities. We fully understand that leadership change is beneficial and an

internal requirement for our union partners. However, to mitigate the risks this presents for the programme, we will consider scheduling a visit and investing additional time in building a relationship with the new leader.

Latin America

The reduction in funding for the implementation of the TUCP programme in Latin America presents various challenges. While this may affect the programme's effectiveness in the region, CNV Internationaal is proactively addressing these challenges by actively seeking new funding opportunities and exploring the provision of paid services directly from companies such as Hershey. This includes initiatives like the Fair Work Monitor and leveraging our expertise in capacity building and living wage initiatives.

3 Management risks and mitigation

By management risks, we refer to the risks related to managing projects and programmes with partners abroad who are not part of CNV Internationaal. Economic or political constraints, for example, may result in a lack of capacity among partners.

International

In 2026, the funding for the TUCP programme will decrease significantly. As a result, CNV Internationaal will need to begin implementing a responsible phase-out for some of the programme components in 2025, which may negatively impact the progress in improving workers' rights and the relationships with key stakeholders. To mitigate this risk, CNV Internationaal will continue its work on aid and trade, and actively pursue fundraising efforts for those aspects that cannot be executed under the

TUCP programme. Through our Regional programmes, we will also continue working with trade unions to explore new funding opportunities where necessary and diversify their funding streams. Additionally, thanks to the combination countries budget, we can maintain our work in 2025, ensuring that trade continues to contribute to development.

Furthermore, we will leverage the insights from the Mid Term Evaluation, along with discussions and priorities from the Ministry, to redefine our strategic direction after 2026. This will involve developing an adjusted Theory of Change and refining our strategy concerning target countries, value chains, and thematic areas.

Asia

In Asia, one of the risks CNV Internationaal faces is internal power struggles within unions, along with the lack of new, young, or female leadership. This can hinder the effective and efficient execution of planned activities and limit innovation. To mitigate this risk, CNV Internationaal continues to actively engage with new leadership, build sustainable relationships, and emphasise the importance of democratic values during elections.

Africa

A continuous risk in CNV Internationaal’s programme in Africa is inadequate project management by administrators within trade union partners, which can lead to issues such as a lack of transparency in cost reporting. This results in insufficient justification for related expenditures. To mitigate this, CNV Internationaal actively supports the capacity-building of administrators through its regional CNV Africa office, and where necessary, plans visits from our finance team to the regional office and partner organisations.

Latin America

In Latin America, the opportunity to diversify and expand our funding streams and programs brings both challenges and growth potential for CNV Internationaal. As we navigate these changes, our administrative and PMEL capacity is being tested, particularly at our CNV office in Colombia. While this increased demand can create pressure, it also encourages us to enhance our project implementation and outcomes.

To effectively manage these challenges, CNV Internationaal is actively strengthening our collaboration with our regional office in Colombia, especially through our Finance and PMEL teams. This ongoing cooperation aims to ensure that we continue to meet our goals and deliver impactful results.

Annex 4 Resources

A clickable overview of various factsheets, manuals, papers, researches and papers published under TUCP throughout 2025.

The resources mentioned below and throughout this report are also available on this dedicated [webpage](#):

Human rights due diligence / Responsible business conduct

- **Kies voor wetgeving met impact (Choose legislation with impact)**
Position paper for round table meeting regarding the EU-Omnibus proposal, 23 April 2025
- **Hulp en handel | Partners in ontwikkeling**
Factsheet “Aid and trade, partners in development” with cases from Asia and Africa, by CNV Internationaal and Mondiaal FNV
- **BOOST HRDD bottom-up Outreach to Stakeholders in HRDD legislation.**
Recommendations from key stakeholders in production countries on CSDDD implementation. Joint publication with Fair Wear and Mondiaal FNV.
- **BOOST HRDD Opportunities, risks and recommendations**
- **Inkoop met impact (procurement with impact)**
Examples, tips and a step-by-step plan for socially responsible procurement, with a focus on supply chain responsibility; update of the

Fair Trade publication with Fair Wear, FNV, Solidaridad, and Future Up, December 2025.

Mining

- **The Destructive Indonesian Nickel Supply Chain**
A supply chain mapping & risk assessment S. Geurts, B. Kuepper and P. Boev, 20 August 2025
 - **Tracing the Nickel Supply Chain from Indonesia to the EU**
Factsheet based on above mentioned supply chain mapping, 20 August 2025
- Gender Analysis in the Nickel Project in Morowali and North Morowali, Central Sulawesi**
Research of Indonesias nickel supply chain.
Also available : Bahasa Indonesian version
- **Summary of Gender Analysis of Indonesia's Nickel Industry ,**
Research conclusions and recommendations, december 2025
Bahasa Indonesian version
 - **On the Conclusions of the Closed-Door Tripartite Roundtable: Strengthening the Protection of Workers' Human Rights in the Critical Minerals Industry in Indonesia**
Factsheet, 16 December 2025
Also available: Bahasa Indonesian version

- **Copper Mining in Peru November 2025**
The Fair Work Monitor results in the Peruvian Copper Sector

Agriculture

- **An overview of Social Dialogue and Working Conditions in the Mali's mango sector**
Research by Niang holding for PUM, CNV Internationaal and Conseil National du Patronat du Mali
Also available in French
- **A Minimum Wage is not a Living Wage The Fair Work Monitor results amongst palm oil workers in Indonesia**
First Fair Work Monitor presenting data collected palm oil unions among and with workers.

The Fair Work Monitor, a policy note for the RSPO

What the Fair Work Monitor tells us about the working and living conditions of palm oil workers. Recommendations based on Fair Work Monitor submitted to RSPO, 3 november 2025

- **Fair Work Monitor exposes living wage gaps in sugarcane production**
Worker-based research reveals persistent living-wage gaps in the sugar sector, 12 August 2025
- **Manifesto Sugarcane network**
Proposal and call for collective action based on results of the Fair Work Monitor, 12 August 2025

Gender

- **Toolkit on gender equality in collective bargaining**
With national union VGCL we created a toolkit on gender equality in collective bargaining and an animated training video on handling sexual harassment in the workplace. The video supports trade union officers in receiving complaints, gathering evidence, engaging in dialogue, and responding effectively to cases of sexual harassment.

Annex 5 Abbreviations

BRICS	Inter-governmental organisation comprising Brazil, Russia, India, China, and South Africa	COSI	Confédération des Organisations Syndicales Indépendantes du Bénin (national union partner in Benin)
CBA	Collective Bargaining Agreement	CSO	Civil Society Organisation
CCO-EDS	Cadre de Concertation entre Organisations syndicales des travailleurs et Organisations syndicales des employeurs pour l'Efficacité du Dialogue Social au Bénin. (Technical Commission of the Framework for Consultation between Workers' Trade Unions and Employers' Trade Unions for Effective Social Dialogue in Benin)	CSDDD	Corporate Social Due Diligence Directive
CEPA	Comprehensive Economic Partnership Agreement	CSRD	Corporate Sustainability Reporting Directive
CETM	Critical Energy Transition Minerals	CSTM	Confédération Syndicale des Travailleurs du Mali (union partner in Mali)
CISL Dignité	Confédération Ivoirienne des Syndicats Libres (national union partner in Côte d'Ivoire)	DAGs	Domestic Advisory Groups
CLC	Cambodian Labour Confederation (national union partner in Cambodia)	EU	European Union
CNT	Confédération Nigérienne du Travail (national union partner in Niger)	FENTECAMP	Federación Nacional de Trabajadores de las Empresas Especializadas y Contratistas de la Actividad Minera, is a national federation of trade unions in Peru representing outsourced and subcontracted workers in the mining sector
CNV	Christelijk Nationaal Vakverbond	FPE	Federasi Pertambangan dan Energi Federation Mining and Energy (union partner in the mining and energy sector in Indonesia)
CONFETRAYD	Nicaraguan Federation of Sugar Unions, (partner in Nicaragua)	FNTMMSP	Federación Nacional de Trabajadores Mineros, Metalúrgicos y Siderúrgicos del Perú, the national federation of workers in the mining, metallurgy, and steel sectors
CONDEG	Consejo Nacional de Desplazados de Guatemala (partner in Guatemala)	FWM	Fair Work Monitor
		HRDD	Human Rights Due Diligence
		ILO	International Labour Organisation (tripartite UN-organisation)

IRBC	International Responsible Business Conduct	TUCP	Trade Union Co-financing Programme of the Dutch Ministry of Foreign Affairs (Vakbondsmedefinancieringsprogramma, VMP)
IRMA	Initiative for Responsible Mining Assurance		
ITUC	International Trade Union Confederation	UNTM	Union Nationale des Travailleurs du Mali (national union partner in Mali)
KSBSI	Konfederasi Serikat Buruh Sejahtera Indonesia (national union partner in Indonesia)	YTM	Yayasan Tanah Merdeka (Independent Land Foundation), an environmental and community-focused non-governmental organisation (NGO) based in Central Sulawesi, Indonesia
MTR	Mid-Term Review		
NEDLAC	National Economic Development and Labour Council in South Africa	VGCL	Vietnam General Confederation of Labour (national union partner Vietnam)
NGO	Non-Governmental Organisation		
OECD	Organisation for Economic Development and Cooperation		
OIA	Organisation interprofessionnelle agricole		
OSH	Occupational Safety and Health		
PUM	Project Uitzending Managers, Dutch senior experts programme		
RBC	Responsible Business Conduct		
RSPO	Roundtable of Sustainable Palm Oil		
SDG	Sustainable Development Goal		
SEC	Social and Economic Council of the Netherlands (SER)		
SEP	Single Entry Point		
STITCH	Sustainable Textile Initiative - Together for Change (consortium of six international organizations aimed at transforming the global garment industry into a fair, sustainable, and equitable sector)		
UDTS	Union Démocratique des Travailleurs du Sénégal (union partner in Senegal)		
TU	Trade Union		

Annex 6 Glossary

Capacity building

The process of enriching people, organisations, and societies with abilities and skills, which they can then maintain and further develop to achieve their goals in the present and/or future.

Collective Bargaining Agreements (CBA)

A written agreement between employers and workers regarding labour conditions, for example, salaries, benefits, bonuses, overtime, work schedules, and pensions. A CBA affects all employees in a certain sector or industry.

Decent work and the decent work agenda

The ILO Decent Work Agenda defines decent work as productive work for women and men in conditions of freedom, equity, security, and human dignity. It aims to ensure fair income, workplace security, social protection for families, and freedom for people to organise and participate in decisions affecting their lives.

The Four Strategic Pillars of the Decent Work Agenda:

1. Employment Creation: Promoting economies that generate opportunities for investment, entrepreneurship, and sustainable livelihoods.
2. Rights at Work: Ensuring recognition and respect for workers' rights, including protection from exploitation.

3. Social Protection: Safeguarding health and well-being through safe workplaces, adequate compensation, and access to healthcare and pensions.
4. Social Dialogue: Strengthening relationships between workers, employers, and governments to avoid disputes and build cohesion.

Gender equality is a key cross-cutting theme within all four pillars. The agenda aims to reduce poverty and inequalities while supporting sustainable development.

Interprofessional organisation

A partnership that brings together various links in the supply chain, such as growers, breeders, traders, auctions and suppliers.

Inter-union or intersyndicale

A coalition of unions on a national level, in an economic sector or industry, called 'intersyndicale' in West-Africa.

Employability

Having the skills and qualities necessary to obtain and maintain employment.

Fair Work Monitor

The Fair Work Monitor (FWM) is a strategic participative survey tool developed and promoted by CNV Internationaal to strengthen trade union action by producing reliable information based on the direct experience of workers. Through the FWM, trade unions have access to rigorous data on working conditions, wages, occupational health and

safety, and other fundamental rights, which has strengthened trade union work and, in particular, supported social dialogue and collective bargaining processes

ILO Conventions

The most important workers' rights as established by the tripartite International Labour Organisation (ILO).

Core conventions:

- C87 Freedom of association and the protection of the right to organise (1948)
- C98 The right to organise and collectively bargain (1949)
- C29 Forced labour (1930 and its 2014 protocol)
- C105 Abolition of forced labour (1957)
- C138 Minimum age (1973)
- C182 Worst types of child labour (1999)
- C100 Equal pay (1951)
- C111 Discrimination (1958)
- C155 Health and safety at work (1981) (core convention since 2022)
- C187 Framework for improved health and safety at work (2006)

Other agreements relevant to the work of CNV Internationaal

- C129 Labour inspection in agriculture (1969)
- C131 on Minimum Wage Fixing (1970) and the 2024 agreement on living wages.
- C135 Protection for workers' representatives at the company and company facilities (1971)
- C175 Rights of part-time workers (1994)
- C183 Protection of maternity rights (2000)

C190 The right of everyone to a world of work free from violence and harassment (2019).

ILC111 Resolution concerning a just transition towards environmentally sustainable economies and societies for all (2023)

Intersyndicale

Inter union, a coalition of unions on a national level, in an economic sector or industry, called 'intersyndicale' in West-Africa.

Living wage

The remuneration received for a standard workweek by a worker in a particular place sufficient to afford a decent standard of living for the worker and her or his family. Elements of a decent standard of living include food, water, housing, education, health care, transportation, clothing, and other essential needs including provision for the unexpected (Definition by Global Living Wage Coalition).

Minimum wage

The minimum amount of money an employer is legally obligated to pay.

Sustainable Development Goals SDG1, SDG5, SDG8, SDG10

The Sustainable Development Goals are a universal call to action to end poverty, protect the planet, and improve the lives and prospects of everyone, everywhere. The 17 Goals were adopted by all UN Member States in 2015, as part of the 2030 Agenda for Sustainable Development which set out a 15-year plan to achieve the Goals SDG1 is to end poverty in all its forms everywhere in the world.

SDG5 is to attain gender equality and encourage girls and women to use their voices more loudly.

SDG8 is about fair, decent, and continued work, inclusive and sustainable economic growth, and complete and productive employment.

SDG10 is about closing income gaps within and among countries.

SEP

Single Entry Point This is the first point of contact for all interested parties in the EU for problems arising due to sustainability regulations not being followed. (like Trade and Sustainable Development Platform (TSD) and General System of Preferences (GSP).

Social Dialogue

All types of negotiating, advising, or exchanging information with or between government representatives, employers, and workers.

Annex 7 Stories of change

Also available online via <https://www.cnvinternationaal.nl/annual-report>



cnv

Internationaal

Stories of Change

*from workers in cashew,
mining and palm oil*

Côte d'Ivoire • Senegal • Cambodia
Indonesia • Vietnam • Colombia

**100%
FAIR
WORK**

Stories of Change

100%
FAIR
WORK



Côte d'Ivoire

"I was afraid to open my phone. But now I can speak out."
page 3



Senegal

From 150 to 27 daily workers.
page 4



Côte d'Ivoire

"A sustainable company is built on workers who are listened to, trained, and engaged."
page 5



Cambodia

"Now we feel protected at work."
page 6



Indonesia

"We now have a real seat at the table."
page 7



Indonesia

From trafficked migrant worker stuck in debt, to leader of the first union in the area.
page 8



Vietnam

"Dialogue is about finding solutions together."
page 9



Colombia

"This is just the beginning; now we have the evidence to demand change."
page 10

Story of Change Côte d'Ivoire

Survey results revealed nearly 75% didn't know where to find help in case of digital workplace harassment

**“I didn't know where to turn.
Now I know I'm not alone.”**

In Côte d'Ivoire, workplace violence and harassment increasingly occurs online. Workers face harassment, threats, and public humiliation through WhatsApp and social media, yet many do not know where to turn for help. Silence is common, driven by fear, stigma, and lack of information.

Orange the world

“Many workers didn't know where to find help for gender-based violence, so we combined data collection with awareness-raising during the Orange the World campaign,” explains Dofra Sekongo, member of the Executive Committee of our union partner CISL Dignité.

“He spread lies about me in a professional group with my colleagues and supervisors. My reputation was destroyed in a few hours.”

Womens' testimonies

One shared, “Even when I blocked the number, another one was used. It never stopped.” Others told how “private photos were shared in WhatsApp

groups”. These experiences show how digital violence directly impacts safety, dignity, and work environments.

“I'd heard of help lines, but I didn't know much about them... and I wasn't sure they could help with digital violence,” one worker explains. “This information needs to be shared in our unions and workplaces.”

Support and impact

With support from CNV Internationaal, CISL-DIGNITÉ launched an anonymous digital survey during the 16 Days of Activism in 2025. In just six days, more than 135 workers shared their experiences. The results revealed nearly 75% didn't know where to find help when faced with digital gender-based violence.

Nex step

This evidence instigates the union to integrate awareness, data collection, practical guidance and sharing information on support services.



“The messages started as compliments, then became persistent, then threatening. I was afraid to open my phone. But now I can speak out.”

Story of Change Senegal

From 150 to 27 daily workers at
COGEKA/KIRENE

“Before, just seeing HR was difficult, now we can speak up.”

At Cogeka Kirene, a mining and quarrying company in Senegal, most workers were on daily contracts and had no formal representation. Communication with management was almost non-existent, while working conditions were hazardous, with constant exposure to dust and harmful substances. Workers had no recognised space to raise concerns or defend their rights.

“Many things changed after the training,” a worker says.

In 2025, worker representatives were elected for the first time, and a formal dialogue structure was established. The union now negotiates working conditions, wages, and health and safety.

The number of daily workers fell from over 150 to just 27, with plans to transition these 27 also into permanent roles.

“Since the union was established, communication has improved... it is a real step forward.”

Support and impact

CNV Internationaal supported UDTS to strengthen social dialogue and enable workers to organise, while engaging the company in constructive discussions. Workers were supported to organise, leading to the creation of their first union: SUTIMEXS

Today, 396 workers benefit from stronger representation, improved dialogue, and a safer path towards decent work.



“For the first time, we were able to choose representatives we trusted to speak for us,” union leader **Demba Ndiaye Biavogui** confirms.

Story of Change Côte d'Ivoire

From talking *about* workers to talking *with* workers

Social dialogue becomes a strategic choice in the cashew sector

The cashew sector in Côte d'Ivoire is economically important but characterised by informal labour relations and limited structured dialogue. In many companies, tensions are only addressed once they have already escalated. CILAGRI Cajou now chooses a different approach: Investing in dialogue before conflicts arise.

A turning point in leadership

During a regional training by CNV Internationaal and Dutch employers' organisation PUM, the Managing Director of CILAGRI Cajou realised that effective social dialogue requires real worker participation. Subsequently, she immediately invited the company's head worker representative to the training. The very next day, he joined the session in Benin—at the company's expense.

From insight to action

After the training, CILAGRI Cajou decided to change their approach, now focusing on prevention. They

organised an internal training for HR, team leaders, and worker representatives. Workers shared real-life workplaces experiences in practical sessions, expectations were discussed openly, and concrete agreements were made.

Building trust and structure

For the first time, issues were discussed before frustrations escalated. This resulted in regular dialogue meetings, clear contact points and accessible ways to raise concerns.

Support and impact

Now workers feel heard and better able to contribute, while management has tools to prevent conflict and strengthen trust. CNV Internationaal's training and strategic support strengthened social dialogue in Côte d'Ivoire.



"A sustainable company is built on workers who are listened to, trained, and engaged."

Cynthia Niamoutie, General manager of CILAGRI CAJOU

Story of Change Cambodia

325 workers, including 186 women, gain access to improved welfare schemes

“Now we feel protected at work”

“I used to worry every day,” says a worker (anonymous) at a palm oil plantation in Sihanoukville province. “The work is hard; and if something happened, there would be nowhere to turn.”

For many palm oil workers in Cambodia, uncertainty is part of daily life. Working at plantations located far from health services, they face serious safety risks. Women, in particular, perform physically demanding work without adequate safeguards.

Lack of proper protective equipment

These challenges were visible at plantations owned by the Mong Reththy Group. Many workers lacked proper protective equipment, healthcare access was limited, and coverage under national social security schemes was weak.

Support and impact

CNV Internationaal supported local partner unions to conduct workplace safety assessments and how to use the findings to

engage employers, the Ministry of Labour and Vocational Training, and the International Labour Organisation ILO.

Through continuous dialogue and advocacy, progress followed. In 2025, 325 workers - including 186 women - gained access to improved welfare schemes, including healthcare, protective equipment, social security enrolment, and greater job security.

Change also reached the national level. In October 2025, our partner union CLC joined the National Committee on occupational safety and health, strengthening workers’ voices across the country.

The local unions were also supported to train workers and union leaders on safety standards, social protection, and to learn how to write letters to formally request improvements.



“Now we know our rights, without union support, things would not be possible”

(Anonymous worker)

Better conditions and a voice at the table for more than 3,000 palm oil workers

Hukatan's long road to fair, inclusive CBA negotiations

This is the story of Tohonan, Head of Hukatan North Sumatra, and thousands of workers at palm oil company PT Bakrie Sumatera Plantations (PT BSP) in Kisaran. "For years, decisions about our work were made without us," Tohonan says. "That is not how a collective agreement should work." "In the past, collective bargaining agreements (CBAs) at PT BSP were negotiated centrally, without meaningful involvement from plantation-level unions. Despite a 2018 government confirmation that this structure wasn't legal, practice continued." For CNV Internationaal's partner union Hukatan, this was unacceptable.

The right to be heard

Through capacity building, legal awareness, and collective action, the workers mobilised. "We wrote letters; held dialogue, protests, and strikes, demanding one simple right: To be heard", says Tohonan.

"A breakthrough came in 2023 when PT BSP agreed to negotiate directly with Hukatan and other on-site unions. Hukatan retained existing benefits while also securing key improvements, including rice allowances linked to local prices and stronger occupational health and safety provisions, such as employer responsibility for protective equipment."

Support and impact

CNV Internationaal supported the union to strengthen their organising and negotiation strategies.

"For nearly 3,000 workers, the new CBA agreement meant more than better conditions," underlines Tohonan, "it meant recognition, representation, and a voice at the table."

The next step

To further strengthen future CBA agreements CNV Internationaal has developed the CBA benchmark.



"We now have a real seat at the table."

Tohonan, Head of Hukatan union in North Sumatra

Sainudin now travels long distances between many plantations to represent the workers

From trafficked migrant worker stuck in debt, to leader of the first union in the area

When Sainudin migrated from Indonesia to Sabah Malaysia Sabah in 1999, he was promised decent work on a palm oil plantation. Instead, he says “I became trapped in debt. After paying recruitment fees, my wages were cut to less than one US dollar per month. I managed to escape and returned to Indonesia. Only years later did I realise I had been trafficked.”

Life continued to be harsh and uncertain. I survived by taking any job, including bricklaying, selling street food, working in restaurants, and even cultivating seaweed along the coast.

I knew something had to change

A few years later, in 2014, I was working as a harvester at palm oil plantation PT Sebakis Inti Lestari PT SIL in Nunukan, a remote border district on Kalimantan near the border with Malaysia. There I helped establish Hukatan, the first trade union in the area.”

Despite having only an elementary school education, Sainudin continues

his efforts for the union. He travels long distances between plantations to represent the workers.

Dismissed after leading a strike

In early 2025, another leader of Hukatan at PT SIL, Max Bana, was dismissed shortly after leading a strike demanding fair wages, decent housing, and access to clean water. The case has since gone to the Supreme Court.

Support and impact

CNV Internationaal supported the union with training, particularly on Human Rights Due Diligence, which has strengthened their resolve.

Today, Hukatan represents around 1,500 workers across six palm oil companies in the region. At palm oil company PT SIL, workers have secured retirement benefits and compensation rights for dismissed and resigning employees. Union dues are now deducted transparently through the payroll system.



“We often feel unprotected by the state,” Sainudin says. “In the end, it is the workers who pay the price, but according to me union work must be done as worship, because those loved by God are useful to many others.”

Sainudin, palm oil harvester and active union member.

Story of Change Vietnam

Le Tat Thang strengthens his role as a trade union leader in Vietnam

“Dialogue is about finding solutions together”

This is the story of Le Tat Thang, who has been active in a trade union for more than 11 years. He collects workers’ concerns and represents them in discussions with management. After participating in two social train-the-trainer trainings on social dialogue supported by CNV Internationaal, his approach has changed significantly.

“I am now more proactive in engaging management, better structured in his preparation, and more focused on finding common ground. The trainings strengthened both my confidence and my effectiveness as a union leader.”

The two minute pitch

“One exercise stood out for me: The two minute pitch. I learned to present proposals clearly and convincingly within a strict time limit. This helped me sharpen my key messages, structure arguments, and communicate under pressure. These are skills I missed before and I see many grassroots union leaders struggle with.”

Sharing insights on social media

Inspired by what he learned, Thang now shares insights on social media, reaching a wider group of workers and union representatives.

He is now motivated more than ever: “I want to keep improving and will continue to develop my dialogue and negotiation skills.” Mr Le Tat Thang’s journey shows how targeted training can empower one leader, who in turn, strengthens dozens of trade unions and supports thousands of workers.

Support and impact

CNV Internationaal worked with one of their experienced Dutch union trainers and the VGCL union to carry out several train-the-trainer programmes.

Mr Le Tat Thang’s journey shows how targeted training can empower one leader, who in turn, strengthens dozens of trade unions that support thousands of workers.



“I used to think my task was to make demands,” **Le Tat Thang** recalls. “Now I see it is about negotiation.”

Fair Work Monitor: A digital window into the reality of sugarcane workers in Colombia

More than 1,500 sugarcane workers make hidden conditions visible

Workers in Colombia's sugarcane sector face low wages and precarious living conditions, often without visibility or representation. In 2025, this began to change as workers themselves started documenting their reality through digital monitoring. These workers lacked reliable data on their conditions, and many, especially non-unionised and informal workers, had always been invisible. Their circumstances were marked by insecurity and union activity carried risks. Sharing sensitive information was difficult and sometimes dangerous.

Evidence to demand change

CNV Internationaal supported the sugar workers union SINTRAINAGRO with training and digital tools. Together they implemented the first large-scale participatory digital monitoring across Valle del Cauca, Cauca, Risaralda, and Caldas.

Social compliance

Using an anonymous survey and a "snowball" approach: Just 14 trained union members mobilised more than

1,500 workers to participate, more than triple the 2024 figure. They supported each other in using digital tools.

"This monitoring enables workers who were never heard to finally have a voice. We discovered conditions that had always remained hidden."

Worker 1 (anonymous)

Support and impact

CNV Internationaal developed the Fair Work Monitor in collaboration with local sugar unions. Workers and their unions analyse and interpret the data themselves, supported by a dedicated team of data experts. This ensures a participatory, rights-based approach to risk assessments and social compliance.

"This is just the beginning; now we have the evidence to demand change."



"It was a beautiful experience, but also frustrating. We found people earning less than 5 euros a day... even taking their children out of school."

Worker 1 (anonymous)



CNV Internationaal, for 100% Fair Work

100% Fair work, that is what CNV Internationaal is working for every day in Africa, Asia and Latin America. We do this by working together closely with local partner trade unions and by investing in good cooperation with other partners, such as companies and governments. Fair work means that people can work safely and in all freedom, earning a living wage. Freedom of association and social dialogue are important conditions for achieving this. 100% Fair Work means that women and young people have the same

opportunities on the labour market as everyone else: no discrimination in working conditions (e.g. wages, holidays, etc.) 100% Fair Work also entails that we investigate the safety, health and freedom of workers. For this, CNV Internationaal and its partner trade unions make use of innovative tools such as accessible, digital surveys. To know exactly what is going on with workers strengthens our position at the negotiating tables. Moreover, it enables us to measure improvements and the impact of our work.

CNV Internationaal

Tiberdreef 4, 3561 GG Utrecht
The Netherlands

E internationaal@cnv.nl
T +3130 - 751 12 60
I www.cnvinternationaal.nl/en

 [cnvinternationaal](https://www.instagram.com/cnvinternationaal)

 [cnv-internationaal](https://www.linkedin.com/company/cnv-internationaal)

Photography: Andy Ball, Rengga Satria, Mariam van Dam
Ouedraogo, Maarten Schuth, CNV Internationaal

Editor : Stephanie Walker
Graphics: WAT Ontwerpers