



# ANNUAL REPORT

## 2024



# ABOUT WAGEINDICATOR FOUNDATION

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**Publisher:** Amsterdam: WageIndicator Foundation

WageIndicator Foundation aims to enhance labour market transparency for workers, employers, policymakers, trade unions, and academics worldwide. WageIndicator Foundation is a global, non-profit organisation operating in 208 countries. We collect, analyse, and share data on Wages and Salaries, Minimum Wages, Living Wages, Living Income and Living Tariff, Labour Law, Collective Agreements, the Gig Economy and Platform Work and the Future of Work, including AI. Our 220 websites, available in 70+ languages, have reached millions of visitors over the years. The data and databases are used for academic research, social dialogues and (wage) negotiations), policy influencing, advocacy campaigns, reporting requirements and implementation of SDGs.

At the end of 2024 WageIndicator Foundation had operations in 208 countries and territories. It is supported by renowned universities, trade unions and employers associations worldwide. Over 100 specialists from around the globe contribute to the work of WageIndicator Foundation. We have 100 interns from top universities working with our teams. Our websites, social media and projects reach over 50 million people across the world each year.



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# FOREWORD

## CELEBRATING 25 YEARS WAGEINDICATOR

2024 was a year of celebrations at WageIndicator! We marked 25 years of working towards a more transparent and equitable labour market, and for the first time in eight years, our team gathered in person in Pune, India. Coming together was as emotional as it was powerful and was the perfect moment to kick-off a year of celebrations through memories and looking ahead.

This year was defined not only by milestones, but also by meaningful progress. We expanded our Living Wage database to 175 countries and made this vital data publicly available — a breakthrough supported by 14 multinational companies committed to advancing decent work and fair pay across their supply chains. This step has removed a significant barrier for companies implementing living wages, for workers and trade unions having access to vital data for wage negotiations and underscores the growing momentum of the Living Wage movement globally.

Our collaboration with the UN Global Compact, both globally and through country networks, has allowed us to deepen our engagement with companies and stakeholders on living wages. In Bangladesh, we launched a new phase of our Decent Work Check, strengthening data- and worker-driven social dialogue to improve working conditions, building on key lessons learned in Indonesia and Ethiopia, together with our partners Mondiaal FNV, the Bangladesh Labour Foundation, the Bangladesh Institute for Labour Studies and over 14 trade unions.

We've continued our work on collective bargaining, with projects like BARTIME, BARSERVICE, and BARWAGE researching wage-setting, working hours and employment standards across Europe with long-standing partners such as Utrecht University, CELSI and UNI Europa, and expanding our work on AI and algorithmic management in CBAs. These efforts reflect our belief that data and transparency are essential to strengthening collective bargaining and empowering workers and employers alike.

Throughout all of this, we are as always grateful and impressed by the resilience and dedication of our team. From long-time contributors to our newest colleagues, the commitment and drive within WageIndicator is what enables us to keep pushing boundaries. As we look ahead, we do so with renewed energy and purpose. The world of work is evolving rapidly, but so are we. With a global team, powerful partnerships, and a clear mission, we are ready to continue shaping a future where decent work and fair pay are realities for all. Thanks for joining us on this journey, and looking forward to having you by our side for the next 25 years!



Fiona Dragstra  
General Director



Prof. Rob van Tulder  
Chair of the Supervisory Board

**HERE'S TO 25 YEARS OF  
WAGEINDICATOR  
— AND THE FUTURE  
THAT LIES AHEAD!**



# EXECUTIVE SUMMARY

## 2024 at a Glance

In 2024, WageIndicator celebrated 25 years of working on labour market transparency, providing clear data for better decisions, globally. 2024 was defined by celebration and significant progress, particularly in expanding access to vital wage data and deepening global partnerships.

### Key Achievements in 2024:

#### 25-Year Anniversary Conference:

WageIndicator hosted a global gathering and international conference at FLAME University in Pune, India. This event brought together over 240 participants from 60 countries, including WageIndicator staff, academics, corporate leaders, and NGO representatives. It served as a platform for strategic planning and collaboration on decent work and social responsibility in the context of the SDGs.

#### Database Expansion:

Significant improvements were made to WageIndicator's data infrastructure. The Minimum Wage database introduced a new input tool which improved the archive as well as new rates. The Living Wage database now covers 2,730 regions in 173 countries. Newly developed tools also enhanced research into labour laws, cost of living, and collective bargaining agreements.

#### Communications and Outreach:

Despite reduced web visitors, WageIndicator's communication strategy saw key successes. New newsletters, video explainers, and over 47 events hosted and attended broadened our reach. The #25YearsOfWageIndicator campaign celebrated WageIndicator's history through stories and interviews.

#### Living Wage Publication:

A major achievement was the public release of Living Wage estimates for over 165 countries on national WageIndicator websites. This groundbreaking move supports wage negotiations, collective bargaining, and supply chain transparency. Since May 2024, over 13,000 users - employers, workers, and trade unions - have accessed the data.

#### Gig Economy Research:

We expanded our Gig Economy work with webinars, a podcast, and new tools like the Living Tariff which calculates the minimum pay needed for self-employed (including gig workers) to meet a living wage. Strategic collaborations, such as with Nippy and KU Leuven, contributed to more robust data and analysis of gig work globally.

#### Research and Projects:

Ongoing projects spanned regions and themes, from collective bargaining in Europe to living wage implementation in Ethiopia and due diligence in Bangladesh's textile sector.

#### Operations and Safeguarding:

With 75 core staff, over 400 global data collectors, and 172 interns, WageIndicator maintains an agile, remote work model. Safeguarding policies were updated and internal training was conducted globally. Risk management on digital security was enhanced with support from safety consultancy Kamara Global.







On the 9th of September, 2021, we lost our dear team member Birhanu Mekonnen to the coronavirus. Birhanu led our DecentWorkCheck projects in Ethiopia, helping us assess labour law compliance in workplaces across the country. He was also a dedicated professor of psychology, educating the next generation in his country.

His legacy in our organisation is being carried forward by his brother Eyoel and colleague and friend Gashaw, though they aren't easy shoes to fill. Birhanu was beloved as a father, husband, brother, team member, and educator. During Covid, when most of us worked online or were prohibited from going outside, he soldiered on.

Birhanu is missed by us all, and will forever be remembered.

## REMEMBERING BIRHANU



# GROWING OUR DATABASES



Picture: Daniela Ceccon, Director Data, at FLAME University

In 2024, WageIndicator continued to strengthen its existing databases, ensuring consistency in data collection while also pushing for improvements.

A major milestone was improving the Minimum Wages data entry system. Recognizing the need for greater efficiency and accuracy, the team developed a new tool that streamlines data entry and validates along the way to minimize errors.

Another major step was the creation of a Minimum Wages time series dataset - a long-wanted wish that organized and cleaned historical data, making it truly usable for (historical) analysis.

Beyond that, significant progress was made in building the Gig Economy database. This will be integrated with existing APIs and other datasets in 2025.

Cost of living data collection for Living Wages also expanded in 2024, both in geographic reach and depth.

Internally, 2024 was a year of growing efficiency and collaboration. The data team became more structured, with clearer roles and better coordination.

The global data network was strengthened through greater collaborations with local experts, working together to verify information—whether it be Minimum Wages regulations, labour laws, or tax policies. These stronger connections have not only improved data quality but also fosters an engaged and knowledgeable community of experts across the globe.

**- Daniela Ceccon, Director of Data**

Collective Agreement Database	3,157 CBAs across 71 countries
Living Wage Database	Living wage data for 2730 regions across 173 countries (250 regions with urban data, 1141 regions with peri-urban data, 1530 regions with rural data, and 287 regions with super-rural data)
Labour Law Database	Detailed labour law for 117 countries
Minimum Wage Database	23,961 Minimum Wage rates



STARTING OUR MINIMUM WAGE DATABASE

On the WageIndicator websites, Minimum Wage rates are among the most searched-for data. But this enthusiasm for Minimum Wage information hasn't always been there. Until the global financial crisis of 2008, people were eager to use our salary check data and understand real wages.

But all of this changed after 2008, where we saw a huge increase in the need for insights in legally mandated or statutory Minimum Wages. The first wave of enthusiasm come from Paraguay, and so we began building our Minimum Wage database from there.

Fast forward to 2024, we now host Minimum Wage data for 208 countries and (non-)recognised territories, and all regions and sectors to which they apply. From countries with single rates to complicated ones like India, that have over 13,000 different rates, we've done our best help workers access the information they need. And we're not done yet - in the coming months we'll be GPS-coding all our rates to make them easier to navigate and understand.



Picture:  
Start of the Minimum Wage database in Paraguay, where we launched the website and database at the same time together with trade union partners back in 2008.



# KEEPING UP WITH THE GLOBAL GIG ECONOMY

## Podcasts

Six more episodes of the Gig Work Podcast were launched in 2024 with a global guest list. These episodes explored issues such as app-based domestic work in Latin America, the impact of the gig economy in India, and the introduction of the Living Tariff tool by the WageIndicator.

One episode, in particular, highlighted the challenges of unpaid work in the gig economy, further emphasizing the need for reforms to ensure fair compensation.

## Events

In 2024, two key events shed light on critical issues within the gig economy. The first, "The Global South's Perspective on the Gig Economy" took place on 22 March - part of our conference at FLAME - focusing on how gig work is evolving in the Global South. The second webinar, "No Such Thing as a Free Coffee: On Unpaid Work in the Gig Economy and Possible Solutions", held on 29 October, addressed the prevalent issue of unpaid work within this sector, exploring potential solutions.

Additionally, we launched our Living Tariff tool for Pakistan, Indonesia, India and Kenya, presenting it at several global events as well.

## Newsletters

The English-language gig newsletter marked reached its 90th issue in 2024, while the LatAm edition also celebrated its first anniversary in December 2024, with 12 issues released.

These newsletters are a valuable resource for those within or interested in the gig economy, offering updates, trends, and analyses from around the world.

## Collaborations

Nippy and WageIndicator analyzed data from over 15,000 workers across 18 Latin American platforms, providing greater insights into workers' earnings and behaviour.

WageIndicator also continued its partnership with Fairwork and the Leeds Index of Platform Labour Protest for Gigpedia.org.

Additionally, as part of the ERC RespectMe project, we developed a survey for KU Leuven to understand gig workers' pay.



# PUBLISHING OUR LIVING WAGES FOR 170+ COUNTRIES

On 1 May 2024, WageIndicator Foundation published its Living Wage estimates for over 165 countries on national WageIndicator websites, making this crucial data freely accessible to all. This initiative addresses a major global challenge: the lack of up-to-date, region-specific Living Wage estimates available to the public. By removing this barrier, WageIndicator aims to support wage negotiations, collective bargaining, and the broader implementation of Living Wages—particularly within global supply chains. The estimates are updated annually and provided in national languages and currencies.

WageIndicator is the first organisation to make Living Wage estimates freely available at this scale. The publication marks a decade since WageIndicator began its Living Wage database and adds to its extensive collection of global labour market data. Reflecting on this milestone, Paulien Osse, Co-Founder of WageIndicator and Global Lead of the Living Wage Team, shared:

*"The Living Wage publication marks the culmination of 25 years of hard work. When WageIndicator launched a salary check in 2000, our goal was to ensure everyone knew what they may earn. By publishing our Living Wage estimates, we are removing a crucial barrier in wage negotiations. Hopefully, this ensures that you, your colleague, your boss, a truck driver, the nanny of your kids, and employers and unions alike can engage in informed negotiations, creating fairer workplaces for all."*

This achievement would not have been possible without the support of our dedicated funders: IKEA, Kering, Schneider Electric, L'Oréal Groupe and Unilever (as Partners); The Hershey Company, H&M Group and PMI (as Sponsors); and Fairphone and dsm-firmenich (as Supporters).

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H&M Group

  
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INTERNATIONAL

HERSHEY 

dsm-firmenich

FAIRPHONE



# PUBLISHING OUR LIVING WAGES FOR 170+ COUNTRIES

Between May - December 2024, 13,401 individuals have set up an account to check at least one living wage rate; those 13,401 individuals have checked collectively 24,472 regions.

Out of the 13,401 individuals who downloaded the data, around 43% of them were workers, 51.5% employers and the remaining 5.4% were trade unions.

We are excited to see this steady growth of living wages checked. When we look deeper into what type of data is visited by the individuals, we see the following countries in the top 14:

1. Italy

2. India

3. China

4. Brazil

5. Spain

6. France

7. Germany
8. Vietnam

9. Indonesia

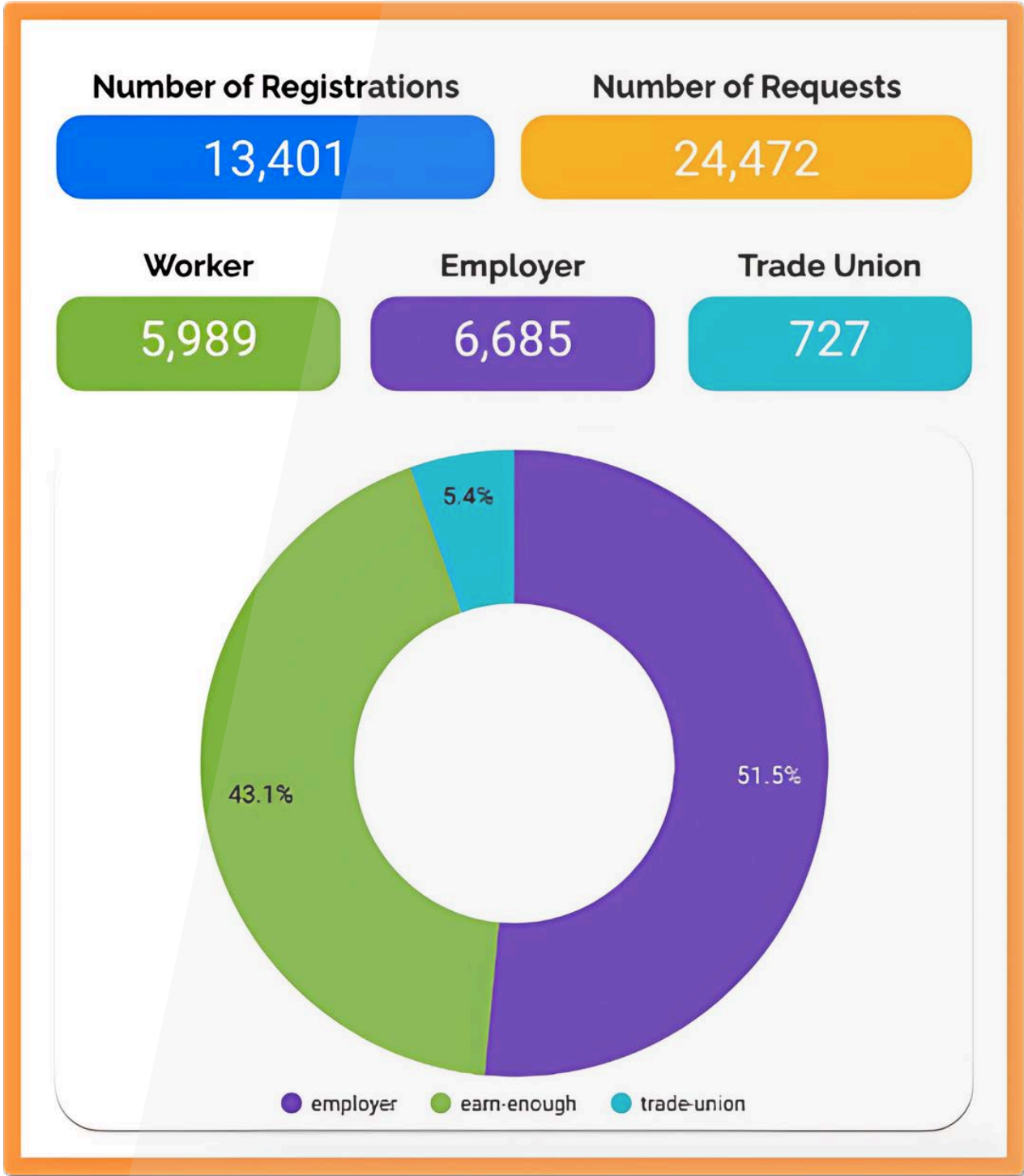
10. Portugal

11. Japan

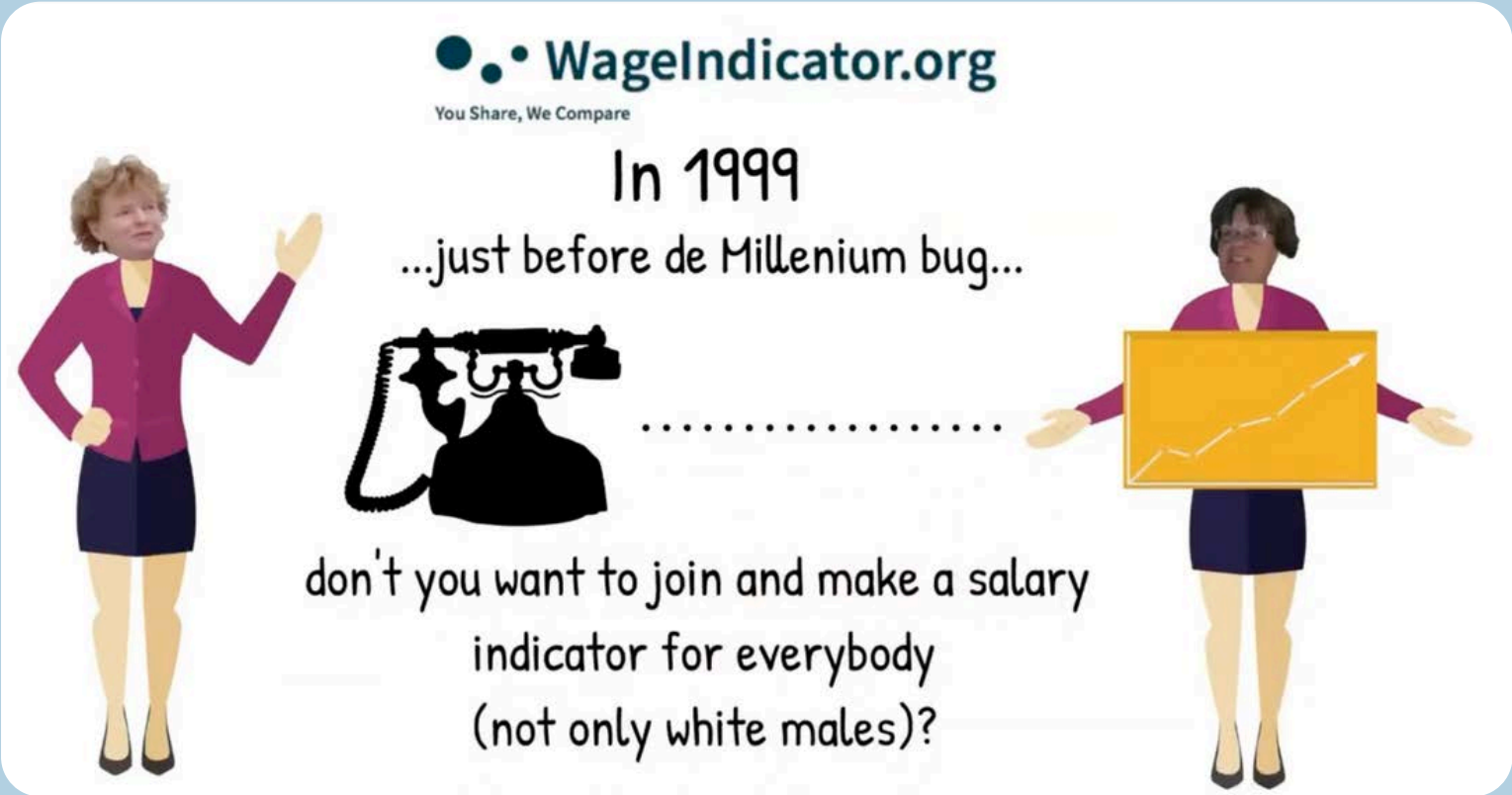
12. Netherlands

13. Thailand

14. Mexico







In 1999, Paulien Osse called Kea Tijdens to asked whether she would join a salary indicator for men and women. And that was the start of WageIndicator. Their goal was clear - they wanted to slow salaries of men and women, not only at the top of the labour market but in all occupations.

After the first call many meetings at the kitchen table in Paulien's house in Bussum followed. Vrouwenloonwijzer and Loonwijzer where a fact less then a year later. From a small initiative in the Netherlands to a global organisation committed to enabling labour market transparency world-over, their initial vision still holds strong 25 years later.

# MAJOR HIGHLIGHTS

WageIndicator's growth over the last 25 years has been spurred by constant ingenuity and ambition of our team members.

Having started as a salary check service, we've gone on to create some of the largest databases on Minimum Wages, labour laws, collective agreements, and Living Wages over the last 2,5 decades.

Crucially, we make sure that our data is accessible, available, understandable in local languages and currencies, ensuring that all workers, employers, unions, civil society organisations and policymakers can make better informed decisions.

## WageIndicator Timeline





# AMPLIFYING OUR VOICE

2024 was a year of transition for WageIndicator's communications team. Major developments - such as the changing internet usage because of AI tools and large language models, and the declining use of platforms like Facebook and X - forced reevaluation of existing structures.

Team members in charge of our several channels of communications - websites, newsletters, social media, events, videos, and more - worked on multiple major events throughout the year.

The team hosted its 25 year anniversary and Decent Work conference at FLAME University in Pune, followed by our Living Wage Publication and capped the year off by launching the Labour Rights Index 2024 both online as well as at the Central European University campus in Vienna.

Throughout the year we hosted the *#25YearsOfWageIndicator* campaign that documented the individuals, organisations and developments that have shaped the organisation's journey (and whose stories you will find throughout this report).

The video team created several explainer videos to support our Living Wage publication, while our data and web teams outdid themselves to host our Living Wage on our websites and create tools like the Living Wage gap check

The newsletter team launched monthly Living Wage and Spanish Gig newsletters. The Living Wage newsletter, particularly, has been a success, having become WageIndicator's most-read publication with data-driven stories and expert interviews that are invaluable resources on the subject.

The activity of this year is reflected in our output and results. WageIndicator hosted and/or participated in 47 online and offline events, just shy of one per week.

Its social media channels recorded 1.5 million impressions, with LinkedIn and Gajimu X accounts growing substantially.

The video team produced over 170 videos, including project videos for BARMETAL, Reels and explainer videos around Living Wages for many countries.



# AMPLIFYING OUR VOICE

It has also been a year of reflection.

Website visitors, for example, decreased from approximately 20 million to 16.5 million visitors from 2023 to 2024. This is likely due to a combination of changing information consumption patterns, the rise of LLMs like ChatGPT and Claude, and a need for better planned web content.

The team carries all of these learnings and experiences into our plans for 2025, which were developed during November and December 2024.

The year ahead promises to be one of innovation and collaboration, supporting the next stage of growth for WageIndicator.

## WageIndicator's 2024 communications output in numbers

Website and visitors	16.5 million visitors recorded across 233 websites
Social media users	1.5 million impressions recorded across all platforms
Events	47 events organised and participated in
Videos	170 videos produced
Newsletter subscribers	17,500 subscribers across 9 newsletters
VIP database	2005 VIP salaries and wages hosted
Gig work podcast	6 episodes launched



# TOOLS AND RESOURCES



The world of wage data and labour rights is as complex as it is insightful. To make this knowledge more accessible and comparable, WageIndicator has developed and launched several tools over the past few years. These tools help raise awareness of wage disparities and empower stakeholders to make informed decisions. It strengthens advocacy efforts for policy change, encouraging workers, governments, businesses, and NGOs to align their wages with Living Wage standards. Here's a quick summary of our latest tools:

**Picture:**  
Parts of the WageIndicator team in Pune



# Minimum Wage v/s Living Wage tool

This tool enables users to compare Minimum Wages with Living Wages across 173 countries.

The closer a country's Minimum Wage is to its Living Wage, the greater the likelihood that workers across sectors—not just those employed by Living Wage-certified companies—are earning a sustainable income.

Per December 2024, the tool reveals a key insight: in 26 countries worldwide, the Minimum Wage meets or exceeds the Living Wage estimate for a Typical Family (Lower Bound). For further details, explore the [tool](#).

WageIndicator

Is the gap between **Minimum Wage** and **Living Wage** getting smaller?

Tab:  
Country - Overview  
Living Wages Typical Family **Lowerbound**

Country - Overview

Country - Per release

Region - Overview

Region - Per release

Lowerbound

Higherbound

Typical Family

Single-Earner

This tool allows users to compare statutory Minimum Wages with Living Wages across different contexts.

WageIndicator provides four Living Wage options:

- Typical Family Lower Bound: Considered the global baseline for a decent living.
- Typical Family Higher Bound: More relevant for high-income countries.
- Single Income Earner (Lower Bound and Higher Bound): Applicable mainly in selected high-income countries.

WageIndicator updates the tool with the statutory Minimum Wages every quarter, while the Living Wages are updated annually each October with the most robust estimate, referred to as the Guidance.  
Comparisons between Minimum Wages and the Typical Family Lower Bound Living Wage are possible starting from 2021. The other options—Typical Family Higher Bound, Single Income Earner Lower Bound, and Higher Bound—became available from October 2024 onward.

Definitions? Check text below the visual

The Minimum Wage - Living Wage gap over time

Countries where the Minimum Wage is higher than the Living Wage  
(Only countries where WageIndicator calculates a Living Wage benchmark and that have a Minimum Wage are considered)

April 202528 out of 175 countries have a Minimum Wage higher than the Living Wage.

January 202526 out of 173 countries have a Minimum Wage higher than the Living Wage.

October 202426 out of 173 countries have a Minimum Wage higher than the Living Wage.

October 202317 out of 164 countries have a Minimum Wage higher than the Living Wage.

October 202217 out of 142 countries have a Minimum Wage higher than the Living Wage.

October 202115 out of 107 countries have a Minimum Wage higher than the Living Wage.

Tracking changes in the **Minimum Wage** and **Living Wage** over time

Continent  
(All)

Region  
(All)

Country  
(All)

Income Group Regional  
(All)

Any Changes?  
(All)

Improving?  
(All)

Status  
(All)

A screenshot of our Minimum Wage and Living Wage comparison tool

WageIndicator  
Clear data, better decisions

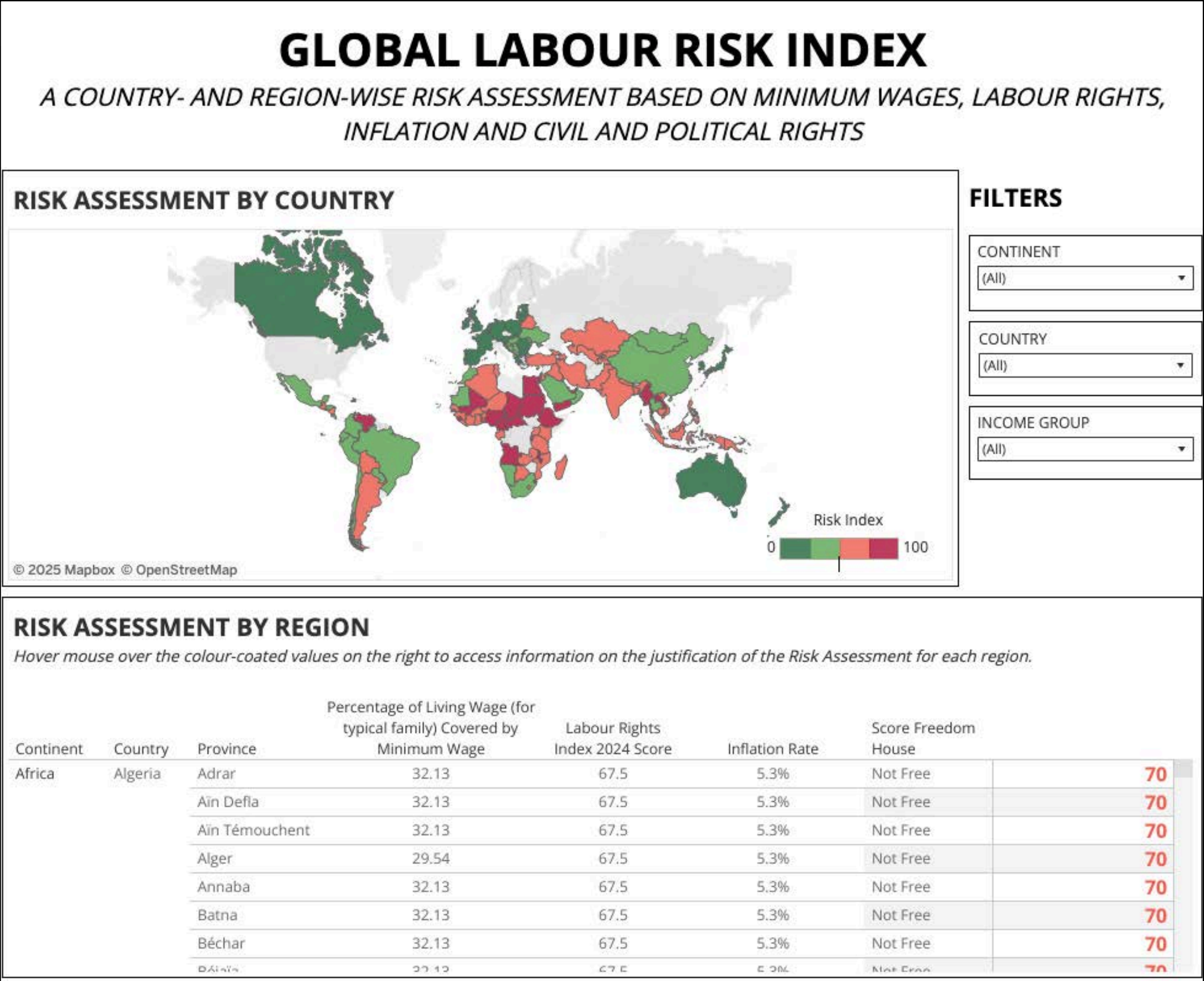
13



# Global Labour Risk Index

WageIndicator updated the Global Risk Index in 2024, identifying regions where workers face substantial challenges, including significant discrepancies between Minimum and Living Wages, high inflation rates, and fragile political systems with limited protection of civil and political rights.

This index builds on WageIndicator’s Labour Law, Minimum Wage and Living Wage database among others, and aims to create a better understanding of risks around legal frameworks, civil and political rights and inflation. For further details, visit the [tool](#).



A screenshot of the Global Labour Risk Index



# Living Tariff Tool

This tool provides self-employed and gig workers a comprehensive understanding of the daily income required to meet a Living Wage, covering all aspects from basic needs such as housing, food and healthcare to work equipment and social security and mandatory taxes.

Whether you're a gig worker, freelancer, or self-employed individual, it offers valuable insights tailored to your needs. Developed through a collaboration between WageIndicator and GIZ, this tool aims to provide insight into cost of living and make this adjustable for workers' own situation regarding working time and acquisition that determines fair compensation.

We have currently launched the tool in India, Kenya, Pakistan the Netherlands and Indonesia.

For more information, visit the [tool](#).

LIVING TARIFF FOR MOTORCYCLE DELIVERER IN IND KARNATAKA

See the Living Tariff for **Motorcycle deliverer** in **IND Karnataka** in **India**. All components of the Living Tariff are shown below. The column 'per hour' indicates the Living Tariff for an hour of work. The column 'per year' refers to the Living Tariff for a whole year of work.

Are you looking for a **personalized** Living Tariff per hour, per month, or per year? Continue to the next page.

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	PER HOUR	PER YEAR
Net Living Wage in 2024		
A. Net Living Tariff <b>without</b> costs for work-related equipment, work-related overhead, income tax and social security	₹100.19	₹2,27,639.52
Work-related costs for equipment in 2024, as calculated for WageIndicator Living Wage		
B. Sum of total work-related costs	₹81.04	₹1,84,125.67
Work-related overhead time needed in 2024, as calculated for WageIndicator Living Tariff Tool. It is estimated that a platform worker has to spend time on work-related activities, that cannot be declared.		
C. Sum of work-related overhead costs	₹24.57	—
WageIndicator Living Tariff <b>with</b> job related costs and overhead (A + B + C), but <b>without</b> income tax and social security in 2024	₹205.80	₹4,11,765.19
Cost of income taxes and social security in 2024, as calculated for WageIndicator Living Tariff Tool, based on standard full-time working hours.		
D. Sum of taxes and social security	₹83.46	₹1,89,663.99
WageIndicator Living Tariff <b>with</b> job related costs and overhead, and <b>with</b> income tax and social security in 2024 (A+B+C+D)	₹289.26	₹6,01,429.19
	PER HOUR	PER YEAR

A screenshot of the Living Tariff Tool for India



# #25YearsOfWageIndicator

WageIndicator does many things across all corners of the world. But it started as just a Salary Check in the Netherlands - one that would allow workers to see whether they were fairly paid for their role and experience.

Huub Bouma and Wietze Helmantel (later joined by Kim Chee Leong) started working with Paulien Osse and Kea Tijdens 25 years ago, making that first effort possible. They understood their vision, spoke almost the same dialect, enjoying their jokes, working well together.

The tech team's expertise aligned with Paulien and Kea's goal of making labour market accessible to all. So after that first tool they created more, all hosted on websites that had a strong following in the early years of the internet.

Before they knew it, they somehow had created over 200 sites for different countries, projects and tools that are visited by millions annually.

And though Huub, Wietze and Kim Chee also run their own company (Turftorr), they've stuck by WageIndicator's side for the last 25 years. Are they the best tech team in the world? - we don't know. But what we do know is that they're the ideal tech team for us, helping our ambitions become reality. Be it creating the architecture for the world's largest collective agreements database, creating a system to host Living Wages for over 2700 regions across 170+ countries, or supporting a major overhaul right now - they help us reach new heights!

## THE TECH TEAM



**Picture:**

Parts of the Tech and Website team in their homebase in Groningen, the Netherlands. Picture from ca 2006.



# YOU SHARE, WE COMPARE: CELEBRATING 25 YEARS WAGEINDICATOR!





# YOU SHARE, WE COMPARE : CELEBRATING 25 YEARS WAGEINDICATOR!

In March 2024, a unique gathering of WageIndicator Foundation team members from around the globe came together at FLAME University in Pune, India, for a week-long programme of contemplation, planning, and presentations. The schedule featured two days of internal WageIndicator sessions, a pre-conference day of discussions, and a three day international conference, coinciding with the 25<sup>th</sup> anniversary of WageIndicator Foundation.

From 18 to 19 March 2024 WageIndicator teams drawn from different disciplines - including data analysis, journalism, research and more - convened for the first global gathering since 2017. The event marked the largest in-person assembly of WageIndicator team members since the foundation's inception. The goals of the gathering were to collectively assess our new strategy for the upcoming years, encourage ownership of the new strategy, and to turn that strategy into concrete actions. In looking back to look forward, the aim was to acknowledge past achievements while planning future steps. Of course, it was also a space for new and old team members to see each other, and celebrate WageIndicator's anniversary.

Rupa Korde, WageIndicator Operations Director and Chair of the FLAME/WageIndicator Research Lab said: "It is fitting that we mark our five-year partnership with WageIndicator with this remarkable week of team building and our global conference. Not only are FLAME interns involved in presentations and workshops, but our team of students has provided vital logistical support."



**Paulien  
Osse:**

*"25 years of WageIndicator is heartwarmingly lovely. To see all these people you know for many years, you visited for the first time in their countries, offices, homes. And now all together at the stunning campus of FLAME. Most of us went through the COVID years together which was not easy at all. And we lost Birhanu Mekonnen due to COVID while on the job. Meanwhile: this conference shows we are resilient, strong and creative. The results are there to see - we publish and sell our living wage data, and have more projects come in regularly to help us grow our reach and impact. Who could ever have dreamt of this some years ago?"*



# YOU SHARE, WE COMPARE : CELEBRATING 25 YEARS WAGEINDICATOR!



## **Sidharth Rath:**

*"I am really excited to see people here from all across the world. It feels like people have teleported out of a zoom call. We're having so much fun building the strategy of WageIndicator for the next ten years, building action plans for the foreseeable future, and also just connecting with the human side of everyone."*

## Robust Discussion and a Participative Approach

Team members from Latin America, Europe, Africa and Asia participated in and strategy sessions to discuss organisational goals and ambitions. Since the organisation was founded 25 years ago by Paulien Osse and Kea Tijdens, WageIndicator has grown from a party of two to an international "family" of several hundred. Hence a participative, inclusive approach characterised all meetings, with both experienced and new team members contributing to deciding the direction of WageIndicator.

Groups were divided based on function but plans were presented collectively, allowing all team members to contribute to future game plans. Groups included Data, Communications, Research and Knowledge Development, and Fundraising, Acquisition and Partnerships. In addition, WageIndicator's role was considered relative to current global issues including living wages, climate change and just transition, migration, and changing political landscapes. Ultimately small group and plenary discussions charted future plans plans and practical steps forward.

Evening entertainment was enthusiastically curated by FLAME students, part of the 90-strong team that assisted the team meeting and conference. This included a cultural evening of song and dance, an open-mic party, and an outdoor festival with games and activities, including henna hand tattooing!

On 20 March 2024 a pre-conference day was held at FLAME University, which included hands-on tuition on internal issues (such as invoicing and hour sheets), a Safeguarding workshop with global interns participating via Zoom, panel discussions on topical points such as industrial relations, and an Excel/Tableau workshop.



# YOU SHARE, WE COMPARE : CELEBRATING 25 YEARS WAGEINDICATOR!



## **Fiona Dragstra:**

*"The WageIndicator conference, held in partnership with FLAME University, has created the space for our researchers, fieldworkers, analysts and writers to share the valuable work they have been doing in the field of decent work, living wages and related issues, with respected academics and practitioners from the international field of labour studies, as well as the corporate world. We think it's absolutely crucial to have these conversations in countries like India that are both economic powerhouses as well as a producing country dealing with many of these issues itself. We hope this conference will be the first of many."*

From 21 to 23, WageIndicator Foundation and FLAME University hosted the *International Conference on Decent Work and Corporate Social Responsibility in the Era of the SDGs*.

Hosting such a conference had been WageIndicator's dream for many years. This was also a first-of-its-kind event hosted in India, featuring three days of discussions and panels related to the SDG agenda. These focused on challenges faced and possible action needed to work towards universal decent work - which is at the centre of economic and social programmes.

Over 60 nationalities were represented, with researchers, industry practitioners and civil society organizations partaking in a unique exchange. While the first day centred around living wages and the SDG agenda, the second day focused on the growth of the platform economy, while the third addressed the role that labour laws and collective agreements can play in facilitating a just transition for labour.

## **Daan de Vries:**

*"I get to work with a great team of like-minded people who not only want to make the world a better place, but take action to do that."*





# YOU SHARE, WE COMPARE : CELEBRATING 25 YEARS WAGEINDICATOR!

Speakers, moderators and presenters were drawn from WageIndicator as well as the broader academic, research, corporate and organisational communities, and included Rob van Tulder (WageIndicator Board Member, Erasmus University), Marjolein Scheerders (IKEA), Paula Letorey and Naomi Gore (PWC UK), representatives from Unilever, Martin Kahanec (Central European University, Central European Labour Studies Institute), Ines Meyer and Imaan Mohamed (University of Cape Town), Gregor Loetsch (SOS Children's Villages), Uma Rani (International Labour Organisation), Bhavya Sharma (Urban Company), and Biju Varkkey (Indian Institute of Management), amongst others. You can find the full programme and contributors [here](#).

Alongside the conference, we recorded two episodes of our Gig Work Podcast with Varsha Bansal, an independent journalist, and Apoorv Kulkarni and Prakash Gupta from OMI Foundation. Our team members also conducted two courses - on data collection and data journalism - for FLAME students during this week. Students and interns from FLAME University provided administrative and logistical support for the conference. In all, 54 WageIndicator team members and 187 conference participants attended the week-long programme in Pune, marking a fitting 25<sup>th</sup> anniversary of WageIndicator Foundation.



Pictures:  
Snippets of the International conference on SDGs and Decent Work at FLAME University in Pune, India



## OUR PARTNERSHIP WITH FLAME



2024 marked the fifth year of our wonderful partnership with FLAME University, guided by our Director of Operations, Prof. Rupa Korde and supported by Dr Dishan Kamdar, FLAME's Vice Chancellor, Dr. Virender Sharma, FLAME's Registrar, and Dr. Santosh Kudtarkar, the Dean of FLAME's School of Liberal Education.

The highlight of our engagement has been the internship programme we run together. What started as an experiment during the COVID pandemic has evolved into so much more, and over the course of 2024 we had over 70 students working with our teams on communication, marketing, data collection and analysis, research, and growth.

This partnership and internship programme has reaped great rewards for all involved. The committed interns have helped improve the quantity and quality of our work, picking up useful knowledge and skills along the way. Though many of them start with little experience in their first year, they later go on to manage their own teams and some of them even join us full time. Eventually, several have gone on to study and work at distinguished institutions across the world, making us proud everywhere they go.

We're always grateful for their support and eager to help them achieve new heights in their career. We can't wait to see and share the amazing things that our interns accomplish over the coming years!



## PARTNERSHIPS

### In conversation with Bangladesh Labour Foundation's Executive Director A K M Ashraf Uddin - a new partner since 2023

*Could you tell us more about the new project and partnership between the Bangladesh Labour Foundation and WageIndicator?*

Since 2023, Bangladesh Labour Foundation (BLF) and WageIndicator embarked on a strategic partnership to enhance transparency of the Bangladesh Apparel Sector by assessing whether national labour laws meet international standards on decent work. The collaboration centers on generating reliable data through tools like decent work due diligence, while also contextualizing findings for trade unions, brands, employers, workers, and policymakers. A key component of our work is making workplace related information on labour laws and international standards more accessible to workers in the readymade garment sector.

*Can you share about BLF's history and your work in Bangladesh, and why you are the perfect partner to work with WageIndicator on this type of work together?*

Established in 2001, BLF is a national-level labour rights organization committed to promoting decent work, social justice, and worker empowerment in Bangladesh. We have a strong presence across multiple sectors—from ready-made garments and tanneries to construction, transport, and home-based work—and a deep-rooted relationship with trade unions and grassroots worker communities. BLF's strength lies in its dual approach: conducting policy advocacy at the national level while fostering participatory action at the local level. Our expertise in labour research, rights-based programming, and trade union capacity-building positions us as an ideal partner for WageIndicator. This collaboration is mutually reinforcing—WageIndicator contributes global tools, data, and comparative frameworks, while BLF grounds these in the local realities, translating insights into concrete action and impact for workers on the ground.



**Bangladesh  
Labour  
Foundation**



*Can you share some of the results of the work together in 2024?*

As a start, we updated and updated WageIndicator Decent Work Application as per Bangladesh Labour Law. In 2024 alone, we have done surveys among workers in 51 RMG factories in Ashulia, Dhaka with 1586 workers. The surveys are a reflection of workers' perspective on compliance issues. We are currently in the process of disseminating the findings with the Trade Unions. Next to this, we have jointly organized awareness sessions and digital literacy training for workers—especially women and youth. Additionally, WageIndicator data was heavily used to feed into BLF's policy advocacy, including submissions to labor law reform consultations and social dialogue mechanisms. And, we have of course also updated the Bangla version of Decent Work Check website

*Where do you see the future and are there any dreams you have for the next few years working together?*

We envision this partnership evolving into a flagship collaboration on decent work and digital labour rights campaigns in Bangladesh. In the coming years, we aim to expand the use of digital tools for labour standard checks in different sectors of industries in Bangladesh by improving the tools in a local manner. We also plan to develop participatory dashboards that can be used by workers and trade unions, ensuring greater transparency and collective bargaining. Together, we will advocate for labour rights standards and gender equality, particularly in Bangladesh's key export sectors.

A critical focus will be linking data collection with practical mechanisms such as grievance redressal systems, labor inspections, and collective bargaining processes. Our broader dream is to help build an empowered labor movement that uses real-time data and digital innovations to secure fair wages, ensure safe workplaces, and promote climate-resilient livelihoods. We are excited to continue this journey alongside WageIndicator.



**Pictures:**

**The BLF team interviewing workers on working conditions with the Decent Work Check in Ashulia, Dhaka, during the first round of interviews in 2024.**

*Snippets of the International conference on SDGs and Decent Work at FLAHS University in Pune, India*



## #25YearsOfWageIndicator

For almost 20 years, the WageIndicator Foundation has been working with Dr. Marta Kahancova and Dr. Martin Kahanec. Between 2006-07, both Marta and Martin were finishing their PhDs in the Netherlands when they became familiar with WageIndicator.

Eager to partner with us, they began creating two new websites to share labour market information - Mujplat for Czechia, and Mojplat for Slovakia. Anxious for these launches to be perfect, they were in constant touch with Paulien Osse for many days, who was adjusting to from altitude and time zone changes on a trip to Bogota at the time.

The websites launched, marking the beginning of strong and everlasting relationship with Marta and Martin.

They became respected scholars, co-founding the Central European Labour Studies Institute (CELSI), a leading research institute on labour issues in Central Europe (and Europe) and one of our longest partners. They and the entire CELSI team have also contributed to WageIndicator's ambitions - Martin has been crucial to our Living Wage methodology, while Marta assumed the role of Director of Research at WageIndicator in 2022.

As they continue to flourish in their careers, we look forward to an even stronger bond and greater collaborations!

## COLLABORATING WITH CELSI





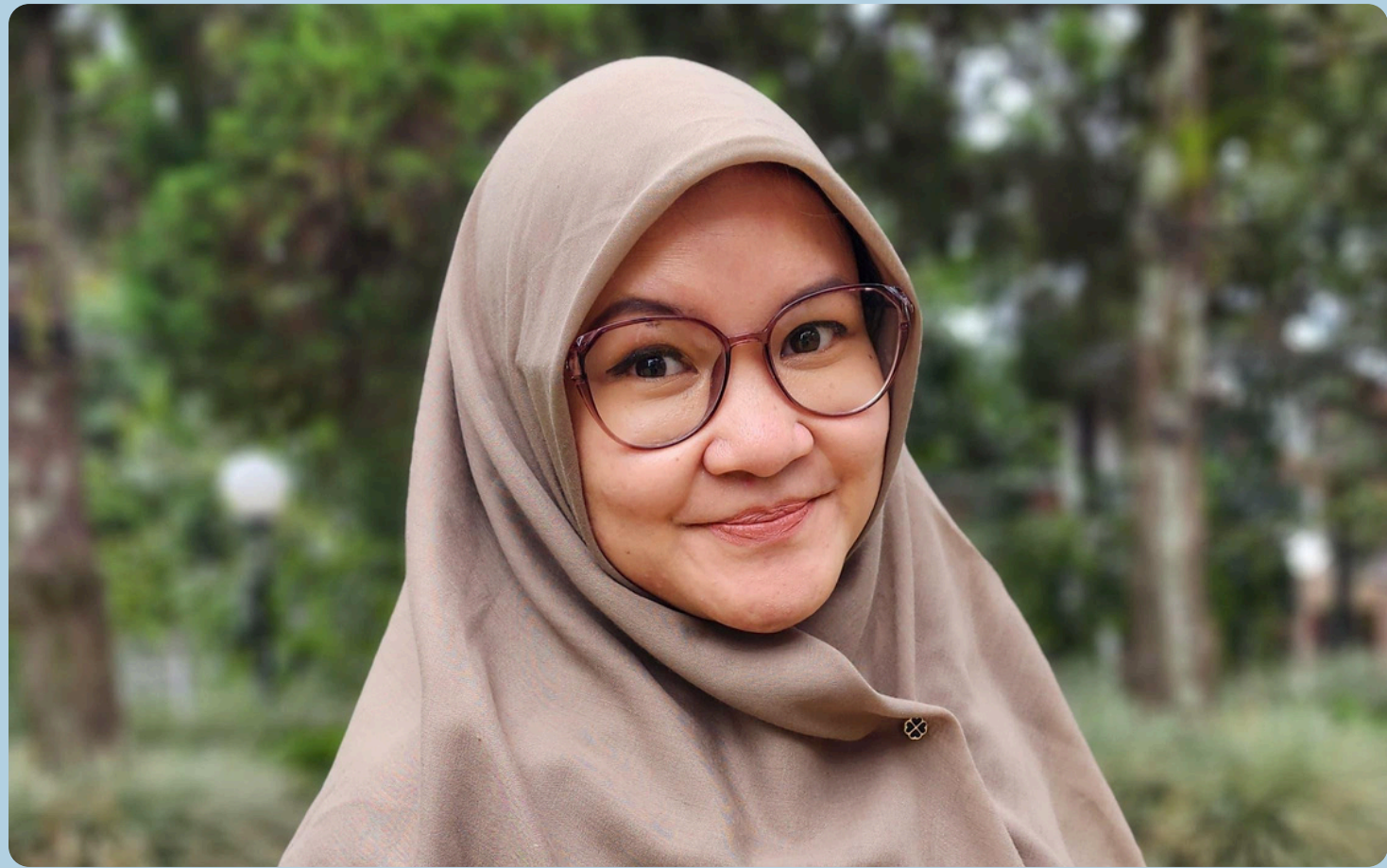
# CATALYSING CHANGE THROUGH OUR PROJECTS

## ONGOING PROJECTS

PROJECT NAME	FUNDER	PERIOD	REGIONS
Multi-actor partnership for improved due diligence implementation in the textile sector via worker- and community-based monitoring	BMZ (Federal Ministry of Economic Cooperation and Development Germany), through FEMNET and Mondiaal FNV	2023 - 2026	Bangladesh
Living Wages in Flowers, Garment & Leather in Ethiopia - Phase III	Mondiaal FNV	2023 - 2025	Ethiopia
BARTIME	European Commission - SOCPL-2022-IND-REL-01	2023 - 2025	European Union
BARSERVICE	European Commission - SOCPL-2022-IND-REL-01	2023 - 2025	European Union, Serbia, Türkiye, North Macedonia
Makin Terang - Improving Work and Worker Representation in Indonesia	Laudes Foundation	2023 - 2026	Indonesia
COST: Platform Work Inclusion Living Lab	European Union, through COST Association AISBL	2022 - 2026	Global



NADIA, GAJIMU, AND 15 YEARS IN INDONESIA



In 2010, Nadia Pralitasari joined our Gajimu team in Indonesia to manage our website and support the “Decisions for Life” project targeted at young women workers. Soon, she realised that there was more than enough work to grow Gajimu.com into the household name it is today.

Constantly in search of a new challenge, Nadia has helped grow our work in Indonesia significantly. She and the Gajimu team have made the website a go-to source for labour market information in the country and implement several projects that aim to improve labour law compliance and working conditions with workers, trade unions and NGOs in the garment sector, gig economy and agro-commodities.

When Daniela Ceccon started working with WageIndicator in the late 2000s, she joined as a part-time journalist. She spent her days as a lifestyle reporter, managing our Italian website on the side. This changed in 2011, when we kick-started a large CBA project in West Africa. We needed a project manager fluent in French and interested in the labour market to help engage with trade unions and set up our Collective Agreements Database. Dani volunteered, and the rest is history.

In the years since then, she has only become more involved in WageIndicator's work. Though not formally trained in statistics, she's become a data whiz, overseeing our entire Living Wage calculation team. Two years ago, she took up the position of Director of Data, and overseeing all our databases and leading a global team of data collectors, analysts, and researchers.



DANI IN TOGO



# CATALYSING CHANGE THROUGH OUR PROJECTS

PROJECTS CONCLUDED IN 2024			
PROJECT NAME	FUNDER	PERIOD	REGIONS
Research on Region-Specific Contexts, Components and Characteristics of Wages in the Palm Oil Sector	RSPO, Roundtable on Sustainable Palm Oil, in collaboration with Peterson Projects	2024	Indonesia, Malaysia, Colombia, Guatemala, Ghana, Côte d'Ivoire, Brazil
BARWAGE	European Commission - SOCPL-2021-IND-REL	2023- 2024	European Union
BARMETAL	European Commission - SOCPL-2021-IND-REL	2023- 2024	Czechia, Denmark, France, Germany, Italy, Hungary, Poland, Romania, Slovakia, Serbia, Sweden, The Netherlands
ResPecTMe - Researching Precariousness across the Paid/Unpaid Work Continuum	European Research Council	2019 - 2024	Belgium, The Netherlands, Germany, Sweden, France, Italy, Poland, United Kingdom



# #25YearsOfWageIndicator

## ANGIE, LORENA AND ERNEST



WageIndicator's Latin America presence dates back almost 20 years, to when Angélica Flores was introduced to Paulien Osse by a trade union researcher in 2006 in Mexico City. What she lacked in web-savvy skills in those early internet days she made up with in enthusiasm and street-smarts.

Soon after, Lorena Ponce de Leon joined. Hailing from Buenos Aires, Lorena was experienced as a web journalist, a rarity in those days. Together, she and Angie formed a formidable team, managing 14 countries and websites across Latin and Central America.

It's been a wild ride for our LatAm team – sometimes literally! Paulien, Angie and Lorena drove through the night, braving a volcanic eruption, black rain, and border crossings to make it safely from Guatemala to Mexico. The trio have been stopped by border controls in El Salvador, being asked why an Argentine, a Mexican and a Dutch woman were travelling together.

They've worked relentlessly to meet deadlines. They've seen the comforts of ministerial offices as well as the insides of manure cellars, the only place where workers felt they could talk freely.

Their hard work has resulted in cool websites, research reports and a solid data collection process. Despite potential danger and violence, they've stayed committed to their cause (aided by the kindness of many and prayers candles lit in several churches), trying to assist Latin America's workers achieve dignity in labour.



Ernest Ngeh Tingum crucial part to our Collective Agreements database since its inception in 2012. His journey with us began through a chance encounter at the university of Dar es Salaam, where he was a student under the guidance of Professor Godius Kahyarara.

Paulien Osse and Kea Tjidsens were in the region and needed a French-speaking data analyst to read and code francophone CBAs.

Ernest joined immediately travelling to Togo with Paulien and Dani to start work. In those intense first weeks he and Dani often coded through the night to prepare databases for morning workshops

The database has grown by leaps and bounds, as has Ernest's work with WageIndicator. He's helped us grow across Africa, supervising data collection. He's worked with Kea in the Netherlands, in Bratislava alongside Marta Kahancova, Martin Kahanec, and the entire CELSI team.

Ernest's journey reflects not only WageIndicator's growth, but our truly global nature and our belief in the power of international collaboration.





# IMPROVING, INNOVATING, EVALUATING: OUR RESEARCH

In 2024, WageIndicator's commitment to advocating for a decent living for all remained supported by robust research efforts. We continue to develop our methodology through dedicated papers, including the Living Wage (LW) and Living Tariff (LT) papers, which refine our approaches to measuring labor market conditions.

Our participation in various research projects and international collaborations continued to strengthen our impact in the field of labor studies. We wrapped up the successful BARWAGE project as part of the ongoing "BAR"-gaining project series in cooperation with CELSI and Utrecht University. BARWAGE provided valuable insights into wage-setting mechanisms in the collective bargaining dynamics.

Two new projects were launched, BARTIME and BARSERVICE, with the former focusing on the provisions of standard and non-standard working hours in collective agreements and the latter mapping industrial relations and supporting capacity building for collective bargaining in the services sector in 9 countries across Europe, including Türkiye, North Macedonia and Serbia.



Additionally, we are excited to have launched two new additions to the WageIndicator toolkit for empowering workers worldwide, grounded in our long-term research. The first was the launch of the Living Tariff for the first selected countries (Kenya, Pakistan and Indonesia). The second was the launch of the Labour Rights Index, which took place at the Central European University, further expanding our research on labor rights and making it available to the public. Engagement in key academic and practitioners' forums remained a priority.

We contributed to discussions at the ILERA 20th World Congress, the World Congress of the International Society for Labour and Social Security Law (ISLSSL) in Rome, and the Internet Policy & Politics Conference 2024 at the University of Oxford. Internally, we focused on strengthening our research team through dedicated sessions at the WageIndicator Conference at FLAME University, India.

- **Marta Kahancová, Director of Research at WageIndicator**





## IFTIKHAR AHMED AND THE LABOUR RIGHTS INDEX

In 2009, while a student at Cornell University, Iftikhar Ahmad emailed Paulien Osse with a complaint - why did WageIndicator not have a website for his home country of Pakistan? Paulien turned it around and presented him with a challenge - why didn't he work with WageIndicator to set up a website, making labour market information available for Pakistanis?

Iftikhar agreed, kicking off a long-standing relationship between him and WageIndicator. A labour law expert by training, he created together with the WageIndicator team one of the largest Labour Law databases in the world. He also went on to found the Center for Labour Research in Pakistan.

The Labour Law database took on its own life, helping create our DecentWorkCheck tool that helps us evaluate labour law compliance in workplaces world-over. In 2020, Iftikhar spearheaded the creation of the Labour Rights Index, a de-jure evaluation of labour laws along ten pillars of Decent Work.

Now, in 2024, Iftikhar and the team launched the 3rd edition of the Labour Rights Index, covering 145 countries, which went live on the 7th of October: the World day for Decent Work!



# BUILDING RESILIENCE IN OPERATIONS

## People and Teams

WageIndicator is an independent non-profit organisation that can best be typed as a network organisation.

Our teams of experts work independently and in teams to achieve common goals, without relying on a traditional hierarchy. We emphasize collaboration and flexibility, while playing at each other's strengths. The key values that drive our organization are around Transparency, Inclusion, Integrity, Collaboration, Innovation, and Independence. These values shape our approach to research, partnerships, and impact. As a team, we live by Trust, Respect, Diversity, Flexibility, Supportiveness, and Kindness. We believe a positive, people-first culture fuels the global collaboration that makes our work possible.

At the end of 2024, WageIndicator has six employees on payroll, and 75 team members on associate contracts. Additionally, we have a network of over 400 data collectors globally, and worked with 100 researchers from leading institutions. During 2024, we welcomed eight new team members across our Operations, Communications, Research, Data and CBA teams, while six team members transitioned out of the organization over the year.

In addition to our employed team members, we continued our long-standing internship programme, with 172 interns from 45 colleges and universities worldwide joining us in 2024. The largest number of these were from FLAME University, as part of our ongoing and fruitful collaboration. In 2024, we also had interns from the University of Namibia, Ahmedabad University, India and the Academy of Economic Studies in Bucharest. 38 students from various universities in Vietnam also interned with us throughout the year. Meanwhile, a group of 7 students from the University of Amsterdam also joined WageIndicator for a “Master Challenge”, supporting us with research on the loss of website visitors, SEO and how to improve our website performance. Their research is informing our new website strategy in 2025.



Picture: Director of Operations, Rupa Korde, during the WageIndicator global gathering in Pune, India



# BUILDING RESILIENCE IN OPERATIONS

## Staff provisions

The majority of the WageIndicator team members consist of mostly self-employed workers and a set of respected organisations like the Central European Labour Studies Institute (CELSI) in Slovakia and the Centre for Labour Research in Pakistan. These two organisations employ their workers, where a part of the team works directly for WageIndicator projects. WageIndicator employs six staff members for an indefinite period of time.

Staff provisions consist of outstanding leave days and pay (€ 4.239), sickness and unemployment ('transitievergoeding'). The sickness provision of € 2.000 covers costs for continued salary payment, replacement, reintegration, and absenteeism counselling. This provision will grow to a maximum of € 15 000, as a typical longer term illness trajectory may cost up to € 12 000 per employee.

Additionally, all WageIndicator employees are on a pension scheme with Dutch pension fund Doenpensioen a.s.r.. They can choose their own contributions next to WageIndicator's monthly contribution.

In addition, to comply with Dutch law, which stipulates that in cases that an employment contract is terminated, or a temporary contract is not continued, the employer has to pay 1/3 gross month salary per year of employment in the form of a transition allowance to enable employees to work on their employability. Logically, this does not apply to retired staff.

## Welfare fund

All WageIndicator team members and associates have equal access to our Welfare Fund, which is designed to support learning new skills, improving someone's workspace or wanting to do something extra for themselves, which also supports their work at WageIndicator.

## Remote work and staying connected

With all team members working remotely, WageIndicator relies heavily on communication tools like WhatsApp, Zoom, email, Slack, and Google Workspace. Quarterly team update newsletters are sent out to keep everyone in the loop of the latest developments, with inputs from all sought beforehand.

Though we do not have a physical office, some teams meet in shared office spaces such as in Jakarta or use the CELSI office in Bratislava. WageIndicator's postal and official address has been the TopEmployers Institute since October 2022.



# BUILDING RESILIENCE IN OPERATIONS

## Safeguarding

All of WageIndicator Foundation's Safeguarding Policy documents were reviewed and updated for 2024.

These are:

- General Safeguarding Policy
- Code of Conduct
- Anti-Bullying and Harassment Policy
- Whistleblowing Policy
- Safer Recruitment Policy
- Reporting Form for Safeguarding Allegation and Concerns

In addition, the annual WageIndicator Safeguarding Information Session was a hybrid event hosted at FLAME University in Pune, India, during the WageIndicator conference. The event was planned and presented by WageIndicator interns from India, Vietnam and Namibia, under the supervision of Safeguarding Leads Karen Rutter and Rupa Korde. Presentations were on a range of relevant topics including the origins of the WageIndicator Safeguarding Policy documents, how to recognise and report sexual harassment and bullying, and the do's and don'ts of professional workplace behaviour. Interns took part both in person and online, and while the event was held in person at the WageIndicator conference as well as being available on Zoom. A similar event with participants from Gajimu, was held later in the year in May, for Gajimu staff as well as partner organisations in Indonesia. This session was in Bahasa.





# BUILDING RESILIENCE IN OPERATIONS

## Planning, monitoring, evaluation, and learning

WageIndicator kick-started organisational Planning, Monitoring, Evaluation and Learning (PMEL) in 2024, to set up a well-functioning system for internal processes and project management. In 2024, each team (Data, Communications, Research, Fundraising & Acquisition, Partnerships, Operations and Projects) developed their own year plans.

The teams meet quarterly to discuss progress on key performance indicators and monitor annual targets. They also regularly exchange insights about their personal contribution to the planned outcomes and the functioning of the project or process as a whole. Every six months the Director engages with the team leaders to be updated on activities and offer support as needed.

These conversations have a clear place in the PMEL cycle; the first round focuses on planning and the second round on reflection. In 2025, the plan is to build this out and account for organisational objectives and progress towards these. All data is compiled in a dashboard, allowing for monitoring organisation-wide progress. The dashboard serves as a space to identify progress, opportunities and areas for improvement and innovation.

## Travel Policy

WageIndicator improved its Travel Policy to better accommodate the digital and physical safety of team members, data collectors and interviewers are travelling for work. This includes clear processes on how to travel, through which means, safety evaluations and measures, and a risk matrix for countries.

For in-country travel, WageIndicator team members can choose their mode of transport, provided it's safe, economically and environmentally feasible. For international flight booking, we usually use HumanitAir, which provides NGO-fares and cancellation options. They have been our preferred travel partner since 2024.

## Risk Management

To identify and stay on top of upcoming and continuous risks, WageIndicator uses a risk matrix that flags the likelihood of risks occurring, and it facilitates prevention and effective response to risks if they happen. This especially relates to the risks that may threaten the stability of operations and the safety of team members.

In 2024, it was flagged by some of our interviewers that they required more training on safety and security. Because of this flagged risk, we worked closely with Kamara Global, a consultancy specialising in safety operations for social impact organisations. The team at Kamara organised a physical security training for our Gajimu team in Indonesia, running simulations and activities addressing specific concerns around operations in Indonesia. They also hosted a digital security training training with the entire organisation.

Furthermore, Kamara supported us in updating our Code of Conduct, as well as our Safeguarding and Travel policies and helped us develop a Digital Security Policy, which includes ethical use of AI and data protection. All staff members were trained in these updates codes and policies.



# BUILDING RESILIENCE IN OPERATIONS

## Environmental responsibility

Within our mission, as well as how we were set up from the start as a remote organisation, WageIndicator aims to operate, travel and work responsibly, keeping in mind the impacts we might have on people and the planet.

- WageIndicator chooses to keep its savings at Triodos Bank, which only does business with organisations that support a healthy natural environment and promote a social economy.
- As we are a remote organisation, we hardly use office-type equipment such as printers, cartridges and other material. If we print flyers, we ensure this is done on FSC-certified paper.
- As a remote organisation, team members hardly travel. If we do, we follow the guidelines as set by the European Commission which prescribes train- and road travel within a 400 kilometer radius within the European Union and Schengen zone. In other areas, where possible, we tend to follow the same guidelines.

## Social responsibility and fair pay

As an organisation dedicated to improving transparency at the workplace we are committed to ensuring this within our team. We follow the below practices to enable decent working conditions and fair pay within:

- All team members can request each other's salary ranges and understand how their own and colleagues' salaries are devised
- All team members have equal access to the Welfare Fund for professional growth
- All team members have holidays and labour law conditions that align with their own country and/or culture in which they live and work.
- WageIndicator is an equal opportunity employer.
- There is no discrimination in pay between male and female employees that work at the same level of responsibility and role. We follow the principle of equal pay for work of equal value.
- Safeguarding and Whistleblower mechanisms ensure that anyone can safely report concerns regarding misconduct or unethical practices without fear of retaliation.
- All WageIndicator team members are trained to follow ethical guidelines and in our SafeGuarding policies.

## Policies for data collection and research

- By signing the Code of Conduct, all data collectors and associates are accountable for upholding these guidelines.
- All people who are interviewed in research and data collection rounds are asked to give their consent before starting the interview and are given sufficient information about how their data is treated.
- By default, all WageIndicator data collection is done anonymously to protect workers, their families and our data collectors.



# OPERATIONS

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## Supervisory board and accountability

WageIndicator's management documents all procedures within the organisation in accordance with applicable accountability regulations, under the supervision of the WageIndicator Board. The relationship between the management and the Board is governed by the Articles of Association, in force since 2003 and last updated in July 2021.

The Supervisory Board monitors financial matters, operation and implementation of the organisation's work, and critically scrutinises the organisation's work methods. Board members offer guidance where and when necessary. Their advice on initiatives, legal questions, accounting, management and other strategic issues strengthens the organisation's foundation. Through periodic meetings and by reviewing plans for upcoming years, the Board is kept aware of the organisation's activities and guides strategic decision making. The agenda for Board meetings is developed jointly with the chair of the Board and WageIndicator management. The Board meets officially two times a year, and more often when required or when strategic decisions are due.

The Supervisory Board actively contributes to the development of the vision and the long-term strategy of the organization. It monitors the achievement of the aims of the organization and in particular watches the efficiency of the way in which the management conducts its business.

The Board appoints a Chair, a Secretary and a Treasurer from among its members. When there is a vacancy for a position on the Board, WageIndicator management draws up a list of possible candidates together with the Board, from which they will approach several. The Board appoints the organisation's Director, and reviews and evaluates the Director's accomplishments.

An audit commission, currently led by Maarten Van Klaveren as a Board representative, prepares audit statements based on quarterly reports and random reviews of accounts. The Audit Commission acts on the basis of the quarterly financial monitoring reports and random review of the accounts. Its reports are shared with the Supervisory Board.

The Board is supported in supervision by external accountants, Schuurman en De Leeuw, Wageningen, whose audits are available for review.



# OPERATIONS

## Members of the supervisory board



**Prof. Dr. Rob van Tulder**

Chair



**Janna Besamusca**

Member



**Maarten van Klaveren**

Member



**Willy Wagenmans**

Member



**Rachel Rietveld**

Member



**Douglas Opio**

Member



**David Plink**

Member

## Financial transactions between the supervisory board and WageIndicator

The members of the Supervisory Board receive no remuneration for their efforts. WageIndicator has liability insurance for the Board members with Chubb.

Since October 2022, WageIndicator has its legal address at TopEmployers Institute: Mondriaan Tower 17th floor, Amstelplein 36, 1096 BC Amsterdam. We have a postbox at TopEmployers Institute. This is without fees.

For the celebrations of 25 years of WageIndicator in India, WageIndicator Supervisory Board members Janna Besamusca, Rachel Rietveld, Rob van Tulder and Douglas Opio joined us in India. Like for all other team members, WageIndicator paid for their accommodation, visa and flight costs. Apart from this, there were no transactions between the Supervisory Board members and WageIndicator in 2024. In 2024 there were two payments made to Janna Besamusca through Utrecht University, one for the BARTIME project with the sum of 58,024.80 EUR, and one for teaching at FLAME University with a sum of 850 EUR.



# FINANCIAL INFORMATION

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## General

In this chapter a narrative overview is given of key financial data regarding the balance sheet and financial statement 2024 of WageIndicator.

## Income

As compared to 2023, total realised income increased by 67% from € 1.980.784 in 2023 to € 3.303.356 in 2024. The substantial increase was through both increase in income generating activities and realised income from grants in 2024. WageIndicator also started working on three new projects with funding from FNV Mondiaal and the European Commission.

## Expenses

The realised expenditure of WageIndicator increased by 44% from € 1.541.304 in 2023 to € 2.214.336 in 2024. These include expenses for grants as well as operational expenses.

## Results

The result before taxes comes to € 884.547 in 2024 as compared to € 280.495 in 2023. This positive result increased the general fund, which currently stands at € 1.144.126 per end of 2024 as compared to € 474.189 per end of 2023.

## Bank balance and cash flow

The policy of the WageIndicator is to deposit grant funds of the projects that have been received, but not yet expended, on a savings account. Periodically the liquidity position is reviewed by the Audit Committee. The bank and cash balances per year end 2024 are € 2.291.871 and increase of 164% from € 867.066 per end 2023. Whilst the liquidity position has improved in combination with the general reserves the WageIndicator is more than capable of meeting all its liabilities.

## Budget 2025

The year 2025 looks promising in terms of income and grants both. The income generating activities are expected to yield a revenue of € 3.022.116 and income from grants will be € 1.464.489. The total expected revenue for 2025 is € 4.486.605. The direct costs for 2025 will be € 2.046.950 and that of projects will be € 1.464.489. The result before taxation is expected to be € 975.166.



# BALANCE SHEET PER 31 DECEMBER 2024

Balance Sheet per December	2024	2023
Fixed Assets	515	1 272
<b>CURRENT ASSETS</b>		
Accounts receivable	1 077 622	713 611
Taxes	10 365	9 916
	1 087 987	723 527
Bank and cash balances	2 291 871	867 066
Total current assets	3 379 858	1 590 593
<b>CURRENT LIABILITIES</b>		
Deferred income	222 604	319 801
Taxes	185 285	35 828
Other payables	1 828 358	762 047
	2 236 247	1 117 676
Current assets minus current	1 143 612	472 917
Assets minus liabilities	<b>1 144 126</b>	<b>474 189</b>
<b>EQUITY</b>		
General reserve	1 144 126	474 189
	1 144 126	474 189
	<b>1 144 126</b>	<b>474 189</b>



# INCOME STATEMENT 2024

Income Statement 2024	Realised	Budget	Realised
	<u>2024</u>	<u>2024</u>	<u>2023</u>
	€	€	€
Income	3 303 356	2 364 052	1 980 784
Direct Expenses	2 214 336	2 783 116	1 541 304
General Expenses	204 472	242 200	158 985
	884 547	-661 264	280 495
Balance of income and expenses			-
VAT current year			-
Vpb taxes previous years	-214 610	-	-58 767
Accumulated result at the end of the year	<b>669 937</b>	<b>-661 264</b>	<b>221 728</b>



# CASH FLOW STATEMENT 2024

## Cash Flow Statement 2024

	2024	2023
	€	€
Cash per 1 January	867 066	738 582
<b>Operating activities</b>		
Surplus for the year	669 937	221 728
VAT taxes	-	-
Net cash inflow/outflow from operating activities	754 869	-93 244
<b>CASH FROM OPERATING ACTIVITIES</b>	1 424 806	128 484
Net increase / decrease in cash and cash equivalents	1 424 806	128 484
<b>Cash per 31 December</b>	<b>2 291 871</b>	<b>867 066</b>



# NOTES TO THE FINANCIAL STATEMENTS

## General

The WageIndicator Foundation, having its legal residence in Amsterdam was established on 17 September 2003 and registered at the Chamber of Commerce in Amsterdam nr. 34195586. The financial statements have been prepared in accordance with the guideline 'organization without profit motive' (RJK C-1), part of the guideline for the annual reporting. The financial statements have been prepared in Euros. The year coincides with the calendar year.

## Conversion of foreign currency

Receivables, liabilities, and obligations denominated in foreign currency are converted at the exchange rates prevailing as at balance sheet date. Transactions in foreign currency during the financial year are recognized in the financial statements at the exchange rates prevailing at transaction date. The exchange differences resulting from the translation as at balance sheet date, taking into account possible hedge transactions, are recorded in the statement of income and expenses.

## Accounting policies

The financial statements have been prepared in accordance with the Guideline for annual reporting RJK C-1 "Not for profit organizations" of the Dutch Accounting Standards Board.

## General

The annual financial statements have been prepared on an accrual basis. Unless otherwise mentioned, assets and liabilities are incorporated at nominal value.

## Fixed assets

Tangible fixed assets are presented at cost less accumulated depreciation. Depreciation is based on the estimated useful life and calculated as a fixed percentage of cost. Depreciation is provided from the date an asset comes into use. The percentage of depreciation for inventory is 20%. There is no rest value.

## Current assets

Current assets are assessed at nominal value under deduction of a provision for irrecoverable considered claims. This provision is determined on the basis of individual assessment of all outstanding claims.

## Cash and cash equivalents

Cash means are, insofar not otherwise mentioned at free disposal of the organisation and concern the readily convertible claims on financial/credit institutions.

## Current liabilities

Current liabilities and deferred income concern debts with a maturity of no more than one year - and insofar not otherwise mentioned - incorporated at nominal value.

## Determination of result

Considering above accounting policies the result will be determined as follows. The result concerns the difference between the income on the performance and the expenses in the accounting year. Income and expenses are attributed to the year to which they relate. Profits are accounted as they are realized, losses as soon as they are foreseen. Expenses are valued at historical cost prices. Vpb taxes and corrections of other years will be presented in the result.

## Accounting principles of cash flow

The cash flow overview has been prepared according to the indirect method. The funds in the cash flow overview consist of cash means.



# NOTES TO THE BALANCE SHEET

	2024	2023
	€	€
<b>Fixed Assets</b>		
Value on 1 January	3 787	3 787
Accumulated Depreciation	-2 515	-1 757
Balance sheet value on 1 January	1 272	2 030
Investments	-	-
Depreciation	-757	-757
Value on 31 December	3 787	3 787
Accumulated Depreciation	-3 272	-2 515
Balance sheet value on 31 December	<b>515</b>	<b>1 272</b>



# CURRENT ASSETS

## Accounts Receivable and other deferred expenses

### Accounts receivable

Debtors	791 743	154 724
Advance paid expenses	7 121	-
Advance paid expenses MTG	44 049	17 358
Advance paid expenses C&A	-	25 579
Advance paid expenses DWB	74 422	-
Still to received payments – LWP	-	300 000
Still to receive payments – BCD	-	92 460
Still to receive payments – MLW	-	20 000
Still to receive payments – BML	23 580	34 496
Still to receive payment – WageMap	26 631	47 894
Still to receive payments	19 788	21 110
Still to receive payments – BWG	26 878	-
	<b>1 077 622</b>	<b>713 611</b>



# TAXES

Value Added Tax

	10 365	9 916
	10 365	9 916

# BANK AND CASH BALANCES

Rabo 1217.99.298	404 742	209 665
Rabo spaar 3630.420.877	1 112 318	607 162
ING Bank 0104 0497 07	19 771	50 015
ING Bank - Z 100-36345	380 000	-
Tridos TRIO 0320 6844 31	29 968	160
Tridos TRIO 2300 4585 94	345 000	-
Cash	74	74
	2 291 871	867 066

All cash means are directly due



# CURRENT LIABILITIES

## Funds/Grants

Advance receipts project C&A	-	82 852
Advance receipts project EU – Barwage	-	21 472
Advance receipts Project GIZ	17 844	2 640
Advance receipts project MTG	87 623	42 419
Advance receipts project BTE	37 347	134 842
Advance receipts project EFG	4 858	35 575
Advance Receipts Project DWB	63 693	-
Advance Receipts Project BSE	11 239	-
	<b>222 604</b>	<b>319 801</b>

## Taxes

Staff Tax	2 991	9 288
Corporate Tax	182 294	26 540
	<b>185 285</b>	<b>35 828</b>

## Other current liabilities

Staff provisions	25 029	12 556
Expenses still to pay	208 350	125 428
Advance received payments	1 534 117	617 937
Creditors	60 861	6 126
	<b>1 828 358</b>	<b>762 047</b>



# EQUITY AND GENERAL RESERVE

Balance per 1 January	474 189	252 461
Accumulated result at the end of the year	669 937	221 728
<b>Balance per 31 December</b>	<b>1 144 126</b>	<b>474 189</b>



# NOTES TO THE INCOME STATEMENT

	Realised	Budget	Realised
	2024	2024	2023
	€	€	€
<b>Revenues</b>			
Income Generating Activities	2 387 592	1 217 950	1 139 463
Bank Interest Income	5 156	-	-
Grants/Funds	910 609	1 146 102	841 320
	<b>3 303 356</b>	<b>2 364 052</b>	<b>1 980 784</b>
<b>Direct expenses</b>			
Costs - Income Generating Activities	850	51 950	-
Development of the databases	1 260 588	1 548 800	629 205
Increase reach & drive usage	42 290	90 500	70 779
	<b>1 303 728</b>	<b>1 691 250</b>	<b>699 984</b>



### Grants/Funds Expenses

FNV - Flowers (Ethiopia & Uganda)	-	-	22 226
EFG - Living Wage Ethiopia III	60 967	66 625	4 925
DMW - Database on minimum wage rates in CBA	-	-	32 691
BCD - Barcovid Special Dialogue	-	-	54 067
EU – BARWAGE	56 258	55 760	75 406
EU – BARMETAL	41 809	6 890	73 103
MTG – Laudes Makin Terang Phase III	576 428	628 212	526 817
BSE – BARSERVICE	43 711	89 826	-
GIZ - Living Tariff Tool for Gig Workers	1 636	-	52 085
DWB - FNV Modiaal and FEMNET	32 307	98 150	-
BTE – BARTIME	97 495	146 402	-
	<b>910 609</b>	<b>1 091 866</b>	<b>841 320</b>

### General overhead

WageIndicator General Costs	204 472	242 200	158 985
	<b>204 472</b>	<b>242 200</b>	<b>158 985</b>





## Website

[www.wageindicator.org](http://www.wageindicator.org)

## Instagram

@wageindicator

## LinkedIn

WageIndicator Foundation

## X

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## **INDEPENDENT AUDITOR'S REPORT**

To: the Management Board and the Supervisory Board of WageIndicator Foundation.

### **A. Report on the audit of the financial statements 2024 included in the annual report**

#### **Our opinion**

We have audited the financial statements 2024 of WageIndicator Foundation based in Bussum.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of WageIndicator foundation as at 31 December 2024 and of its result for 2024 in accordance with the Guidelines for annual reporting C1 "Small Not-for-profit organisations" of the Dutch Accounting Standards Board.

The financial statements comprise:

- 1 the balance sheet as at 31 December 2024;
- 2 the profit and loss account for 2024;
- 3 the notes comprising a summary of the accounting policies and other explanatory information.

#### **Basis for our opinion**

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

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

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

### **B. Report on the other information included in the annual report**

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

- The management board's report;
- Other information



Based on the following procedures performed, we conclude that the other information:

- is consistent with the financial statements and does not contain material misstatements;
- contains the information as required by C1 "Small Not-for-profit organisations" of the Dutch Accounting Standards Board.

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

By performing these procedures, we comply with the requirements of the Dutch Standard 720. The scope of the procedures performed is substantially less than the scope of those performed in our audit of the financial statements. Management is responsible for the preparation of the other information, including the management board's report, in accordance with the Guidelines for annual reporting C1 "Small Not-for-profit organisations" of the Dutch Accounting Standards Board.

### **C. Description of responsibilities regarding the financial statements**

#### **Responsibilities of management for the financial statements**

The board is responsible for the preparation and fair presentation of the financial statements in accordance with the Guidelines for annual reporting C1 "Small Not-for-profit organisations" of the Dutch Accounting Standards Board. Furthermore, management is responsible for such internal control as management determines is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

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

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

The Supervisory Board is responsible for monitoring the financial reporting process of the organisation.

#### **Our responsibilities for the audit of the financial statements**

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

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

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



We have exercised professional judgement and have maintained professional scepticism throughout the audit, in accordance with Dutch Standards on Auditing, ethical requirements and independence requirements.

Our audit included e.g.:

- identifying and assessing the risks of material misstatement of the financial statements, whether due to fraud or error, designing and performing audit procedures responsive to those risks, and obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtaining an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the company's internal control;
- evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board;
- concluding on the appropriateness of management's use of the going concern basis of accounting, and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause a company to cease to continue as a going concern;
- evaluating the overall presentation, structure and content of the financial statements, including the disclosures; and
- evaluating whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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

Wageningen, July 3, 2025

SCHUURMAN EN DE LEEUW accountants en belastingadviseurs

A.W.H. van Veenendaal RA