

Annual Report

2025



Table of Contents

01. Our vision and mission	03
02. Message from the Executive Director	04
03. 2025 in numbers	05
04. 10 Years of Organic Cotton Accelerator	06 - 10
05. The next chapter: OCA's 2030 Strategy	11 - 13
06. Resilient farming communities	15 - 18
07. Scaling OCA's Farm Programme	19 - 21
08. Data to drive change	22 - 25
09. Growing an engaged community	26 - 30
10. Positioning and influence	31 - 34
11. About OCA	35 - 40

Photo credits:

Pages 01, 11, 23, 26 and 34: Priyadarshini Ravichandran / Textile Exchange

All other images: Organic Cotton Accelerator (OCA)



Our vision

At OCA, we believe organic cotton is the catalyst for a truly sustainable textile sector.

We envision a future where, every time a farmer switches to organic cotton, there is a ripple effect of positivity. Farmers earn more and have access to better working conditions and secure livelihoods. Their land and soils are regenerated, biodiversity thrives, and together we contribute to combating climate change.

We call this the Organic Cotton Effect. As an accelerator, we want to get to this future, faster.

Our mission

OCA unites the sector to unlock the Organic Cotton Effect, driving positive impact from field to fashion for both people and the planet.

Together, we build a transparent, responsible, and resilient organic cotton supply chain that prioritises prosperity and wellbeing for farming communities, regenerates ecosystems, and advances sustainability across the industry.

Message from the Executive Director

Ten years ago, OCA was founded on a clear idea: organic cotton only works if it works for farmers, and if the system around them supports that. As we share this Annual Report in 2026, we celebrate a decade of working together across the cotton sector. It is a moment to recognise how far we have come, and to look at what it will take to move further, faster.

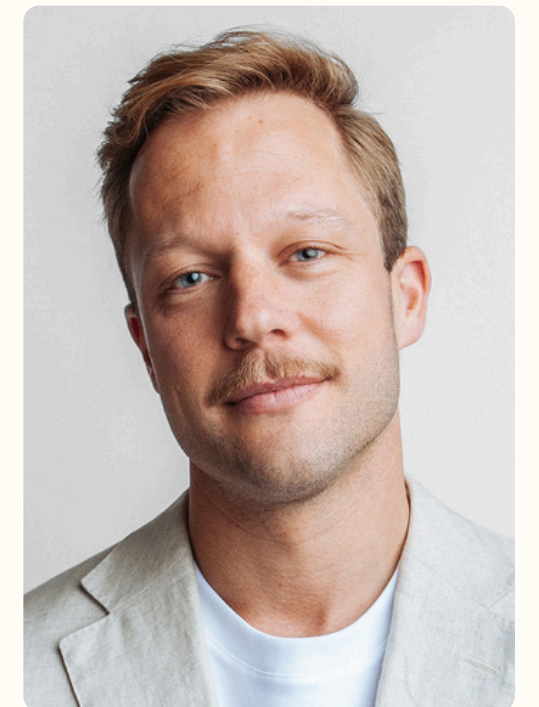
The progress we see is the result of long-term commitment from farmers, brands, civil society, and funders, often under challenging conditions. No one in our community takes this commitment for granted, and we want to celebrate each and every one of you who have been part of our journey.

Last year's numbers speak with quiet force: 100,000+ farmers in the programme, €10,3 million in direct field investment, and 141,000 hectares under organic management. Digital payments increased to 53%, improving transparency and putting more control over income directly in farmers' hands.

We have also invested in building a stronger evidence base. Our Life Cycle Assessment study in India provides a clear picture of the strong environmental performance of organic cotton, strengthening its credibility in both markets and policy discussions. Without credible data, there is no credible case for change.


None of this is a finish line, and the world around organic cotton has not stood still. Sustainability is facing headwinds. Regulatory pressure is intensifying. Geopolitical uncertainty is reshaping sourcing decisions. In this context, OCA's role is not to hold the line. It is to move forward with even greater clarity. That is the spirit behind our updated 2030 Strategy, launched in 2025: a renewed commitment to scale impact, deepen partnerships, and ensure organic cotton remains a credible answer to the questions the industry is urgently asking. This is a moment to celebrate, and to act.

Ten years on, OCA exists because collective action, sustained over time and grounded in evidence, can change the conditions of an entire sector. We know this, because we have done it. Here's to the next decade and to everyone who will make it happen.



Bart Vollaard
Executive Director

 **100,000+**
Farmers in the Programme

 **141,000+**
Hectares of farmland under organic management

 **132,000+**
Metric tons of cotton production

 **70%**
Uptake of organic cotton by OCA brands

 **13%**
Premium paid to OCA farmers on top of market price

 **€10M+**
Investments in the field leveraged by OCA

 **53%**
Premium payments made digitally

 **60**
Contributors

 **1**
Regional LCA study on organic cotton for India

 **12**
Number of nationalities represented in the OCA team



10 Years of Organic Cotton Accelerator

Ten years ago, OCA began with a clear idea: organic cotton could only reach its potential if the people growing it, sourcing it, and bringing it to market worked together differently.

Since 2016, that idea has grown into a global organisation connecting farmers, brands, and supply chain partners around a more credible, resilient organic cotton sector. Over a decade, we have helped more farmers secure fairer returns, given brands a credible and traceable route to organic sourcing, and demonstrated, with evidence, not assertion, that organic cotton is a practical solution for a more sustainable textile industry.

This anniversary is a moment to recognise how far the work has come, and to acknowledge the community that made it possible: the farmers who have committed to organic practices year after year; the brands and suppliers who have chosen to back that commitment with sourcing decisions and long-term investment; and the partners and donors who believed, early and often, that a different model was possible.

Ten years later, OCA is proof that collective action, sustained over time and grounded in evidence, can change the conditions of an entire sector. This is not only an anniversary; it is the foundation for what comes next.

A decade of impact

This timeline highlights some major milestones in OCA's journey, complemented by testimonials from a selection of the diverse stakeholders that make up its ecosystem.

"I'm genuinely proud to have been part of OCA's journey, and it's incredible to think we're already celebrating 10 years. I still remember those early conversations, before it even had a name! It's been inspiring to watch it evolve into a real global force. The improvements OCA drives for organic cotton, the people who grow it, and the planet, shows how powerful collective action and inclusion truly are. Here's to another decade of progress."

Cecilia Strömblad Brännsten
Head of Resource Use and Circularity, H&M Group

- **2016**
 - OCA Foundation was established by Laudes Foundation, H&M Group, Kering, Eileen Fisher, Textile Exchange, Tchibo, Inditex and C&A.
- **2017**
 - The first Farm Programme pilot launched in India, connecting 1,800 farmers with four brands and testing a model built around secure pricing.
- **2018**
 - The Farm Programme moved beyond pilot stage and began expanding its reach.
 - OCA enabled the creation of the Seeding the Green Future project, the largest non-GM cottonseed breeding programme in India to develop and deliver non-GM cotton varieties to the thousands of farmers.

“From the very beginning, the OCA team has been all heart. I remember hosting the first Organic Cotton Summit and the sheer amount of effort that went into making it happen. It was intense, but it spoke volumes about the team’s commitment. When COVID hit, that same spirit carried us through in different ways. On the field, I remember the many visits and how meaningful it was to connect with the communities we worked with, as well as contributing to research, from the ISO standard to trials for arboreum cotton varieties that could better serve organic farmers. There were real challenges, especially with widespread contamination, but what stood out was how the team navigated them—with honesty, integrity, and a strong sense of purpose. The way the broader community of brands, retailers, and suppliers stepped up during those times is something I truly value and miss. Happy 10th anniversary to OCA—here’s to the next decade.”

Jaskiran Warrick
Director, South Asia (2018-2021)
Organic Cotton Accelerator

2019

- OCA broadened participation, reaching 11,000 farmers and strengthening its role in shaping change across the sector.
- The organisation adopted an MSI governance model with democratic elections and wider representation.

2020

- During the COVID-19 pandemic, OCA maintained programme delivery, demonstrating model resilience.
- More than 22,000 OCA farmers received over €1.7M in premiums, helping reinforce the business case for organic cotton.
- Seed systems and data transparency advanced, strengthening farm-level impact measurement.

2021

- Farmer participation rose, with over 21,000 in-conversion farmers starting their transition.
- Non-GM cottonseed guidelines were introduced, alongside regenerative farming trials.
- OCA launched its In-conversion Programme, under the umbrella of the Farm Programme.

“In 2013, many of the early organic cotton champions – brands and retailers, NGOs, Textile Exchange leadership, and funders (like our C&A Foundation) – gathered in Istanbul to discuss what it would take to bring organic cotton from niche to mainstream. The barriers we collectively faced were real: misaligned incentives, the “valley of death” for farmers, weak market signals, and more. But we knew then, as we do today, that organic cotton offered a real opportunity – for farmers, for the fashion industry, and for our environment. What strikes me about these early days is that, from the start, the effort was led by the market. Leading brands and retailers showed up, and with the early support we at C&A Foundation could provide, began designing what would become the Organic Cotton Accelerator. Now, ten years on, I am proud to see this bold ambition has resulted in effective, high-impact platform that is improving livelihoods for farmers and their families, regenerating the land they depend on, and growing the organic cotton industry. Bravo!”

Leslie Johnson
CEO, Laudes Foundation

2022

- OCA’s reach expanded to more than 74,000 farmers who received €4M in premium payments.
- Operations expanded into Pakistan and in-conversion support reached 30% of farmers in the programme.
- The Organic Training Curriculum for India was published, helping standardise farmer training.
- Regenerative demonstration plots introduced in India, giving farmers the opportunity to see the real-world benefits of organic.

2023

- Growth continued, with more than 87,000 metric tonnes of organic cotton procured and €4.2M distributed in premiums.
- Pakistan operations were consolidated and a pilot was launched in Türkiye.
- New work began on biodiversity monitoring, public affairs, and decent work training.

"I would like to thank the OCA Farm Program for its valuable workshops, training, and capacity-building sessions. Learning about the latest research-based knowledge on organic cotton crops has been truly enlightening. I am happy and satisfied with all the support offered by the program to small and medium farmers, helping us build a strong foundation for Pakistan's economy."

Niazim
Organic Cotton Farmer
Punjab Province, Pakistan

"I believe the true potential of organic is just unfolding. Our work is being recognised because we demonstrate real impact. Now, in a world and a market that feel increasingly uncertain, OCA's next chapter is clear: we must deliver that impact at scale."

Punit Lalbhai
Vice Chairman, Arvind
Chair, OCA Board of Directors

2024

- OCA launched its full Programme in Türkiye.
- OCA supported over 100,000 farmers across India, Pakistan, and Türkiye; its largest reach to date.
- The Decent Work Strategy was launched to improve conditions for cotton farmers and workers.
- Policy engagement was strengthened at the EU level to demonstrate the value of organic cotton as a sustainable fibre.
- OCA community grows to 60+ Contributors.

2025

- OCA published the first regional Life Cycle Assessment study showing the environmental advantages of organic cotton in India.
- Organic Cotton Curriculum for Türkiye was launched, introducing its first regenerative agriculture and farm management modules.
- OCA rolled out the new phase of its Global Strategy for 2030.



The next chapter: OCA's 2030 Strategy

In 2025, OCA updated its 2030 strategy, setting out the direction for the next chapter of our work. It builds on a decade of experience and reflects our ambition to help build a transparent, responsible and resilient organic cotton supply chain; one that strengthens farmer livelihoods and supports our Contributors' sustainability objectives.

As sustainability expectations rise and the industry faces growing scrutiny over their supply chain claims, OCA's role as a trusted, independent convener has never been more important. This strategy positions us to stay ahead of that curve; deepening our value to brands, suppliers, and farmers alike, and ensuring organic cotton remains a credible, scalable answer to the industry's most pressing challenges.

At its core is a simple insight: real change happens when farmers, brands, and partners work together.

By aligning efforts across the value chain, we aim to accelerate the transition to organic cotton and strengthen its long-term impact. For our brand partners, this means a more reliable and transparent route to sourcing organic cotton — one that delivers on sustainability commitments with the evidence and confidence to back them up.

To guide this work, we have defined five strategic priorities that will shape our approach and drive impact:

01 Resilient farming communities

Farmers are at the centre of everything we do. Organic cotton succeeds when farmers have the knowledge, tools, and support they need.

Through local partners, we provide practical training on organic farming and decent work, tailored to local contexts. We are deepening impact through digital payments, grievance mechanisms, and action on biodiversity, water stewardship, and gender equity; strengthening resilience and building the foundation for a credible, scalable organic cotton supply chain.

02 Scaling OCA's Farm Programme

Scaling begins with demand. When brands commit to sourcing organic cotton through OCA's Farm Programme, they create the reliable demand that makes organic farming viable for farmers. This demand-driven model is what sets OCA apart.

For brands, the return is clear: supply security, credible sustainability data, and due diligence readiness, with confidence that investment reaches farmers directly. The new OCA Farm Fund strengthens this by separating farmer premiums and technical assistance from cotton market volatility, creating greater stability and transparency.

Scaling also means expanding into new organic cotton-growing regions; building supply resilience, increasing verified impact, and strengthening OCA's position as the credible, scalable route to organic cotton sourcing.



03 Data to drive change

Reliable data is essential to the future of organic cotton. It supports better decision-making, strengthens sustainability claims, and provides the verified insights partners need for due diligence and credible impact reporting.

We are building an integrated digital system to track environmental and social metrics, improve traceability, and deliver clearer insights across the value chain; helping the sector measure and scale impact more effectively.

04 Growing an engaged OCA community

Organic cotton depends on collective action. Real change happens when the value chain works towards shared goals. We are expanding and strengthening our network of Contributors and partners, helping them source organic cotton with greater clarity, confidence, and impact.

As expectations and regulations grow, OCA's community becomes even more valuable: a network united by shared methods, data, and commitment.

05 Positioning and policy influence

Organic cotton has a key role to play in a more sustainable textile industry. OCA works to ensure it is recognised as a practical, proven solution in policy forums, industry platforms, and public debate.

We strengthen how organic cotton's impact is communicated and provide the evidence needed to attract more partners, investment, and support; creating the conditions for more farmers to transition and thrive.



Our impact in 2025





Resilient farming communities

We collaborate with our Implementing Partners to empower farmers in creating stronger, more resilient farms through hands-on training, support, and innovative solutions. Our efforts include creating and sharing training resources, enhancing access to organic inputs, seeds, tools, and reliable information, and introducing innovative approaches to make farming systems more efficient and inclusive. Our goal is to increase the capacity of farmers and field partners to accelerate the growth of organic cotton production.

€6.8 million
paid in premiums

53%
of payments made digitally

400+
demonstration plots in India

85%+
of farmers participated in training

10
regenerative farming practices introduced

01 A better income for farmers

For organic cotton to last, it has to make financial sense for the people growing it. When brands commit to buying ahead of the season and pay a premium, farmers gain certainty — and a real reason to adopt and maintain organic practices.

In 2025, brands in our Farm Programme paid a 13% premium on organic cotton, adding nearly €6.8 million directly to farmer incomes. For many farming households, this is the difference between organic practices being worthwhile or not.

This premium provides a clear incentive for farmers to continue organic practices. It supports the environmental benefits of organic agriculture, while strengthening the economic foundation of rural communities.

We also made progress on digital payments, with 53% of transactions now made digitally, up from 46% the year before. Building digital and financial literacy gives farmers greater control over how and when they receive their money — a small shift with lasting consequences.



02 Creating change through knowledge-sharing

Organic farming demands more than good intentions. Managing soil health, controlling pests without chemicals, and maintaining ecological balance all require deep, specialised knowledge — and that knowledge needs to reach farmers reliably, in their own language and context.

In 2025, we refined our training model to make it more consistent and more practical. Using a cascading approach, we ensure our partners' field staff and master trainers received agronomic training, as well as training on decent work. They in turn delivered sessions to farming communities; close to home and grounded in real conditions. More than 85% of farmers in our programme received training as a result.

The impact is already visible on the ground. More than 83% of farms are using reduced tillage. Close to 70% are applying manure and compost. Over 40% of farmers have adopted Integrated Pest Management — combining biological, cultural, and preventive methods to reduce and eliminate dependence on chemical inputs.

Altogether, demonstration farms and training programmes have introduced farmers to 10 regenerative practices. We brought this learning to life through more than 400 demonstration plots established across India in 2025. These aren't classrooms. They're working farms where growers can see new practices, seed varieties, and

agronomic approaches in action, then decide for themselves what fits their land.

We also bring learning to life through our demonstration farms. These are set up so farmers can see regenerative and organic practices in action, along with new agronomic approaches and seed varieties. In 2025, we established more than 400 of these plots in India, giving growers the chance to observe results directly and decide what works best for their own fields.

Organic Training Curriculum available in Türkiye

A milestone in 2025 was the launch of our Organic Cotton Training Curriculum adapted specifically for Türkiye. Developed with a local partner and with input from the Turkish Ministry of Forestry and Agriculture, it has already been downloaded more than 700 times; a strong signal of demand for locally relevant, practical guidance. The curriculum combines in-person training, online modules, and train-the-trainer sessions. It reflects both global organic standards and the specific soils, climate, and growing conditions of Türkiye.

It includes the first dedicated module on regenerative agriculture in this context — covering soil fertility, biodiversity, and long-term farm resilience. This is the kind of foundation that produces measurable environmental improvements over time. As more field teams and farmers work from a shared, locally grounded knowledge base, the expectation is clearer outcomes and faster progress across the region.

03 Decent work

Resilient farming systems depend on the people behind them. Soil health and yields matter, but so do the conditions in which farmers and farm workers live and work every day.

Over the past year, we have continued executing our Decent Work Strategy alongside Implementing Partners, brands, and sector experts. The focus has been on field teams — the people closest to farmers — equipping them to lead honest conversations about safe working conditions, fair treatment, and community rights. In 2025, 65 field staff took part in training-of-trainers sessions designed for direct, practical application.

We are also improving how we measure what's actually happening. A new approach to collecting farm-level data on working conditions is underway, with a clear picture expected by 2027. Regular input from partners is keeping this process grounded and actionable.

Much of this work has taken shape first in India, but the lessons are already being applied in Pakistan and Türkiye. The goal is a shared, durable foundation for decent work across every region where organic cotton is grown.





Scaling OCA's Farm Programme

Our goal is to scale responsibly by broadening our reach, streamlining the Programme, and prioritising farmers at the core of our efforts, enabling sourcing partners to access organic cotton with greater confidence and transparency.

We want to make sure more partners are able to source more organic cotton, and to make it easier for them to do so. We are also expanding geographically through strategic partnerships and enhancing collaborations with organic chain-of-custody and traceability systems.

141,000+
hectares of cultivated land

132,000+
metric tonnes of seed cotton produced

01 A changing Programme

As our Farm Programme evolves, we're making it easier for partners to take part and for farmers to benefit. That means removing practical barriers and simplifying how sourcing works in practice. We are actively removing barriers to entry to the Programme and simplifying the sourcing journey for our partners.

A key part of this is the OCA Farm Fund. It is designed specifically to make it easier for brands to participate, and to bring sustained financial predictability to Implementing Partners and farmers. In 2025, we completed the second year of the Farm Fund pilot, working with one brand and four Implementing Partners. The pilot reached over 85% procurement uptake.

This builds on what we learned in the first pilot year. Those insights have helped us refine how the fund works, so it better supports both farmers on the ground and the brands investing in organic cotton.



02 A growing Programme

The Farm Programme continued to expand in 2025, both in participation and production. We worked with 60 Contributors across the supply chain, including 16 global brands and retailers, 28 suppliers and manufacturers, 14 civil society and farm organisations, and two philanthropic partners.

Together, farmers in the Programme produced 131,000 metric tonnes of seed cotton across 141,000 hectares.

We also began expanding into new regions. Building on our existing approach, we started developing partnerships to extend our work into East Africa, with a pilot planned in Tanzania in 2026. This is a step towards connecting more farming communities to stable markets and supporting future supply.





Data to drive change

We translate insights into action to drive adaptive management and continuous improvement across our Programme, allowing us to demonstrate clear results while enhancing learning throughout our initiatives.

18,000+

Farmers in regional LCA study for India

2,000+

Farmers in the Unlock Programme

01 Environmental impact

To improve environmental outcomes, we first need a clear picture of current practices. In 2025, we completed a regional life cycle assessment study of organic cotton in India, based on data from more than 18,000 farmers across five states and three growing seasons.

The study provides a detailed view of how organic cotton performs in real conditions and confirms that it has a lower environmental footprint across key indicators such as climate impact and water use.

The results indicate that organic cotton farming consistently has a lower environmental footprint across various categories assessed, including climate change, water use, acidification, and eutrophication.

On-field emissions account for a large share of impacts (ranging from 45% to 99%, with an average of 88%) across most categories (10 out of 16) assessed in the study.

These findings help us understand current practices and identify where improvements can be made. The study is recognised as a trusted, science-based reference and strengthens OCA's role in building the case for organic cotton.



Data to drive change

Alongside this, we worked directly with two Implementing Partners in Madhya Pradesh and Gujarat to support around 2,000 farmers through the Unlock Programme. Here, the focus is to collect detailed field-level data on farming practices, soil conditions, and yields. This helps establish a baseline we can build on in the years ahead.

By building this dataset, we are creating a foundation that can support farmers in accessing climate-related finance in the future. We provide training, coordinate soil sampling, and support data collection, working closely with field teams throughout the process.

We also expanded the use of digital mapping tools to better define farm boundaries, track land use, and improve traceability. This helps ensure that environmental data is accurate and directly linked to real farming practices.



02 Social impact

Building better farming systems also means focusing on the people involved. For us, that starts with listening to the communities where we are present, ensuring they receive fair treatment and payment, and making sure everyone involved in cotton farming is treated with respect and has a voice.

In 2025, we began setting up a Grievance Redressal Mechanism for farmers, farm workers, and field staff. This system will provide a safe and confidential way to raise concerns and help ensure that issues are addressed early. We also analysed how payments flow to farmers through a digital payment mapping study. This helps identify delays or barriers and supports improvements so farmers are paid more reliably and on time.

Another priority is making sure women and other often underrepresented groups are not left behind. We reviewed our policies and training materials through a Gender Equality and Social Inclusion lens to see where gaps still exist. From this, we developed clearer principles and practical tools to guide our work.

This is about making sure our programmes actively reduce barriers, whether that's access to training, resources, or decision-making, and that everyone in the farming communities we work with has a fair chance to take part in and benefit from the organic cotton economy.



Growing an engaged community

A strong and engaged community is vital for lasting change. We are focused on increasing the number and diversity of our Contributors and donors, while enhancing engagement and fostering stronger collaboration within our partner network.



01 A growing community

The OCA community continues to grow, now reaching 60 Contributors. This increase was particularly visible on the supplier side. Suppliers and manufacturers play a critical role in enabling scale and impact by strengthening the connection between farmers and brands, supporting better traceability, shared accountability, and more resilient supply chains.

At the same time, we continue to broaden the geographical diversity of our Contributor base, with a stronger presence from Turkish Contributors. This helps ensure that a wide range of perspectives is represented.

60

Contributors

28

Suppliers and Manufacturers

16

Global Brands and Retailers

14

Civil Society and Farm Organisations

2

Philanthropic Partners



02 Convening the sector

Bringing our community of Contributors and partners together to learn, exchange, and collaborate, is central to how OCA creates impact. This year, we gathered across borders and formats: in regional convenings rooted in local realities, in cross-sector exchanges with likeminded organisations, and in online sessions where we collectively explored key developments shaping the field. Here are some of the most noteworthy moments from each of these ways of coming together, representing a glimpse of the connections and conversations that took place throughout the year.

2.1 Regional convenings: learning where it matters

In Pakistan, we brought together over 130 local and global stakeholders to strengthen collaboration across the organic cotton ecosystem. This regional stakeholder event created the space for our local community to align on shared priorities, exchange insights from the ground up, and identify concrete opportunities to better support farmers. We brought together a panel of farmers to present their valuable perspective and share lessons from their lived experiences. It was a reminder that lasting change is built through relationships, and that strategies must be grounded in regional realities to deliver meaningful impact at farm level.



2.2 Field visits and cross-sector exchange: the Regenerative Fund for Nature Learning Exchange

In India, OCA hosted the Regenerative Fund for Nature's Learning Exchange, bringing together a global group of 37 professionals spanning organic and regenerative fibres (cotton, leather, wool, cashmere, and more) alongside conservation-based enterprises from 23 organisations across 16 countries and every continent.

We were proud to open our doors and share the reality, impact, and lessons from our work on organic and regenerative cotton through field visits and farmer conversations.

Participants experienced first-hand the progress made, the realities smallholders navigate in transitioning to organic, and the importance of local solutions, community engagement, and reliable market access. In return, the cross-sector perspectives and connections that emerged from the exchange enriched our own thinking and reinforced the power of learning together across fibre types, geographies, and approaches.



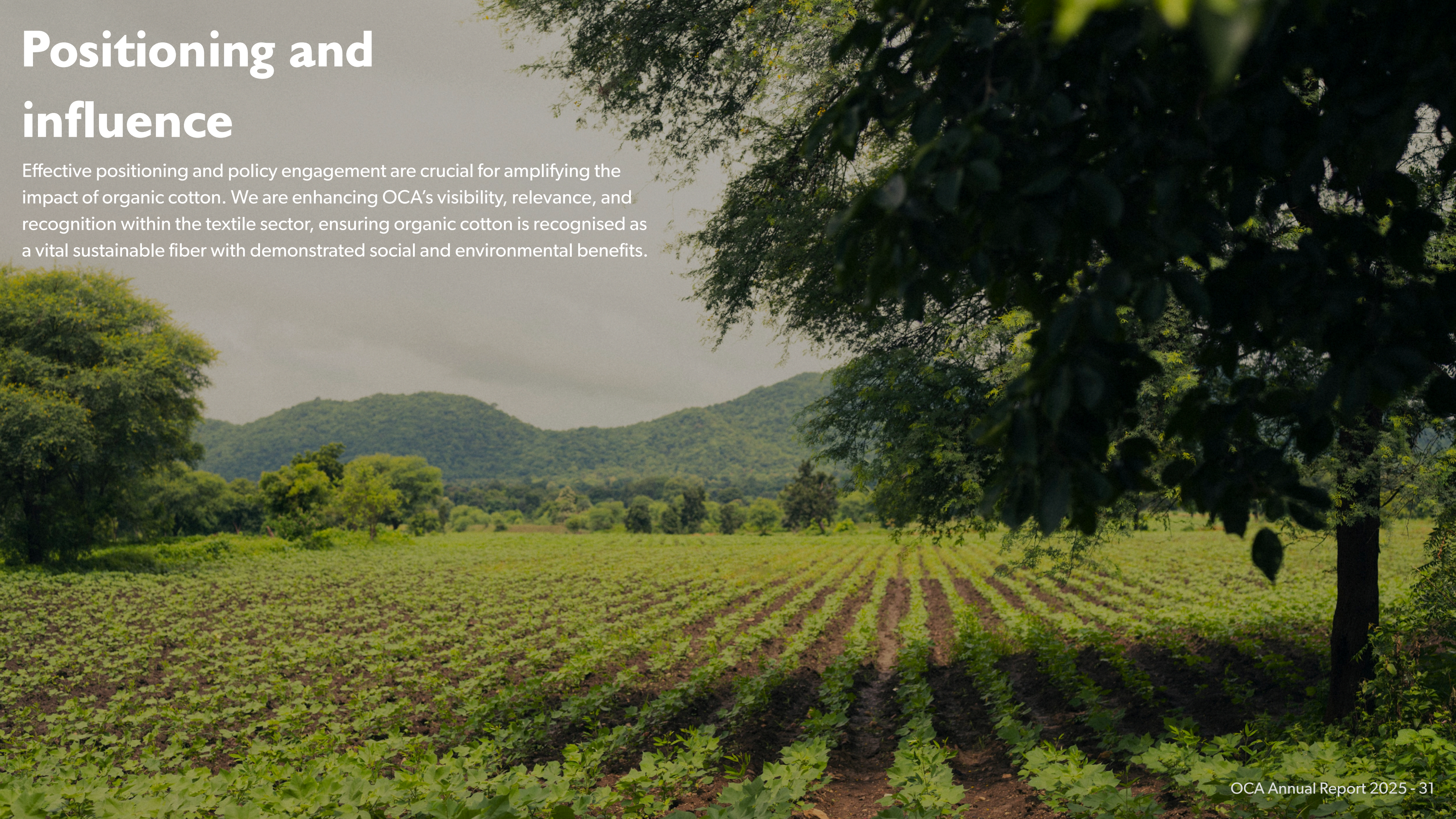
2.3 Online learning: staying connected on what matters most

We stayed closely connected to our Contributors throughout the year through a total of 10 online sessions such as Learning Labs and stakeholder-specific dialogue sessions.

These meetings conversations were shaped by the topics Contributors care most about, such as the findings from our Life Cycle Assessment study for India, improving data quality, decent work in organic cotton production, the launch of OCA's new Strategy, and developments in EU policy.

Our sessions are designed not just to share information, but to help OCA Contributors translate insights into day-to-day practice across the supply chain, always keeping farmer perspectives and supply chain realities at the centre





Positioning and influence

Effective positioning and policy engagement are crucial for amplifying the impact of organic cotton. We are enhancing OCA's visibility, relevance, and recognition within the textile sector, ensuring organic cotton is recognised as a vital sustainable fiber with demonstrated social and environmental benefits.

01 Raising the voice of organic cotton and farmers globally

Ensuring that farmers are represented in global sustainability discussions remains central to OCA's goals. In 2025, we continued to connect field-level experience with industry dialogue through participation in key global forums.

- At the Textile Exchange Conference, OCA contributed to multiple sessions, including facilitating direct farmer participation. Complementary storytelling, through a photo exhibition and editorial collaboration for the Unowned magazine, brought visibility to farmers' role and reality.
- At the Better Cotton Conference, OCA joined panel discussions on data and claims, two areas of increasing scrutiny as the sector moves towards more accountability.
- Through participation in EU Green Week, OCA brought the role of organic cotton into the EU sustainability policy debate, particularly in relation to circularity and renewable materials.
- At Bharat Tex, in India, discussions led by OCA centred on unlocking barriers to scale, highlighting the importance of financing, risk-sharing mechanisms, and supply chain alignment to support farmer transitions.
- Across World Cotton Day activations in India, Pakistan and Türkiye, we continued to elevate farmer voices and strengthen connections between national contexts and global sustainability narratives.

OCA maintained a strong presence across key industry touchpoints, including Global Fashion Summit, Future Fabrics Expo, Heimtextil, Yarnex, and the OECD Forum on Due Diligence in the Garment and Footwear Sector, ensuring organic cotton remains visible within the broader material transition dialogue.



02 Shaping European sustainability policy

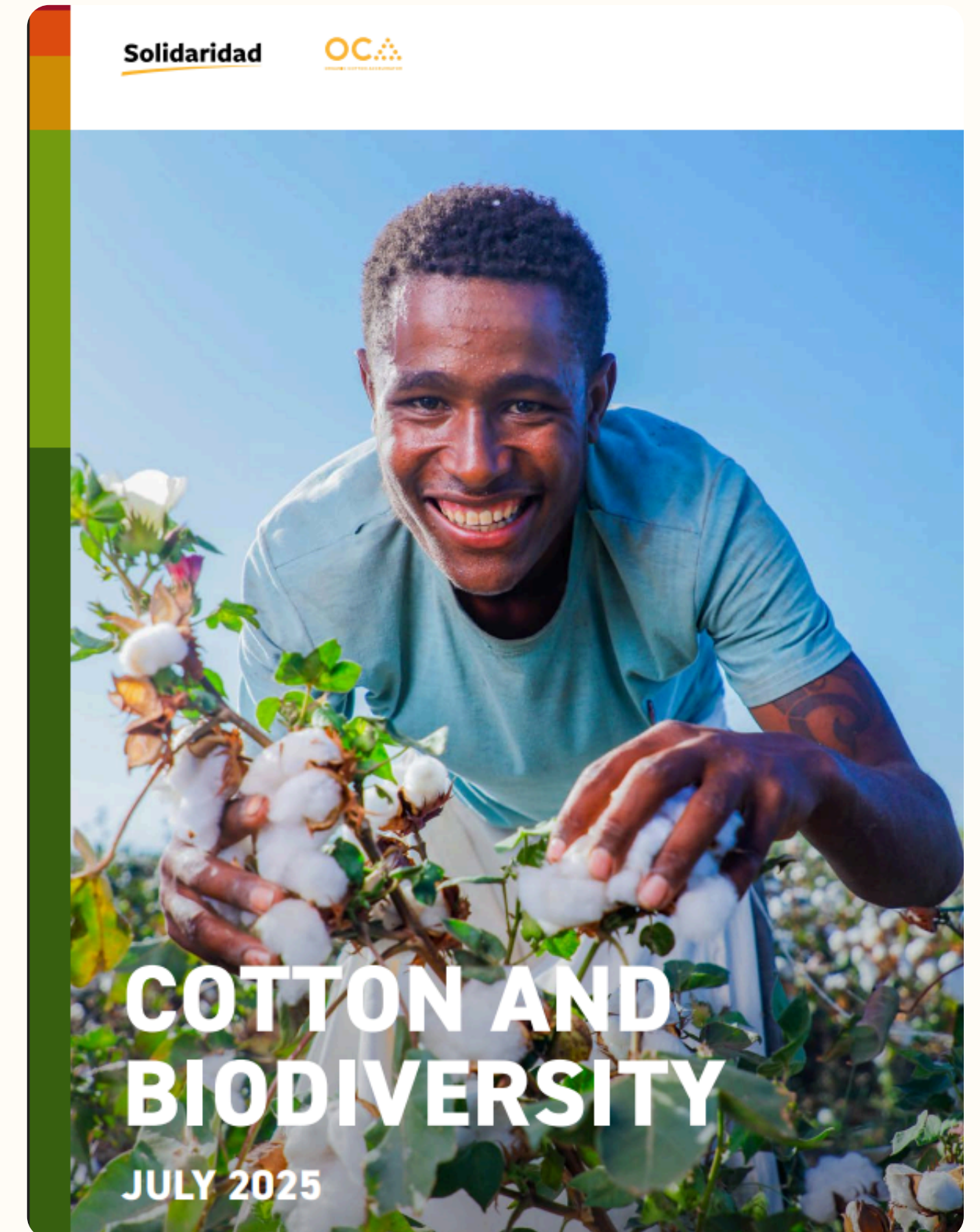
Organic cotton is uniquely positioned to contribute to key policy objectives: as a renewable, bio-based fibre, it supports the transition away from fossil-based materials, while delivering measurable environmental and social benefits at farm level.

To strengthen this positioning, OCA contributed to the sector's evidence base through the Cotton and Biodiversity paper developed with Solidaridad. This work highlights the role of cotton systems in biodiversity outcomes, and the potential for organic practices to support nature-positive production.

Our policy engagement is grounded in data and field insights, enabling us to bring practical perspectives into regulatory discussions. In 2025, OCA provided input across four key European policy initiatives.

OCA has consistently advocated for the recognition of sustainably sourced renewable materials, ensuring that organic cotton is considered alongside recycled inputs in circular economy frameworks.

A defining feature of OCA's approach is integrating field-level evidence into policy and positioning work, using insights from our Farm Programme, supply chain engagement, and data systems to drive credible, practical advocacy. By promoting risk-based traceability, upstream-aware policies, and farmer-focused incentives, OCA is helping shape a textile sector where sustainability is embedded across the entire value chain.



03 Building coalitions for system change

Driving systemic change requires alignment across stakeholders. OCA continues to work in partnership with key organisations to strengthen collective influence and ensure more coherent approaches to sustainability.

This includes collaboration with the Policy Hub, Solidaridad, Textile Exchange, the Fair Trade Advocacy Office, IFOAM Organics Europe, GOTS, Better Cotton Initiative and many others.

OCA has:

- Contributed to joint positions, letters, and policy statements
- Engaged in roundtables and technical working groups
- Supported alignment on key policy files and definitions

These coalitions are critical to ensuring that organic cotton is positioned not in isolation, but as part of an industry-wide shift towards a more sustainable, resilient textile system.



About OCA

OCA exists to make organic cotton work for farmers, for the sector, and for the long term. That takes more than good intentions. It takes a skilled, dedicated team. People with deep roots in the regions where we work and a shared commitment to the mission; backed by an organisation that is transparent about how it operates, honest about where it needs to improve, and structured to stay accountable as it grows. This section sets out how we do that.



Our team

OCA's team combines global coordination with strong regional presence. Based in the Netherlands, India, Pakistan, and Türkiye, we're positioned where organic cotton is grown and where the work needs to happen.

In 2025, we deepened that regional foundation with two key appointments: Sucharu Mahajan Uppal as Country Manager for India, and Rubab Zahra as Country Manager for Pakistan. These roles matter because real impact happens locally. In fields, in communities, and in the day-to-day relationships between our teams and the farmers we work with. Having strong, dedicated leadership in our two largest programme countries means we can work with greater depth, responsiveness, and trust.

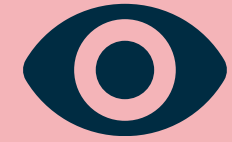
Our values

Our values aren't a list on a wall. They show up in how we handle a difficult conversation, how we respond when something goes wrong, and how we make space for the people around us to contribute.



We are inclusive.

The organic cotton sector involves many voices — farmers, brands, civil society, governments. We work to make sure all of them have a seat at the table, not just the loudest ones.



We are honest.

We say what we mean, acknowledge where we've fallen short, and act with integrity — with our partners, our funders, and each other.



We have grit.

When a season fails, a supply chain shifts, or progress stalls, we look for the next way forward. We don't step back.



We are enterprising.

We don't wait for perfect conditions. We take what we know, find a practical path forward, and move.

Our governance

Strong governance is what allows us to act with credibility across the value chain — from farm to fashion. Our structure is designed to ensure that decisions are informed by the people most affected by them, and that oversight is clear at every level.

01 Board developments and composition

As a multi-stakeholder organisation, OCA's Board brings together brands, suppliers, civil society organisations, and farm group representatives. It means the decisions we make are tested against the realities of the whole value chain, not just one part of it. That accountability runs in every direction. The Board is supported by the Governance and Nominations Committee (GNC), a permanent subcommittee responsible for safeguarding Board composition and effectiveness.

At the end of 2025, Anita Chester and Ashis Mondal stepped down from the Board. Their contributions have shaped OCA in meaningful ways. On 1 January 2026, Naveen Patidar joined, bringing new experience from the Aga Khan Rural Support Programme, India.

Board members serve without remuneration, in line with OCA's Articles of Association.

Board composition as of 1 January 2026

Name	Role	Affiliation	Stakeholder Group
Punit Lalbhai	Chair	Arvind	Supplier & Manufacturer
Matt Dwyer	Vice-Chair	Patagonia	Brand & Retail
Johanna von Stechow	Secretary	Tchibo	Brand & Retail
Tamar Hoek	Treasurer	Solidaridad Europe	Civil Society
Virginie Cayzeele	Member	KIABI	Brand & Retail
Hammad Naqi Khan	Member	WWF-Pakistan	Farm Group & CSO-led Implementing Partner
Naveen Patidar	Member	Aga Khan Rural Support Programme, India	Farm Group & CSO-led Implementing Partner

03 Risk management

We apply a structured approach to identifying and responding to risk, reviewed across operational, financial, governance, people, and compliance categories. Current priority areas include securing stable long-term funding, responding to external disruptions, and protecting data and IT systems. The senior management team is responsible for day-to-day mitigation. The Board reviews key risks twice a year, bringing the perspectives of brands, suppliers, civil society, and farm groups to assess where the organisation is most exposed.

04 Ethics and integrity

In 2025, we introduced a more structured policy framework. Not to add paperwork, but to make sure our policies are actually used and understood. The goal is for teams to engage with them genuinely over time: asking questions, raising concerns, treating them as practical tools rather than compliance boxes to tick. We want integrity at OCA to be a shared responsibility, revisited regularly across teams and geographies, not a leadership mandate handed down once a year.



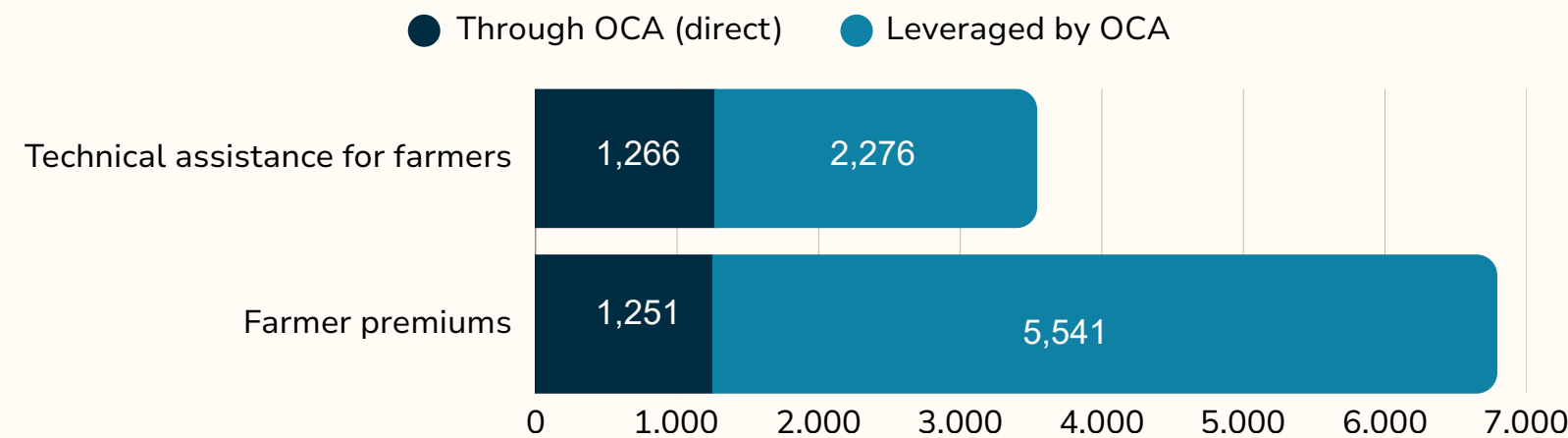
Our finances

01 A stronger financial foundation

As of 1 January 2026, OCA has been granted Public Benefit Organisation (ANBI) status in the Netherlands. This is a significant milestone. ANBI recognition reflects formal acknowledgement of OCA's mission and its contribution to the public good — and it strengthens our basis for attracting long-term funding and partnerships. It is also a signal to our stakeholders: OCA operates with the transparency and accountability that this status requires.

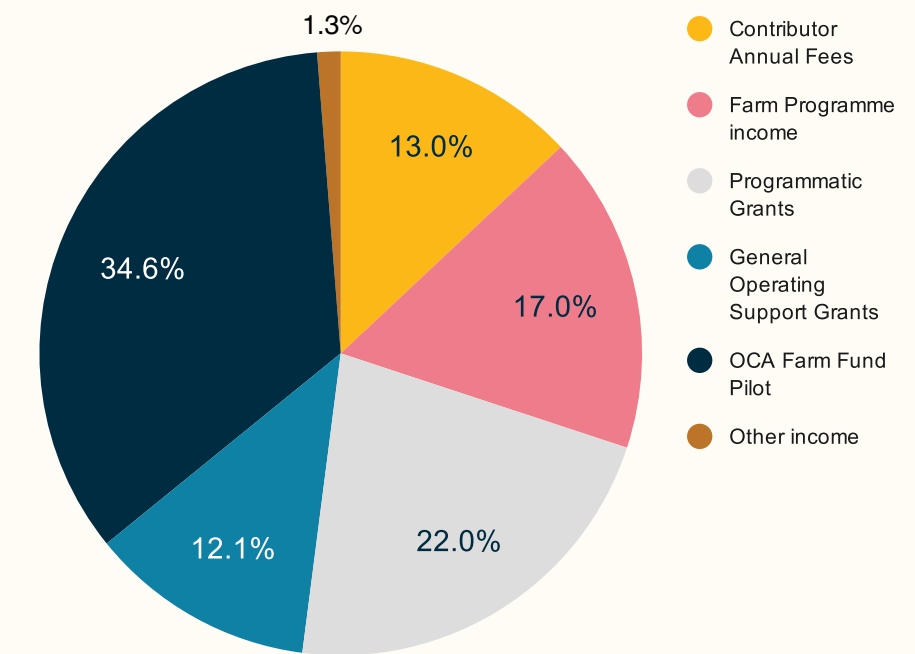
Direct investments in the field

(€ in '000s)

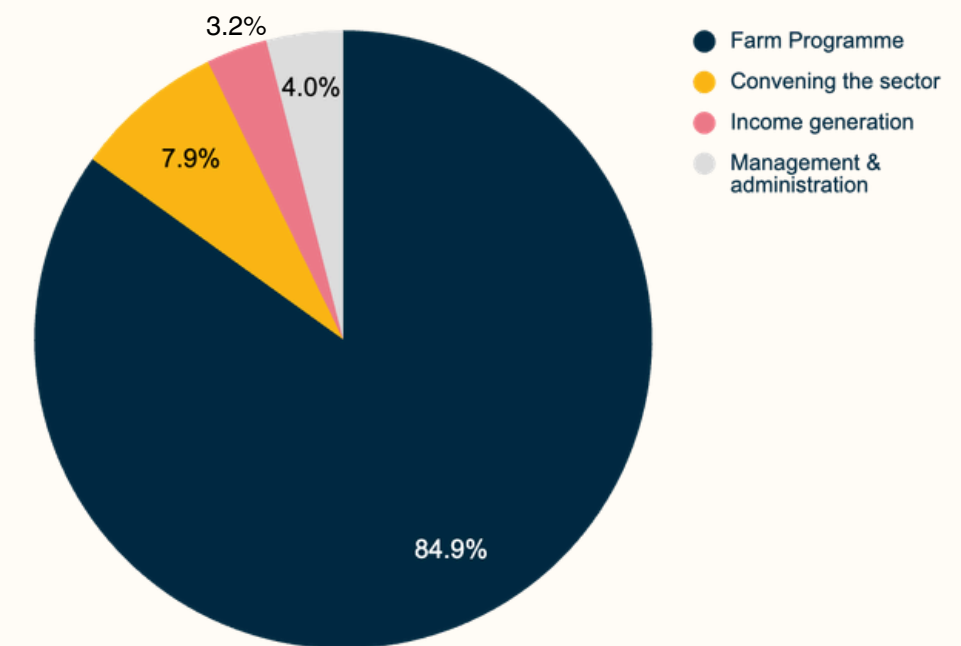


Statement of accounts

Income (€5.24M)



Expenses (€5.27M)



OCA Contributors

Founding Partners

INDITEX

H&M Group

KERING

Tchibo

Textile Exchange

EILEEN FISHER

Laudes Foundation



adidas



Armstrong
The name for Quality

amiha

afm.
ARTISTIC FABRIC MILLS

Artistic Milliners

ARVIND
FASHIONING POSSIBILITIES



BESTMILLS
SINCE 1967

BESTSELLER



CALIK COTTON



ecopal

FiBL

G-STAR RAW

giz
Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH



KappAhl



KIABI
la mode à petits prix

LEVI STRAUSS & CO.

Lok Sanjh
Foundation

MARITAŞ



patagonia



RAJA
GROUP



Remei
India



RPG
FOUNDATION

RSB Cottex



Solidaridad

SOORTY
DENIMKIND



SB RANDEK GROUP
Sri Bhagirath Textiles

suminter

TF
LONDON



THE STING
COMPANIES

UÇAK
TEKSTİL

VIVEKANAND
INDUSTRIES



yumeko



ORGANIC COTTON ACCELERATOR

Uniting the sector to realise the organic cotton effect

Rokin 102, 1012 KZ Amsterdam, the Netherlands
[organiccottonaccelerator.org](https://www.organiccottonaccelerator.org)
secretariat@organiccottonaccelerator.org