

11 May 2015

Mr Herbert Hainer
CEO
adidas AG
Adi-Dassler-Straße 1
91074 Herzogenaurach
GERMANY

Dear Herbert

I wrote to you earlier this year inviting you to a meeting in Brussels between a coalition of people interested in pursuing long-term reform of FIFA, known as #NewFIFANow. While I have not had a response, I thought I would invite you once again to join me in pursuing this objective.

With the FIFA Presidential election only weeks away, and an anticipated victory by the incumbent Mr Blatter, #NewFIFANow does not intend to withdraw from shining a light on the serial internal mismanagement of the organisation.

This is not about the game of football, which we all enjoy and support. It is about the management and governance of FIFA that is clearly shown in the book published last month, *The Ugly Game* by Jonathan Calvert and Heidi Blake, to be systemically corrupt.

Mr Blatter and his supporters may talk about recent 'reform' measures but they have made little headway or difference. Even the much-talked about investigation by Michael J Garcia is referred to by Calvert and Blake as a "busted flush".

If FIFA had made its decisions in respect of the 2018 and 2022 World Cups based on the evidence related to the technical inspections, the cost-benefit analysis by McKinsey and a high-level independent security assessment, we would be facing the next two tournaments in different locations. My concern is focussed on the basis on which the decisions were made because it is symptomatic of most of FIFA's decision-making.

There are many aspects of FIFA's decision to award the 2022 World Cup to Qatar that are not satisfactory but the one that concerns me most is one that clashes directly with adidas' corporate values related to workplace standards of the supply chain and the rights and rules of your own employees. These involve the rights and working conditions of the many hundreds of thousands of migrant workers who are, or will be, engaged in the construction of facilities and infrastructure for the 2022 World Cup.

adidas' supply chain workplace standards require that "business partners must not used forced labour ...". However, by contributing significant sums of money to FIFA which, in turn, takes non-merit based decisions that support a system of *kafala* – as is the case in Qatar – adidas, in effect, contravening its own values and principles. Indeed, adidas' corporate values and FIFA's *modus operandi* are completely inconsistent – not least starting with adidas' Code of Conduct which requires integrity in all business dealings and decision-making.

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Herbert, I understand and respect the longevity and depth of the relationship between adidas and FIFA. It is because of this that I write again asking you to join me, and others, to support the position of #NewFIFANow for an independent FIFA Reform Commission led by an eminent person to review, develop and implement an overhaul of FIFA's statutes, committee structure and way of doing business.

I intend continuing to do this via the coalition of interests of #NewFIFANow, that will meet again later this year, as well as separately through a campaign calling on sponsors and partners of FIFA in light of their implicit support of the *kafala* system.

Too many lives have already been lost constructing World Cup facilities and infrastructure in Qatar. Too many more are forecast to be lost. While Qatar has recently announced it "hopes" to replace the *kafala* system by the end of this year, I note there is no firm commitment and no timetable to such reform - which they have also announced previously.

In the meantime, the workers – who are mostly drawn from the very poorest parts of Asia and the sub-continent - are denied basic human rights, as well as the fundamental humanity, morality and decency that you and I, and the people we employ, are entitled to take for granted.

I look forward to hearing from you. I can be contacted either by email at jaimie.fuller@skins.net or by phone on +41 79 481 1196.

I have copied this to Mr Auschel.

Yours sincerely

A handwritten signature in black ink, appearing to be 'J Fuller', with a long horizontal line extending to the right.

Jaimie Fuller
Chairman
SKINS Group of companies