adidas

BHRC RESEARCH ON HUMAN RIGHTS DEFENDER POLICY COMMITMENTS – ADIDAS RESPONSE

SEPTEMBER 2026

1. *Please provide one or two examples that demonstrate how your company has identified, assessed, and mitigated risks to Human Rights Defenders through its human rights and environmental due diligence processes since the adoption of your commitment.*

   We assess risks to Human Rights Defenders (HRDs) through our Human Rights and Environmental Due Diligence (HREDD) system, which includes independent audits, worker interviews, worker engagement programs, grievance mechanisms, and stakeholder engagement. We require suppliers to prohibit retaliation and provide workers with access to confidential reporting channels, including hotlines and operational grievance mechanisms.

   Where risks or incidents involving HRDs—including worker representatives, or trade union leaders—are identified, we work with suppliers to implement corrective actions, strengthen management practices and grievance mechanisms, and verify that workers can exercise their rights without fear of retaliation.

   Our Human Rights Defenders Policy affirms that adidas does not interfere with lawful HRD activity, expects business partners to respect freedom of expression, association, and peaceful assembly, and may engage governments or take other appropriate action where credible evidence indicates HRD rights have been infringed.

2. *What steps does your company take to ensure that affected or potentially affected stakeholders – including local communities, Indigenous Peoples, workers, and civil society organisations – are aware of its commitments regarding Human Rights Defenders? Please provide an example of how these commitments have been communicated in practice.*

   We communicate our human rights expectations and grievance channels through policies, stakeholder engagement, and worker voice mechanisms. Our Human Rights Defenders Policy, Human Rights Policy, Workplace Standards, and supporting Employment Standards Guidelines are published on our corporate website and shared directly with suppliers.

   We engage with NGOs, trade unions, advocacy groups, and other stakeholder representatives to inform our due diligence and support effective remedy. Communities and external stakeholders can raise concerns through our Complaint Mechanism for Human Rights and Environmental Impacts (Third-Party Complaints Mechanism), while suppliers are required to report community water and sanitation complaints under our Major Incident Report Protocol.

   At the factory level, workers have access to supplier grievance systems, adidas Worker Hotlines, and WOVO, our independently managed Workers' Voice platform. In 2025, WOVO covered more than 402,500 workers across 92 manufacturing facilities in ten countries, representing 100% of core Tier 1 manufacturing partners. The platform enables workers to raise concerns directly with factory management, while adidas monitors effectiveness through KPIs, worker feedback, and interviews. WOVO also provides digital learning modules on labor rights, remedy, and grievance mechanisms.

   adidas further promotes awareness of human rights commitments through worker engagement programs, surveys, factory-level communications, and stakeholder dialogue. These activities reinforce freedom of association, non-retaliation, access to remedy, and the safe reporting of concerns.

   As one example, adidas regularly engages labor rights organizations, trade unions, and civil society stakeholders across Asia on working conditions, worker voice, and responsible business conduct. Insights from these engagements help inform our HREDD processes, risk assessments, and mitigation measures.

3. *What steps does your company take to ensure that business partners - including suppliers, contractors, and other relevant business relationships - understand and respect its commitments regarding Human Rights Defenders? Please provide an example of how a business partner has engaged with or implemented these commitments.*

   We embed our Human Rights Defender (HRD) commitments in our Human Rights Policy, Workplace Standards, Employment Standards Guidelines, and responsible sourcing requirements. Suppliers are expected to respect lawful HRD activity and uphold freedom of association, freedom of expression and peaceful assembly. These expectations are communicated through onboarding, training, and ongoing supplier engagement.

Compliance is monitored through assessments, audits, grievance channels, incident tracking, and corrective action plans. Where concerns are identified, adidas works with suppliers to address root causes, implement remediation, and strengthen worker-management dialogue, non-retaliation measures, and social dialogue.

We also support freedom of association and industrial relations through targeted capacity-building initiatives. In Cambodia, we collaborated with the Arbitration Council to strengthen labor dispute resolution and constructive industrial relations. In Indonesia, selected newly onboarded suppliers receive Freedom of Association (FOA) Protocol training, with implementation monitored through biannual reviews, refresher training, and ongoing engagement.

In 2025, adidas launched the Social Compliance Learning Hub (SoCo Hub) in Indonesia, enabling suppliers to share good practices and lessons learned on worker relations, grievance handling, freedom of association, and social dialogue. Together with our Worker Empowerment and worker-management dialogue programs, these initiatives help create workplaces where workers and their representatives can raise concerns safely, participate meaningfully in workplace discussions, and contribute to continuous improvement without fear of retaliation.

4. *Please provide an example of how a Human Rights Defender or affected community member safely raised a concern related to your company's operations, projects, or business relationships, and describe the steps the company took to address the concern and prevent retaliation.*

adidas has established a community complaint mechanism under its Major Incident Report Protocol. Tier 1 suppliers, Tier 1 subcontractors, and strategic Tier 2 suppliers must report actual or potential environmental impacts affecting local communities which are brought to their attention. Suppliers are required to investigate complaints, implement corrective actions, communicate outcomes to complainants, and take measures to prevent recurrence.

In 2024, adidas received a complaint concerning localized flooding in the vicinity of a Tier 2 supplier in Indonesia. Following an investigation, the supplier implemented improvements to its rainwater runoff systems, and adidas commissioned an independent assessment to verify the effectiveness of corrective actions and compliance with environmental requirements.

Human Rights Defenders (HRDs), trade unions, labor rights advocates, and human rights organizations also raise concerns through adidas' Complaint Mechanism for Human Rights and Environmental Impacts (Third-Party Complaints Mechanism).

adidas publicly reports the number and status of third-party complaints received each year, including those under investigation or resolved. Most complaints are submitted by trade unions and labor and human rights organizations and are distinct from grievances raised directly by workers through hotlines and other worker grievance channels.