



Summary of Human Rights and Environmental Complaints Handled by adidas in 2025

As part of our [Complaint Procedure for Human Rights and Environmental Impacts](#), we are committed to communicating how many third-party complaints have been received related to labor, human rights or environmental violations and the status of those complaints (i.e., being investigated, successfully resolved, etc.).

Most of these complaints have been received from trade unions and labor and human rights advocacy groups. They are distinct from complaints received directly from workers through worker hotlines and other grievance channels operated in the countries where we source product.

In addition to the complaints we receive through the third-party mechanism, we are contacted by individuals, advocacy groups, and other third parties such as regulators, with inquiries or concerns related to a range of human rights and labor issues, which we manage on an ad hoc basis. We also maintain a 100% response rate on the [Business & Human Rights Resource Centre’s Company Response Mechanism](#). Within our reporting, we have also included instances where we have input to the [Fair Labor Association’s \(FLA’s\) Third Party Complaint](#) cases.

Summary of Complaints Handled by adidas in 2025

In 2025, adidas handled a total of **19** cases – **12** were new cases received in 2025 and **7** were cases which were previously received and remained unresolved as of the prior reporting period ending December 31, 2024. A total of **15** cases were successfully closed in 2025, and **4** cases remain ongoing pending further action, resolution, or complainant satisfaction.

An overview of issue type, frequency and geographic coverage is included below. This analysis serves to identify and monitor trends in complaints received with a view to informing our due diligence processes and the development of effective remedies. Wherever relevant, we utilize such information, and the experience gained through managing complaints processes, to support the implementation of improvements in our own practices, prevention, or remedial efforts.

GEOGRAPHIC COVERAGE

Region	# of Cases	Percentage (%)
Europe	0	0%
Middle East & Africa	1	5%
Asia Pacific	16	85%
North America	0	0%
South & Central America	2	10%



PROFILE OF CASES

Complainant	# of Cases	Percentage (%)
Local NGO or Trade Union	12	63%
International NGO or Trade Union	4	21%
Joint Local & International Trade Union	3	16%

ISSUES RAISED IN COMPLAINT¹

Human Rights & Labor Rights	Frequency
Compensation & Benefits	6
Discrimination & Harassment	3
Employment Practices	6
Freedom of Association & Collective Bargaining	12
Occupational Health & Safety	2
Working Hours	1

A summary of the cases and their resolution is detailed in the table below.

Complaints Related to the adidas Supply Chain

Listed in alphabetical order according to the primary complainant

¹ Certain cases may be related to more than one Human Rights & Labor Rights issue, therefore the total frequency data in this table may exceed the total number of cases in 2025.

Complainant ²	Related Facility or Entity	Complaint	Topic	Outcome	Status (Date case opened/closed) ³
Cambodia Alliance of Trade Unions (CATU) – an alliance of trade unions in Cambodia Worker Rights Consortium (WRC) – a US labor advocacy group	Grace Glory (Cambodia) Garment Ltd. – an adidas apparel supplier in Cambodia	On 24 May 2025, Grace Glory (Cambodia) Apparel Ltd terminated 14 workers, including 10 union founders, shortly after receiving notice of union formation. Factory management cited low quality control (QC) performance and low fill rate as grounds for termination but provided no evidence. The complainant demanded that the factory respect workers' rights to organize and freedom of association, and that they reinstate all terminated union founders and affected workers.	Employment Practices Freedom of Association & Collective Bargaining	Following receipt of the complaint, adidas conducted an investigation on 30 May 2025 and found no evidence supporting the factory management's claims that they were not aware of any union formation and that the terminations were justified due to business reasons. Based on the outcomes of this investigation, adidas requested the factory reinstate the 10 terminated union founders. On 10 July, five union leaders were rehired and reinstated. In September, a compensation agreement was reached between the rehired workers and factory management, a process which was witnessed by the Ministry of Labor (MOL). On 1 October, the factory management confirmed that the remaining five union leaders declined to be reinstated, and provided written evidence for three of these individuals and one via social media. On 18 November, factory management invited the remaining 5 workers to apply for open positions in the sewing department. Two of the five workers expressed no interest in returning to work at Grace Glory, and the remaining three declined the offer and insisted they be fully reinstated to their previous QC roles. The MOL was invited to witness these discussions on 18 November. Given the remaining 5 workers declined to be rehired, factory management considered them to have relinquished reinstatement rights. As a result, the case is considered closed.	Opened: 28.05.2025 Closed: 18.11.2025

² Complainants are only named where their cases have already been disclosed publicly (usually by international advocacy or labor rights groups, the media or by the complainant themselves). For third party complaints managed by the Fair Labor Association, please go to: <http://www.fairlabor.org/transparency/safeguards>

³ All dates are listed in DD.MM.YYYY format

Clean Clothes Campaign – an international advocacy group	Myanmar Chun Hung Weaving Manufacturing – a subcontractor in Myanmar linked to adidas footwear suppliers Tsang Yih Co. Ltd. and Myanmar Pou Chen	A complaint was raised by the Clean Clothes Campaign (CCC) against Myanmar Chun Hung Weaving Manufacturing, a subcontractor supplying raw materials to adidas footwear suppliers Tsang Yih and Pou Chen Myanmar, regarding gender-based harassment and unfair termination of Ms. Kyu Kyu Aye, a Quality Control worker with over 8 years of service. The complainant demanded: (1) termination of the abusive supervisor and those who failed to act to resolve the issue; (2) reinstatement of Ms. Aye with full backpay; and (3) establishment of an independent complaint mechanism for safe reporting and remedy.	Discrimination & Harassment	Following the complaint, Tsang Yih conducted initial fact-finding in June 2025, followed by an independent third-party investigation on 26 and 27 June. The investigation included CCTV and audio review and interviews with 46 individuals. CCTV confirmed unwanted physical contact by the supervisor, and witnesses reported a pattern of inappropriate behavior. The factory’s prior response—a warning and apology issued in December 2024—was deemed inadequate given the severity of the misconduct. The investigation also found procedural lapses in Ms. Aye’s termination. She was reassigned without explanation after a holiday and later terminated for taking photographs without adherence to disciplinary procedures. The termination decision was made during a Workers’ Coordination Committee meeting without prior notice or opportunity for Ms. Aye to respond, violating legal requirements. While reinstatement was recommended, Ms. Aye declined and opted for compensation instead. As a result, the supervisor was terminated on 1 August 2025, and Ms. Aye signed a compensation agreement on 16 August 2025. Preventive measures were implemented, including GBV, Harassment & Abuse Policy training delivered in June 2025 and scheduling of quarterly audits to monitor compliance.	Opened: 13.06.2025 Closed: 16.08.2025
---	--	---	-----------------------------	--	--

Clean Clothes Campaign – an international advocacy group	Myanmar Pou Chen (PMA) – an adidas footwear supplier in Myanmar	On 26 March 2025, a complaint was raised by Clean Clothes Campaign regarding several allegations related to labor issues, including: the factory’s alleged refusal to negotiate wage increases, low daily wages compared to neighboring factories, and workplace incidents linked to high production targets.	Compensation & Benefits Discrimination & Harassment Freedom of Association & Collective Bargaining Occupational Health & Safety	One of the primary concerns raised by the Clean Clothes Campaign (CCC) was inadequate daily wage levels and an unwillingness on the part of the factory management to negotiate wage increases. CCC stated that the daily wage at PMA was 7,233 MMK, significantly lower than neighboring factories, which they reported were paying between 9,000 and 10,000 MMK per day. CCC demanded that PMA increase to 13,000 MMK per day to meet living wage standards. Additional concerns raised by CCC included workplace incidents linked to high production targets and inadequate implementation of personal protective equipment (PPE). In response, adidas initiated a review of the complaint against recent audit findings and a wage benchmarking study conducted by the MADE in Myanmar project and EuroCham Myanmar. Recognizing the impact of inflation on workers’ income, adidas engaged with PMA’s management and emphasized the need for genuine social dialogue. PMA resumed discussions with the Workers’ Coordination Committee (WCC) and union representatives in late May. These negotiations resulted in an agreement to increase the daily wage to 12,000 MMK, effective June 2025. Follow-up interviews conducted on 19 June confirmed that union representatives viewed the outcome positively, noting improved social dialogue and the union’s successful re-registration with the Labor Department in March 2025. Additionally, PMA committed to monthly monitoring of workplace incident reduction targets and action plans, alongside consultations to ensure PPE measures are practical and effective.	Opened: 24.03.2025 Closed: 02.07.2025
---	---	---	--	--	--

				Based on the positive reception of corrective actions taken by PMA, the case is considered closed as of July 2025.	
DPP Serikat Buruh Merdeka – a local trade union in Indonesia	PT Tah Sung Hun – an adidas footwear supplier in Indonesia	This case dates to 2023. For a detailed summary of the original complaint and the actions taken in 2023 and 2024, please refer to the Summary of Human Rights and Environmental Complaints Handled by adidas in 2023 and Summary of Human Rights and Environmental Complaints Handled by adidas in 2024	Employment Practices Freedom of Association & Collective Bargaining	In 2025, adidas continued to engage with the supplier to implement its workforce management plan to effectively manage the contracted workforce. As of November 2025, the workforce composition included 298 contract workers out of a total workforce of 698. The factory has paid the workers due compensation after the end of their contract period. Further, the factory has signed and submitted a commitment letter to ensure that all contract workers are appointed to permanent positions by the end of May 2026. The factory has also taken measures to improve freedom of association and collective bargaining. In 2025, there were measured improvements in the relationship between management and the trade unions active in the factory. Further, the collective bargaining agreement (CBA) has been signed by both management and all trade unions. There are also improvements in communication, with regular monthly meetings conducted for engagement between factory management and trade unions.	Opened: 25.09.2023 Closed: 01.12.2025
Fair Labor Association (FLA) – a US labor advocacy group Workers’ Rights Consortium (WRC) – a US labor advocacy group	Impression Apparel Group S.A. de C.V. – a supplier to adidas’ licensee LT Apparel in El Salvador Impression Apparel closed its operations on 26 September 2025.	On 12 August 2025, the Fair Labor Association (FLA) notified adidas that it had received complaints from two unions alleging the illegal dismissal of union leaders at Impression Apparel.	Compensation & Benefits Employment Practices	At the time of closure, the factory operated with 24 union sectionals, 309 protected union leaders, 7 pregnant workers, and 2 workers with chronic illnesses, all of whom were entitled to heightened protections under Salvadoran law. LT Apparel represented 15% of the factory’s business at the time. The unions claimed that the dismissals and final termination packages did not comply with legal requirements for protected categories of workers, nor with the FLA Issue Brief on severance for factories that	Opened: 13.08.2025 Ongoing – <i>Pending final review of the investigation report and MOL opinion paper by the labor lawyer, and pending ruling of the factory’s Labor Court appeal</i>

		According to the complainants, these dismissals were followed by the implementation of a retrenchment and facility-closure plan that did not comply with legal protections for union leaders (<i>fuero sindical</i>), pregnant workers, and workers with chronic illnesses. The unions also alleged that the severance payments issued during the retrenchment failed to meet the standards outlined in the FLA Issue Brief on annual advance severance practices. On 31 October 2025, the Worker Rights Consortium (WRC) contacted adidas separately, raising additional concerns regarding the final compensation provided to workers in legally protected categories, reiterating		advance annual severance payments. Despite these obligations, the factory proceeded with mass terminations. At the end of July 2025, factory management filed a Labor Court petition seeking authorization to close operations due to financial insolvency and to terminate workers without employer liability. In parallel, starting on 28 July 2025, the factory engaged the Minister of Labor (MOL) to oversee the retrenchment plan. However, by mid-August, the court ruled the petition inadmissible; management filed an appeal on 22 August, which remains pending. In September, the FLA carried out an independent investigation to assess whether the closure complied with Salvadoran law and FLA standards. The investigator reported significant limitations due to the factory's ongoing closure process and lack of transparency. The FLA's final report, along with a MOL's opinion issued in December regarding severance payments, is now under review by an independent labor lawyer, and the case remains open pending final recommendations and legal clarification.	
--	--	--	--	---	--

		the need for full compliance with El Salvador's legal requirements for vulnerable and protected workers during closure processes.			
Garteks – a local trade union in Indonesia	PT Long Rich Indonesia – an adidas footwear supplier in Indonesia	On 14 November 2025, trade union Garteks raised a complaint regarding the allegedly improper termination of 133 workers at the factory, and requested their reinstatement. The complaint did not specify whether these terminations occurred within the adidas production division.	Employment Practices	The factory investigation into the complaint raised by Garteks revealed that only eight union members were affected by the termination. All eight workers were considered resigned after five consecutive days of absence and two formal summons, in line with company regulations. Management explained their investigation findings to Garteks, which accepted the explanation. The case was closed with a commitment by management to apply termination provisions consistently.	Opened: 14.11.2025 Closed: 21.11.2025
Independent Trade Union Federation of Cambodia (CITUFED) – a local trade union in Cambodia	Can Sports Shoes Co., Ltd. – an adidas footwear supplier in Cambodia	In a complaint submitted to adidas in May 2025, CITUFED alleged that on 28 September 2024, Can Sports Shoes unlawfully terminated Mr. Kan Sokvy, union president, without valid reason or due process.	Employment Practices Freedom of Association & Collective Bargaining	CITUFED cited several grounds for Mr. Sokvy's termination being unlawful and lacking due process, including: (1) Mr. Sokvy's employment was on an indefinite duration contract, despite management asserting it was a fixed-duration contract (FDC); (2) termination occurred three days before contract expiry, without proper notice or HR involvement; (3) there were 69 workers with similar contract expiry dates who had their contracts extended; and (4) there was alleged retaliation linked to union activities and the affected individual's resignation from the federation.	Opened: 12.05.2025 Closed: 11.09.2025

		The trade union submitted the complaint with the call for the supplier to reinstate Mr. Sokvy to his previous position and to compensate him for lost wages from the date of termination until his reinstatement.		The supplier claimed that the termination was justified due to Mr. Sokvy falsifying worker enrolment to the trade union in order to improperly deduct union fees from wages, and inciting workers to reject overtime during public holidays. The case was brought to the local Labor Department for adjudication on 9 December 2024 and disagreed with the termination citing insufficient evidence. On 23 December 2024, the supplier appealed the case and an onsite investigation confirmed the allegation of document falsification. On 21 February 2025, the Labor Department upheld the company's termination decision. As a result, the case was deemed closed.	
Karnataka Independent Garment Workers Union (KIGWU) – a local trade union in India	Carnival Clothing Company - an adidas apparel supplier in India	On 25 August 2025, adidas received a complaint from the Karnataka Independent Garment Workers Union (KIGWU) alleging sexual harassment by a senior manager at the factory, committed against the trade union's office bearer. The complaint described multiple incidents of intimidation and claimed that the factory's Internal Complaints	Discrimination & Harassment Freedom of Association & Collective Bargaining	The complaint raised concerns over the factory's Internal Complaints Committee, citing poor practices including the allegation that instead of providing support and ensuring a safe environment, the committee allegedly shared the survivor's complaint with senior male managers, who then used their positions to shield the accused and pressured the survivor to withdraw her complaint. The complaint also alleged that management created a hostile work environment, intimidated the survivor's husband, and targeted her involvement with KIGWU, including threatening a union representative for supporting her. adidas engaged with the complainant and factory management to review the allegations and ensure compliance with adidas Workplace Standards and local legal requirements. adidas also commissioned a third-party investigation into the matter. Preliminary findings suggest a mishandling of the grievance at the facility level.	Opened: 26.08.2025 Ongoing – <i>Pending final investigation report and improvement plan</i>

		Committee was ineffective.		The final investigation report is expected in January 2026. adidas has requested the facility to submit a formal response and an improvement plan immediately upon receipt of these findings. Until the improvement plan is submitted, the case remains open.	
Karnataka Independent Garment Workers Union (KIGWU) – a local trade union in India IndustriALL – a global trade union Workers’ Rights Consortium (WRC) – a US labor advocacy group	Carnival Clothing Company – an adidas apparel supplier in India	This case dates to 2024. For a detailed summary of the original complaint and the actions taken in 2024, please refer to the Summary of Human Rights and Environmental Complaints Handled by adidas in 2024	Compensation & Benefits Freedom of Association & Collective Bargaining Occupational Health & Safety	In 2025, Carnival Clothing, with the support of its parent company Gokaldas Exports Limited, continued to address third-party complaints related to health and safety and Freedom of Association (FOA) practices. The facility took steps to improve health and safety, working closely with brand partners to finalize the types of excess fleece fabrics to avoid and ensuring that workers who took sick leave were covered through legally provided benefits. No extra payment was deemed necessary for sick leave beyond statutory requirements. Significant issues persisted around FOA, with investigations highlighting active discouragement of worker organizing and collective bargaining. The use of the public announcement (PA) system and an ineffective grievance mechanism contributed to an environment where workers felt intimidated and unsupported. These findings were shared with Gokaldas and Carnival, prompting an internal survey by Gokaldas that confirmed the need to build worker trust and improve grievance mechanisms. To address these concerns, Gokaldas and Carnival launched a remediation project in partnership with third-party organization Janani Trust. Throughout 2025, regular meetings were held to monitor the implementation of workshops and training sessions for staff and workers, aimed at strengthening FOA capacity and improving grievance procedures. This phase of the project has concluded at the end of December 2025.	Opened: 13.09.2024 Ongoing – <i>Pending completion of endline survey to evaluate improvements in worker sentiment and trust</i>

				In January 2026, Gokaldas will conduct an endline survey to measure the impact of these interventions on worker sentiment and trust. Pending these results, the case remains open.	
Kongres Aliansi Serikat Buruh Indonesia (KASBI) – a local trade union in Indonesia	PT Tah Sung Hun – an adidas footwear supplier in Indonesia	On 3 June 2025, trade union KASBI raised multiple concerns and allegations of “union busting” activities at PT Tah Sung Hun, including: unclear and unequal disbursement of funds to unions, forced resignation of trade union members, suspension of union training, withdrawal of allowances, intimidation, and criminalization of union officials.	Freedom of Association & Collective Bargaining	KASBI raised a range of allegations which they considered to be “union busting” practices. Key issues included: 1) <i>Unclear Justification for Disbursed Funds</i> – KASBI claimed that in December 2024, it received IDR 10,000,000 while trade union SPSI received IDR 25,000,000 from management without a clear explanation of the differential. KASBI alleged the funds were linked to preventing worker unrest. 2) <i>Mass Resignation of Union Members</i> – 200 KASBI members signed blank forms, allegedly falsely presented as overtime authorization, and were removed from union membership without their consent. Payroll deductions later showed these workers were enrolled under the trade union SPSI. 3) <i>Suspension of Union Training & Recruitment</i> – Induction training was halted, and new union membership recruitment suspended. However, later, union dues were deducted from worker payroll for SPSI despite no recruitment process taking place. 4) <i>Allowance Deduction</i> – KASBI chairman’s monthly allowance of IDR 1,500,000 stopped from November 2024 onward. 5) <i>Criminalization of Union Officials</i> – Two KASBI officials were accused of theft without adequate evidence and ultimately resigned after police involvement.	Opened: 03.06.2025 Closed: 21.08.2025

				6) <i>Intimidation of Union Chairman</i> – The chairman was visited by police on 4 March and was allegedly warned not to be “too vocal.” In June/July 2025, following the complaint submission, multiple meetings were held between factory management and KASBI to resolve these issues. The management admitted to the allegations and implemented corrective actions, including clarifying financial procedures, restoring union membership for 109 workers, resuming induction training, and formalizing agreements with unions. By August 2025, remediation was confirmed, and both management and union representatives agreed to improved collaboration and FOA compliance. Although the allegations have been addressed and issues remediated, with union membership partially restored, ongoing monitoring will be required to ensure FOA compliance and prevent recurrence.	
Konfederasi Serikat Pekerja Nasional (KSPN) – a local trade union in Indonesia	PT Nikomas Gemilang – an adidas footwear supplier in Indonesia	This case dates to 2024. For a detailed summary of the original complaint and the actions taken in 2024, please refer to the Summary of Human Rights and Environmental Complaints Handled by adidas in 2024	Freedom of Association & Collective Bargaining	In January 2025, the factory provided documentation and evidence to support the verification of corrective actions taken in 2024, including: • Conducting follow-up with workers to resolve dual membership issues. • Delivering refresher briefings to supervisors to enhance awareness of FOA principles. • Establishing a mechanism to allocate equal time for each of the five unions to introduce their organizations during induction training for new employees, ensuring fair representation and allowing new hires to register with the union of their choice.	Opened: 17.10.2024 Closed: 12.02.2025

				adidas reviewed the evidence submitted by the factory and validated the remedial actions taken. As a result, the case was closed in February 2025.	
Federación de Asociaciones y Sindicatos Independientes de El Salvador (FEASIES) – a local trade union federation in El Salvador	Supertex Lourdes S.A. de C.V. – an adidas apparel supplier in El Salvador	In February 2025, a local trade union submitted a complaint regarding the termination of a worker at Supertex, initially requesting reinstatement with full back wages.	Compensation & Benefits	Following engagement with the complainant and a detailed investigation, it was determined that reinstatement exceeded local legal requirements. After further dialogue, the complainant revised the request to monetary compensation only. The factory and the worker reached an agreement on compensation, closing the case in compliance with local labor standards.	Opened: 12.02.2025 Closed: 13.03.2025
PK FSB Garteks KSBSI – a local trade union in Indonesia	PT Nikomas Gemilang – an adidas footwear supplier in Indonesia	On 25 July 2025, a complaint was raised by the trade union on behalf of a worker, regarding his alleged improper termination reportedly for smoking in the toilet area. The complainant requested reinstatement, citing inconsistent disciplinary practices compared to other workers with more serious violations.	Employment Practices	Upon receiving the complaint, adidas requested clarification from factory management and initiated an investigation. Findings revealed that the termination was not solely due to the smoking incident but was based on repeated disciplinary violations, including unexcused absences and misconduct during working hours. The worker had received multiple warning letters prior to termination. The case was escalated to the Manpower Office, which issued a Recommendation Letter confirming misconduct and eligibility for termination under applicable regulations. Following this, both parties reached an agreement: the worker accepted the termination, and the factory provided appropriate compensation and severance in line with legal requirements. The case was closed with mutual agreement, and no reinstatement was pursued.	Opened: 21.04.2025 Closed: 25.07.2025

PUK Serikat Buruh Mandiri Demokratis (SBMD) – a local trade union in Indonesia	PT Tah Sung Hun – an adidas footwear supplier in Indonesia	On 29 January 2025, trade union SBMD raised a complaint regarding restrictions on the implementation of the Freedom of Association Protocol (FOA Protocol) at the factory. According to the union, factory management allegedly objected to the formation of a new labor union, undermining fair and equal FOA implementation for all representative bodies. The complaint further alleged that supervisors in the production area actively encouraged — and in some cases pressured — workers to resign from SBMD membership, creating an environment that discouraged legitimate union participation and hindered workers’ ability to exercise	Freedom of Association & Collective Bargaining	adidas initiated an investigation in early February 2025 and found the complaint valid. The investigation also identified additional FOA-related issues: SBMD was no longer allowed to introduce its organization during new employee induction training, management was not supporting the collection of union dues for SBMD members, SBMD lacked representation in the LKS Bipartite body, and workers faced difficulties resigning from other unions to join SBMD. A more detailed on-site investigation was conducted in June 2025, confirming that a management representative had expressed objections to the formation of a new union. Following these findings, adidas facilitated a meeting between management and SBMD on 25 June, during which management admitted to the allegations, apologized, and committed to improving communication, mutual respect, and collaborative engagement going forward. In response, the factory implemented corrective actions, including issuing warning letters to supervisors who pressured workers, delivering FOA training to all supervisors, reinstating equal opportunities for all unions—including SBMD—to introduce themselves during new employee induction, and resuming support for the deduction of SBMD union dues through payroll. Several advisory meetings were held between adidas SEA and factory management to support the implementation of these measures. As a result of these corrective actions, the case is considered closed.	Opened: 29.01.2025 Closed: 30.06.2025
---	--	---	--	--	--

		their associational rights.			
Serikat Pekerja Nasional (SPN) – a local trade union in Indonesia	PT Nikomas Gemilang – an adidas footwear supplier in Indonesia	On 19 September 2025, trade union SPN raised concerns to adidas about overtime compensation for all in-staff employees (e.g. office staff, managerial employees, and other staff not eligible for overtime pay), noting that during several months, their salaries were lower than those of regular operators. SPN requested the factory management to review and ensure that in-staff salaries remain higher than operator wages, especially during peak seasons.	Compensation & Benefits	Upon receipt of the complaint from the trade union, adidas engaged with the factory management, who agreed to conduct an internal investigation into the matter and to provide an update accordingly. The results of the factory's own investigation confirmed that underpayment took place during three separate months: March 2024, May 2024 and May 2025. To remediate the underpayment, the factory compensated the affected workers based on the following formulas: • <i>March & May 2024:</i> IDR 60,000/hour starting from the 10th hour; Saturday work at IDR 60,000/hour • <i>May 2025:</i> IDR 45,500/hour starting from the 10th hour; Saturday work at IDR 45,500/hour The union formally acknowledged the receipt of compensation on behalf of its represented workers. Following the remediation, the union requested that management formalize the overtime compensation policy for all in-staff employees in a written memo. However, factory management has not yet issued such a policy, citing concerns that a written document could be used by the union to seek identical benefits in other buildings within the Nikomas Gemilang Industrial Zone that supply other brands.	Opened: 17.09.2025 Closed: 05.01.2026
Serikat Pekerja Garteks – a local trade union in Indonesia	PT Panarub Industry – an adidas footwear supplier in Indonesia	This case dates to 2024. For a detailed summary of the original complaint and the actions taken in 2024, please refer to	Freedom of Association & Collective Bargaining	As of September 2025, the factory successfully renewed its Collective Bargaining Agreement (CBA), which will remain in effect until September 2027. The complainant was informed of this progress during a factory visit on 10 September 2025.	Opened: 01.10.2024 Closed: 23.09.2025

		the Summary of Human Rights and Environmental Complaints Handled by adidas in 2024		Further, the renewal process included documented discussions between factory management and union representatives, as recorded in the meeting minutes dated 17 September 2025. As a result of the CBA renewal, the case is considered closed.	
TEKSIF (Federation of Textile Workers) – a local trade union in Türkiye	Gelal Corap Sanayi ve Ticaret A.S. (Cankiri) – an adidas accessories and footwear supplier in Türkiye	This case dates to 2023. For a detailed summary of the original complaint and the actions taken in previous years, please refer to the Summary of Human Rights and Environmental Complaints Handled by adidas in 2023 and the Summary of Human Rights and Environmental Complaints Handled by adidas in 2024 .	Freedom of Association & Collective Bargaining	In early 2025, progress was made when a regional labor court issued an initial ruling stating that the worker’s dismissal one year earlier constituted a violation of Freedom of Association principles. Following this development, the lawyer representing the union TEKSIF contacted adidas, sharing the official hearing report and requesting the immediate reinstatement of the dismissed worker. Upon reviewing the request, adidas clarified that under Turkish labor law, a hearing report alone is not sufficient to trigger reinstatement. A dismissal is only deemed unlawful—and reinstatement becomes enforceable—once the court issues a reasoned written judgment and the decision is formally notified to the employer. adidas informed TEKSIF of these legal requirements and engaged the factory’s senior management and compliance team to obtain all relevant documentation while aligning with the local sourcing team on expected next steps. Throughout 2025, adidas continued to monitor the case closely while awaiting the court’s final written decision. This came on 20 November 2025, when the court issued its final verdict, ruling that the worker’s dismissal was not related to Freedom of Association. With this ruling, the legal basis for reinstatement was not established and the case is considered closed.	Opened: 25.09.2023 Closed: 20.11.2025

Workers' Rights Consortium (WRC) – a US labor advocacy group	Maral Overseas Limited 2 – an adidas apparel supplier in India	This case dates to 2024. For a detailed summary of the original complaint and the actions taken in 2024, please refer to the Summary of Human Rights and Environmental Complaints Handled by adidas in 2024	Compensation & Benefits Working Hours	Throughout 2025, Maral Overseas undertook a series of corrective actions in response to the WRC complaint regarding excessive overtime, improper overtime payment rates, and lack of compensatory leave for work performed on weekly rest days. In the early months of 2025, Maral ceased the practice of requiring overtime work on weekly off days, formalizing this change in policy and communicating it to employees. The facility also instituted compensatory leave for any business exigency that required work on a weekly rest day, ensuring workers would receive appropriate time off in accordance with legal requirements. To reinforce these changes, Maral made a formal announcement to employees, both in writing and verbally, that all overtime work would be paid at double the ordinary wage rate and that compensatory leave would be provided as required. Addressing the issue of underpayment, Maral calculated and paid arrears for excessive overtime work performed from January to September 2024. These payments were substantiated with bank transfer records, calculation sheets, and worker interviews. From October 2024 onward, all overtime has been paid at the required premium rate, with payment records and worker interviews confirming compliance. Additionally, Maral deposited Employee State Insurance (ESI) contributions for all overtime work since October 2024, including arrears for excess overtime since January 2024, as verified during audits. To better understand and prevent excessive overtime, Maral conducted a root cause analysis of overtime drivers and shared the findings with stakeholders. Weekly time data analysis confirmed a significant reduction in overtime hours, and these improvements were verified during SEA audits. While excessive	Opened: 02.12.2024 Ongoing – <i>Pending full remediation of overtime hours and pending final report from WRC</i>
---	--	---	--	---	---

				overtime has been reduced, some ad hoc instances persist, and the facility continues to work on further reducing overtime and strengthening compliance systems. Throughout the year, Maral maintained regular communication with WRC and brand partners, providing updates on remediation steps and evidence of progress, including detailed updates to WRC on 27 March and 30 September 2025, outlining actions taken and supporting documentation. By the end of 2025, Maral Overseas had demonstrated progress in remediating the core issues raised by WRC, with most corrective actions implemented and verified. However, full control over excessive overtime has not yet been achieved, and ongoing efforts and continuous improvement remain necessary. The case continues to be monitored and remains open.	
Workers' Rights Consortium (WRC) – a US labor advocacy group	PT Pungkook Indonesia One Co. Ltd. – an adidas accessories supplier in Indonesia	This case dates to 2024. For a detailed summary of the original complaint and the actions taken in 2024, please refer to the Summary of Human Rights and Environmental Complaints Handled by adidas in 2024	Freedom of Association & Collective Bargaining	In 2025, PT Pungkook One implemented a series of measures to strengthen compliance with Freedom of Association (FOA) principles and address concerns raised by WRC regarding workers' associational rights. Throughout early 2025, the factory implemented a series of remedial actions. Disciplinary warning letters were issued to managers found responsible for anti-union conduct. FOA training was delivered to management and relevant staff, reinforcing the rights of workers to freely associate and form unions. The factory also established regular FOA protocol meetings between management and union representatives, creating a structured forum for dialogue, review of FOA practices, and transparent resolution of concerns. By February 2025, the WRC acknowledged that the main violations had been largely addressed, with union	Opened: 30.10.2024 Closed: 21.03.2025

				leaders reinstated and management's anti-union conduct curtailed. However, the WRC noted the need to verify the effectiveness of these measures and the sustainability of improvements. The WRC conducted an in-person follow-up visit to the factory on 20 and 21 March 2025. During this visit, the WRC observed the implementation of remedial actions, met with reinstated union leaders and members, and reviewed ongoing management-union interactions. The WRC's June 2025 update confirmed that the factory had made substantial progress. Dismissed union leaders had been reinstated with back pay, and the union was able to resume its activities without interference. The factory's management had ceased intimidation and discriminatory practices, and union representatives reported that they could now operate freely and participate in regular meetings with management. The WRC also noted that the FOA training and protocol meetings had contributed to a more constructive industrial relations environment. While the WRC will continue to monitor the factory to ensure that improvements are sustained and workers' associational rights continue to be respected in practice, given the remedial actions taken and follow-up investigation, adidas considers this case closed.	
--	--	--	--	--	--



Complaints Related to adidas Business Operations (Direct and/or Indirect)

adidas also receives complaints from consumers, distributors, and other external parties through the publicly available [Complaint Procedure for Human Rights and Environmental Impacts](#) reporting channels. While some of these submissions reference adidas or allege indirect human rights impacts or linkages, they fall outside the scope of the third-party complaint mechanism because they do not relate to human rights or environmental impacts in our supply chain. These cases—such as consumer grievances about service or conduct in distributor-operated stores—are redirected to the appropriate business functions or external channels for follow-up. They are acknowledged and guided appropriately, but they do not trigger investigations or remediation actions per our complaint procedure.

Complainant ⁴	Related Facility or Entity	Complaint	Topic	Outcome	Status (Date case opened/closed) ⁵
Anonymous	Act3 GmbH	In October 2025, a complaint was submitted from an individual acting on behalf of a person employed by Act3 GmbH, a supplier to adidas of marketing services. The complaint specifically related to a temporary work contract linked to an adidas brand activation and the late payment of wages.	Compensation & Benefits	In response to the complaint, Act3 GmbH have investigated the causes of the late payment, identified as being linked to system errors in the submission of working hours of temporary employees. Act3 GmbH have processed all outstanding payments to the impacted individuals as of November 2025. The case is considered closed.	Opened: 22.10.2025 Closed: 24.11.2025

⁴ Complainants are only named where their cases have already been disclosed publicly (usually by international advocacy or labor rights groups, the media or by the complainant themselves). For third party complaints managed by the Fair Labor Association, please go to: <http://www.fairlabor.org/transparency/safeguards>

⁵ All dates are listed in DD.MM.YYYY format

Anonymous	adidas Japan	A football fan wrote to adidas to complain that the Japanese national team had selected a player who was previously involved in a sex scandal; one which had been resolved through an out-of-court settlement. They asked adidas to intervene.	Human Rights	We explained that as a sponsor we play no role in national team selection and that the complainant was free to contact the JFA directly, if they wished to express their concern. The individual was not satisfied with our response and stated that they would no longer buy adidas products. There was no further communication and the case was closed.	Opened: 04.06.2025 Closed: 09.06.2025
Anonymous	Individuals alleged to be linked to an adidas B2B customer	In July 2025, a complaint was submitted from an individual alleging linkages between an adidas B2B customer and individuals cited in claims of harassment and intimidation.	Discrimination & Harassment	We have responded to the complainant outlining the specifics of the B2B customer relationship and that we have not identified an ownership linkage between the customer and the individuals named in their complaint. As we have no direct leverage over these individuals, or any active or ongoing business relationship with the customer, the complainant was informed that we are unable to take any further action in support of the remedy they seek. The case is considered closed.	Opened: 15.07.2025 Closed: 26.08.2025