

July 31, 2022

Michel Doukeris  
Chief Executive Officer  
Anheuser-Busch InBev SA/NV (AB InBev)



**Re: FIFA Qatar 2022 World Cup**

Dear Mr. Doukeris,

We are writing to you in your capacity as FIFA Partners and World Cup Qatar 2022 sponsors to request your support for our call on FIFA to establish a comprehensive programme to ensure remedy for all labour rights abuses related to the preparation and delivery of the tournament. This would represent an important step towards fulfilling your corporate responsibilities under the globally endorsed United Nations Guiding Principles on Business and Human Rights (UN Guiding Principles). Attached as an annex is the detailed request that a coalition of nongovernmental organizations, including Amnesty International, Human Rights Watch, and Building and Woodworkers International sent in a letter to FIFA President Gianni Infantino on May 17, 2022.

As that letter makes clear, the preparation for the 2022 World Cup in Qatar was accompanied by foreseeable risks to the fundamental human rights of migrant workers. At the time of Qatar's bid to host the tournament, the country's exploitative labour system was already well documented by a wide range of organizations, including the International Labour Organization, human rights groups, media outlets, and special procedures of the United Nations Human Rights Council. These speak to the extent and gravity of the abuses in Qatar.

FIFA executives therefore knew or should have known about the serious risk of adverse human rights impacts. Yet they awarded Qatar the right to host the tournament without imposing on the

government any conditions or guarantees to protect migrant workers, and subsequently failed to take timely steps to effectively prevent or mitigate such abuses. Indeed, while major infrastructure, accommodation and transportation projects were key elements of Qatar's bid to host the World Cup, FIFA did not even raise human rights concerns with the Local Organising Committee until May 2015 and before 2015 had [not considered](#) the adverse human rights impacts resulting from [construction](#) of World Cup stadiums to be its responsibility.

As a result of the above failures, FIFA contributed to the widespread labour abuses that followed its decision, and over the last 12 years we have seen the inevitable consequences of a migrant labour [system](#) that has long granted employers disproportionate control over migrant workers' immigration and employment status, and thereby their lives.

Since 2010, hundreds of thousands of workers who toiled to make the World Cup possible have paid exorbitant and illegal recruitment fees, while others were [cheated out of their wages](#) by abusive employers, made to work excessive hours, or fell victim [to forced labour](#) – a contemporary form of slavery. Qatari authorities [have also failed to investigate the causes of deaths of thousands of migrant workers](#) since 2010, a significant number of which may be linked to working in the country's extreme heat and humidity without adequate protection, and could have been prevented with effective health and safety safeguards.

While there has been some belated progress in recent years, it remains far from enough. The Qatar government has, for example, taken important steps since 2017 to reform the Kafala sponsorship system, but weak implementation of these and other laws means that serious labour abuses persist. New legislation on heat stress improves protection for workers, but [leading experts](#) have judged that it remains too little, too late, and we have seen no sign of attempts to improve post-mortem investigation or death certification procedures.

Since 2017, FIFA has also introduced a Human Rights Policy and published a joint FIFA World Cup Qatar 2022 Sustainability Strategy. Further, the Supreme Committee's Workers' Welfare Standards have improved the working and living conditions of people contributing to the delivery of World Cup stadiums, and these have recently been expanded to cover workers providing services to FIFA tournament sites. However, while these are important initiatives, they apply only to a fraction of those involved in tournament delivery, and we have continued to document a wide range of abuses including forced labour in operations related to the World Cup.

Crucially, neither Qatar’s reforms nor FIFA’s initiatives provide effective and timely access to remedy for the hundreds of thousands of migrant workers who have suffered labour abuses since the tournament was awarded. Labour tribunals and compensation funds introduced by Qatar in 2018, for example, only cover issues of unpaid wages and benefits, and only allow cases to be submitted within one year of the violation taking place. They are also almost impossible to access for workers who have left Qatar. It is unconscionable that so many people who suffered abuses or lost loved ones to make the world’s most popular sporting tournament possible in Qatar are yet to receive remedy – including but not limited to, financial compensation.

As per the UN Guiding Principles, your commercial partnerships with FIFA’s Qatar World Cup 2022 mean that your companies are directly linked to those abuses that FIFA failed to prevent or mitigate, even if you may not have contributed to them. FIFA’s own annual reports show that, collectively, FIFA World Cup Partners and sponsors will provide the vast majority of over US\$1.7 billion in marketing revenue that FIFA will generate during the 2022 World Cup cycle, including over \$1.3 billion in 2022 alone. Representing over a quarter of FIFA’s predicted total global income, your companies are clearly integral to FIFA’s business operations. Through the publicity generated by the World Cup, and the resulting revenue, sponsoring companies and partners will be benefitting from abuses committed in the preparation and delivery of the tournament. This should be of profound concern to you, your customers, and your shareholders – and a reason to take action.

The UN Guiding Principles stipulate that all businesses are expected to conduct due diligence to identify human rights risks linked to their business activities and take adequate measures for their prevention, mitigation and, where appropriate, remediation. Where a business is not in a position to directly address the adverse impacts, they are expected to use their leverage to seek to end and remediate the abuse. In this case, you have a clear responsibility to use your powerful individual and collective influence to call on FIFA to establish a comprehensive programme to provide effective remedy for the hundreds of thousands of people who have suffered labour abuses to make the World Cup possible in Qatar.

We note that Budweiser owner AB InBev has said that they “support access to procedures that can achieve fair remedies to migrant workers who have been negatively affected.” This is a positive starting point, but we urge all sponsors and partners to fulfil their own human rights responsibilities, including by making unequivocal public calls for a compensation fund to remedy harms from the World Cup preparation and operation.

We would welcome receiving your response to this letter by August 12, 2022. These replies may be used in future public communications.

Sincerely,



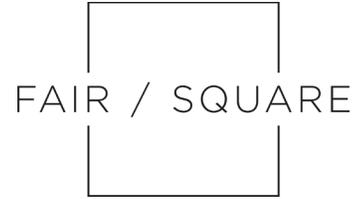
Minky Worden  
Director of Global Initiatives  
Human Rights Watch



Nicholas McGeehan  
Director  
FairSquare



Stephen Cockburn  
Deputy Director, Head of Economic and Social Justice  
Amnesty International



July 29, 2022

Kasper Rørsted  
Chief Executive Officer  
adidas AG

[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]

Via email: [REDACTED]

Cc: Social and Environmental Affairs, [REDACTED]

**Re: FIFA Qatar 2022 World Cup**

Dear Mr. Rørsted,

We are writing to you in your capacity as FIFA Partners and World Cup Qatar 2022 sponsors to request that you publicly call on FIFA to establish a comprehensive programme to ensure remedy for all labour rights abuses related to the preparation and delivery of the tournament. This would represent an important step towards fulfilling your corporate responsibilities under the globally endorsed United Nations Guiding Principles on Business and Human Rights (UN Guiding Principles). Attached as an annex is the detailed request that a coalition of nongovernmental organizations, including Amnesty International, Human Rights Watch, and Building and Woodworkers International sent in a letter to FIFA President Gianni Infantino on May 17, 2022.

As that letter makes clear, the preparation for the 2022 World Cup in Qatar was accompanied by foreseeable risks to the fundamental human rights of migrant workers. At the time of Qatar's bid to host the tournament, the country's exploitative labour system was already well documented by a wide range of organizations, including the International Labour Organization, human rights

groups, media outlets, and special procedures of the United Nations Human Rights Council. These speak to the extent and gravity of the abuses in Qatar.

FIFA executives therefore knew or should have known about the serious risk of adverse human rights impacts. Yet they awarded Qatar the right to host the tournament without imposing on the government any conditions or guarantees to protect migrant workers, and subsequently failed to take timely steps to effectively prevent or mitigate such abuses. Indeed, while major infrastructure, accommodation and transportation projects were key elements of Qatar's bid to host the World Cup, FIFA did not even raise human rights concerns with the Local Organising Committee until May 2015 and before 2015 had [not considered](#) the adverse human rights impacts resulting from [construction](#) of World Cup stadiums to be its responsibility.

As a result of the above failures, FIFA contributed to the widespread labour abuses that followed its decision, and over the last 12 years we have seen the inevitable consequences of a migrant labour [system](#) that has long granted employers disproportionate control over migrant workers' immigration and employment status, and thereby their lives.

Since 2010, hundreds of thousands of workers who toiled to make the World Cup possible have paid exorbitant and illegal recruitment fees, while others were [cheated out of their wages](#) by abusive employers, made to work excessive hours, or fell victim [to forced labour](#) – a contemporary form of slavery. Qatari authorities [have also failed to investigate the causes of deaths of thousands of migrant workers](#) since 2010, a significant number of which may be linked to working in the country's extreme heat and humidity without adequate protection, and could have been prevented with effective health and safety safeguards.

While there has been some belated progress in recent years, it remains far from enough. The Qatar government has, for example, taken important steps since 2017 to reform the Kafala sponsorship system, but weak implementation of these and other laws means that serious labour abuses persist. New legislation on heat stress improves protection for workers, but [leading experts](#) have judged that it remains too little, too late, and we have seen no sign of attempts to improve post-mortem investigation or death certification procedures.

Since 2017, FIFA has also introduced a Human Rights Policy and published a joint FIFA World Cup Qatar 2022 Sustainability Strategy. Further, the Supreme Committee's Workers' Welfare Standards have improved the working and living conditions of people contributing to the delivery of World Cup stadiums, and these have recently been expanded to cover workers providing services to FIFA

tournament sites. However, while these are important initiatives, they apply only to a fraction of those involved in tournament delivery, and we have continued to document a wide range of abuses including forced labour in operations related to the World Cup.

Crucially, neither Qatar's reforms nor FIFA's initiatives provide effective and timely access to remedy for the hundreds of thousands of migrant workers who have suffered labour abuses since the tournament was awarded. Labour tribunals and compensation funds introduced by Qatar in 2018, for example, only cover issues of unpaid wages and benefits, and only allow cases to be submitted within one year of the violation taking place. They are also almost impossible to access for workers who have left Qatar. It is unconscionable that so many people who suffered abuses or lost loved ones to make the world's most popular sporting tournament possible in Qatar are yet to receive remedy – including but not limited to, financial compensation.

As per the UN Guiding Principles, your commercial partnerships with FIFA's Qatar World Cup 2022 mean that your companies are directly linked to those abuses that FIFA failed to prevent or mitigate, even if you may not have contributed to them. FIFA's own annual reports show that, collectively, FIFA World Cup Partners and sponsors will provide the vast majority of over US\$1.7 billion in marketing revenue that FIFA will generate during the 2022 World Cup cycle, including over \$1.3 billion in 2022 alone. Representing over a quarter of FIFA's predicted total global income, your companies are clearly integral to FIFA's business operations. Through the publicity generated by the World Cup, and the resulting revenue, your companies will be benefitting from abuses committed in the preparation and delivery of the tournament. This should be of profound concern to you, your customers, and your shareholders – and a reason to take action.

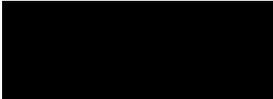
The UN Guiding Principles stipulate that all businesses are expected to conduct due diligence to identify human rights risks linked to their business activities and take adequate measures for their prevention, mitigation and, where appropriate, remediation. Where a business is not in a position to directly address the adverse impacts, they are expected to use their leverage to seek to end and remediate the abuse. In this case, you have a clear responsibility to use your powerful individual and collective influence to call on FIFA to establish a comprehensive programme to provide effective remedy for the hundreds of thousands of people who have suffered labour abuses to make the World Cup possible in Qatar.

We note that Budweiser owner AB InBev has said that they “support access to procedures that can achieve fair remedies to migrant workers who have been negatively affected.” This is a positive

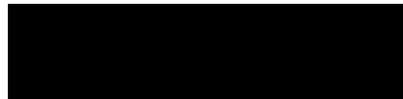
starting point, but we urge all sponsors and partners to fulfil their own human rights responsibilities, including by making unequivocal public calls for remedy.

We would welcome receiving your response to this letter by August 12, 2022. These replies may be used in future public communications.

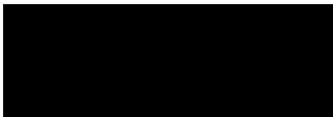
Sincerely,



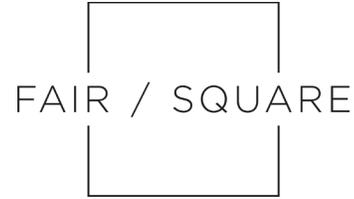
Minky Worden  
Director of Global Initiatives  
Human Rights Watch



Nicholas McGeehan  
Director  
FairSquare



Stephen Cockburn  
Deputy Director, Head of Economic and Social Justice  
Amnesty International



July 31, 2022

Byju Raveendran  
Founder and Chief Executive Officer  
BYJU'S

[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]

Via email: [REDACTED]

**Re: FIFA Qatar 2022 World Cup**

Dear Mr. Raveendran,

We are writing to you in your capacity as FIFA Partners and World Cup Qatar 2022 sponsors to request that you publicly call on FIFA to establish a comprehensive programme to ensure remedy for all labour rights abuses related to the preparation and delivery of the tournament. This would represent an important step towards fulfilling your corporate responsibilities under the globally endorsed United Nations Guiding Principles on Business and Human Rights (UN Guiding Principles). Attached as an annex is the detailed request that a coalition of nongovernmental organizations, including Amnesty International, Human Rights Watch, and Building and Woodworkers International sent in a letter to FIFA President Gianni Infantino on May 17, 2022.

As that letter makes clear, the preparation for the 2022 World Cup in Qatar was accompanied by foreseeable risks to the fundamental human rights of migrant workers. At the time of Qatar's bid to host the tournament, the country's exploitative labour system was already well documented by a wide range of organizations, including the International Labour Organization, human rights groups, media outlets, and special procedures of the United Nations Human Rights Council. These speak to the extent and gravity of the abuses in Qatar.

FIFA executives therefore knew or should have known about the serious risk of adverse human rights impacts. Yet they awarded Qatar the right to host the tournament without imposing on the government any conditions or guarantees to protect migrant workers, and subsequently failed to take timely steps to effectively prevent or mitigate such abuses. Indeed, while major infrastructure, accommodation and transportation projects were key elements of Qatar's bid to host the World Cup, FIFA did not even raise human rights concerns with the Local Organising Committee until May 2015 and before 2015 had [not considered](#) the adverse human rights impacts resulting from [construction](#) of World Cup stadiums to be its responsibility.

As a result of the above failures, FIFA contributed to the widespread labour abuses that followed its decision, and over the last 12 years we have seen the inevitable consequences of a migrant labour [system](#) that has long granted employers disproportionate control over migrant workers' immigration and employment status, and thereby their lives.

Since 2010, hundreds of thousands of workers who toiled to make the World Cup possible have paid exorbitant and illegal recruitment fees, while others were [cheated out of their wages](#) by abusive employers, made to work excessive hours, or fell victim [to forced labour](#) – a contemporary form of slavery. Qatari authorities [have also failed to investigate the causes of deaths of thousands of migrant workers](#) since 2010, a significant number of which may be linked to working in the country's extreme heat and humidity without adequate protection, and could have been prevented with effective health and safety safeguards.

While there has been some belated progress in recent years, it remains far from enough. The Qatar government has, for example, taken important steps since 2017 to reform the Kafala sponsorship system, but weak implementation of these and other laws means that serious labour abuses persist. New legislation on heat stress improves protection for workers, but [leading experts](#) have judged that it remains too little, too late, and we have seen no sign of attempts to improve post-mortem investigation or death certification procedures.

Since 2017, FIFA has also introduced a Human Rights Policy and published a joint FIFA World Cup Qatar 2022 Sustainability Strategy. Further, the Supreme Committee's Workers' Welfare Standards have improved the working and living conditions of people contributing to the delivery of World Cup stadiums, and these have recently been expanded to cover workers providing services to FIFA tournament sites. However, while these are important initiatives, they apply only to a fraction of

those involved in tournament delivery, and we have continued to document a wide range of abuses including forced labour in operations related to the World Cup.

Crucially, neither Qatar's reforms nor FIFA's initiatives provide effective and timely access to remedy for the hundreds of thousands of migrant workers who have suffered labour abuses since the tournament was awarded. Labour tribunals and compensation funds introduced by Qatar in 2018, for example, only cover issues of unpaid wages and benefits, and only allow cases to be submitted within one year of the violation taking place. They are also almost impossible to access for workers who have left Qatar. It is unconscionable that so many people who suffered abuses or lost loved ones to make the world's most popular sporting tournament possible in Qatar are yet to receive remedy – including but not limited to, financial compensation.

As per the UN Guiding Principles, your commercial partnerships with FIFA's Qatar World Cup 2022 mean that your companies are directly linked to those abuses that FIFA failed to prevent or mitigate, even if you may not have contributed to them. FIFA's own annual reports show that, collectively, FIFA World Cup Partners and sponsors will provide the vast majority of over US\$1.7 billion in marketing revenue that FIFA will generate during the 2022 World Cup cycle, including over \$1.3 billion in 2022 alone. Representing over a quarter of FIFA's predicted total global income, your companies are clearly integral to FIFA's business operations. Through the publicity generated by the World Cup, and the resulting revenue, your companies will be benefitting from abuses committed in the preparation and delivery of the tournament. This should be of profound concern to you, your customers, and your shareholders – and a reason to take action.

The UN Guiding Principles stipulate that all businesses are expected to conduct due diligence to identify human rights risks linked to their business activities and take adequate measures for their prevention, mitigation and, where appropriate, remediation. Where a business is not in a position to directly address the adverse impacts, they are expected to use their leverage to seek to end and remediate the abuse. In this case, you have a clear responsibility to use your powerful individual and collective influence to call on FIFA to establish a comprehensive programme to provide effective remedy for the hundreds of thousands of people who have suffered labour abuses to make the World Cup possible in Qatar.

We note that Budweiser owner AB InBev has said that they “support access to procedures that can achieve fair remedies to migrant workers who have been negatively affected.” This is a positive starting point, but we urge all sponsors and partners to fulfil their own human rights responsibilities, including by making unequivocal public calls for remedy.

We would welcome receiving your response to this letter by August 12, 2022. These replies may be used in future public communications.

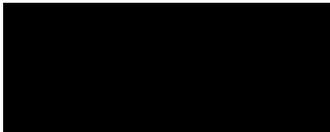
Sincerely,



Minky Worden  
Director of Global Initiatives  
Human Rights Watch



Nicholas McGeehan  
Director  
FairSquare



Stephen Cockburn  
Deputy Director, Head of Economic and Social Justice  
Amnesty International



July 31, 2022

James Quincey  
Chairman and Chief Executive Officer  
The Coca-Cola Company



Cc: Paul Lalli, Global Head of Human Rights  
Scott Leith, Media

**Re: FIFA Qatar 2022 World Cup**

Dear Mr. Quincey,

We are writing to you in your capacity as FIFA Partners and World Cup Qatar 2022 sponsors to request that you publicly call on FIFA to establish a comprehensive programme to ensure remedy for all labour rights abuses related to the preparation and delivery of the tournament. This would represent an important step towards fulfilling your corporate responsibilities under the globally endorsed United Nations Guiding Principles on Business and Human Rights (UN Guiding Principles). Attached as an annex is the detailed request that a coalition of nongovernmental organizations, including Amnesty International, Human Rights Watch, and Building and Woodworkers International sent in a letter to FIFA President Gianni Infantino on May 17, 2022.

As that letter makes clear, the preparation for the 2022 World Cup in Qatar was accompanied by foreseeable risks to the fundamental human rights of migrant workers. At the time of Qatar's bid to host the tournament, the country's exploitative labour system was already well documented by a wide range of organizations, including the International Labour Organization, human rights groups, media outlets, and special procedures of the United Nations Human Rights Council. These speak to the extent and gravity of the abuses in Qatar.

FIFA executives therefore knew or should have known about the serious risk of adverse human rights impacts. Yet they awarded Qatar the right to host the tournament without imposing on the government any conditions or guarantees to protect migrant workers, and subsequently failed to take timely steps to effectively prevent or mitigate such abuses. Indeed, while major infrastructure, accommodation and transportation projects were key elements of Qatar's bid to host the World Cup, FIFA did not even raise human rights concerns with the Local Organising Committee until May 2015 and before 2015 had [not considered](#) the adverse human rights impacts resulting from [construction](#) of World Cup stadiums to be its responsibility.

As a result of the above failures, FIFA contributed to the widespread labour abuses that followed its decision, and over the last 12 years we have seen the inevitable consequences of a migrant labour [system](#) that has long granted employers disproportionate control over migrant workers' immigration and employment status, and thereby their lives.

Since 2010, hundreds of thousands of workers who toiled to make the World Cup possible have paid exorbitant and illegal recruitment fees, while others were [cheated out of their wages](#) by abusive employers, made to work excessive hours, or fell victim [to forced labour](#) – a contemporary form of slavery. Qatari authorities [have also failed to investigate the causes of deaths of thousands of migrant workers](#) since 2010, a significant number of which may be linked to working in the country's extreme heat and humidity without adequate protection, and could have been prevented with effective health and safety safeguards.

While there has been some belated progress in recent years, it remains far from enough. The Qatar government has, for example, taken important steps since 2017 to reform the Kafala sponsorship system, but weak implementation of these and other laws means that serious labour abuses persist. New legislation on heat stress improves protection for workers, but [leading experts](#) have judged that it remains too little, too late, and we have seen no sign of attempts to improve post-mortem investigation or death certification procedures.

Since 2017, FIFA has also introduced a Human Rights Policy and published a joint FIFA World Cup Qatar 2022 Sustainability Strategy. Further, the Supreme Committee's Workers' Welfare Standards have improved the working and living conditions of people contributing to the delivery of World Cup stadiums, and these have recently been expanded to cover workers providing services to FIFA tournament sites. However, while these are important initiatives, they apply only to a fraction of

those involved in tournament delivery, and we have continued to document a wide range of abuses including forced labour in operations related to the World Cup.

Crucially, neither Qatar's reforms nor FIFA's initiatives provide effective and timely access to remedy for the hundreds of thousands of migrant workers who have suffered labour abuses since the tournament was awarded. Labour tribunals and compensation funds introduced by Qatar in 2018, for example, only cover issues of unpaid wages and benefits, and only allow cases to be submitted within one year of the violation taking place. They are also almost impossible to access for workers who have left Qatar. It is unconscionable that so many people who suffered abuses or lost loved ones to make the world's most popular sporting tournament possible in Qatar are yet to receive remedy – including but not limited to, financial compensation.

As per the UN Guiding Principles, your commercial partnerships with FIFA's Qatar World Cup 2022 mean that your companies are directly linked to those abuses that FIFA failed to prevent or mitigate, even if you may not have contributed to them. FIFA's own annual reports show that, collectively, FIFA World Cup Partners and sponsors will provide the vast majority of over US\$1.7 billion in marketing revenue that FIFA will generate during the 2022 World Cup cycle, including over \$1.3 billion in 2022 alone. Representing over a quarter of FIFA's predicted total global income, your companies are clearly integral to FIFA's business operations. Through the publicity generated by the World Cup, and the resulting revenue, your companies will be benefitting from abuses committed in the preparation and delivery of the tournament. This should be of profound concern to you, your customers, and your shareholders – and a reason to take action.

The UN Guiding Principles stipulate that all businesses are expected to conduct due diligence to identify human rights risks linked to their business activities and take adequate measures for their prevention, mitigation and, where appropriate, remediation. Where a business is not in a position to directly address the adverse impacts, they are expected to use their leverage to seek to end and remediate the abuse. In this case, you have a clear responsibility to use your powerful individual and collective influence to call on FIFA to establish a comprehensive programme to provide effective remedy for the hundreds of thousands of people who have suffered labour abuses to make the World Cup possible in Qatar.

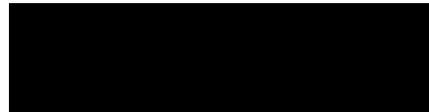
We note that Budweiser owner AB InBev has said that they “support access to procedures that can achieve fair remedies to migrant workers who have been negatively affected.” This is a positive starting point, but we urge all sponsors and partners to fulfil their own human rights responsibilities, including by making unequivocal public calls for remedy.

We would welcome receiving your response to this letter by August 12, 2022. These replies may be used in future public communications.

Sincerely,



Minky Worden  
Director of Global Initiatives  
Human Rights Watch



Nicholas McGeehan  
Director  
FairSquare



Stephen Cockburn  
Deputy Director, Head of Economic and Social Justice  
Amnesty International



July 29, 2022

Kris Marszalek  
Chief Executive Officer  
Crypto.com



Via email: 

**Re: FIFA Qatar 2022 World Cup**

Dear Mr. Marszalek,

We are writing to you in your capacity as FIFA Partners and World Cup Qatar 2022 sponsors to request that you publicly call on FIFA to establish a comprehensive programme to ensure remedy for all labour rights abuses related to the preparation and delivery of the tournament. This would represent an important step towards fulfilling your corporate responsibilities under the globally endorsed United Nations Guiding Principles on Business and Human Rights (UN Guiding Principles). Attached as an annex is the detailed request that a coalition of nongovernmental organizations, including Amnesty International, Human Rights Watch, and Building and Woodworkers International sent in a letter to FIFA President Gianni Infantino on May 17, 2022.

As that letter makes clear, the preparation for the 2022 World Cup in Qatar was accompanied by foreseeable risks to the fundamental human rights of migrant workers. At the time of Qatar's bid to host the tournament, the country's exploitative labour system was already well documented by a wide range of organizations, including the International Labour Organization, human rights groups, media outlets, and special procedures of the United Nations Human Rights Council. These speak to the extent and gravity of the abuses in Qatar.

FIFA executives therefore knew or should have known about the serious risk of adverse human rights impacts. Yet they awarded Qatar the right to host the tournament without imposing on the

government any conditions or guarantees to protect migrant workers, and subsequently failed to take timely steps to effectively prevent or mitigate such abuses. Indeed, while major infrastructure, accommodation and transportation projects were key elements of Qatar's bid to host the World Cup, FIFA did not even raise human rights concerns with the Local Organising Committee until May 2015 and before 2015 had [not considered](#) the adverse human rights impacts resulting from [construction](#) of World Cup stadiums to be its responsibility.

As a result of the above failures, FIFA contributed to the widespread labour abuses that followed its decision, and over the last 12 years we have seen the inevitable consequences of a migrant labour [system](#) that has long granted employers disproportionate control over migrant workers' immigration and employment status, and thereby their lives.

Since 2010, hundreds of thousands of workers who toiled to make the World Cup possible have paid exorbitant and illegal recruitment fees, while others were [cheated out of their wages](#) by abusive employers, made to work excessive hours, or fell victim [to forced labour](#) – a contemporary form of slavery. Qatari authorities [have also failed to investigate the causes of deaths of thousands of migrant workers](#) since 2010, a significant number of which may be linked to working in the country's extreme heat and humidity without adequate protection, and could have been prevented with effective health and safety safeguards.

While there has been some belated progress in recent years, it remains far from enough. The Qatar government has, for example, taken important steps since 2017 to reform the Kafala sponsorship system, but weak implementation of these and other laws means that serious labour abuses persist. New legislation on heat stress improves protection for workers, but [leading experts](#) have judged that it remains too little, too late, and we have seen no sign of attempts to improve post-mortem investigation or death certification procedures.

Since 2017, FIFA has also introduced a Human Rights Policy and published a joint FIFA World Cup Qatar 2022 Sustainability Strategy. Further, the Supreme Committee's Workers' Welfare Standards have improved the working and living conditions of people contributing to the delivery of World Cup stadiums, and these have recently been expanded to cover workers providing services to FIFA tournament sites. However, while these are important initiatives, they apply only to a fraction of those involved in tournament delivery, and we have continued to document a wide range of abuses including forced labour in operations related to the World Cup.

Crucially, neither Qatar’s reforms nor FIFA’s initiatives provide effective and timely access to remedy for the hundreds of thousands of migrant workers who have suffered labour abuses since the tournament was awarded. Labour tribunals and compensation funds introduced by Qatar in 2018, for example, only cover issues of unpaid wages and benefits, and only allow cases to be submitted within one year of the violation taking place. They are also almost impossible to access for workers who have left Qatar. It is unconscionable that so many people who suffered abuses or lost loved ones to make the world’s most popular sporting tournament possible in Qatar are yet to receive remedy – including but not limited to, financial compensation.

As per the UN Guiding Principles, your commercial partnerships with FIFA’s Qatar World Cup 2022 mean that your companies are directly linked to those abuses that FIFA failed to prevent or mitigate, even if you may not have contributed to them. FIFA’s own annual reports show that, collectively, FIFA World Cup Partners and sponsors will provide the vast majority of over US\$1.7 billion in marketing revenue that FIFA will generate during the 2022 World Cup cycle, including over \$1.3 billion in 2022 alone. Representing over a quarter of FIFA’s predicted total global income, your companies are clearly integral to FIFA’s business operations. Through the publicity generated by the World Cup, and the resulting revenue, your companies will be benefitting from abuses committed in the preparation and delivery of the tournament. This should be of profound concern to you, your customers, and your shareholders – and a reason to take action.

The UN Guiding Principles stipulate that all businesses are expected to conduct due diligence to identify human rights risks linked to their business activities and take adequate measures for their prevention, mitigation and, where appropriate, remediation. Where a business is not in a position to directly address the adverse impacts, they are expected to use their leverage to seek to end and remediate the abuse. In this case, you have a clear responsibility to use your powerful individual and collective influence to call on FIFA to establish a comprehensive programme to provide effective remedy for the hundreds of thousands of people who have suffered labour abuses to make the World Cup possible in Qatar.

We note that Budweiser owner AB InBev has said that they “support access to procedures that can achieve fair remedies to migrant workers who have been negatively affected.” This is a positive starting point, but we urge all sponsors and partners to fulfil their own human rights responsibilities, including by making unequivocal public calls for remedy.

We would welcome receiving your response to this letter by August 12, 2022. These replies may be used in future public communications.

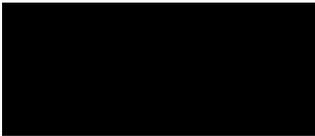
Sincerely,



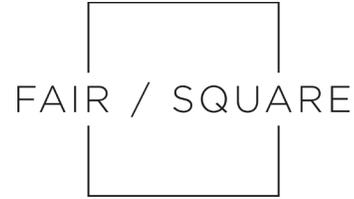
Minky Worden  
Director of Global Initiatives  
Human Rights Watch



Nicholas McGeehan  
Director  
FairSquare



Stephen Cockburn  
Deputy Director, Head of Economic and Social Justice  
Amnesty International



July 31, 2022

Alex Zhu  
Chief Executive Officer  
Hisense International

[REDACTED]  
[REDACTED]  
[REDACTED]

Via email: [REDACTED]

**Re: FIFA Qatar 2022 World Cup**

Dear Mr. Zhu,

We are writing to you in your capacity as FIFA Partners and World Cup Qatar 2022 sponsors to request that you publicly call on FIFA to establish a comprehensive programme to ensure remedy for all labour rights abuses related to the preparation and delivery of the tournament. This would represent an important step towards fulfilling your corporate responsibilities under the globally endorsed United Nations Guiding Principles on Business and Human Rights (UN Guiding Principles). Attached as an annex is the detailed request that a coalition of nongovernmental organizations, including Amnesty International, Human Rights Watch, and Building and Woodworkers International sent in a letter to FIFA President Gianni Infantino on May 17, 2022.

As that letter makes clear, the preparation for the 2022 World Cup in Qatar was accompanied by foreseeable risks to the fundamental human rights of migrant workers. At the time of Qatar's bid to host the tournament, the country's exploitative labour system was already well documented by a wide range of organizations, including the International Labour Organization, human rights groups, media outlets, and special procedures of the United Nations Human Rights Council. These speak to the extent and gravity of the abuses in Qatar.

FIFA executives therefore knew or should have known about the serious risk of adverse human rights impacts. Yet they awarded Qatar the right to host the tournament without imposing on the government any conditions or guarantees to protect migrant workers, and subsequently failed to take timely steps to effectively prevent or mitigate such abuses. Indeed, while major infrastructure, accommodation and transportation projects were key elements of Qatar's bid to host the World Cup, FIFA did not even raise human rights concerns with the Local Organising Committee until May 2015 and before 2015 had [not considered](#) the adverse human rights impacts resulting from [construction](#) of World Cup stadiums to be its responsibility.

As a result of the above failures, FIFA contributed to the widespread labour abuses that followed its decision, and over the last 12 years we have seen the inevitable consequences of a migrant labour [system](#) that has long granted employers disproportionate control over migrant workers' immigration and employment status, and thereby their lives.

Since 2010, hundreds of thousands of workers who toiled to make the World Cup possible have paid exorbitant and illegal recruitment fees, while others were [cheated out of their wages](#) by abusive employers, made to work excessive hours, or fell victim [to forced labour](#) – a contemporary form of slavery. Qatari authorities [have also failed to investigate the causes of deaths of thousands of migrant workers](#) since 2010, a significant number of which may be linked to working in the country's extreme heat and humidity without adequate protection, and could have been prevented with effective health and safety safeguards.

While there has been some belated progress in recent years, it remains far from enough. The Qatar government has, for example, taken important steps since 2017 to reform the Kafala sponsorship system, but weak implementation of these and other laws means that serious labour abuses persist. New legislation on heat stress improves protection for workers, but [leading experts](#) have judged that it remains too little, too late, and we have seen no sign of attempts to improve post-mortem investigation or death certification procedures.

Since 2017, FIFA has also introduced a Human Rights Policy and published a joint FIFA World Cup Qatar 2022 Sustainability Strategy. Further, the Supreme Committee's Workers' Welfare Standards have improved the working and living conditions of people contributing to the delivery of World Cup stadiums, and these have recently been expanded to cover workers providing services to FIFA tournament sites. However, while these are important initiatives, they apply only to a fraction of those involved in tournament delivery, and we have continued to document a wide range of abuses including forced labour in operations related to the World Cup.

Crucially, neither Qatar’s reforms nor FIFA’s initiatives provide effective and timely access to remedy for the hundreds of thousands of migrant workers who have suffered labour abuses since the tournament was awarded. Labour tribunals and compensation funds introduced by Qatar in 2018, for example, only cover issues of unpaid wages and benefits, and only allow cases to be submitted within one year of the violation taking place. They are also almost impossible to access for workers who have left Qatar. It is unconscionable that so many people who suffered abuses or lost loved ones to make the world’s most popular sporting tournament possible in Qatar are yet to receive remedy – including but not limited to, financial compensation.

As per the UN Guiding Principles, your commercial partnerships with FIFA’s Qatar World Cup 2022 mean that your companies are directly linked to those abuses that FIFA failed to prevent or mitigate, even if you may not have contributed to them. FIFA’s own annual reports show that, collectively, FIFA World Cup Partners and sponsors will provide the vast majority of over US\$1.7 billion in marketing revenue that FIFA will generate during the 2022 World Cup cycle, including over \$1.3 billion in 2022 alone. Representing over a quarter of FIFA’s predicted total global income, your companies are clearly integral to FIFA’s business operations. Through the publicity generated by the World Cup, and the resulting revenue, your companies will be benefitting from abuses committed in the preparation and delivery of the tournament. This should be of profound concern to you, your customers, and your shareholders – and a reason to take action.

The UN Guiding Principles stipulate that all businesses are expected to conduct due diligence to identify human rights risks linked to their business activities and take adequate measures for their prevention, mitigation and, where appropriate, remediation. Where a business is not in a position to directly address the adverse impacts, they are expected to use their leverage to seek to end and remediate the abuse. In this case, you have a clear responsibility to use your powerful individual and collective influence to call on FIFA to establish a comprehensive programme to provide effective remedy for the hundreds of thousands of people who have suffered labour abuses to make the World Cup possible in Qatar.

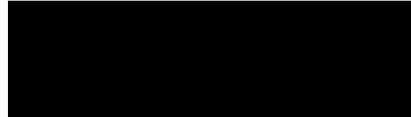
We note that Budweiser owner AB InBev has said that they “support access to procedures that can achieve fair remedies to migrant workers who have been negatively affected.” This is a positive starting point, but we urge all sponsors and partners to fulfil their own human rights responsibilities, including by making unequivocal public calls for remedy.

We would welcome receiving your response to this letter by August 12, 2022. These replies may be used in future public communications.

Sincerely,



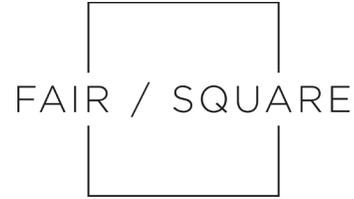
Minky Worden  
Director of Global Initiatives  
Human Rights Watch



Nicholas McGeehan  
Director  
FairSquare



Stephen Cockburn  
Deputy Director, Head of Economic and Social Justice  
Amnesty International



July 31, 2022

Euisun Chung  
Chairman  
Hyundai Motor Company



**Re: FIFA Qatar 2022 World Cup**

Dear Mr. Chung,

We are writing to you in your capacity as FIFA Partners and World Cup Qatar 2022 sponsors to request that you publicly call on FIFA to establish a comprehensive programme to ensure remedy for all labour rights abuses related to the preparation and delivery of the tournament. This would represent an important step towards fulfilling your corporate responsibilities under the globally endorsed United Nations Guiding Principles on Business and Human Rights (UN Guiding Principles). Attached as an annex is the detailed request that a coalition of nongovernmental organizations, including Amnesty International, Human Rights Watch, and Building and Woodworkers International sent in a letter to FIFA President Gianni Infantino on May 17, 2022.

As that letter makes clear, the preparation for the 2022 World Cup in Qatar was accompanied by foreseeable risks to the fundamental human rights of migrant workers. At the time of Qatar's bid to host the tournament, the country's exploitative labour system was already well documented by a wide range of organizations, including the International Labour Organization, human rights groups, media outlets, and special procedures of the United Nations Human Rights Council. These speak to the extent and gravity of the abuses in Qatar.

FIFA executives therefore knew or should have known about the serious risk of adverse human rights impacts. Yet they awarded Qatar the right to host the tournament without imposing on the government any conditions or guarantees to protect migrant workers, and subsequently failed to take timely steps to effectively prevent or mitigate such abuses. Indeed, while major infrastructure, accommodation and transportation projects were key elements of Qatar's bid to host the World Cup, FIFA did not even raise human rights concerns with the Local Organising Committee until May 2015 and before 2015 had [not considered](#) the adverse human rights impacts resulting from [construction](#) of World Cup stadiums to be its responsibility.

As a result of the above failures, FIFA contributed to the widespread labour abuses that followed its decision, and over the last 12 years we have seen the inevitable consequences of a migrant labour [system](#) that has long granted employers disproportionate control over migrant workers' immigration and employment status, and thereby their lives.

Since 2010, hundreds of thousands of workers who toiled to make the World Cup possible have paid exorbitant and illegal recruitment fees, while others were [cheated out of their wages](#) by abusive employers, made to work excessive hours, or fell victim [to forced labour](#) – a contemporary form of slavery. Qatari authorities [have also failed to investigate the causes of deaths of thousands of migrant workers](#) since 2010, a significant number of which may be linked to working in the country's extreme heat and humidity without adequate protection, and could have been prevented with effective health and safety safeguards.

While there has been some belated progress in recent years, it remains far from enough. The Qatar government has, for example, taken important steps since 2017 to reform the Kafala sponsorship system, but weak implementation of these and other laws means that serious labour abuses persist. New legislation on heat stress improves protection for workers, but [leading experts](#) have judged that it remains too little, too late, and we have seen no sign of attempts to improve post-mortem investigation or death certification procedures.

Since 2017, FIFA has also introduced a Human Rights Policy and published a joint FIFA World Cup Qatar 2022 Sustainability Strategy. Further, the Supreme Committee's Workers' Welfare Standards have improved the working and living conditions of people contributing to the delivery of World Cup stadiums, and these have recently been expanded to cover workers providing services to FIFA tournament sites. However, while these are important initiatives, they apply only to a fraction of those involved in tournament delivery, and we have continued to document a wide range of abuses including forced labour in operations related to the World Cup.

Crucially, neither Qatar’s reforms nor FIFA’s initiatives provide effective and timely access to remedy for the hundreds of thousands of migrant workers who have suffered labour abuses since the tournament was awarded. Labour tribunals and compensation funds introduced by Qatar in 2018, for example, only cover issues of unpaid wages and benefits, and only allow cases to be submitted within one year of the violation taking place. They are also almost impossible to access for workers who have left Qatar. It is unconscionable that so many people who suffered abuses or lost loved ones to make the world’s most popular sporting tournament possible in Qatar are yet to receive remedy – including but not limited to, financial compensation.

As per the UN Guiding Principles, your commercial partnerships with FIFA’s Qatar World Cup 2022 mean that your companies are directly linked to those abuses that FIFA failed to prevent or mitigate, even if you may not have contributed to them. FIFA’s own annual reports show that, collectively, FIFA World Cup Partners and sponsors will provide the vast majority of over US\$1.7 billion in marketing revenue that FIFA will generate during the 2022 World Cup cycle, including over \$1.3 billion in 2022 alone. Representing over a quarter of FIFA’s predicted total global income, your companies are clearly integral to FIFA’s business operations. Through the publicity generated by the World Cup, and the resulting revenue, your companies will be benefitting from abuses committed in the preparation and delivery of the tournament. This should be of profound concern to you, your customers, and your shareholders – and a reason to take action.

The UN Guiding Principles stipulate that all businesses are expected to conduct due diligence to identify human rights risks linked to their business activities and take adequate measures for their prevention, mitigation and, where appropriate, remediation. Where a business is not in a position to directly address the adverse impacts, they are expected to use their leverage to seek to end and remediate the abuse. In this case, you have a clear responsibility to use your powerful individual and collective influence to call on FIFA to establish a comprehensive programme to provide effective remedy for the hundreds of thousands of people who have suffered labour abuses to make the World Cup possible in Qatar.

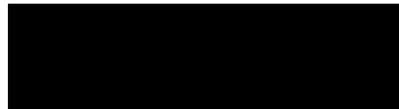
We note that Budweiser owner AB InBev has said that they “support access to procedures that can achieve fair remedies to migrant workers who have been negatively affected.” This is a positive starting point, but we urge all sponsors and partners to fulfil their own human rights responsibilities, including by making unequivocal public calls for remedy.

We would welcome receiving your response to this letter by August 12, 2022. These replies may be used in future public communications.

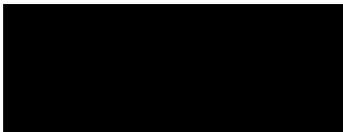
Sincerely,



Minky Worden  
Director of Global Initiatives  
Human Rights Watch



Nicholas McGeehan  
Director  
FairSquare



Stephen Cockburn  
Deputy Director, Head of Economic and Social Justice  
Amnesty International



July 31, 2022

Chris Kempczinski  
President and Chief Executive Officer



**Re: FIFA Qatar 2022 World Cup**

Dear Mr. Kempczinski,

We are writing to you in your capacity as FIFA Partners and World Cup Qatar 2022 sponsors to request that you publicly call on FIFA to establish a comprehensive programme to ensure remedy for all labour rights abuses related to the preparation and delivery of the tournament. This would represent an important step towards fulfilling your corporate responsibilities under the globally endorsed United Nations Guiding Principles on Business and Human Rights (UN Guiding Principles). Attached as an annex is the detailed request that a coalition of nongovernmental organizations, including Amnesty International, Human Rights Watch, and Building and Woodworkers International sent in a letter to FIFA President Gianni Infantino on May 17, 2022.

As that letter makes clear, the preparation for the 2022 World Cup in Qatar was accompanied by foreseeable risks to the fundamental human rights of migrant workers. At the time of Qatar's bid to host the tournament, the country's exploitative labour system was already well documented by a wide range of organizations, including the International Labour Organization, human rights groups, media outlets, and special procedures of the United Nations Human Rights Council. These speak to the extent and gravity of the abuses in Qatar.

FIFA executives therefore knew or should have known about the serious risk of adverse human rights impacts. Yet they awarded Qatar the right to host the tournament without imposing on the government any conditions or guarantees to protect migrant workers, and subsequently failed to

take timely steps to effectively prevent or mitigate such abuses. Indeed, while major infrastructure, accommodation and transportation projects were key elements of Qatar's bid to host the World Cup, FIFA did not even raise human rights concerns with the Local Organising Committee until May 2015 and before 2015 had [not considered](#) the adverse human rights impacts resulting from [construction](#) of World Cup stadiums to be its responsibility.

As a result of the above failures, FIFA contributed to the widespread labour abuses that followed its decision, and over the last 12 years we have seen the inevitable consequences of a migrant labour [system](#) that has long granted employers disproportionate control over migrant workers' immigration and employment status, and thereby their lives.

Since 2010, hundreds of thousands of workers who toiled to make the World Cup possible have paid exorbitant and illegal recruitment fees, while others were [cheated out of their wages](#) by abusive employers, made to work excessive hours, or fell victim [to forced labour](#) – a contemporary form of slavery. Qatari authorities [have also failed to investigate the causes of deaths of thousands of migrant workers](#) since 2010, a significant number of which may be linked to working in the country's extreme heat and humidity without adequate protection, and could have been prevented with effective health and safety safeguards.

While there has been some belated progress in recent years, it remains far from enough. The Qatar government has, for example, taken important steps since 2017 to reform the Kafala sponsorship system, but weak implementation of these and other laws means that serious labour abuses persist. New legislation on heat stress improves protection for workers, but [leading experts](#) have judged that it remains too little, too late, and we have seen no sign of attempts to improve post-mortem investigation or death certification procedures.

Since 2017, FIFA has also introduced a Human Rights Policy and published a joint FIFA World Cup Qatar 2022 Sustainability Strategy. Further, the Supreme Committee's Workers' Welfare Standards have improved the working and living conditions of people contributing to the delivery of World Cup stadiums, and these have recently been expanded to cover workers providing services to FIFA tournament sites. However, while these are important initiatives, they apply only to a fraction of those involved in tournament delivery, and we have continued to document a wide range of abuses including forced labour in operations related to the World Cup.

Crucially, neither Qatar's reforms nor FIFA's initiatives provide effective and timely access to remedy for the hundreds of thousands of migrant workers who have suffered labour abuses since

the tournament was awarded. Labour tribunals and compensation funds introduced by Qatar in 2018, for example, only cover issues of unpaid wages and benefits, and only allow cases to be submitted within one year of the violation taking place. They are also almost impossible to access for workers who have left Qatar. It is unconscionable that so many people who suffered abuses or lost loved ones to make the world's most popular sporting tournament possible in Qatar are yet to receive remedy – including but not limited to, financial compensation.

As per the UN Guiding Principles, your commercial partnerships with FIFA's Qatar World Cup 2022 mean that your companies are directly linked to those abuses that FIFA failed to prevent or mitigate, even if you may not have contributed to them. FIFA's own annual reports show that, collectively, FIFA World Cup Partners and sponsors will provide the vast majority of over US\$1.7 billion in marketing revenue that FIFA will generate during the 2022 World Cup cycle, including over \$1.3 billion in 2022 alone. Representing over a quarter of FIFA's predicted total global income, your companies are clearly integral to FIFA's business operations. Through the publicity generated by the World Cup, and the resulting revenue, your companies will be benefitting from abuses committed in the preparation and delivery of the tournament. This should be of profound concern to you, your customers, and your shareholders – and a reason to take action.

The UN Guiding Principles stipulate that all businesses are expected to conduct due diligence to identify human rights risks linked to their business activities and take adequate measures for their prevention, mitigation and, where appropriate, remediation. Where a business is not in a position to directly address the adverse impacts, they are expected to use their leverage to seek to end and remediate the abuse. In this case, you have a clear responsibility to use your powerful individual and collective influence to call on FIFA to establish a comprehensive programme to provide effective remedy for the hundreds of thousands of people who have suffered labour abuses to make the World Cup possible in Qatar.

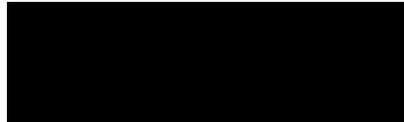
We note that Budweiser owner AB InBev has said that they “support access to procedures that can achieve fair remedies to migrant workers who have been negatively affected.” This is a positive starting point, but we urge all sponsors and partners to fulfil their own human rights responsibilities, including by making unequivocal public calls for remedy.

We would welcome receiving your response to this letter by August 12, 2022. These replies may be used in future public communications.

Sincerely,



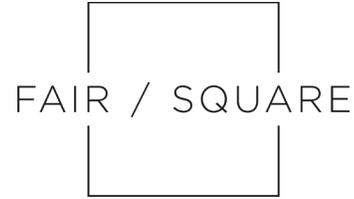
Minky Worden  
Director of Global Initiatives  
Human Rights Watch



Nicholas McGeehan  
Director  
FairSquare



Stephen Cockburn  
Deputy Director, Head of Economic and Social Justice  
Amnesty International



July 31, 2022

Mr. Lu Minfang  
President  
China Mengniu Dairy Company Limited



**Re: FIFA Qatar 2022 World Cup**

Dear Mr. Lu Minfang,

We are writing to you in your capacity as FIFA Partners and World Cup Qatar 2022 sponsors to request that you publicly call on FIFA to establish a comprehensive programme to ensure remedy for all labour rights abuses related to the preparation and delivery of the tournament. This would represent an important step towards fulfilling your corporate responsibilities under the globally endorsed United Nations Guiding Principles on Business and Human Rights (UN Guiding Principles). Attached as an annex is the detailed request that a coalition of nongovernmental organizations, including Amnesty International, Human Rights Watch, and Building and Woodworkers International sent in a letter to FIFA President Gianni Infantino on May 17, 2022.

As that letter makes clear, the preparation for the 2022 World Cup in Qatar was accompanied by foreseeable risks to the fundamental human rights of migrant workers. At the time of Qatar's bid to host the tournament, the country's exploitative labour system was already well documented by a wide range of organizations, including the International Labour Organization, human rights groups, media outlets, and special procedures of the United Nations Human Rights Council. These speak to the extent and gravity of the abuses in Qatar.

FIFA executives therefore knew or should have known about the serious risk of adverse human rights impacts. Yet they awarded Qatar the right to host the tournament without imposing on the

government any conditions or guarantees to protect migrant workers, and subsequently failed to take timely steps to effectively prevent or mitigate such abuses. Indeed, while major infrastructure, accommodation and transportation projects were key elements of Qatar's bid to host the World Cup, FIFA did not even raise human rights concerns with the Local Organising Committee until May 2015 and before 2015 had [not considered](#) the adverse human rights impacts resulting from [construction](#) of World Cup stadiums to be its responsibility.

As a result of the above failures, FIFA contributed to the widespread labour abuses that followed its decision, and over the last 12 years we have seen the inevitable consequences of a migrant labour [system](#) that has long granted employers disproportionate control over migrant workers' immigration and employment status, and thereby their lives.

Since 2010, hundreds of thousands of workers who toiled to make the World Cup possible have paid exorbitant and illegal recruitment fees, while others were [cheated out of their wages](#) by abusive employers, made to work excessive hours, or fell victim [to forced labour](#) – a contemporary form of slavery. Qatari authorities [have also failed to investigate the causes of deaths of thousands of migrant workers](#) since 2010, a significant number of which may be linked to working in the country's extreme heat and humidity without adequate protection, and could have been prevented with effective health and safety safeguards.

While there has been some belated progress in recent years, it remains far from enough. The Qatar government has, for example, taken important steps since 2017 to reform the Kafala sponsorship system, but weak implementation of these and other laws means that serious labour abuses persist. New legislation on heat stress improves protection for workers, but [leading experts](#) have judged that it remains too little, too late, and we have seen no sign of attempts to improve post-mortem investigation or death certification procedures.

Since 2017, FIFA has also introduced a Human Rights Policy and published a joint FIFA World Cup Qatar 2022 Sustainability Strategy. Further, the Supreme Committee's Workers' Welfare Standards have improved the working and living conditions of people contributing to the delivery of World Cup stadiums, and these have recently been expanded to cover workers providing services to FIFA tournament sites. However, while these are important initiatives, they apply only to a fraction of those involved in tournament delivery, and we have continued to document a wide range of abuses including forced labour in operations related to the World Cup.

Crucially, neither Qatar’s reforms nor FIFA’s initiatives provide effective and timely access to remedy for the hundreds of thousands of migrant workers who have suffered labour abuses since the tournament was awarded. Labour tribunals and compensation funds introduced by Qatar in 2018, for example, only cover issues of unpaid wages and benefits, and only allow cases to be submitted within one year of the violation taking place. They are also almost impossible to access for workers who have left Qatar. It is unconscionable that so many people who suffered abuses or lost loved ones to make the world’s most popular sporting tournament possible in Qatar are yet to receive remedy – including but not limited to, financial compensation.

As per the UN Guiding Principles, your commercial partnerships with FIFA’s Qatar World Cup 2022 mean that your companies are directly linked to those abuses that FIFA failed to prevent or mitigate, even if you may not have contributed to them. FIFA’s own annual reports show that, collectively, FIFA World Cup Partners and sponsors will provide the vast majority of over US\$1.7 billion in marketing revenue that FIFA will generate during the 2022 World Cup cycle, including over \$1.3 billion in 2022 alone. Representing over a quarter of FIFA’s predicted total global income, your companies are clearly integral to FIFA’s business operations. Through the publicity generated by the World Cup, and the resulting revenue, your companies will be benefitting from abuses committed in the preparation and delivery of the tournament. This should be of profound concern to you, your customers, and your shareholders – and a reason to take action.

The UN Guiding Principles stipulate that all businesses are expected to conduct due diligence to identify human rights risks linked to their business activities and take adequate measures for their prevention, mitigation and, where appropriate, remediation. Where a business is not in a position to directly address the adverse impacts, they are expected to use their leverage to seek to end and remediate the abuse. In this case, you have a clear responsibility to use your powerful individual and collective influence to call on FIFA to establish a comprehensive programme to provide effective remedy for the hundreds of thousands of people who have suffered labour abuses to make the World Cup possible in Qatar.

We note that Budweiser owner AB InBev has said that they “support access to procedures that can achieve fair remedies to migrant workers who have been negatively affected.” This is a positive starting point, but we urge all sponsors and partners to fulfil their own human rights responsibilities, including by making unequivocal public calls for remedy.

We would welcome receiving your response to this letter by August 12, 2022. These replies may be used in future public communications.

Sincerely,



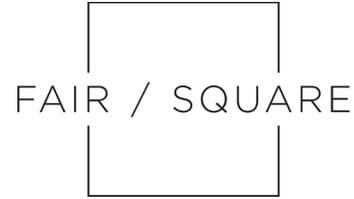
Minky Worden  
Director of Global Initiatives  
Human Rights Watch



Nicholas McGeehan  
Director  
FairSquare



Stephen Cockburn  
Deputy Director, Head of Economic and Social Justice  
Amnesty International



July 31, 2022

His Excellency Mr. Akbar Al Baker  
Group Chief Executive  
Qatar Airways



**Re: FIFA Qatar 2022 World Cup**

Your Excellency,

We are writing to you in your capacity as FIFA Partners and World Cup Qatar 2022 sponsors to request that you publicly call on FIFA to establish a comprehensive programme to ensure remedy for all labour rights abuses related to the preparation and delivery of the tournament. This would represent an important step towards fulfilling your corporate responsibilities under the globally endorsed United Nations Guiding Principles on Business and Human Rights (UN Guiding Principles). Attached as an annex is the detailed request that a coalition of nongovernmental organizations, including Amnesty International, Human Rights Watch, and Building and Woodworkers International sent in a letter to FIFA President Gianni Infantino on May 17, 2022.

As that letter makes clear, the preparation for the 2022 World Cup in Qatar was accompanied by foreseeable risks to the fundamental human rights of migrant workers. At the time of Qatar's bid to host the tournament, the country's exploitative labour system was already well documented by a wide range of organizations, including the International Labour Organization, human rights groups, media outlets, and special procedures of the United Nations Human Rights Council. These speak to the extent and gravity of the abuses in Qatar.

FIFA executives therefore knew or should have known about the serious risk of adverse human rights impacts. Yet they awarded Qatar the right to host the tournament without imposing on the government any conditions or guarantees to protect migrant workers, and subsequently failed to take timely steps to effectively prevent or mitigate such abuses. Indeed, while major infrastructure, accommodation and transportation projects were key elements of Qatar's bid to host the World Cup, FIFA did not even raise human rights concerns with the Local Organising Committee until May 2015 and before 2015 had [not considered](#) the adverse human rights impacts resulting from [construction](#) of World Cup stadiums to be its responsibility.

As a result of the above failures, FIFA contributed to the widespread labour abuses that followed its decision, and over the last 12 years we have seen the inevitable consequences of a migrant labour [system](#) that has long granted employers disproportionate control over migrant workers' immigration and employment status, and thereby their lives.

Since 2010, hundreds of thousands of workers who toiled to make the World Cup possible have paid exorbitant and illegal recruitment fees, while others were [cheated out of their wages](#) by abusive employers, made to work excessive hours, or fell victim [to forced labour](#) – a contemporary form of slavery. Qatari authorities [have also failed to investigate the causes of deaths of thousands of migrant workers](#) since 2010, a significant number of which may be linked to working in the country's extreme heat and humidity without adequate protection, and could have been prevented with effective health and safety safeguards.

While there has been some belated progress in recent years, it remains far from enough. The Qatar government has, for example, taken important steps since 2017 to reform the Kafala sponsorship system, but weak implementation of these and other laws means that serious labour abuses persist. New legislation on heat stress improves protection for workers, but [leading experts](#) have judged that it remains too little, too late, and we have seen no sign of attempts to improve post-mortem investigation or death certification procedures.

Since 2017, FIFA has also introduced a Human Rights Policy and published a joint FIFA World Cup Qatar 2022 Sustainability Strategy. Further, the Supreme Committee's Workers' Welfare Standards have improved the working and living conditions of people contributing to the delivery of World Cup stadiums, and these have recently been expanded to cover workers providing services to FIFA tournament sites. However, while these are important initiatives, they apply only to a fraction of those involved in tournament delivery, and we have continued to document a wide range of abuses including forced labour in operations related to the World Cup.

Crucially, neither Qatar’s reforms nor FIFA’s initiatives provide effective and timely access to remedy for the hundreds of thousands of migrant workers who have suffered labour abuses since the tournament was awarded. Labour tribunals and compensation funds introduced by Qatar in 2018, for example, only cover issues of unpaid wages and benefits, and only allow cases to be submitted within one year of the violation taking place. They are also almost impossible to access for workers who have left Qatar. It is unconscionable that so many people who suffered abuses or lost loved ones to make the world’s most popular sporting tournament possible in Qatar are yet to receive remedy – including but not limited to, financial compensation.

As per the UN Guiding Principles, your commercial partnerships with FIFA’s Qatar World Cup 2022 mean that your companies are directly linked to those abuses that FIFA failed to prevent or mitigate, even if you may not have contributed to them. FIFA’s own annual reports show that, collectively, FIFA World Cup Partners and sponsors will provide the vast majority of over US\$1.7 billion in marketing revenue that FIFA will generate during the 2022 World Cup cycle, including over \$1.3 billion in 2022 alone. Representing over a quarter of FIFA’s predicted total global income, your companies are clearly integral to FIFA’s business operations. Through the publicity generated by the World Cup, and the resulting revenue, your companies will be benefitting from abuses committed in the preparation and delivery of the tournament. This should be of profound concern to you, your customers, and your shareholders – and a reason to take action.

The UN Guiding Principles stipulate that all businesses are expected to conduct due diligence to identify human rights risks linked to their business activities and take adequate measures for their prevention, mitigation and, where appropriate, remediation. Where a business is not in a position to directly address the adverse impacts, they are expected to use their leverage to seek to end and remediate the abuse. In this case, you have a clear responsibility to use your powerful individual and collective influence to call on FIFA to establish a comprehensive programme to provide effective remedy for the hundreds of thousands of people who have suffered labour abuses to make the World Cup possible in Qatar.

We note that Budweiser owner AB InBev has said that they “support access to procedures that can achieve fair remedies to migrant workers who have been negatively affected.” This is a positive starting point, but we urge all sponsors and partners to fulfil their own human rights responsibilities, including by making unequivocal public calls for remedy.

We would welcome receiving your response to this letter by August 12, 2022. These replies may be used in future public communications.

Sincerely,



Minky Worden  
Director of Global Initiatives  
Human Rights Watch



Nicholas McGeehan  
Director  
FairSquare

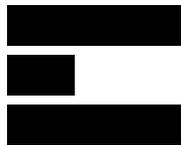


Stephen Cockburn  
Deputy Director, Head of Economic and Social Justice  
Amnesty International



July 31, 2022

His Excellency Mr. Saad Sherida Al-Kaabi  
Deputy Chairman, President & CEO, QatarEnergy  
Minister of State for Energy Affairs, Government of Qatar



**Re: FIFA Qatar 2022 World Cup**

Your Excellency,

We are writing to you in your capacity as FIFA Partners and World Cup Qatar 2022 sponsors to request that you publicly call on FIFA to establish a comprehensive programme to ensure remedy for all labour rights abuses related to the preparation and delivery of the tournament. This would represent an important step towards fulfilling your corporate responsibilities under the globally endorsed United Nations Guiding Principles on Business and Human Rights (UN Guiding Principles). Attached as an annex is the detailed request that a coalition of nongovernmental organizations, including Amnesty International, Human Rights Watch, and Building and Woodworkers International sent in a letter to FIFA President Gianni Infantino on May 17, 2022.

As that letter makes clear, the preparation for the 2022 World Cup in Qatar was accompanied by foreseeable risks to the fundamental human rights of migrant workers. At the time of Qatar's bid to host the tournament, the country's exploitative labour system was already well documented by a wide range of organizations, including the International Labour Organization, human rights groups, media outlets, and special procedures of the United Nations Human Rights Council. These speak to the extent and gravity of the abuses in Qatar.

FIFA executives therefore knew or should have known about the serious risk of adverse human rights impacts. Yet they awarded Qatar the right to host the tournament without imposing on the government any conditions or guarantees to protect migrant workers, and subsequently failed to take timely steps to effectively prevent or mitigate such abuses. Indeed, while major infrastructure, accommodation and transportation projects were key elements of Qatar's bid to host the World Cup, FIFA did not even raise human rights concerns with the Local Organising Committee until May 2015 and before 2015 had [not considered](#) the adverse human rights impacts resulting from [construction](#) of World Cup stadiums to be its responsibility.

As a result of the above failures, FIFA contributed to the widespread labour abuses that followed its decision, and over the last 12 years we have seen the inevitable consequences of a migrant labour [system](#) that has long granted employers disproportionate control over migrant workers' immigration and employment status, and thereby their lives.

Since 2010, hundreds of thousands of workers who toiled to make the World Cup possible have paid exorbitant and illegal recruitment fees, while others were [cheated out of their wages](#) by abusive employers, made to work excessive hours, or fell victim [to forced labour](#) – a contemporary form of slavery. Qatari authorities [have also failed to investigate the causes of deaths of thousands of migrant workers](#) since 2010, a significant number of which may be linked to working in the country's extreme heat and humidity without adequate protection, and could have been prevented with effective health and safety safeguards.

While there has been some belated progress in recent years, it remains far from enough. The Qatar government has, for example, taken important steps since 2017 to reform the Kafala sponsorship system, but weak implementation of these and other laws means that serious labour abuses persist. New legislation on heat stress improves protection for workers, but [leading experts](#) have judged that it remains too little, too late, and we have seen no sign of attempts to improve post-mortem investigation or death certification procedures.

Since 2017, FIFA has also introduced a Human Rights Policy and published a joint FIFA World Cup Qatar 2022 Sustainability Strategy. Further, the Supreme Committee's Workers' Welfare Standards have improved the working and living conditions of people contributing to the delivery of World Cup stadiums, and these have recently been expanded to cover workers providing services to FIFA tournament sites. However, while these are important initiatives, they apply only to a fraction of those involved in tournament delivery, and we have continued to document a wide range of abuses including forced labour in operations related to the World Cup.

Crucially, neither Qatar’s reforms nor FIFA’s initiatives provide effective and timely access to remedy for the hundreds of thousands of migrant workers who have suffered labour abuses since the tournament was awarded. Labour tribunals and compensation funds introduced by Qatar in 2018, for example, only cover issues of unpaid wages and benefits, and only allow cases to be submitted within one year of the violation taking place. They are also almost impossible to access for workers who have left Qatar. It is unconscionable that so many people who suffered abuses or lost loved ones to make the world’s most popular sporting tournament possible in Qatar are yet to receive remedy – including but not limited to, financial compensation.

As per the UN Guiding Principles, your commercial partnerships with FIFA’s Qatar World Cup 2022 mean that your companies are directly linked to those abuses that FIFA failed to prevent or mitigate, even if you may not have contributed to them. FIFA’s own annual reports show that, collectively, FIFA World Cup Partners and sponsors will provide the vast majority of over US\$1.7 billion in marketing revenue that FIFA will generate during the 2022 World Cup cycle, including over \$1.3 billion in 2022 alone. Representing over a quarter of FIFA’s predicted total global income, your companies are clearly integral to FIFA’s business operations. Through the publicity generated by the World Cup, and the resulting revenue, your companies will be benefitting from abuses committed in the preparation and delivery of the tournament. This should be of profound concern to you, your customers, and your shareholders – and a reason to take action.

The UN Guiding Principles stipulate that all businesses are expected to conduct due diligence to identify human rights risks linked to their business activities and take adequate measures for their prevention, mitigation and, where appropriate, remediation. Where a business is not in a position to directly address the adverse impacts, they are expected to use their leverage to seek to end and remediate the abuse. In this case, you have a clear responsibility to use your powerful individual and collective influence to call on FIFA to establish a comprehensive programme to provide effective remedy for the hundreds of thousands of people who have suffered labour abuses to make the World Cup possible in Qatar.

We note that Budweiser owner AB InBev has said that they “support access to procedures that can achieve fair remedies to migrant workers who have been negatively affected.” This is a positive starting point, but we urge all sponsors and partners to fulfil their own human rights responsibilities, including by making unequivocal public calls for remedy.

We would welcome receiving your response to this letter by August 12, 2022. These replies may be used in future public communications.

Sincerely,



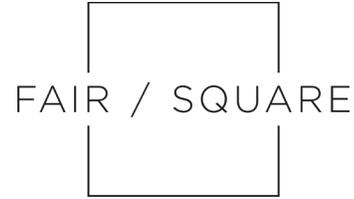
Minky Worden  
Director of Global Initiatives  
Human Rights Watch



Nicholas McGeehan  
Director  
FairSquare



Stephen Cockburn  
Deputy Director, Head of Economic and Social Justice  
Amnesty International



July 31, 2022

Alfred F. Kelly, Jr.  
Chairman and Chief Executive Officer  
Visa



**Re: FIFA Qatar 2022 World Cup**

Dear Mr. Kelly,

We are writing to you in your capacity as FIFA Partners and World Cup Qatar 2022 sponsors to request that you publicly call on FIFA to establish a comprehensive programme to ensure remedy for all labour rights abuses related to the preparation and delivery of the tournament. This would represent an important step towards fulfilling your corporate responsibilities under the globally endorsed United Nations Guiding Principles on Business and Human Rights (UN Guiding Principles). Attached as an annex is the detailed request that a coalition of nongovernmental organizations, including Amnesty International, Human Rights Watch, and Building and Woodworkers International sent in a letter to FIFA President Gianni Infantino on May 17, 2022.

As that letter makes clear, the preparation for the 2022 World Cup in Qatar was accompanied by foreseeable risks to the fundamental human rights of migrant workers. At the time of Qatar's bid to host the tournament, the country's exploitative labour system was already well documented by a wide range of organizations, including the International Labour Organization, human rights groups, media outlets, and special procedures of the United Nations Human Rights Council. These speak to the extent and gravity of the abuses in Qatar.

FIFA executives therefore knew or should have known about the serious risk of adverse human rights impacts. Yet they awarded Qatar the right to host the tournament without imposing on the

government any conditions or guarantees to protect migrant workers, and subsequently failed to take timely steps to effectively prevent or mitigate such abuses. Indeed, while major infrastructure, accommodation and transportation projects were key elements of Qatar's bid to host the World Cup, FIFA did not even raise human rights concerns with the Local Organising Committee until May 2015 and before 2015 had [not considered](#) the adverse human rights impacts resulting from [construction](#) of World Cup stadiums to be its responsibility.

As a result of the above failures, FIFA contributed to the widespread labour abuses that followed its decision, and over the last 12 years we have seen the inevitable consequences of a migrant labour [system](#) that has long granted employers disproportionate control over migrant workers' immigration and employment status, and thereby their lives.

Since 2010, hundreds of thousands of workers who toiled to make the World Cup possible have paid exorbitant and illegal recruitment fees, while others were [cheated out of their wages](#) by abusive employers, made to work excessive hours, or fell victim [to forced labour](#) – a contemporary form of slavery. Qatari authorities [have also failed to investigate the causes of deaths of thousands of migrant workers](#) since 2010, a significant number of which may be linked to working in the country's extreme heat and humidity without adequate protection, and could have been prevented with effective health and safety safeguards.

While there has been some belated progress in recent years, it remains far from enough. The Qatar government has, for example, taken important steps since 2017 to reform the Kafala sponsorship system, but weak implementation of these and other laws means that serious labour abuses persist. New legislation on heat stress improves protection for workers, but [leading experts](#) have judged that it remains too little, too late, and we have seen no sign of attempts to improve post-mortem investigation or death certification procedures.

Since 2017, FIFA has also introduced a Human Rights Policy and published a joint FIFA World Cup Qatar 2022 Sustainability Strategy. Further, the Supreme Committee's Workers' Welfare Standards have improved the working and living conditions of people contributing to the delivery of World Cup stadiums, and these have recently been expanded to cover workers providing services to FIFA tournament sites. However, while these are important initiatives, they apply only to a fraction of those involved in tournament delivery, and we have continued to document a wide range of abuses including forced labour in operations related to the World Cup.

Crucially, neither Qatar’s reforms nor FIFA’s initiatives provide effective and timely access to remedy for the hundreds of thousands of migrant workers who have suffered labour abuses since the tournament was awarded. Labour tribunals and compensation funds introduced by Qatar in 2018, for example, only cover issues of unpaid wages and benefits, and only allow cases to be submitted within one year of the violation taking place. They are also almost impossible to access for workers who have left Qatar. It is unconscionable that so many people who suffered abuses or lost loved ones to make the world’s most popular sporting tournament possible in Qatar are yet to receive remedy – including but not limited to, financial compensation.

As per the UN Guiding Principles, your commercial partnerships with FIFA’s Qatar World Cup 2022 mean that your companies are directly linked to those abuses that FIFA failed to prevent or mitigate, even if you may not have contributed to them. FIFA’s own annual reports show that, collectively, FIFA World Cup Partners and sponsors will provide the vast majority of over US\$1.7 billion in marketing revenue that FIFA will generate during the 2022 World Cup cycle, including over \$1.3 billion in 2022 alone. Representing over a quarter of FIFA’s predicted total global income, your companies are clearly integral to FIFA’s business operations. Through the publicity generated by the World Cup, and the resulting revenue, your companies will be benefitting from abuses committed in the preparation and delivery of the tournament. This should be of profound concern to you, your customers, and your shareholders – and a reason to take action.

The UN Guiding Principles stipulate that all businesses are expected to conduct due diligence to identify human rights risks linked to their business activities and take adequate measures for their prevention, mitigation and, where appropriate, remediation. Where a business is not in a position to directly address the adverse impacts, they are expected to use their leverage to seek to end and remediate the abuse. In this case, you have a clear responsibility to use your powerful individual and collective influence to call on FIFA to establish a comprehensive programme to provide effective remedy for the hundreds of thousands of people who have suffered labour abuses to make the World Cup possible in Qatar.

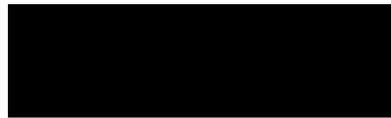
We note that Budweiser owner AB InBev has said that they “support access to procedures that can achieve fair remedies to migrant workers who have been negatively affected.” This is a positive starting point, but we urge all sponsors and partners to fulfil their own human rights responsibilities, including by making unequivocal public calls for remedy.

We would welcome receiving your response to this letter by August 12, 2022. These replies may be used in future public communications.

Sincerely,



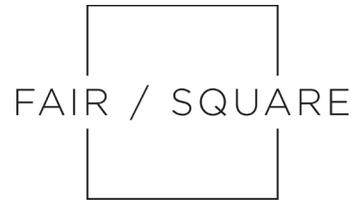
Minky Worden  
Director of Global Initiatives  
Human Rights Watch



Nicholas McGeehan  
Director  
FairSquare



Stephen Cockburn  
Deputy Director, Head of Economic and Social Justice  
Amnesty International



July 31, 2022

Mr. Shen Wei  
Founder, President, and CEO  
vivo Mobile Communication Co., Ltd  
[REDACTED]  
[REDACTED]  
[REDACTED]

**Re: FIFA Qatar 2022 World Cup**

Dear Mr. Shen Wei,

We are writing to you in your capacity as FIFA Partners and World Cup Qatar 2022 sponsors to request that you publicly call on FIFA to establish a comprehensive programme to ensure remedy for all labour rights abuses related to the preparation and delivery of the tournament. This would represent an important step towards fulfilling your corporate responsibilities under the globally endorsed United Nations Guiding Principles on Business and Human Rights (UN Guiding Principles). Attached as an annex is the detailed request that a coalition of nongovernmental organizations, including Amnesty International, Human Rights Watch, and Building and Woodworkers International sent in a letter to FIFA President Gianni Infantino on May 17, 2022.

As that letter makes clear, the preparation for the 2022 World Cup in Qatar was accompanied by foreseeable risks to the fundamental human rights of migrant workers. At the time of Qatar's bid to host the tournament, the country's exploitative labour system was already well documented by a wide range of organizations, including the International Labour Organization, human rights groups, media outlets, and special procedures of the United Nations Human Rights Council. These speak to the extent and gravity of the abuses in Qatar.

FIFA executives therefore knew or should have known about the serious risk of adverse human rights impacts. Yet they awarded Qatar the right to host the tournament without imposing on the government any conditions or guarantees to protect migrant workers, and subsequently failed to take timely steps to effectively prevent or mitigate such abuses. Indeed, while major infrastructure, accommodation and transportation projects were key elements of Qatar's bid to host the World Cup, FIFA did not even raise human rights concerns with the Local Organising Committee until May 2015 and before 2015 had [not considered](#) the adverse human rights impacts resulting from [construction](#) of World Cup stadiums to be its responsibility.

As a result of the above failures, FIFA contributed to the widespread labour abuses that followed its decision, and over the last 12 years we have seen the inevitable consequences of a migrant labour [system](#) that has long granted employers disproportionate control over migrant workers' immigration and employment status, and thereby their lives.

Since 2010, hundreds of thousands of workers who toiled to make the World Cup possible have paid exorbitant and illegal recruitment fees, while others were [cheated out of their wages](#) by abusive employers, made to work excessive hours, or fell victim [to forced labour](#) – a contemporary form of slavery. Qatari authorities [have also failed to investigate the causes of deaths of thousands of migrant workers](#) since 2010, a significant number of which may be linked to working in the country's extreme heat and humidity without adequate protection, and could have been prevented with effective health and safety safeguards.

While there has been some belated progress in recent years, it remains far from enough. The Qatar government has, for example, taken important steps since 2017 to reform the Kafala sponsorship system, but weak implementation of these and other laws means that serious labour abuses persist. New legislation on heat stress improves protection for workers, but [leading experts](#) have judged that it remains too little, too late, and we have seen no sign of attempts to improve post-mortem investigation or death certification procedures.

Since 2017, FIFA has also introduced a Human Rights Policy and published a joint FIFA World Cup Qatar 2022 Sustainability Strategy. Further, the Supreme Committee's Workers' Welfare Standards have improved the working and living conditions of people contributing to the delivery of World Cup stadiums, and these have recently been expanded to cover workers providing services to FIFA tournament sites. However, while these are important initiatives, they apply only to a fraction of those involved in tournament delivery, and we have continued to document a wide range of abuses including forced labour in operations related to the World Cup.

Crucially, neither Qatar’s reforms nor FIFA’s initiatives provide effective and timely access to remedy for the hundreds of thousands of migrant workers who have suffered labour abuses since the tournament was awarded. Labour tribunals and compensation funds introduced by Qatar in 2018, for example, only cover issues of unpaid wages and benefits, and only allow cases to be submitted within one year of the violation taking place. They are also almost impossible to access for workers who have left Qatar. It is unconscionable that so many people who suffered abuses or lost loved ones to make the world’s most popular sporting tournament possible in Qatar are yet to receive remedy – including but not limited to, financial compensation.

As per the UN Guiding Principles, your commercial partnerships with FIFA’s Qatar World Cup 2022 mean that your companies are directly linked to those abuses that FIFA failed to prevent or mitigate, even if you may not have contributed to them. FIFA’s own annual reports show that, collectively, FIFA World Cup Partners and sponsors will provide the vast majority of over US\$1.7 billion in marketing revenue that FIFA will generate during the 2022 World Cup cycle, including over \$1.3 billion in 2022 alone. Representing over a quarter of FIFA’s predicted total global income, your companies are clearly integral to FIFA’s business operations. Through the publicity generated by the World Cup, and the resulting revenue, your companies will be benefitting from abuses committed in the preparation and delivery of the tournament. This should be of profound concern to you, your customers, and your shareholders – and a reason to take action.

The UN Guiding Principles stipulate that all businesses are expected to conduct due diligence to identify human rights risks linked to their business activities and take adequate measures for their prevention, mitigation and, where appropriate, remediation. Where a business is not in a position to directly address the adverse impacts, they are expected to use their leverage to seek to end and remediate the abuse. In this case, you have a clear responsibility to use your powerful individual and collective influence to call on FIFA to establish a comprehensive programme to provide effective remedy for the hundreds of thousands of people who have suffered labour abuses to make the World Cup possible in Qatar.

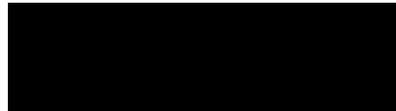
We note that Budweiser owner AB InBev has said that they “support access to procedures that can achieve fair remedies to migrant workers who have been negatively affected.” This is a positive starting point, but we urge all sponsors and partners to fulfil their own human rights responsibilities, including by making unequivocal public calls for remedy.

We would welcome receiving your response to this letter by August 12, 2022. These replies may be used in future public communications.

Sincerely,



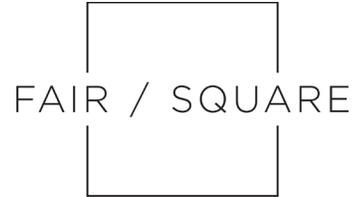
Minky Worden  
Director of Global Initiatives  
Human Rights Watch



Nicholas McGeehan  
Director  
FairSquare



Stephen Cockburn  
Deputy Director, Head of Economic and Social Justice  
Amnesty International



July 31, 2022

Wang Jianlin  
Founder and Chairman  
Wanda Group

[REDACTED]

[REDACTED]

[REDACTED]

Via email: [REDACTED]

**Re: FIFA Qatar 2022 World Cup**

Dear Mr. Wang Jianlin,

We are writing to you in your capacity as FIFA Partners and World Cup Qatar 2022 sponsors to request that you publicly call on FIFA to establish a comprehensive programme to ensure remedy for all labour rights abuses related to the preparation and delivery of the tournament. This would represent an important step towards fulfilling your corporate responsibilities under the globally endorsed United Nations Guiding Principles on Business and Human Rights (UN Guiding Principles). Attached as an annex is the detailed request that a coalition of nongovernmental organizations, including Amnesty International, Human Rights Watch, and Building and Woodworkers International sent in a letter to FIFA President Gianni Infantino on May 17, 2022.

As that letter makes clear, the preparation for the 2022 World Cup in Qatar was accompanied by foreseeable risks to the fundamental human rights of migrant workers. At the time of Qatar's bid to host the tournament, the country's exploitative labour system was already well documented by a wide range of organizations, including the International Labour Organization, human rights groups, media outlets, and special procedures of the United Nations Human Rights Council. These speak to the extent and gravity of the abuses in Qatar.

FIFA executives therefore knew or should have known about the serious risk of adverse human rights impacts. Yet they awarded Qatar the right to host the tournament without imposing on the government any conditions or guarantees to protect migrant workers, and subsequently failed to take timely steps to effectively prevent or mitigate such abuses. Indeed, while major infrastructure, accommodation and transportation projects were key elements of Qatar's bid to host the World Cup, FIFA did not even raise human rights concerns with the Local Organising Committee until May 2015 and before 2015 had [not considered](#) the adverse human rights impacts resulting from [construction](#) of World Cup stadiums to be its responsibility.

As a result of the above failures, FIFA contributed to the widespread labour abuses that followed its decision, and over the last 12 years we have seen the inevitable consequences of a migrant labour [system](#) that has long granted employers disproportionate control over migrant workers' immigration and employment status, and thereby their lives.

Since 2010, hundreds of thousands of workers who toiled to make the World Cup possible have paid exorbitant and illegal recruitment fees, while others were [cheated out of their wages](#) by abusive employers, made to work excessive hours, or fell victim [to forced labour](#) – a contemporary form of slavery. Qatari authorities [have also failed to investigate the causes of deaths of thousands of migrant workers](#) since 2010, a significant number of which may be linked to working in the country's extreme heat and humidity without adequate protection, and could have been prevented with effective health and safety safeguards.

While there has been some belated progress in recent years, it remains far from enough. The Qatar government has, for example, taken important steps since 2017 to reform the Kafala sponsorship system, but weak implementation of these and other laws means that serious labour abuses persist. New legislation on heat stress improves protection for workers, but [leading experts](#) have judged that it remains too little, too late, and we have seen no sign of attempts to improve post-mortem investigation or death certification procedures.

Since 2017, FIFA has also introduced a Human Rights Policy and published a joint FIFA World Cup Qatar 2022 Sustainability Strategy. Further, the Supreme Committee's Workers' Welfare Standards have improved the working and living conditions of people contributing to the delivery of World Cup stadiums, and these have recently been expanded to cover workers providing services to FIFA tournament sites. However, while these are important initiatives, they apply only to a fraction of those involved in tournament delivery, and we have continued to document a wide range of abuses including forced labour in operations related to the World Cup.

Crucially, neither Qatar’s reforms nor FIFA’s initiatives provide effective and timely access to remedy for the hundreds of thousands of migrant workers who have suffered labour abuses since the tournament was awarded. Labour tribunals and compensation funds introduced by Qatar in 2018, for example, only cover issues of unpaid wages and benefits, and only allow cases to be submitted within one year of the violation taking place. They are also almost impossible to access for workers who have left Qatar. It is unconscionable that so many people who suffered abuses or lost loved ones to make the world’s most popular sporting tournament possible in Qatar are yet to receive remedy – including but not limited to, financial compensation.

As per the UN Guiding Principles, your commercial partnerships with FIFA’s Qatar World Cup 2022 mean that your companies are directly linked to those abuses that FIFA failed to prevent or mitigate, even if you may not have contributed to them. FIFA’s own annual reports show that, collectively, FIFA World Cup Partners and sponsors will provide the vast majority of over US\$1.7 billion in marketing revenue that FIFA will generate during the 2022 World Cup cycle, including over \$1.3 billion in 2022 alone. Representing over a quarter of FIFA’s predicted total global income, your companies are clearly integral to FIFA’s business operations. Through the publicity generated by the World Cup, and the resulting revenue, your companies will be benefitting from abuses committed in the preparation and delivery of the tournament. This should be of profound concern to you, your customers, and your shareholders – and a reason to take action.

The UN Guiding Principles stipulate that all businesses are expected to conduct due diligence to identify human rights risks linked to their business activities and take adequate measures for their prevention, mitigation and, where appropriate, remediation. Where a business is not in a position to directly address the adverse impacts, they are expected to use their leverage to seek to end and remediate the abuse. In this case, you have a clear responsibility to use your powerful individual and collective influence to call on FIFA to establish a comprehensive programme to provide effective remedy for the hundreds of thousands of people who have suffered labour abuses to make the World Cup possible in Qatar.

We note that Budweiser owner AB InBev has said that they “support access to procedures that can achieve fair remedies to migrant workers who have been negatively affected.” This is a positive starting point, but we urge all sponsors and partners to fulfil their own human rights responsibilities, including by making unequivocal public calls for remedy.

We would welcome receiving your response to this letter by August 12, 2022. These replies may be used in future public communications.

Sincerely,



Minky Worden  
Director of Global Initiatives  
Human Rights Watch



Nicholas McGeehan  
Director  
FairSquare



Stephen Cockburn  
Deputy Director, Head of Economic and Social Justice  
Amnesty International