

To:
HE Keat Chhon
Permanent Deputy Prime Minister
Royal Government of the Kingdom of Cambodia
Phnom Penh
Cambodia

November 10, 2014

Dear Excellency,

As apparel and footwear brands affiliated with the Fair Labor Association, we are committed to fairness for workers in all countries from which we source. We are writing to express our support for improved wages and sound industrial relations in Cambodia.

We fully support the letter signed by eight European brands sourcing from Cambodia (dated September 18, 2014), which affirmed workers' right to a fair wage and called for an "inclusive and consistently applied national collective bargaining process." Similarly, we strongly agree with the brand representatives with whom you met in February and April of 2014, who urged the Cambodian government to promote freedom of association and collective bargaining in your draft union law.

Specifically, we support objective, inclusive, and productive national wage-setting negotiations that result in a minimum wage that is fair for workers. To this end, we commit to purchasing practices that help build sustainable supply chains, by incorporating locally negotiated wage increases into our FOB prices, while emphasizing the importance of related productivity and efficiency improvements.

As more and more brands reach out to you on these issues, we hope you will seriously consider how confidence in the stability of Cambodia's labor market will influence our sourcing decisions. As sourcing volumes increase in Cambodia, so too must our assurance that conflicts will be resolved peacefully, that minimum wage will be set fairly, and that workers and unions will experience a meaningful right to freedom of association and collective bargaining.

Please be assured, Excellency, of our highest consideration, and we look forward to our interaction on these vital issues in the coming months.

Copies: H.E. Sun Chanthol, Senior Minister of Commerce
 H.E. Ith Sam Heng, Minister of Labour and Vocational Training
 Amb. William Todd, United States Embassy, Phnom Penh

adidas Group

William Anderson
Head of Social & Environmental Affairs,
Asia Pacific



Ash City/alphabroder

Doug Hayes, President and CEO; and
Georgeta Navodarszky
Director of Global Sourcing &
Corporate Quality Assurance



Creative Apparel Concepts, Inc.

Scott Gray
Vice President



J. America, Inc.

Melissa Shears
Corporate Social Responsibility Manager



Nike

Nick Athanasakos, Vice President,
Global Sourcing and Manufacturing; and
Hannah Jones, Vice President,
Innovation Accelerator and Chief
Sustainability Officer



New Balance

Monica Gorman
Vice President of Global Compliance



prAna

Scott Kerslake
Chief Executive Officer, and
Nicole Bassett
Director of Sustainability



Puma

Reiner Hengstmann
Global Head of Environmental
& Social Affairs



Tailgate Clothing Company

Steve King
Vice President

