Thank you for this opportunity to address the Congress.

There have been a lot of questions and even misperceptions about the work of the Investigatory Chamber of the FIFA Ethics Committee, so I appreciate this time to talk briefly about the work we do. I want to emphasize that our work in the Investigatory Chamber and in the Ethics Committee complements other elements of this reform process. I'm grateful, as I know my colleagues in the Ethics Committee, including Judge Eckert of the Adjudicatory Chamber, are for the work of Mr. Scala, Mr. Zwanziger and others. The Ethics Committee has worked to support Mr. Zwanziger in implementing ethics reforms and structures to refer, monitor, and support investigations at the association and confederation level. We've worked with Mr. Scala and FIFA to propose revisions to make the Code of Ethics stronger still. I hope to continue supporting their work, as they have supported ours.

One reason to be optimistic about the reforms is that they are not targeted at any one individual, or at achieving any one result. They are aimed at structural changes that can promote just outcomes. In the investigation context, the reforms are aimed at establishing a process that is rigorous, but fair.

I want to highlight two particular aspects of the Code of Ethics—two tools that have played a vital role in enabling the Investigatory Chamber to do its work over the past two years.

First, the FIFA Code of Ethics requires <u>all</u> football officials—essentially, everyone who has the privilege of working in football—to cooperate with Ethics Committee investigations. And it makes real penalties available against those who fail to fulfill this obligation. We treat witnesses and parties fairly. Contrary to some reports, Ethics Committee investigators do not "swoop in" unannounced for surprise interviews. We always request meetings in advance. We allow anyone who meets with us to be accompanied by their legal counsel, and we harbor no prejudice against witnesses who exercise that right. We accommodate schedules; provide interpreters; and extend deadlines whenever possible. What is required in return—what the Code of Ethics requires—is full cooperation in establishing the facts, including complete and truthful answers to questions.

Second, the Code of Ethics grants the Investigatory Chamber complete discretion to open and pursue cases. That distinguishes FIFA, to its credit, from other organizations that have reserved power over whether investigations may be pursued in executive or other non-independent bodies. Cases have come to us over the past two years from a wide range of sources, including from tips submitted to the whistleblower hotline that the Investigatory Chamber monitors directly; from the media; from football officials; and from private citizens. Anyone who wants to come forward with potentially relevant information or documents can come to us directly. Many people have done so. We are always willing to listen to what people have to say and to review the information presented to us.

These and other Code of Ethics provisions have led to real results. Over the past two years, we have applied the Code of Ethics in cases involving, among other things: bribery and corruption; conflicts of interest; match-fixing; harassment; false statements to the Ethics Committee; and false statements in Integrity Checks.

More recently, we have been investigating the bidding process for the 2018 and 2022 World Cups. As announced publicly, over the past six months I and the Investigatory Chamber's independent Deputy Chairman, Cornel Borbely, have between us interviewed representatives of every bid team involved in that process and all FIFA Executive Committee members who were voting at that time in 2010. We have also spoken or attempted to speak to every other member of the 2010 Executive Committee, regardless of whether those individuals are active football officials. And we have spoken to many other individuals from within and outside football.

We have also reviewed tens of thousands of relevant documents, some produced by football officials as required in response to our requests, some from bid teams required to cooperate under the terms of the bidding documents they signed, and others from sources who provided material voluntarily.

Recently, there has been a fair amount of media reporting about issues and events purportedly related to the bidding for the World Cup, and there have been assertions about what material Mr. Borbely and I will or will not consider.

First, no one should assume what information we have or don't have. We've reviewed the recent reports, and all the documents referenced and attached to those reports. The vast majority of it has been available to us for some time—since well before the recent wave of news reports. That material was being and will continue to be considered to the extent relevant to the investigation into the World Cup bidding process or any other inquiry. We have gone to what appears to be the original source of the data being reported, and we are confident that we will have full access to whatever else may be in that data set. We will review that data for anything relevant prior to issuing any final report.

Second, it's impossible to know whether new information—information we have not seen—will emerge in the future. I obviously cannot speculate about what information others possess but have yet to disclose—let alone about whether that information would be new to us. What we can do, and what we have done, including in response to recent reports, is request any material others have that they believe would assist our inquiry. As we have always done, we will of course consider any and all material that is provided. What we cannot do—and what I will not do—is postpone indefinitely completing our work on the possibility someone may publish something we have not seen.

No. We will follow our process. A process aimed at considering the greatest number of issues and allegations in as thorough a manner possible. It is a process we developed and followed using the Code of Ethics. It a process we believe will produce in this case, as in all cases, a report that is comprehensive and fair to all parties.