

2025 MODERN SLAVERY STATEMENT

This statement is made on behalf of Melrose Industries PLC (“Melrose”), and its applicable UK subsidiary, GKN Aerospace Services Limited (together the “Group”), pursuant to section 54(1) of the UK Modern Slavery Act 2015 (the “Act”). It sets out the steps taken to mitigate, and ultimately eliminate, the risk of modern slavery occurring within our businesses’ operations and supply chains during the year ending 31 December 2025. Melrose Industries PLC is the ultimate parent of GKN Aerospace Services Limited. In accordance with the Act, no other subsidiaries of Melrose are required to publish a modern slavery statement.

Introduction

Modern slavery is a global issue that can occur in many different forms, including but not limited to forced labour, child labour and human trafficking.

As a global business with far-reaching complex supply chains, we recognise the important role we can play in addressing the risks of modern slavery. We are committed to eliminating modern slavery practices and respecting human rights across both our own operations and our supply chain.

We recognise the importance of the UN Guiding Principles on Business and Human Rights and the OECD Due Diligence Guidance on Responsible Business Conduct which requires businesses to:

- embed responsible business conduct into policies and management systems;
- identify and assess actual and potential adverse impacts associated with the enterprise’s operations, products, or services;
- cease, prevent and mitigate adverse impacts;
- track implementation and results;
- communicate how impacts are addressed; and
- provide for, and co-operate in, remediation when appropriate.

This statement contains the steps we are taking to address the risks of modern slavery within our organisation and throughout our supply chain. We value the ongoing engagement and collaboration with a broad range of interested and concerned internal and external stakeholder groups relating to this matter.

About us

Melrose is an industry-leading global aerospace technology business providing advanced aerospace components and systems to all major OEMs, across both civil and defence markets. Headquartered in the UK, we have 32 manufacturing locations in 12 countries spread across Europe, the US and Asia, with over 13,000 employees in 14 countries. In 2025, we had Group revenue of £3,589 million.

Our industry-leading Engines division is a trusted technology partner to all global engine manufacturers, with differentiated products helping power around 90% of the world’s major aircraft. It has significant diversification, across both civil and defence and original equipment and aftermarket. Its technology leadership, especially in additive fabrication, has earned it a position on both established next generation engine development programmes. Its key products include engine mount

structures, fan cases and turbine cases, shafts and rotating components. It also provides parts repair and aftermarket services.

Our Airframes division is a Super-Tier 1 design-to-build partner on the world's most successful and highest volume civil and military aircraft. Through differentiated technology we are well positioned as partner of choice for next generation and emerging platforms. Our Airframes division delivers flight critical structures, such as wing spars and empennages; electrical distribution systems; and aircraft windows and canopies from a global industrial footprint.

Further details on our business can be found on pages 12 to 23 of our 2025 Annual Report: www.melroseplc.net/media/qc0eu5o1/melrose-annual-report25.pdf.

Our Supply Chain

Given the global nature of our business, we make use of both local and global supply chains to provide components, raw materials and services and we have defined sourcing processes available internally which seek to standardise our approach to sourcing activities over a certain value across the Group.

The Group's top 10 countries of Tier 1 supplier locations are (i) USA, (ii) UK, (iii) France, (iv) Germany, (v) Mexico, (vi) the Netherlands, (vii) Belgium, (viii) China, (ix) Japan, and (x) Canada. Our top five commodity groups, based on expenditure are (i) Machining & Fabrications, (ii) Aircraft General Spares & Systems, (iii) Forgings & Castings, (iv) Electrics & Electronics, and (v) Raw Materials (primarily titanium and aluminium) & Composites. Whilst we note that the Group's top 10 suppliers are headquartered in low-risk countries from a modern slavery perspective, we are aware their operations may occur in higher risk countries and are cognisant of the risks associated with that.

The Group's top 5 indirect spend categories are (i) Operations (Consumables, Maintenance, Facilities Management and Energy), (ii) Corporate Services, (iii) IT & Telecoms, (iv) Tooling, and (v) Transport & Packaging.

Visibility across the Group's Tier 1 suppliers has improved through the implementation in 2024 of a third party hosted supplier and collaboration compliance portal with Assent ("**Compliance Portal**"). The Compliance Portal enables structured data collection via supplier surveys and provides real-time tracking of supplier acknowledgement and acceptance of the Group's Supplier Code of Conduct, and visibility of the controls our Tier 1 suppliers have in place.

Given the complex nature of the products being sourced by the Group and the supply chain within which we operate, visibility of our supply chain is most mature for Tier 1 suppliers. Notwithstanding this, the Group recognises the importance of enhancing visibility across the wider supply chain. Whilst the risk of modern slavery occurring within our operations and supply chain is considered low, which reflects the nature of our suppliers and our procurement profile, in 2026 we will continue to explore the most appropriate approach to mapping our wider supply chain to improve our visibility of these risks.

Our Code of Ethics and Group Compliance Policies

Our reputation for acting responsibly plays a critical role in the success of our business. We maintain high standards of ethical conduct, which is reflected in the Group compliance policies. We are committed to conducting our business with integrity and transparency, and to maintaining effective systems and controls across the Group to prevent adverse human rights impacts. Our Group compliance policies cover best practice with respect to, amongst other matters, anti-slavery and human trafficking, conflict minerals, whistleblowing, human rights, and supply chain.

The Board has overall responsibility and oversight of the Group compliance policies and procedures, which are regularly reviewed and updated to reflect current best practice and guidance with direct support from Melrose's senior management team. These policies are then flowed down to our divisions, with local management teams having day-to-day responsibility for their implementation and adherence, with upward reporting of any risks or policy breaches. Our Group compliance policies and procedures are published on our employee intranet site in English, and local management teams translate these policies as appropriate into the relevant primary employee Group languages as part of the flow down of these policies and procedures into local management systems. We undertake internal compliance checks twice yearly, which includes our site leaders providing certain site-level confirmations related to compliance with our policies. This gives us the opportunity to identify any local issues which might prevent compliance with the relevant policies, enabling us to put in place appropriate support.

Our **Code of Ethics** sits at the heart of our business culture and values and sets out:

- how we want to do business;
- the standards of behaviour and business conduct we expect both internally and with our external customers, suppliers and stakeholders;
- our commitment to upholding human rights according to international standards and to ensuring that the human rights of all our employees are protected.

All of our employees, partners, and contractors are required to adhere to our Code of Ethics. As part of our employee performance review processes, employees are asked to reflect on how they have demonstrated one of our 'Culture Principle Commitments', which are embedded into our Code of Ethics and represent core commitments expected of our employees. Our Code of Ethics is a central part of our employee onboarding and induction experience.

Our Anti-Slavery and Human Trafficking Policy sets out our zero-tolerance approach to modern slavery. It ensures that we implement effective and proportionate measures to identify, assess and mitigate potential labour and human rights abuses across our operations and supply chain, including modern slavery risk assessments, training, employee handbooks and policies in compliance with local laws and standards as a minimum.

Our Human Rights Policy sets out our zero-tolerance approach to the abuse of human rights and our commitment to upholding human rights in accordance with international standards, including supporting the principles set out in the UN Declaration of Human Rights. In particular, we do not tolerate child labour in our operations or supply chain consistent with the International Labour Organization's (ILO) Conventions on child labour and Principle Five of the United Nations Global Compact principles.

We also have a Conflict Minerals Policy, based on US legislation and OECD due diligence guidance on the definition of conflict minerals. The purpose of this policy is to ensure that, where our businesses source products or raw materials containing tantalum, tin, tungsten and gold (“3TG”), they will work with our supply chain partners to ensure compliance with applicable laws and regulations and seek to identify whether 3TG materials sourced are considered 3TG conflict-free. This in turn supports our efforts to eradicate the use of any minerals which directly or indirectly finance or benefit armed groups that are perpetrators of serious human rights abuses.

The Code of Ethics and each of the above-mentioned policies apply to all individuals working at all levels throughout the Group, which includes employees and contractors. We expect our suppliers and other business partners to conduct themselves in a manner that is consistent with the Code and our sustainability policies.

All Group compliance policies and the Code of Ethics are regularly reviewed and approved by the Board to ensure that they reflect current statutory requirements and stakeholder expectations. Updates made to any of our Group compliance policies and procedures are communicated by the policy owner directly to local management teams. During 2025, the Code of Ethics and Group compliance policies were updated in order to further tailor our compliance framework to our business risks and needs, as well as taking account of updates to applicable laws and regulations and internationally recognised standards. This review was led by the Legal function, and involved input, as appropriate, from the Sustainability, Procurement and HR functions.

As part of our Group 2025 sustainability targets and commitments, and in alignment with the United Nations Sustainable Development Goals, we are committed to the exercise of robust governance, risk management and compliance. Our performance measure for this commitment is compliance by all employees, suppliers and contractors with our Code of Ethics, conducting business with integrity and in a responsible, ethical and sustainable manner. We continue to meet this commitment.

Copies of our Code of Ethics and publicly available Group compliance policies can be found on our website at www.melroseplc.net/governance/documents-and-policies/.

Supplier Governance Framework

We are committed to maintaining high standards of ethical conduct throughout our business and within our supply chain. However, we cannot achieve this alone and so it is important that we collaborate with our suppliers and put in place the right framework to have a positive business impact. We embed our sustainability expectations and ethical requirements into our supplier relationships through our Supplier Governance Framework, which is made up of our Supplier Code of Conduct, our Standard Terms and Conditions and the Supply Chain Policy.

Our overarching Supply Chain Policy underpins our expectations of our suppliers, including contractors, vendors, service providers and their employees. This is reviewed and approved by the Board on a regular basis and covers matters including health and safety, the minimum living wage, maximum working hours and child labour and modern slavery.

Our Supplier Code of Conduct sets out the minimum standards we expect from all of our suppliers, and those who work for and support our suppliers. In particular, our Code of Conduct includes a

requirement to (i) adhere to regulations prohibiting modern slavery and human trafficking and actively promote policies which ensure that this does not occur within their business operations, (ii) not use child labour or any form of forced, bonded, or involuntary labour or withhold employee identification documents, including passports or identity papers, (iii) conduct business in a way that respects basic human rights by treating all employees with dignity and respect, and (iv) pay employees at least the minimum compensation required by local law and ensure they have access to employment contracts in their local language. The Code of Conduct also requires our suppliers to include appropriate contractual provisions in their own supply contracts to ensure that the requirements of the Code are effectively cascaded through their supply chains. Suppliers are required to inform us should there be a breach of the Code of Conduct, and they are also required to provide us with information upon request in order to demonstrate compliance with the Code.

Our Supplier Code of Conduct sets clear expectations for the responsible sourcing of raw materials, which we recognise as an area of higher human rights risk. Suppliers must comply with applicable laws and regulations on sourcing critical materials and conflict minerals, particularly where they are integrated into purchased products. Suppliers are expected to support efforts to eradicate the sourcing of materials which leads to human rights abuses and to carry out due diligence on their suppliers to reduce these risks.

The Supplier Code of Conduct is shared with our suppliers upon initial engagement, and they are asked to confirm that they have read, understood and will comply with the Code of Conduct and applicable Group policies. We share our Supplier Code of Conduct and relevant Group and country-specific policies with our suppliers via our supplier portal homepage to ensure that they are easily accessible and visible at all times.

We also engage with our suppliers based on our general purchasing conditions, which not only require suppliers to comply with our Supplier Code of Conduct and Group compliance policies available in the supplier portal, but also applicable laws and regulations, including those related to human rights, modern slavery, and the environment.

We periodically review and update our Supply Chain Policy, Supplier Code of Conduct, and our general purchasing conditions to reflect changes in the law, regulations and other requirements.

A copy of our Supply Chain Policy can be found on our website at www.melroseplc.net/governance/documents-and-policies/. A copy of our Supplier Code of Conduct can be found on our GKN Aerospace website at www.gknaerospace.com/media/21zaxxmt/gkn-aerospace-supplier-code-of-conduct.pdf.

Training

We strongly believe that policies and procedures are only as effective as the people who implement them. To that end, all of the measures we have in place to protect against modern slavery and human trafficking are backed by investment, resources and training.

We deliver a mandatory annual Group-wide training programme to create a safe and responsible working environment, support the development and establishment of our desired culture throughout the organisation, and to ensure our employees understand and comply with applicable laws and

regulations. Our training programme is supported by a Mandatory Training Policy which designates certain modules as being compulsory for all employees, enabling HR and managers to take corrective action for failure to comply.

Our employees receive training on our Code of Ethics, as well as on modern slavery and human trafficking, both at the outset of their employment and at regular intervals thereafter. Amongst other matters, the training educates employees on the issues and risks surrounding modern slavery and what to do if they suspect that modern slavery is happening internally or within the supply chain. We also provide employees with training on whistleblowing processes and procedures.

Our training modules are developed by an external training provider, with input from the Group's Legal and HR functions, in order to ensure that they are tailored to the needs of the business and are reflective of applicable laws and regulations. Members of the Group's Legal function work alongside members of the HR function to ascertain the employee population who should receive training, and this in turn is approved by the Melrose senior management team. Training on our Code of Ethics is mandatory for all employees, no matter their role or function.

The training modules are easily accessed via our employee intranet portal, and they are available in our primary employee Group languages. Employees receive regular reminders to complete their training, and training completion rates are tracked internally as a key performance indicator of employees' understanding of associated risks. Completion rates are ultimately reported to the Melrose Executive Committee. Our sites are also required to certify on a twice-yearly basis that training has been completed by employees. During 2025, over 90% of the applicable employee group population had completed training on the Code of Ethics and modern slavery and human trafficking.

Additional tailored training can be provided to relevant sites or functions depending on, for example, the level of relevance of anti-slavery and human trafficking risks to their day-to-day work. For example, our procurement teams are trained on the contents of the Supplier Code of Conduct.

Whilst there is no systematic training of suppliers, we ask our suppliers to confirm whether they provide modern slavery and human trafficking training to employees within their organisation who are responsible for the management of their supply chain. Through the Supplier Code of Conduct, we are also able to request copies of such training materials. We also promote relevant webinars via our supplier collaboration and Compliance Portal (discussed below), including on topics such as conflict minerals.

During 2025, the Group's Legal function reviewed and updated the organisation's training modules relating to the Code of Ethics, human trafficking and modern slavery, as well as whistleblowing. This review was conducted to ensure that the training modules captured any updated applicable laws and regulations and took account of key associated risks to the Group. The roll out of the updated training modules began in 2025 and is expected to continue into 2026.

Due Diligence and Ongoing Monitoring

New employee due diligence checks are a key mechanism for us to protect against the occurrence of modern slavery and human trafficking within our own organisation. Our Work Authorisation Checks Policy and processes used by local HR teams are utilised to check the documentation of all new hires and ensure they are legally entitled to do the work we are offering.

Risk-based due diligence is also undertaken for all third parties with whom we engage, whether a supplier, advisor, potential joint venture partner or other third party. As part of our tender processes, we stipulate our expectation that suppliers embrace our ethical values, including those set out in our Supplier Code of Conduct. We also screen suppliers as part of an initial onboarding process and continue to do so on a periodic basis against a range of media and denied parties databases. This process can assist us in identifying any suppliers who have been publicly identified as being engaged in modern slavery.

In 2024 we introduced a third party hosted supplier collaboration and compliance portal with Assent ("**Compliance Portal**") to support supply chain due diligence and supplier engagement. Throughout 2025, the Compliance Portal was used to gather vital information in respect of our suppliers, including enhanced supplier screening which continuously scans public sources of information and reports any potential risks and issues relating to the supplier, their suppliers, and news from the local area in which the supplier operates. The Compliance Portal covers multiple aspects of compliance matters including social impact, human rights, modern slavery, child labour and labour rights. This qualitative data is obtained from suppliers both at the outset of their engagement and periodically throughout their relationship with us.

During 2025, Assent provided training to our local site-based teams to ensure that they understood how to use the Compliance Portal and obtain maximum benefit from it. We also prepared internal guidance which sits alongside this training.

Throughout 2025, the Procurement Sustainability and Compliance Manager, along with members of our site-based procurement teams, used the Compliance Portal to undertake enhanced supplier screening checks, issue targeted supplier surveys with a focus on modern slavery and human trafficking, assess suppliers' control frameworks, and monitor supplier acceptance of the Supplier Code of Conduct. Our sites remain responsible for the day-to-day use of the Compliance Portal, but we continue to review opportunities to further strengthen oversight, including enhancing central visibility and review of the supplier compliance data.

Through the implementation and continued use of the Compliance Portal, we actively survey our suppliers on modern slavery and human trafficking, enabling a more informed understanding of the controls in place across our supply chain to prevent human trafficking and modern slavery. The conclusion of our first full year using the Compliance Portal has provided enhanced visibility of supplier practices. As use of the platform continues, we expect our understanding of supplier controls and risk profiles to develop further.

Our normal corrective action procedures are in place to address supplier non-conformance with any standard or policy, including human rights and labour issues. Any breaches of contract would be addressed in accordance with the contract. Supplier non-compliance can also be addressed through education, utilising materials available from our Compliance Portal.

Additionally, as set out in our Conflict Minerals Policy, we have strict procedures in place in respect of sourcing products or raw materials containing 3TG materials. All suppliers are required to perform due diligence to ascertain whether 3TG materials in their products are conflict-free and they must complete our Responsible Minerals Initiative reporting.

It is the responsibility of each site to retrieve evidence of suppliers' conflict minerals compliance. Our Compliance Portal has aided this process and since the implementation of the Compliance Portal, we have submitted conflict minerals surveys to over 500 suppliers. We will continue to receive responses to these surveys in 2026, and the data will be used to increase the level of analysis conductible on conflict minerals data at a global level.

Risk Management

We are committed to conducting our business with integrity and transparency, and to maintaining effective systems and controls across the Group to prevent adverse human rights impacts and to address the potential risks of modern slavery and human rights abuses. Our approach to identifying and assessing modern slavery and human rights risks is embedded within our approach to risk management. The Board is ultimately responsible for the development of the Group's overall risk management and internal control frameworks, and for reviewing and maintaining their respective effectiveness. In assisting the Board with these responsibilities, the Audit Committee reviews the effectiveness of, monitors, and oversees, the Group's risk management, internal financial control systems and processes, compliance controls, and provides both feedback and recommendations to the Board.

The Melrose Executive Committee, with support from the Melrose Legal team, the financial compliance and assurance team and other members of senior management, leads the Group-wide risk review and reporting process through the year for the benefit of the Audit Committee and the Group as a whole. The top-down, bottom-up risk review process involves multiple rounds of direct engagement with all members of the Executive Committee as well as other key senior risk owners and supports the Audit Committee's oversight of developing risk areas, mitigations, controls and trends. This is discussed by the Audit Committee twice a year.

Whilst we view the risk of modern slavery taking place within the Group's direct employee and contractor population as being low, we acknowledge that complex global supply chains operating in higher risk jurisdictions can be relevant to us, increasing the risk of the Group being affected by modern slavery and human rights issues. It is therefore a priority of ours that we have in place all reasonably necessary measures and systems to adequately address this risk.

Risk assessments form an integral part of the Group's risk management framework. In 2025, a cross functional team, formed of members of the Legal, Procurement, Sustainability and HR functions, began exploring the appropriate scope and methodology for conducting a modern slavery risk assessment within the organisation. This is currently being developed.

Mitigating Operational Risks

We consider the location of our employees and the type of work undertaken as the basis for assessing and understanding the modern slavery risks in our UK operations. In accordance with our Work Authorisation Checks Policy, all directly employed staff in our UK business are required to be UK citizens, permanent residents, or have the legal right to work in the UK. Employees are also subject to screening checks prior to starting their employment, including to verify their identity and age, right to work status, and criminal record checks.

We continue to pay all of our UK employees at least the national living wage, except for apprentices, interns, and year-in-industry students, who are paid in accordance with the national minimum wage rates for their age group.

As an equal opportunity employer, we are committed to creating a non-discriminatory and respectful working environment, with our people management processes designed to ensure that all regulated working practices and standards for just and fair treatment of all employees are upheld.

We are mindful of the risks which may arise from the engagement of third party contracted labour performing work on our behalf. Where we work with third party recruitment service providers, they are subject to our supplier due diligence process, Supplier Code of Conduct, and Supply Chain Policy.

Mitigating Supply Chain Risks

Through our Compliance Portal, we ask our key Tier 1 suppliers to complete questionnaires that cover topics related to their modern slavery and human trafficking processes and procedures. This information is then reviewed by Assent, who provide a risk rating for each supplier. This allows our Procurement function to identify and assess risks of modern slavery and human trafficking within our supply chain.

As part of this process, we conducted a 'Human Trafficking & Slavery' Survey in 2025 through the Compliance Portal to gather information on supplier processes and procedures in the context of human trafficking and modern slavery, to support the development of each supplier's risk rating. We issued surveys to over 500 of our suppliers, with those selected to participate chosen based on expenditure in the previous financial year. The results provided enhanced visibility into those suppliers' recruitment practices, policy safeguards and risk assessments, offering valuable insight into the controls that they have in place to mitigate the risk of modern slavery occurring within their organisations and the supply chain. In addition, the survey generated an average risk score across the group of suppliers who provided responses and the Group intends to prioritise the development of processes and procedures for reviewing and managing those scores throughout 2026.

The Compliance Portal also acts as a tool through which we are able to feed back to our suppliers, where considered appropriate, on any requests for improvements within their processes and procedures.

In 2025, our Sustainability and Procurement functions continued to advance our Double Materiality Assessment ("DMA") in response to upcoming requirements under the Corporate Sustainability Reporting Directive. As part of this, we reviewed the output of our 2024 work in mapping geographic

locations by site to a number of indices, including the Civil Liberties and Corruption Indices, in order to determine potential exposure to human rights and corruption risks. We also continued to review our purchased raw materials and countries of origin where there could be human rights risks in our supply chain.

The DMA remains under development, with key input being received from external stakeholders, such as investors, suppliers, customers and local councils, and internal stakeholders, including from our Procurement, Legal, Finance, HSE, Quality, Communications, HR and Sustainability functions. Further information on our DMA can be found on page 9 of our 2025 Sustainability Report: www.melroseplc.net/media/emhl4fk5/melrose_sr25.pdf

Raising Concerns

We foster a culture of encouraging our employees to 'do the right thing' and to speak up should they suspect that our Code of Ethics, culture principles, internal policies, or applicable laws and regulations are being, or will be, breached. To support this principle, we encourage our employees to raise concerns through a number of channels, including to their line managers, local HR teams, and through our whistleblowing platform. In accordance with our Whistleblowing Policy, we have a clear no-retaliation policy regarding employees raising concerns.

We operate a third party hosted, group-wide whistleblowing platform, which is monitored by the Legal and HR functions, with support from the Melrose senior management team, and oversight from the Audit Committee. Whistleblowing trends and material cases are also ultimately reported to the Board.

All employees have access to a multi-lingual online portal, together with local hotline numbers that are available 24/7, in order to raise concerns, confidentially and anonymously, about possible wrongdoing in any aspect of the business, including in relation to modern slavery and human rights matters.

The nature of issues reported through the whistleblowing hotline are continuously reviewed and investigated to identify potential risk areas and trends, so that they can in turn be mitigated and rectified.

We undertake a number of measures to raise awareness of our whistleblowing platform. This includes providing employees with whistleblowing training, delivering awareness campaigns, and including prominent posters at our sites in the relevant core employee Group language. Third parties are also able to raise concerns via our whistleblowing platform, and details on how to report concerns are included on our Supplier Portal and in the Supplier Code of Conduct. We have in the past had third parties raising concerns via our whistleblowing platform about matters concerning our supply chain (albeit not linked to modern slavery and human trafficking issues), and these matters were investigated appropriately.

No human rights violations or modern slavery issues, including those relating to forced labour, child labour or human trafficking, were reported through the whistleblowing platform in 2025. We consider the cases received through the whistleblowing platform to be a key performance indicator of the effectiveness of our anti-slavery and human trafficking practices and risk mitigations.

Through our inclusion-related questions within our annual employee engagement survey, we measure our employee's confidence in raising concerns about ethics and integrity, the results of which have improved meaningfully year-on-year. Responses to the survey can act as an early indicator of underlying risks, including those related to human rights or modern slavery, supporting the identification and mitigation of risks at an early stage. Responses to our engagement survey are collected as a qualitative data source and are reviewed by members of our HR function and the Melrose Executive Committee. If results indicate areas of concern, further investigations are undertaken by members of the relevant HR team and/or local management to identify the root cause and implement protective and preventative actions.

Outside of these reporting mechanisms, we also have Grievance Policies that apply to our UK sites. In other jurisdictions employee complaint-handling arrangements are managed through country specific policies or locally appropriate processes, with responsibility held locally to ensure alignment with applicable laws and requirements.

During 2025, we commenced work on a revised 'speaking up' campaign to raise further awareness of how employees can raise concerns, with rollout and implementation planned for 2026.

Investigating and responding to concerns

We are not aware of any modern slavery and human rights violations, including those relating to forced labour, child labour or human trafficking, within our business or in our supply chain in 2025. However, if violations were to be found within our business or directly contracted suppliers, we would treat it with the seriousness that it deserves and it would be investigated both appropriately and fully. Our Legal function would be involved in the investigation, as well as other relevant functional teams, and the matter would also be reported to the Audit Committee and Board. We would also be proactive in engaging with authorities and other relevant stakeholders in situations where this was deemed appropriate based on the information available.

If a case of modern slavery was discovered in our supply chain, the first response, within the bounds of our obligations under the Act, would be to work with the supplier to remediate the risk and potential harm caused and put in place controls to prevent it happening again. The supplier would then be subject to heightened oversight if we continued to use them. If remediation was not possible, an internal review would take place to determine whether the supplier should exit our relationship. If a supplier were to breach the modern slavery provisions of our general purchasing conditions and refused to engage with us in resolving breaches that are capable of being remedied, we would exit our relationship with them.

Key Performance Indicators

We continue to monitor, measure and evaluate the effectiveness of the steps that we are taking to ensure that modern slavery and human trafficking is not taking place within the Group or its supply chains through both qualitative and quantitative data. Examples of the key performance indicators and areas monitored include -

those monitored by our Legal, HR and Sustainability functions:

- Employee training on modern slavery and human trafficking
- Implementation of our relevant Group compliance policies and Code of Ethics
- Reports received through the whistleblowing hotline and other grievance procedures, including the investigations of those reports and outcomes

those monitored by our Procurement function:

- Supplier response rates to our modern slavery and human trafficking-related surveys through our Compliance Portal

those monitored by our HSE function:

- ensuring our sites comply with occupational health and safety legislation worldwide and setting our own requirements, based on globally recognised standards, including for the supply chain and business partners. The catalogue of measures also includes certifications such as ISO 45001, to which 63% of our sites with health and safety management systems are currently certified.

Outlook for 2026

In 2026, we will continue to support the Group in reviewing and investing in operational improvements to ensure that risks of modern slavery and human trafficking continue to be considered, addressed and mitigated. Should any instances of modern slavery be identified, we believe that we are well-positioned to deal with and address these and to support any affected workers in line with our core values.

We will continue to set the tone from Board level, ensuring leaders are setting the right example, and that our principles and procedures continue to be proactively embedded across the Group. To aid us in these efforts, we have established a modern slavery working group, which is intended to support the continued development and coordination of the Group's approach to identifying, assessing and responding to modern slavery risks. The working group consists of members from the Legal, HR, Sustainability and Procurement functions, and will provide a forum for cross-functional discussion, information-sharing and oversight. One of the primary aims of the working group is to promote awareness and support the review and monitoring of processes and controls to manage, mitigate and prevent associated risks. We will also continue to monitor and respond to relevant stakeholder expectations to ensure that our approach to human rights matters reflects our growing understanding of related risks and relevant regulations.

Approval

This statement has been made for the year ending 31 December 2025 in accordance with the reporting requirements of Clause 54, Part 6 of the Act. In preparing this statement, input was obtained both at a corporate and divisional level, as well as across the key functional teams that manage modern slavery and human trafficking risks. Specifically, the Legal, Procurement, Sustainability and HR functions were engaged to provide input on the disclosures in this statement.

This statement was reviewed and approved by the Board of Melrose Industries PLC and the Board of GKN Aerospace Services Limited on 3 June 2026 and 22 June 2026 respectively. In each case, they have approved Chris Grigg to sign this statement on their behalf.



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Chris Grigg
Chair, Melrose Industries PLC