

M+C SAATCHI GROUP

M&C Saatchi plc (the Company)

International Report on Modern Slavery, Forced Labour and Child Labour

Reporting Period: 1 January 2025 to 31 December 2025

Date of Board Approval: 11 June 2026

Director Sign-Off: Simon Fuller, Chief Financial Officer

Jurisdictions Covered: United Kingdom (UK), Australia and Canada

1. ABOUT THIS STATEMENT

1.1 This statement has been prepared using the international UK–Australia–Canada reporting template for modern slavery, forced labour and child labour.

1.2 This statement is made under the following legislation:

- a) Section 54(1) of the Modern Slavery Act 2015 (the **UK Act**);
- b) Australia’s Modern Slavery Act 2018 (Cth) (the **Australia Act**); and
- c) Section 11 of the Fighting Against Forced Labour and Child Labour in Supply Chains Act (Canada) (the **Canada Act**).

The UK Act, the Australia Act and the Canada Act are together referred to as the “**Acts**” in this statement.

1.3 This statement is the modern slavery and human trafficking statement for the Company and its subsidiaries (together, the **Group**) for the financial year ended 31 December 2025. Details of the Company’s subsidiaries to which this statement applies are set out in Appendix 1.

1.4 Our Group structure consists of a central shared services team, and collaboration across and between different operational entities. A single statement is therefore being published in respect of the Group. It covers Group entities that are either required to publish a statement under the Acts or have voluntarily elected to do so.

1.5 This statement was prepared by the Group’s Sustainability and Legal functions in consultation with other functions across the Group.

1.6 The board of directors of the Company (the **Board**) has, at a properly convened Board meeting, viewed and approved this statement, and delegated authority to sign it on the Board’s behalf to the Chief Financial Officer of the Company.

2. INTRODUCTION

2.1 We recognise the serious harm caused by modern slavery, including forced labour, human trafficking and child labour, to individuals and communities worldwide. This statement sets out our commitment to preventing modern slavery and the steps we are taking to help ensure it does not occur within our operations or supply chains.

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2.2 We recognise that addressing modern slavery requires ongoing effort, vigilance and collaboration. We are therefore committed to maintaining and strengthening our practices.

2.3 For the purposes of this statement, slavery and human trafficking have the meanings given in the Acts.

3. ORGANISATION STRUCTURE, OPERATIONS AND SUPPLY CHAINS

3.1 The Company is headquartered in London and listed on the FTSE AIM index of the London Stock Exchange. At the date of this statement, the Group has approximately 1800 employees and operations in 20 countries with major hubs in the UK, Europe, Middle East, APAC and the Americas supported by global shared services in South Africa and India.

3.2 The Group operates across a globally diverse, regionally organised network, delivering creative, strategic and data-led services across five core specialisms (Advertising, Issues, Passions & PR, Consulting and Media).

3.3 The Group reported global turnover for the year ended 31 December 2025 of c£350 million. More information on the Group's business can be found at www.mcsaatchiplc.com.

3.4 The Company's value chain comprises:

- a) **Direct operations:** central services, agency offices and on-site client teams.
- b) **Tier 1 suppliers:** media owners and platforms; production houses; post-production providers; talent and casting agencies; event venues and fabricators; IT and SaaS providers; professional services firms; facilities providers (including cleaning, security and catering); and travel and logistics providers.
- c) **Deeper-tier suppliers:** location services; set construction; freight; data labelling; offshore service providers (including IT and SaaS suppliers); content moderation providers; and cloud sub-processors.
- d) **Workforce channels:** employees, contractors, freelancers, and temporary and outsourced workers.

3.5 Our key procurement categories by spend are media buying, production (including overseas shoots), technology and SaaS, facilities and estates, and professional services.

4. POLICIES AND GOVERNANCE

4.1 Our activities are guided by the Group's core global policies:

- a) **Modern Slavery and Child Labour** aligned with the United Nations Guiding Principles on Business and Human Rights and the International Labour Organisation's core conventions.
- b) **Supplier Code of Conduct** which expressly prohibits forced labour, debt bondage, deceptive recruitment, passport retention, recruitment fees and child labour, and sets expectations for lower-tier supplier oversight.
- c) **Whistleblowing** providing confidential reporting channels and protection against retaliation.
- d) **Anti-Bribery and Corruption, Data Protection, and Bullying and Harassment.**

4.2 Oversight of the Company's ESG performance sits with the Sustainability Leadership Group, which includes the Chief Financial Officer, the Chief People and Operations Officer and the Chair of our UK group agency.

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4.3 Executive accountability sits with the Chief People and Operations Officer, with day-to-day responsibility delegated to the Group Sustainability Director. Other risk owners include senior leaders in Production, Procurement and HR.

4.4 The Company's Modern Slavery Working Group reviews progress quarterly. Established in 2025, the group identifies and implements actions to mitigate modern slavery risk and operates on a continuous improvement basis. Serious issues are escalated to the Chief People and Operations Officer.

5. RISK MANAGEMENT: ASSESSING AND ADDRESSING RISK

5.1 The Group operates in the advertising and communications services sector, where inherent risk is generally lower in corporate office settings but higher in the following areas:

- a) **Production and Events:** due to temporary worksites, tight deadlines, and the use of subcontractors, casual labour, set construction and location services, particularly in higher-risk countries.
- b) **Facilities and Services:** including cleaning, security and catering, where workers may be engaged through subcontracting arrangements.
- c) **Technology and Data:** where services involve offshore data processing, content moderation or annotation.
- d) **Freelancer Supply:** where freelancers are sourced through intermediaries or may be engaged on inconsistent contractual terms.

5.2 Our methodology to date includes:

- a) Country and sector screening using external indices and government guidance.
- b) Category heat-mapping (likelihood x severity), supported by deeper reviews of higher-risk categories such as international shoots, set construction, venue operations and offshore service centres.

5.3 The potential risk areas identified in 2025 and which will also apply in 2026 are:

- a) Use of labour providers on overseas productions, particularly in support roles such as catering and set delivery, where there is a risk of deceptive recruitment practices or recruitment fees.
- b) Subcontracted facilities staff in certain markets, where there may be risks relating to passport retention or excessive overtime.
- c) Offshore data services, where there may be risks of forced overtime or inadequate grievance mechanisms.
- d) Event build activity carried out under tight timelines, where there may be risks of inadequate health and safety provisions and excessive working hours.

5.4 In 2025, we applied the following controls to mitigate modern slavery risk:

- a) Annual compliance training was rolled out globally, including a modern slavery module.
- b) All new suppliers added to our main accounting system are required to sign the Supplier Code of Conduct before invoices can be submitted for payment. The Code expressly prohibits forced labour, debt bondage, deceptive recruitment, passport retention, recruitment fees and child labour, sets expectations for sub-tier oversight, and requires these standards to cascade through suppliers' own supply chains.

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- c) Our central people-management systems were rolled out globally, improving visibility over workforce management and contracts. This includes confirming individuals' right to work in their country and flagging shared addresses or bank accounts, which may indicate modern slavery risk.
- d) All direct employment documentation was aligned to include a clause requiring workers to comply with our policies, including the Modern Slavery Policy. This applies to all work carried out for the Group, including higher-risk activities such as supplier sourcing and managing advertising production shoots.
- e) Enhanced onboarding checks, including a questionnaire, were introduced for UK facilities suppliers.
- f) We continued to use the Vault Whistleblowing Platform, which is available to all employees and freelancers.

6. DUE DILIGENCE AND REMEDIATION

- 6.1 All new suppliers added to our main accounting system must sign the Supplier Code of Conduct before any payment is approved.
- 6.2 Our UK Facilities Services team uses an annual supplier questionnaire to obtain details of the controls suppliers apply to reduce modern slavery risk, the policies they have implemented, and the measures in place to ensure subcontractors and outsourced providers comply with those policies and procedures.
- 6.3 We have not identified any specific instances of modern slavery in our operations or immediate supply chains to date. However, our Supplier Code of Conduct sets out the approach we would take if an incident were identified. That approach is based on the following principles:
 - a) **Principles:** Do no harm; remedy economic harm to workers, including by enabling repayment of lost earnings and supporting access to lawful employment; support worker safety and wellbeing; work with competent NGOs or trade unions; and avoid abrupt disengagement unless necessary to prevent ongoing harm.
 - b) **Process:** Protect and support affected workers in collaboration with an appropriate competent NGO; investigate root causes; require suppliers to take corrective action, such as repaying recruitment fees, returning passports or reinstating wages; and identify and implement measures to prevent recurrence.
- 6.4 Where remediation is required, including in cases involving loss of income or forced or child labour, this may include consideration of lost income for affected workers or their families, consistent with the requirements of the Canada Act.

During the year ended 31 December 2025, we were not made aware of, and did not identify, any issues relating to modern slavery in our supply chains.

7. TRAINING AND CAPACITY BUILDING

- 7.1 In 2025, we delivered the following training and capacity-building initiatives:
 - a) Mandatory annual e-learning was provided to all staff globally as part of our compliance training programme, with a completion rate of more than 97% in 2025.
 - b) Members of the Modern Slavery Working Group have strengthened their understanding of modern slavery risks and the actions available to mitigate them.

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8. MONITORING EFFECTIVENESS IN 2025 (KPIS & TARGETS)

8.1 Our key indicators for 2025 were:

- a) Overall training completion: target above 95%; actual 97%.
- b) Whistleblowing cases raised or resolved relating to labour rights: none.
- c) Continuous improvement: ongoing identification and implementation of modern slavery mitigation actions through the Modern Slavery Working Group action plan and RAG status tracking.

8.2 Planned improvements for 2026 are as follows:

- a) A new role has been created within the Sustainability Team to lead supplier engagement on ESG matters, including modern slavery mitigation.
- b) Further integration of ESG considerations into requirements for advertising production suppliers.

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MANDATORY STATEMENTS AND PUBLICATION (JURISDICTIONAL NOTES)

United Kingdom (MSA s.54)

This statement covers the actions taken during the financial year to prevent modern slavery in our operations and supply chains. It has been approved by the Board of M&C Saatchi plc on 11 June 2026 and signed by Simon Fuller, Chief Financial Officer. It will be submitted to the UK's modern slavery statement registry and published on our website at: www.mcsaatchiplc.com, with a prominent homepage link, and updated annually.

Australia (Cth MSA)

This report addresses the mandatory criteria under the Australian Act and will be submitted to the Australian Government's Online Register and published on our website: www.mcsaatchiplc.com

Canada (section 11 of the Fighting Against Forced Labour and Child Labour in Supply Chains Act)

This report is made pursuant to section 11 of the *Fighting Against Forced Labour and Child Labour in Supply Chains Act* (Canada) for the reporting period 1 January 2025 to 31 December 2025.

The report has been approved by the Board of Directors of M&C Saatchi plc and is accompanied by the required signed attestation.

In accordance with the Act and Public Safety Canada guidance, this report will be submitted to the Minister of Public Safety via the prescribed online questionnaire and uploaded to the federal report registry.

The report will also be published in a prominent and readily accessible location on the Company's website at: www.mcsaatchiplc.com, and will be updated annually.

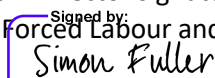
Director approval

Canada Attestation

In accordance with the requirements of the Fighting Against Forced Labour and Child Labour in Supply Chains Act, and in particular section 11 thereof, I attest that I have reviewed the information contained in this report for the entity or entities listed above. Based on my knowledge, and having exercised reasonable due diligence, I attest that the information in the report is true, accurate and complete in all material respects for the purposes of the Act, for the reporting year listed above.

I have the authority to bind the entity or entities listed above.

The below Director signature also constitutes the attestation required under section 11 of the Fighting Against Forced Labour and Child Labour in Supply Chains Act (Canada).

Signed by: 
Signed: 557A09A519DA416...

Name: Simon Fuller

Title: Chief Financial Officer

For and on behalf of: M&C Saatchi plc

Date: 24 June 2026

(Approved by the Board on 11 June 2026)

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APPENDIX 1

List of Subsidiaries

United Kingdom

1. M&C Saatchi (UK) Limited
2. M&C Saatchi Export Limited
3. M&C Saatchi Talk Limited
4. The Source (London) Limited
5. The Source (W1) LLP
6. Clear Ideas Consultancy LLP
7. Clear Ideas Limited
8. M&C Saatchi Fluency Limited
9. Re Worldwide Limited
10. Human Digital Limited
11. M&C Saatchi World Services LLP
12. Tricycle Communications Limited
13. M&C Saatchi Network Limited
14. M&C Saatchi Middle East Holdco Limited
15. M&C Saatchi Worldwide Limited
16. FYND Media Limited
17. M&C Saatchi Mobile Limited
18. M&C Saatchi Merlin Limited
19. M&C Saatchi Social Limited
20. M&C Saatchi Sport & Entertainment Limited
21. M&C Saatchi Football Limited
22. The Women's Sports Group Limited

Europe

23. Make+ GmbH
24. M&C Saatchi GmbH
25. M&C Saatchi PR S.r.L
26. M&C Saatchi SpA
27. M&C Saatchi Sport & Entertainment Benelux B.V.
28. M&C Saatchi World Services Europe GmbH

Australia

29. M&C Saatchi Melbourne Pty Limited
30. M&C Saatchi Agency Pty Limited
31. Re Team Pty Limited

32. World Services (Australia) Pty Limited

Middle East

33. M&C Saatchi FZ LLC
34. M&C Saatchi Middle East FZ LLC
35. M&C Saatchi Arabia Limited
36. ODD FZ LLC
37. World Services Middle East FZ LLC
38. World Services Middle East - Technology & Innovation Limited
39. M&C Saatchi Group Services (Pty) Ltd
40. M&C Saatchi Sport and Entertainment Sports Events Marketing LLC

Asia

41. Clear Ideas (Singapore) Pte Limited
42. Scarecrow M&C Saatchi Limited
43. M&C Saatchi World Services (Singapore) Pte Limited
44. M&C Saatchi Mobile India LLP
45. M&C Saatchi Mobile Asia Pacific Pte Limited
46. PT MCSaatchi Mobile Indonesia

Americas

47. Agência Digital Zeroacem Ltda
48. CSZ Comunicação Ltda
49. Santa Clara Participações Ltda
50. M&C Saatchi, S.A. DE. C.V
51. Shepardson Stern + Kaminsky LLP
52. Clear USA LLC
53. LIDA NY LLP
54. Clear NY LLP
55. World Services US Inc.
56. M&C Saatchi Agency Inc.
57. M&C Saatchi Mobile LLC
58. M&C Saatchi Sport & Entertainment LA LLC
59. M&C Saatchi Sport & Entertainment NY LLP

APPENDIX 2

THE GROUP SUPPLIER CODE OF CONDUCT

M+C SAATCHI GROUP

(EXTRACTS RELATED TO MODERN SLAVERY)

The Group recognises that the types of products and services it buys have inherent social, human health, environmental or economic impacts, and that it should make sourcing and supplier decisions that embody the M+C Saatchi Group's commitment to sustainability.

The focus of our Supplier Code of Conduct is to develop two-way, mutually beneficial relationships with our supply chain.

M+C Saatchi Group's Supplier Code of Conduct sets out minimum requirements for our suppliers, including subcontractors, in accordance with business principles detailed in this Code and in full compliance with all applicable laws and regulations. We also expect our suppliers to use their best efforts to implement these standards within their own supply chain.

Scope

This Code requires all our suppliers**, agents, intermediaries, consultants and contractors, including all affiliates, officers, employees, subcontractors, agents and intermediaries of suppliers, to observe the highest standard of ethics regarding supply of goods and/or services to M+C Saatchi Group.

M+C Saatchi Group expects its suppliers to support embrace and enact the Environmental, Social and Governance [ESG] standards mentioned below.

Social Responsibility and Labour Standards

M+C Saatchi Group requires its suppliers to behave in an exemplary manner in terms of social responsibility and compliance with international labour standards. We require our suppliers to be able to demonstrate the effective implementation of the following social requirements:

- Prohibition of any violation of human rights, including forced labour, child labour, modern slavery and labour violations (e.g. bonded labour, retention of passports, etc) or human trafficking.
- Prohibition of supply which directly or indirectly finance or benefit armed groups and cause human rights abuses (e.g. conflict minerals);
- Guarantee of a safe and sound working environment for all workers and subcontractors.
- Guarantee of the freedom of association and the right to collective bargaining in accordance with applicable laws.
- Compliance with local and international laws regarding minimum wages, working hours and working conditions for all workers and subcontractors.
- Equal and fair treatment of all employees, workers and subcontractors, irrespective of gender, ethnicity/race, caste, sexual orientation, religion, education, culture, disability and social background, ensuring a workplace free of harassment or abuse of any kind, harsh treatment, unlawful practices or discrimination.
- Guarantee of anonymous, and without fear of retaliation, reporting of concerns (e.g. unlawful practices at the workplace) from employees or external stakeholders. All grievances will be investigated in a fair and timely manner.
- Equal and fair treatment of all suppliers and sub-contractors, including fair commercial agreements and prompt payment terms.
- Compliance with UN Global Compact principles, ILO International Labor Standards, the Ethical Trading Initiative (ETI) Base Code, UN Convention on the Rights of the Child and OECD Guidelines for Multinational Enterprises.

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- Effective training of employees and workers, including subcontractors, on key issues including how to stay safe at work, how to identify and safely address modern slavery and labour violations, how to minimise environmental impacts and how to use whistle-blowing systems. Suppliers will ensure that workers, including at subcontractors, are able to understand all policies and procedures pertaining to their work irrespective of language, gender, race, religion, sexual orientation, education, culture, disability, technical, and other barriers.
- Effective training of all those responsible for purchasing in ethical, legal and socially responsible procurement (and these codes), including understanding their role in ensuring all suppliers and subcontractors conduct their business accordingly and that these codes are always followed.
- Provisions that ensure these codes are included in tender processes and decision making.
- Provision of clear and accurate information, both to M+C Saatchi Group and to the public about resources used, production sites and characteristics of the products/services provided, refraining from making any misleading claims.
- Effective remediation for victims of violations of this code, drawn up and agreed with relevant NGOs and M+C Saatchi Group.

Implementation and Sanctions

M+C Saatchi Group expects all its suppliers to sign this Code of Conduct and communicate it to all relevant representatives (employees, subcontractors, suppliers, etc.).

- Please get in contact via [email address supplied] if there are any specific areas of the Supplier Code of Conduct that you might have issues complying with and we will follow up with you to offer support as and when appropriate, including a review of your time-bound improvement plan in consultation with M+C Saatchi Group and its companies. Periodic reviews are conducted to monitor compliance with this Code.
- We also welcome concerns from anyone within or outside of M+C Saatchi Group if they suspect or know of any potential or actual violations of this Code. We do not tolerate retaliation against persons making reports in good faith.
- In the event of violation of this Supplier Code of Conduct by one of our suppliers or by one of their suppliers or subcontractors, M+C Saatchi Group reserves the right to re-examine and take actions including and up to termination of the commercial relationship.

*The term "M+C Saatchi Group" includes all subsidiaries and facilities.

**The term "supplier" includes all subsidiaries of suppliers and facilities.