



# Anti-Slavery and Human Trafficking Statement

Crest Nicholson is committed to operating ethically, with zero tolerance for modern slavery and child labour, across our business and in our relationships with stakeholders. Our approach is informed by the UN Guiding Principles on Business and Human Rights and is applied in a proportionate, risk-based manner appropriate to the nature, scale and location of our operations.

This is Crest Nicholson's Anti-Slavery and Human Trafficking Statement for the financial year ending 31 October 2025 and is prepared in accordance with Section 54 of the Modern Slavery Act 2015. The statement explains the policies and activities we have in place to mitigate the risk of all forms of modern slavery in our business and supply chain.

## An Overview of our Organisational Structure and Operations

### Our Business

Crest Nicholson Holdings plc is a FTSE350 listed housebuilder operating only in the UK. Core operations are run through regional housebuilding divisions, each handling local developments and construction. There are two central divisions, one specialising in strategic land acquisitions and supporting projects through the planning process, and a Special Projects division which focuses exclusively on fire remediation and legacy sites.

Where we refer to 'Crest Nicholson' or the 'Group' in this statement, we mean Crest Nicholson Holdings Plc (company registration number 6800600). Any and all subsidiaries of Crest Nicholson Holdings Plc are covered by this statement.

### Our Supply Chain

Our tier-one supply chain is primarily UK-based, with some material suppliers based in Europe. It consists of different organisations that vary in size and in the goods and services they provide. These can be categorised into three main segments: material suppliers, sub-contractors and agency labour, and consultants.

We recognise that risks of modern slavery may arise further upstream in the supply chain, particularly where materials or component parts are sourced internationally. Our approach therefore focuses on areas of higher inherent risk and where we have greatest control, while continuing to evolve our mapping of supply chain risk over time.

## Policies Relating to Slavery and Human Trafficking

The Group has a suite of policies that support our efforts to reduce the risk of slavery and human trafficking within our business and supply chain.

1. Sustainable Procurement Policy and Supply Chain Code of Conduct
  - Our Sustainable Procurement Policy and Supply Chain Code of Conduct define clear expectations for environmental, ethical and social performance for our supply chain, including mitigating against the risk of slavery, human trafficking and child labour.
2. Corporate Health and Safety Policy
  - This policy outlines our commitment to supporting the health, safety and welfare of our employees and those affected by our operations. We strive to create a workplace environment that safeguards against exploitation.

### 3. Anti-Bribery and Corruption Policy

- This policy sets out a clear code of conduct so that everyone acting on behalf of Crest Nicholson fully understands and conducts themselves in accordance with the legal regulations relating to bribery and corruption.

### 4. Speaking Up: Our Whistleblowing Policy

- Our whistleblowing framework encourages all stakeholders, including employees, suppliers, contractors and customers, to report concerns or unethical practices, including suspected cases of modern slavery and human trafficking.
- To facilitate reporting, we provide a free and confidential whistleblowing hotline and online reporting platform, with clear communication of access across our sites and offices.

### 5. Human Rights Policy

- Our Human Rights Policy reaffirms our commitment to respecting and safeguarding human rights throughout our operations, supply chain and communities.

Our policies are available on our website at: [corporate.crestnicholson.com/about-us/policies](http://corporate.crestnicholson.com/about-us/policies)

## Due Diligence and Risk Management

We consider the following areas of our business and operations to be at greatest risk of modern slavery and human trafficking:

### On-site labour

There is a risk of modern slavery in the labour provided to Crest Nicholson indirectly through sub-contractors and agencies.

### Materials used in construction

There is a risk of modern slavery in the upstream supply chain. This risk arises when constituent parts of materials that the Group procures directly from tier-one suppliers are produced outside the UK and Europe, where employer and human rights legislation may be less stringent.

## Action Taken to Mitigate Risk

### Our Supply Chain Code of Conduct

Our Supply Chain Code of Conduct outlines our expectations for supply chain partners on critical social and environmental matters. This includes a requirement for supply chain partners, no matter the size of their organisation, to manage their business operations in a manner consistent with the Modern Slavery Act 2015, while also upholding the fundamental conventions set by the International Labour Organisation (ILO). We retain the right to conduct supply chain audits to check these standards are met.

### Contractual terms

Embedded in our contractual agreements is a requirement to adhere to our Supply Chain Code of Conduct. Additionally, specific terms relating to the Modern Slavery Act 2015 reinforce our requirements for suppliers and subcontractors. This includes ensuring that employees have the legal right to work in the UK, compliance with current employment legislation and the provision of statutory employment benefits. All subcontractors are required to provide evidence of a current accreditation by a Safety Schemes in Procurement (SSIP) member scheme, which certifies health and safety competence.

### Supply chain engagement

We continue to partner with the Supply Chain Sustainability School, maintaining Gold status membership. Through this partnership, we provide our supply chain with access to a tailored learning pathway featuring free training materials, including a module focused on addressing the risk of modern slavery.

## **Direct employees**

Operating exclusively in the United Kingdom, our human resource processes align with UK law, best practice guidelines and ILO conventions. These processes help us maintain high standards of direct employee recruitment. Every employee of the Group is contracted and undertakes employment of their own free will.

## **Real Living Wage**

In 2025 we maintained our accreditation as a Living Wage Employer from the Living Wage Foundation. All direct employees receive at least the real Living Wage, with annual reviews ensuring continued compliance. Apprentices are paid in line with a different pay scale that adheres to statutory guidelines.

Our Supply Chain Code of Conduct requires subcontractors working on our sites to pay their employees at or above the real Living Wage. We communicate our Living Wage Employer status across our sites, promoting transparency and providing avenues to report potential non-compliance through our whistleblowing channels.

## **Labour agencies**

We have strengthened our processes for engaging labour agencies through the implementation of the Engage system, which provides a centralised, single point of contact for labour agency management. This approach reduces the risk of engaging with agencies outside of our preferred supplier list and supports consistent application of our labour standards across the business.

The Engage system enhances transparency and governance of our temporary workforce by:

- Providing access to right to work and other documentation to support compliance with legal requirements.
- Providing real-time reporting on labour agency usage and workforce data.
- Facilitating direct recording of temporary workers with HMRC, reducing the risk of fraudulent practices.

Additionally, the Engage system reinforces our commitment to fair pay by supporting our policy to pay at least the real Living Wage to agency workers, in line with requirements of the Living Wage Foundation.

## **Training and Awareness Across Our Business**

### **Modern slavery e-learning module**

Our modern slavery e-learning module is a mandatory part of our induction process, with all existing employees required to complete it annually. This training helps our teams understand the risks associated with modern slavery in our industry and emphasises recognising signs of exploitation on our sites.

Training and awareness form a key part of our due diligence approach, helping colleagues identify potential indicators of modern slavery and understand the appropriate steps to take if a concern is suspected.

### **Training and awareness across our divisions**

In 2025 we enhanced awareness of modern slavery risks by delivering updates through departmental functional forums and divisional presentations. These sessions supported colleagues in identifying potential risks of modern slavery and reinforced the steps to take if a case is suspected.

To further support education and awareness, our Group intranet features a dedicated modern slavery resource page providing guidance on recognising the signs of modern slavery and instructions for reporting concerns. During Anti-Slavery Week in October 2025, we issued a Group-wide news bulletin emphasising how to spot potential cases and the appropriate actions to take. This messaging was reinforced through screen-based communications visible to all employees.

We continue to engage our divisions to ensure modern slavery awareness posters are clearly displayed across all sites and offices. The posters include translated content, targeted at languages commonly spoken in regions identified as higher risk based on Home Office statistics. They are designed to increase accessibility and understanding and provide clear guidance on recognising the signs of modern slavery and how to raise concerns.

During 2026, we plan to develop and roll out updated training materials to further strengthen awareness and understanding of modern slavery risks and reporting routes across our business.

## **Responding to concerns and remediation**

Where a concern relating to potential modern slavery or human trafficking is raised, a defined internal process is followed. This process is led by our HR team and supported by documented guidance designed to ensure concerns are handled consistently, confidently and sensitively.

The process enables the gathering of relevant information, an assessment of the nature and severity of the risk, and consideration of appropriate next steps. Where necessary, concerns will be escalated internally and referred to relevant external authorities. Our approach prioritises safeguarding individuals and supporting responsible outcomes.

## **Monitoring effectiveness**

We monitor the effectiveness of our approach to tackling modern slavery through a range of checks and indicators, including:

- Completion rates for mandatory modern slavery training.
- Monitoring of visible posters on sites.
- Reported cases of modern slavery.

As at 12 January 2026, 98% of employees had completed their training. Completion rates are monitored and followed up to ensure timely completion.

During 2025, one potential concern relating to modern slavery was raised directly with our HR team. Following investigation in line with our internal procedures, no evidence of modern slavery was found, and there were no confirmed cases during the year.

We remain committed to ongoing evaluation and improvement to further enhance safeguards against modern slavery in our operations and supply chain.

The board of directors of the Company approved this statement at its board meeting on 21 January 2026.

**Martyn Clark, Chief Executive Officer**

**January 2026**