

MUSE

Modern Slavery Statement 2025

Our Statement

Muse are firmly committed to preventing modern slavery and human trafficking in all aspects of our operations and supply chain, ensuring ethical and transparent practices at every level of our business.

This statement has been published in accordance with Section 54 of the Modern Slavery Act 2015. It sets out the steps we have taken for the period 1st January 2025 to 31st December 2025, to prevent modern slavery and human trafficking in our business operations and supply chains.

This statement is made pursuant to Section 54 of the Act and was approved by the Senior Leadership Team and Managing Director of Muse Places Ltd. on 25.06.2026.



Phil Mayall
Managing Director
For and on behalf of Muse Places Ltd.

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Introduction

Muse is a wholly owned subsidiary of Morgan Sindall Group plc., one of the UK's leading construction and regeneration companies.

Across six divisions of partnership housing, mixed use partnerships, fit out, construction, infrastructure and property services, Morgan Sindall delivers complex projects that transform communities and make a real difference.

Working in partnership on ambitious projects at scale with long-term outlook is the core of our business. Our track record of over 40 years leading complex, mixed-use regeneration gives us the experience to deliver successful places, with the emphasis on sustainability, community and quality.

We want to create the best outcomes for the places and communities we work in. This means partnering with the best, working with both public and private landowners, local authorities, community groups, government agencies and private investors across the UK.

We are placemakers, working in partnership to deliver brighter futures for our towns and cities. We use collaboration, experience and creativity to transform places and make communities better.

Muse has delivered in excess of 18 million square feet of development over the past 40 years, with a portfolio of around 40 UK schemes delivered through development agreements with partners, or through strategic joint ventures such as the English Cities Fund (ECF) – our partnership with Homes England and Legal & General and HABIKO, an affordable homes partnership between Pension Insurance Corporation (PIC), Muse and Homes England..

We combine local insight with the resources and capabilities of a nationwide organisation. Regional leaderships give us a genuine connection to the places we work in, helping us deliver tailor-made, location-specific solutions. Our regional teams are based in Birmingham, Leeds, London and Manchester.

We are committed to doing business responsibly. We support the UN Sustainable Development Goals, and consider these goals aligned to our Five Total Commitments as part of Morgan Sindall Group PLC.

This statement outlines the steps we are taking to identify, prevent and mitigate the risks of modern slavery within our operations and supply chains, and reflects our ongoing commitment to ethical and responsible business practices.



Key actions taken in 2025

In 2025, we took meaningful steps to strengthen our approach to tackling modern slavery and supporting ethical practices across our operations.

In 2025, we continued our partnership with the anti-slavery charity, Unseen, as an Unseen Business Hub member. This collaboration has provided us with access to expert insight, practical resources, and the latest guidance to help us better identify and address the risks of modern slavery within our operations and supply chains.

Across 2025, we have worked on a number of key initiatives:

- Developed and published our first Muse Modern Slavery Statement
- Developed and launched a Muse Modern Slavery Policy, formalising our commitment to preventing modern slavery and human trafficking by setting out clear expectations for our employees, consultants, suppliers and contractors. Our policy is underpinned by a broader framework of training, due diligence, audits and continuous improvement, ensuring that responsible practices are embedded as our business

grows and evolves. The policy was communicated to all internal Muse colleagues via email. We also shared this with our professional, consultancy and construction services suppliers through our terms and conditions of appointment and / or construction contracts.

- Launched the Muse Modern Slavery Committee, incorporating key roles and areas of the business and strengthening our modern slavery governance.
- Launched a Muse Worker Wellbeing Site Visit Program, appointing Unseen to conduct a Worker Wellbeing Site Visit every 6 months across all live projects. This began in Q4 2025, with two site visits being completed in 2025.
- Updated our standard terms and conditions for professional and consultancy services and construction services to formally include the right to co-operate with our auditors, irrespective of a concern being raised.



Business and operational structure

We combine local insight with the resources and capabilities of a nationwide organisation.

In 2025, Muse continued to grow, with an order book up to £6.3 billion (including preferred bidder positions) and a team of over 130 employees across the UK. We operate across the public, regulated, and private sectors, with our capabilities aligned to key areas of the UK economy that support demand for affordable housing, sustainable urban placemaking, and investment in public, commercial, and social infrastructure. Our business model seeks to generate revenue through investing in long term partnerships with local authorities and landowners.

As part of the Morgan Sindall Group, Muse have access to the Morgan Sindall Supply Chain Family preferred suppliers and manufacturers to provide dedicated training opportunities, on-site practical advice, access to contract information and dedicated relationship management team. By establishing strong relationships within the group, Muse can open clear lines of communication and align our standards to a common set of principles.

Governance

Our Managing Director is responsible for ensuring compliance with the Modern Slavery Act and for overseeing Muse's modern slavery approach. In 2025, Muse launched an internal Modern Slavery Committee, chaired by our Director of Project Management (Midlands), to strengthen modern

slavery governance across the organisation.

The Modern Slavery Committee brings together Muse representatives from across our business who will work collaboratively, helping to minimise the risk of modern slavery in our operations and supply chain.

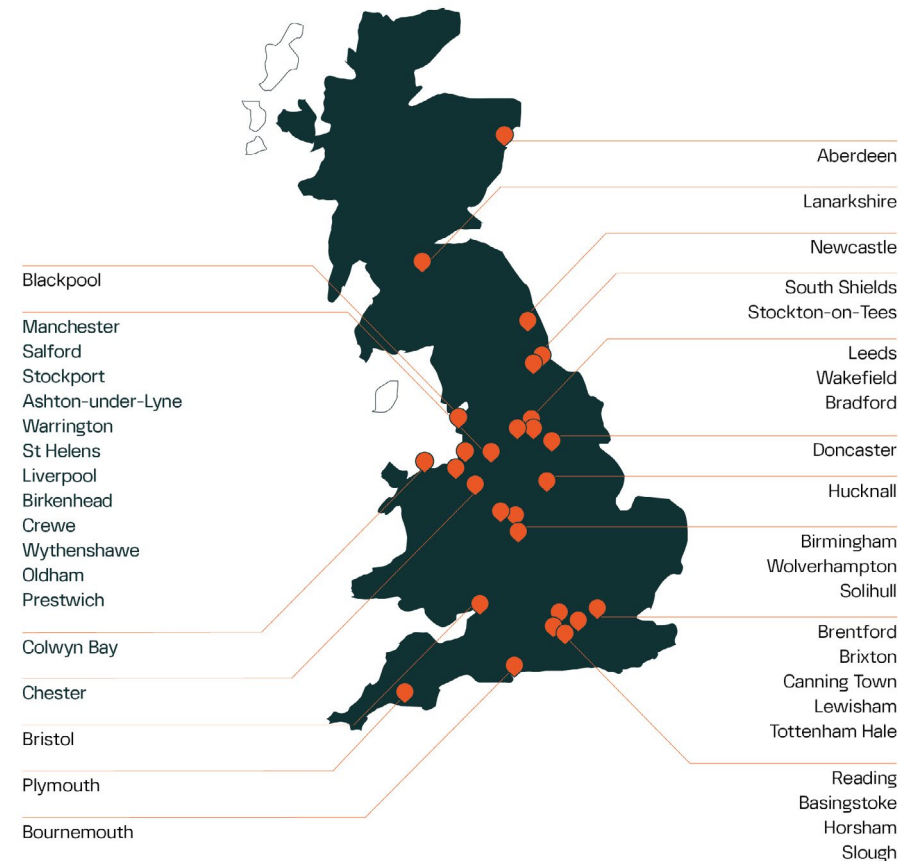
The purpose of the committee is to:

- Progress update and review of Muse modern slavery KPIs
- Consider and review challenges arising over previous quarter
- Update on worker wellbeing site visits and action plan
- Work collaboratively with Unseen and maintain membership of Unseen's Business Hub
- Monitor and review training
- Ensure everyone within Muse is aware of modern slavery

The Committee comprises the Director of Project Management representative, Project Director representative, Head of HR, Head of Social Value & Sustainability, Development Director representative, Office management representative and, Legal Director. The Committee meets on a quarterly basis and is also attended by a representative from Unseen.

In 2026, Muse will be appointing an Operations Director as the new Modern Slavery Lead, supported by the Committee.

Our projects across the UK



Policies, processes and frameworks

We are guided by our robust policies that promote integrity, transparency, and accountability across our operations.

Our support for the UN Guiding Principles on Business and Human Rights and the Universal Declaration of Human Rights is embedded in the following policies. The following policies relate to modern slavery and human rights and outline the means in which we expect all employees, suppliers and business partners to uphold our business ethics and standards.

Morgan Sindall Group Code of Conduct

The Morgan Sindall Code of Conduct sets out the behaviours we expect of our people when engaging with our clients, colleagues, suppliers and communities as well as what they can expect from their relationship with the Group. It ensures that all divisions act in line with our Core Values, relevant laws and regulations, industry standards and stakeholder expectations.

Morgan Sindall Human Rights Policy

The Morgan Sindall Human Rights Policy outlines our alignments to the UN Guiding Principles on Business and Human Rights and the UN Universal Declaration of Human Rights. This includes principles on inclusion and diversity, non-discrimination and non-harassment, prevention of human trafficking, elimination of forced and child labour workplace health and safety, freedom of association and supply chain compliance.

Modern Slavery Policy

Our dedicated Muse Modern Slavery Policy was developed in 2025, and outlines our commitment to preventing all forms of modern slavery across our operations and supply chains.

All Muse policies are shared on our intranet, Muser, that all direct employees have access to. All new Muse employees are introduced to all policies as part of our structured onboarding process. Policies are also accessible to contractors, agency workers, suppliers and other key stakeholders as part of the Invite to Tender procurement process.

These are also communicated to our Suppliers during selection, onboarding, and during contract renewal. We also expect our suppliers to have their own policies in place to tackle modern slavery across their operations and supply chains. We expect all suppliers to adhere to Muse's contract Terms & Conditions, which suppliers must acknowledge and sign.

All of the above policies are annually reviewed, and signed off by our Senior Leadership Team. The Senior Leadership Team monitors the actions of the Muse Modern Slavery Committee to ensure that the risk of modern slavery is being appropriately mitigated.



Our operations

Our workforce comprises 139 people, employed over 4 regional UK offices in the North West, the South, the Midlands and Yorkshire & the North East.

Risk

Although Muse operations are limited to operations related to our workplaces, such as building maintenance and management of our offices, we understand and recognise that some of the services provided, for example cleaning, catering or security, given limited oversight and unsocial or excessive working hours are at higher risk of potential modern slavery or exploitation.

Due diligence

Our recruitment policy provides a clear framework for our recruitment and selection process which also meet the requirements of our Equality Diversity and Inclusion Policy; the Equality Act 2010; and all other relevant employment legislation. The policy covers all activities that form part of the recruitment and selection process and applies to all Muse recruitment. Any person involved in the recruitment and/or selection process is aware of this policy through regular training and follows it. It is the responsibility of the Senior Leadership Team, together with Human Resources to ensure that this is the case.

The HR Team are responsible for conducting bank account checks, ensuring that all workers are paid into an account in their own name. All directly employed workers receive a contract, and the HR team conduct face-to-face interviews. We also carry out right to work checks in accordance with Home Office Guidance. This includes having sight of our new direct employee's original passport when they join. The recruitment

process is closely monitored by the Head of HR. Employees who are involved in the recruitment process at Muse are also familiar with the associated policies and targets:

- Modern Slavery Policy
- Equality Diversity and Inclusion Policy
- Muse Diversity Targets – available from HR and part of our Strategic Plan
- Muse requires that all employees are hired direct whenever possible, and the use of temporary workers is limited.

Outsourcing Recruitment

When the subcontracting of recruitment is necessary, Muse will ensure that the recruitment consultants it engages with operate legally, are certified, or licensed by the competent authority and do not engage in fraudulent behaviour that places employees at risk of forced labour or trafficking for labour exploitation. This is enforced through our Recruitment Agency Terms of Business.

Muse have our own T&Cs for recruitment consultants on our preferred supplier list, Modern Slavery is covered in our T&Cs. We have a recruitment tool kit for recruitment managers that sets out our policy, process flow chart, job descriptions, remuneration briefs and interview competency questions. Recruiting managers work with HR at all stages of the process to ensure compliance with our policy.

Regional offices



Procurement and supply chain

Supplier risk

Muse recognises the risk that modern slavery may be present in its supply chains, and that as an organisation, we operate within an inherently high-risk industry.

As noted in the table below, in 2025, Muse had c. 600 suppliers, of which 88% provide us with professional and consultancy services, a sector with relatively low risk for labour and human rights issues.

Although construction related services represent only 2% of our overall supply base, we recognise that construction is considered a high-risk industry for modern slavery. As outlined in Unseen's Modern Slavery Annual Assessment 2025, construction was the 3rd highest industry for labour exploitation. The risk of modern slavery in construction is increased due to high-levels of subcontracting, low-barrier to entry roles, reliance on migrant labour, and limited oversight of the supply chain.

Regardless of the level of risk attributed to the different areas of our supply chain, Muse recognises that a comprehensive procurement approach is essential.

Goods

While we do not procure any materials directly, we recognise that many suppliers within our supply chain may source products and raw materials from high-risk countries.

Services

We recognise that there are high risk areas across our supply chain, particularly in areas such as waste management, recycling, cleaning services, and security. These industries can have a high reliance on temporary/ agency staff, low barrier to entry roles, and potentially a high proportion of migrant labour, which can increase the risk of modern slavery.

Supply chain due diligence

Muse work responsibly with our supply chain.

Developing and maintaining long term relationships with our supply chain is fundamental to our business as it helps us to understand potential risks and take proactive measures towards mitigating them, while simultaneously encouraging them to adopt our responsible business practices. When employing contractors, we positively encourage Early Contractor Involvement (ECI) so they are fully engaged with our modern slavery policies.

Standards and Expectations

Our suppliers, consultants and contractors must agree to our contract T&Cs that confirm compliance with the Modern Slavery Act 2015, and that the supplier, consultant and contractor will report a potential or actual case of modern slavery and exploitation to Muse and cooperate with Muse on any suspicion and or any breach of slavery or human trafficking legislation.

During supplier onboarding, we share our Modern Slavery Policy, which we require suppliers, consultants, and contractors to adhere to. Our procurement process also includes modern slavery related prequalification criteria for potential suppliers and contractual obligations, and suppliers must adhere to our contract T&Cs. Our T&Cs require suppliers, consultants and contractors to provide a modern slavery statement in compliance with Section 54 of the Modern Slavery Act 2015.

Suppliers, consultants and contractors must confirm that they are not subject of any outstanding investigation under any bribery, slavery or human trafficking legislation and in the last six years they have not been convicted of any offence under, reached any settlement in relation to any alleged breach of any such legislation. If a concern is disclosed, Muse would work with the supplier, consultant, or contractor to understand what measures have been implemented to prevent a similar situation from reoccurring.

Risk Mitigation

Muse promptly pay our supply chain to encourage and maintain good relationships, and to reduce the risk that our supply chain restricts or delay payments to their employees. We support freedom of association and have a rigorous health and safety policy in place to help protect our supply chain, which our supply chain is also required to commit to.

Due diligence

Project Managers are responsible for holding monthly construction site progress meetings. As part of the agenda, Project Managers are encouraged to discuss modern slavery, and any potential or actual concerns.

Worker Wellbeing Site Visits

In line with our 2024 commitments, we have appointed the anti-slavery charity Unseen to conduct a Worker Wellbeing Site Visit on every live Muse site, every 6 months. This will be continuing into 2026.

Unseen conducted 2 Worker Wellbeing Site Visits in 2025. These visits will help Muse to better understand how our policies and processes are working in practice, and to identify any potential indicators of worker vulnerability, or labour exploitation. The visits involve Unseen attending a site, and interviewing workers in a confidential, anonymous setting. The visit follows a structured framework aligning with the International Labour Organisation (ILO) indicators, the ETI base code, and expert insight.

Muse receive a report following every visit, outlining key findings and recommendations. The reports are overseen by the Director of Project Management (Midlands) and recommendations are discussed as part of the Modern Slavery Committee.

SUPPLIERS	NO. OF SUPPLIERS	NO. OF SUPPLIERS AS % OF TOTAL	NO. OF SUPPLIERS AS % OF OVERALL SPEND
Professional Fees and other Project Spend	530	88%	35%
Other Office Spend	61	10%	21%
Sub-Contractor Construction Spend	9	2%	44%
Total	600*	100%	100%

*95% of overall supplier spend was with 104 suppliers (17% of total suppliers)

Grievance mechanisms, escalation and remediation

We are committed to fostering a culture of transparency, where all employees, consultants, and supply chain partners feel empowered to raise concerns, which we take seriously and act upon without delay.

Raising Concerns

Muse have a Raising Concerns Policy which is available to all direct employees through our intranet site. This policy is also covered as part of our new starter induction process. Employees can raise concerns anonymously using our independent, confidential telephone reporting line where all calls are treated with the utmost confidentiality. The helpline is provided by Safecall and is available 24/7 on Tel 0800 915 1571. Translation services are available.

Details are also provided on our intranet and on posters within each of our regional offices.

Concerns can also be raised via the Unseen Modern Slavery & Exploitation Helpline on 08000 121 700 or via webform at <https://www.modernslaveryhelpline.org/>. The Helpline is an independent, non-governmental line, which is free to call in the UK, open 365 days a year, and has access to interpreters in over 200 languages. The Helpline can be called for guidance or to report any potential or actual concerns of modern slavery or exploitation.

Supplier Engagement

At every stage of a project, we require the supply chain to raise any concerns of potential or actual modern slavery.

In collaboration with our construction partners, Principals Meetings are established both prior to commencement of projects and quarterly during project delivery. Principals meetings involve Muse as the Client, partners, consultants,

the construction partner and their key supply chain leads to discuss what a successful project looks like. Within this collaborative forum, the prevention of modern slavery must be discussed in order to facilitate open and transparent engagement with the construction partners supply chain. Any outcomes of site visits are also discussed within these meetings, and Muse work collaboratively with the main contractor to implement recommendations.

Muse require any specific incidents or concerns of modern slavery to be reported to the Muse Director of Project Management (Midlands) within 24 hours of occurrence where possible, which in turn the Project Manager is to report to the Regional Director of Project Management and Senior Leadership Team.

If a concern is raised by a supplier, Muse will work collaboratively with the supplier to gather further information on the concern raised, and develop an action plan. Muse would also seek external support from our anti-slavery partner, Unseen. Supplier contracts would only be terminated as a last resort. In 2026, Muse will be working with Unseen to conduct a full review of our current Escalation & Remediation Procedure, to identify any areas where the process could be strengthened. To ensure ongoing compliance, we also reserve the right to initiate follow-up audits, enabling us to closely monitor progress and maintain accountability across our supply chain.



Training

As part of the onboarding and induction processes, all new employees are required to undertake e-learning on modern slavery.

The training consists of a module on our Group Code of Conduct and two additional courses where the topic of modern slavery is covered. All modules conclude with a test to assess employees' understanding of how to identify the risks and signs of modern slavery and a score of eight out of ten is required to pass. Our Group general counsel is responsible for the creation of the training content which is reviewed on a regular basis.

Training completion rates for modern slavery e-learning will be monitored and reported on by the Head of HR to the Modern Slavery Committee on a quarterly basis.

In 2026, Unseen will be delivering mandatory trainer-led training for the HR team, all Director's of Project Management and Project Manager's in each region, covering what modern slavery is, how to spot the signs, how to report a potential concern, and what to expect from the Worker Wellbeing Site Visit programme.



Future objectives - our aims for 2026

In 2026, we will continue to strengthen our commitment to preventing modern slavery across all areas of our operations and supply chains.

Governance and Policy

- Work with Unseen to develop a Modern Slavery Action Plan.
- The internal Modern Slavery Committee will continue to meet quarterly to monitor progress against Muse's modern slavery KPIs, discuss outcomes of the worker wellbeing site visit programme, outline challenges that have arisen over the past quarter, and update on projects/ deliverables being progressed with Unseen.
- Continue to develop our pre-qualification criteria across our supply chain.
- Establish a supplier code of conduct and communicate this across the supply chain.
- Collaborate with Unseen to develop our escalation and remediation approach.
- Extend the Safecall helpline to the supply chain.

Training

- Require all Muse employees to complete the modern slavery e-learning module, with completion rates to be monitored and reported on by the head of HR.
- Key colleagues to undertake Escalation & Remediation training, delivered by Unseen.

Site Visits and Audits

- Commission Unseen to conduct a 'Worker Wellbeing' Site Visit on every live project.

KPI	TARGET	REASONING
Ensure all Muse employees complete mandatory modern slavery e-learning within three months of joining.	100%	All staff at Muse should understand what modern slavery is, the signs to spot and how to report a potential concern.
All Muse employees involved in investigating potential or actual modern slavery concerns attend escalation and remediation training delivered by Unseen during 2026.	100%	Understanding and identifying modern slavery concerns and adhering to an escalation and remediation process.
To conduct a worker wellbeing site visit on every live construction project within the first 12 months of the project start date.	90%	To continue to gather worker feedback and flag any potential indicators of modern slavery, as well as supporting continuous improvement through implementation of recommendations.
Live construction sites of a contract value in excess of £1million to have posters on site to provide access to the Muse SafeCall Helpline and / or the Unseen Modern Slavery & Exploitation Helpline.	90%	To provide accessible and confidential support to individuals experiencing distress and in need of guidance.

