2026

MODERN SLAVERY STATEMENT OF ALVAREZ & MARSAL EUROPE HOLDINGS LIMITED

This statement comprises the modern slavery statement of Alvarez & Marsal Europe Holdings Limited pursuant to section 54 of the UK Modern Slavery Act 2015, by reference to the financial year ending 31 December 2025.

A&M is a global professional services firm, working in locations across Africa, Europe and Middle East, India, Latin America, North America, North Asia, Southeast Asia and Australia. The subsidiaries and associated entities of Alvarez & Marsal Europe Holdings Limited covered by this statement are listed in the attached schedule.

We are proud of our culture which places integrity and inclusive diversity as two of the principal core values that govern how the firm conducts its business.

We have some 13,000+ staff worldwide and our principal offices are in the following countries:

- Australia
- Austria
- Bermuda
- Belgium
- Brazil
- British Virgin Islands
- Canada
- Cayman Islands
- Chile
- China
- Colombia
- Czech Republic
- Denmark
- Finland
- France
- Germany
- Greece
- India
- Indonesia
- Ireland
- Israel
- Italy
- Japan
- Kazakhstan
- Korea
- Malaysia
- Mexico
- Netherlands
- Norway
- Poland
- Portugal
- Qatar
- Romania
- Saudi Arabia
- Singapore
- South Africa
- Spain
- Sweden
- Switzerland
- Thailand
- Turkey
- Ukraine
- United Arab Emirates
- United Kingdom
- United States
- Uzbekistan
- Vietnam

As a supplier of professional services, we operate in a sector where the occurrence of modern slavery is relatively low risk. Furthermore, most of the countries in which we operate are ranked as lower risk by the Global Slavery Index, and we do not have an extensive supply-chain.

Despite this lower risk, we are committed to ensuring that there is no modern slavery or human trafficking in our supply chains or in any part of our business. We take a zero tolerance approach to modern slavery and human trafficking.

Our HR department oversees recruitment of our personnel including undertaking appropriate checks before new personnel are taken on.

Once at A&M, our people are protected and guided by our policies which reflect our commitment to acting ethically and with integrity at all times. We comply with all applicable employment legislation relating to employee terms and conditions, including pay.

A&M seeks to deal with suppliers who adopt the same standards that we adhere to. We expect our suppliers to operate fair and ethical workplaces, where workers are treated with integrity and we require a written commitment from our subcontractors that they are and must not be engaged in the use of slavery or human trafficking. A&M reserves the right to refuse to engage suppliers or subcontractors that cannot demonstrate compliance with the values of eradication of modern slavery and human trafficking.

While A&M continues to grow, maintaining quality and upholding our core values are ever-constant, strategic priorities. As part of this we will continue to monitor whether enough is being done to support our zero tolerance approach to modern slavery and human trafficking.

Stephen Gate
General Counsel EMEA/Asia
On behalf of the Board of Directors

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LEADERSHIP. ACTION. RESULTS.

SCHEDULE:

- Alvarez & Marsal Corporate Transformation Services LLP
- Alvarez & Marsal Disputes and Investigations LLP
- Alvarez & Marsal Europe Limited
- Alvarez & Marsal Europe LLP
- Alvarez & Marsal Financial Industry Advisory Services LLP
- Alvarez & Marsal FS Europe Limited
- Alvarez & Marsal Infrastructure & Capital Projects LLP
- Alvarez & Marsal Ireland LLP
- Alvarez & Marsal Tax LLP
- Alvarez & Marsal Transaction Advisory Group Europe LLP
- Alvarez & Marsal Valuation Services LLP

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ABOUT ALVAREZ & MARSAL

Founded in 1983, Alvarez & Marsal is a leading global professional services firm. Renowned for its leadership, action and results, Alvarez & Marsal provides advisory, business performance improvement and turnaround management services, delivering practical solutions to address clients' unique challenges. With a worldwide network of experienced operators, world-class consultants, former regulators and industry authorities, Alvarez & Marsal helps corporates, boards, private equity firms, law firms and government agencies drive transformation, mitigate risk and unlock value at every stage of growth.

To learn more, visit: AlvarezandMarsal.com.

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