

Modern Slavery and Human Trafficking Statement 2025

Introduction

Eurostar International Limited ('Eurostar') is committed to acting ethically and with integrity in all our business dealings and relationships and to implementing and enforcing effective systems and controls to ensure modern slavery is not taking place anywhere in our own business or in any of our supply chains. This commitment is shared by Eurostar's employees with the full support of our Board of Directors.

Our organisation and supply chains

Eurostar is the high-speed train service linking the UK to France, Belgium and the Netherlands via the Channel Tunnel. We have been taking our travellers from city centre to city centre since 1994. Our head office is in London and as at the close of 2025 we had over 1560 employees.

Our business is organised into business units, namely: Commercial, Finance and Strategy, Information Services, Operations, Rolling Stock, Safety and Stations, People, Corporate Communications and Diversity, Equity & Inclusion, and General Secretary. Our supply chains include the provision of goods and services to each of these business units. We also have a network of third-party distributors who sell tickets for our services.

Our continued approach

We continue to be committed to ensuring that there is no modern slavery or human trafficking in our supply chains or in any part of our business.

Our organisation

Our Anti-Slavery and Human Trafficking Policy have been in place since 2017 and reflects Eurostar's commitment to combating modern slavery and human trafficking. Responsibility for compliance with the Modern Slavery Act 2015 is assumed by Eurostar's Ethical Compliance Committee, whose scope includes anti-bribery and corruption, modern slavery and human trafficking, and other ethical compliance issues for the company.

Whilst this legal duty strictly only exists for UK based workers, given the nature of operations within Eurostar, high level of geographic mobility of our people, and companywide focus on safety and respect, we are also looking to implement as much of this work across the business as is possible.

During 2025, our people and culture continued to be key, acknowledging that our colleagues are pivotal to the success of our business.

- We have completely revamped our code of conduct. The previous code of conduct dated back from 2018 and has been entirely reviewed. This process encompassed representatives of all the departments across the company and aims at providing a single-entry document for all ethical related questions including the fight against

Modern Slavery. The Parts Eurostar Engaged and Eurostar Respectful particularly cover employment and ethics.

- We have started a new awareness campaign based on a gamification of ethics. Through a game called Ethic Express, colleagues are asked questions regarding different work-related situations. This creates a dialogue space where colleagues can share and discuss their opinions. This gamification has received very positive feedback from colleagues.
- Eurostar continues to have effective processes in place to facilitate whistleblowing, both internally and externally, which can be done anonymously. Employees receive training on the whistleblowing process as part of their onboarding. No instances on modern slavery have been reported in 2025.
- In 2025, our focus shifted from establishing the foundations of our Diversity, Equity and Inclusion (DEI) strategy to embedding it more consistently across the business:
 - Having launched our strategy, governance and flagship programmes in the previous year, we concentrated on strengthening capability, accountability and delivery, while continuing to listen closely to colleagues' experiences.
 - Our ambition remained clear: to create a workplace where *Everyone Belongs*, and where DEI is not treated as a standalone initiative, but as part of how we lead, manage and work every day.
 - We progressed on our six DEI KPIs as follows:
 - Throughout 2025, we continued to build momentum behind the *Everyone Belongs* programme, reinforcing its role as the cornerstone of our approach to safety, respect and inclusion at Eurostar. During the year:
 - All members of the Executive Committee completed a multi part, yearlong Inclusive Leadership Programme with an emphasis on psychological safety and leader accountability. We also began rolling out a similar programme for direct reports to the Executive Committee.
 - Collected a full year of global data, for the first time ever, on reported incidents of bullying, harassment and discrimination to allow data driven action planning and prioritisation to better mitigate risk.
 - Strengthened collaboration between DEI, HR, Ethical Compliance, Safety and Wellbeing teams to ensure a joined-up approach to preventing and responding to harassment and discrimination.
 - Reinforced visibility of reporting routes and support mechanisms, helping colleagues to understand how concerns will be handled and supported.
 - Continued work to embed consistent behavioural expectations through policies, guidance and leadership communications.
 - As Eurostar continued its integration journey, we also progressed work to align standards, policies and ways of working across countries, supporting a more consistent colleague experience while remaining mindful of local context and legal requirements, most notably through the Code of Conduct.

- Transparency and accountability continued to underpin our DEI work in 2025. By including DEI within our Sustainability Report, we reaffirmed our commitment to measuring progress, sharing outcomes and being honest about where further work is needed.
 - Governance structures established in previous years continued to provide oversight and direction, supporting delivery of the DEI strategy and monitoring progress against our KPIs. We also continued to review how DEI considerations are integrated into broader decision-making, people processes and performance discussions.
 - As our data maturity develops, we aim to strengthen how we track outcomes and demonstrate impact across our workforce and customer experience.
- We continued to build on the foundations of our Joie du Vivre program to inspire everyday healthy living for our colleagues. Eurostar continues to be aligned with the UK's RSSB Railway Mental Health Charter, which provides a framework to help rail companies like ours promote, manage and support workforce mental well-being. The action plan from the 2023 psychosocial survey, (which examined our working conditions, understand more about how colleagues are feeling and help create a better working environment to improve wellbeing at work) continued to be worked on, including persisting with the disconnection from work ways of working (through use of technology); promoting webinars on various mental health topics, the creation of a behaviours charter and creating support process for those who are suicidal. Our partnerships with our Employee Assistance Programs, which we have in each of our countries, continued to be promoted especially with the introduction in France of their wellbeing platform and the updated wellbeing app in the UK. We are now working on delivering some manager training for managing psychosocial risks and mental health awareness.
- Following the integration of THI Factory and EIL, we used the foundations of the former wellbeing programmes (Joie de Vivre from EIL and Swing from THI Factory) to create a unified approach with a single governance and strategy, a single cross-functional working group (whose purpose is to translate the strategy into action and improvements), and a delivery programme known as Vitalité. The strategy is based on three pillars of wellbeing – physical, mental and social – and we track progress against our strategic objectives by measuring four KPIs.

Our supply chains

Our approach to diligence and governance of supply relationships include:

- All our suppliers must sign our Supplier Code of Conduct when entering into a contract. This code, which was revised in 2025, reaffirms that Eurostar does not tolerate any form of modern slavery and that the supplier undertakes to ensure that no form of modern slavery exists within its supply chain.

- When evaluating our tenders, we ensure that suppliers comply with Modern Slavery but also verify that they are committed to respecting human rights on sustainability sections. If a supplier fails to assure us of their commitment to upholding human rights, or if they are subject to Modern Slavery legislation but do not comply with it, they will be excluded.
- In contract reviewed, we systematically make sure that Modern Slavery is covered by the contract terms.
- Building on the supply chain tender process already in place, we have enhanced the Ethical Compliance assessment to further evaluate our suppliers on ethical compliance topics including Modern Slavery.
- We have audited one supplier in a sensitive sector to make sure that there would not be any uncovered modern slavery issue.

This statement is made pursuant to section 54(6) of the Modern Slavery Act 2015 and constitutes our slavery and human trafficking statement for the financial year ending 31 December 2025.

Signed by

Gwendoline Cazenave

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