

Modern Slavery Statement

1. Introduction

This statement is made on behalf of F W S Carter and Sons Limited and Waterdance Limited (the “group”) pursuant to Section 54 of the Modern Slavery Act 2015. It sets out the actions planned for the financial year ending 31 March 2027 to prevent modern slavery and human trafficking within our operations and supply chains.

The Board of Directors recognises that modern slavery remains a significant global issue. We are committed to conducting our business ethically, respecting human rights, and ensuring that slavery, servitude, forced labour and human trafficking have no place within our operations or supply chains, or among those with whom we do business.

2. Our Structure, Business and Supply Chains

The group operates across the fishing, farming, property, construction, haulage and retail sectors within the United Kingdom. The group has approximately 450 employees and engages agency workers, subcontractors, specialist contractors, consultants, and seasonal workers where operationally required.

Our supply chains include labour agencies, subcontractors, suppliers of building materials, plant, equipment and fuel, recruitment providers, and professional advisors and consultants, both within the United Kingdom and internationally.

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 acknowledge that the inherent risk of modern slavery is generally higher within labour-intensive operations and sectors involving temporary, seasonal or migrant labour.

3. Policies and Governance

The group maintains a framework of policies and procedures designed to support ethical business conduct and protect against modern slavery risks. Our policies communicate the expectations regarding ethical behaviour, legal compliance and respect for human rights.

To support this, we are developing a training programme to ensure that all staff are fully aware of the issues surrounding modern slavery and trafficking within our businesses and supply chains. Focus will be given to those responsible for the approval of new suppliers and the audit of existing suppliers.

4. Risk Assessment and Management

The group will undertake ongoing assessments of modern slavery risks within its higher risk business activities and supply chains. Risk assessments are reviewed periodically and are used to inform procurement decisions, supplier engagement and monitoring activities.

The group operates a risk-based approach to supplier and labour management, with key controls including the verification of supplier legitimacy and verification of right to work documentation. Where appropriate, we will ensure contracts require suppliers and contractors to comply with the Modern Slavery Act 2015. Where concerns are identified, the group will investigate the matter and, where appropriate, require the implementation of corrective action plans, suspend engagement, or terminate the relationship.

5. Monitoring Effectiveness

The Board of Directors is committed to continuous monitoring and improvement. Over the course of the next 12 months, we will continually evaluate our performance on the objectives we have set. The following key performance indicators will be used to assess the effectiveness of our efforts to prevent slavery and human trafficking within our business areas and supply chains:

- Number of instances of modern slavery reported, from within our directly employed workforce or externally.
- Due diligence procedures applied to new suppliers and labour providers.
- Management review of higher-risk supplier categories across fishing, construction, haulage and farming activities.

The group recognises that an absence of reported cases does not eliminate risk and remains committed to strengthening controls and vigilance.

6. Reporting Concerns

The group encourages employees, contractors, agency workers, suppliers and third parties to raise concerns where they believe unethical practices or modern slavery risks may exist.

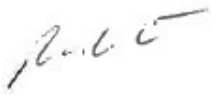
Concerns can be reported to line managers or under the Whistleblowing Policy. All reports will be treated seriously, handled in confidence, and investigated appropriately.

7. Responsibilities

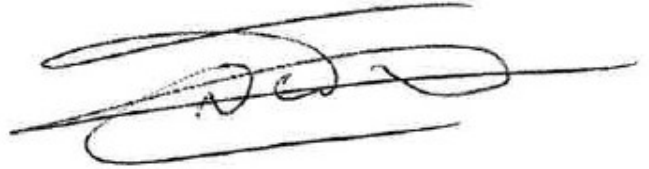
The Board of Directors has overall responsibility for modern slavery compliance and for overseeing the group's approach to identifying and mitigating modern slavery risks. Day-to-day responsibility is delegated to senior management, who are responsible for implementing policies and monitoring compliance across the business.

This statement is made pursuant to section 54(1) of the Modern Slavery Act 2015 and constitutes our slavery and human trafficking statement for the financial year ending 31 March 2027.

As approved by the Board of Directors:



A R B Carter
Director



M R Carter
Director

For and on behalf of **F W S Carter and Sons Limited** and **Waterdance Limited**

Date: 7 October 2026