

Modern Slavery Statement for Financial Year Ending 31 December 2025

1. Introduction

Under UK Law in accordance with Section 54(1) of the Modern Slavery Act 2015, Callen-Lenz Associates Limited (“**Callen-Lenz**”) is required to publish an annual Modern Slavery Statement. This statement is applicable to the financial year ending 31 December 2025.

References in this statement to “we”, “our” or the “company” are to Callen-Lenz Associates Limited.

We are committed to conducting business responsibly and to maintaining and improving systems and processes that reduce the risk of slavery and human trafficking in our business and supply chain. We recognise that modern slavery encompasses:

- Human trafficking.
- Slavery, servitude and forced or compulsory labour.

This can manifest in various ways including:

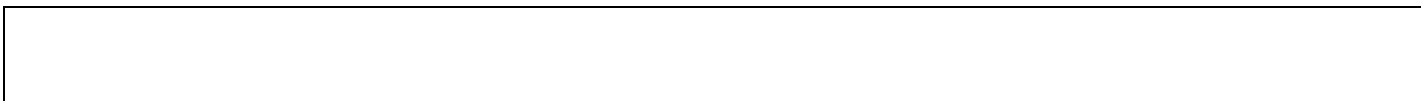
- Being owned or controlled by an employer through mental or physical abuse, or the threat of abuse.
- Being dehumanised, treated as a commodity or being bought or sold as property.
- Being physically constrained or to have restriction placed on freedom of movement.

This statement sets out the steps we have taken to identify and prevent slavery and human trafficking in our business and supply chain. It also sets out what we plan to do in 2026.

2. Overview of Organisation

Callen-Lenz is a wholly owned subsidiary of BAE Systems Plc (our “**Group**”). Callen-Lenz is a market-leading UK Unmanned Air Vehicle company delivering operationally proven capabilities, bespoke platforms, rapid prototyping and avionics, as well as complementary technical consultancy for uncrewed and crewed aviation. Our 250+ employees are predominantly based across two sites in Wiltshire, with smaller offices located in Bristol and London. Our principal customer market is the UK. Our current suppliers are located in the following countries:

Country of Origin	% (2025)
United Kingdom	85.67%
Estonia	4.33%
United States	3.61%
Switzerland	2.84%
Andorra	0.90%
Japan	0.49%
France	0.47%
Czech Republic	0.44%
Hong Kong	0.24%
Turkey	0.23%
Australia	0.21%
Germany	0.20%
Finland	0.13%
United Arab Emirates	0.10%
Netherlands	0.04%
Ireland	0.03%
Sweden	0.02%
Denmark	0.01%



China	0.01%
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3. Our approach to governance of human rights and modern slavery

We are committed to respecting human rights wherever we operate. Our employees, our suppliers and business partners are all expected to adopt high standards.

We take the following steps within our organisation to identify and prevent slavery and human trafficking in our business:

- Conduct employment and right to work checks for all employees. This includes employment and/or character references for the previous three consecutive years and provision of two current, official forms of identification. We also work with our agencies to ensure that employment and right to work checks are carried out for our contingent labour.
- Respect the labour and workplace rights of our employees in accordance with national laws. We consider the location of our employees and the type of work undertaken as the basis for assessing and understanding the modern slavery risks in our UK operations.
- Due to the nature of the industry that we work in and the customers we support, all potential employees and contingent workers for our UK businesses are required to go through a pre-employment vetting process.
- All our employees also have a contract of employment in a language that they understand clearly indicating their rights and responsibilities with regard to wages, working hours, benefits and other working and employment conditions.
- Provide access for our employees to local ethics officers and to a 24-hour independent Ethics Helpline which can be accessed by phone, email or an external website so that employees can ask for support or report a concern, including concerns in respect of human rights issues, such as modern slavery. We encourage employees to speak up without retribution and anonymously if preferred. If a call regarding human rights or modern slavery was received by the ethics officers or our Ethics Helpline, the call would be escalated for review and allocated to a senior representative within our Group for investigation in accordance with the Group Modern Slavery Reporting Procedure. Our Ethics Helpline is also available to third parties.
- Ensure our employees adhere to our Group Code of Conduct which contains a section on human rights, which includes modern slavery. Our Code of Conduct is reviewed regularly at a Group level.
- Ensure our wider policies and processes reflect our commitment to human rights. We are committed to working against corruption in all forms, including extortion and bribery and our Legal & Regulatory Policy includes an anti-bribery and corruption policy.
- Ensure our employees are trained on modern slavery and human trafficking. We have a specific online training module that all employees are required to complete. In addition, key employees, such as those within our Human Resources, Procurement and Commercial teams, undertook bespoke training on Modern Slavery, in October and December 2025.
- Ensure we appoint and work with customers, suppliers and business partners who are expected to adopt high standards of business conduct, consistent with our own, in accordance with applicable national laws. Our standard terms and conditions for our suppliers include specific reference to Modern Slavery and the Real Living Wage and include a right for us to end the contract if a supplier is, or is suspected to be, involved in modern slavery.

4. Our approach to governance in our supply chain and supplier due diligence

We are committed to working with suppliers who are expected to adopt high standards of business conduct consistent with our own, in accordance with applicable national laws. Our ambition in our supply chain is to be responsible across our business. We cannot achieve this alone, therefore it is important that we collaborate and partner with suppliers to make a positive business impact over the long-term.



In 2025, no instances of modern slavery were identified through our processes.

We take the following steps within our organisation to identify and prevent slavery and human trafficking in our supply chain:

- We conduct due diligence on our suppliers which, as a minimum, includes denied party screening information/alerts and adverse media checks.
- We ensure that our standard terms and conditions with our suppliers require our suppliers to comply with all applicable laws and regulations, which would include those related to human rights, modern slavery and the environment.
- We conduct assessments of our supply base to determine whether there are any areas that present a higher risk of Modern Slavery so these can be monitored more closely. This assessment includes an analysis of supplier data against the last obtained TVPRA Listing.
- We have a Supplier Code of Conduct which is provided to our suppliers when they are engaged. The Supplier Code of Conduct is based on our Code of Conduct and policies. It sets out what we expect from our suppliers and their supply chains and provides guidance for suppliers in relation to modern slavery and human trafficking, as well as matters such as anti-corruption, how employees are to be treated, international trade compliance, environment and counterfeit components. Our Supplier Code of Conduct expects, and our terms and conditions require, suppliers to comply with all applicable laws and regulations, including those related to human rights, modern slavery and the environment.
- We have implemented a procurement policy which defines the requirements to be implemented by our business for the establishment of procurement control and the management of supplier related risk.

We will carry out the following steps during 2026 to develop and improve our supplier due diligence processes and to further address and prevent the risk of modern slavery occurring within our supply chain. We are also continuing to improve how we identify risks further down the supply chain (sub tier suppliers). This work is more difficult because supply chains can be complex and, in some cases, subject to security restrictions. As a result, full mapping and disclosure of sub tier suppliers is not always possible.

- Publish our Supplier Code of Conduct on our website, together with details of our Ethics Helpline which can also be accessed by our suppliers.
- Make improvements to our new supplier form to include questions that can inform our modern slavery risk assessments.
- Establish a written process which sets out how we identify risk and the internal reporting procedure that we will follow where a modern slavery risk is identified within our supply chain which is aligned with our Group process.

This statement was approved by the board of directors on 14 May 2026.

