

SOCIAL



Health and Safety

Safety at Senior

At Senior, we foster a global safety culture that begins with senior leadership and permeates all levels of our global operations.

This year, through sustained effort, we achieved a reduction of over 40% in our Lost Time Injury and Illness Rate, building on an already strong performance.

Our safety initiatives are driven by **internal risk management Standards** and **critical controls**, which include:

- **22 specific prevention and risk management standards** addressing the core hazards of our business;
- **Ten Golden Rules for Safety;** and
- **a Behavioural Safety Standard** designed to prevent injury by supporting a positive safety culture.

Each standard is supported by critical controls that are carefully implemented and monitored to prevent fatalities and reduce the risk of serious injuries or incidents.

Our ongoing **safety training and communication** form the backbone of our commitment, empowering employees and contractors to proactively prevent incidents that could result in injuries, illnesses, or environmental damage.

In 2024, we continued a thorough review and update of our safety standards and critical controls, building on the progress initiated in 2023. These updates focused on making the standards more accessible and were reinforced with **new posters and videos** to enhance understanding and practical application across our sites.

Through these collective efforts, we remain steadfast in our goal to safeguard our people, operations, and environment.

Injury prevention at Senior

At Senior, safety extends beyond merely avoiding incidents it encompasses a proactive approach to implementing effective controls that prevent and mitigate potential outcomes.

Our safety teams continuously analyse trends in incidents and injuries across our global operations, identifying location-specific or role-specific concerns. When necessary, they develop **injury reduction plans** tailored to address these issues. These plans incorporate:

- **safety controls** to mitigate risks;
- **targeted training** to enhance awareness and skills;
- **work design** adjustments to promote safer practices;
- **specialised programmes** to address recurring challenges; and
- **engagement campaigns** to reinforce the importance of safety at all levels.

Through these initiatives, we remain dedicated to fostering a safer workplace for all visitors to our sites.

Contractor safety

At Senior, our safety commitment extends to everyone on-site, including temporary workers, contractors, and on site visitors. We have established **contractor-specific safety programmes** with tailored requirements and rigorous prequalification processes to uphold the highest standards of protection.

Our **contractor management procedures** require all personnel to complete a comprehensive onboarding process before commencing work. This ensures that everyone on site is informed about safety protocols, understands potential hazards, and is equipped to work safely.

These measures reflect our unwavering dedication to safeguarding every individual on site, ensuring they leave the workplace as safely as they arrived.

2024 injury performance highlights

In 2024, we made significant strides in improving workplace safety. Our Lost Time Injury and Illness Rate (LTIR) decreased to **0.19**, marking a 41% improvement from the 2023 rate of 0.32. Additionally, our Total Recordable Injury and Illness Rate (TRIR) which accounts for lost time, job transfers, and minor medical treatments remained stable at **0.63**.

In 2024, there were **no work-related fatalities** involving employees or contractors and **no major injuries** classified as serious or life changing.

In 2024

Lost Time injury and illness Rate (per 100 employees)

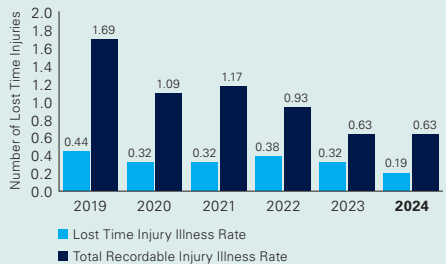
0.19
2023 – 0.32

41% reduction

Total Recordable Injury and Illness Rate (per 100 employees)

0.63
2023 – 0.63

Senior Group Injury rates



Lost Time Injury and Illness Rate ("LTIR"), defined as the number of work-related lost time injury and illness cases (losing more than one complete shift) per 100 employees.

The Total Recordable Injury Illness Rate is defined as the number of cases of lost workdays, restricted work activities, job transfers, medical care beyond first aid and work-related illnesses expressed per 100 employees.

Safety initiatives in 2024

- A new behavioural safety programme for our supervisors was rolled out.
- A new Senior Safety Standard covering ergonomic assessments was introduced.
- Additional expert assistance was provided to those businesses with the most improvement opportunities.

Case study

SUPERVISOR BEHAVIOURAL SAFETY PROGRAMME

In 2024, we launched a safety programme specifically designed for our supervisory-level employees. This initiative is built around our Senior Safety Behaviour Standard and delivered through face-to-face workshop sessions at our business sites. The programme focuses on coaching supervisors to identify and reward positive safety behaviours while emphasising the importance of fostering a proactive safety culture.

Developed in Q2 2024, the programme began rolling out in Q3, with additional workshops planned for 2025 to further embed these practices across our operations.

Image: Nick DeBruyne, Group Safety, trains supervisors in Senior Mexico.



Equality, diversity and inclusion



Jane Johnston | Group HR Director

“At Senior we promote an inclusive culture where individuals can thrive. We are committed to providing equal opportunities for all and value diversity.”

Our core Values underpin our culture

At Senior we are committed to ensuring equal opportunities, fairness of treatment, work-life balance, and the elimination of all forms of discrimination in the workplace for employees and job applicants. Senior’s leaders aim to create a working environment in which everyone can thrive, achieve their full potential, and contribute to the success of Senior, and where all decisions are based on skills and merit. We recognise that good business decisions are based on gathering different perspectives. We encourage individuals to speak freely, respecting alternative views and cultures.

Senior promotes a culture and working environment in which everyone can make the best use of their skills, free from discrimination or harassment. Our Values define how we treat people, and in our 2024 Global Employee Opinion Survey we saw improved scores for all of our Values including respect and trust. We expect employees to treat everyone they meet in the course of business with respect and dignity, reinforcing our commitment to be open and straightforward with colleagues, customers, suppliers and other stakeholders. As well as our Values, the right behaviours are reinforced in our people policies and processes, for example, talent acquisition, succession planning, promotions and learning and development opportunities.

In 2024, we updated our Code of Conduct with every employee receiving a personal copy. The Code has specific sections explaining how we value diversity and inclusion and emphasising that we are committed to preventing discrimination, harassment and bullying. The Code of Conduct and Human Rights policy are translated into our designated languages, and we included a module on Unconscious Bias in the 2024 Code of Conduct training.

The Executive Committee and business leaders continue to focus on providing a diverse and inclusive workplace. Gender diversity receives much attention in Senior, and we believe that there remains an opportunity for further improvement, particularly in our operating businesses general management. To support our objective to increase the number of women in these operational leadership roles we have launched a Women’s Network, creating a steering committee to lead the network and identifying an executive sponsor. We are confident that the network will provide a forum to empower individuals as it will bring women across Senior together to discuss ideas and

shared experiences in a supportive and productive environment, creating strong peer-to-peer support and confidence, as well as providing an impartial and open forum to encourage and inspire.

The table below shows the Group’s Board of Directors, Executive Committee and operational senior management in 2024 by gender.

	Male	Female
All employees	78%	22%
Senior managers who report directly to the Executive Committee	80%	20%
Executive Committee	62%	38%
Board	44%	56%

Senior is an equal opportunities employer. We strive to reflect the diversity of the communities we work in at all levels across our workforce. The Board seeks to ensure a diverse workforce that supports all employees, irrespective of age, disability, gender reassignment, marriage and civil partnership, race, religion or belief, gender or sexual orientation. We will not tolerate any form of unlawful discrimination against our colleagues, or any third parties be they potential employees, customers, subcontractors, suppliers or members of the public.

In accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, Senior publishes its Gender Pay Gap Report, as required on the Company’s website.



People and culture

In our autonomous and collaborative Business Model, operating business leaders are empowered and accountable for setting the tone for their operations, guided by our Values. In May 2024, we ran our Global Employee Opinion Survey. We partner with Workday, a market leading provider to run the survey and deliver it in multiple languages. 85% of our employees completed the survey, which for a manufacturing business where around two-thirds of our employees do not have ready access to a computer, is an excellent response rate. The survey provided a wealth of valuable information in relation to our culture. Following the survey, operating business leaders worked with their HR leads to understand what they do well and areas for improvement.

The overall engagement score increased from 7.2 in October 2022 to 7.5 in May 2024. The survey identifies "Drivers" which are key areas measured in the survey that drive engagement. In 2024, the Drivers that were most improved were Reward, Strategy, and Workload. The scores improved in all areas other than Goal Setting and Freedom of Opinions, which stayed the same as the prior survey, and Environment which showed a small decline. This decline in the Environment score was driven by a reduction in the score for Informal Space and around half of our businesses have identified working environment as an area to take further action in 2024/25. Every operating business developed action plans based on the survey feedback and shared them with their teams.

In 2024, we also asked employees "How do you feel about Senior's Purpose which is to 'Help engineer the transition to a sustainable world for the benefit of all our stakeholders?'". In the main, our employees were positive about Senior's Purpose with comments such as "I feel proud to be part of an organisation that prioritises engineering", "it's inspiring to be part of an organisation that prioritises sustainability" and "I am proud to be part of this". However, it was clear that some employees did not see themselves as stakeholders highlighting that additional communication around this would be beneficial.

We remain focused on recruiting and retaining talent to sustain business resource requirements and growth. In order to meet our short and long-term talent requirements, we have continued to build strong relationships with local technical colleges, universities and education establishments, as well as partnering with recruitment firms. We are extending our use of job boards and other approaches to advertising and attracting applicants to build a strong talent pipeline. We have completed the roll-out of Recruit, our talent acquisition system, to all our UK and US businesses, thereby enhancing the candidate experience. The job market remains competitive for certain geographies and skills, and we have worked hard to secure the right talent.

Talent acquisition and retention is supported by our ongoing work to enhance our employee proposition. Informed by our employee engagement survey feedback, and other feedback mechanisms, our actions are making

Senior an even more attractive place to work. To that end many of our businesses have actively participated in career fairs and other activities that highlight the career opportunities available, and on a broader level, inspiring the engineers of the future. Examples of the steps we have taken to enhance our employee value proposition include flexible working, promoting our employee assistance programmes and introducing other support mechanisms such as mental health first aiders. We continue to be vigilant regarding rates of pay and the cost of living, ensuring we are paying people fairly for the work they do, and benchmarking pay rates in local markets, making adjustments if appropriate.

'Perform', our Performance and Development system provides a framework for managers and team members to discuss feedback, performance, behaviours linked directly to our Values, set clear objectives, both for business and personal development and create development plans. In order to enable individuals to fulfil their potential, learning and development needs are assessed during individual performance reviews and the output of these discussions feed into our succession planning process. For shopfloor operations teams, operating businesses undertake performance reviews, primarily paper based, to enable employees to discuss their performance, behaviours and development plans. The Executive Committee scrutinises succession plans and talent pipeline, identifying successors or interim cover for key roles across the Group. The Executive Committee also focuses on functional capability, for example engineering, as well as operational leadership. The Board reviews the succession plans for the Executive team and their direct reports on a regular basis, with a special emphasis on encouraging diversity and inclusion.

Training and development remained a priority in 2024. Business leaders work with their teams and HR to plan and design training to meet the business needs of their operation. In our autonomous and collaborative operating model, operating businesses conduct their own training needs analysis and learning and development plans, including technical, on the job and skills training. We continue to view the provision of development opportunities and training across the Group as vital to our success. As well as partnering with external providers to build our bench strength and support succession planning, every operation has a comprehensive offering of internal training. Examples of this include training activities such as Toolbox talks; "lunch and learns"; technical training; operational excellence, including lean manufacturing; as well as sponsoring individuals undertaking external and more academically orientated courses and training, for example engineering degree courses.

Our leadership programme, Leading for Excellence continues to receive positive feedback, meeting the development needs of our future leaders. The programme runs over six months and is a mix of virtual and face-to-face sessions as well as one-to-one coaching. The

programme culminates in the delegates presenting business projects they have worked on to hone their skills, embed their learning and return real business benefits through delivering a key project for their operating business.

'Learn', our best-in-class eLearning platform allows individuals to self-select training as well as being directed to specific content, for example following a personal development discussion. We have continued to enhance the content in Learn. The catalogue covers areas such as IT skills, Leadership and Management, Project Management, Health & Wellbeing and Communication skills, available in all our languages. Learn also enables us to deliver our Code of Conduct training and other compliance training. In 2024, we launched Trade Compliance training to US employees, two cyber security courses, one for all IS and IT teams and one for selected business leaders, and an AI training course which all employees with emails were asked to complete. We also used the platform to launch the in-house developed Preventing Workplace Violence training to meet the new California legislative requirements and, following the new duty under the Equality Act 2010 in the UK, all UK employees were issued with Preventing Sexual Harassment training.

As in the Global Employee Opinion Survey at the end of 2022, peer relationships remained a strength in the 2024 survey with a culture where colleagues help and support each other. We have an open and honest culture of respect and trust, and people value teamwork and the teams they work in and with. Our businesses have onboarding processes to ensure that new team members feel welcome and well informed, enabling them to become valued team members, and in the opinion survey, the engagement score for employees with less than one year's service was higher than the overall Senior score. A significant proportion of learning is on the job and our culture of sharing knowledge and supporting colleagues remains central to developing technical competencies in our operations.

The culture across Senior is to build on our successes and learn from our mistakes. We say thank you, with our businesses holding regular employee recognition and team building events. As well as feedback received via the opinion survey, we encourage open and honest feedback with potential issues or concerns being raised with local management. The feedback from the survey was consistent with this and confirms that employees believe that people are treated fairly and that we do not tolerate misconduct. As outlined in our Values and Code of Conduct, we work together with mutual trust and respect and operate with integrity and in an ethical manner. On the rare occasion when an employee or employees have a concern that cannot be resolved by local management, employees are encouraged to raise their concerns through our third-party whistle-blowing service, EthicsPoint. All concerns raised are investigated and learning points are actioned by local leadership teams as appropriate.



Employee wellbeing

In addition to receiving feedback on how engaged our employees feel we also asked a series of specific Health and Wellbeing questions in the Global Employee Opinion Survey. The overall Health and Wellbeing score improved by 0.2, taking it to 7.7. In all areas the Health and Wellbeing scores improved. However, the businesses have not been complacent, and many have set actions to further improve employee wellbeing. Examples include monthly health drives, providing healthy snacks, initiatives to improve muscular skeletal wellness and subsidised gym memberships.

Across Senior we provide a range of wellbeing support and education to employees as appropriate to local needs. Many have promoted specific health drives, for example, menopause awareness, health checks, flu and COVID vaccinations, and road safety education. We have a number of individuals specially trained to support colleagues with mental health issues and employee assistance programmes in many of our businesses. One of our larger businesses has partnered with a counsellor who attends the site on a regular basis to support employees, as needed. Other examples of how we support employees include offering subscriptions to wellbeing apps, creating quiet spaces for employees and start-of-shift exercise stretching classes.

Financial wellness is also important for wellbeing and businesses have provided support in this area as well. In the UK we continue to support employees with our financial wellbeing service and operations have invited benefits providers to our facilities to offer information and answer employee's questions.



Colleagues at Senior Aerospace Mexico enjoy a family day, touring the facility and learning about the Company.

Colleagues also enjoy participating in sports activities, team building, sports events, and family days such as the one held at Senior Aerospace Mexico. During this event, employees' families visited our facility to get a firsthand look at the environment, tour the factory, interact with teams, and learn about the processes that contribute to the Company's success.

We continue to launch new wellbeing content on Learn and it goes without saying that we remain vigilant regarding occupational health, for example ergonomics, supported by our Health and Safety frameworks.

Senior global employee opinion survey results

Overall engagement score
(of a max of 10)

7.5

Employee participation

85%

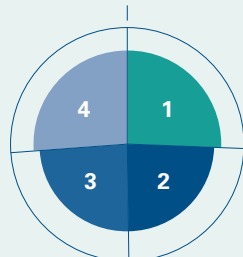


Health and Wellbeing score
(of a max of 10)

7.7

Health and Wellbeing

Max Score: 10



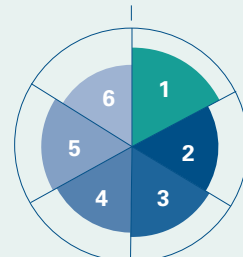
- 1 Social Wellbeing
- 2 Physical Wellbeing
- 3 Organisational Support
- 4 Mental Wellbeing

Total comments

44,294

Values

Max Score: 10



- 1 Safety
- 2 Respect & Trust
- 3 Integrity
- 4 Excellence
- 5 Customer Focus
- 6 Accountability



Communities

Senior's businesses actively support local communities by undertaking a range of education-focused and charitable activities. Here are some examples, to name but a few, of the activities our businesses and employees have undertaken to support their local communities:

A number of our businesses support local food banks with Senior Flexonics Canada providing freshly grown produce grown by our employees. As well as supporting local schools with STEM initiatives by sponsoring the STEM club, Lymington Precision Engineering ("LPE") again worked with an infant school as part of the school's engineering week. Businesses have hosted local trade schools and technical colleges, providing an insight into working for an engineering company and giving students an opportunity to see engineering in action. Senior Aerospace SSP supported ReIGNITE HOPE, a charity that provides support to help disadvantaged individuals, for example individuals transitioning from being unhoused and/or long-term unemployed to get into work. SSP did this by offering placements to individuals who received welding training from ReIGNITE HOPE. Both Senior Aerospace Thailand and Senior Aerospace Malaysia employees participated in blood donation drives.

Senior Aerospace BWT participated in the Salvation Army Toy Appeal 2024 and as a result of employees' generosity handed over 150 toys. In May 2024, Senior Aerospace Jet & Ketema helped raise funds to support Quality of Life Programmes for Navy personnel by participating in the Navy Bay Bridge 5K Run/Walk and in October they participated in the 5K Walk to End Alzheimer's, raising funds to further the care, support and research efforts of the Alzheimer's Association.

In August, Cape Town faced severe storms and flooding, which tragically impacted some of our employees, including the devastating loss of their homes. In response, our team demonstrated solidarity and compassion by coming together to donate food, clothing, and toiletries, providing much-needed support to help them rebuild their lives.

In 2024, Senior Metal Bellows continued their participation in HEESCO's St. Patrick's 5K. Thirty-two employees took part and raised money for the charity, with two of the runners coming first in their age groups. HEESCO provides support and services for individuals living with a disability, and their caregivers. Senior Aerospace Thailand showed their commitment to keeping fit and raising money again with 40 runners participating in the Pattaya Marathon.



Senior Aerospace Thailand employees participate in blood donations.



Senior Aerospace Jet & Ketema raised funds for the Alzheimer's Association by participating in the 5K Walk to End Alzheimer's.