

Social



Health & safety

The health and safety of our employees remains a core focus for Senior. The pursuit of world class health and safety in all of our undertakings is a recognised priority at all levels in our business.

In 2023, we continued to build on our sustained improvements in injury performance. The Lost Time Injury/Illness Rate of 0.32 represents a 16% decrease compared to the 2022 figure of 0.38. Additionally, the Total Recordable Injury Illness Rate, which includes factors such as lost time, job transfers, minor medical treatment, etc., demonstrates a significant decrease of approximately 32% in 2023 compared to the previous year. These positive trends underscore our ongoing commitment to fostering a safer and healthier work environment for our employees.

In 2023 there were no work-related employee or contractor fatalities and no major injuries (serious/life-changing).

To ensure we maintain a proactive safety culture, we urge all employees to identify and report unsafe work practices or potentially hazardous situations. In 2023, we received 15,310 such “near miss” reports, demonstrating a substantial improvement from the 12,615 reports received in 2022.

Senior maintains a comprehensive Group-wide Environment, Health & Safety (“EHS”) Management Framework, inclusive of risk evaluation and operational controls for all our facilities. This framework undergoes an annual audit by ISO-trained staff. Seven of our operating businesses have successfully transitioned from OHSAS 18001 to ISO 45001, reinforcing our commitment to aligning with the latest international standards.

Regular environment, health, and safety training are mandatory for employees at our operating businesses, tailored to their specific roles, work areas, job functions, and responsibilities.

In 2023

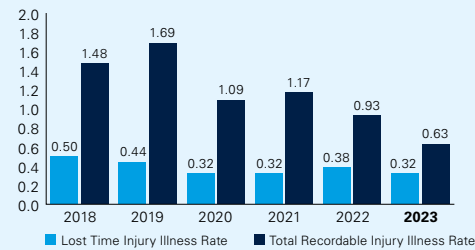
Decreased our Total Recordable Injury and Illness Rate by around 32% compared to 2022

32%

Decreased our Lost Time Injury and Illness Rate by around 16% compared to 2022

16%

Senior Group Injury rates



Lost Time Injury and Illness Rate (“LTIR”), defined as the number of work-related lost time injury or 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 2023

- Embed our new group-wide hand-safety standard.
- Monthly safety performance bulletin produced for our operating business leaders.
- Regional in-person and virtual meetings with our global health and safety professionals.
- Senior Aerospace Spencer health and safety onboarding.
- Increased onsite safety/environment reviews.

Looking forward to 2024, our plans include:

- a new behavioural safety programme for our supervisors;
- a new Senior Safety Standard covering ergonomic assessments; and
- additional assistance for those businesses with the most challenges and improvement opportunities.

Case study

SAFETY BEHAVIOURS PROJECT AT SENIOR AEROSPACE JET PRODUCTS AND KETEMA

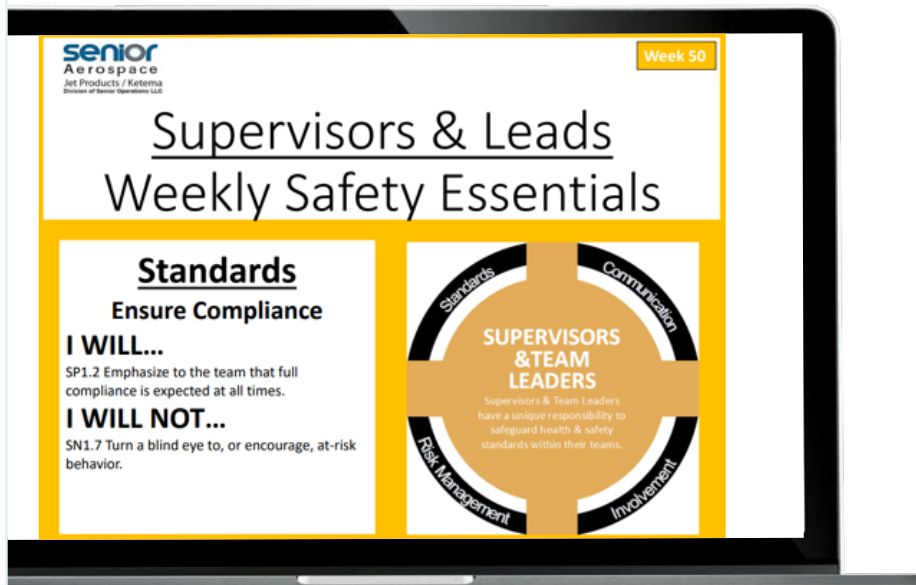
The team at Senior Aerospace Jet Products and Ketema implemented an Essential Safety Behaviours improvement project at their two facilities in San Diego, California.

At each weekly meeting, the site business leaders and supervisors review a specific set of the standards and remind all team leaders of their requirements to enforce the rules of the Essential Behaviours Standards. Additionally, a specific Essential Behaviour for everyone is reviewed at the daily management meeting.

Senior plc, as a whole, implemented The Essential Behaviours Standard several years ago, and various business units employ diverse methods to communicate these standards to employees. In the case of Senior Aerospace Jet Products and Ketema, business leaders and supervisors pledge to adhere to the requirements outlined in the standard.

The Environmental, Health & Safety Manager, David Ivester, organises and communicates new elements of the standard each week.

Senior Aerospace Jet Products and Ketema have maintained a zero lost time incident rate for a considerable number of years. This exemplary safety record underscores the clear focus on safety behaviours, demonstrating its pivotal role in achieving and sustaining such outstanding safety performance. The commitment to reinforcing safety practices through continuous communication and engagement proves that a proactive approach helps maintain a secure working environment.





Equality, diversity and inclusion



Jane Johnston | Group HR Director

“At Senior we are committed to providing equal opportunities for all and promoting an inclusive culture where individuals can thrive, and diversity is valued.”

Our core Values underpin our culture

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 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. We recognise the benefits of different perspectives and local cultures and encourage individuals to speak freely, as diverse contributions lead to better solutions and business outcomes. The Group’s Equality, Diversity and Inclusion Policy is contained within the Code of Conduct, and every employee receives a personal copy of the booklet. In 2023, we launched a Human Rights Policy clearly laying out our expectations. The policy was translated into our designated languages and we included a module on Protecting Human Rights in our annual Code of Conduct training.

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 reinforce our commitment to be open and straightforward with colleagues, customers, suppliers and other stakeholders. We expect people to treat everyone they meet in the course of business with respect and dignity. 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.

The Executive Committee and business leaders continue to focus on providing a diverse and inclusive workplace. Gender diversity receives much attention in Senior, however we believe that there remains an opportunity for further improvement, particularly in our operating businesses general management. In 2023 we continued our global participation in Mission Gender Equity Mentoring. The programme supports and encourages the development of talented women. In 2024 we plan to launch a Women’s Network. We believe this will provide a forum to empower individuals as it will bring women across businesses 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 2023 by gender.

	Male	Female
All employees	78%	22%
Senior managers who report directly to the Executive Committee	80%	20%
Executive Committee	62%	38%
Board	43%	57%

We strive to reflect the diversity of the communities we work in at all levels across our workforce. Senior is an equal opportunities employer. 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

Guided by our Values, our operating business leaders are empowered and accountable, setting the tone for their operations. As business conditions continue to improve, we remain focused on recruiting and retaining talent in order to sustain business resource requirements and growth. In order to meet demand, we are continuing to focus on building strong relationships with local technical colleges, universities and education establishments, and partnering with recruitment firms. We are extending our use of job boards and other approaches to advertising and attracting applicants, and have now completed the roll-out of Recruit, our talent acquisition system, to all our UK and US businesses. We have also been working with organisations such as Glassdoor and Indeed as well as operating business utilising platforms, for example LinkedIn, to enhance our employer brand. Although we have seen a significant improvement in our employee voluntary turnover rates, the job market remains competitive for certain geographies and skills, and we have worked hard to secure the right talent.

We have continued to work with colleagues to enhance our employee proposition, making Senior an even more attractive place to work. Examples of the steps we have taken include, introducing flexible working, promoting our employee assistance programmes, and our US Benefits Advocate helpline, and in the UK, we have introduced a financial wellbeing service. This gives all UK employees access to a host of resources covering topics such as mortgage advice, planning for retirement and financial “health checks”. In January 2023 we increased the level of employer pension contributions available to the majority of our UK employees. This was very well received by employees, being seen as a generous and valuable benefit. 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.

Training and development was a priority in 2023 with more face-to-face training being provided. In our autonomous and collaborative operating model, business leaders work with their teams and HR to plan and design training to meet their business needs. This includes 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. We have seen more emphasis on supervisor, management, leadership and behavioural skills training, typically partnering with external providers to build our bench strength and support succession planning. Examples include programmes such as Achieving your Potential, Leading Growth through our Values, Coaching Skills and Motivation and Leadership for new managers and supervisors. We have also continued with other training activities such as Toolbox talks, “lunch and learns”, technical training, as well as sponsoring individuals undertaking external and more academically orientated courses and training, for example engineering degree courses.



We were pleased to restart our global leadership programme, Leading for Excellence, and have delivered the training to two cohorts in 2023. 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.

In 2023 we enhanced our training content in Learn, our best in class eLearning platform. The catalogue covers areas such as IT skills, Leadership and Management, Project Management, Health & Wellbeing and Communication skills and provides the training in all our languages. Individuals can select courses and manage their own learning. Learn also enables us to deliver our Code of Conduct training and other compliance training such as Cybersecurity, Securing Unclassified Information and Anti-Harassment training. In 2023 we developed our own TCFD training modules and delivered it across the business to leaders, responsible for General Management/ Operations, Finance, and Health Safety & Sustainability via Learn.

As evidenced in the Global Employee Opinion Survey at the end of 2022, peer relationships remain a strength and 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. This has been particularly important during 2023 as our headcount grew and we welcomed new employees to our operations. Many of our businesses have been enhancing their onboarding processes to ensure that new team members feel welcome and well informed, enabling them to become valued team members. 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.

Learning and development needs are assessed during individual performance reviews, with “Perform”, our Performance and Development system, providing a framework for managers and team members to discuss feedback, performance, behaviours linked directly to our Values, set clear objectives, both business and personal development and create development plans. The output of these discussions feed into our succession planning process. The Executive Committee scrutinises the 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. Personal development plans are recorded and monitored in Perform to enable individuals to fulfil their potential. 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.

Our culture is to build on our success and say thank you, with our businesses holding regular employee recognition and team building events. We encourage open and honest feedback with potential issues or concerns being raised with local management. The feedback from our survey run at the end of 2022, 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 things cannot be resolved by local management, employees are encouraged to raise their concerns through our third-party whistle-blowing service, Ethics Point. All concerns raised are investigated and learning points are actioned by local leadership teams as appropriate.



Employee wellbeing

The health and wellbeing of our colleagues remains a priority. Following the Global Employee Opinion Survey, which was rolled out in the autumn of 2022, and included a specific Health & Wellbeing question set, our operating businesses have developed actions related to employees' health and wellbeing.

In common with many businesses, where possible, we are offering employees more flexibility with working patterns by offering hybrid working and altering or being more creative with shift patterns, thereby improving individual work life balance.

Our operating businesses provide wellbeing support and education to employees as appropriate to their local needs. Many have promoted specific health drives, for example, prostate cancer testing, menopause awareness, "Know your Numbers" health checks, Healthy Eating Week, flu 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. Other examples of how we support employees include offering subscriptions to wellbeing apps, creating quiet spaces for employees to relax, and start of shift exercise stretching classes.



Colleagues also enjoy participating in sports activities, team-building and sports events, supported by Senior, for example a team from Senior Aerospace Thailand came together to complete in the Pattaya Marathon. We also have wellbeing content on Learn such as Mindfulness

at Work and Positive Mental Health delivered in multiple languages. It goes without saying that we remain vigilant regarding occupational health, for example ergonomics, supported by our Health and Safety frameworks.



Communities

Senior's businesses actively support communities in which they operate 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:

Lymington Precision Engineering ("LPE") worked with an infant's school as part of the school's engineering week, launching a competition for students to design and create a model for how LPE could accomplish self-generation of energy. The winning team had their design 3D printed. 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.

Our Senior Aerospace AMT and Damar businesses joined forces to raise money for a local foodbank and hosted an "Employee Giving Tree". Other operations also contributed to local foodbanks with Senior Flexonics Pathway donating turkeys to a local Women's Shelter. Senior Aerospace Jet and Ketema support local veterans and their families by participating in the Wounded Warrior Project's 5k run and Toys for Tots, which is sponsored by US Marines Reserve. The project gathers and distributes toys to less fortunate children at Christmas. Other locations held charity and fund raising events, with all our UK business demonstrated



their baking skills and raising money for the Macmillan Coffee morning. In 2023, Senior Metal Bellows was a Silver Sponsor of HESSCO's St. Patrick's 5K with 20 employees participating to successfully defend their 2022 1st place finish. HESSCO provides support and services for individuals living with a disability, and their caregivers.

Senior Flexonics India has continued their collaboration with local charities. For example, they sponsored midday meals for 120 children at a government primary school in Bati Village, Mathura, Uttar Pradesh. They also collaborated with an NGO, "Janta Rehabilitation center" to support 35 blind students by providing four desktops and one colour printer for their computer education. Similar to 2022, Senior Flexonics Crumlin created a Secret Garden for a local primary School.