senior

Sustainability Disclosures

Environmental, Social and Governance (ESG)

2026

*Further Information is available in Senior's Annual Report & Accounts 2025

Senior's Material Sustainability Topics

<table>
<tr><th rowspan="2">Topic and Sub-topic</th><th rowspan="2">IRO</th><th>Upstream</th><th>Own operations</th><th>Downstream</th><th rowspan="2">Time Horizon</th><th rowspan="2">Further information</th></tr>
<tr><th>IRO definition</th><th></th><th></th></tr>
<tr><td colspan="7">Environment</td></tr>
<tr><td>R&D and product innovation</td><td>Positive impact</td><td colspan="3">Switching to low-emission technology cuts GHG emissions, reducing climate harm</td><td>M L</td><td>Pages 16-19, 67</td></tr>
<tr><td>Product design</td><td>Positive impact</td><td colspan="3">Expansion of low-emission products helps hard-to-decarbonise sectors adopt clean energy, reducing climate harm</td><td>M L</td><td>Pages 16-19</td></tr>
<tr><td rowspan="4">Climate change mitigation</td><td>Negative impact</td><td colspan="3">GHG emissions from operations, supply chain and product use contribute to climate harm</td><td>M L</td><td>Pages 46-49</td></tr>
<tr><td>Positive impact</td><td colspan="3">Committing to Net Zero GHG emissions across the supply chain by 2040 limits climate impact</td><td>L</td><td>Pages 46-49</td></tr>
<tr><td>Financial risk</td><td colspan="3">Shift to low-emission products and activism against certain sectors may lower demand for some Senior products</td><td>M L</td><td>Pages 16-19, 67-69</td></tr>
<tr><td>Financial opportunity</td><td colspan="3">Changing customer preferences may raise demand for low-carbon products</td><td>M L</td><td>Pages 16-19</td></tr>
<tr><td>Responsible material sourcing and efficiency</td><td>Negative impact</td><td>Potential harm to environment through resource use</td><td></td><td></td><td>S M L</td><td>Page 55</td></tr>
<tr><td colspan="7">Social</td></tr>
<tr><td rowspan="2">Product performance, quality and safety</td><td>Negative impact</td><td></td><td></td><td>Potential harm from product component failure</td><td>S M L</td><td>Page 55</td></tr>
<tr><td>Financial risk</td><td></td><td></td><td>Potential reputational and legal risks from failure to meet product standards</td><td>S M L</td><td>Page 55</td></tr>
<tr><td rowspan="3">Employment – own workforce</td><td>Positive impact</td><td></td><td>Fair and transparent work environment benefits employees</td><td></td><td>S M L</td><td>Pages 51-53</td></tr>
<tr><td>Negative impact</td><td></td><td>Potential harm to employees due to failure to support health and wellbeing</td><td></td><td>S M L</td><td>Page 50</td></tr>
<tr><td>Financial risk</td><td></td><td>Skill shortages may disrupt operations and lower product quality</td><td></td><td>S M L</td><td>Pages 51-53, 64</td></tr>
<tr><td>Workers – supply chain</td><td>Negative impact</td><td>Potential harm to workers in the supply chain</td><td></td><td></td><td>S M L</td><td>Pages 55, 62</td></tr>
<tr><td colspan="7">Governance</td></tr>
<tr><td rowspan="2">Data protection / cyber security</td><td>Financial risk</td><td colspan="3">Failure to protect data can result in lost trust and legal action</td><td>S M L</td><td>Pages 55, 62</td></tr>
<tr><td>Negative impact</td><td colspan="3">Potential negative impact from data breaches on suppliers, employees and customers' privacy</td><td>S M L</td><td>Page 55</td></tr>
<tr><td>Supply chain management</td><td>Financial risk</td><td>Potential disruption and reputation risk</td><td></td><td></td><td>S M L</td><td>Page 55, 62</td></tr>
<tr><td>Anti-bribery and corruption</td><td>Financial risk</td><td></td><td>Potential reputation and litigation risks</td><td></td><td>S M L</td><td>Page 55</td></tr>
</table>

Key

- Positive impact
- Negative impact
- Financial risk
- Financial opportunity
- S Short-term (1 year)
- M Medium-term (1-5 years)
- L Long-term (>5 years)

Environmental (continued)

Classification	Specific Disclosure	Disclosure	GRI[1] reference
Energy Total for all Senior businesses	Energy Consumption within organisation	2025 – 152,066 MWh 2024 – 145,993 MWh	302-1 302-4
	Energy Intensity	2025 – 145 MWh / £m revenue 2024 - 149 MWh / £m revenue	302-3
	Electricity sourced from renewable supply	60% in 2025 52% in 2024 48% in 2023	305-2
Water and Effluents	Water Consumption, total consumed for all Senior businesses	• 2025 – 256 megalitres • 2024 - 240 megalitres • 2023 - 260 megalitres	303-5
Emissions	Scope 1 GHG emissions	2025 - 8,952 tCO2e 2024 – 7,945 tCO2e 2023 - 9,701 tCO2e	305-1
	Scope 2 GHG Emissions (location based)	2025 - 45,036 tCO2e 2024 – 45,356 tCO2e	305-2
	Scope 2 GHG Emissions (Market based) Electricity + District Heating	2025 - 25,918 tCO2e 2024 – 30,293 tCO2e	305-2
	Total Scope 1 and Scope 2 (Market Based) GHG Emissions (Scope 1 and 2 independently assured)	2025 – 34,238 tCO2e 2024 – 38,238 tCO2e	305-2
	GHG Emission intensity	2025 - 53 Tonnes / £m revenue 2024 - 57 Tonnes / £m revenue	305-4

Environmental (continued)

Classification	**Specific Disclosure**	**Disclosure**	**GRI reference**
	Reduction of Scope 1 and 2 (market based) GHG Emissions (2025 vs 2024)	3368 tCO_2e (8.8% reduction)	305-5
	Emissions of ozone depleting substances	2447 tonnes of GHG from refrigerants in 2025	305-6
Waste	Waste generated	11,340 metric tonnes of waste generated in 2025, 10,666 of which was recycled.	306-3
	Waste directed to disposal	779 tonnes of waste sent to landfill in 2025 (857 tonnes of waste sent to landfill in 2024).	306-5
	Recycling of waste %	• 2025 – 92.4% • 2024 – 91.1% • 2023 - 95.1% • 2022 - 94.8%	
	Hazardous Waste	405 tonnes generated of which 206 tonnes was recycled leaving a total of 199 tonnes for incineration.	
Environmental Compliance	Non-compliance with environmental laws and regulations	No cases of non-compliance with environmental laws in 2025.	307-2
Minimising sustainability risks	Are the Company's sustainability policies and practice considered to be adequate in order to minimize material risks linked to sustainability	"A" rating by CDP for Climate Change. A climate-related risks and opportunities assessment has been conducted in the year and mitigation actions are in place as appropriate. Progress in closing actions is monitored regularly.	
ESG data audit	Is there a separate statement of an external audit of ESG data?	External assurance of Scope 1, 2 (location & market-based) and Scope 3 GHG emissions independently assured to ISAE 3410	

Environmental (continued)

Classification	Specific Disclosure	Disclosure	GRI[1] reference
Scope 3 Emissions	Purchased Goods & Services	2025 – 473,537 tCO2e	305-3
	Capital Goods	2025 - 9,692 tCO2e	305-3
	Fuel & Energy related activities	2025 – 19,001 tCO2e	305-3
	Upstream transportation and distribution	2025 – 12,123 tCO2e	305-3
	Waste generated in operations	2025 – 546 tCO2e	305-3
	Employee Travel	2025 - 1,423 tCO2e	305-3
	Employee Commuting	2025 – 9,994 tCO2e	305-3
	Downstream transportation and distribution	2025 – 120,790 tCO2e	305-3
	Use of Sold Products	2025 – 38,448 tCO2e	305-3
	End of Life Treatment	2025 – 498 tCO2e	305-3

Environmental (continued)

Classification	Specific Disclosure	Disclosure	GRI reference
Oversight of sustainability, including strategy	Is the Chair of the Board responsible for oversight of sustainability, including climate strategy	Senior plc's Group Chief Executive Officer retains overall responsibility for all matters relating to sustainability and climate change.	
	Does the company have at least one member of the Board or Senior Management with significant Climate-related experience within the sector of the company	Our Director of HSE & Sustainability has over ten years' experience in sustainability and a post-graduate qualification from Cambridge University in Sustainable Business.	
	Certifications relevant to Environment / Energy	Each Senior operating business has an Environmental Management Programme (ISO 14001). Also, one operating business is certified to ISO 50001 (Energy Management).	
	GHG Emissions Reduction (targets approved by The Science Based Targets initiative (SBTi))	SBTi approved Senior's targets committing to reduce its absolute Scope 1 and 2 GHG emissions by 30% by 2025 compared to a 2018 base year.	
	Task Force on Climate-related Financial Disclosures ("TCFD")	Senior's climate-related disclosures for the year ended 31 December 2025 are consistent with the TCFD recommendations and recommended disclosures (set out in Section C of the 2021 TCFD Annex "Guidance for All Sectors") and comply with the requirements of the Listing Rule 6.6.6R(8). Further details can be found on pages 66 to 69 of the 2025 Annual Report & Accounts.	
	Supply Chain Engagement	CDP rated Senior as "A" for Supplier Engagement in 2024, the highest rating achievable. Senior is recognised as a 'leader' in Supplier Engagement.	

Social

Classification	Specific Disclosure	Disclosure	GRI Reference
Management approach	New employee hires and employee turnover	Operating businesses report their monthly headcount data via our global business reporting system. They report on starters, leavers, headcount and employee turnover. The data is monitored during our regular business reviews. The rate of voluntary turnover continued to improve from 2023. The Group reports on gender globally on an annual basis.	401-1
	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Full time, part-time and temporary employees are provided with competitive employment benefits which vary and are appropriate depending on the country. We ensure that we meet or exceed local legislative requirements.	401-2
	Parental leave	Employees are provided with appropriate parental leave benefits in line with local legislation. In the UK, we offer an enhanced paternity and an enhanced maternity package to support our aim of increasing gender balance across our workforce.	401-3
Labour/ management relations	Minimum notice periods regarding operational changes	Employees are provided with appropriate notice and consultation requirements, prior to organisational changes. This includes consulting with individuals, works councils and unions, as appropriate. The requirements vary by geography, and we comply with local legislation.	402-1
	Avoidance of compulsory redundancies	When considering and implementing organisational restructuring, steps are taken to avoid permanent reductions in workforce and compulsory redundancies (for example, alternative shift patterns, reduced hours, reducing or eliminating overtime, limiting recruitment, redeployment, releasing temporary employees, voluntary redundancies and other cost saving measures).	

Social (continued)

Classification	Specific Disclosure	Disclosure	GRI reference
Labour/ management relations	Assistance for employees affected by compulsory redundancies	Employees are provided with support, for example, outplacement, Employee Assistance Programmes, help with job hunting and implementing social plans. These support mechanisms vary by country, and local legal requirements are met or exceeded.	
Occupational health & safety	Occupational Health and Safety Management System	All businesses conform to Senior's Environmental Health & Safety (EH&S) management procedures. Senior has a Group-wide safety management programme with all businesses complying to the Group standard and subject to an internal audit. Five of our businesses have already transitioned from OHSAS 18001 to ISO 45001.	403-1
	Hazard identification, risk assessment and incident investigation	All businesses assess health and safety risks and investigate incidents in accordance with Senior's EH&S global requirements.	403-2
	Worker participation, consultation, and communication on occupational health and safety	All businesses have a Health, Safety and Environment Committee, consisting of management, employee and Union (where applicable) members. In addition, there are many examples of wellbeing initiatives in our operations, for example, mental health support and awareness campaigns, vaccination drives (e.g. influenza), wellbeing apps and annual health check-up.	403-4
	Worker training on occupational health and safety	All businesses are required to make an assessment of H&S training needs and deliver appropriate training, this is subject to annual internal audit.	403-5
	Workers covered by an occupational health and safety management system	All workers in Senior are covered under the Group HS&E Management system and procedures. In addition, we have an active behavioural safety programme; "Senior Essential Safety Behaviours" all within our "Zero Harm" approach which includes "Golden Rules" covering our high-risk activities. All businesses are subject to a regular annual internal audit.	403-8

Social (continued)

Classification	Specific Disclosure	Disclosure	GRI reference
Occupational health & safety (continued)	Work-related injuries	All businesses report monthly on work related injuries, all injuries are investigated, and corrective actions applied.	403-9
Human rights assessment	Employee training on human rights policies or procedures	Every employee completes annual Code of Conduct training. The 2025 Global Code of Conduct training included the following modules: Promoting Safety and Security at Work, International Trade Compliance and Phishing.	412-2
	Respect for internationally recognised human rights	In 2023, we rolled out a Human Rights Policy across the company and made it available in all Senior's designated languages. The policy confirms our compliance with internationally recognised human rights standards. The Company's Code of Conduct states that "we respect the Human Rights of all those working for or with us. We will not exploit anyone, wherever in the world we are working. We will not do business with companies, organisations or individuals who we believe do not work to the same standards as ourselves. We will take steps to ensure that our supply chain is free from Modern Slavery". It is available on the Senior website https://www.seniorplc.com/~/media/Files/S/SeniorPLC/documents/code_of_conduct_2024.pdf The Group employees must not work with any company, organisation or individual that does not uphold the Group's Human Rights principles.	
Public policy	Political contributions	No political donations were made by the Company or any of the Group's operations during the year.	415-1
Marketing and labelling	Requirements for product and service information and labelling	All our products are labelled in accordance with Global Harmonised System (GHS) as appropriate.	417-1
Workforce remuneration	Does the company have an adequate pay policy that covers Living Wage?	Each operating business pays employees in line with local requirements and meets or exceeds any minimum and living wage legislative requirements.	

Social (continued)

Classification	Specific Disclosure	Disclosure
Workforce remuneration (continued)	Risk of workflow disruptions due to labour unrest, or reduced productivity due to poor job satisfaction	Our 2025 Global Employee Opinion Survey, run in May, confirmed that our employees are engaged, motivated and generally satisfied by working for Senior. The index of 7.5 out of 10 remained stable from the previous survey run in Spring 2024. We do not believe there is a significant risk to productivity due to poor industrial relations, labour unrest or strikes.
Employee engagement survey & workforce engagement	Has the company conducted an Employee Engagement Survey?	Senior regularly runs a Global Employee Opinion Survey using an external provider. The Group's annual global Employee Engagement Survey yielded participation of 88%, ensuring results and insight are wholly representative. In addition, the Board conducted several visits to Operating Businesses, participated in leadership events and training, and engages through mentoring professional talent. Mary Waldner, our non-executive Director for employee engagement, and Silvia Schwark, Executive Vice President, HR, continued to lead face to face focus groups across the organisation. Further details can be found on page 25 of the 2025 Annual Report & Accounts. In addition, in our devolved and autonomous operating model, our operating businesses seek employee feedback via mechanisms including informal discussion groups with management, employee suggestions and listening sessions. In addition, business leaders provide frequent updates via all-hands meetings, video messages, newsletters, and work with employee representative groups and unions, where appropriate.

Social (continued)

Classification	Specific Disclosure	Disclosure
Employee engagement survey & workforce engagement	Employee representation, consultation and communication	The Group has a number of operations in various countries where employees are represented by unions and work councils. Where appropriate, collective bargaining agreements are in place. Procedures are documented in line with local agreements including dispute resolution, the right to be represented and grievance procedures. Operations without unions engage with, consult and inform employees via a range of approaches, including employee representative bodies with elected or co-opted representatives, Work Councils, regular meetings with management, focus groups, suggestion mechanisms, health and safety committees, employee apps, etc. All approaches are appropriate for the culture and legal environment in which the operating business is based.
	Workforce profile	A significant majority of the Group's employees are permanent, with the limited use of temporary employees and agency contractors to provide flexibility when needed. Typically, a minimum of 95% of our workers are permanent employees. Temporary employees are treated the same as permanent employees and as per local legislation (for example, they are provided with the benefits as appropriate and undertake on-boarding/induction programmes including Code of Conduct training on joining).

Social (continued)

Classification	*Specific Disclosure*	*Disclosure*
Employee engagement survey & workforce engagement (continued)	Training and development	All of the Group's operations assess training and development needs at a local level and implement appropriate plans. In some of the jurisdictions in which the Group operates, training plans are submitted to official bodies. Perform, our performance and development system, is used by employees, with ready access to a computer, to set objectives, review performance, build career development plans and receive feedback. Appropriate arrangements are in place to monitor performance, identify training needs and provide feedback to employees without ready access to computers, for example skills matrices, appraisals and assessments. Every operating business also undertakes an annual succession plan which is reviewed by the Executive Committee. Ultimately, succession plans for the Group's senior leaders are reviewed by the Board twice a year.
Diversity & Inclusion	Gender split of Executive Committee and Operational Management	• Executive Team gender split is 38% female / 62% male • Senior managers who report directly to the Executive Committee gender split is 22% female / 78% male

Classification	Specific Disclosure	Disclosure
Board	Board gender diversity	44% female Directors
	Board ethnic diversity	22% ethnic minority Directors
	Board succession	Details can be found in the Nominations Committee section of the 2025 Annual Report & Accounts on page 87.
	Board performance review	Details can be found in the Nominations Committee section of the 2025 Annual Report & Accounts on page 91.
	Independence of Directors	As of 31 December 2025, six out of a total of nine directors, were independent.
Shareholder democracy	Restriction on voting rights	The Company has only one class of shares with equal voting rights. The Company does not apply any voting rights ceilings.
	Size of shareholding necessary to introduce a new Resolution	Threshold requirements to introduce a new Resolution at the AGM are stated in the Notes to the Notice of 2026 AGM published on Senior's website.
	Facilitation of shareholder participation	Shareholders can vote on proxy resolutions by post or electronically visiting www.sharevote.co.uk. Further details can be found in the Notes to the Notice of 2026 AGM.
Internal audit	Does the company have an internal audit function?	The internal audit function reports into the Director of Risk and Assurance and the programme includes a combination of broad scope internal audits, evaluating financial, IT, HR, information security, trade compliance and other operational controls, plus limited scope thematic reviews designed to provide assurance over targeted risk areas. Further details can be found in the Audit Committee Report of the 2025 Annual Report & Accounts on page 99.

Classification	Specific Disclosure	Disclosure
Whistle-blowing	Does Senior have a whistle-blowing hotline?	The Group encourages individuals to first raise their concerns, verbally or in writing, with a line manager, an HR team member or local operating business leader. Where local reporting is not appropriate, individuals can report their concerns to a Divisional CEO. Alternatively, anonymous written, electronic or telephonic communications may be submitted to any of the above-named parties. Where a person feels uncomfortable or unable to approach any of the parties mentioned earlier, or if the person feels an investigation was not concluded in accordance with local policy or regulations, they should contact Senior's third-party free whistle-blowing service provider by telephone or via the web reporting tool. This service includes the ability to report in multiple languages. The provider will pass the details of the concern to a designated individual from Senior based at our Group head office in the UK to allow for a full investigation of the matter. Where requested, the provider will not pass on the personal details of who has made the disclosure if the individual(s) requested that their personal details be withheld. All whistle-blowing reports are investigated under the terms of strict confidentiality to the fullest extent possible. The investigator will ensure that the investigation is undertaken as quickly as possible and conducted within the timeframe required by local regulations. On conclusion of the investigation, the whistle-blower is informed of the outcome of the investigation and what action Senior has taken, or proposes to take, as a result of the investigation.
	Are Members of the Audit Committee alerted on cases filed from the whistle-blowing hotline?	The Group Company Secretary provides information on any reported whistle-blowing cases in regular secretarial reports to the Board of Directors. This is a standing agenda item at every Board meeting. In addition, the EVP HR summarises the total cases and assesses if any patterns or trends are emerging. This is included in every Group Chief Executive Officer's report to the Board. The Director of Risk and Assurance provides whistle-blowing case information in her report to the Audit Committee.

Classification	*Specific Disclosure*	*Disclosure*
Risk process	How does the Company adequately disclose the process in place to identify and assess material non-traditional financial risks and opportunities?	The Group's risk management framework considers a broad range of strategic, financial, operational, environmental and other external risks and opportunities. Comprehensive disclosures regarding the risk management framework can be found in the Annual Report and Accounts 2025.
	What evidence is there that the company adequately integrates an analysis of its impact on non-traditional financial risks and opportunities in its decision-making?	There is a comprehensive risk assessment process in place at operating business, Division and Group level that is managed by the Group Executive and thoroughly debated by the Board. Mitigating actions are developed, each having an owner, and progress is tracked regularly. Risk based assurance reviews are conducted and there is an annual Controls Self Assessment process. Software is in place to facilitate the reporting process and track the resulting actions. This helps ensure that actions are closed in a timely manner, thereby improving the control environment.

Governance (continued)

Classification	Specific Disclosure	Disclosure
Information security	Risk assessments	Information security risk assessments are routinely conducted across the Group, an example of which includes assessing third-party suppliers to ensure systems are secure by design. Risks identified by subject matter experts are reviewed with applicable risk owners and steps agreed to mitigate.
	Targets and objectives	The Group's Information Security Strategy is aimed at providing assurance that there is sufficient focus on reducing risks of significant cyber attacks. As capabilities are developed and implemented, appropriate metrics are established and routinely reported (including to the Executive team) which measure effectiveness and provide a feedback loop to the ongoing plan.
	Physical and technical safeguards	Each operating business deploys a suite of protection and monitoring services, including endpoint detention and response, vulnerability management and cyber threat intelligence. These are fully monitored by Senior's centralised Group IS team. Technology-led security controls are further supported by a clear and documented series of policies, standards and playbooks. Employees receive annual awareness training on cyber-related issues and the Group maintains a cyber-awareness campaign to alert employees to cyber threats. A near miss and accident reporting process is deployed across the Group to alert IT/IS teams of immediate cyber threats.
	Certification of the information security management systems to an international standard	The Group's Information Security Policy is based upon a number of recognised, international standards, including ISO 27001, NIST Cybersecurity Framework and the CIS security controls, which all Group operating businesses are required to follow.

Governance (continued)

Classification	*Specific Disclosure*	*Disclosure*
Data protection and information security	Procedures to ensure information security in outsourced data processing	Where third-party data processing is utilised, the Group follows its internal data protection policies and risk assessment procedures, including reviewing contractual provisions for both existing and new providers.
Sustainability governance	Is there adequate governance of ESG factors?	Senior's Executive Leadership Team is responsible for the management of sustainability-related matters. The Board of Directors has oversight over such matters through regular reports provided during the scheduled Board meetings on the Group's sustainability performance and initiatives.
Ethics, Anti- bribery & Corruption	Data and measures on anti-bribery and/or anti-corruption during the year	Senior maintains a zero-tolerance approach to bribery and corruption and complies with all applicable laws, including the UK Bribery Act 2010 and the US Foreign Corrupt Practices Act. This framework is supported by the following: Agents Policy, Gifts and Hospitality Policy, Fraud Policy and Whistle-blowing Policy. All employees are issued with a printed copy of the Code and provided with training on the Code. All employees must complete annual Code of Conduct training. Further information can be found on page 55 of the 2025 Annual Report and Accounts.
	Disclosure of Board level discussions on ethics and corruption	Throughout the year, the Group Company Secretary regularly reported on all whistle-blowing cases to the Board of Directors as part of the standing agenda item at each scheduled Board meeting. The EVP HR reviewed and summarised the total number of cases, analysing them for any emerging patterns or trends, and included these insights in every Group Chief Executive Officer's report to the Board. The Director of Risk and Assurance provided whistle-blowing case information in her report to the Audit Committee.

Classification	Specific Disclosure	Disclosure
Ethics, Anti- bribery & Corruption	Third party anti-corruption due diligence	The Company conducts appropriate due diligence and ongoing monitoring of third parties with which it works, including regular screening, risk assessments and compliance health checks. The Company also subscribes to third-party rating organisations to support its due diligence process, particularly when appointing agents and distributors. The Group's operating businesses are required to report on the agents and advisers appointed by them, on a biannual basis, to the Group Company Secretary. In addition, the Group Company Secretary must be notified when new agents are appointed. Biannual reporting is reviewed and tested by Internal Audit; the reporting is also reviewed by the Audit Committee. The Company has a Sustainable Sourcing Policy which establishes the minimum standards expected of our supply chain. Suppliers are expected to always adhere to the principles of the Policy. Further details can be found on page 55 of the 2025 Annual Report & Accounts.
	Insider dealings	The Company has a Dealing Code (The "Code"), aimed at ensuring that the Directors of the Company, and employees identified as persons discharging managerial responsibilities ("PDMRs") of the Company and its subsidiaries, do not abuse, and do not place themselves under suspicion of abusing, Inside Information and comply with their obligations under the Market Abuse Regulation. The Code contains the dealing clearance procedures which must be observed by the Company's PDMRs and those employees who have been told that the clearance procedures apply to them. This means that there will be certain times when these employees cannot deal in the Company's securities. The Code also contains certain additional obligations which only apply to PDMRs. Failure to observe and comply with the requirements of the Code may result in disciplinary action.

Classification	Specific Disclosure	Disclosure
Ethics, Anti- bribery & Corruption (continued)	Ensure all suppliers are required to have anti-corruption policies and programs to verify compliance	Senior's Sustainable Sourcing Policy defines the environmental, ethical and social responsibility principles that all Group suppliers must adhere to. The Policy applies to all key suppliers of goods and services based on annual spend and certain risk factors, such as country of origin and/or the nature of supply or service. All suppliers must be screened in accordance with the Policy, local trade compliance and sanctions regulations, as well as other relevant Group policies prior to engaging in any procurement activities.
	Demonstrate a commitment for external standards for ethical standards and corruption	The Group's Code of Conduct clearly states that we will follow all applicable laws and regulations, including the UK Bribery Act 2010 and the US Foreign Corrupt Practices Act.
	Describe the programmes and structures we have in place	The Group has a Code of Conduct which sets out our commitment to maintaining the highest standards of ethics and integrity in the conduct of our business throughout the world. It also clearly sets out the Group's Values. Every employee has a personal copy of the Code. Code of Conduct is available in all Senior's designated languages applicable to the Group's employees. The Code seeks to: • clearly set out the behaviour we expect of all employees; • provide guidelines which help employees apply our Values; and • enable employees to raise concerns or ask a question if they are in doubt. The Code of Conduct is reinforced through annual training for all employees, a third-party whistle-blowing hotline, various Group policies and all-employee communications such as our annual roadshows where we talk about ethics using real-life examples.

Governance (continued)

Classification	Specific Disclosure	Disclosure
Ethics, Anti- bribery & Corruption (continued)	Gifts, favours and entertainments	The Group recognises that gifts and hospitality can create real or perceived conflicts of interest. The Gifts and Hospitality Policy restricts the giving and receiving of gifts to and from third parties and requires annual self-declaration of any gifts or hospitality over £200 (or a lower threshold set by the Company Secretary). Internal audits and annual controls self-assessments ensure compliance with the Policy throughout the year.
	Compliance risk assessments and audits	The Group's 2025 internal audit programme and Controls Self-Assessment were completed as planned, providing a level of assurance that the Group's Code of Conduct, controls, policies and procedures are being followed. Any fraud issues that have come to the attention of the Director of Risk and Assurance are discussed by the Audit Committee.
Product Safety		Product quality is absolutely core in all of Senior's operating businesses and activities. All of Senior's businesses have at least ISO 9001 accreditation for manufacturing. The operating businesses have additional aerospace and automotive accreditations, dependent upon their intended markets. Ultimate responsibility for product quality and safety lies with the senior manager of each business unit. All products undergo service/safety risk assessments, as required in Senior's demanding markets. Employees receive regular training on product and service safety. All the Group's operating businesses have in place incident investigation and corrective action policies and procedures and quality testing programmes. Product/service objectives or targets are set by the operating businesses to meet customer requirements and regular external product/service safety audits are conducted, where standards require.

APPENDIX

Information on the three climate scenarios used to assess the severity of climate-related impacts on Senior Plc.

			1 Early, Smooth Transition Transition Scenario	2 Late, Disruptive Transition Transition Scenario	3 Business as usual, no additional action Business as usual
Overview			Transition to a carbon-neutral economy starts early (2021) and the increase in global temperatures stay well-below 2-degrees, in line with the Paris Agreement.	Global climate goal of keeping temperatures well-below 2 degrees is met but the transition is delayed (2031) and must be more severe to compensate for the late start.	Where no policy action beyond that which has already been announced is delivered, resulting in about 3-degrees of warming*. Therefore, the transition is insufficient for the world to meet its climate goal.
Assumptions			1) There is early and decisive action to reduce global emissions in a gradual way, with clearly signposted government policies implemented relatively smoothly	1) To compensate for the delayed start a deeper adjustment is required, as evidenced in a steeper increase in global carbon prices in a late attempt to meet the climate target. Under this scenario, physical risks rise more quickly than in the early policy action scenario and transition risks are severe.	1) This scenario tests financial firms' resilience to both chronic changes in weather (e.g. rising sea levels), as well as more frequent and extreme weather events (e.g. flash floods). Therefore, under this scenario, there are limited transition risks, but physical risks are significant.
Parameters	**Physical**	Global & Regional Temperature Trends	Global temperatures increase to between 1.5-2 - degrees above pre-industrial levels	Global temperatures increase to between 1.5-2 - degrees above pre-industrial levels	Global temperatures increase to over 3-degrees above pre-industrial levels
		Frequency & severity of climate-related physical impacts e.g. extreme weather, humidity etc.	Increase in physical climate-related impacts	Increase in physical climate-related impacts	Significant increase in physical climate-related impacts resulting in damages, displacement and economic instability
	Transition	Carbon price pathway	Estimated range - \$135-\$6050 USD/tCO2e in 2030, \$245-\$14300 USD/tCO2e in 2050 IPCC SR1.5	Estimated range - \$135-\$6050 USD/tCO2e in 2030, \$245-\$14300 USD/tCO2e in 2050 IPCC SR1.5	Estimated range - \$15-\$220 USD/tCO2e in 2030, \$45 - \$1050 USD/tCO2e in 2050 IPCC SR1.5
		Carbon-related policy / regulation	Global policy response. Increase in carbon price	Delayed and disjointed policy response. Lack of certainty for businesses. Significant jump in carbon price beyond 2030	No further policy action. Current country level commitments are maintained.
		Emission pathway	Global emissions decline 45% by 2030, reaching net zero by mid-century	Global emissions continue to increase, before rapidly decreasing in order to reach net zero by 2050	Global emissions continue to rise at current rates. Global emissions continue to rise past 2040 (no peak by 2040)
		Commodity and energy prices	Significant increase in energy prices	Significant increase in energy prices. Likely that changes will be sudden and disruptive.	Energy prices maintained
		Energy mix	Significant increase in renewable energy mix by 2050 - nearly all fossil fuels replaced	Significant increase in renewable energy mix by 2050 - nearly all fossil fuels replaced	Share of renewable energy mix increases but fossil fuels remain the largest source of energy.
		Technology	Rapid increase in investment in mitigation technologies (e.g. energy efficiency, demand management)	Increase in investment in mitigation technologies (e.g. energy efficiency, demand management)	Modest investment in mitigation technologies. Greater investment in adaptation technologies.
		Consumer preferences	Consumer preference shifts towards low-carbon product and services continue to increase	Consumer preference shifts towards low-carbon product and services	No change in demand for low-carbon goods and services. Increase in adaptation services required.
Information Sources:			IPCC Report on 1.5-Degrees (SSP1)	IPCC Report on 1.5-Degrees (SSP1) IPCC - RCP 2.6 The Inevitable Policy Response - UN PRI	IEA INDC Scenario IPCC - RCP 6, RCP 8.5