

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.

We ask all our employees to be proactive in identifying and reporting unsafe work practices or potentially hazardous situations, in 2022 we received 12,615 such “near miss” reports, an improvement from 11,556 in 2021 (which help to prevent recordable safety incidents). We actively share good practices and learnings across our operations with regional meetings and on our intranet.

Senior has a Group-wide Environment, Health & Safety (EHS) Management Framework encompassing risk evaluation and operational controls for all our facilities. This is subject to an annual audit by ISO-trained staff. Seven of our operating businesses have already transitioned from OHSAS 18001 to ISO 45001.

Employees at our operating businesses are required to take regular environment, health and safety training determined by their specific roles, areas where they work, job functions and responsibilities.

No work-related employee or contractor fatalities occurred in the Senior Group in 2022 with no major (serious / life changing) injuries to employees or contractors working on behalf of Senior.

We experienced a reduction in the Total Recordable Injury and Illness Rate of around 21% compared to 2021 underpinning the positive, downward trajectory of safety incidents. However, there was a small increase in the Lost Time Injury and Illness Rate emphasising the need for continuous improvement. With this in mind, in 2022 we initiated three major global safety initiatives in addition to the routine auditing and support activities. Two of these – hand safety and ergonomics – are aimed at the most frequent causes of lost time injuries across Senior whilst the Golden Rules update is designed to prevent major injuries.

These initiatives are:

1) Senior Golden Rules for Safety – refresh and roll out.

Work commenced on this programme in 2021, our Golden Rules have been enhanced by incorporating elements of our behavioural safety programme and updated best practices. Multi-lingual training material has been produced and all of our businesses have completed the programme this year.

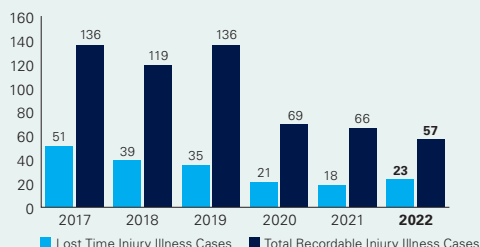
2) “Hand Injury” reduction

Cuts and injuries to hands have been a common source of injury in Senior for many years. The parts we produce often have sharp edges and hand finishing of the high-quality components remains a part of our process in many businesses. In 2022, we took a fresh look at these risks and rolled out a global programme to address the main causes after an exhaustive evaluation of the detailed causes of injury over the last five years. It is too early to report on the success of the programme as yet, an update will follow in 2023.

3) A New Ergonomic assessment programme

Ergonomic injuries are the second most common type of injury in Senior (just behind hand injuries). To counter this, we have engaged a leading global consultancy and started to roll out a programme, initially in North America – see the case study.

Senior Group Injury cases



Senior Group Injury rates



Lost Time Injury and Illness Rate (“LTIIR”), 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.



SENIOR AEROSPACE MEXICO CELEBRATES HEALTH & SAFETY ACHIEVEMENT

Senior Aerospace Mexico recognises five years with no lost time injuries.

Over 200 senior employees joined local officials from the health & safety secretary office and civil protection office, together with general managers of other companies from the local industrial park for a celebratory lunch and presentation.



EQUALITY, DIVERSITY AND INCLUSION



“Senior promotes an inclusive culture and working environment where individuals can thrive, and diversity is valued.”

Jane Johnston
Group HR Director

Our Core Values underpin our culture.

Senior’s leaders 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 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 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.

Senior promotes a culture and working environment in which everyone can make the best use of their skills, free from discrimination or harassment. In 2022, all employees undertook Preventing Harassment and Promoting Respect training as part of our annual, mandatory Code of Conduct training. 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. The right behaviours are underpinned by our Values, policies and procedures that support our people 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 it remains an opportunity for further improvement, particularly in our operating businesses general management. We are continuing our global participation in Mission Gender Equity Mentoring. The programme supports and encourages the development of talented women. In 2022, we analysed the 2022 Global Employee Opinion Survey feedback by gender. The participation in the survey

was higher for women than men, levels of participation being a measure of positive engagement. In addition, it was notable that women again scored higher than men on their overall engagement score and organisational fit, indicating that they feel that Senior is a great place to work.

The table below shows the Group’s Board of Directors, Executive Committee and operational senior management in 2022 by gender.

	Male	Female
All employees	78%	22%
Operational senior management	82%	18%
Executive Committee	71%	29%
Board	45%	55%

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, sex 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.



SENIOR PARTNERS WITH LEADING CONSULTANCY TO REDUCE ERGONOMIC RISKS

Ergonomic injuries account for around 40% of our safety-related incidents in Senior. To reduce these incidents, we have engaged a leading global expert consultancy and have piloted “Industrial Ergonomics”, an online ergonomics training, assessment, and management solution in 10 of our manufacturing operations in the US and Mexico.

“One thing that differentiates Industrial Ergonomics from other software solutions is the e-learning made available to the teams” says Nick De Bruyne, Senior’s Group Safety, Health and Environmental Manager.

Nick conducted a roll-out programme in our Bartlett facility, training around 20 Senior staff how to use the bespoke software. While assessing a job, workshop attendees enter the data into the bespoke portal. When data entry for all body segments is complete,

the application generates a colour-coded image of the human body, indicating low-risk (green), medium-risk (yellow), and high-risk (red) on affected body segments. An overall risk score for the job is also calculated. These dashboards act as our status report and are reviewed at our monthly leadership meeting. They allow us to see the issues we have at each site, and proactively calculate where we want to be in the future. The ability to filter the data by site, state, or country is especially helpful to the team. The data will help our businesses establish local action plans to eliminate risk. On a global level, we can track the businesses performance and establish areas of common risk and best practice.



PEOPLE AND CULTURE



In our autonomous and collaborative business model, our operational business leaders are empowered and accountable, setting the tone for their operations guided by our Values. As we emerge from the pandemic, we have seen a change in emphasis during 2022 as the business recovers. In a challenging employment market, we have been focusing on retaining and recruiting talent to meet business growth requirements. We have done this by benchmarking pay rates in local markets, making adjustments if appropriate, and ensuring we are paying people fairly for the work they do. We have seen operations providing one off payments or allowances to support employees with the increased cost of living. We have remained vigilant regarding changing pay expectations and supporting employees through these challenging times. Examples include, promoting our employee assistance programmes which cover areas such as debt management, legal advice and counselling services, promoting saving for retirement and flexible working. We have also strengthened our links with technical colleges and universities close to our operations, providing opportunities for students to visit Senior, apprenticeships, and for Senior to build a longer-term talent pipeline.

We continue to view the provision of development opportunities and training across the group as vital to our success.

This year we have seen an increase in face-to-face and on the job training and workshops as COVID-19 restrictions have eased. This includes Toolbox talks, supervisor and leadership skills training, “lunch and learns” as well as technical training. We continue to sponsor individuals undertaking external and more academically orientated courses and training, for example engineering degree courses. Across Senior, we have continued to provide opportunities for learning and development, meeting both skills and technical training across the Group. In 2022 we enhanced our skills training content in Learn, our best in class eLearning platform, expanding the catalogue and providing the training in all our languages. Individuals can select courses and manage their own learning, covering areas such as IT skills, Leadership and Management, Project Management, Health & Wellbeing and Communication skills. Learn also enables us to deliver our Code of Conduct training and other compliance training such as Cybersecurity. A significant proportion of learning is on the job and our culture of sharing knowledge and supporting colleagues is central to developing technical competencies in our operations. As evidenced in the Global Employee Opinion Survey, 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 when we welcomed new employees to our operations and support them to become valued team members.

“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 business and personal development and create development plans. These discussions are designed to be constructive, open two-way dialogues. This year we have changed our succession planning cycle to align with year-end Perform reviews and have improved the process, introducing

updated leadership indicators and the use of high-performance indicator tool for our top talent. The Executive Committee scrutinises the succession plans and talent pipeline, identifying successors or interim cover for key roles across the Group. During these discussions we focused 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.

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. The feedback from our survey is consistent with this and confirms that employees believe that people are treated fairly and that we do not tolerate misconduct. Our culture is to encourage open and honest feedback with potential issues or concerns being raised with local management. However, on the rare occasion when things cannot be resolved locally, 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.

In order to meet the increased demand from customers, we have seen an increase in recruitment activity. In order to meet demand, we are continuing to focus on building strong relationships with local technical colleges, universities and education establishments, partnering with recruitment firm. We are extending our use of job boards and other approaches to advertising and attracting applicants, and are continuing the roll out of Recruit, our talent acquisition system, to our UK businesses as well as focusing on our employer brand.



EMPLOYEE WELLBEING

The health and wellbeing of our colleagues remains a priority. Included in our Global Employee Opinion Survey is a specific Health and Wellbeing section and the score across all of Senior was 7.5 out of 10. The wellbeing section of the survey looks at four key drivers of health and wellbeing and in addition to the question scores, we have received over 3,000 comments which are analysed by leadership teams, and provide further insights into how we can support our employees.

Our operating businesses provide support and education to employees as appropriate

to their local needs and have promoted specific health drives, for example, breast cancer awareness and fund raising, prostate cancer testing, menopause awareness, health checks, providing vitamin pack to employees and flu vaccinations. We have a number of individuals specially trained to support colleagues with mental health issues and employee assistance programmes in many of our businesses. In common with many businesses, where possible, we are offering employees more flexibility with working patterns by offering hybrid working and changing shift patterns,

thereby improving individual work life balance. Other examples of how we support employees include offering subscriptions to wellbeing apps, sports activities and team building events.

During the year we have enhanced our eLearning content to now include a number of focused wellbeing modules such as Mindfulness at Work and Positive Mental Health delivered in multiple languages. We remain vigilant regarding occupational health, for example ergonomics, supported by our Health and Safety frameworks.



COMMUNITIES

Senior's businesses actively supported their communities in which they operate by undertaking a range of charitable activities.

In the UK four operations sponsored local community sports teams with Senior Aerospace Thermal Engineering in Royston providing uniforms to a girls football team. In June, a small team of dedicated cyclists rode the 260 miles from Senior Aerospace Weston in Earby, Lancashire to our Rickmansworth head office, visiting colleagues at Senior Aerospace BWT, Senior Aerospace Bird Bellows and Senior Aerospace Thermal Engineering on route – "Tour de Senior". The trip was completed over four days raising money to support youth programmes in the community local to Weston.

At Senior Flexonics India, we have again collaborated with a non-government organisation, "PRAKASH DEEP" to help support the provision of quality education to underprivileged children.

All our operations support their local communities and to name some examples: Senior Metal Bellows is a long-standing sponsor of HESSCO's (Health and Social Services Consortium) St Patrick's Day 5K race. HESSCO's mission is to help older adults and individuals living with a disability remain safe and independent at home for as long as possible. The team was placed 1st in the Race with additional accolades to one Team Member who finished 1st overall.

Senior Flexonics Lymington and Senior Aerospace Metal Bellows supported the Empty Bowls campaign that encourages members of the local community to support their local food bank or any initiative that provides food to those in need and educates people about the issue of hunger. Senior Flexonics Upeca (China) held a parent-child outward bound training for employees. As well as having fun, the event developed communication and cooperation skills, and was a great team building event.

Many of our businesses have also been supporting food banks, donating to local and national charities and have a regular programme of supporting local community efforts.

Our colleagues contribute their time, money and effort in areas including educational mentoring and encouraging the take-up of Science, Technology, Engineering and Mathematics ("STEM") subjects in schools. Across the Group we encourage and support our colleagues in sharing their expertise and in particular, enthusing the next generation about the possibilities offered by science and engineering. For example, by working with technical colleges and education establishments local to our operations.

SENIOR FLEXONICS CRUMLIN ENVIRONMENTAL IMPROVEMENT PROJECT

The team at Senior Flexonics Crumlin participated in a Community based project at a Primary School local to their site to renovate an area for the children to utilise for learning. The team invested their time, resources and funds into this community project, and managed to source materials for the improvements for free or at discounted rates. The forest school area was in a poor state, with limited areas for the children to use due to overgrown brambles, broken rocks, trip hazards and rubbish thrown into the area off the street. The Senior Flexonics Crumlin team cleared the area and rebuilt it to make it an amazing place for the children to enjoy for many years to come. The team-built mud kitchens, rope climbs, a new path, a water feature, imagination area and even a fire pit. The project was a great success, both in terms of enhancing the area for the benefit of the school and team building for the team at Crumlin.

