SUSTAINABILITY REVIEW

Continued sustainability leadership

WE EXCEEDED OUR 2025 NEAR-TERM SBTI TARGET WITH A 39% REDUCTION IN SCOPE 1 AND 2 EMISSIONS, ACHIEVED CDP 'A' RATINGS FOR OUR CLIMATE DISCLOSURES AND CONTINUED TO STRENGTHEN OUR SAFETY CULTURE.

Mark Roden
Group Director of HSE & Sustainability

We are contributing to the following UN Sustainable Development Goals:

- 3 GOOD HEALTH AND WELL-BEING: We manufacture precision medical components and are a trusted partner in life-critical applications
- 6 CLEAN WATER AND SANITATION: All facilities provide safe drinking water and adequate sanitation for both staff and visitors.
- 7 AFFORDABLE AND CLEAN ENERGY: We continue to progress our agenda to maximise the use of clean energy in our facilities.
- 8 DECENT WORK AND ECONOMIC GROWTH: We provide high-quality employment opportunities with strong growth potential for the communities in which we operate.
- 11 SUSTAINABLE CITIES AND COMMUNITIES: We provide products which reduce vehicle emissions helping our cities to improve air quality.
- 12 RESPONSIBLE CONSUMPTION AND PRODUCTION: We constantly monitor our processes to reduce waste and maximise efficiency.
- 13 CLIMATE ACTION: Our climate programs continue to deliver meaningful reductions in our operational carbon emissions.

With 24,000+ organisations reporting to CDP, we're delighted to earn an A score for the fourth consecutive year.

Climate CDP A List 2025

Sustainability at Senior
At Senior, sustainability is not a separate initiative it is woven into the fabric of our operations, decision-making, and value creation. Our integrated approach ensures that responsible practices guide how we innovate, manufacture, and grow.

Climate action is central to our sustainability ambition and underpins our business strategy, particularly in the development and production of IP-rich fluid conveyance and thermal management solutions that enable efficiency and decarbonisation across industries.

We hold ourselves accountable for the environmental and social impacts of our activities. By aligning with global standards and responding to stakeholder expectations, we are building a more resilient business- one that supports a just transition and creates enduring value for all.

ENVIRONMENT

Continuing to make measurable progress toward our ambitious environmental targets

Scope 1 and 2 emissions reduction against our 2018 baseline	Recycling rate
39%	92.4%

Read more about our progress in Environment in Sustainability on pages 46 to 49

SOCIAL

Fostering a global safety culture that begins with senior leadership

Percentage of women on the Senior plc Board	Total Lost Time Injury and Illness Rate
44%	0.30

Read more about our progress in Social in Sustainability on pages 50 to 53

GOVERNANCE

Our Purpose articulates our commitment to long-term value creation for our stakeholders

Percentage of employees who completed annual Code of Conduct training	Accreditation for all Senior legacy businesses
96%	ISO 14001

Read more about our progress in Governance in Sustainability on pages 54 to 55

Senior's material sustainability topics
In 2024, the Group applied the Double Materiality Assessment process to assess sustainability-related risks, impacts and opportunities. These were identified through reviews of internal documents, industry bodies, regulators, investor ratings, customers, peers and sector reports. Senior also consulted internal and external stakeholders to understand which topics they viewed as potentially material, creating a short list of quantifiable topics. Each short listed topic was assessed on an inherent basis, using the time horizons aligned to the Corporate Sustainability Reporting Directive (CSRD) reporting framework. Impact materiality was evaluated using European Sustainability Reporting Standards (ESRS) and European Financial Reporting Advisory Group (EFRAG) guidance on scale, scope and remediability. Financial materiality considered potential effects on revenue, profit, cost of capital and asset values. The risks, impacts and opportunities (IROs) shown in the table below, are relevant to all of the Group's market sectors.

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)

<table>
<tr><th>Topic and Sub-topic</th><th>IRO</th><th>Upstream
IRO definition</th><th>Own operations</th><th>Downstream</th><th>Time Horizon</th><th>Further information</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>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></td><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></td><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></td><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>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></td><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>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></td><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></td><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>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></td><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>
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SUSTAINABILITY REVIEW continued

Environment

We continue to deliver strong, measurable progress toward our ambitious environmental goals. Our continued investment in sustainable manufacturing is accelerating our journey toward carbon neutrality and creating meaningful benefits for our customers, employees, communities, and wider stakeholders.

We take a proactive, science-based approach to tackling climate change, with our commitment to achieve Net Zero emissions by 2040 fully aligned with the Paris Agreement. Our targets, independently approved by the Science Based Targets initiative (SBTi), provides a robust, credible foundation that ensures our actions are both impactful and aligned with global climate science.

Energy management is a key driver of our success. By improving efficiency, expanding low-carbon energy use, and implementing smarter energy practices across our operations, we are reinforcing our leadership in climate action and actively contributing to a more sustainable future.

ENVIRONMENTAL HIGHLIGHTS

- 39% reduction in Greenhouse Gas Emissions (GHG emissions) against a 2018 base year
- CDP A rating for climate disclosure and action and supplier engagement
- 92.4 % waste recycling (increase of 1.3% from 2024)
- 60 % sourcing of renewable electricity (increase from 52% in 2024).

39%
reduction in Scope 1 and 2 emissions

8%
increase in sourcing of renewable electricity

Our approach to climate transition planning

Economy-wide transition

Our Fluid Conveyance and Thermal Management technology allows us to support our customers with high-value solutions in the medium and long term as they transition to sustainable technologies.

Decarbonising Senior

Senior commits to reach Net Zero GHG emissions across the value chain by 2040 from a 2018 base year.

Climate-related risks and opportunities

Climate change has been identified as one of the Group’s principal risks since 2019. Further details of climate-related impacts, risks and opportunities can be found on page 45.

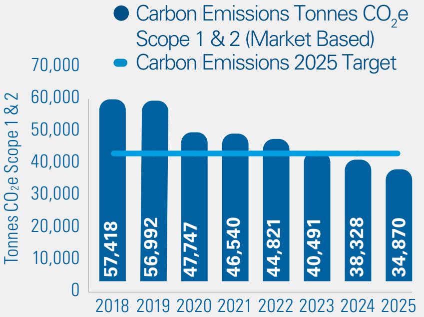
Economy-wide transition
Senior is positioned at the heart of the global shift to low-carbon technologies. Our advanced fluid conveyance and thermal management systems enable customers to accelerate their transition to cleaner, more efficient platforms. These high-value solutions support both medium, and long-term decarbonisation across multiple sectors, reinforcing Senior's role as a trusted partner in the evolution of sustainable technologies.

Decarbonising Senior
We are equally committed to transforming our own operations. Senior has pledged to achieve Net Zero GHG emissions across our entire value chain by 2040, using 2018 as our baseline year. This ambition is backed by science-based targets, real progress, and a clear decarbonisation roadmap that prioritises energy efficiency, renewable energy, and supplier engagement.

Progress towards our certified Science-Based Targets

CARBON DIOXIDE EMISSIONS SCOPE 1 AND 2 (MARKET-BASED)
Total tonnes CO_2e

39.3%
from 2018 base year



In 2025, our absolute Scope 1 and 2 Greenhouse Gas ("GHG") emissions reduced from 57,418 tCO_2e (2018) to 34,870 tCO_2e. We have exceeded our SBTi 2025 target with a 39.3% reduction against our 2018 base year.

We remain firmly committed to reducing our operational emissions and are delivering this through a structured carbon reduction programme centred on:

- Improving energy efficiency across all facilities and processes
- Expanding on-site renewable generation through solar photovoltaic installations
- Increasing procurement of low-carbon and renewable electricity wherever market conditions allow

These actions are delivering tangible progress toward our climate objectives and reinforcing our contribution to the global transition to a low-carbon economy.

In 2025, our businesses continued to prioritise reducing Greenhouse gas emissions, extending the generation of on-site solar capacity, and upgrading plant and equipment with more energy-efficient technologies.

CASE STUDY: SENIOR FLEXONICS CAPE TOWN SOLAR PV PROJECT

Enhancing Operational Resilience Through Renewable Energy

In 2025, Senior Flexonics Cape Town undertook a Solar PV installation project. The initiative was driven by the need to reduce reliance on the national grid electricity, to lower operating costs and to minimise the environmental impact of emissions.

The solar installation is expected to reduce GHG emissions by Senior Flexonics Cape Town by approximately 70,000 kg per year, while also providing the operating business with a far more stable power supply and decreasing its dependence on generators during occasional power failures in the City of Cape Town.

This project illustrates how financial planning is applied to address climate-related risks and capitalise on opportunities within our operational regions, leading to improved energy reliability and strengthened business continuity.

Progress on Near-Term Science-Based Targets

Scope 1 and 2

We achieved our 2025 Near-Term Science-Based Target for Scope 1 and 2 emissions a year early in 2024, in 2025 we surpassed this with a 39% reduction compared to our 2018 Base Year.

In summary across 2025:

- Achieved a 9% reduction in total Scope 1 and 2 emissions (market-based) in 2025 compared to 2024.
- Achieved a 39% reduction in Scope 1 and 2 emissions against our 2018 baseline.
- Increased the sourcing of renewable electricity to 60% in 2025, up from 52% in 2024.

Scope 3

Scope 3 emissions are generated from activities outside of Senior's direct control, yet they make up a significant proportion of our overall carbon footprint. Because these emissions occur across our value chain and extend well beyond the boundaries of Scope 1 and 2, they remain a central focus within our decarbonisation strategy.

Purchased goods and capital goods contribute the largest share of our Scope 3 profile, which makes strong supplier engagement essential. Reducing these emissions depends on active collaboration, transparent reporting and a shared commitment to climate action.

Since 2021, we have partnered with CDP to strengthen our engagement with suppliers, promoting best practices and building capability across the value chain. This long-standing collaboration is supporting progress toward our SBTi-approved Scope 3 supplier engagement targets and reflects our ambition to deliver meaningful, lasting emission reductions beyond our own operations.

Through our climate engagement programme, we continued our partnership with CDP in 2025, engaging more than 120 key suppliers, with a response increase of 16% compared with 2024. This demonstrates growing momentum across our supply base. To further support smaller suppliers and those new to greenhouse gas accounting, we provide a simplified climate information request template, helping them build confidence and capability in reporting.

The information gathered through these engagements is used to calculate our Scope 3 emissions from purchased goods and capital goods. This refined methodology represents a significant improvement on previous spend-based calculations, delivering more accurate and actionable insights.

Senior has committed that 82% of its suppliers by spend (covering purchased goods, services and capital goods) will have SBTi in place by 2025. This SBTi target recognises supplier engagement as best practice in Scope 3 categories where direct control is limited.

Using data from our CDP engagement, direct supplier requests and information from more than 1,000 suppliers, we have analysed the extent to which environmental and carbon-related targets are embedded across our supply chain. This analysis shows that:

- **Around 56%** of suppliers by spend have environmental-related targets in place
- **Around 43%** of suppliers by spend have specific carbon-reduction targets

To support suppliers that are still developing their approach, we continue to provide a simple carbon-target tool aligned with science-based principles. This practical tool helps suppliers define, implement and monitor credible carbon-reduction goals.

Our current SBTi engagement commitment expires at the end of 2025 and will be replaced by rebased Net-Zero and Near-Term targets. While it is likely that future Scope 3 targets may shift toward absolute reductions rather than engagement-based goals, our supplier engagement programme will continue. The data, insights and collaboration it enables are essential to our long-term decarbonisation strategy and our commitment to supporting the sustainability journey of our supply chain.

Our progress in supplier engagement has also been recognised externally: **CDP awarded Senior a Supplier Engagement Leadership award,** reflecting the strength, transparency and impact of our approach.

In 2025, we were pleased to again achieve an A rating from CDP for Climate Disclosure and Action, marking our fourth consecutive year at the highest level. With more than 24,000 organisations reporting to CDP, we are honoured to be among the select few recognised with an A score. This continued achievement underscores our leadership in transparent climate reporting and highlights the strength and consistency of our approach within our peer group.

Climate
CDP
A List
2025

Energy efficiency actions

In 2025, we continued to advance energy efficiency across our global operations, delivering environmental improvements. Key initiatives included upgrading building insulation, enhancing heating, ventilation, and air conditioning (HVAC) systems, and expanding LED lighting installations.

We also focused on improving energy efficiency in production processes, implementing machine and equipment upgrades, optimising compressed air systems, and introducing heat recovery initiatives. These actions are helping us reduce energy consumption while supporting operational performance.

Eleven Senior operating businesses (nine from continuing operations) have now adopted advanced energy monitoring software, providing detailed insights into gas, electricity, and water usage. These systems allow plants to track consumption by service category, benchmark against baselines, and assess cost impacts through interactive dashboards. They also enable rapid detection of anomalies, supporting prompt investigations and corrective actions.

Through these ongoing initiatives, we are not only improving energy efficiency but also embedding a culture of continuous environmental improvement across our operations.

Waste

In 2025 we continued our focus on reducing waste in our operations Examining our production processes carefully and continuing to assess options to recycle and reuse our waste products.

This has resulted in an increase in recycling rate to 92.4% from 91.1 % in 2024.

Eleven of our operational sites achieved zero waste to landfill in 2025.

For information on hazardous waste, please see: www.seniorplc.com/sustainability

Water

In 2025, our total water consumption rose to 256 megalitres, up from 240 megalitres in 2024, reflecting increased production activity and the growing demand for our products.

While higher production drives water use, we remain committed to minimising the environmental impact of our operations through smarter water management. In particular, we are prioritising water efficiency in regions facing significant water stress.

Looking ahead to 2026, we will focus on targeted initiatives to reduce water consumption in high-risk areas, ensuring our operations continue to grow sustainably while protecting vital water resources. These efforts demonstrate our commitment to responsible resource management and leadership in water stewardship across our global operations.

In compliance with Limited Liability Partnerships (Energy and Carbon Report) Regulations 2018 – Streamlined Energy and Carbon Reporting (SECR)

	1st Jan 2025 to 31st Dec 2025			1st Jan 2024 to 31st Dec 2024		
	UK and Offshore	**Global excluding UK and Offshore**	**Total**	UK and Offshore	Global excluding UK and Offshore	Total
Scope 1: Combustion of fuel and operation of facilities	**1,075**	**7,877**	**8,952**	1,140	6,805	7,945
Scope 2 (location based) Electricty, heat and steam purchased for own use	**2,302**	**42,734**	**45,036**	2,381	42,975	45,356
Scope 2 (market based) Electricty	**0**	**25,918**	**25,918**	0	30,293	30,293
Total gross Scope 1 and 2 (location based) emissions/tCO_2e	**3,377**	**50,530**	**53,907**	3,521	49,780	53,301
Energy consumed in MWh to calculate above emissions	**17,453**	**134,613**	**152,066**	16,872	129,121	145,993
Scope 3: Business travel, waste, water	**145**	**1,812**	**1,957**	283	2,382	2,665
Total Gross emissions/tCO_2e (Scope 2 location based)	**3,522**	**52,342**	**55,864**	3,804	52,162	55,966
Intensity measure/tonnes CO_2 emitted per £m of revenue	**22**	**59**	**53**	23	63	57
Water usage (in megalitres)	**26**	**230**	**256**	25	215	240
Percentage of waste recycled or recovered	**100%**	**92%**	**92%**	100%	91%	91%

Methodology

The Group calculates and reports GHG emissions in line with the GHG Protocol. Three data sources are used: UK Government GHG Conversion Factors (DEFRA full set for advanced users, 2025), US EPA eGRID emission factors for US electricity (2025), and IEA emission factors (2025 edition). Scope 2 emissions are reported using both location- and market-based methods. Market-based utility emission rates were collected between December 2025 and January 2026 as the best available data for the reporting year. As these factors are periodically updated, they represent our best estimate at the time of reporting.

Each Senior business reports environmental performance monthly through the Group's financial reporting process. Scope 1 and 2 emissions (location- and market-based, FY25) are independently assured in accordance with the International Standard on Assurance Engagements ISAE 3410 (limited assurance.

The Group applies the financial control approach, accounting for 100% of emissions from operations it controls, covering all wholly owned operations and subsidiaries for financial reporting purposes.

Limited Scope 3 emissions are shown above. Full, externally assured Scope 3 disclosures for 2025 will be published on our website and in our CDP Climate Change submission.

Total waste includes hazardous and non-hazardous solid, sludge and liquid materials (including wastewater since 2019) sent off-site for disposal, treatment, recycling or reuse. By-products or scrap reused in production, and wastes managed by third-party contractors, are excluded. DEFRA conversion factors are applied globally to estimate waste-related carbon emissions. We obtain limited assurance over the recycling rate in accordance with International Standard on Assurance Engagements 3000 (Revised).

SUSTAINABILITY REVIEW continued

Social

SOCIAL HIGHLIGHTS

- Continued to strengthen our safety culture with our global "Safety is in Your Hands" campaign
- Completion of our supervisor behavioural safety in-person workshops
- Senior's engagement programme stayed strong in 2025, emphasising recognition, communication and workplace improvements
- Capability development and digital readiness became a focus point with Senior's AI Thinktank and Masterclasses delivered empowering leaders

7.5
Employee engagement index

0.30
lost time illness and injury and illness rate per 100 employees

In 2025, we worked to improve hand-injury prevention by launching our "Safety is in your Hands" campaign, strengthening daily behaviours, improving safety conversations, and increasing vigilance when handling material and tools across our operating businesses.

Health and safety

The health, safety and wellbeing of our employees and contractors remain a fundamental priority for Senior. Our commitment to achieving world-class health and safety standards is embedded across the Group and is recognised as a core responsibility at every level of the organisation.

We actively encourage all employees to take personal ownership of safety by identifying and reporting unsafe work practices or potentially hazardous situations. In 2025, this proactive culture resulted in approximately 18,000 near-miss reports, providing valuable insight into risks before harm occurs. Good practices and key learnings are routinely shared across the Group through regional meetings and our intranet, reinforcing a strong culture of continuous improvement.

Senior operates a comprehensive, Group-wide Environment, Health and Safety (EHS) Management Framework, which incorporates robust risk evaluation processes and operational controls across all facilities. The framework is subject to annual audits conducted by ISO-trained personnel, providing independent assurance of its effectiveness. Seven of our operating businesses have already transitioned from OHSAS 18001 to ISO 45001, reflecting our ongoing alignment with leading international standards. Employees across the Group receive regular environment, health and safety training tailored to their specific roles, work areas and responsibilities.

In 2025, there were no work-related fatalities involving employees or contractors across the Senior Group, and no major (serious or life-changing) injuries were recorded. This performance reflects the strength of our safety systems and the ongoing commitment of our people.

While we continued to operate at world-class injury rate levels, both Total Recordable Injury and Illness Rates and Lost Time Injury Rates increased in 2025 compared to 2024. In response, and as part of our commitment to continuous improvement, we implemented two major global safety initiatives in addition to our routine auditing and support activities.

The first initiative focused on strengthening leadership capability at supervisory level, equipping supervisors with enhanced behavioural safety skills to better anticipate risk and intervene before injuries occur. The second initiative targeted hand safety, the most common injury type within Senior due to the nature of manufacturing components with sharp metallic edges prior to finishing. The Group-wide "Safety Is in Your Hands" programme was launched in the third quarter of 2025 and will continue into 2026.

These targeted actions have already contributed to a positive trend in safety performance during the second half of 2025. Building on this momentum, we remain firmly focused on our goal of continuous improvement and on further strengthening our health and safety culture across all operations.

Senior plc's social sustainability agenda in 2025 continued to build on the strong foundations established in previous years, deepening our commitment to inclusion, capability development, culture, wellbeing and community engagement. Our people centred approach remained core to our business model, supported by initiatives aligned to our Values of Safety, Integrity, Customer Focus, Respect & Trust, Accountability and Excellence. These values guided us in creating an environment where colleagues feel safe, supported and empowered to contribute to our Purpose of helping 'engineer the transition to a sustainable world for the benefit of all our stakeholders'.

We remained firmly committed to equal opportunities, fairness, work life balance and eliminating discrimination for all employees and applicants. Senior's leaders strive to cultivate a workplace in which everyone can thrive, reach their full potential and contribute meaningfully to our long-term success. We recognise the value of diverse perspectives and encourage individuals to speak openly, engage respectfully and embrace different viewpoints. Our people policies, processes and behaviours reinforce these expectations across talent acquisition, development, succession and progression.

Inclusion

In 2025, Senior continued to embed inclusive practices across recruitment, development, leadership behaviour and everyday decision-making, reinforcing our commitment to being an equal opportunities employer. Our Human Rights Policy and Code of Conduct—translated into our designated languages—set clear expectations for respectful behaviour, fairness and dignity at work. All employees again completed annual Code of Conduct training, strengthening awareness of rights and responsibilities and supporting a culture grounded in ethical conduct.

Our Preventing Harassment and Promoting Respect training reinforced expectations for inclusive and professional behaviour, promoting psychological safety and supporting a strong speak up environment across all operating businesses. We maintain zero tolerance for discrimination, harassment or bullying of colleagues or third parties.

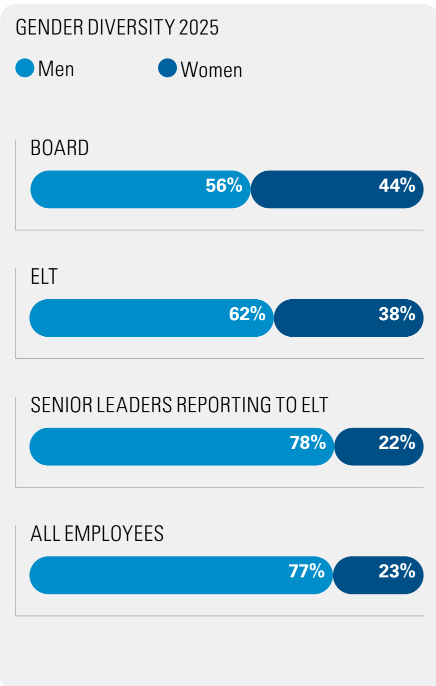
WE RECOGNISE THE CONTRIBUTIONS OF OUR PEOPLE, WHOSE COMMITMENT AND CONTINUOUS LEARNING DRIVES IMPROVEMENT AND LONG-TERM SUCCESS.

Silvia Schwark
Executive Vice President Human Resources

Inclusive communication and engagement remained a hallmark of our decentralised operating model. Operating businesses continued to use mechanisms such as round table discussions, focus groups and skip level meetings to ensure diverse perspectives are heard. Local initiatives such as the Kudos Wall at Senior Aerospace Metal Bellows (see case study) and the Employee App launched at Senior Aerospace BWT (BWT) and Senior Flexonics Czech further strengthened dialogue, transparency and accessibility.

Feedback from across the Group highlighted inclusive team dynamics, open communication channels and consistent application of inclusive work practices.

The table below shows the Group's Board of Directors, Executive Leadership Team (ELT) and operational senior management in 2025 by gender.



Training & Development

Training and capability development continued to be a priority in 2025, supporting Senior's autonomous and collaborative operating model. Operating businesses carry out their own training needs analysis and development planning, drawing also on local and Group programmes and on Group's eLearning platform, which provides a rich suite of courses for both individuals and businesses. This ensured consistent access to technical, on the job and skills based learning across the Group.

Group level activity focused on preparing for future capability shifts. The AI thinktank delivered a masterclass for General Managers, Senior Leaders and the ISIT community to strengthen digital readiness. People manager development remained a major emphasis, with Senior Flexonics New Delhi establishing a dedicated training room for onboarding and manager capability building, and Senior Aerospace SSP, California launching a comprehensive supervisor development programme to upskill frontline leaders. We will continue to broaden our efforts in this area.

Technical skill development was advanced locally, supported by a structured skill matrix in several businesses, including Senior Aerospace Thermal Engineering. Across 2025, Senior expanded structured development programmes such as engagement training for General Managers, supervisors and HR leaders, technical upskilling and multiskilling across China, Europe and North America, and the Owning My Impact leadership programme. Strong apprenticeship schemes in the UK and partnerships with colleges in the US and Europe further strengthened early career pipelines.

SUSTAINABILITY REVIEW continued
SOCIAL continued

Our culture
In 2025, Senior continued to strengthen a culture grounded in decentralised empowerment, values based leadership and continuous improvement, reflecting the principles of The Senior Way. Our culture is defined by openness, respect and trust, and people take pride in teamwork and in supporting one another across all operating businesses. A significant proportion of learning continued to occur on the job, reinforced by a strong culture of knowledge sharing and practical support in building technical capability.

Employee engagement remained stable at an index score of 7.5, supported by a strong 88% participation rate, demonstrating continued commitment from colleagues across the Group. Insights from the Global Employee Opinion Survey, along with newly introduced external manufacturing benchmarks, enabled leaders to shape focused improvement actions. The evolution from a survey approach to a broader engagement programme, including leader webinars on building engagement and good practice sharing, further strengthened local ownership of cultural outcomes.

Local communication remained central to our culture. Operating businesses reinforced transparency through townhalls, all hands sessions and regular Gemba walks. Examples include Senior Aerospace Thermal Engineering's "yellow brick road," a visual, shopfloor based communication system driving engagement and clarity, and Senior Aerospace BWT's continuous improvement process using "yellow tickets" to capture and act on employee ideas with rapid feedback.

These practices exemplify Senior's belief that culture is a shared responsibility and a driver of collaboration, performance and pride across the Group. In addition to local channels, employees also have access to Senior's confidential NAVEX Speak Up system, providing a secure route to raise concerns directly with Group when local culture may, in rare cases, make speaking up more difficult.

Projects in 2025
In 2025, operating businesses advanced a range of improvement projects aligned to our engagement survey insights, which highlighted the need for strengthened communication, improved workplace environments and enhanced collaboration across teams. These projects reinforce our Values based culture and support our commitment to enabling colleagues to work effectively in modern, safe and motivating environments.

A key focus area was upgrading physical workspaces to better support flexible, activity based working. Senior Flexonics Kassel launched its new multi space office concept, designed to help employees select the most appropriate setting for each task and adapt to increasingly complex and dynamic work demands. In Oakdale, Wales, we opened a new Innovation Centre, providing a state of the art environment for co-working, brainstorming, and customer interaction; Senior Aerospace Spencer (US), Senior Aerospace Mexico and Senior Aerospace Thermal Engineering (UK) invested in refreshed canteens, break areas and communal spaces, directly addressing employee feedback on workplace facilities.

Businesses also strengthened local participation and transparency through initiatives designed to build pride and understanding of day to day operations. Examples include Senior Aerospace Metal Bellows' internal project fair, where employees presented their projects to peers, and Senior Aerospace BWT's

CASE STUDY: SENIOR AEROSPACE METAL BELLOWS CELEBRATES STAR BEHAVIOURS

Employee Engagement Action Plan impact:

Building Inclusion through Everyday Appreciation

At Senior Aerospace Metal Bellows, inclusion and everyday appreciation shaped the thinking behind the launch of the Kudos programme in April. The initiative reinforces the STAR behaviours – Support, Teamwork, Accountability and Respect – through real time recognition displayed visibly on the Kudos Wall. Each nomination adds a star featuring the nominee, nominator and recognised behaviour, creating a continuous, site wide celebration of positive actions. With around 70 stars appearing each month, employees regularly gather to see new nominations, generating visible excitement and reinforcing cross department support. The programme has delivered better impact than expected and strengthened teamwork, increased upward and cross functional feedback and built pride across the shop floor.

guided factory tours, which helped colleagues better understand end to end processes, interdependencies and the impact of their work.

Together, these projects reflect Senior's focus on listening to employees, acting on feedback and creating environments where people feel informed, connected and proud of their contribution.

Employee wellbeing
Employee wellbeing remained an important pillar of Senior's sustainability strategy in 2025, supporting colleagues' physical, mental and social health across our global operations. The Global Employee Opinion Survey included dedicated wellbeing questions, and the overall score improved to 7.7, reflecting strong engagement with wellbeing activities and resources available across the Group.

Operating businesses delivered a wide range of initiatives tailored to their local needs. Senior Flexonics New Delhi and Senior Flexonics Bartlett (US) hosted Health and Wellbeing Days featuring local health providers, external speakers and on site clinics, including flu vaccinations and blood donation opportunities. Senior Aerospace Bird Bellows (UK) continued its focus on sleep health awareness, while multiple sites delivered mental health campaigns, wellness sessions and broader wellbeing resources accessible to colleagues. Menopause awareness, pension effectiveness and preventive health education were also integrated into local programmes.

Financial wellbeing remained an important area of support. In the UK, employees continued to access our financial wellbeing service, and several sites invited external benefits partners directly into their facilities to answer employee questions and provide personalised guidance.

We also continued to emphasise occupational health through ergonomics and safe working practices under our Health & Safety frameworks. Social wellbeing was strengthened through team building activities, sports events and family days held at locations such as Senior Aerospace Metal Bellows and Senior Aerospace Spencer, supporting connection and community across teams.

Communities
In 2025, Senior's operating businesses continued to play an active role in supporting the communities in which we work, reflecting our Purpose of engineering a sustainable world and our commitment to building positive local impact. Activities were rooted in education, skills development, social inclusion and broader community wellbeing, with each business tailoring its contributions to local needs.

Fundraising and charitable engagement remained strong across the Group. Examples included the Senior Aerospace Metal Bellows' 5k charity run, McMillan Coffee Mornings across UK sites, elderly support programmes and Comic Relief fundraising at Senior Aerospace Bird Bellows. In France, Senior Aerospace Ermeto continued to run its secondary school girls' mentoring programme, helping encourage young women to explore technical and engineering careers.

Our businesses also strengthened early career development through internships in Senior Flexonics Czech and Senior Aerospace Metal Bellows, alongside 10 apprenticeships in the UK, supporting local talent pipelines and workforce readiness. Many sites hosted open days for families, schools and colleges, as well as local cultural and social activities that reinforced community connection and visibility.

Leaders across operations continued to serve on boards of Commerce in both Germany and the UK, strengthening relationships with regional stakeholders. Additional contributions included facility-related collaborations, financial literacy sessions, volunteering to support vulnerable groups and inclusion focused activities. These initiatives collectively advanced our social purpose and deepened our engagement with the communities that support our business.

Looking ahead to 2026
In 2026, we will continue building on the strong foundations our teams have created, deepening collaboration and enhancing transparency across our operating businesses. We will run our next Group wide engagement survey in May 2026, using the results to evaluate progress, celebrate what is working well and shape further targeted actions that reinforce our Values based culture. At the same time, we will maintain robust monitoring, governance and compliance processes to ensure we uphold our Values, adhere to the highest ethical standards, and remain vigilant in identifying and addressing emerging risks across the organisation.

Senior Aerospace Bird Bellows' (SABB) apprenticeship programme enables successful certification, developing proud apprentices whose growing talent strengthens SABB and supports wider community development.

SUSTAINABILITY REVIEW continued

Governance

GOVERNANCE HIGHLIGHTS

- Continued with the annual Code of Conduct training across all functions, reinforcing ethics, integrity and compliance standards
- Strengthened Group-wide cyber security through focused phishing awareness training
- Continued enhanced intermediary checks, ensuring stronger oversight and responsible business conduct

96%
annual Code of Conduct completion rate

Senior's Purpose – "We help engineer the transition to a sustainable world for the benefit of all our stakeholders" – articulates our commitment to long-term value creation for our stakeholders.

Effective governance of sustainability-related matters is fundamental to ensuring that decision-making consistently supports the Company's Purpose. The Executive Leadership Team is responsible for managing sustainability-related matters. Oversight is provided by the Board of Directors, who receive regular updates on sustainability performance and initiatives during scheduled Board meetings.

The Senior plc Code of Conduct – Ethical Foundation
The Senior plc Code of Conduct (the Code), available on the Company's website and intranet, guides employees and business partners in making the right choices when conducting day-to-day business. It:

- clearly sets out the behaviour expected of all employees and business partners;
- provides practical guidelines to help employees to apply Senior's Values; and
- enables everyone to raise concerns or ask a question if in doubt.

Bringing the Code to life

- The Code includes work-related scenarios and Q&As to help employees relate to the Code and their roles in the working environment.
- The Code applies to all employees, whether performing their day-to-day duties or representing Senior.

2025 Global Code of Conduct Training

Module	Focus area
Promoting Safety and Security at Work	Workplace safety, hazard identification, risk assessment, incident reporting and procedures to maintain a secure working environment.
International Trade Compliance	Global trade laws, regulations, sanctions, compliance requirements and procedures for importing and exporting goods and services
Phishing	Types of phishing, potential targets, methods to identify phishing attempts, and strategies to minimise associated risks.

How we promote and ensure compliance

- Printed copies of the Code, available in all languages applicable to the Group employees, are provided to all employees.
- Annual Code of Conduct training is mandatory for all employees.
- Senior Leadership Team reinforce the Code and ethical standards during regular visits to the Group's operating businesses.
- Internal audits and the annual Control Self-Assessment test compliance with material elements of the Code, compliance training completion and visibility of the Group's whistle-blowing procedures.
- Code-related risks are assessed at both operating business and Group levels as part of the Group's risk management framework.
- All violations or complaints are investigated and remedied as needed. Fraud issues are reviewed by the Audit Committee, including root-cause analysis, mitigating actions and internal control improvements.

Data protection

The Company and relevant Group operations maintain processes to ensure personal data is securely managed and accessed only for legitimate business purposes in line with applicable laws. As the Company is not a public authority and does not conduct large-scale processing of special categories of data or criminal-offence data, it is not required to appoint a data protection officer.

The Group's Acceptable Use Policy provides guidance on the proper use of IT and operational technology, outlining controls to mitigate risks such as data loss, system disruption and malware. The Company is registered with the Information Commissioner's Office.

Cyber security

Information on how we manage cyber security risk can be found on page 62.

The executive responsibility for both Information Technology (IT) and Information Security (IS) is held by a single individual; this approach ensures clear accountability and more robust risk management. Information security risk assessments are regularly conducted across the Group.

Risks identified by subject matter experts are reviewed with applicable risk owners and steps agreed to mitigate. In 2025, we continued with employees' awareness programmes to help spot phishing emails.

Anti-bribery and corruption

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 four policies:

Agents Policy

The Group manages risks linked to third-party intermediaries through due diligence, ongoing monitoring and compliance checks. Agent and adviser appointments must be reported to the Group Company Secretary twice yearly and are reviewed by the Audit Committee.

Gifts and Hospitality Policy

This Policy restricts the giving and the receiving of gifts or hospitality that may create conflicts of interest. Employees must declare items over £200 (or lower where required). Internal audits and annual controls assessments monitor compliance.

Fraud Policy

Fraud represents financial, operational and reputational risks. The Group's Fraud Policy sets out fraud-management principles and responsibilities. The Audit Committee reviews incidents and ensures adequate controls are maintained and strengthened where necessary.

Whistle-blowing Policy

The Whistle-blowing Policy enables confidential and anonymous reporting of suspected unethical or illegal conduct. Senior prohibits retaliation against individuals reporting in good faith.

Raise concern locally

Line manager

HR

Local leader

Escalate if needed

Divisional President

Third-party service option

Multi language

Confidential investigation

Outcome communicated

Supply chain management

The Sustainable Sourcing Policy defines environmental, ethical and social standards for key suppliers, based on spend and risk factors such as country of origin or nature of goods/services. Suppliers must be screened in line with Group policies, trade compliance and sanctions rules.

Senior complies with all applicable international trade laws and embeds this commitment through its Code of Conduct, Contract Review Policy and export compliance programmes.

The Human Rights Policy sets expectations for employees, customers and suppliers. Senior supports the Universal Declaration of Human Rights and monitors supplier standards on welfare and employment conditions. Senior does not restrict employees' ability to join trade unions.

Product safety

Product quality is a core priority across all operating businesses, each holding ISO 9001 accreditation and additional aerospace/automotive approvals where required. Senior managers in each business unit hold ultimate responsibility for product quality and safety.

Products undergo service and safety risk assessments, and employees receive regular training. All businesses maintain incident investigation processes, corrective action procedures and quality testing programmes. Product and service objectives are set to meet customer expectations, and external audits are carried out where required by standards.

Additional resources: www.seniorplc.com/sustainability