Sustainability and **ESG Report.**

REPORTING YEAR 2025

The Senator Group

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About The Senator Group

The Senator Group is a design-led, family-owned furniture manufacturer, headquartered in Lancashire, UK.

We design, engineer, manufacture, and install beautiful products within the workplace, hospitality, healthcare, and education sectors, selling direct and via our dealer partners.

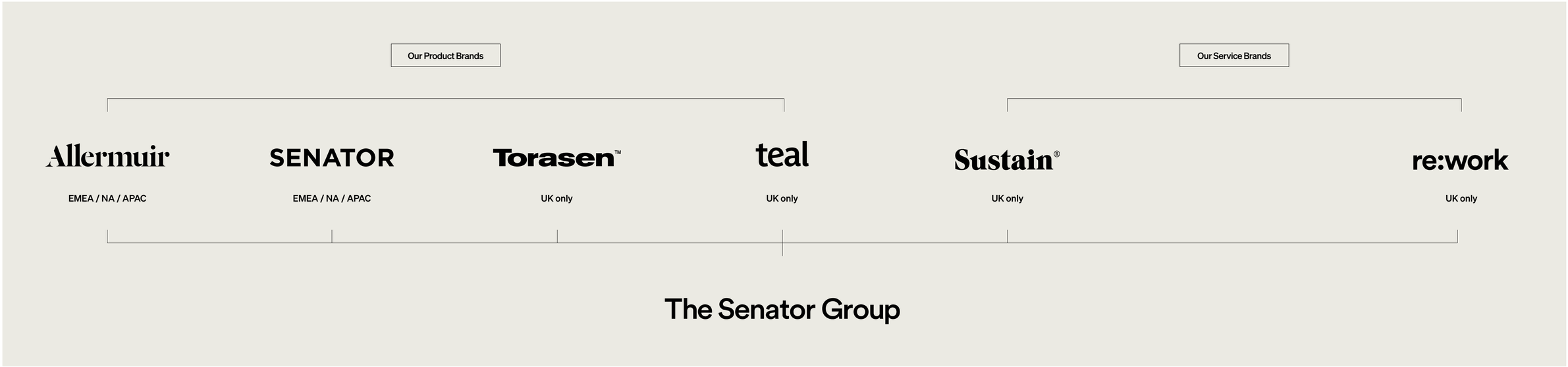
With manufacturing sites and showrooms in EMEA, North America and APAC, we deliver to 165 countries, and employ approximately 1,400 people globally.

We provide a full range of supporting services, including:

- **Product design:** our in-house design team meets the bespoke requirements of our clients.
- **Workspace design:** we offer workplace design consultancy and planning.
- **Project management:** dedicated project management teams ensure seamless processes.
- **Delivery and installation:** full control of the process delivered through our in-house fleet and install teams.
- **Strip-out and recycling:** our Sustain recycling facility can responsibly manage unwanted furniture through reuse and recycling services.

In a nutshell...

- Founded in 1977
- Circa 1,250 colleagues in UK
- Lancashire based
- 95% of employees from local area
- 4 key brands
- Over 500,000 products manufactured
- 300+ clients serviced



Our north star

These are the principles that guide us in our approach to sustainable manufacturing and ESG reporting. Our north star steers us to reduce our overall environmental footprint, and to better the lives of our people and the communities in which we operate.

Our Purpose:

To design and manufacture furniture that improves the lives of people.

Our Vision:

To create healthy environments for work, rest and play, one piece of furniture at a time.

Our Mission:

To grow profitably, adapt to changing markets and provide an outstanding customer experience.

To be the employer of choice and cause zero harm to our people and the environment.



A message from our Managing Director

At The Senator Group, we believe that responsible business is not an ambition separate to commercial success; it is fundamental to building a business that is resilient, relevant and successful for the long term.

Our 2025 Sustainability and ESG Report reflects the progress we are making across our environmental, social and governance commitments, while also being transparent about the areas where we still have more to do.

This year, we have taken an important step forward in how we measure and communicate our performance. We have begun aligning our reporting with the Global Reporting Initiative (GRI), providing a more structured, transparent and credible framework for understanding our impacts. For me, this is about accountability. It gives our stakeholders a clearer view of our progress, helps us identify risks and opportunities, and supports better decision-making across the Group.

Our progress in 2025 demonstrates what can be achieved when sustainability is embedded into the way we design, manufacture and operate. We completed Life Cycle Assessments for 747 products, with Health Product Declarations now available across all product ranges. In addition, all our products are tested and certified to Indoor Advantage Gold for low VOC emissions, helping us create healthier interiors, while providing customers with independently verified assurance.

We have also made significant progress in reducing our operational environmental impact. Scope 1 and 2 emissions from our UK manufacturing operations are now 46.3% below our 2019 base year, taking us closer to our 2030 target of 50%. Twenty percent of our electricity consumption was generated by our own solar panels, while 88% of operational waste was recycled. Through Sustain, we also returned 60.1 tonnes of material into our own or other supply chains, demonstrating our continued move towards a more circular approach to furniture.

Our responsibility extends beyond our products and operations to the people and communities connected to our business. In 2025, we donated more than £44,000 to charity partners, delivered 59 employee volunteering days and provided almost 3,000 hours of school engagement. More than 4,700 items of furniture were also donated through our Sustain Wishlist Scheme. These activities reflect our belief that creating better lives is as important as reducing environmental impact.

We recognise that progress is a journey, and not every target was achieved this year. Our ESG strategy has also been refreshed following a new materiality assessment involving our senior leaders, sustainability experts and dealer network. We have strengthened our strategic focus on governance and business ethics, while continuing to prioritise sustainable design, climate action, circularity, responsible sourcing, employee experience and community engagement.

Looking ahead, our ambition is clear: to build on the foundations we have established, broaden our approach across our international operations and continue making measurable improvements. We have committed to expanding our science-based carbon reduction targets to the Group-level and will continue to challenge ourselves to design better, use resources responsibly, support our people and operate with integrity.

Ultimately, this report is not simply a record of what we have achieved, it is also a commitment to what we will do next. I am proud of the progress made by our people, but equally conscious that our responsibility is to keep moving forward—openly, honestly and with purpose.

Robert Mustoe
Managing Director



Our journey so far

2001

ISO 9001, ISO 14001
and ISO 45001 certifications

2006

FISP certification

2007

Establishment of on site
recycling centre

2009

Launch of Sustain furniture and
packaging recycling services

2019

Constructionline and CHAS
certification achieved

2020

Launch of first sustainability strategy

FSC® certified
UK sites

2021

UK carbon footprint calculated and
Pledge to Net Zero commitment set

Supplier sustainability scorecard
assessments launched

First year with a sustainability report

Employee-led Charity and
Community Committee launched

2022

Sustainability strategy published
and ESG Steering Group set up

Supplier carbon footprint workshops

Sustainability Roadshow with employees

2023

First product LCAs completed with
OneClickLCA

Climate change and water data
submitted to CDP

Gold Corporate Members of the
Lancashire Wildlife Trust

2024

FORS Gold achieved

Achieved CDP score B
for Climate Change

2025

Achieved EcoVadis Bronze

Launch of re:work - circular
products and services

SCS Indoor Advantange
Gold certified products

2026 onwards

SBTi verified carbon targets
FSC® certification for our US operation
ISO 27001 certification

Our approach to sustainability & ESG

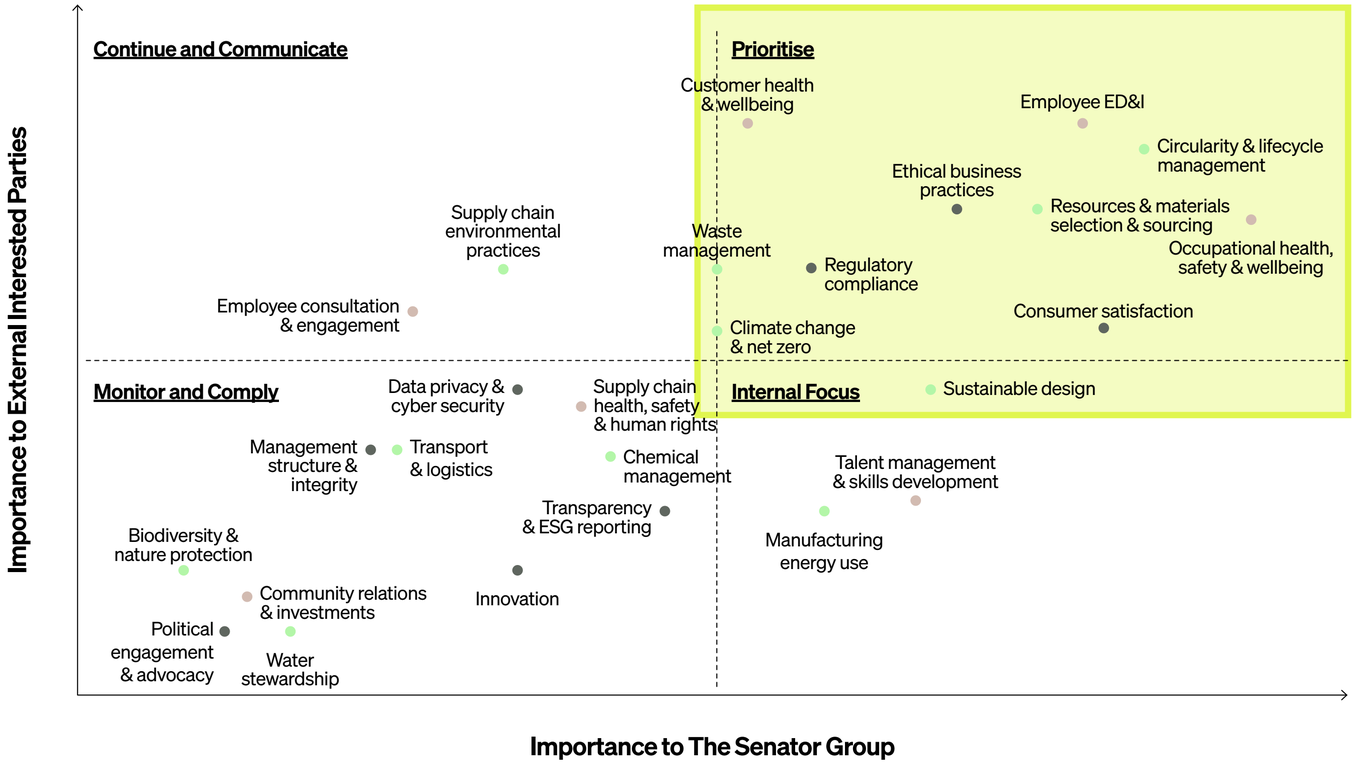
In 2025 we evaluated the focus of our strategy and its performance so far.

Our success depends on our continued commitment to sustainability, and to protecting the environment and communities in which we operate. We rolled out our second materiality assessment to support us in this process and to ensure we are addressing the most critical issues.

Our assessment involved engaging with and surveying many of our senior leaders, sustainability experts and our dealer network, to understand what their ESG priorities are and what they would expect a furniture manufacturer to be addressing with their sustainability & ESG strategy. The findings of our research can be seen on our Stakeholder Expectations grid.

We have since used the research to refresh our strategy, whilst keeping our existing targets consistent and measurable to ensure continuity in our reporting. We have added additional governance-focused objectives to the strategy to formalise our approach to reporting on business ethics, and refined the themes within each existing pillar.

Stakeholder Expectations



Our strategy

Our revised strategy reflects our continued commitment to impactful progress. Our commitments are near term, measurable and scalable across our international sites, to ensure we can deliver a consistent approach across the Group.

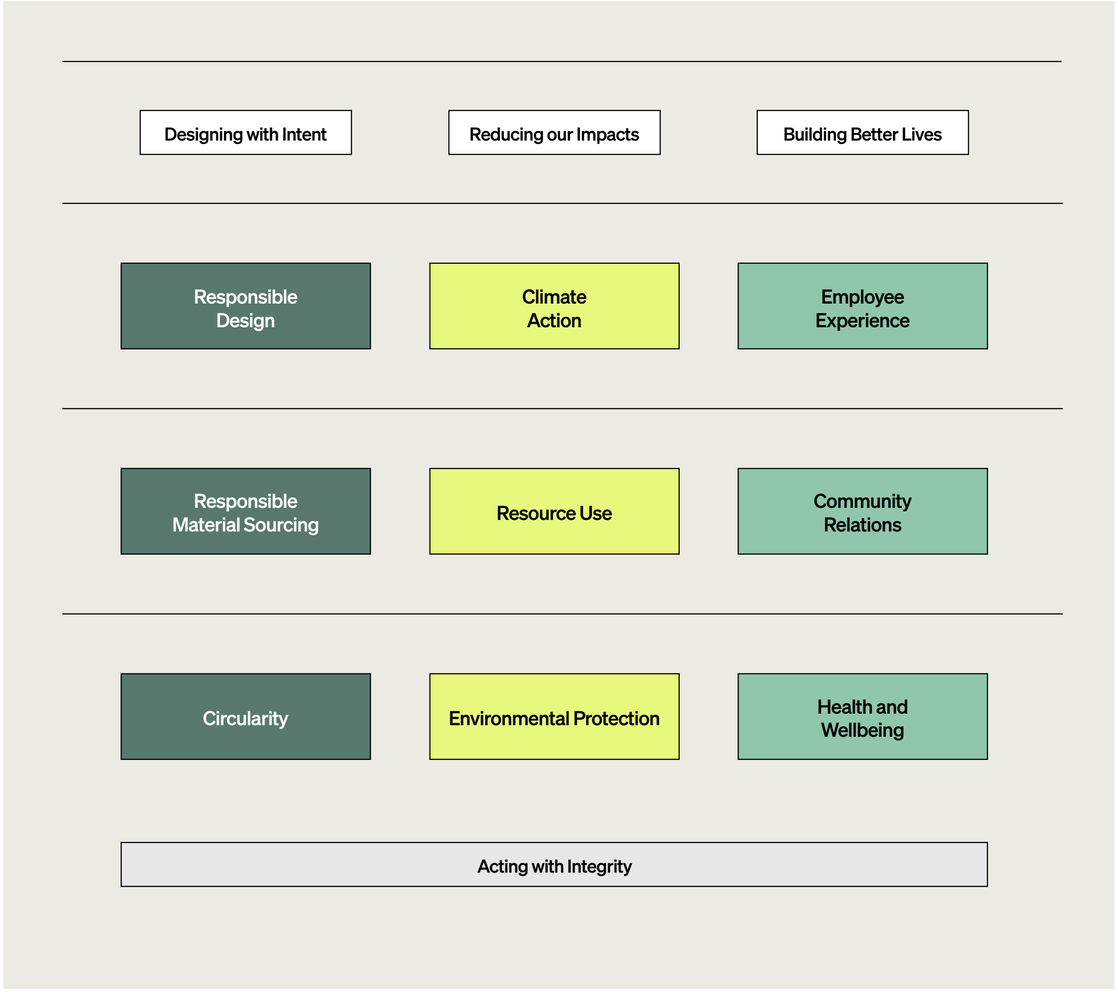
Our strategy is structured around three central pillars and underpinned by our commitment Acting with Integrity. The three pillars include:

Designing with Intent, Reducing our Impacts and Building Better Lives

We have objectives within each theme, which allows us to focus our efforts.

This structure steers us in reviewing the environmental and social impact of our products, services and operations, and it is supported by our ESG steering group.

The following sections of this report summarise the progress we continue to make.



Our 2025 progress highlights...

Life Cycle Assessments completed for 747 unique products.

25,000 pallets repaired and reused.

20% of electricity consumption generated by ON SITE SOLAR PANELS.

4,731 items of furniture donated to schools, charities and local organisations through the SUSTAIN WISHLIST SCHEME.

88% of operational waste recycled.

We donated £177,457 through our Charity Committee and Wishlist Scheme

60.1 TONNES of material sent back into our own or the supply chains of new industries.

All products TESTED AND CERTIFIED to Indoor Advantage Gold for low VOC emissions.

73% tier 1 supply chain based within the UK.

2,960 hours of school engagement time delivered.

59 employee volunteer days delivered.

70,320 items of plastic and cardboard packaging reused.

83 suppliers assessed against our performance & sustainability scorecard.

46.3% reduction in Scope 1 and 2 emissions compared with the 2019 base year.

91% of our timber spend was FSC® certified.

Health Product Declarations available for ALL PRODUCT RANGES.

Achieved ECOVADIS BRONZE RATING in our first year of completing the assessment.

Progress on our goals

UK KPIs	Units	2022	2023	2024	2025	Target	Target Year	2025 Status
Products with a Lifecycle Assessment	#	0	25	675	747	1,000	2030	In progress
Ranges with a Health Product Declaration	#	0	25	57	106	200	2030	In progress
Suppliers assessed against scorecard	#	10	52	77	83	100	2030	In progress
Suppliers signed up to Code of Conduct	%	100%	100%	100%	100%	100% p/a	2030	Achieved
Supply chain based in UK	%	81%	75%	74%	73%	75% p/a	2030	In progress
Supply chain based within 45 miles (local)	%	N/A	61%	62%	44%	15% p/a	2030	Achieved
Timber spend with FSC® certified suppliers	%	N/A	N/A	92%	91%	100%	2030	In progress
Material fed back into the manufacturing supply chain	kg	21,720	28,727	48,230	60,070	100,000	2030	Achieved
Plastic and cardboard packaging items reused	#	89,340	98,620	50,260	70,320	20% increase	2030	In progress
Pallets repaired and reused	#	23,048	20,169	21,842	25,008	20% increase	2030	In progress
Operational waste recycled	%	85%	87%	85%	88%	>90%	2025	In progress
Gas consumption	mwh	9,079.0	7,806.0	8,202.4	7,068.4	4% reduction p/a	2040	Achieved
Electricity consumption	mwh	9,565.0	5,692.0	5,755.4	5,592.9	20% reduction	2030	Achieved
Electricity consumption from on site generation	%	3%	16%	15%	20%	15% p/a	2025	Achieved
Fleet non-renewable fuel consumption	mwh	9,802.0	10,373.0	10,846.8	8,471.7	4% reduction p/a	2040	In progress
Fleet renewable fuel consumption	mwh	0	0	357.52	772.2	4% increase p/a	2030	In progress
Water consumption per employee	CM	12.9	16.7	13.1	15.3	20% reduction	2026	In progress
Scope 1 & 2 emissions reduction vs 2019 base year	%	-25.7%	-44.3%	-42.7%	46.3%	50% reduction	2030	In progress
Total Scope 1-3 emissions reduction vs 2019 base year	%	11.9%	-5.3%	-42.3%	-32.54%	90% reduction	2050	In progress
EcoVadis score	-	N/A	N/A	N/A	Bronze	Gold	2030	In progress
CDP Climate score	-	N/A	C	B	C	A	2030	In progress
CDP Water score	-	N/A	C-	C	C	B	2030	In progress
CDP Forest score		N/A	N/A	C	B-	B	2030	In progress
Lost time incident frequency rate (100,000)	#	N/A	N/A	0.79	0.22	50% reduction	2030	Achieved
Accident frequency rate (100,000)	#	N/A	N/A	3.45	3.44	50% reduction	2030	In progress
Women in leadership development training	#	N/A	N/A	36	40	40% p/a	2030	In progress
Managers completed training on ED&I aspects	#	35	35	35	40	100 p/a	2030	In progress
Whistleblowing incidents	#	0	0	0	0	0 p/a	2030	Achieved
Volunteering days delivered	#	12.7	56	125	59	10% increase	2025	Not achieved
Total donated to charity, including Wishlist furniture	£	106,586.6	92,525.0	101,886.0	177,457	20% increase	2025	Achieved
Hours of STEM and school engagement	#	N/A	1,200.0	1,239.5	2,964.0	1,500 p/a	2030	Achieved
Furniture items donated via Wishlist Scheme	#	1,143	1,494	3,866	4,731	5,000 p/a	2030	In progress

02 Designing with intent

From forests to fabric weavers, and plant-based materials to plastics, our goal is to consciously design every one of our products.

We aim to design products which stand the test of time, and can live on, beyond their intended use.

We seek to increase the use of more sustainable materials in our industry and are committed to using materials in ways that reduce environmental impact and improve traceability.

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2.1
Responsible design

“We believe style should protect people and the planet without compromising on quality. We design with real life in mind, shaped by the social, economic, and environmental realities of today’s workplaces.

Sustainability is at the heart of our innovation. We’re embracing circular design principles and introducing more recycled materials across our collections because giving resources a second life is key to reducing waste and driving positive change.

Our responsibility doesn’t end with design. We’ve committed to producing Life Cycle Assessments (LCAs) to measure environmental impacts and ensure transparency, so our customers can trust that each choice we make is towards a healthier, more sustainable future.”

Kirk Marsden,
Head of Product Development & Engineering

Objectives	How We’re Doing	Status
All new product ranges launched from 2024 to have a LCA and HPD available.	All products launched since 2024 have a LCA and HPD available.	Achieved for 2025 and ongoing
Top 100 ranges of existing portfolio to have a LCA and HPD by 2025.	We have conducted a Life Cycle Assessment on over 700 products, and all product ranges have a Health Product Declaration.	Achieved
Identify and achieve appropriate sustainable furniture standards and certifications for top products.	We have achieved a new product certification in 2025. All UK manufactured products released prior to summer 2026 are now Indoor Advantage Gold certified, and we continue to review the value of additional product certifications.	Achieved for 2025 and ongoing
Consider responsible material sourcing, circularity and end-of-life routes during the new product design phase.	End of life is a consideration in the design and development phase. All products launched from 2026 onwards will be available with a disassembly guide on request to support product life extension.	Achieved and ongoing
Train our design and engineering teams on sustainable material selection and circular design principles.	We delivered sustainable and inclusive design training to all seating and desking design engineers in 2025. This also involved a refresh of the Design for Environment Procedure.	Achieved
Develop a transparent product matrix for environmental and health data.	Our product matrix now documents the environmental and health information related to over 700 products. This ensures accurate data is shared with our stakeholders.	New and achieved for 2025
Increase recycled content by 0.5% across the full product portfolio per annum.	The average level of recycled content across our entire product portfolio is 34.8%. We are working towards our target of a 0.5% annual increase by collaborating with suppliers, retraining our design engineers and circulating end-of-life material back to our supply chain.	New

Sustainable design and life cycle thinking

When designing new products we take a whole life cycle thinking approach. Our investment into Life Cycle Assessment software supports us by allowing us to assess and understand our products' environmental data in the design phase. An LCA measures environmental stressors associated with a product's lifecycle, including the embodied carbon. The assessment begins with the mining or sourcing of each component's raw materials, right through every manufacturing process and transport impact, up to the finished product leaving our factory. This is the cradle-to-gate impact.

We have completed bespoke LCAs for over 700 products using OneClickLCA software. Access to embodied carbon data is essential for assessing the whole life cycle impact of a fit-out project and meeting project carbon budgets. LCAs also achieve furniture criteria against green building standards, such as BREEAM and LEED.

Furthermore, our product specific LCA data supports our clients in improving the accuracy of their corporate carbon accounting of Scope 3 emissions.

In 2025, we refreshed and relaunched our Design for Environment procedure, retraining all of our Design Engineers on the principles of sustainable and inclusive design.

The training covered the following topics:

- Life Cycle Assessment
- Building Standards and Certifications
- Recycled content
- Renewable and bio-based resources
- Locally sourced materials
- Certified sustainability sourced materials
- Durability and repairability
- Disassembly
- Designing for diverse needs
- Sustainability certifications such as FISP

As part of the review, the Sustainability Team issued an updated 'Approved Materials List' in partnership with the Design Engineers.

Additionally, an Environmental Considerations Declaration is required with all new products to confirm all topics covered in the training session have been considered.



Product Spotlight: Allermuir



Sula Tables

Sula Tables have been designed with an emphasis on durability, timelessness, and responsible design. Their sculptural, minimalist forms are engineered to last, reducing the need for frequent part replacement and minimising lifecycle waste. Each central column of Sula is made from a rota-moulded plastic which uses post industrial recycled waste in its construction.

The ballast used to weigh down each base is made from Magna Dense which is a natural iron oxide aggregate that enhances sustainability in construction and industrial projects by reducing CO2 emissions, enabling smaller structures, and providing a reusable, inert material. At the end of its life, Magna Dense can be recycled, supporting a circular approach to product design and responsible material use.

SUD12RD	GWP Fossil (kg CO2e)
A1 - Raw material	51.9
A2 - Transport to manufacturer	1.8
A3 - Manufacturing	6.8
Material	**Kg**
Wood	32.4
Metal	0.2
Plastic	11.1
Iron Ore	60.0



Aura Lounge and Aura Meet

Allermuir embeds sustainability at the start of the design process, thinking about a product's longevity and end-of-life long before it's manufactured, which reduces waste and promotes reuse and recycling.

By creating timeless, high-quality furniture that withstands heavy use and can be re-upholstered or remanufactured, the Aura range supports a more thoughtful lifecycle, compared with short-term seating.

AURLS03VEXL	GWP Fossil (kg CO2e)
A1 - Raw material	83.0
A2 - Transport to manufacturer	0.1
A3 - Manufacturing	27.4
Material	**Kg**
Textile	2.6
Plywood	16.9
Metal	0.3
Foam	18.0
Plastic	0.3



Curve Lounge

Curve Lounge is a modern interpretation of a classic lounge and dining chair, designed by SmithMatthias for Allermuir. Curve Lounge's contemporary yet light silhouette elegantly softens its generous proportions, to create a chair that oozes confidence, or as we like to call it, a Bold Softness.

Curve Lounge has no internal metal fixings, making for an easier disassembly process for repair, supporting product life extension.

The seat pad and back rest are crafted from responsibly sourced timber from FSC® certified forests.

CUR101	GWP Fossil (kg CO2e)
A1 - Raw material	10.3
A2 - Transport to manufacturer	3.5
A3 - Manufacturing	9.5
Material	**Kg**
Oak	16.9
Metal	0.1
Plastic	0.04

Product Spotlight: SENATOR





FreeFlow

Meticulously engineered to do more with less.

By replacing a traditional mechanism with a next-generation, body-balanced blade mechanism, the chair becomes both visually and physically lighter, significantly reducing material use and weight. As weight is a major contributor to carbon impact during transportation, this reduction supports lower emissions.

FreeFlow is designed with fewer components, tool-less quick-fit assembly, and no glues, enabling efficient repair, disassembly, and flexible shipping options. The back is upholstered in a bespoke Camira 3D technical knit, knitted to size to minimise waste while providing breathable, adaptive support that enhances user wellbeing.

FRF740	GWP Fossil (kg CO2e)
A1 - Raw material	66.1
A2 - Transport to manufacturer	1.6
A3 - Manufacturing	3.6
Material	**Kg**
Fabric	0.5
Plastic	11.0
Foam	0.3
Rubber	0.01
Steel	1.6





Ricco

Designed around a rigorous process of reduction.

By minimising components and integrating functionality directly into the frame, Ricco reduces material use, manufacturing complexity, and overall environmental impact.

Its weight-activated, synchronised recline adapts automatically to each user, supporting wellbeing without manual adjustments. The bespoke, self-supporting mesh is knitted to size, eliminating production waste, while the visually lightweight structure supports disassembly and end-of-life recycling.

Ricco's simplicity, durability, and intuitive comfort encourage long-term use, extending product life and reducing replacement cycles.

RIC115	GWP Fossil (kg CO2e)
A1 - Raw material	84.6
A2 - Transport to manufacturer	1.8
A3 - Manufacturing	1.0
Material	**Kg**
Fabric	0.5
Plastic	9.3
Foam	1.7
Rubber	0.01

Healthy Interiors: Indoor Advantage Gold

Our products are certified to the Indoor Advantage Gold standard – the most transparent indoor air quality standard for furniture and building materials.

Volatile organic compounds (VOCs) are contained in certain glues, lacquers, and paints, and are a set of increasingly regulated chemicals. VOCs can continue to release during a product's use phase, contributing to poor indoor air quality and harming human health at high levels.

Understanding the air quality impact of a product in use is essential. Considering this, our products and materials are tested annually in ISO 17065 ad ISO 17025 certified laboratories to ensure low VOC emissions.

The Indoor Advantage Gold standard aligns with ANSI/BIFMA M7.1 and X7.1, qualifying our furniture as low emitting when in use, and contributing to credits in the LEED v4.1, BREEAM, WELL Building and Living Building Challenge building rating standards.

Third party certification is important to us as it assures our environmental claims have been validated by a qualified, independent and objective organisation, against a standardised set of criteria.



Going glueless

Our Continuous Improvement team at the Seating factory set a primary objective of lowering overall site and product VOC emissions. This started with optimising glue robot spraying patterns to reduce coat weight, followed by trialling water-based glues, rather than solvent-based glues, on all seating timber frames, introducing this where successful.

The most impactful way to reduce VOC emissions is to simply eliminate the use of glues from our products. In 2025, we undertook trials, successfully confirming that four of our overlocking task chairs do not require additional gluing.

Our newly glueless chairs include:

- Pluto Plus
- Pluto
- Arlo
- Mercury

Additionally, through a supply chain review, we identified that sourcing directly from the adhesives manufacturer rather than a distributor meant that we could establish a circular takeback scheme for the glue containers. This eliminated the cost and risk associated with handling this hazardous waste internally.

Alongside the environmental and health benefits, we have almost *HALVED THE QUANTITY* **of glue we buy each year!**



Pluto Plus by Torasen

2.2
Responsible material sourcing

“As a global manufacturer, we source raw materials and specialist components from all over the world. The risk that comes alongside will always be exposure to potential human rights and environmental breaches within our supply chains. These types of incidents are commonly well hidden and occur regardless of organisation size and location. To combat this, we rigorously assess and audit all of suppliers.

Our approach to risk mitigation is underpinned by our supplier code of ethics, vendor management system, and audit program.
As a starting point, 100% of our supply chain has signed our supplier Code of Ethics and Conduct, declaring that ethical business practices are upheld and that there is provision of safe and healthy working conditions for all employees. Every 2 years, our suppliers are sent a questionnaire which also feeds into the risk matrix for score allocation. We then audit compliance against this code and questionnaire responses, using a risk-based approach.

We understand the importance of collaboration with our suppliers to drive innovation and mitigate risk, and we encourage regular communication on these topics through the supplier scorecard system.”

Geno Smith,
Group Head of Purchasing

Objectives	How We’re Doing	Status
All forest-derived components and products to be procured from sustainable sources to increase the ranges of FSC® certified products sold.	We prioritise purchasing certified, responsibility sourced materials, and encourage our suppliers to implement a chain of custody standard. In 2025, 91% of our spend was FSC® certified. We extended our FSC® certificate’s Scope to include our in-house laminating processes. This allowed us to increase the number of panel finishes available as FSC® certified.	Revised and ongoing
Assess suppliers’ sustainability performance and provide regular feedback.	83 of our suppliers were assessed against sustainability criteria within the ‘supplier scorecard’ process and were required to provide evidence for their scores. In 2025, this criteria has been reviewed by the sustainability team and updated to reflect the evolved sustainability priorities of the business.	Revised and ongoing
15% of procurement to come from local business by 2025.	In 2025, 44% of our spend was with businesses within a 45 mile radius of our UK head office.	Achieved for 2025
Review the supplier Code of Conduct and ensure all suppliers are signed up.	All suppliers are signed up to the Code of Business Ethics and Conduct. We implement a Supplier Vendor Management System for our tier 1 suppliers, assessing risk and supply security. In addition, our audit team regularly visit our supply chain to audit their management systems against health, safety, environmental, modern slavery, human rights and product quality criteria.	Achieved for 2025
Implement a training programme on responsible procurement by 2026.	As part of the Design for Environment refresher training delivered to our Design Engineers, we discussed the benefits of sourcing locally and sourcing certified material where applicable. When sourcing timber, FSC® certification is now a mandatory requirement.	Ongoing
Review the modern slavery statement and policy to improve effectiveness.	A Modern Slavery Statement is published on the company website annually. In 2025, the Modern Slavery policy was reviewed. We also conduct internal Modern Slavery audits.	New and ongoing

Our supply chain

As a large furniture manufacturer, our supply chain spans across the globe, representing the scale of the environmental and social impact of our operations. Despite this, we prioritise local procurement and work closely with our direct suppliers on our shared goals.

Performance evaluation: Supplier Scorecards

Through our scorecard process, we assessed 83 suppliers against sustainability, governance, risk, communication, quality, delivery, performance and innovation related criteria. Six suppliers were added to the scorecard process in 2025. Scorecards are completed monthly and continuous improvement is expected. Formal feedback is provided in business reviews with our Group Head of Purchasing.

In 2025, our sustainability team updated the sustainability criteria to reflect current business priorities, and from 2026 onwards the team will review supplier performance quarterly against the new criteria. The aim is to encourage continuous supplier improvement and encourage regular communication between suppliers and our sustainability department.

Code of Business Ethics & Conduct

We have a robust Code of Business Ethics & Conduct in place that all our direct suppliers must sign up to or must demonstrate that their own policies and procedures are equally as effective.

By signing up, suppliers give our quality team permission to visit their facilities to assess their compliance with the Code.

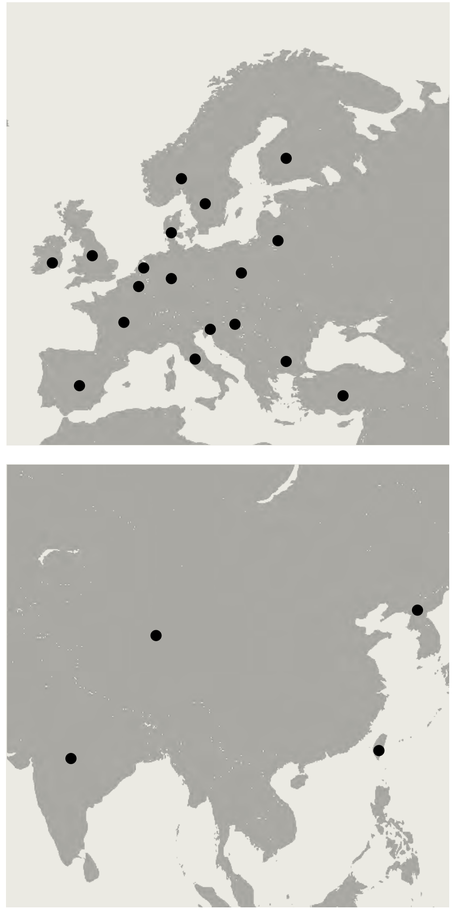
Any violation can lead to immediate termination as a supplier, and potential legal action if required.

In 2025, we visited 4 suppliers to conduct on site audits. The audits cover environmental, social, and quality criteria.

Supplier Questionnaire

All new suppliers must complete an onboarding questionnaire, answering questions in social and environmental topics such as waste, emissions, chemical management, health & safety, and DE&I.

Questionnaires are reissued every two years to ensure supplier responses are current and accurate.



44% of supply chain based within a 45 mile radius (local).



100% of our new suppliers signed up to Code of Conduct.

Country of Supply	Percentage of Spend
UK	73.3%
Rest of Europe	20.3%
Rest of the World	6.4%

73% of direct suppliers are based in the UK.

Timber chain of custody

Our business relies on healthy, high functioning ecosystems to provide us with a key material – timber. To protect the ecosystems we rely on, we prioritise purchasing certified timber from responsibly managed forests.

We have four FSC® Chain of Custody certified sites. This means we have the procedures in place to purchase, manufacture and sell FSC® certified products, guaranteeing that sustainable and socially beneficial practices are in place throughout our organisation and the entire timber supply chain.

From logging and processing to manufacturing and distribution, the entire supply chain is audited and certified, meaning these materials are traceable, right back to the forest.

In 2025, 91% of our timber spend was FSC® certified.

All new timber-containing products contain FSC® certified material. Our design engineers and buyers have been trained against the FSC® standards to understand their role in ensuring socially and environmentally responsible timber procurement.

FSC
www.fsc.org
FSC™ C020216
The mark of responsible forestry



2.3
Circularity

'We support customers with end-of-life furniture through reuse, repurposing, recycling, and remanufacturing routes. By taking back packaging and furniture, materials can be recovered and reintroduced into our supply chain, reducing waste and reliance on virgin materials.

This approach challenges the traditional furniture life cycle and offers customers practical, circular alternatives.

We enhanced our circular services offering in 2025 with the launch of re:work. re:work brings together our products and services that extend product life, reducing waste and consumption, putting circular practices at the centre of how we operate.'

Paul O'Brien,
Head of Sustainable Services and Operations

Objectives	How We're Doing	Status
Engage with key clients our approach to circular economy and grow sales from our circular services and products.	We have revised our remanufacturing target to capture the breadth of services that we now offer through 're:work', including: remanufacture, refurbishment, subscription, hire and second life furniture. In 2025, we launched re:work within our Project Zero exhibition space at Clerkenwell Design Week and throughout 2025 we presented the benefits of more circular procurement models to 17 potential clients.	Revised and ongoing
To develop a Furniture as a Service offering by 2026.	We launched a subscription furniture model in 2025, offering clients an alternative way of procuring furniture. Subscription models aim to reduce the waste and embodied carbon impact associated with a project. As the manufacturer retains ownership, the materials used are more likely to be maintained at a high value, suitable for successive reuse.	Achieved
To feed 100,000kg of recyclable material back into manufacturing supply chains by 2030.	In 2025 we fed 60,070kg recyclable material back into manufacturing supply chains. Since 2022, this total is 14.5 tonnes, surpassing our target of 10 tonnes by 2030.	Achieved
Map all waste flows to identify opportunities for circularity and to improve end-of-life options.	This new target was set to reflect the increasing need to thoroughly understand our downstream waste pathways. Working closely with our waste contractor partners, we will audit each waste stream in 2026 to map the routes each material takes once leaving our sites, looking at opportunities for improvement.	New
Provide end-of-life treatment guidance on all products and packaging items.	From 2026, all new products will be launched with a disassembly guide available to ensure responsible end-of-life management. We will continue to research the optimal method for providing end-of-life instructions for packaging.	New

Supporting a circular economy

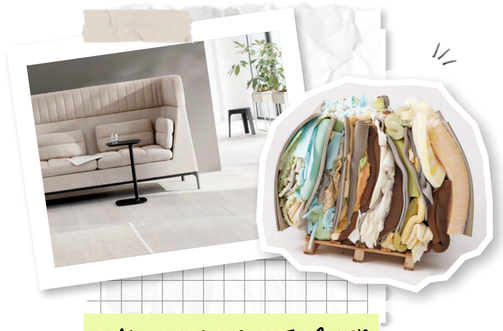
Furniture waste is a problem.

In 2025, The Senator Group manufactured over 500,000 products. The scale of our manufacturing capability reflects the significant demand we have for raw materials.

According to the Ellen MacArther Foundation, between 85-90% of unwanted furniture is incinerated or landfilled in Europe, but our Sustain recycling facility offers an alternative.

Since 2007, Sustain has supported The Senator Group in its waste management efforts and our goal to retain the value of the materials that we use. Through Sustain, we offer two services to our clients: packaging recycling and furniture recycling.

Over the years, Sustain has shifted its focus up the waste hierarchy, away from a simple goal of recycling and diverting waste from landfill. As circular economy principles have evolved, we are focusing on feeding materials back to our own supply chains.



FOAM OFFCUTS RETURNED TO VITAFOAM



END-OF-LIFE DESK TOPS TO KRONOSPAN



END-OF-LIFE POLYPROPYLENE COMPONENTS TO RGE

Furniture End-of-life Services

- Recycling
- Repurposing and reusing through the Wishlist Scheme

Manufacturing Waste Services

- Packaging Recycling
- Packaging Reuse
- Operational Waste Recycling

In 2025, Sustain has RECYCLED 56,184 pieces of end-of-life furniture, WEIGHING 1,590 TONNES!

→ Click or Scan to watch an Introduction to Sustain

→ Click or Scan to view or download our Sustain literature

→ Click or Scan to read about Sustain on our website

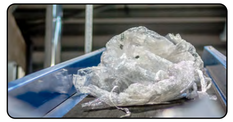
Sustain® *by* **The Senator Group**

End-of-life take back journey

We have mapped the routes each material group takes as it travels through Sustain and onwards to our downstream waste contractors for further processing.

Waste Packaging

LDPE, Plastic Bags, Plastic Wrap, Bubble Wrap

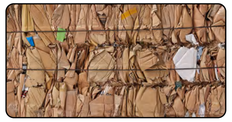




Fed into recycled plastic bags, wrap and bubble wrap supply chains

Cardboard





Fed into recycled cardboard box supply chains

SOW, Office Paper





Fed into recycled paper supply chains

HDPE, Netlon





Reused as packaging for chairs, or down-cycled into bottles and cartons

EPS, Polystyrene





Reused as packaging for desks, or down-cycled into products like garden furniture and decking

PET, Plastic Strapping





Down-cycled into products like drinks bottles and tote bags

End-of-life Furniture

Wood



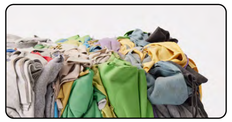
Wood dust and offcuts are fed into our biomass boiler to provide heat for our head office. Some is made into new desk tops and pet bedding

Plastics



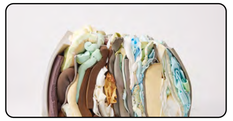
Separated, segregated and granulated. Molded into new chair components, or down-cycled in other recycled plastic waste streams

Textiles



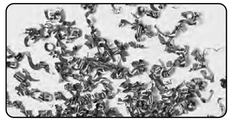
Shredded and incinerated for energy recovery

Foam



Baled and sent to our foam supplier. Extruded into reconstituted foam to be used in acoustic and soft seating products and carpet underlay

Metal



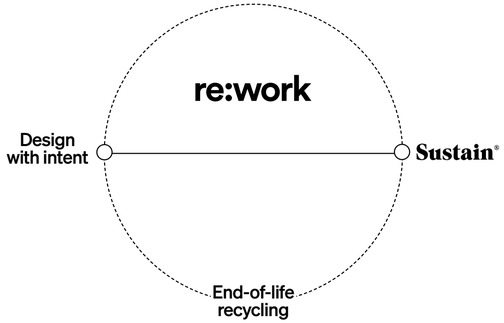
Separated into aluminium and steel. Sent on to downstream partners for recycling into other supply chains

Introducing re:work

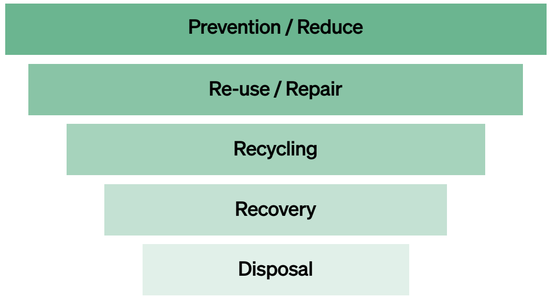
re:work, our new set of sustainable products and services, moves our waste management processes up to the top of the Waste Hierarchy.

re:work's offering focuses on extending the lives of products well beyond their intended years of use, reducing unnecessary consumption and waste, placing a higher value on materials, and supporting a more circular furniture procurement model.

Our Design with Intent principles ensure products are designed with sustainability in mind, and products end their lives at Sustain. re:work is now bridging the gap between these two ends of a lifecycle, looping materials between the two to extend lifespans. It is the final piece in the circularity jigsaw, and follows years of hard work and investment into reducing the waste impact of the furniture industry.



Waste Hierarchy



Subscription

We offer three subscription contracts; 6 month flexible, 3 year and 5 year fixed. Furniture subscription is an example of a retained ownership model. As the manufacturer, we remain responsible for and invested in retaining the quality of our products throughout their life, so that they remain valuable for future users.

Hire

Our range of in stock high furniture is suitable for short term rentals and reduces the furniture waste often associated with events and short term demands.

Second Life

Our Second Life stock provides a route for procuring in stock, preloved furniture.

Remanufacture

Remanufacturing works retain products at their highest value. Our ability to remanufacture products from any brand within The Senator Group's portfolio supports life extension. Remanufactured products come with a warranty.

Refurbish

Refurbishment works will improve performance, appearance and condition of any furniture item, including those from other manufacturers.

End-of-life

Every product returned will under go an assessment before being put back into service, only as a last resort will we recycle any product no longer fit for purpose — diverting it from landfill.

03 Reducing our impacts

The climate and biodiversity crises are urgent issues we must tackle head on, together. We take our responsibility seriously, understanding our actions now will define the future of generations to come.

We have considered our impact on the environment for over four decades, long before it was fashionable to do so.

From the biomass boiler that heats our head office, to the solar panels that span our roofs, and our recently installed bee yard, we continually look for new environmental initiatives to embrace.

Pg.27 Climate action

Pg.28 UK manufacturing energy performance

Pg.29 UK vehicle fuel performance

Pg.30 UK carbon emissions: Scope 1 and 2

Pg.31 UK carbon emissions: Scope 3

Pg.32 Resource use

Pg.33 Operational waste

Pg.34 Material use and recycled content

Pg.35 Mindful resources

Pg.36 Environmental protection

Pg.37 Environmental awareness

Pg.38 Biodiversity

Pg.39 Water stewardship

3.1
Climate action

"The Senator Group remains committed to improving efficiency and reducing its carbon footprint. We are proud to have achieved a 46.3% reduction in the Scope 1 and 2 emissions associated with our UK manufacturing, marking a significant step towards our 2030 target of a 50% reduction. The Senator Group has been calculating UK manufacturing Scope 1, 2 and 3 carbon emissions against a 2019 base year, using the GHG Protocol Standards to do so. Each year we have the carbon inventory reviewed and verified by third-party consultants to ensure its integrity.

We continue to procure 100% renewable REGO-backed electricity for our UK operations, and we invested in an expansion of our solar array in 2025. Benefitting from 2025 being the sunniest year on record in the UK, 20% of the electricity used in manufacturing our products and powering our sites came from our very own solar panels.

Most of carbon footprint sits within Scope 3 categories, within the embodied carbon of the goods and services we procure to manufacture our products. We have continued to incorporate our product-specific LCA data and supplier EPD data into our Scope 3 calculations, improving accuracy and allowing us to demonstrate reduction progress as manufacturing practices become less carbon intensive.

Until now, our carbon reduction targets have had a UK-only boundary. However, in 2025 we signed up to the Science-based Targets Initiative (SBTi), committing to review and expand the targets to cover our international operations."

Olivia Broughton,
Group Sustainability Manager

Objectives	How We're Doing	Status
Achieve a 50% reduction in Scope 1 and 2 emissions by 2030, and net zero by 2040.	We have achieved a 46.3% reduction in Scope 1 and 2 emissions associated with our UK manufacturing operations.	Ongoing
Achieve net zero in Scope 3 emissions by 2050.	We have achieved a 32.54% reduction in Scope 3 emissions against our 2019 base year. Through refreshing our supplier scorecards, we have placed greater emphasis on suppliers providing EPDs and improving their product and operational environmental impact, which will in turn reduce our Scope 3 footprint.	Ongoing
Improve data visibility within Scope 3 and report against all relevant categories.	Now that we have conducted Life Cycle Assessments for over 700 products, we are incorporating this data into the company footprint. Going forward, as the embodied carbon within the materials we use reduces, our company footprint will represent these improvements. Where available, we also use supplier EPD data and activity encourage suppliers to produce and share LCAs/EPDs with us through the scorecard process.	Ongoing
Expand our UK net zero commitment by setting SBTi-verified carbon reduction targets for the Group.	In 2025, we committed to set company-wide emissions reductions in line with the science-based net zero with the SBTi. Since then, we have been working with our international sites to establish a base year.	Ongoing
Achieve ISO 50001 at our UK manufacturing sites by 2026.	The ISO 50001 standard has been used to establish an energy management system at our UK manufacturing sites. Energy performance is a regular item on the agenda at monthly SHE senior leadership meetings and site level meetings, and each site has an annual reduction target to achieve. However, at this time, the business is not pursuing third party certification to ISO 50001.	Ongoing
Increase the percentage of renewable energy generated on site by 15% by 2025 compared with 2022 baseline.	We have achieved a 400% increase in the percentage of renewable electricity generated on site. In 2025, 20% of the electricity consumption came from on site solar panels, up from 3% in 2022.	Achieved

UK manufacturing energy performance

Engaging our employees in energy efficiency

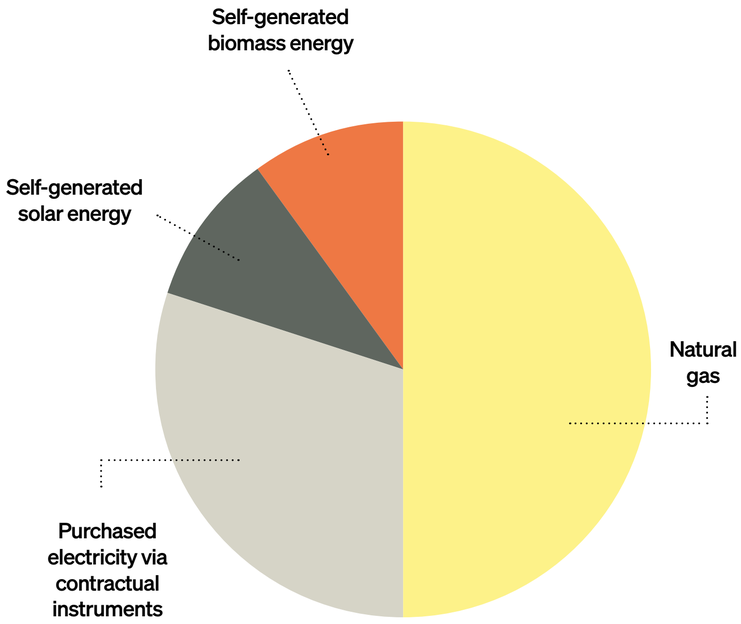
In summer 2025, we rolled out an energy management campaign across all UK manufacturing sites. The purpose of the campaign was to raise awareness of the financial and environmental cost of our annual energy use, sources of energy wastage, and simple steps everyone can take to improve our performance.

Compressed air leaks are the most significant cause of energy waste in our manufacturing operations. As a result of the campaign, all sites saw a spike in the reporting of air leaks and compressed airline repair needs.

	2025 (mwh)	2024 (mwh)	2022 (mwh)
Total non-renewable energy consumption			
Natural gas	7,068.4	8,202.4	9,078.9
Purchased electricity	-	-	6,065.2
Total renewable energy consumption			
Purchased electricity via contractual instruments	4,446.8	4,852.4	-
Self generated solar energy	1,146.1	836.5	-
Self generated biomass energy	1,132.6	1,170.7	2,466.0
Total energy consumption	13,794	15,089	17,610.1
Electricity sold	12.2	0	0
Energy intensity ratio (per million £ revenue)	92.2	96.1	98.4

* 2022 is the base year as this is when the ESG strategy was first published. Figures include all energy consumed within the UK operation.

2025 energy sources



Self-generated solar energy
We have over 500 solar panels on our UK sites, generating 20% of our 2025 electricity consumption.

Self-generated biomass energy
Wood dust and offcuts generated by the desking factory operation is fed into an on-site biomass boiler which provides all hot water and heating for our head office. 14% of our UK manufacturing heat came from this renewable source.

In 2025, all of our site Operations Directors set a target to reduce their purchased electricity and gas consumption by 5%, compared with 2024.

We achieved a

9% REDUCTION

in total energy consumption vs 2024.

We achieved a

14% REDUCTION

in non-renewable energy consumption vs 2024.

UK vehicle fuel performance

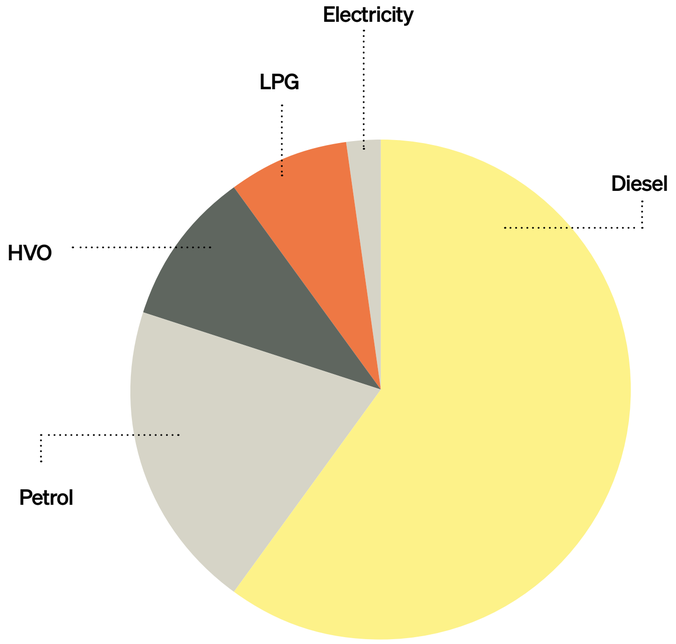
Our commercial logistics fleet comprised of 87 fleet vehicles in 2025, including 2-man vans, 6.5T wagon & drag, articulated trucks, and large vans. The company also owned 121 company cars, including plug-in hybrid, electric and diesel vehicles.

	2025 (mwh)	2024 (mwh)	2022 (mwh)
Total non-renewable fuel consumption			
Diesel	6,456.2	8,579.2	8,676.8
Petrol	1,957.8	2,106.8	884.5
LPG	155.1	150.9	240.9
Electricity	6.4	2.6	0
Total renewable fuel consumption			
Hydrotreated Vegetable Oil (HVO)	772.2	357.5	0

Reductions in fleet emissions in 2025 were largely a result of the continued purchase of HVO fuel. In 2025, there was an uplift of 116% in quantity of HVO purchased.

We continue to benefit from historical improvement projects such as the implementation of tyre pressure sensors, driver fuel efficiency training, a hybrid company car fleet, smart route planning software, and delivering furniture semi assembled to increase the efficiency of shipments.

2025 vehicle fuel sources



2026 and beyond

Key focus areas as we progress towards 2030 include:

- **Expanded roll out of HVO fuel adoption across the full fleet**
- **Hybrid/ EV pilot program for final mile deliveries and inner-city distribution**
- **Weight and aerodynamic improvements to reduce drag**
- **Migration towards electric company car fleet if appropriate and viable**
- **Advance analytics for fuel, idling and load optimisation**
- **Circular logistics: closed loop and recycling of transport packaging materials**
- **Continue driver awareness training**

We achieved a

16.5% REDUCTION

in fleet fuel consumption vs 2024.

* 2022 is the base year as this is when the ESG strategy was first published. Figures include all energy consumed within the UK operation.

UK carbon emissions: Scope 1 and 2

We measure the Scope 1 and 2 greenhouse gas associated with our UK manufacturing operations annually.

Emissions are categorised as follows:

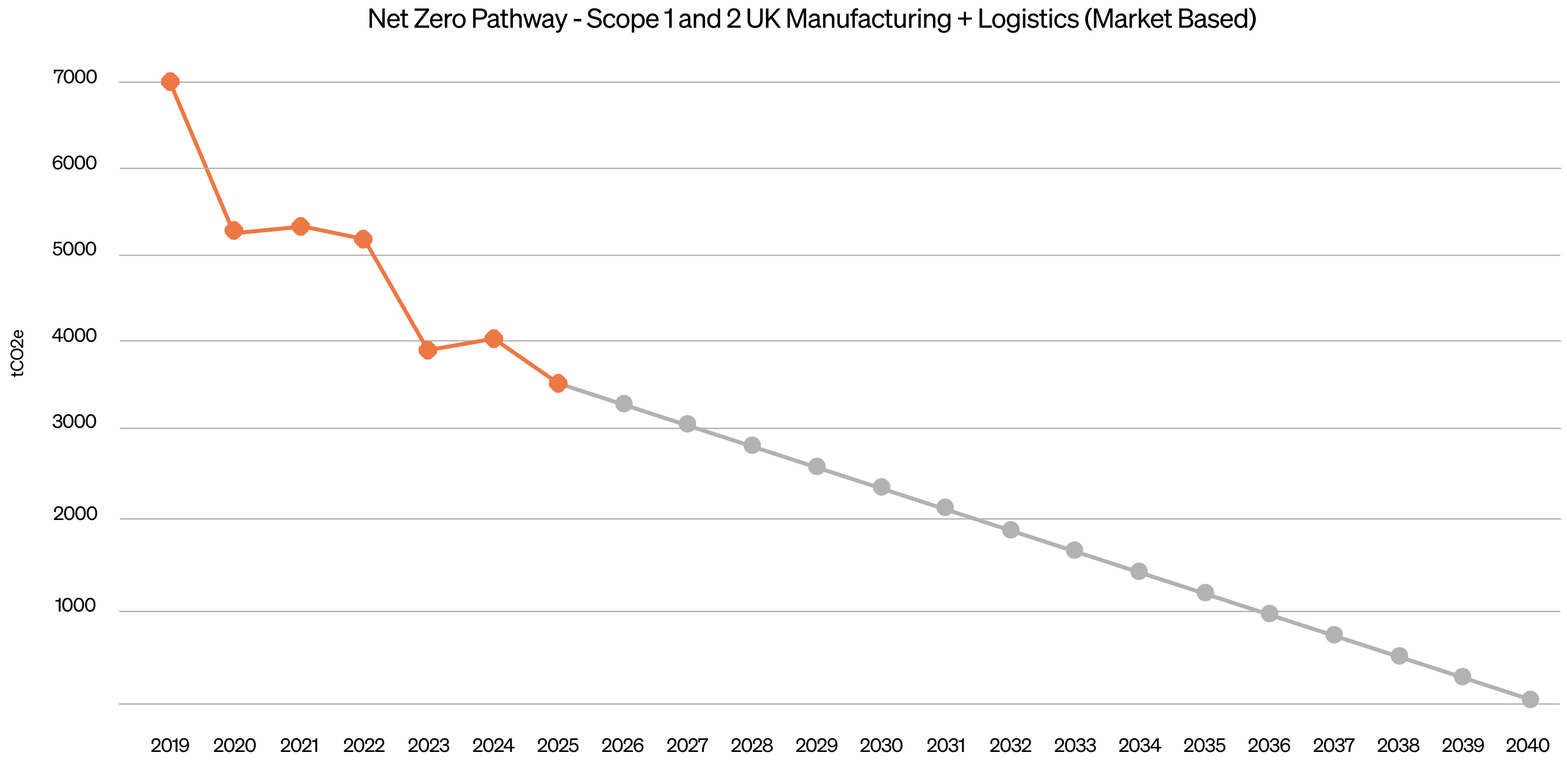
- Scope 1: Direct emissions that result from activities within our organisation's control. This includes emissions from on-site combustion, manufacturing and process emissions, refrigerant losses, and company vehicles.
- Scope 2: Indirect emissions from any electricity, heat or steam we purchase and use. Although we are not directly in control of these emissions, by using the energy we are indirectly responsible for that release of greenhouse gases.

We continue to use an operational control approach for our emissions reporting. Greenhouse gases included in the calculations are CO2, CH4, N2O, SF6, HFCs and PFCs.

The sources of emissions factors for 2025 are:
Scope 1: DESNZ, DEFRA
Scope 2: DESNZ, DEFRA
Scope 3: DEFRA, supplier EPDs

Our calculations follow the GHG Protocol Corporate Accounting and Reporting Standard and the Corporate Value Chain (Scope 3) Standard.

In 2025, Senator International Ltd committed to set company-wide emissions reductions in line with the science-based net-zero with SBTi.
SBTi ID: 40018269



VERIFIED ISO 14064-3 BY ENVIRONMENTAL STRATEGIES LTD 2025

	tCO2e 2019 (Baseline)	tCO2e 2025
Scope 1	5,250.6	3,757.4
Scope 2	1,750.0	1.1

Click here or scan the QR code to see our Carbon Reduction Plan:

SECR UK emissions intensity
23.89 tCO2e per £M turnover

This is a 9.4% decrease in intensity compared to 2024.

We have achieved a

46.3% REDUCTION

in Scope 1 and 2 emissions against our 2019 baseline year.

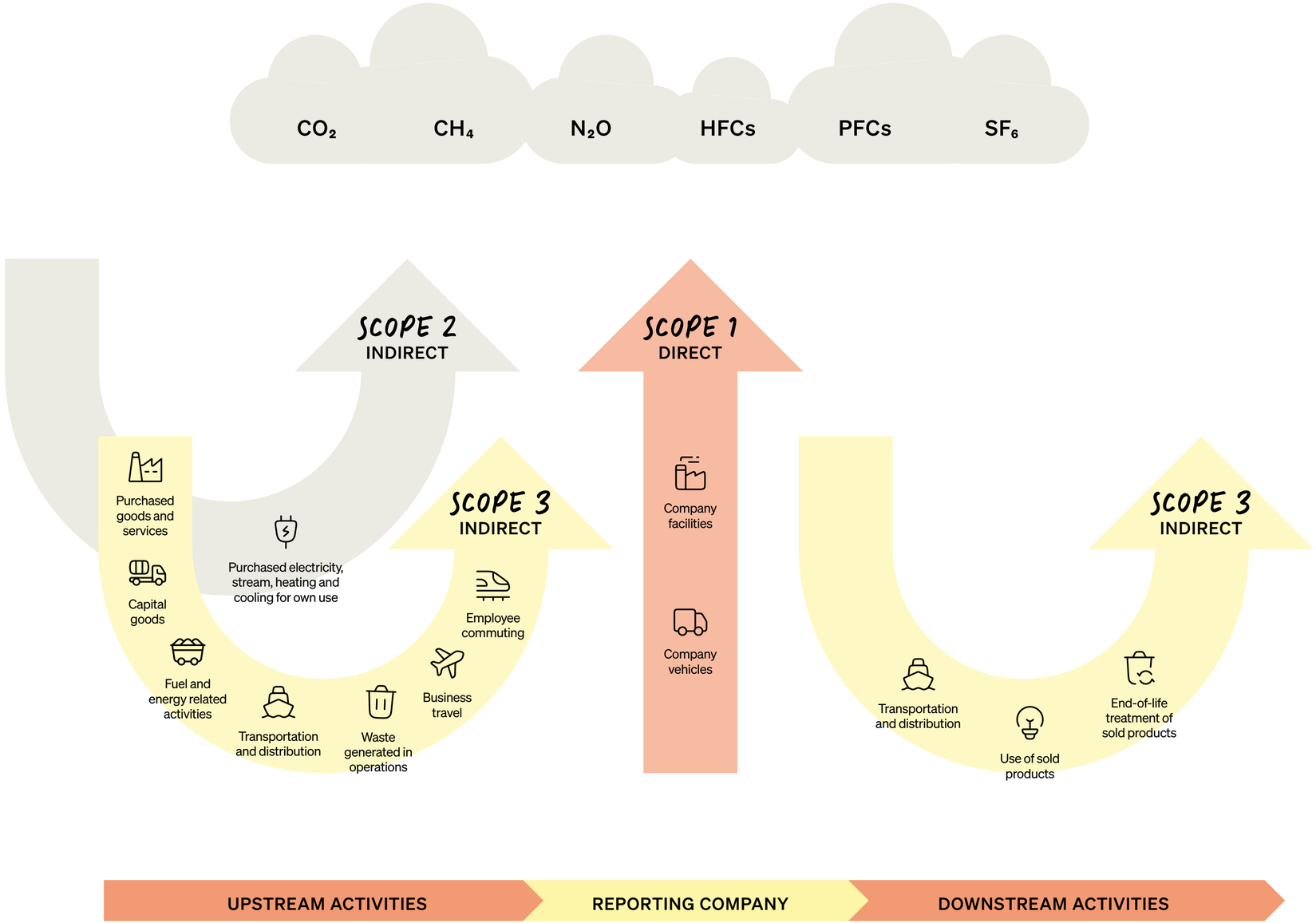
UK Carbon Emissions: Scope 3

Scope 3 emissions are all the indirect emissions that occur as a result of our activities along our wider up and down stream value chain. Our upstream supply chain is our biggest source of emissions, which is why we voluntarily measure our Scope 3 inventory.

In 2025, Scope 3 emissions accounted for 92% of our total greenhouse gas inventory, with 64% of those emissions coming from 'category 1 purchased goods and services' sources.

Accounting for Scope 3 emissions accurately is highly difficult and we are reliant on our supply chain partners providing product and/or activity specific emissions data. Now that we have a strong understanding of product life cycles, and have conducted life cycle assessments for all product types, we are incorporating this product specific embodied carbon data into our corporate accounting. We also worked with our transport partners to establish regular emissions reporting.

We acknowledge the importance of measuring and addressing Scope 3 emissions despite them falling outside of our operational control.



3.2
Resource use

"We are committed to minimising unnecessary resource use and waste associated with our operations. A key objective of our ESG strategy is to seek new and innovative ways to ensure all materials are valued throughout their life cycle.

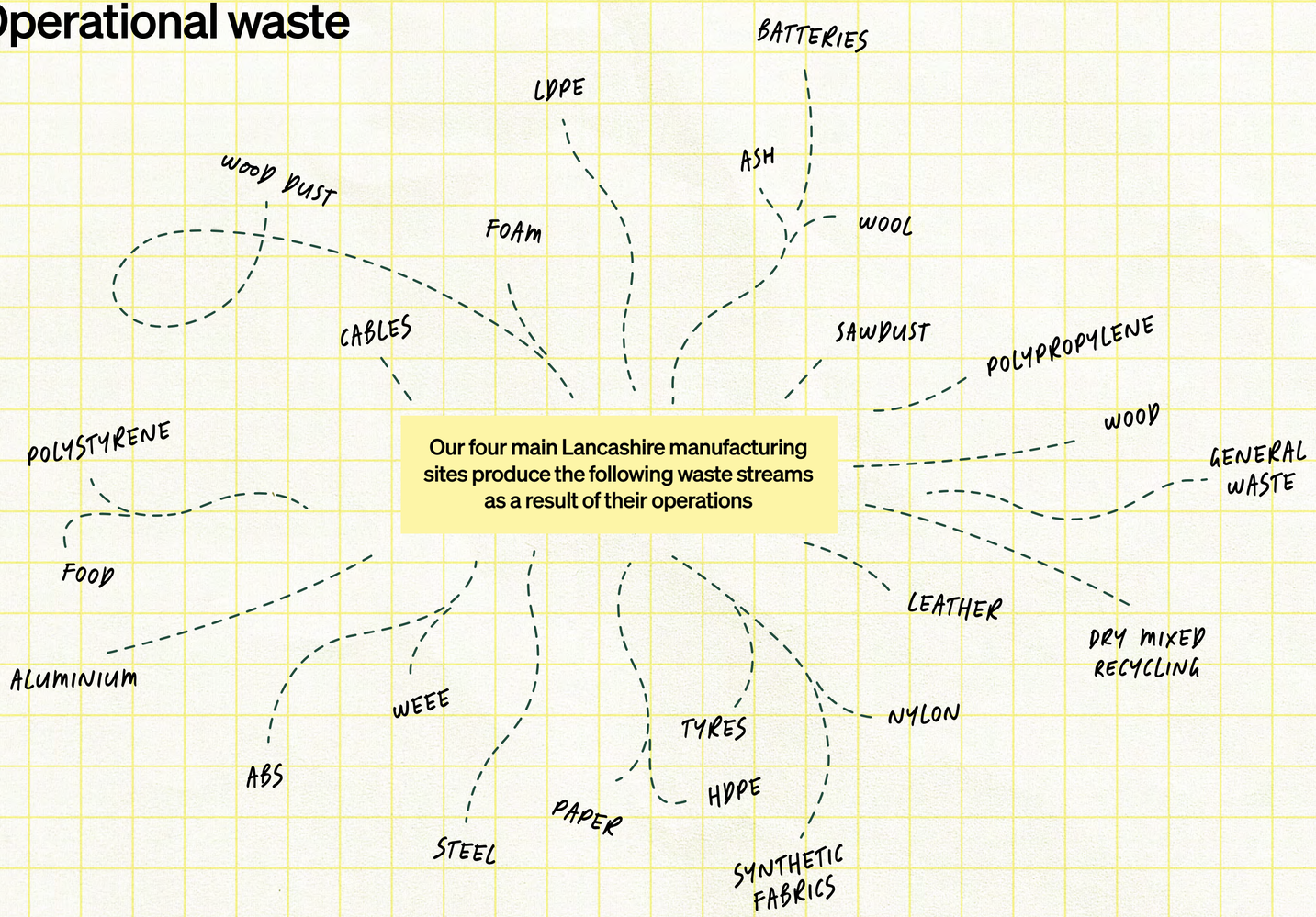
We have actively implemented new initiatives to support this in 2025, including smarter packaging use and reviewing our production operation to identify redundant processes. We have invested in scientific approaches to address material usage, to prevent over and unnecessary use. For example, measuring and testing the coating weight of glue in each of our models ensures we apply the correct tailored amount to ensure optimum performance. We have also developed software further ensuring higher levels of fabric optimisation. This reduces fabric waste by more efficiently grouping and cutting to our product requirements.

As we move forward into 2026, we will develop how we monitor performance such as through tracking yield as a measure of usage."

Mike Worden,
Operations Director

Objectives	How We're Doing	Status
Divert 100% of operational and furniture waste from landfill.	All end-of-life furniture waste is diverted from landfill through Sustain. Sustain's downstream waste contractors are audited as part of the ISO 14001 management system.	Achieved for 2025 and ongoing
Ensure that 100% of our packaging is recyclable.	All packaging continues to be recyclable and can be returned via our packaging take back scheme. All packaging returned after an installation project is sent to Sustain for reuse or recycling.	Achieved for 2025 and ongoing
Increase the percentage of operational waste recycling to >90%.	88% of operational waste was recycled in 2025, an improvement on the year previous. The process of reporting an environmental issue was improved in 2025, which led to an uptake in employees raising waste segregation issues. As a result of this trend, sites were targeted with waste segregation training in their weekly meetings.	Ongoing
Research and trial innovative options to increase our use of lightweight, reusable, and returnable packaging.	We carried out multiple projects to improve material efficiency and ensure smarter packaging use, including reducing the weight and dimensions of our protective chair bags and reusing protective cardboard used to line our delivery vehicles.	New

Operational waste



In partnership with waste management contractors, Sustain segregates our operational waste and ensures each material type is diverted from landfill where possible. The Sustain team monitor the weight of waste streams produced and manage waste related Duty of Care compliance.

This operation is audited internally in line with our ISO 14001 environmental management system, and is externally audited annually by our certification body. We also regularly visit our waste management partners to audit their operations.

	2024	2025
Recycled (t)	3,388.7	4,090.0
Non-recycled (t)	585.49	546.8
% Recycled	85%	88%

Material use and recycled content

The Senator Group manufactured over 500,000 products in 2025.

Our focus on assessing product life cycle impact has improved our understanding of product performance and material use.

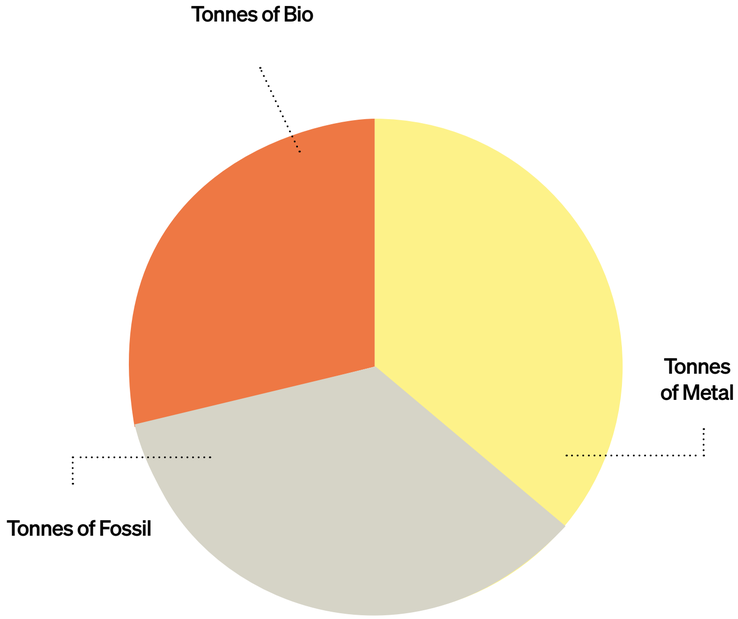
We monitor total material used, by material type: metal, mineral, fossil and bio, and the average percentage of recycled content across all product groups.

Average recycled content of our entire product portfolio was *34.8%* at the end of 2025.

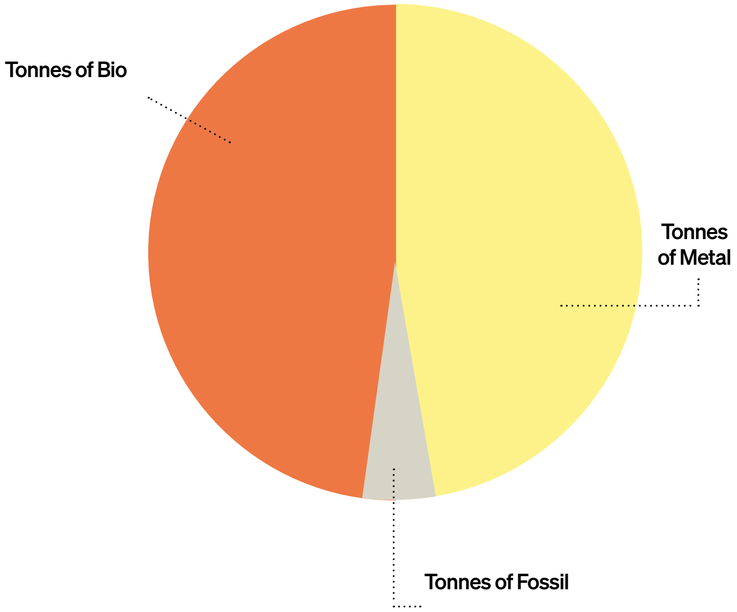
For all sales in 2025, the average recycled content was *34.9%*

Material Group	Tonnes used in manufacturing	By Weight
Metal	10,686,744.0	45.7%
Mineral	25,667.0	0.1%
Fossil	2,346,783.0	10.0%
Bio	10,303,058.0	44.1%

Seating Factory Material Inputs



Desking Factory Material Inputs



Mindful resources



Packaging for Task Seating

We reduced the micron weight and overall dimensions for the Task Assembly protective bags leading to significant material and financial savings.

£23,000 saved p/a



Transport Packaging

Owning our large commercial fleet allows us to control how our transport packaging is used.

We introduced a closed-loop returns process for wagon spacer cards. These are pieces of protective cardboard used to line delivery vehicles, protecting products during transport. We now ensure these are returned to our manufacturing sites, allowing for re-use.

£9,600 saved p/a



Cutting Consumables

During the cutting of textiles for our upholstered products, a thin layer of polyethylene is placed over multiple sheets of fabric, creating a vacuum and holding fabric in place whilst the machine cuts through the pile.

We have reduced the micron weight of this material from 45 to 30 microns, leading to a reduction in material weight and cost.

£9,600 saved p/a

3.3
Environmental protection

"Our UK operations have been certified to ISO 14001 since 2001, highlighting our longstanding focus on continual improvement in environmental management. Our management system supports us in routinely assessing and mitigating environmental risks in our own operations and our supply chains.

Environmental performance is a core element of our senior management meetings, with messaging cascaded down through the business to site level management meetings and out to all departments via team briefs and tool box talks. Environmental protection is also a key element of our induction process.

We are committed to continual investment in environmental awareness and training and in 2025, external carbon accounting, environmental legislation, and waste management courses were attended by members of our Sustainability, Sustain and SHE departments."

Mike Lee,
Operations Director

Objectives	How We're Doing	Status
Maintain compliance with the ISO 14001 standard and drive continual improvement.	During our annual external audits against the ISO standards, zero non-conformances were raised against the ISO 14001 standard. Our documented policies and procedures ensure environmental risks are addressed and the organisation is compliant with all applicable legislation.	Achieved and ongoing
Reduce the average water footprint per employee by 20% by 2026, compared with 2022.	Whilst our overall water consumption decreased by 3.3% in 2025 compared with the year previous, our water footprint per employee increased to 15.3 CM from 13.1 CM. This is most likely associated with a decrease in total headcount, however we continue to communicate on water performance in senior leadership and site management meetings to ensure any unexplained consumption spikes are investigated.	Ongoing
Assess our impacts on local water sources.	We complete the CDP questionnaire annually to assess our environmental impact. In our 2025 submission, we scored a C for Water, in alignment with the industry, regional and global average score.	Achieved
Improve our understanding of our ecological footprint.	Through our partnership with the Lancashire Wildlife Trust, we have access to expert guidance on how best to landscape our sites for local wildlife.	Ongoing
Enhance our landscapes to support biodiversity by incorporating habitats that promote biodiversity at each of our sites by 2030.	We have implemented biodiversity-related products at 3 of our 4 UK manufacturing locations.	Ongoing

Environmental awareness

We have developed our employee onboarding program to highlight the important of environmental awareness in the workplace.

During the standard employee induction session, environmental and sustainability topics are covered, ensuring all new starters are aware of their responsibilities under our environmental management system.

Enhancing reporting procedures

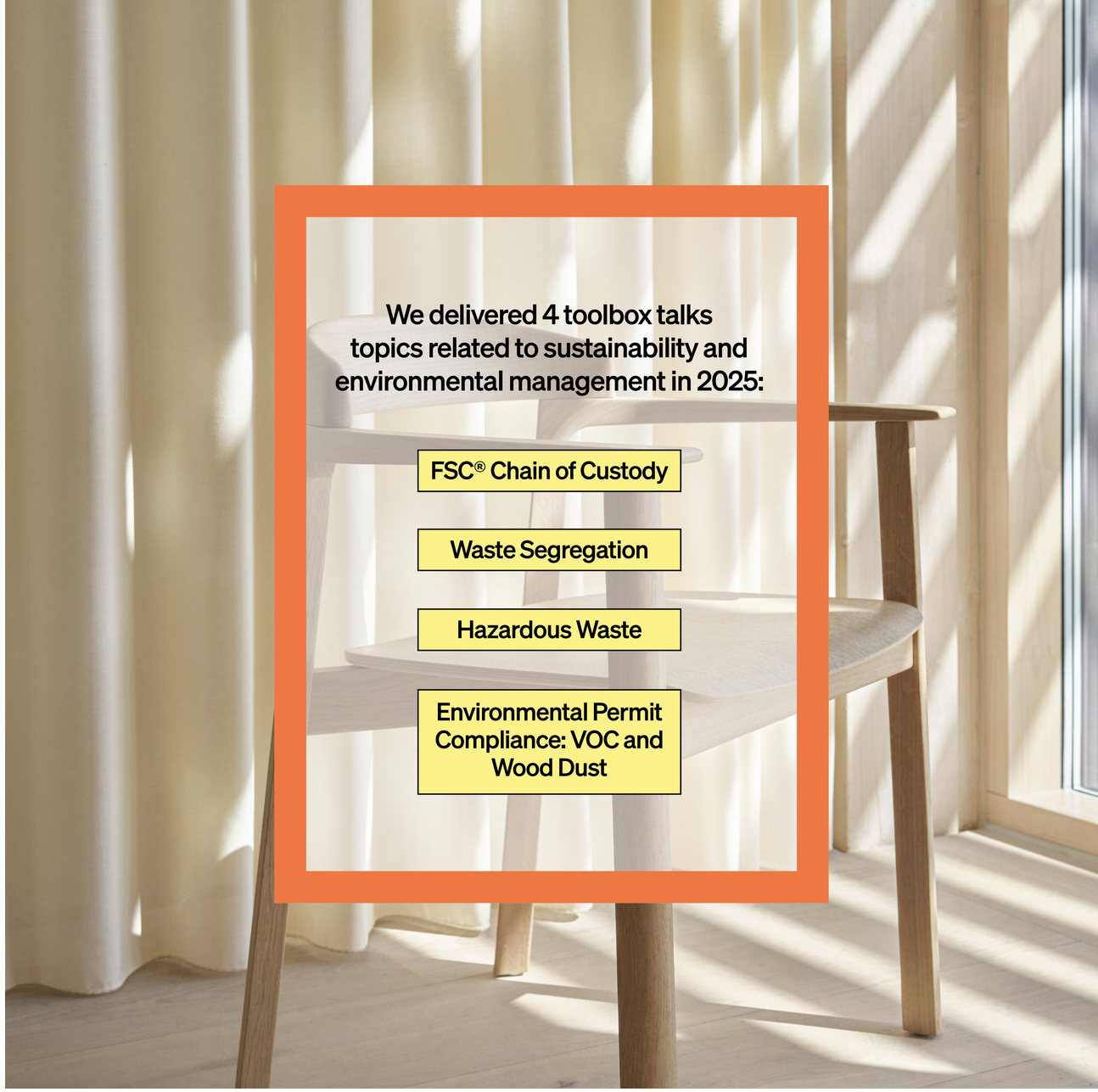
Our H&S hazard spotting process is mature and well utilised across the group. In 2025, we built on this system to include environmental hazard and incident reporting. Employees were trained on these changes in their monthly team briefs, ensuring they are aware of examples of situations that would require an issue to be reported.

Corrective actions can be raised and assigned to relevant team members through this system to ensure the issue is resolved and analysed to prevent reoccurrence. An additional benefit of tracking issues in this way is the reporting aspect. We have been able to highlight trends, such as waste segregation, which lead to the roll out of focused Toolbox Talks.

External Training Courses

We continue to annually invest in suitable external training courses for our environmental teams. In 2025, the following courses were attended by members of our Sustainability, Sustain, and SHE Teams:

- ISEP Approved Environmental Legislation
- Waste Management
- Carbon Footprinting and Reporting
- ISO 14001 Implementation
- ISO 14001 Internal Auditor
- FSC® Chain of Custody



Biodiversity

Through our annual submission to CDP, we review our proximity to protected areas for biodiversity and wildlife.

Our UK manufacturing sites are not located adjacent to or within the boundaries of any key biodiversity areas. However, our sites are located within 5km of designated Local Nature Reserves, Special Sites of Scientific Interest (SSSI), and the Forest of Bowland Area of Outstanding Natural Beauty (AONB).

We acknowledge and support the beautiful location that we work within through our Gold Corporate Membership to the Wildlife Trust for Lancashire, Manchester and North Merseyside. Alongside this, we have implemented numerous biodiversity and wildlife enhancing projects to boost productivity in the area and support those local sites designated for their importance to nature.

First Honey Harvest

Back in 2023 and 2024, we introduced honeybees to our Altham and Huncoat sites. Since then, with support from specialist beekeeping training, staff at The Senator Group have been learning, nurturing - and now harvesting - our very own organic honey.

The first collection was shared amongst the beekeeping team and put on sale in our on-site restaurants for employees to buy.

The Senator Group has been committed to implementing projects that have a long term, positive outcome on our natural world. Bees are key to healthy ecosystem functioning that we depend on as a business and as individuals.

Tree Planting

We joined forces with the Ribble Rivers Trust, and local schools to plant thousands of trees in the Ribble Valley, as part of a woodland planting project.

The initiative is part of a decade-long campaign by the Ribble Rivers Trust called, ‘Woodland Connect’. The aim is to double the area of woodland across Lancashire, planting more than half a million trees to reduce flooding, improve air quality and remove 100,000 tonnes of CO2 from the atmosphere.

Volunteers from across The Senator Group, together with local schools and the Trust have planted 25,000 trees in thirty acres of land owned by the Mustoe family. Amongst the volunteers were Year 5 children from St Oswald’s Primary School in Accrington. They helped to plant Maple, Hazel, Hawthorne and Rowan trees, all chosen for their individual environmental benefits.

Over the life span of these trees, they are estimated to sequester 8,000 tonnes of carbon, provide habitat to local wildlife, purify the air and water streams running through the River Ribble, and support flood mitigation in the local area.









Water stewardship

Water is used consciously at our manufacturing sites, showrooms and offices.

As required by our ISO 14001 EMS, water consumption is monitored at site level and discussed in site meetings to ensure anomalies are addressed.

As part of our CDP disclosure, we assess the surrounding water context of our operations. According to the UK Environment Agency 'Water stressed areas – 2021 classification' Report, we are not operating in an area considered to be seriously water stressed. Additionally, none of our sites are located within a flood zone.

Compliance with our environmental permit conditions and maintaining high standards of housekeeping ensures the risk of pollution entering nearby watercourses is mitigated.

Our local tree planting project with the Ribble Rivers Trust contributes to reducing flood risk in the local area by intercepting rainfall.

	2024 Withdrawal	2025 Withdrawal	Change
Water (m3)	16,503	15,962	-3.3%



04 Building better lives

Improving the lives of our employees and protecting the people throughout our supply chain is fundamental to both our values and our purpose.

We embrace the role we can play in advancing the happiness of the communities we work within.

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4.1
Employee experience

"As Head of People Operations, I am proud of the resilience, commitment, and care our colleagues have shown throughout a challenging year for both the business and the wider economic environment. During periods of uncertainty, our focus on engagement, inclusion and wellbeing has been more important than ever.

Employee voice remains central to shaping our culture. Our continued journey with Great Place to Work has provided valuable insight into what matters most to our people. This feedback has directly informed our people priorities, enabling targeted actions to strengthen communication, trust and consistency across the organisation.

Inclusivity remains central to our approach. We are committed to creating a workplace where everyone feels respected, supported, and able to contribute fully. Throughout the year, we have strengthened our wellbeing offering to better support colleagues, particularly during times of change.

This includes clearer access to support, continued investment in wellbeing initiatives and equipping managers with the confidence and skills to have compassionate conversations with their teams. While the year has presented challenges, it has reinforced the importance of listening, acting with empathy and staying true to our values."

Antony Platt,
Head of People Operations

Objectives	How We're Doing	Status
Improve clarity of career pathways, development and training and continue to invest in leadership training.	Since the launch of GROWTH in April 2022, 107 employees have participated. A recent training needs analysis is shaping the next phase, with increased focus on entry-level leadership.	Ongoing
Review and enhance ED&I data reporting to support the leadership team in setting targets.	Preparation is underway for the implementation of our new HR system, which will improve data quality and reporting.	Ongoing
Review the recruitment strategy to be fully inclusive and reduce barriers to entry for those in minority groups.	We are reviewing our recruitment strategy to ensure it is inclusive and reduces barriers for candidates from minority groups.	Ongoing
Roll out ED&I awareness training for all managers.	We are currently planning this training which we will look to embed as a core leadership requirement, reinforcing accountability and supporting our wider ED&I objectives.	Ongoing
Achieve Great Place to Work certification by 2028.	We completed our baseline employee survey. The insights have shaped priority actions that are now being implemented to support a positive, inclusive and engaging workplace.	Ongoing
Maintain channels for employee feedback and communication.	Our Employee Engagement Group coordinates forums including the Senate, ED&I, Charity and Community Committee, Wellbeing Champions, Menopause Action Group and Local Site Teams.	On Target
Deliver a minimum of four employee engagement events a year, focusing on building a sense of community and togetherness.	We have delivered a minimum of four employee engagement events annually, focused on building a sense of community and togetherness across the organisation.	On Target
Maintain at least two employee-led groups.	We continue to maintain more than two employee-led groups, providing colleagues with opportunities to influence and shape aspects of organisational life.	On Target

Our evolving workforce

Whilst over 50% of our workforce have worked at The Senator Group for over 5 years, we had a total of 100 new starters join the business in 2025, from a variety of demographics, joining a variety of roles.

All full time, part time and temporary employees, regardless of their working pattern, are provided the same benefits, such as a Medicash healthcare plan, pension contributions, parental leave, ongoing personal development, subsidised restaurants, employee recognition schemes, Cycle to Work scheme.

	Female	Male
Total UK employees end of 2025	292	841
New employees; below 30	9	26
New employees; 30-50	14	26
New employees; over 50	9	16
Total new starters	32	68

	Female	Male
Turnover below 30	18	39
Turnover 30-50	31	76
Turnover over 50	16	62
Total turnover rate	22%	21%

Within the UK furniture manufacturing sector, female representation averages 25.9%, making The Senator Group's workforce profile closely aligned with its industry peers.



“The Senator Group has demonstrated an integrated and intelligent approach to people and organisational development, using best in class learning tools to realise the potential of their workforce. I am delighted to be partnering with The Senator Group on their journey towards creating an autonomous and effective culture, enabling skilful and flexible leadership. The Senator Group’s inclusive talent strategy of inward investment into their people has led to heightened levels of engagement and awareness.

The development programmes are recognised as premier learning solutions by the ILM, having a real-world impact back in the workplace. I have been impressed by The Senator Group’s vision and application in realising the potential of their employees.”

Joe Bell,
Director at Evoke People Development Ltd

evoke
PEOPLE DEVELOPMENT LTD

Investing in the next generation

We are proud to say we create jobs for life. Through our Apprenticeship and Graduate opportunities, individuals can quickly embrace The Senator Group way of thinking.

That is why our apprentices and graduates learn on the job, and our graduates put their degrees into action in ways that go beyond traditional learning. We train individuals to be skilled not just technically, but also professionally and interpersonally - so they are ready to grow into senior roles across the business.

In recent years, we have offered apprenticeships in; CNC Operation, Sewing, Machining, Upholstery, Mechatronics, Welding, HR, Accounts/ Payroll, Development Engineering and Management (Degree Level).

We maintain strong partnerships with local training providers to ensure our apprentices receive the highest quality of education and support. Our longest-standing collaboration is with North Lancs Training Group, who have shown outstanding commitment to our growth - including sponsoring equipment for our on site Training Academy.









Diversity, equality and inclusion

The Senator Group is committed to the equality of opportunity and to ensuring our practices are free from unfair discrimination. Our approach to promoting DE&I is documented in our Diversity, Equality and Inclusion policy.

Leadership Development Training

With the support of Mark Thornton from Acton Chase Associates, we focused on strengthening inclusive leadership capability by equipping our leaders with the practical tools to lead with empathy, and build psychological safety within their teams.

The development helped leaders to better understand the impact of their behaviours on their teams, encourage open and inclusive dialogue, and create environments where employees feel safe to speak up, share perspectives and raise concerns.

Empathy and psychological safety are critical to our DE&I objectives, as they underpin trust, employee voice and inclusion. By embedding these capabilities at leadership level, we are supporting a culture where differences are respected, wellbeing is prioritised and all colleagues feel able to contribute fully, reinforcing inclusion through everyday leadership practice.

Total Employees	Female	Male
Under 30 years	3.08%	10.32%
30-50 years	12.26%	31.68%
Over 50 years	10.41%	32.25%

Leadership Positions	Female	Male
Under 30 years	0.70%	4.30%
30-50 years	10.00%	36.40%
Over 50 years	15.00%	33.60%

Senior Leadership	Female	Male
Board of Directors	50.00%	50.00%

Click here or scan the QR code to see our Gender Pay Gap Report:



Senate

The Employee Senate met four times during the year, providing a consistent and valued forum for employee voice and engagement.

During the year, we consolidated the four site-based Senate groups into a single, group-wide Senate, strengthening collaboration and ensuring all representatives receive the same information at the same time. This approach improves transparency, supports better information sharing, and enables more joined-up discussion and feedback across the organisation.

I've been a Senate Representative for 3 years, acting as a trusted voice for employees and helping to build positive, respectful relationships with management.

Through the training and support provided, representatives are equipped to handle workplace matters fairly, confidently, and effectively. It's a role that strengthens communication, promotes mutual trust, and ensures employees feel heard, supported, and valued.

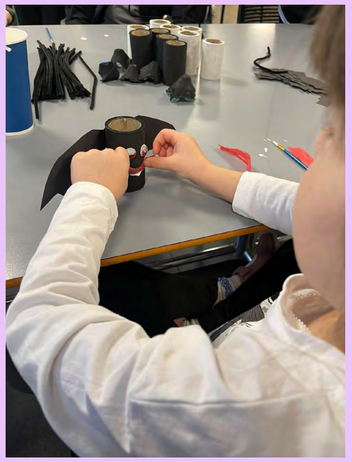
Martin Hobson,
Production Manager and Senate Representative

Employee engagement events

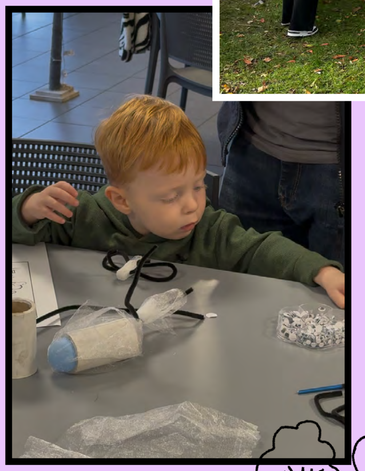
2025 saw the introduction of new engagement events for The Senator Group.

Our ‘TSG Kids’ have been giving up a Saturday every few months to learn about the environment, all while enjoying creative tasks along the way.

Our first event, Halloween crafts, saw the children make spooky decorations using recycled materials. They also planted bulbs for spring at Altham and Huncoat.









4.2
Community relations

"A sense of community has been embedded into our culture since the beginning, and as we've grown, we've been able to offer more and more help to those who need it most. We support many not-for-profit organisations, and several of those are right here in Lancashire which is where my father planted the roots of the company.

97% of employees live within 20 miles of their workplace, and as a family business, many of the decisions and commitments we make from a social value perspective directly support our employees, their families, and their local communities.

We have several employee events in The Senator Group's calendar, such as our Family Fun Day and the children's Christmas Party and Pantomime. These events are completely free of charge and have become a much-loved tradition.
A large percentage of our surrounding communities suffer from employment, income and health deprivation, and we work hard to engage with local primary schools to support local children, particularly at Christmas."

Julia Mustoe,
Shareholder

Objectives	How We're Doing	Status
Donate a minimum of £100,000 annually to our charity and community partners	Our previous target was to increase our charity donations by 20%, compared with 2022. This was achieved in 2025, so we have revised our target to maintain an annual commitment, and to donate a minimum of £100,000 to our partners every year. We fundraised and donated a record £177,457 in 2025.	Revised
Deliver a minimum of 60 days of volunteering annually.	Our previous target expired in 2025 so we have revised our volunteering commitment. We delivered 59 days of employee volunteering in 2025.	Revised
Support education providers with professional skills, training and mentoring for a minimum of 1,500 hours annually.	We delivered 2,964 hours of engagement with local educational institutions in 2025.	Achieved and ongoing
Donate a minimum of 5,000 items of furniture through the Wishlist Scheme each year.	We donated 4,731 items of furniture to charities, schools and small businesses through the UK, in partnership with our clients and dealer network.	New

Our Charity and Community Committee

Our employee-led Charity & Community Committee are dedicated to driving our charitable work.

Volunteers from across the business come together on the committee to organise the selection of our charity partners for the year. The team are responsible for coordinating the calendar of fundraising and engagement events for the year.

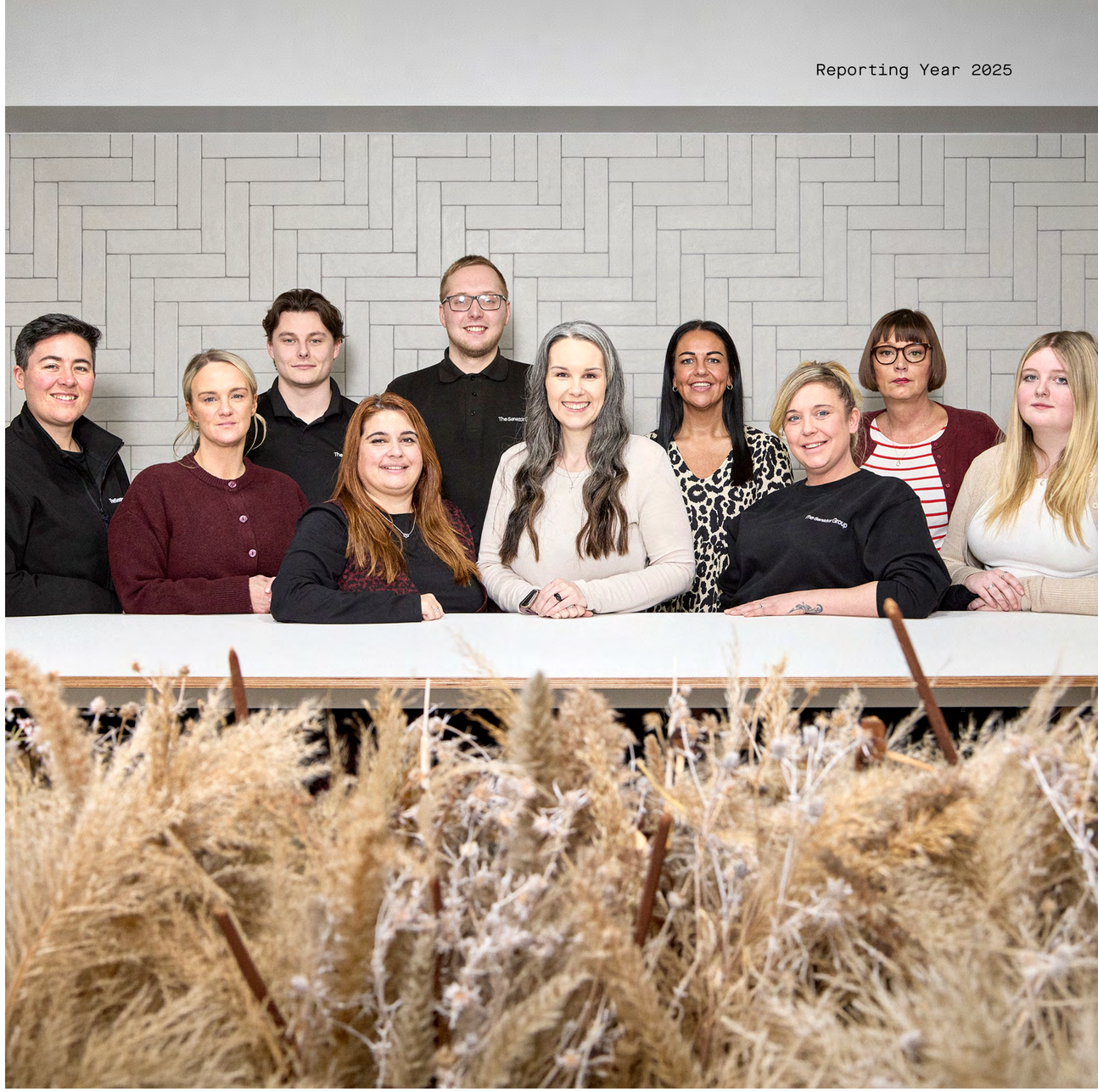
We donated £177,457 through our Charity Committee and Wishlist Scheme

In 2025, our corporate charity partners were:

Jeffery's Journey
Jeffery is the son of two employees from The Senator Group. At age 4 Jeffery was diagnosed with Late Infantile Batten Disease, also known as CLN2 Batten disease. Batten Disease is a rare, neurodegenerative disease affecting children of all ages. Sadly, there is no cure for this terminal illness. The funds we raised are supporting Jeffery's family to make amazing and precious memories.

East Lancashire Hospice
For over 35 years East Lancashire Hospice has provided care to people suffering from life limiting illnesses in the local area. The charity offers a range of services, including inpatient care, at-home support, and well-being programs, with a focus on holistic care centred on the individual's health and quality of life. Most of these services are provided free of charge, funded primarily through community donations and support.

Charity & Community Committee



Charity log 2025

This covers fundraising for our 2024-2025 charity partners, East Lancashire Hospice & Jeffrey's Journey.



JUNE

Wear Orange for Jeffrey

To support our Charity partner Jeffery's Journey we asked everyone to wear orange for International Batten Disease Awareness Day. The day was a success, and we raised £290.



AUGUST

TealTest

In August, our healthcare entity, Teal, completed their annual Teal Test! This year saw staff take on challenges with a spin on I'm a Celeb! This included taste tests, physical endurance and mental ability! We even had a balloon-filled challenge!! Teal raised a fantastic £500 in just 1 hour!



DECEMBER

Blackburn Youth Zone

Volunteering to wrap Christmas presents to go children who are in need in the Blackburn with Darwen area. This covered 3 days of volunteering with 2 members of staff attending each day.



APRIL

Easter Bake Sale

Our Easter Bake Sale raised £500 for our charity partners!

Easter Egg Appeal

Annually we strive to support Child Action Northwest with their easter egg campaign. This year our incredible employees donated over 200 easter eggs! CANW aimed to collect 500 eggs and so our staff have made a massive impact for this cause.



AUGUST

Soapbox

In August we entered the Soapbox Race in Accrington, Lancashire to raise money for Jeffery's Journey, one of charity partners. The kart is named 'Jeffery's Jet' and we came FIRST! Raising just over £100!





SEPTEMBER

Bake Sale

In September each site came together to hold a bake sale. Everyone made a fantastic effort and the total raised was £1,300!



OCTOBER

Quiz Night

In October we held our very first Senator Quiz Night, it was a huge success raising a total of £1,712!



Christmas Markets

For the third year we organised another Christmas Market event at 2 of our sites where local small businesses and crafters were invited to sell their goods. Staff were treated to luxury hot chocolates and Virgin Mary mulled wine! This raised £1,509.68 for our Charity partners.



Christmas Dinners

Employees enjoyed a Christmas lunch at each of our sites, all proceeds went to our charity partners. We raised £1,002.

NOVEMBER

Leeds to Liverpool Canal Walk

In November 16 members of staff walked the Leeds to Liverpool canal, they split into teams and took each stretch in turns and covered a walking distance of 128 miles! They raised a total of £481.50 for our charity partners.



OTHER CHARITY CONTRIBUTIONS

In October and November we collected unwanted coats for Wrap up East Lancashire which is run by local Rotary clubs. The coats were distributed via homeless shelters, refugee centres, organisations supporting the elderly, women's refuges, children centres and other charities helping people in crisis.

In December we donated 8 food hampers to Colne Open Doors, a local charity that help many families throughout the year.

Charity & Community Committee

In 2025, we donated 4,731 items from our Wishlist Scheme to communities in Lancashire, Greater Manchester, Yorkshire and London.

Wishlist Scheme

Reusing furniture which still has life left in it avoids any further processing and ensures it keeps on giving for many more years. We donate furniture from Sustain to charities, community projects, schools and individuals in need.

Schools and STEM

The STEM engagement programme delivered a broad range of activities in partnership with local schools, colleges, and training providers to support careers awareness, technical education and employability skills.

In total the programme delivered a total of 385 hours of activity which included workplace safaris, apprentice engagement events, T Level support, mock interviews, open days, project planning sessions and work experience placements.

Overall, the programme activated and engaged 243 people including students, educators and training organisations, while also involving internal colleagues across multiple departments to support delivery. Key partnerships included Nelson and Colne College, Accrington Academy, Burnley High School, Rhyddings Business and Enterprise School and North Lancs Training Group.

These activities provided valuable opportunities to promote STEM careers, develop employability skills, strengthen education partnerships and support future talent development across the local community.









4.3
Health and wellbeing

"2025 has been an exciting year at The Senator Group for the SHE Team and our wider colleagues.

We are constantly evolving and driving continuous improvement through both our ISO 45001 and ISO 14001 certifications, to support both our employee and customer needs. This year we have delivered our “All about you” roadshows across our sites to engage with employees. The concept is simple, delivery of information and ideas that employees can take home to share with family and friends and their local communities to support their wellbeing. This year we engaged with external organisations such as Electricity North West and Lancashire Mind, who supported our event in providing valuable information about their services. We also talked about disconnecting from our mobile phones and computers to enjoy other healthy activities to support wellbeing at home.

We have delivered 4,800 hours of training to 839 people in subjects such as manual handling, spill kits, SHE inductions, and FLT training, amongst other topics, to continue to invest in our people and support them in their roles.

Safety and Wellbeing is part of our everyday culture and we look forward to further improvements in 2026!"

Antony Platt,
Head of People Operations

Objectives	How We’re Doing	Status
Achieve a 50% reduction in the number of accidents by 2030, compared to 2022.	From 2024 to 2025, we achieved an 11% reduction in the total number of accidents within our UK manufacturing operations.	Ongoing
Reduce the use of glues and VOCs in production processes and finished products.	There were no breaches in the conditions of our environmental permits related to VOC emissions. We have also reviewed the unnecessary use of solvent based glues in a selection of products to reduce overall site usage and finished product VOC off gassing.	New
Deliver an annual Wellbeing Roadshow, showcasing support services, wellbeing resources and healthy lifestyle initiatives.	Each year since 2023 we have delivered a Wellbeing Roadshow to all UK employees.	Achieved and ongoing
Support physical wellbeing though the roll out an on-site physiotherapy service.	We have rolled out a proactive and reactive physiotherapy service for our employees at the Seating manufacturing site, receiving excellent feedback. Our SHE team are working closely with the physio team to conduct workplace assessments.	New

Culture of good health and wellbeing

At The Senator Group we are guided by our north star of causing zero harm to our people and the environment.

Our approach to promoting good health and wellbeing is underpinned by our ISO 45001 certified OH&S management at our manufacturing sites, ensuring working conditions that support our colleagues to leave the workplace as well as they arrived.

Taking a Risk-based Approach

Our operations are supported by our Safety, Health and Environment (SHE) team review our operational procedures to ensure compliant, best practice is followed. Risk assessments conducted by the team are used to drive continuous improvement projects. All improvement projects are monitored through our established Management of Change system. Should an accident occur, a thorough accident investigation process is followed with involvement from the SHE team.

Worker Participation

All sites have an allocated SHE Advisor, in place to support site management and the trained H&S representatives. Consultation and communication occurs throughout the business, in monthly Senior Leadership SHE Meetings, Site Management SHE meetings, Safety Representative meetings, and monthly operational briefs.

We use a Safety Card system to report hazards, near misses and incidents. Employees can submit Safety Cards, via the Safety Culture app. All Safety Cards are logged and analysed. Understanding these trends supports the business in implementing improvement actions to increase safety within the workplace. Employees are made aware of the Safety Card procedure on day one in their company induction.

Our Whistleblowing Policy ensures that employees are protected against reprisals when reporting concerns relating to safety and working conditions.

Accessing support for wellbeing

Our employees are signposted towards accessing health and wellbeing support, in and out of the workplace:

Medicash: All employees have access to an Employee Assistance App, Medicash.

Occupational Health Nurses: Our on site OH nurses provide bespoke support to our employees. These roles are dedicated to routine checks such as spirometry, hearing test, and also supporting colleagues who have been referred by HR due to sickness leave, underlying medical conditions or are returning to work following an injury received from an accident, whether work related or not.

Our SHE team further support safety and injury prevention through training sessions. The team have a dedicated SHE Group Trainer, delivering courses in topics such as manual handling, display screen assessments, COSHH management and broader training for the Safety Representatives. We also partner with third party training provides to deliver bespoke courses, such as First Aid, Mental Health First Aider and Fire Warden Training.

Health and safety data

Health and safety data is collated by the SHE team and reviewed with senior leadership on a monthly basis. In 2025, there was 1 case of work-related ill health across the business, and injury rates are outlined below, calculated based on 1,000,000 hours worked:

Injury rates	2025	2024
RIDDOR	0.37	0.76
LTIR	1.87	1.90
AFR	34.45	39.10
Total hours worked	2,670,673	2,634,071

Injury and ill health incidents are subject to a full risk assessment to identify the root cause. This would lead to re-training, procedure reviews and other applicable preventative actions to mitigate or minimise the risk.

Think safe, act safe, be safe.

Wellbeing Champions

In 2025, we refreshed our network of Wellbeing Champions to ensure it continues to provide meaningful, accessible support across the organisation.

The group completed initial training and took part in team-building activities designed to strengthen connections, build confidence and create a shared sense of purpose.

We are committed to the ongoing development of our Wellbeing Champions, with plans in place for all champions to be trained as Mental Health First Aiders. This investment will further strengthen our wellbeing offer, enabling champions to provide informed, compassionate support and help foster a positive and proactive wellbeing culture across our teams.



Wellbeing roadshow

Each year, we host a wellbeing roadshow that visits four of our sites in Lancashire.

Our employees choose the topics they want to explore and this year's suggestions ranged from sustainability with SP Electricity North West, to outdoor safety and mental wellbeing support delivered by Lancashire Mind.

Along the way, there's plenty of fun – from competitions, giveaways and games – alongside a wealth of practical information for colleagues to take away and use in everyday life.

A standout feature this year was the Wellbeing Wall, which proved to be a great success. Colleagues shared 227 uplifting messages, creating a powerful reminder of the support available not only through our formal wellbeing services, but also from one another. The wall highlighted the strength of our community and the positive impact of connection, openness and peer support across the organisation.



Menopause charter

We are committed to creating an inclusive and supportive workplace for colleagues experiencing menopause.

As part of this commitment, we have created a Menopause Charter, reinforcing our pledge to raise awareness, reduce stigma and ensure menopause is recognised as a workplace wellbeing issue.

To support this commitment, we have established a Menopause Action Group, bringing colleagues together to help shape practical support across the organisation. The group plays a key role in listening to lived experiences, sharing knowledge, and helping to inform guidance, resources and awareness activities. This ensures our approach is informed, inclusive and responsive to the needs of our people.

Together, the Charter and Action Group demonstrate our ongoing focus on wellbeing, equality and creating a culture where everyone feels supported to thrive at work.

Recognising every person is different

Understanding that there is no 'one size fits all' solution

Education, education, education

Arming people with the right facts and removing barriers to support

Access to health and wellness

Menopause clinics, occupational health, mental health support and alternative therapies

Training for line managers

How to support without bias and prejudice

Creating a community

Creating a forum for people to share their experiences, swap tips and most importantly - laugh!

Leading the industry

Leading the conversation about supporting menopause in the furniture industry

05
Acting with integrity

Our Board of Directors, together with the ESG Steering Group and Charity & Community Committee, are committed to conducting business with a good ethical foundation and in accordance with the applicable laws and regulations in the locations where we operate.

With executive sponsorship, inter-departmental representation and clear targets for each site, our governance structures allow us to be transparent with the business and with our stakeholders.

Pg.59 Ethical business practice

Pg.60 Governance structure

Pg.61 Policies and ethics

Pg.62 Acting with integrity

Pg.63 Protecting people in our suppy chains

Pg.64 Information security

Pg.65 Stakeholder partnerships

Pg.66 Industry partners and certification

Pg.67 Project Zero at CDW25

Ethical business practice

"Ethical business practice is the foundation on which our long-term value is built. Strong governance, transparency in our decision making, and a zero-tolerance approach to bribery, corruption, or misconduct are essential to maintaining the trust of our stakeholders.

We embed ethical considerations into how we engage with partners across our value chain, which means applying rigorous controls, clear accountability, and robust oversight, while also ensuring our commercial choices reflect fairness, integrity, and respect. This remains central to how we deliver sustainable growth."

Kristian Roberts,
Group Finance Director

Objectives	How We're Doing	Status
Continually review our approach to sustainability and ESG to ensure best practice and stakeholder expectations are met.	As outlined above, we continually review our approach to sustainability and ESG reporting to ensure this remains relevant and impactful. In 2025, this involved adding a clearer focus on Acting with Integrity, and setting new objectives.	Ongoing
Track and report all ethical breaches, including lessons learned and outcomes.	No ethical breaches were recorded during 2025. All potential breaches are logged and tracked through our HR case management system, which provides a consistent record of each case, its investigation, outcome and any lessons learned. With no breaches arising, there were no outcomes or lessons to report this year; the tracking process remains in place and will continue to be monitored.	Achieved
Review and update the Employee Code of Conduct annually and achieve a 95% sign-off rate.	The Code of Conduct was not reviewed during 2025. This was a deliberate decision to align the review with the implementation of our new HR information system, ADP, scheduled to go live in Q1 2026. ADP will allow policies to be published digitally and employee acknowledgement to be tracked, which is not currently possible. The updated Code will be launched through ADP, and 2026 will be the first year we can measure sign-off against the 95% target.	In progress
Update employee concern reporting mechanisms, respond to all concerns within 30 days, and deliver an annual awareness campaign.	Employees have access to a range of channels to raise concerns, including line managers, the HR team, a whistleblowing hotline and an anonymous inbox, all of which were in place throughout 2025. No concerns were raised during the year, so the 30-day response standard was not tested, although the process to meet it remains in place. Awareness of reporting channels was promoted through toolbox talks and new starter inductions, ensuring both existing and new employees know how to speak up.	Achieved
Roll out anti-corruption and anti-bribery training for all high risk roles.	We conducted a Corporate Criminal Offence (CCO) risk assessment on our UK operations in 2025, and in 2026, we will continue to roll out economic crime training, including anti-bribery and corruption, anti-tax evasion, and failure to prevent fraud, to all relevant roles.	New
Enhance our information security policy, training and risk assessment processes.	We successfully recertified for Cyber Essentials in 2025, providing independent assurance of our core cyber security controls. The information security policy was not reviewed and no formal information security training was delivered during the year. These areas will be addressed as part of our commitment to achieving ISO 27001 certification in 2026/27, which will require a full policy review, a structured employee training programme and a formal information security risk assessment process.	Partially achieved

Governance structure

Our ESG Steering Group is chaired by the Group Sustainability Manager and comprises the Executive Team and ESG subject matter experts. The group meet quarterly to discuss the organisation's ESG strategy and direction.

The group has overarching responsibility for the success of our sustainability work and each member is accountable for delivering against our objectives. Responsibilities are delegated at site and department level to ensure all employees are aware of our values and policies.

Sustainability-related risks and opportunities are discussed at each meeting, including regulatory change, industry standards, and evolving client expectations. Significant topics, such as evolving legislation, are communicated to the Board.





Kirk Marsden
Head of Product Development & Engineering



Olivia Broughton
Group Sustainability Manager



Mike Lee
Operations Director, (Desking)



Mike Worden
Operations Director, (Seating)



Oli Clarke
Operations Director, (Teal)



Mike O'Neill
Director of Sales Operations



Kristian Roberts
Finance Director



James Stokes
Head of Logistics



Geno Smith
Group Head of Purchasing



Dave Windsor
Head of Business Systems



Paul O'Brien
Head of Sustainable Services & Operations



Andrea Lakeland
Sustain Operations Manager



Connor Warden
Head of Bid & Contracts



Antony Platt
Head of People Operations



Angela Wales
Head of Group Communications



Lisa Lewis
Group Head of SHE



Adelle Wilde
Sustainability & Product Analyst

Policies and ethics

Our robust set of company policies ensure we conduct business in an ethical and responsible way, and guarantee that company expectations are clear and understood by all stakeholders.

Key to this are robust procedures and reporting lines to support all our employees in feeling safe and valued at work.

Policies are approved by the Executive Team and are made available to all employees in an accessible intranet location. These policies apply to all employees and make up our Employee Handbook. Each new starter signs up when joining The Senator Group.



Our policies

Environmental Sustainability Policy

Our commitment to manage and minimise greenhouse gas emissions, energy consumption, waste generation, material and chemical use, and pollution. Read here.

Health & Safety Policy

We recognise the effects upon health and safety that our operations, products and services may have, and have set clear commitments to minimise these. Read here.

Quality Policy

Our quality management system intends to define and communicate our commitment to continually enhancing customer satisfaction. Read here.

Modern Slavery and Anti Human Trafficking Policy

Business is to be conducted fairly, ethically and with respect to fundamental human rights. We are committed to preventing all forms of slavery, forced labour and servitude, child labour, and human trafficking in our organisation and supply chains.

Anti-harassment and Bullying Policy

We are committed to providing a working environment free from harassment and bullying, and ensuring staff are treated, and treat others with respect and dignity. The policy outlines reporting lines for staff wishing to raise concerns.

Grievance Policy

Complaints, concerns and problems related to employment are to be dealt with fairly and consistently. The policy sets out how to take formal action connected to employment conditions.

Whistleblowing Policy

Whilst the highest standards of integrity are to be maintained, every concern raised will be taken seriously and handled with appropriate confidentiality, in line with our policy.

Anti-corruption and Anti-bribery Policy

It is our policy to conduct business in an honest and ethical manner. We take a zero-tolerance approach to bribery and corruption and are committed to acting professionally, fairly and with integrity.

Diversity, Equality and Inclusion Policy

We are committed to equality of opportunity and to following practices which are free from unfair and unlawful discrimination.

The Senate Constitution

We recognise that effective communication enhances levels of employee satisfaction and engagement. The Senate is a formal channel of communication between the Executive Team and employees of The Senator Group.

Acting with integrity

Anti-corruption and Anti-bribery

It is our policy to conduct business in an honest and ethical manner. The policy sets out what bribery is, who it applies to, requirements related to sensitive transactions (such as gifts and entertainment), record keeping, and how to raise a concern.

The expectations apply to all persons working for The Senator Group and on behalf of in any capacity, including all employees, agency workers, seconded workers, volunteers, interns, agents, contractors, external consultants, third-party representatives, and business contacts. Any employee who breaches this policy will face disciplinary action, which could result in dismissal for gross misconduct.

We conducted a Corporate Criminal Offence (CCO) risk assessment on our UK operations in 2025, and in 2026, we will continue to roll out economic crime training, including anti-bribery and corruption, anti-tax evasion, and failure to prevent fraud, to all relevant roles.

Forced Labour

Our UK manufacturing operations have been assessed for modern slavery risks by internal and third party audits. In 2025, none of our operations were considered to have significant risk of incidents for child and/or forced labour.

Our suppliers are also subject to audits conducted by our compliance team that cover modern slavery risks. High risk suppliers are selected by the Group Head of Purchasing for audit. In 2025, no audited suppliers were considered to have significant risk for child and/or forced labour.

To effectively contribute to abolition of child and forced labour, we implement thorough Right to Work checks and abide by our Modern Slavery and Whistleblowing Policies.

Communication and training about anti-corruption policies and procedures:	%
Board of Directors	100
Executive Team	63
Middle Management	0
Relevant Roles	0

	Quantity
Incidents of Corruption	0
Number of employee dismissals or disciplinary actions related to corruption	0
Number of legal cases, fines or sanctions related to corruption involving the organisation or its employees	0



Protecting people in our supply chains

We work closely with our up and downstream supply chains to ensure those employed within them operate in safe working conditions that promote good health and wellbeing.

Upstream

As a global manufacturer, we source raw materials and specialist components from all over the world. The risk that comes alongside this will always be exposure to potential human rights and environmental breaches within our supply chains. These types of incidents are commonly well hidden and occur regardless of organisation size and location. To combat this, we rigorously assess and audit our suppliers.

Our approach to risk mitigation is underpinned by our Supplier Code of Business Ethics and Conduct, vendor management system and audit program.

As a starting point, 100% of our supply chain has signed our Supplier Code of Ethics and Conduct, declaring that ethical business practices are upheld and that there is provision of safe and healthy working conditions for all employees.

Every 2 years, our suppliers are sent a questionnaire which also feeds into the risk matrix for score allocation. We then audit compliance against this code and questionnaire responses, using a risk assessment conducted by our Group Head of Purchasing.

Typically, suppliers operating without ISO certifications are seen as higher risk, as they are not already subject to annual external audits.

In high-risk industries such as timber, we prioritise purchasing certified FSC® material, which ensures the supply chain has been audited against the International Core Labour Standards set by the ILO.

Suppliers who breach our code of ethics or fail to correct identified non-conformances are at risk of contract termination.

Downstream

Human rights risks exist within our downstream supply chain too. Whilst we own our logistics fleet here in the UK, working with delivery and install partners is essential in supporting our global logistics operation. However, construction related trades are often one of the most affected by labour and human rights abuses.

We work with internationally recognised shipping and freightforwarding companies who operate in a highly regulated industry. These companies manage our downstream carriers and clients with us to ensure risks are mitigated and addressed.

The shipping companies we partner with own their shipping fleet, therefore there is no further downstream outsourcing that could expose us to further risk through lack of oversight.

When it comes to outsourced installation work, for each project, a Senator Group employee will be present on site throughout the duration, offering a level of audit and oversight into working conditions.

All partners work to established service level agreements. Our teams have daily contact with their suppliers, and our Head of Logistics and Export team conduct quarterly business reviews with each to ensure open channels of communication and performance review.



Information security

We prioritise robust information security measures to safeguard data. This applies to the data of our clients, suppliers, partners, dealers and employees.

Key initiatives include:

Cyber Essentials Plus

We have continued to meet the requirements of Cyber Essentials Plus certification, which requires rigorous, independent testing of our cyber security procedures.

Data Security Guidelines

The guidelines are issued to all employees to ensure data security and protection of company systems.

GDPR Privacy Standard

Sets out how The Senator Group handles the personal data of our customers, suppliers, employees and other third parties. It applies to all personal data processed by the organisation. Compliance to this standard is mandatory for all employees.



Stakeholder Partnerships

Good communication is about more than sharing information; it's about building trust. By being clear, transparent and consistent in how we communicate our sustainability progress, we can engage our stakeholders honestly and help turn our commitments into meaningful action.

Angela Wales,
Head of Group Communications

Objectives	How We're Doing	Status
Annually establish a sustainability and ESG communications plan to engage all key stakeholder groups with accurate information.	Throughout 2025, the new The Senator Group website was developed, with a central focus on our sustainability performance. We also continue to publish an annual ESG Report and educate our sales teams on how to make accurate green claims during the annual sales meetings.	Achieved and ongoing
Collate, review and respond to customer satisfaction scores.	We are reviewing how to approach collating customer satisfaction scores and will continue working towards this objective in 2026.	New
Review the warranty and aftercare process and policy, and continue to improve our recall and corrective action processes.	We are working to consolidate non-conformance data across our internal quality teams and customer service data to establish a baseline and set an improvement target against.	New
Assess and report organisational impact through relevant third party certification schemes.	We have assessed our UK environmental performance through the annual CDP questionnaire since 2023, and in 2025, we completed the EcoVadis sustainability questionnaire for the first time. We are committed to continuing to complete both CDP and EcoVadis assessments annually.	New

Industry partners and certification

Our sustainability progress is supported by our network of partners and suppliers.

We operate within global supply chains and must ensure ethical and environmentally responsible standards across the entirety.

Our certifications, standards and audit processes support us in doing so.

FISP (s)

We are founding members of the Furniture Industry Sustainability Programme (FISP), certified since 2006. This involves a biennial audit against industry specific ESG criteria. Our certification contributes to a fit-out project's SKA Rating.

FSC® (Forest Stewardship Council)

FSC® certification ensures that our timber is sustainably sourced from responsibly managed forests that are socially, environmentally and economically viable.

ISO Certifications

Our UK manufacturing sites are certified to:

- ISO 9001 Quality Management System
- ISO 14001 Environmental Management System
- ISO 45001 Occupational Health and Safety Management System

EcoVadis

The EcoVadis sustainability assessment evaluates how a company has integrated sustainability and CSR principles into their business, rating performance in environment, labour and human rights, ethics, and sustainable procurement topics.

In 2025, we were awarded a Bronze rating, placing us in the top 35% globally for sustainability performance.

Pledge to Net Zero

As members of the Pledge to Net Zero scheme, we have committed to carbon reduction targets in line with the SBTi standard.

- 50% reduction in Scope 1 and 2 by 2030, net zero by 2040.
- Net zero Scope 3 emissions by 2050.

Furniture Industry Research Association

As FIRA members, we access globally renowned expertise in furniture testing, research, ergonomics, training, compliance and sustainability.

CPD

We assess our organisation's environmental impact annually through the international disclosure system, CDP. Reporting through CDP demonstrates our commitment to transparency and accountability in our approach to environmental sustainability.

2025 scores:

- Supplier engagement – A-
- Climate – C
- Forests – B-
- Water security - C

SCS Indoor Advantage Gold

Indoor Advantage Gold requires certified products to meet strict indoor air quality and chemical emissions limits when in use. Our annual testing cycles ensure all of our products are SCS IAG Gold certified.

HPDC

The HPDC software we use to generate our Health Product Declarations follows the HDP Open Standard. HPDs support LEED and WELL certification.

The Compliance People

We work with The Compliance People to ensure environmental, energy, and health and safety legal compliance, and effective use of our ISO management systems.

Environmental Strategies Ltd

ESL annually review and verify our UK carbon inventory against ISO 14064-3 to ensure compliance to the GHG Protocol standards.

Valpak

Our Valpak compliance scheme membership ensures the business stays abreast of and compliant with existing and emerging international Extended Producer Responsibility regulations.

Brownlow Utilities Ltd

Our procurement of 100% renewable energy is managed by Brownlow Utilities Ltd. As our energy broker, Brownlow Utilities ensure the sourcing of REGO-backed zero-carbon electricity for all our UK sites, supporting our Scope 2 targets.

OneClick LCA

We conduct product Life Cycle Assessments in house using the OneClick LCA software. This allows us to analyse and report on product data such as embodied carbon, energy and water, use recycled content, and end of life recycling.

Project Zero at CDW25

Project Zero was an immersive exhibition that brought The Senator Group's sustainability values to life throughout Clerkenwell Design Week 2025.

At the heart of Project Zero is the principle of turning values into action and engaging our clients with our mission.

Designed to spotlight our sustainability-focused services — re:work and Sustain — Project Zero reflected the commitment to responsible design and operations.

The exhibition was structured into three core sections: Services, Design, and Operations and each area offered an educational and engaging experience that demonstrated how we are actively working to find practical solutions to the industry's environmental challenges.

By bringing together these sustainable initiatives, Project Zero offered a transparent look into how we are rethinking furniture procurement, workplace design and manufacturing operations. Whether it's through repurposing materials, reducing waste, or optimising operations for minimised environmental impact, the exhibition underscores our ethos of causing zero harm to people and the environment.



06
Appendix

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Pg.70 GRI Index

About this report

This Sustainability & ESG Report covers the activities of Senator International Ltd (The Senator Group) during calendar year 2025. It is a record of the business' sustainability & ESG targets, performance to date, and the governance structures and reporting processes in place. This is a voluntary disclosure; however, we have prepared this report with reference to the Global Reporting Initiative (GRI) standards.

The GRI is the most widely used international framework for reporting on corporate sustainability. This report has been collaboratively developed and reviewed by the ESG Steering Group. Whilst the entire report has not been external reviewed, multiple data sets within, such as emissions, water and energy data, have been.

Company information in this report outlines the global nature of the business, however the data disclosed is only representative of the UK operation. Any exceptions are clearly indicated.

The business continues to comply with all new applicable corporate sustainability reporting requirements and continues to voluntarily disclose ESG information in this report. We intend to update this report on an annual basis.

The report contains targets, commitments and other forward-looking statements, all of which are subject to change in response to significant external or internal risks and opportunities facing the business. There is no obligation for The Senator Group to update this or any previously published report should conditions change.

A list of GRI topics and disclosures is provided on the following pages, with reference to where the topics are addressed within the report.

Please contact our sustainability team with your questions and comments related to this report:
sustainabilityteam@thesenatorgroup.com

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Thank *you*.