

# Ethics and *SUSTAINABILITY* Report.

REPORTING YEAR 2024

**The Senator Group**

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# About The Senator Group

The Senator Group is a design-led, family-owned furniture manufacturer with its headquarters in Lancashire. We design, engineer, manufacture, and install beautiful products within the workplace, hospitality, healthcare, and education sectors. With manufacturing sites and showrooms in 6 continents, we deliver to 165 countries and employ 1400 people globally.

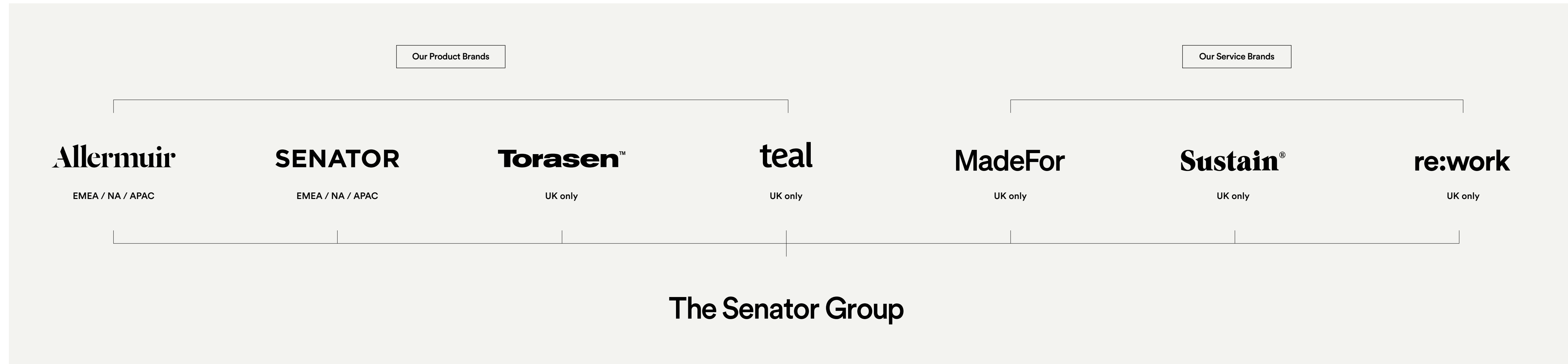
We have one core purpose, to create furniture that improves the lives of our people. This purpose means we design furniture we believe in. It's our objective, our benchmark. It ensures every piece of furniture we design, we care for, we question, and we refine. We do all of this to ensure every piece stands the test of time.

We also provide a full range of supporting services, including:

- **Product design:** Via our in-house design team we meet the bespoke requirements of our clients.
- **Space Design:** We offer all elements of workplace consultancy and planning.
- **Project Management:** Dedicated project management teams to ensure seamless process.
- **Delivery and Installation:** We have full control of the process through our in-house fleet and install teams.
- **Strip out of Office Spaces:** Through out Sustain facility we can remove and recycle unwanted furniture. We now remanufacture up to 17% of our output and try to gift as much as we can to charity and local communities.

## In a nutshell...

- Founded in 1976
- Circa 1,250 colleagues in UK
- Lancashire based
- 95% of employees from local area
- 4 key brands
- £192mil turnover in 2024
- 300+ clients serviced



# Our north star

These are the principles that steer us in our ESG strategy, our north star that guides us to reduce our overall environmental impact and better the lives of our people and communities.

## 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

I am very proud to lead a company that was founded on my father’s conviction that business should only make positive impacts. Fifty years later, and we remain more united than ever to uphold our responsibility to people and planet. This report captures not only our strategy, but more importantly, the actions we have taken and the progress we have made.

Managing environmental and social impacts is a topic we are discussing daily – with our customers, the design community and within our own walls. We have always believed in making the complex simple, and that applies to our approach to ESG.

We continue to break it down into three pillars. Firstly, Designing with Intent, which focuses on how we design our products to be as sustainable as they can be, not only to stand the test of time, but live on beyond their intended use. Secondly Reducing our Impacts where we interrogate our operations, logistics and wider environmental impacts. And our third pillar Building Better Lives because improving the lives of our employees and protecting the people throughout our supply chain is fundamental to both our values and our purpose.

We have also worked persistently to identify key areas of improvement and better align with our customers and other stakeholders to make progress toward shared goals and priorities. This includes our Pledge to Net Zero in Scopes 1 and 2 by 2040. Through our combined efforts emissions were reduced by 43% over the 2019 baseline year and our 4,000 solar panels produced over 15% of our electricity in 2024.

From a product perspective, we are working with our suppliers to identify innovative materials that will reduce carbon emissions and reduce the use of limited natural resources by employing a circular approach, and this will be supported once more by our Sustain facility, which offers sustainable solutions for recycling and remanufacturing services to our customers.

We have made exceptional progress in our commitment to create Health Product Declarations for our products, working with our supply chain to ensure the traceability of materials. We now have 675 Life Cycle Assessments across 225 ranges and 157 HPDs, which capture 30 different environmental stresses cradle to grave.

When it comes to supporting our surrounding communities, our incredible people raised or donated £101,885.83 as well as giving valuable hours to volunteer for worthy causes. And we work diligently to make sure our working environment is welcoming, supportive and inclusive. 2024 saw additional support for our employees, with cost-of-living wage increases. I would like to take this opportunity to thank them for their hard work and dedication. The momentum of our efforts is driven by their passion and values.

I am excited by a new initiative which will be launched in 2025, which we are calling ‘Project Zero’. We plan to reveal all at our showroom during Clerkenwell Design Week – watch this space!

**Robert Mustoe**  
Managing Director



# An *INCH* of movement is better than a *MILE* OF INTENTIONS.

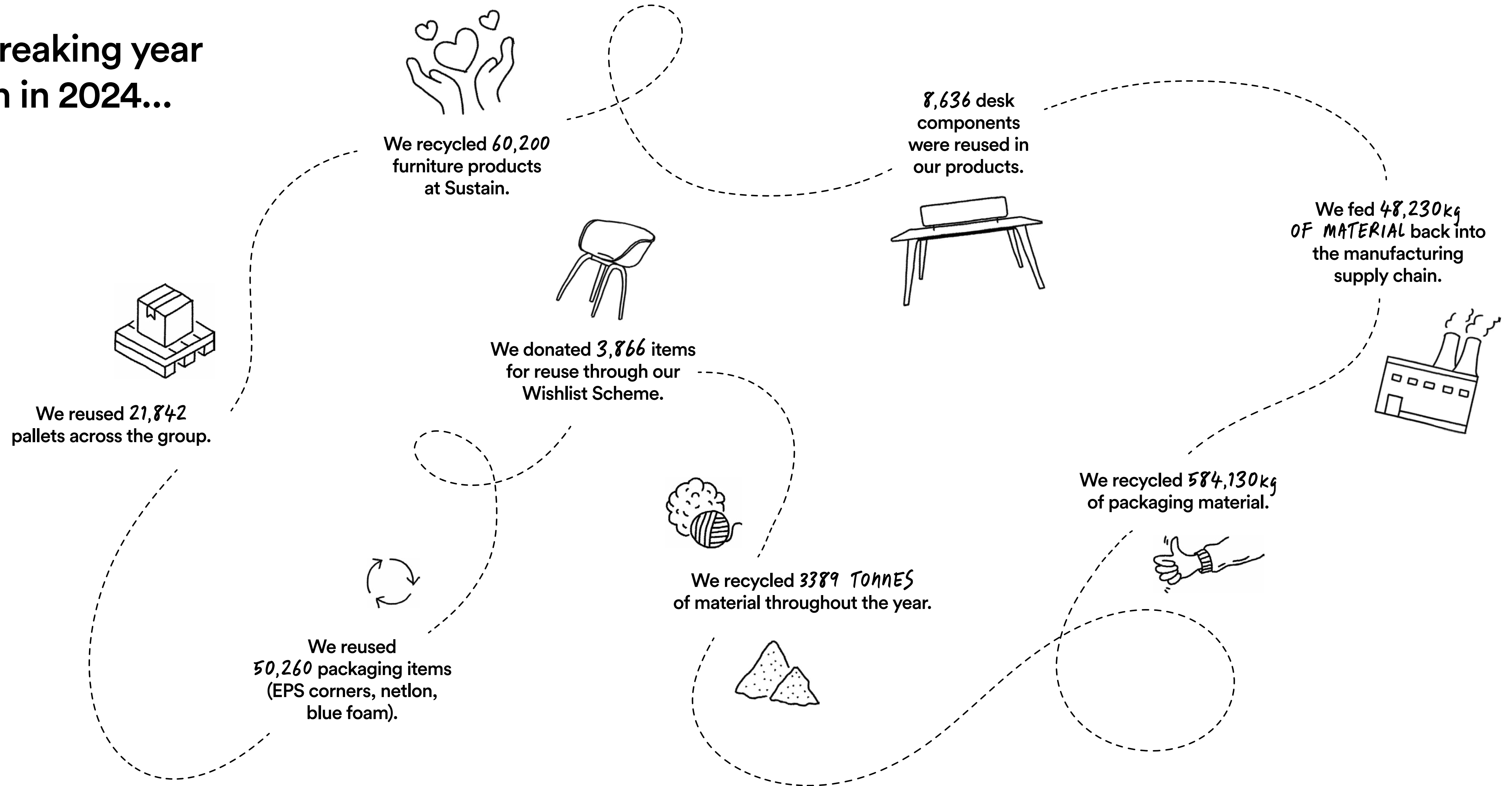
There are many furniture manufacturers out there that are very good at talking about what they intend to do, without really going into the detail of what they've done.

We prefer to celebrate our sustainability milestones, and the people who make them happen. Take a look at our highlights on the next couple of pages...

# Our 2024 progress highlights...



# Record breaking year at Sustain in 2024...



**Sustain**® by The Senator Group

# Our ESG strategy

Our ESG commitments are near term, measurable and scalable, to ensure we deliver a consistent approach across the whole Group.

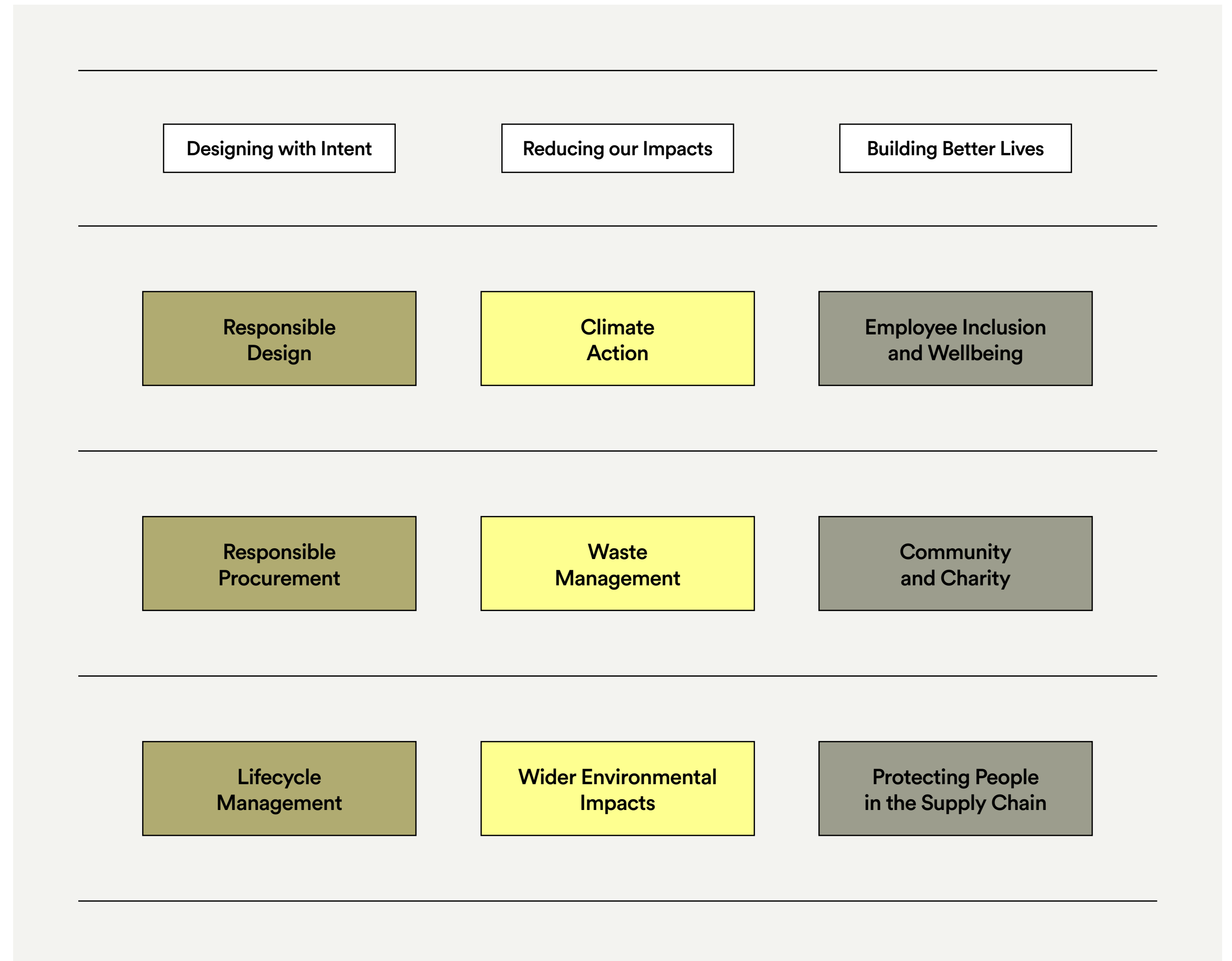
We have 44 objectives which allow us to focus our efforts and hold us accountable in delivering our long-term targets.

Our ESG Strategy is compartmentalised into three areas:

Designing with Intent, Reducing our Impacts and Building Better Lives.

This structure steers us in reviewing the environmental and social impact of our products and operations and is supported by our strong governance structure.









The following sections of this report summarise the progress we are making against each of our objectives and allow us to be transparent in reporting our progress against each annually.



# Progress on our goals

## Designing with Intent









Responsible Design →

Objectives	How We're Doing	UN SDGs
All new product ranges launched from 2024, to have Life Cycle Assessment (LCA) and Health Product Declarations (HPD) documentation.	Our product compliance team grew in 2024 and now all new products have a full LCA and HPD available at launch.	 
Top 100 selling ranges of current portfolio to have LCA and HPD documentation by 2025.	We now have 675 LCAs across 225 ranges, and 157 HPDs.	 
Identify and achieve appropriate sustainable furniture standards and certificates for top products.	We are continually reviewing appropriate standards and we committed to completing the EcoVadis questionnaire in 2025.	 
Consider responsible material sourcing, circularity, and end of life routes during the new product design phase.	<p>We have used our lifecycle assessment software to compare the environmental impacts of materials and supplier distances during the design phase.</p> <p>In 2024, we launched Contour with 100% recycled polypropylene within the seat shell, designed for easy disassembly and repairability, with both backrest and seat having removable covers.</p>	 

# Progress on our goals

## Designing with Intent

Responsible Procurement →

Objectives	How We're Doing	UN SDGs
100% of our wood and timber-based products to be procured from sustainable sources.	Out of our 58 timber suppliers, 32 of these are FSC®-certified. Despite this, 92% of our spend on timber products was with FSC®-certified suppliers in 2024.	 
Top 10 suppliers to be ESG audited by 2025.	Our suppliers complete a scorecard which assesses their sustainability performance. We are looking to enhance our existing supplier audit checklists to include ESG criteria.	 
15% of our procurement to come from local businesses by 2025.	62% of our UK direct material suppliers are within 45 miles of our manufacturing head office, and 74% of our spend is within the UK.	 
Implement a training programme on responsible sourcing by 2026.	We're collaborating with training providers to develop industry-recognised sustainable procurement training programmes.	 

# Progress on our goals

Designing with Intent

Lifecycle Management
















Objectives	How We're Doing	UN SDGs
Achieve a 50% growth in the value of our remanufacturing service by 2030, against the 2022 baseline.	We invested in a new warehouse for our products and services based around circular economy principles.	 
To develop 'Furniture as a Service' offering by 2026.	We starting building our team and capability to deliver subscription and hire furniture in 2025.	 
To feed 100,000kg of recyclable material back into the manufacturing supply chain by 2030.	In 2024 we fed 50,943kg of material back into the manufacturing supply chain.	 

# Progress on our goals

## Reducing Our Impacts





Climate Action →

Objectives	How We're Doing	UN SDGs
Achieve a 50% reduction in Scope 1 and 2 emissions for UK manufacturing and logistics by 2030, and reach net zero emissions by 2040.	We're targeting a 50% reduction in Scope 1 and 2 (market-based) emissions by 2030 and net zero by 2040 for our UK manufacturing and logistics operations. Emissions are down 43% since 2019, with a slight 2% rise from 2023 due to increased heating demand. Our GHG inventory is verified annually by Environmental Strategies Ltd, and in 2024 we improved our CDP Climate Change score to a B, which is above industry, regional and global averages.	  
Achieve net zero for our UK Manufacturing Scope 3 emissions by 2050.	Our scope 3 footprint accounted for 92% of our greenhouse gas inventory in 2024, with category 1 continuing to be our emissions hotspot (76% of scope 3). Our scope 3 footprint has decreased by 21% since the 2019 baseline.	 
Improve data visibility within our Scope 3 and report against all relevant categories.	For the first time in 2024, we incorporated EPD emissions data from our top suppliers, significantly improving the accuracy of our scope 3 footprint. This allows us to demonstrate the environmental benefits of our material selection and sourcing choices within our footprint.	 
40% of our direct suppliers will have a Science Based Target or a robust Carbon Reduction Plan by 2026.	Our top 50 suppliers now complete monthly scorecards that monitor quality, sustainability and performance, allowing us to track our supply chain's progress in committing to emissions reduction targets.	 
Achieve ISO 50001 for our UK manufacturing sites by 2026.	Throughout 2024, we reviewed each clause of the ISO 50001 Energy Management System standard and aligned our systems with the standard requirements.	 
To increase the percentage of renewable energy we generate on site by 15% by 2025 compared to the FY2022 baseline.	15% of the electricity we used across our manufacturing was generated by our on site solar panels, and 13% of the energy used for heating came from biomass fuel, rather than natural gas.	 

# Progress on our goals

## Reducing Our Impacts













Waste Management →

Objectives	How We're Doing	UN SDGs
To continue to divert 100% of our waste from landfill across all our UK sites.	Waste generated in our operations is either used to feed our biomass boiler to heat our head office and desking factory, is recycled or is sent to energy from waste treatment facilities. In 2024, 85% of our operational waste was recycled.	
To maintain that 100% of our packaging is recyclable.	All of our packaging continues to be 100% recyclable, and we are continuing to explore reusable packaging options.	
20% increase in the return of waste packaging for reuse by 2030 compared to the FY2022 baseline.	Our recycling facility, Sustain, continues to focus on reusing returned packaging items and 50,260 packaging items were returned and reused in 2024.	
Increase the percentage of UK manufacturing waste recycled to >90% by 2025.	We recycled 85% of our manufacturing waste in 2024. With the remainder feeding into energy from waste processes.	

# Progress on our goals

## Reducing Our Impacts

Wider Environmental Impacts →





Objectives	How We're Doing	UN SDGs
Continue to uphold our ISO 14001 accreditation.	We have operated an Environmental Management System certified to ISO 14001 since 2001. This forms part of our wider Integrated Management System (IMS) which also conforms to ISO 9001 and ISO 45001. The IMS ensures that we are continually improving our environmental management practices.	 
Achieve B Corp accreditation by 2030.	Conducted the B Impact Assessment on our UK operations to produce a gap analysis report. Alongside this, we have committed to completing the EcoVadis sustainability assessment in 2025.	 
To reduce the average water use per employee by 20% by the end of 2026, compared with the 2022 baseline.	The total water consumption across our Lancashire portfolio in 2024 was 15.2 ML, which is 12.2 CM per employee, and 41.8CM per day.	 
Assess our impacts on local water sources.	We complete the CDP questionnaire annually to assess our environmental impact. In our 2024 submission, we scored a C for Water, in alignment with the industry, regional and global average score.	 
Improve our understanding of our Ecological Footprint.	We partnered with the Wildlife Trust for Lancashire, Manchester and North Merseyside as Gold Corporate Members. The team visited our Lancashire sites to engage our employees in their work and the wellbeing benefits of spending time in nature.	 
To enhance our landscapes to support biodiversity by incorporating a habitat that promotes biodiversity at each of our UK sites by 2030.	We added three beehives of local honeybee species to our new, volunteer-led garden area at Sustain, our recycling facility. We now have over 20 in-house trained beekeepers.	 

# Progress on our goals

## Building Better Lives

### Employee Inclusion and Wellbeing









Objectives	How We're Doing	UN SDGs
Implement leadership training that is dedicated to the career progression of women in our business by 2025.	We have partnered with Acton Chase Associates and Evoke Training to deliver targeted Leadership Development programmes that focus on the core leadership capabilities we believe are essential to driving success and cultivating a high-performing, inclusive culture at The Senator Group. So far, 36 women have taken part in these leadership sessions, with additional activity planned for 2025 and beyond. 100% of participants rated the training as either <i>good</i> or <i>excellent</i> .	 
Review current policies on diversity and inclusivity by 2025.	In 2024, we reviewed and updated our Diversity, Equality and Inclusion Policy, reaffirming our commitment to creating a fair, respectful, and inclusive workplace. The revised policy includes a clear equal opportunities statement that covers all protected characteristics, ensuring we avoid all forms of unlawful discrimination and actively promote equity and inclusion across the organisation. This review formed part of a wider policy audit aligned to our 2025 objective, which included benchmarking against best practice. The updated policy is now embedded in our onboarding, training, and HR processes, reinforcing our ambition to build a truly inclusive culture.	 
Review the recruitment strategy to be fully inclusive and reduce barriers to entry for those in minority groups by 2025.	We have undertaken a thorough review of our recruitment strategy to ensure it is fully inclusive and accessible to individuals from under-represented and minority groups. This included reviewing job advertising channels, language used in job descriptions, simplify application processes, and selection criteria to mitigate bias in our decision making.	 
Implement iHasco Diversity, Equality and Inclusion Training for all managers and supervisors by 2025.	To date, 35 managers have completed Diversity, Equality and Inclusion training. While this is below our target for this stage, we recognise the importance of this objective and are taking steps to accelerate completion. Additional reminders and support will be provided to ensure all managers complete the training course by the end of 2025.	 
Achieve Great Place to Work certification by 2028.	We've rolled out the GPW survey at one of our factories, receiving positive qualifying score of 68%.	 
Creation of a financial wellbeing strategy to best support our employees during a cost of living crisis.	We've created and developed The Wellbeing Way Portal. This is an internal resource available to all our employees, which provides updates, services, links and support to our people.	 

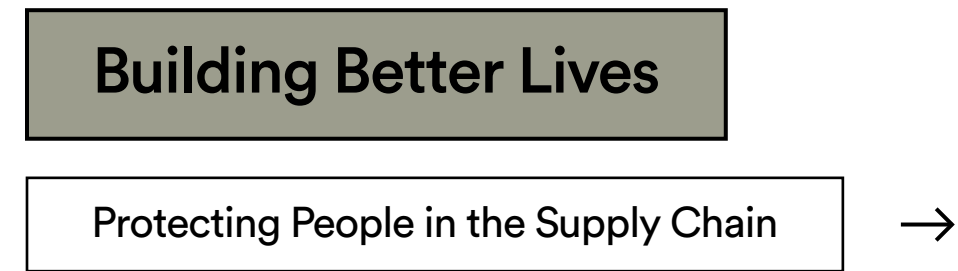
# Progress on our goals



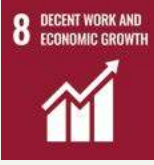



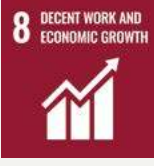

## Building Better Lives

Community and Charity →

Objectives	How We're Doing	UN SDGs
<p>Increase company donations by 20% by 2025, over the 2022 baseline.</p>	<p>We raised a total of £101,886 in 2024. Of this, £26,886 was raised by our Charity Committee, we donated £25,000 to Blackburn Youth Zone and we also donated £50,000 worth of furniture through our Sustain Wishlist Scheme.</p>	 
<p>Increase employee volunteer hours by 10% by 2025, over the 2022 baseline.</p>	<p>We delivered a total of 125 volunteering days in 2024: 40 days with Blackburn and Darwen Youth Zones, 60 days through the Sustain Wishlist Scheme, and 25 days through on-site biodiversity projects including beekeeping, and wildflower and tree planting.</p>	 
<p>Support local schools and colleges with professional skills, training and mentoring with a minimum of 1,500 hours per year.</p>	<p>We delivered 812 hours of schools engagement and 427.5 hours of STEM work experience to improve the employability of students and highlight the benefits of working within STEM industries.</p>	 

# Progress on our goals










Objectives	How We're Doing	UN SDGs
Map our direct supply chain by 2025.	All of our direct material suppliers are mapped and assessed within our Vendor Management System. Each supplier has an allocated risk score and is issued with an action plan for improvement as required.	 
Top 100 suppliers are signed up to a Code of Conduct.	The top 100 suppliers that we spend with are signed up to our Code of Conduct, or have one of their own.	 
Scorecard our top 100 suppliers by the end of 2025.	Our top <b>77</b> suppliers are part of our supplier scorecard programme. Since starting this programme, we've seen increases in scores across the board, demonstrating continuous improvement in supplier performance.	 
Give weight to suppliers' social impact policies and commitments in the tender process.	We have developed our supplier audit checklist to cover quality, H&S, environment, modern slavery and human rights criteria.	 

# Progress on our goals

## Governance



Objectives	How We're Doing	UN SDGs
Continually review our ESG strategy to be in alignment with best practice.	Our approach to sustainability and ESG will continue to evolve as we respond to emerging risks and opportunities. All changes are driven through our ESG Steering Group.	
Continually review our ESG objectives to address our internal and stakeholders' priorities.	Our ESG Steering Group, supported by subgroups and our Charity & Community Committee, drives delivery of our 44 objectives. Strong governance holds the business to account and ensures we continue setting new, ambitious targets as we make progress.	  
Continually implement new software to accurately measure and report our impact.	We subscribe to software to support our legal H&S and environmental compliance, and manage our environmental aspects and impacts. We also use OneClick LCA to calculate our product's environmental impact.	
Assess and recruit specific job roles in relation to our ESG targets.	Our Sustainability Team works closely alongside all other departments to ensure our ESG strategy is adequately resourced. The ESG Steering Group are responsible for delivering the ESG objectives and allocate projects to their teams as required.	 

# 02 Designing with intent

From forests to fabric weavers, and polymers to plastics, our goal is to consciously design every one of our products.

We aim to design products which stand the test of time, but 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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## Responsible design

*“To us, style is about a responsible approach that protects people’s health and the environment, whilst maintaining quality. Our designs are built on holistic insight, looking at social, economic and environmental challenges of people in the workplace.*

*As well as a human-centred design approach, circularity continues to be an important principle for the Group. We are committed to designing products that are made to last and that live on responsibly.*

*As we continue to innovate, we are exploring approaches to understand and assess the impact of our products, such as using Health and Environmental Product Declarations.”*

**Kirk Marsden,**

Head of Product Development & Engineering

# Our investment in lifecycle assessment

A lifecycle assessment, or LCA, quantifies the environmental impact of a product's life, right from raw material extraction, to manufacture, use, and finally, end-of-life disposal.

LCAs quantify impacts including greenhouse gas emissions, ozone depletion potential, acidification potential, eutrophication potential, and water use, associated with that product.

Using an LCA software during the early design phase allows us to model different choices to compare impact and embodied carbon, rather than simply using the software for measurement purposes.

In 2024, we:

- Recruited an additional role in our Product Compliance Team.
- Produced 675 LCAs across 225 ranges and 157 HPDs.
- Provided an LCA and HPD with all new products at launch stage.
- Used our lifecycle assessment software to compare the environmental impacts of materials and supplier distances during the design phase.



**All of our products are  
MIN. 99% recyclable and  
contain RECYCLED CONTENT  
wherever possible.**

# Product Spotlight: Curve Lounge

The Curve Lounge, designed for Allermuir by SmithMatthias, is an oversized, statement lounge chair that is intriguingly timeless and designed to fit in a variety of environments.

The base and pressed ply on the seat deck and back rest are crafted from responsibly sourced timber from FSC®-certified forests.

Timber has a lower carbon footprint than metal or plastic, both in extraction and manufacturing. Using FSC®-certified timber ensures that trees are harvested in a way that promotes sustainable forest management, promoting regeneration and biodiversity.

Additionally, the Curve Lounge has no internal metal fixings ensuring easy disassembly and repair, supporting product life extension.

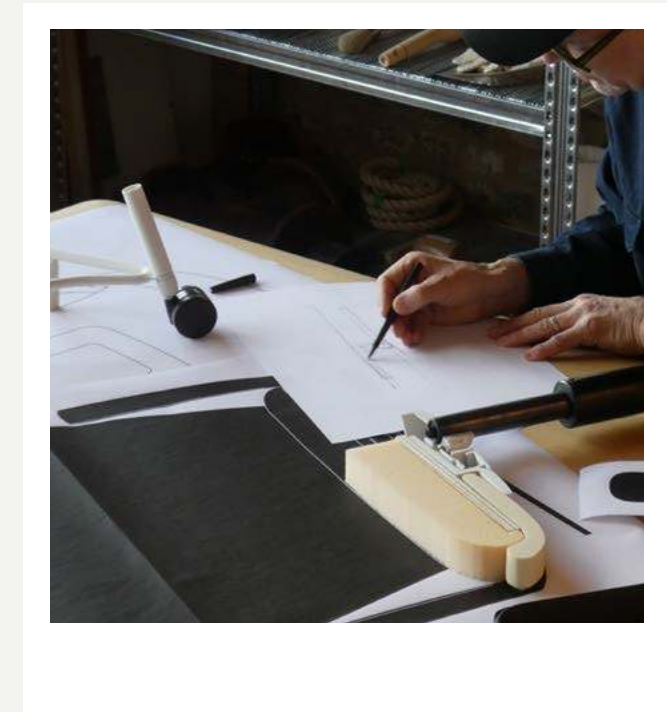
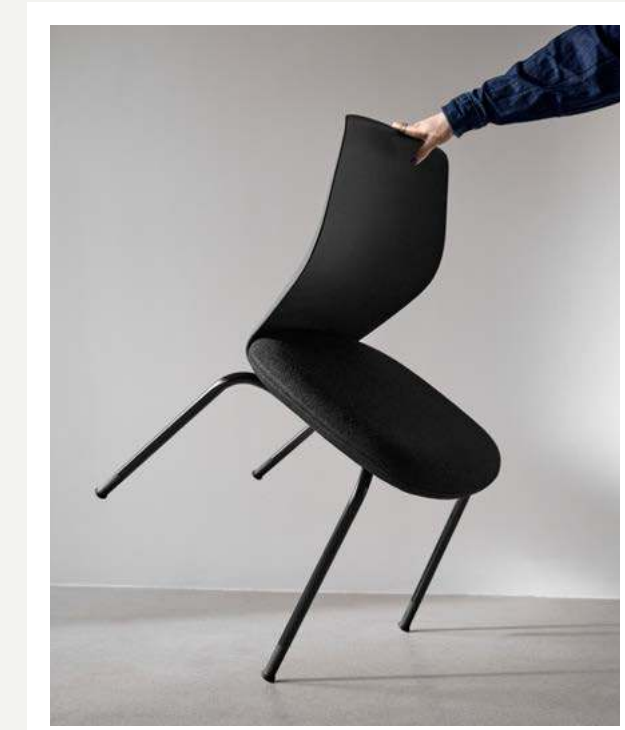
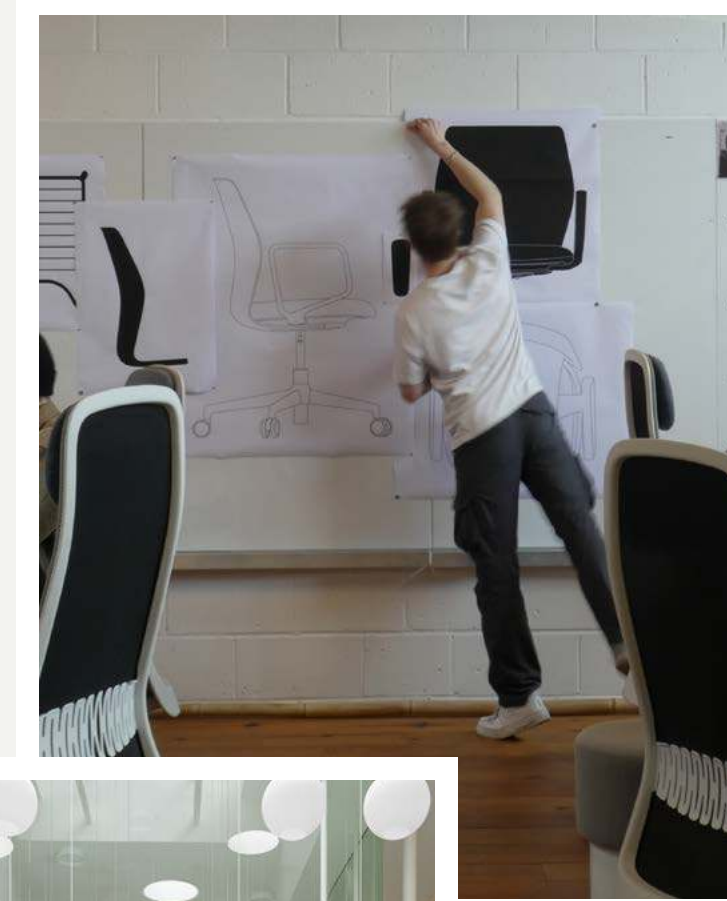


## Allermuir

# Product Spotlight: Contour

Contour is the latest addition to our office chair range, designed for Senator by Pearson Lloyd, born from the concept that every component can be easily repaired.

Our Contour chair is fully modular and designed for simple, easy disassembly. All parts can be easily removed and replacement parts supplied, such as the removable seat covers. These principles aim to drive product life extension beyond the expected use phase. In addition, the polypropylene within the seat shell is 100% recycled.



Best of  
NeoCon  
2024

Silver

## SENATOR

## Responsible procurement

*“We recognise that having a diverse supplier pool is a major competitive advantage, a powerful business tool and increases our resilience to social and environmental change. Our supplier diversity mission is to pro-actively identify, build relationships with, and purchase goods and services from certified small and medium businesses, regardless of size, location, and background of their workforce.*

*By mapping our tier 1 supply chain, we have been able to make informed sourcing decisions based a holistic set of criteria. To further mitigate potential supply challenges, we diversified our supply chain and sourced materials and components locally where we could. As a result, The Senator Group is directing 74% of material spend within the UK and 66% to SMEs.*

*Due to the nature of our business, most of our indirect environmental impacts are occurring within our supply chains, and we understand the importance of collaboration with our suppliers to drive meaningful change on a large scale. In 2023, we rolled out our supplier scorecard which has allowed us to profile our suppliers and understand where the opportunities are.*

*Only by investing in our relationships with our suppliers and working together can we reduce our scope 3 greenhouse gas emissions and our wider global environmental impact.”*

**Geno Smith,**

Head of Group Purchasing

# Supply chain mapping

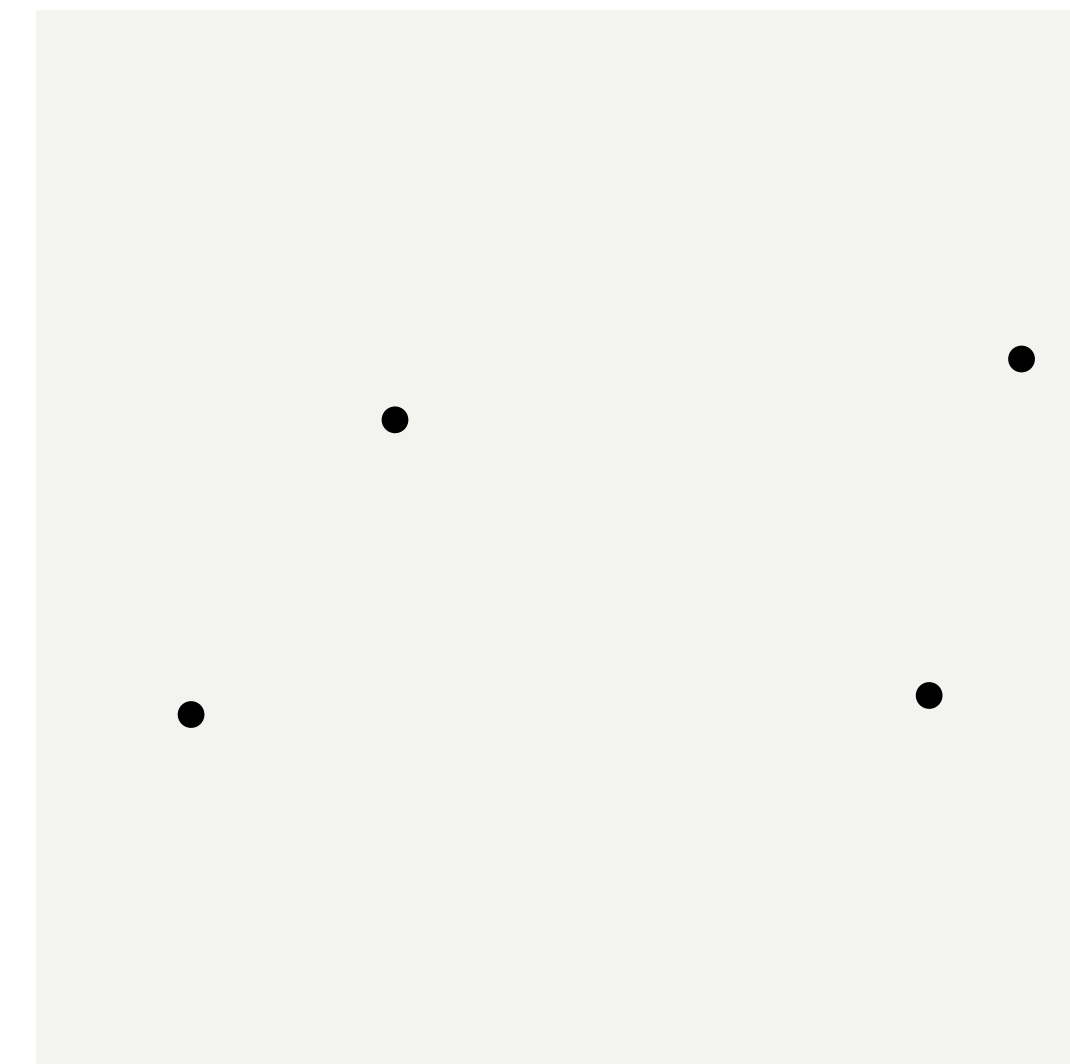
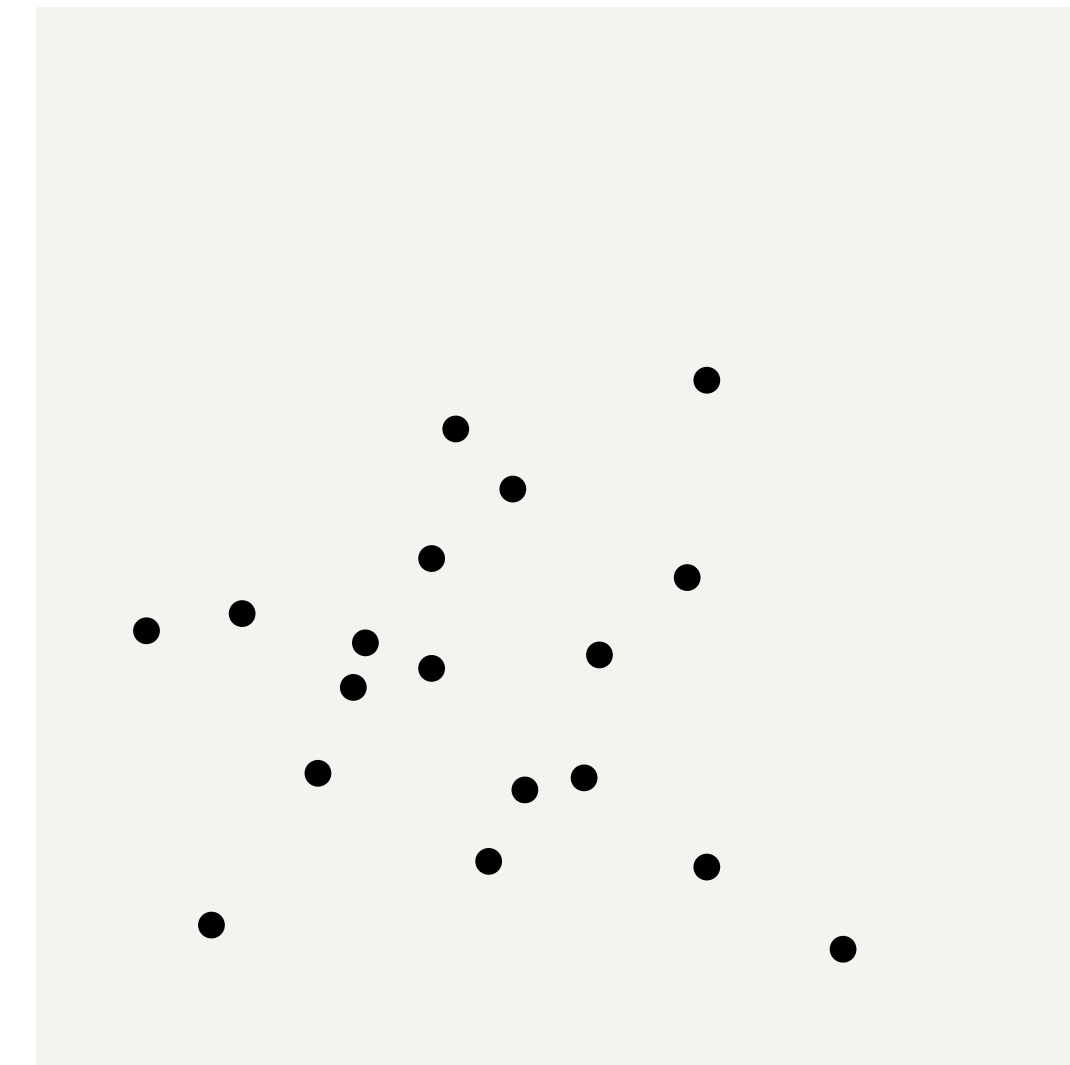
Our showrooms and manufacturing facilities are spread around the globe, representing the scale of our direct environment and social impact. As a large global manufacturer, we acknowledge the significant opportunity, and responsibility to drive sustainability through our supply chains.

However, despite our global reach, our UK manufacturing operation is supplied by our local partners where feasible. In 2024, 62% of our supply chain spend is with suppliers within 45 miles of our manufacturing sites, and 74% is with suppliers in the UK.

We encourage continual improvement in all areas of performance from our suppliers. We now have 77 of our top suppliers within our scorecard programme. The self-assessment form asks our suppliers to score and evidence their performance in sustainability, governance, risk, communication, quality, delivery, performance and innovation categories. Our purchasing teams regularly review scores and provide feedback as required.

We are always keen to visit or host our suppliers to discuss innovation and sustainability. In 2024, we scored an A- in our CDP disclosure for supplier engagement practices.

Country of Supply	Percentage of Spend
Belgium	0.44
Bulgaria	0.44
China	1.77
Denmark	1.11
Finland	0.22
France	0.22
Germany	3.98
Hungary	0.44
India	0.22
Ireland	0.22
Italy	5.31
Korea	0.22
Lithuania	0.88
Netherlands	0.66
Norway	0.22
Poland	0.88
Slovenia	0.44
Spain	0.88
Sweden	0.88
Taiwan	0.66
Turkey	0.44
United Kingdom	74.00



**74%** of supply chain spend with UK suppliers.

Approximately **66%** of our supply chain spend is with SME businesses.

**100%** of our install partners are SMEs.

We must engage with our suppliers and encourage decarbonisation to achieve our scope 3 net zero pledge, so we have a target of ensuring that...

**40% of our direct commodity suppliers, by spend, will have set SCIENCE-BASED CARBON REDUCTION TARGETS by FY 2026.**

In 2024, we began engaging with our suppliers to incorporate their product emissions data into our scope 3 footprint, significantly improving the accuracy of our greenhouse gas inventory and allowing us to track improvements in product performance moving forwards.

# Sustainable sourcing

**We are FSC® Chain of Custody certified at four of our UK sites!**

This means we have the procedures in place to purchase and manufacture FSC®-certified product, 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 fully traceable, right back to the forest.

In 2024, out of our 58 forest-derived product suppliers, 32 of these are FSC®-certified. Despite this, 92% of our spend on forest-derived products was with FSC®-certified suppliers.

Our purchasing teams continue to work with our suppliers to make this 100%!

Certification code: SGSCH-COC-020100

Licence code: FSC®-C020216



## Life cycle management

*“We provide our customers with solutions to their end-of life problems through reuse, repurpose, recycle and remanufacture options.*

*By taking back packaging and furniture, we have the opportunity to feed waste material back into our supply chain as we work towards a circular economy.*

*We are determined to disrupt the market by providing our customers with alternatives to the conventional furniture life cycle model.”*

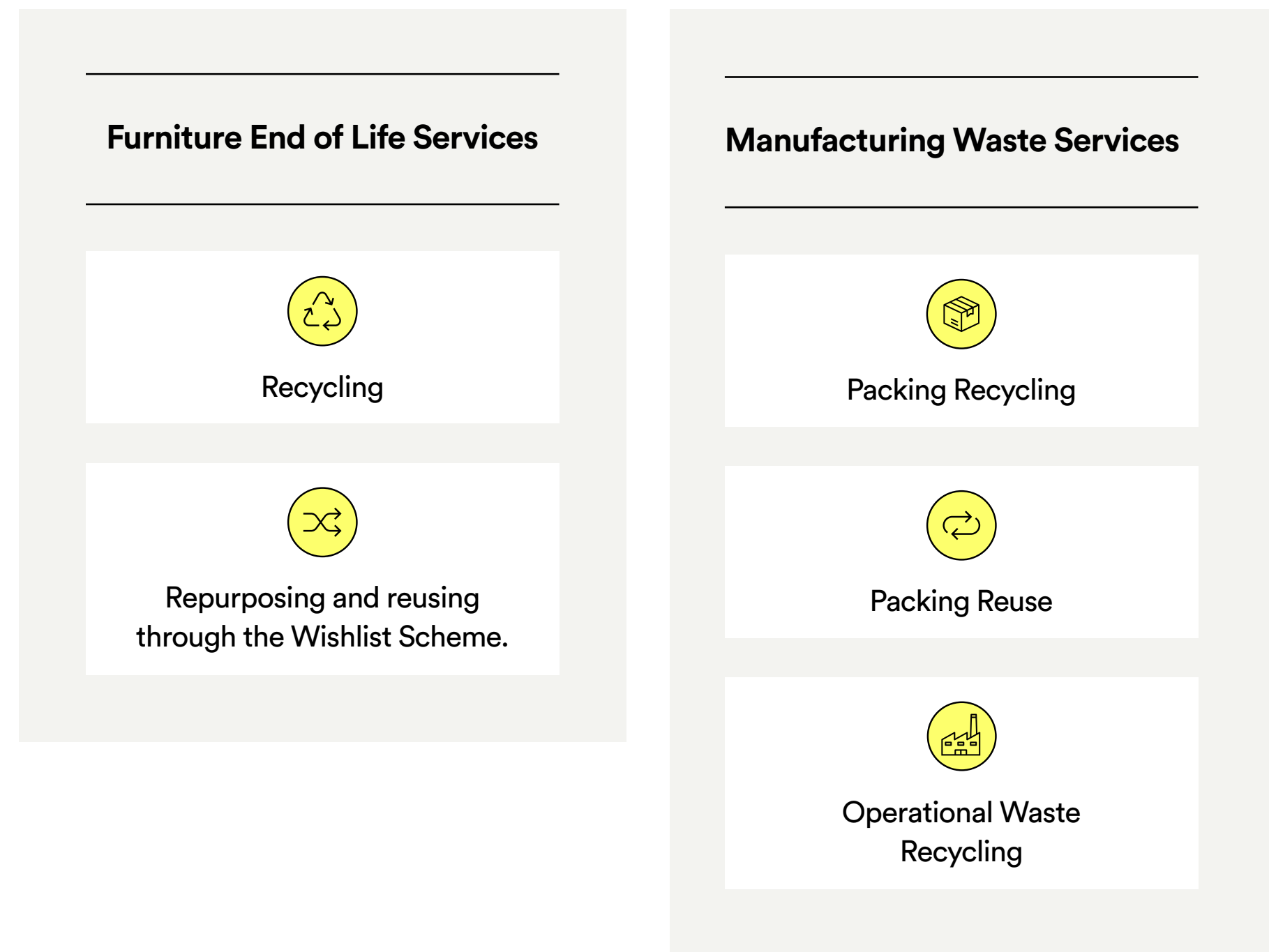
*Our latest initiative ‘re:work’ is a sustainability powered set of products and services which aim to extend product lifecycles, eliminate unnecessary waste and consumption; and promote the circular economy.”*

**Paul O'Brien,**  
Head of Sustainability

# Sustain

Since 2007, The Senator Group has been on a mission to make recycling smarter and way more effective. In 2009, Sustain was established as a service brand for the group and our clients.

Through Sustain, we offer two services to manage packaging waste and end-of-life furniture recycling.



# Since 2011, Sustain has RECYCLED 821,425 pieces of end-of-life furniture, WEIGHING 25,298,010kgs.

THAT'S THE EQUIVALENT OF 11,499 BLACK CABS.

→ Click or Scan to watch an Introduction to Sustain

**Sustain**® by The Senator Group

# A brief history...

## 2007

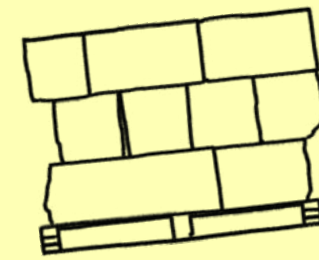
Back in 2007, we kicked things off with our **FIRST RECYCLING UNIT** in Huncoat, Lancashire with a lone, second-hand **CARDBOARD BALER** handling waste from our seating factory.



## 2008

But we didn't stop there. We quickly added a second baler for shrink wrap.

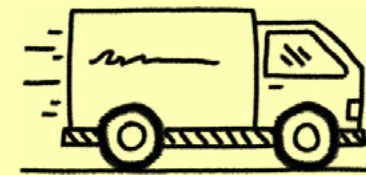
By 2008, we introduced a polystyrene machine to **COMPRESS AND CONVERT POLYSTYRENE INTO BRIQUETTES**, opening the facility to all of The Senator Group's sites to manage their packaging waste.



## 2009

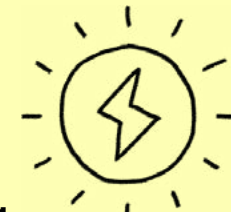
2009 was a game-changer.

**SUSTAIN WAS BORN**, and we launched a second recycling facility at our Senator Engineering in Blackburn. We **EXPANDED OUR SERVICES** to include furniture recycling for clients, letting them return end-of-life furniture for recycling. We also launched the **WASTE PACKAGING SCHEME**, a revolutionary way for clients to send back packaging for recycling, some of which we reuse for packaging new furniture.



## 2015

Fast forward to 2015, we consolidated our Blackburn plant into Huncoat, creating a **POWERHOUSE RECYCLING HUB**.

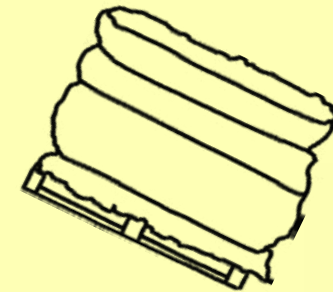


We added a plastic granulator and our first wood hogger to the mix.



## 2016

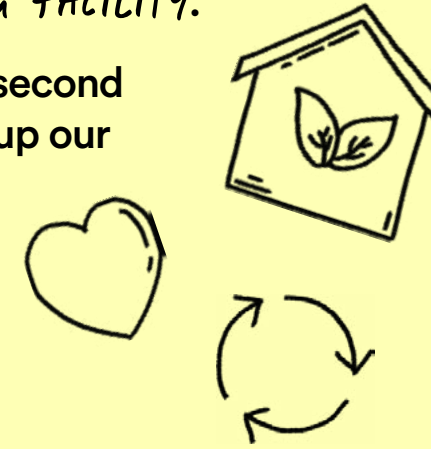
In 2016, a **THIRD BALER** came on board to handle the surge in plastic and cardboard waste.



## 2017

By 2017, Sustain found its **FOREVER HOME** in a **CUTTING-EDGE**, £1.5 million, 15,000 sq. ft **RECYCLING FACILITY**.

We even invested in a second wood hogger to ramp up our wood recycling game.



## 2018

2018 was all about levelling up.

We overhauled all our machinery to **STREAMLINE PROCESSES** and **MAXIMISE EFFICIENCY**.



## 2020

When COVID-19 hit in 2020, things took a slight downturn. But with Teal supplying essential furniture to Nightingale Hospitals, we **BOUNCED BACK** in just three weeks to keep on top of internal operational waste.



## 2022

And 2022 was our **BEST YEAR YET**.

As businesses nationally woke up to the importance of recycling, Sustain became a key player in helping companies **BOOST THEIR ECO-CREDENTIALS**.



## 2024

In 2024, we continued our commitment to sustainability, community engagement, and the promotion of biodiversity by launching the **SUSTAIN GARDEN PROJECT**.



At the heart of the Sustain Garden Project lies a vital mission to **SUPPORT BEE POPULATIONS** and **PROMOTE BIODIVERSITY**. Two bee hives were installed within the garden, providing a safe habitat for these essential pollinators.



HERE'S TO THE JOURNEY,  
AND TO THE FUTURE OF  
RECYCLING WITH SUSTAIN

# The story of the seven dotter

We reuse as much packaging as we can, before we recycle, and one of the items we reuse is a polystyrene corner, to protect the edges of our furniture in transit.

Each time a corner is reused, we mark it with a dot. Imagine our excitement when one of the installation team found a corner that had been used seven times!



**Sustain**® by The Senator Group

# Sustain recycling waste streams

Sustain Service

The Senator Group

## End-of-Life Furniture Recycling

Sustain recycles each and every part of office furniture which has reached end-of-life.

Each part is separated and segregated before it goes down one of five waste streams; plastic, wood, metal, foam and textiles.

Sustain not only recycles The Senator Group’s furniture, we also take any furniture type to ensure it gets recycled and fed back into the supply chain.

## Waste Packaging Recycling

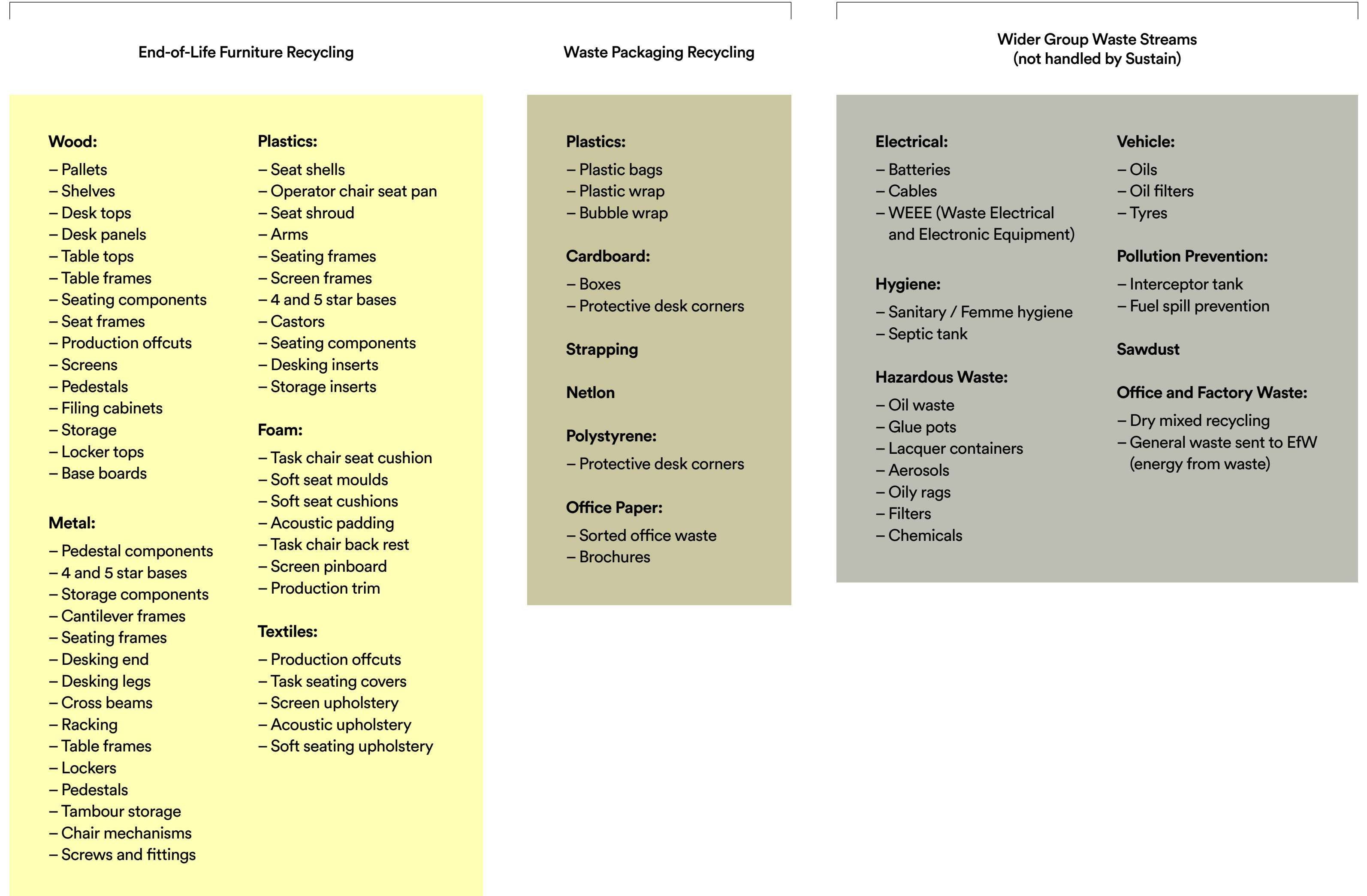
Sustain ensures that 100% of packaging waste created by The Senator Group has an avenue to be recycled. All the packaging waste created on an install is back-hauled to Sustain to be reused or recycled.

The White Bag Scheme by Sustain is an initiative whereby anyone can have their packaging waste recycled. These materials are recycled through one of six waste streams.

## Wider Group Waste Streams (not handled by Sustain)

We also recycle internal waste created by The Senator Group. These materials are not handled by Sustain, nor are advertised to Dealers, Architects, and End Users.

**Sustain**® by **The Senator Group**





# Supporting a closed loop circular economy

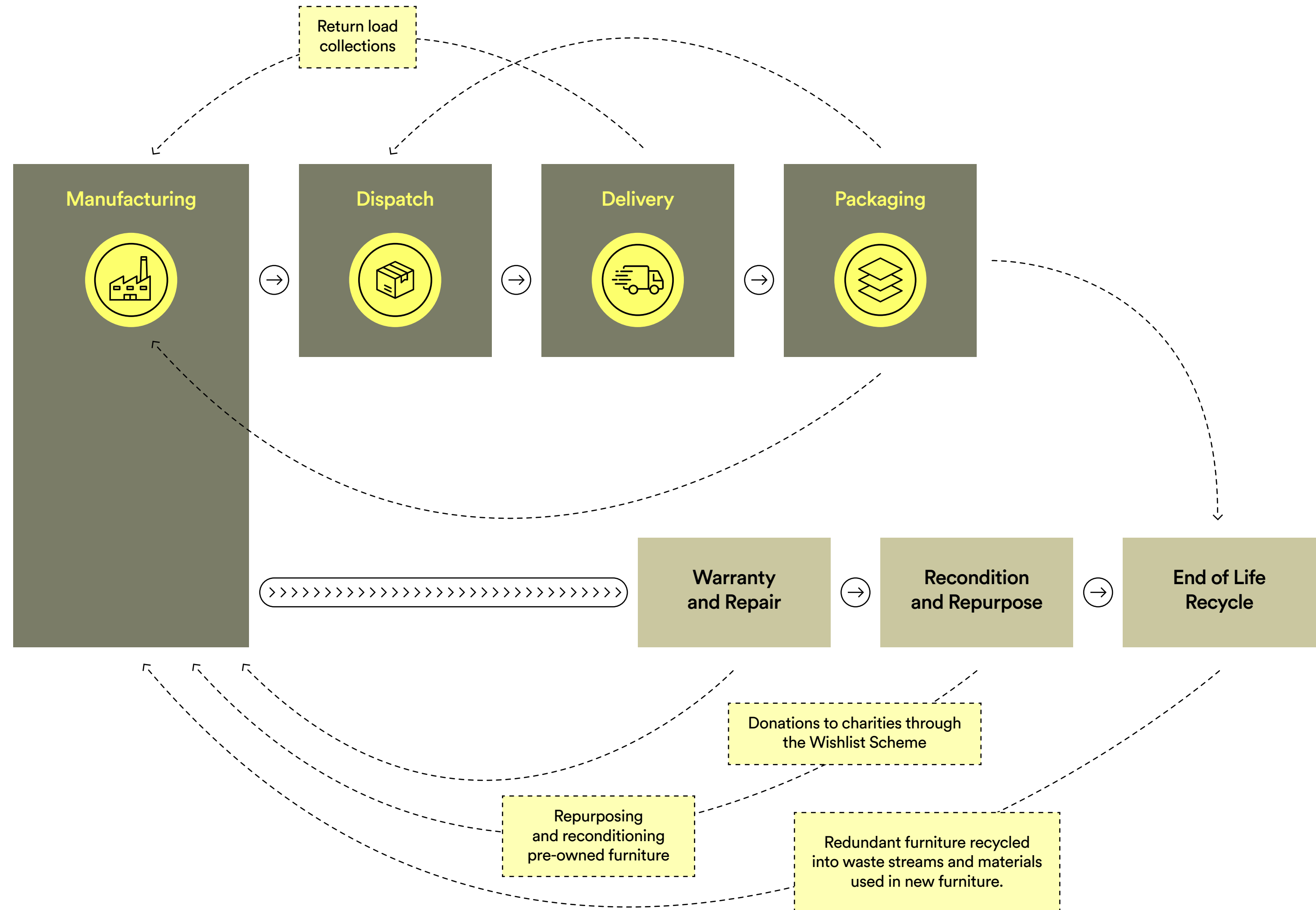
We are working with our supply chain and waste contractors to understand opportunities to further pursue a circular economy model.

Manufacturing has a huge impact on our planet, and this is why we focus each year on how we can increase the circularity of our products, incorporating materials re-use throughout our design and manufacturing process.

Our in-house Sustain recycling division is a unique benefit for us, enabling us to identify waste streams that can be reused within our supply chain. Understanding the processing and onward journey of our waste enables us to highlight opportunities for these waste streams to be re-incorporated into our processes.

When we start to think of designing a new product, we consider recycled and recyclable materials wherever possible; with Sustain down the road from our factories, we can control every stage of a product's life. From using fewer virgin materials right at the very start of production, to recycling and reusing our old products part by part at the very end. Ultimately this supports us in reducing our demand on raw materials and reduces the embodied carbon of our products.

In 2025, we plan to launch a sustainability powered set of products and services which aim to extend product lifecycles, eliminate unnecessary waste and consumption, and promote the circular economy.



# Material Spotlight: Plastic

Contract furniture is full of various plastics like polypropylene, nylon, and polyurethane and at the end of a product's life, it's key to separate these properly so they can be re-purposed.

Through our Recycling Centre Sustain, all hard plastics such as chair backs are granulated and extruded into a variety of new products, some of which are new components for The Senator Group to use in the manufacturing of new furniture.

We send 100% of our polypropylene plastic from Sustain back into our manufacturing supply chain, for use in the under shroud for our Allermuir Kin range.

This circular approach to waste increases the sustainability credentials of one of our most popular products.



# Material Spotlight: Textiles

Less than 1% of all textiles worldwide are recycled into new products. The textile waste mountain is growing at an alarming rate and every seven minutes, a stack of clothing the size of Mount Everest is sent to landfill.

Our collaboration with Kvadrat Really pairs their Textile Tabletop with Allermuir's Turo table, showcasing the latest in circular engineered materials, promoting a no waste future.

Kvadrat Really's Textile Tabletop is made from up-cycled end-of-life textiles and is produced without using colour, water, or toxic chemicals. Each 800 x 1600mm Textile Tabletop recycles the equivalent of 60 t-shirts, making a significant impact on the environment.

The Textile Tabletop meets the highest standards (category 5) for resisting scratches, heat, and liquids, available in sizes ideal for horizontal surfaces in workplaces and hospitality environments.



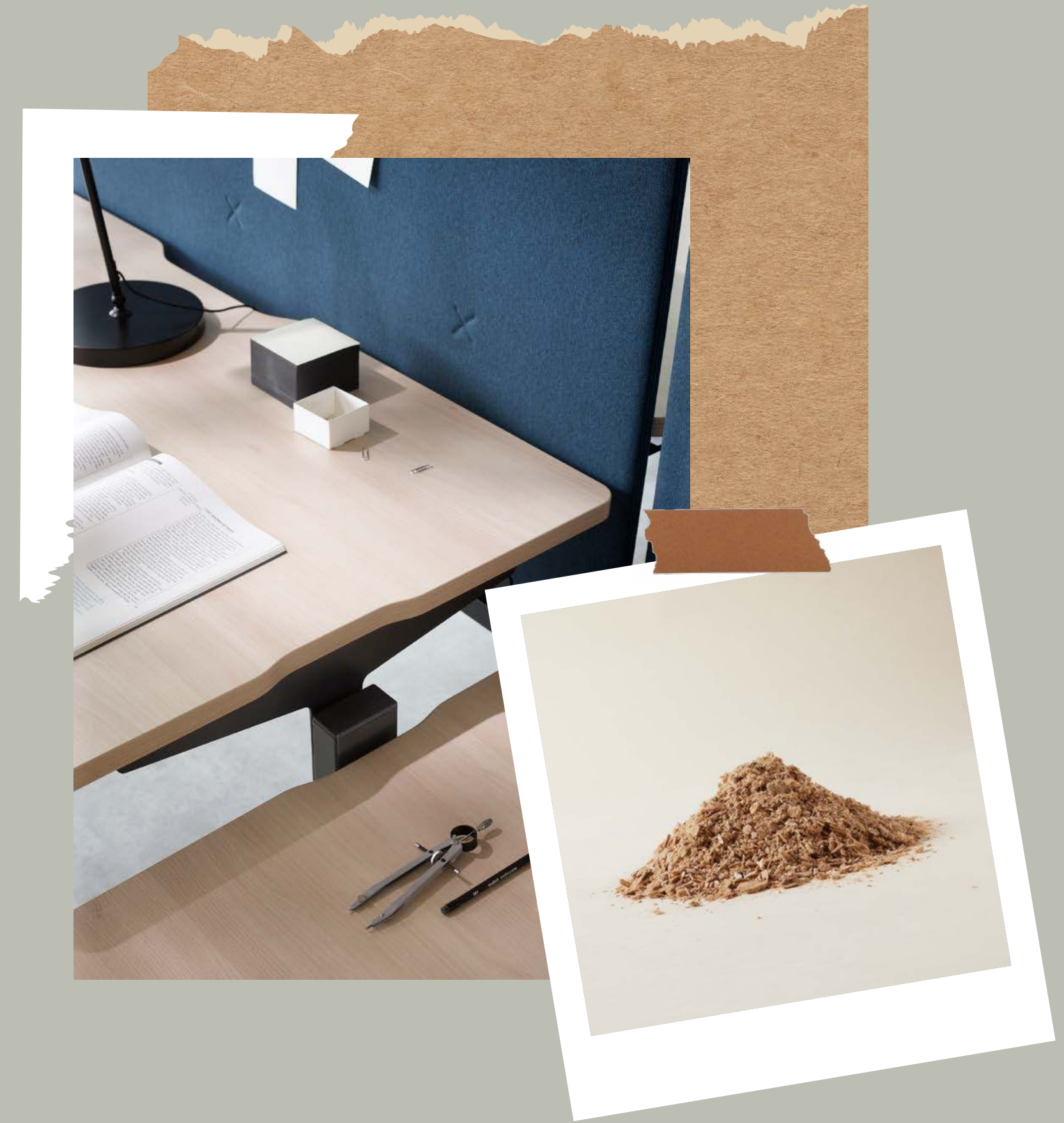
Supporting a Closed Loop Circular Economy

# Material Spotlight: Wood

Kronospan is one of our most forward-thinking suppliers when it comes to sustainability and ethics and are our biggest supplier of MFC.

Kronospan was founded in 1897 and is a leader in the wood panel industry. With 39 production sites across the world, they produce more than 17M m<sup>3</sup> of wood-based panels.

Kronospan live the circular economy, with this model being integral to all operations. Kronospan have been a key partner in our sustainability journey and through our Recycling Centre Sustain and our sustainability partners, we feed recycled wood back into the supply chain, and it returns to us in the panels we use for tables and desking.



# Material Spotlight: Foam

Reconstituted, or recon foam, is a recycled product made by compressing scraps, offcuts and reclaimed foam together. Recon foam is firm, flexible and durable, with excellent acoustic benefits.

We send reclaimed foam and offcuts from our manufacturing back upstream into our manufacturing supply chain. Our supplier cleans, shreds and extrudes our waste into recon foam that we buy back to use in new products, such as cell pods, seating booths, soft seating, acoustics and screens.



Supporting a Closed  
Loop Circular Economy

# 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.43 Climate action
- Pg.44 Our pledge to Net Zero
- Pg.45 Scope 1 and 2 emissions
- Pg.46 Our scope 3 emissions
- Pg.47 Waste management
- Pg.48 White bag scheme
- Pg.49 Wider environmental impact
- Pg.50 Water stewardship
- Pg.51 Enhancing and protecting biodiversity
- Pg.52 Our bees
- Pg.53 Where our values take root
- Pg.54 Growing together

## Climate action

*“We calculate our greenhouse gas inventory annually and since we set our baseline in 2019, we have seen a 43% reduction in our scope 1 and 2 emissions. We always verify our footprint with third party consultants to ensure its integrity.*

*We have seen the benefit our solar panel installations, which are produced 15% of our electricity in 2024. The remainder of our electricity procured through a 100% renewable electricity contract.*

*In 2024, we conducted thermal surveys and decarbonisation surveys at all of our Lancashire manufacturing sites, providing us with recommendations that will drive us towards our scope 1 and 2 net zero targets. We also purchased HVO for our commercial fleet for the first time, reducing emissions associated with our deliveries.*

*We acquired a new, energy efficient warehouse in 2024, with our focus on low carbon heating at the forefront of our minds. Considering this, we selected an infrared heating system over a more traditional natural gas fuelled system for the main warehouse space to minimise emissions associated with site operations.*

*We will continue to make strides towards our UK targets, and in 2025, we will look to expand the boundary of our commitment to include our wider group operation.”*

**Paul O'Brien,**  
Head of Sustainability

Our Pledge to Net Zero:

**The Senator Group UK MANUFACTURING AND LOGISTICS COMMITS TO REDUCING absolute Scope 1 and 2 GHG emissions by 50% BY 2030 and by 100% BY 2040, from a 2019 baseline. We also commit to reducing Scope 3 GHG emissions to NET ZERO BY 2050.**

We are proud to report that we have achieved a market-based reduction of 43% in Scope 1 and 2 emissions against our 2019 baseline\*.

Our GHG inventory is third party verified annually.

\*We have achieved a location-based reduction of 29% in scope 1 and 2.



# Scope 1 and 2 emissions

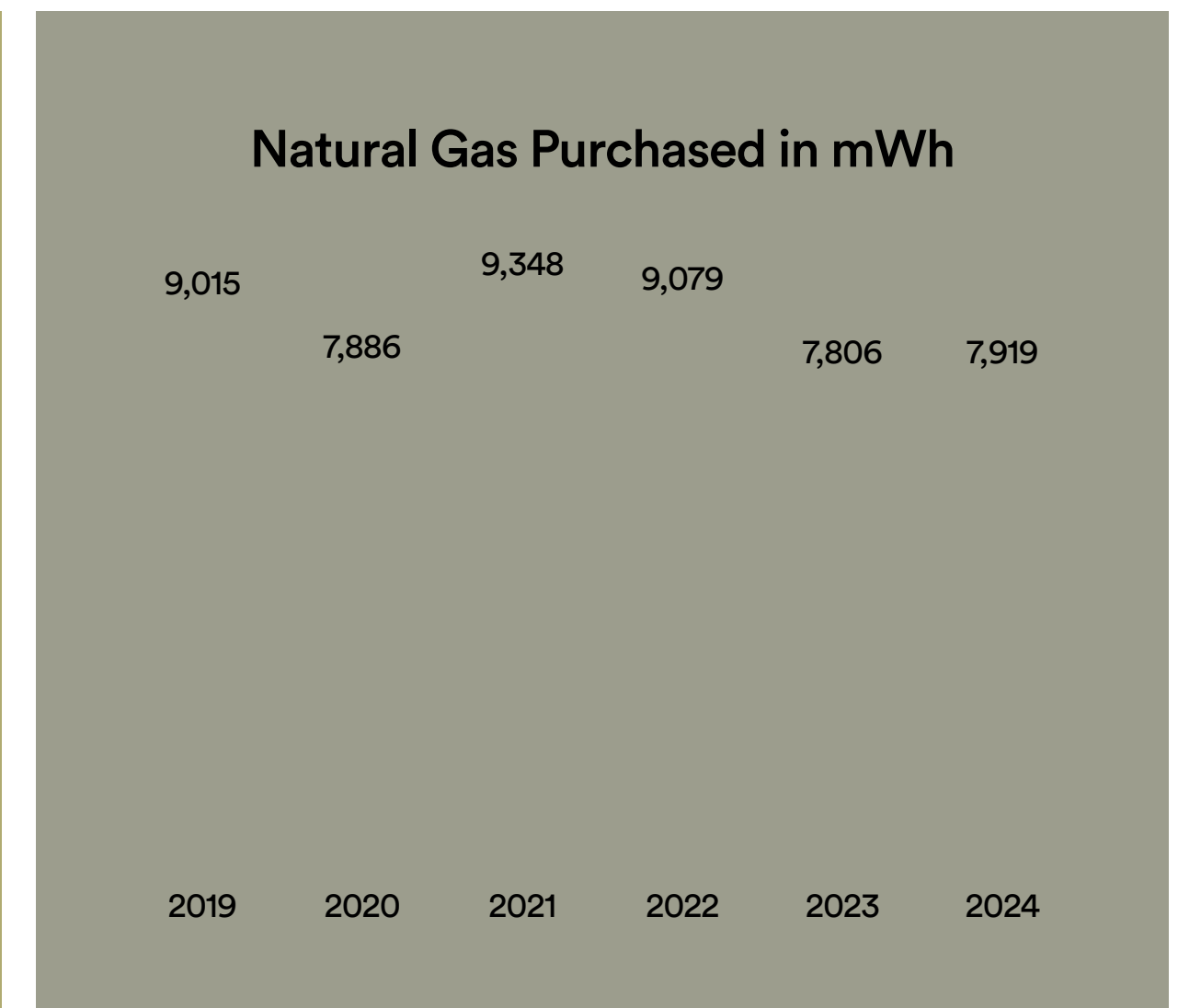
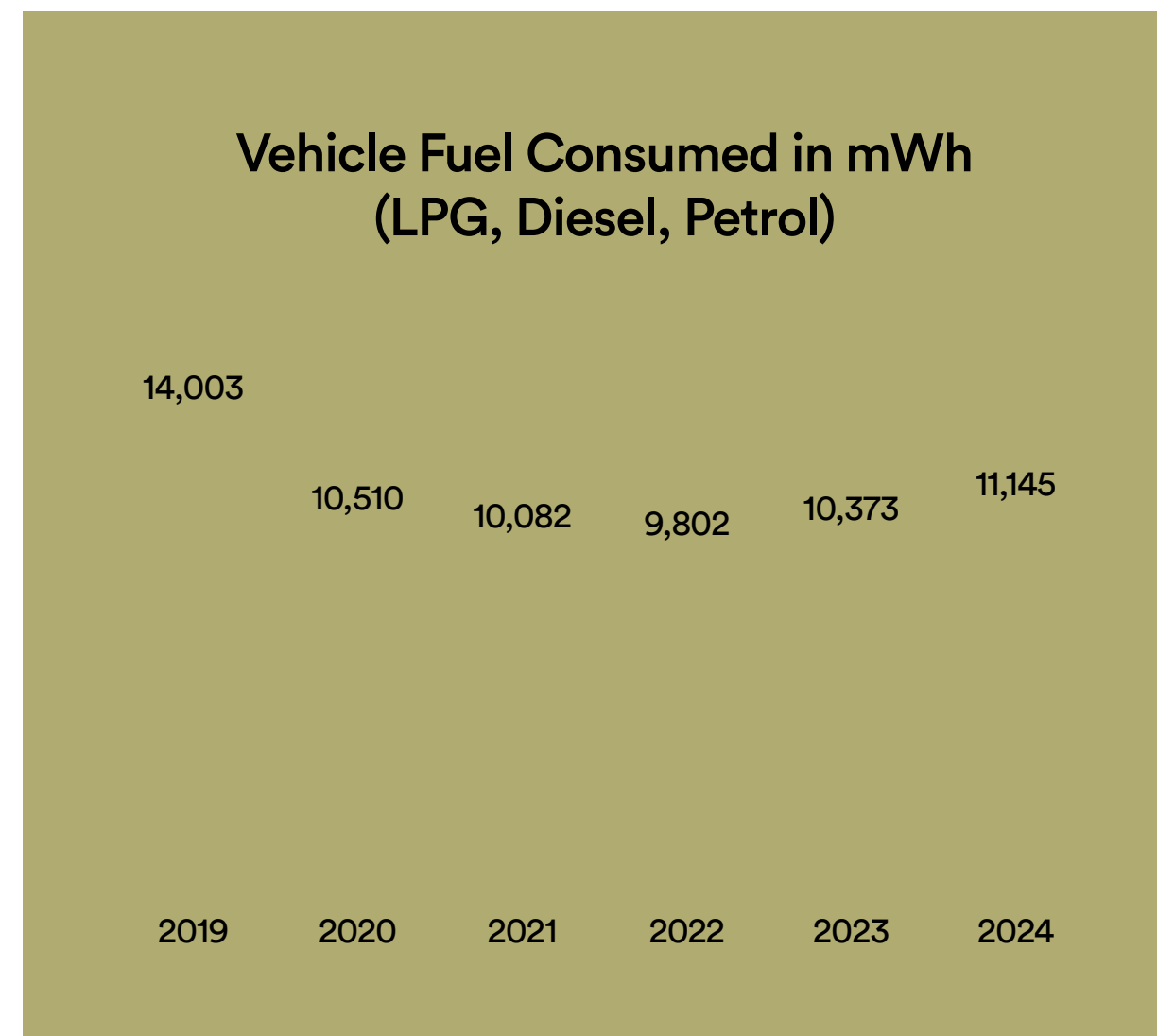
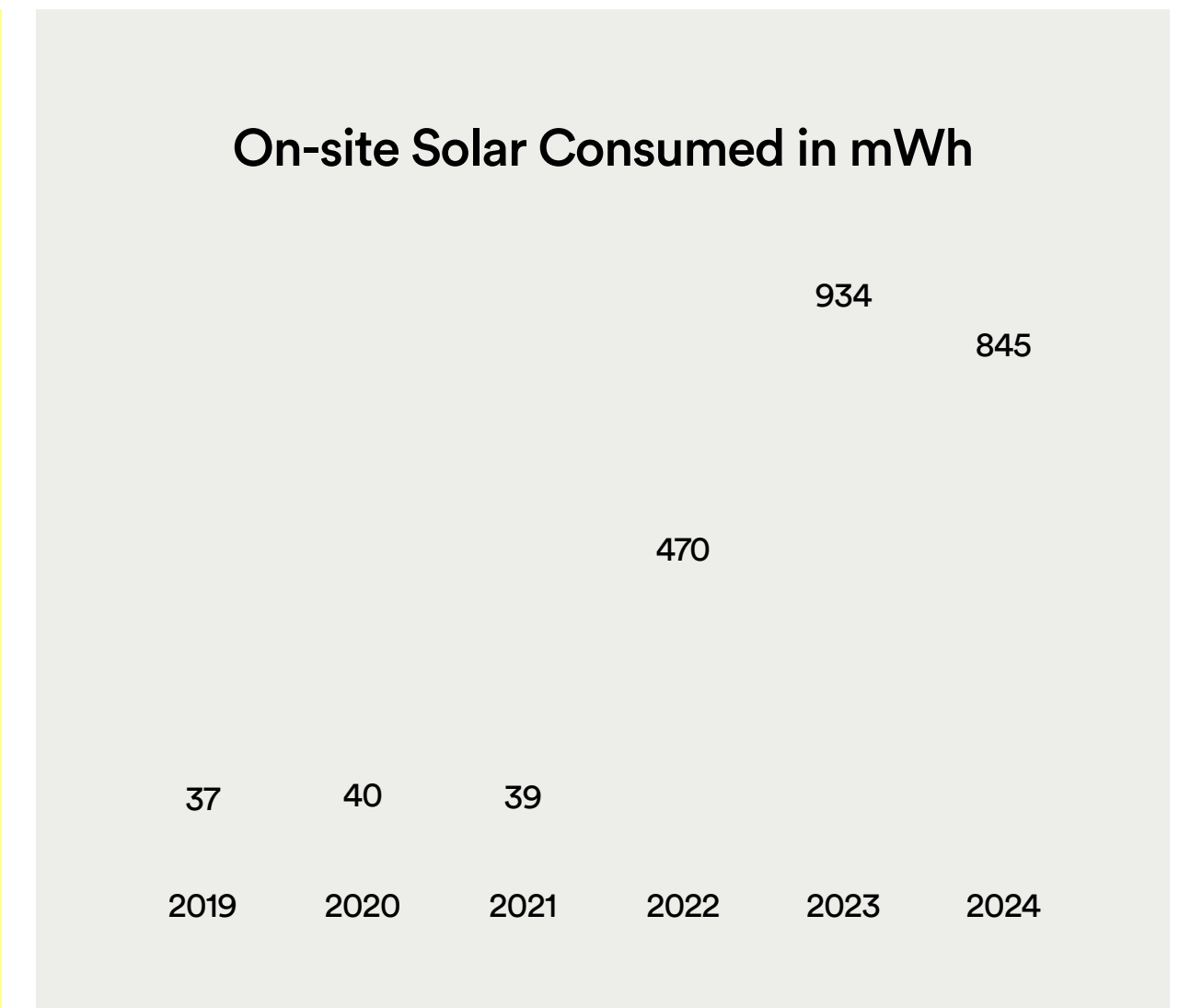
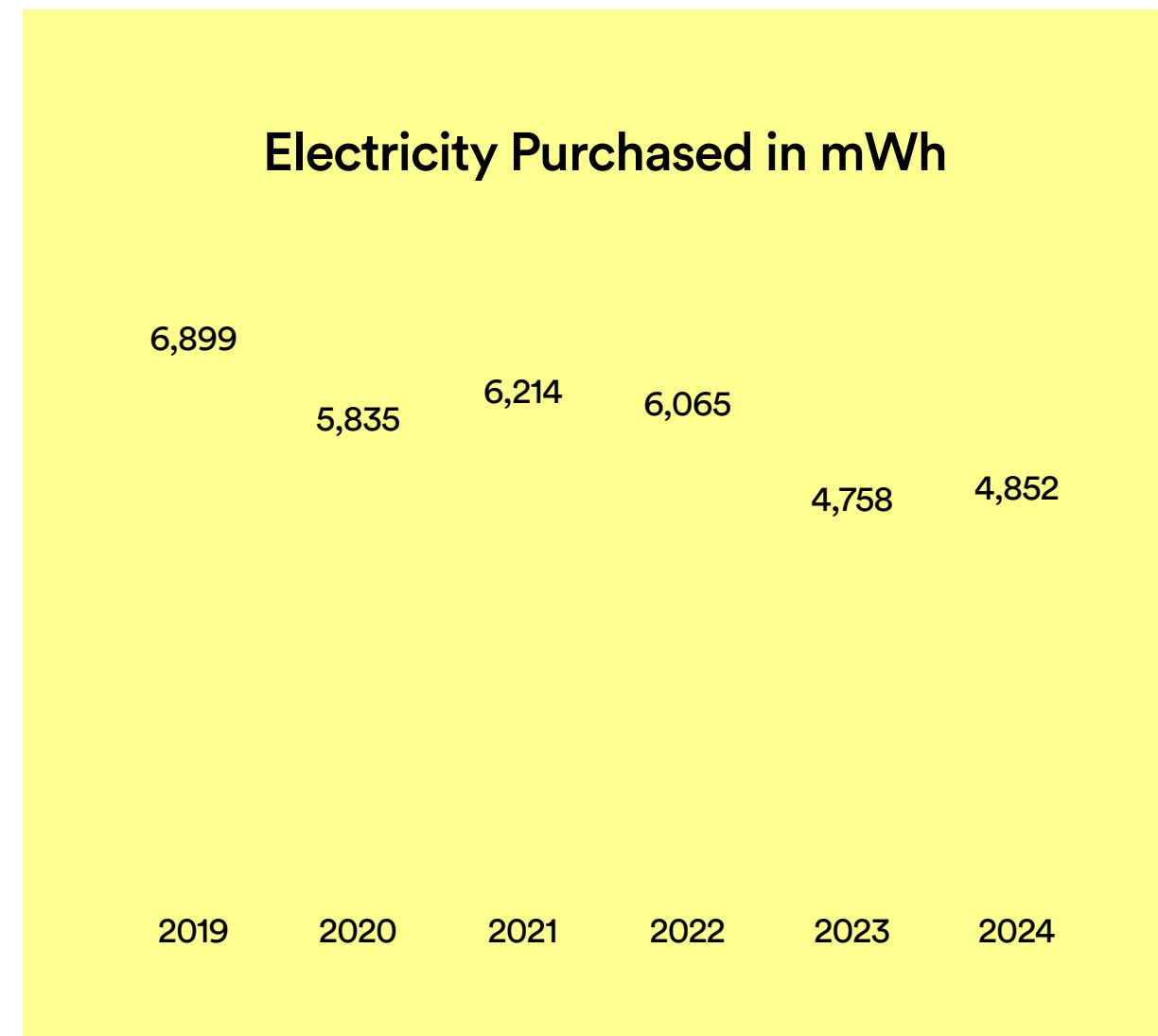
We measure the scope 1 and 2 greenhouse gas associated with our UK manufacturing operations annually.

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 invest in scope 1 and 2 emissions reduction across our UK manufacturing operations. 2024 projects to highlight include:

- Thermal surveys of all Lancashire sites to identify significant heat losses and implement improved insulation.
- Procurement of HVO fuel to replace diesel fuel, when viable.
- Decarbonisation surveys of all Lancashire sites.
- Procurement of a new warehouse with an infrared heating system, avoiding the requirement for a natural gas system in the main warehouse.
- Changes to shift patterns to ensure site operating hours are optimal.
- Continued use of equipment live monitoring data.
- Continued to switch to LED lighting and install motion sensors in warehouse and office spaces.
- A further two buildings were fitted with solar panels in 2024, which are to go live in Q1 2025.



	2019 (Baseline)	2024
Scope 1	5,250.6	4,008.7
Scope 2	1,750.0	10.8

→ [Click or Scan to view our Carbon Reduction Plan](#)

# Our Scope 3 emissions

Scope 3 emissions are all the indirect emissions that occur as a result of our activities along our wider up and down stream supply chains. Our supply chains are our biggest source of emissions.

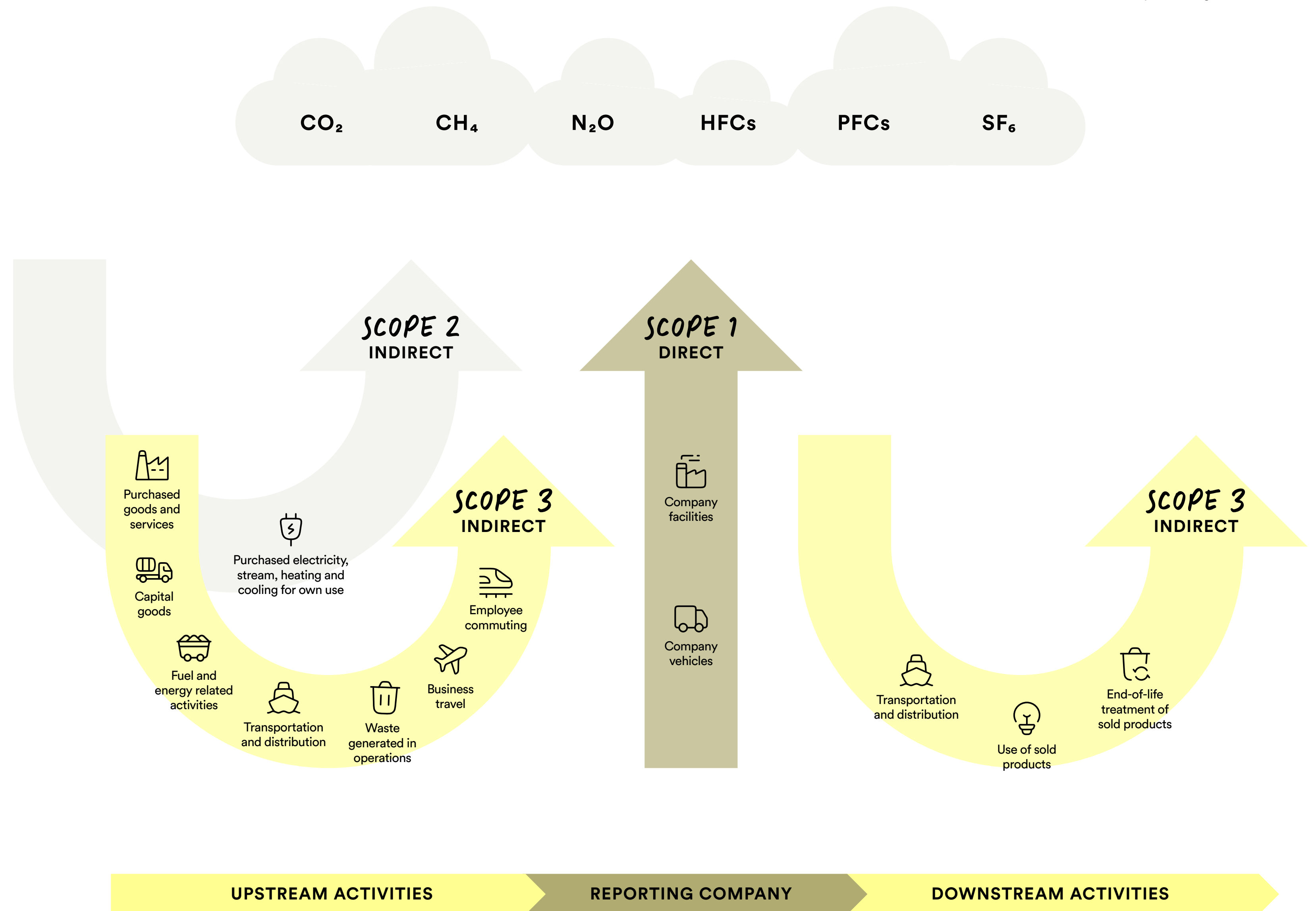
In 2024, scope 3 accounted for 90% of our greenhouse gas inventory, and 71% of these emissions came from our purchased goods and services. Reflecting this, we have set a target to ensure 40% of our supply chain, by spend, is covered by a net zero target, or a carbon reduction plan, by the end of 2026.

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. In 2024, we incorporated product EPD emissions data from many of our top suppliers into our greenhouse gas inventory for the first time, reducing our use of less accurate spend data. 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.

In 2024, we made the following progress in addressing scope 3 emissions:

- Used LCA software in the design phase to reduce embodied carbon.
- Researched and developed subscription and hire services with a focus on remanufacturing to extend product life.
- Continued to recycle and reuse products through Sustain.



## Waste management

*“We are committed to reducing the waste associated with our operations. We are always seeking new, innovative ways to ensure that every bit of waste produced at The Senator Group is recycled.*

*We actively identify new initiatives that reduce waste generation. We regularly audit all our sites to assess what waste is produced, how we manage it and how we minimise it.*

*We remove all packaging waste that is produced on our installs and back-haul it to Sustain for recycling. The majority of which is recycled and remade into new packaging; some can be reused, reducing the demand for new product.”*

**Andrea Lakeland,**

Head of Sustain

# White bag scheme

Our White Bag Scheme is a service designed to help our clients reduce their waste disposal costs, guarantee their packaging is recycled responsibly, and ensure compliance with waste legislation.

Each bag holds one cubic metre of waste, meaning significant savings compared to traditional skip hire. Clients simply segregate their packaging, and we take care of the rest. When collecting packaging, we backhaul our trucks, reducing greenhouse gas emissions associated with the transport.

## What Happens to the Packaging:

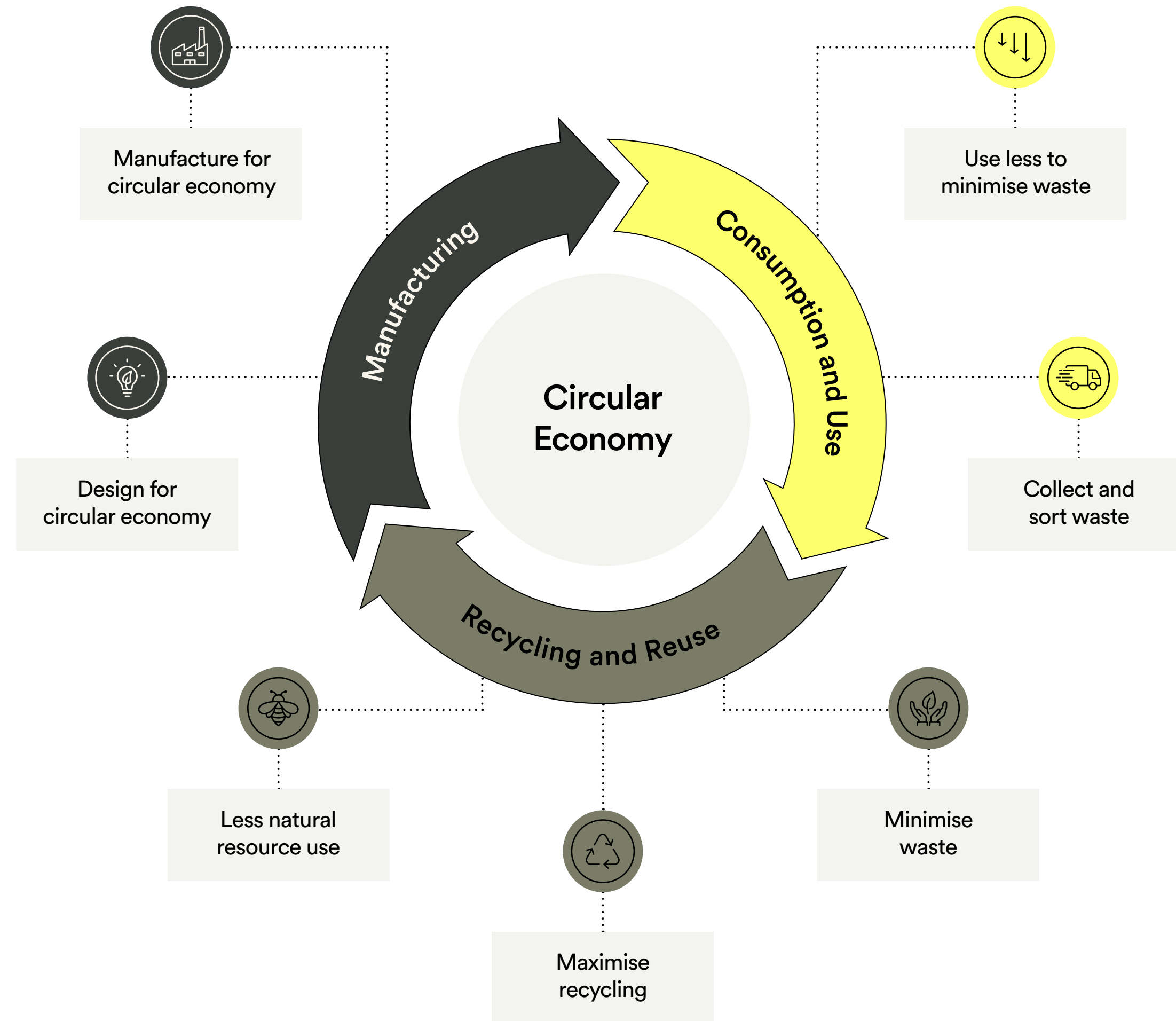
### Can it be reused?


Yes - we prioritise reuse before recycling. A great example is our polystyrene corner protectors, used to safeguard furniture during transport. Each time one is reused, we mark it with a dot. Every so often, our team members find corners that have been reused several times.

### What if it can't be reused?

Materials that can't be reused are recycled and re-enter the supply chain in new forms. Here's how:

- LDPE (plastic bags, wrap, bubble wrap): Recycled into new bags and wrapping.
- Cardboard: Baled and recycled into cardboard boxes.
- Office paper: Baled and recycled into new paper products.
- HDPE (rigid plastics like buckets): Recycled into detergent bottles, milk cartons, or reused in our seating factory.
- EPS/Polystyrene: Recycled into garden furniture and decking or reused in our desking factory.
- PET & plastic strapping: Baled and recycled into drink bottles and tote bags.



Click or Scan to view our Waste Packaging Recycling information 

## Wider environmental impact

*“Through our ISO 14001 certification that we have held since 2001, we drive a culture that continually improves, seeking ways to identify, analyse and mitigate potential risks to the environment. Using our Environmental Management System, we routinely and systematically undertake risk assessments and audits to protect the environment and our people.*

*Through our ESG steering group, we have been discussing the subject of biodiversity and how we can make improvements across our sites. Nature is the basis of everything we do as individuals, businesses and societies and sadly, global biodiversity is in decline as a result of human activity.*

*Manufacturing companies are amongst the heaviest users of water. Intensive use is seen in the supply chain to help source, make, pack, transport and stock goods, yet the water impact is often overlooked by businesses trying to enhance their sustainability credentials. We are acutely aware that industrial water consumption has an impact on the world’s water supply and on our carbon footprint, which is why we have introduced new ways of harvesting and recycling our waste-water.”*

**Mike Lee,**  
Operations Director

## Water stewardship

Our UK manufacturing sites and offices are based in the Northwest of England. According to the WWF Water Risk Filter, all four of our manufacturing sites are located within areas of 'very low risk' for baseline water stress.

Our manufacturing processes consume minimal quantities of water and most of our water use is for housekeeping and domestic purposes. However, to avoid wastage, we measure our water consumption weekly and monitor trends to identify any anomalies and potential leaks.

We complete the CDP Water questionnaire annually to disclose and assess our impacts and control processes. In 2024, we scored a C, which is in line with the industry, regional and global average Water score. This is an improvement on our C- score for 2023.

**Last year, total water consumption across our Lancashire portfolio was 15.2 ML, which is 12.2 CM PER EMPLOYEE, and 41.8 CM PER DAY.**



# Enhancing and protecting biodiversity

The global biodiversity crisis poses a threat to the health of our ecosystems, so many of which we rely upon not only as a business, but in our day to day lives.

As furniture manufacturers, we inherently rely on the successful functioning of forest ecosystems to provide the timber we need to manufacture our products. To protect and enhance these ecosystems, we purchase FSC®-certified material.

In 2024, we ran numerous projects to boost our local environment for plants and wildlife and engaged our employees in the importance of nature protection.

## TREE PLANTING



BIOMASS BIOLER



SOLAR PANELS



BEE HIVES



ORCHARDS

# Our bees...

Working with Simon and Kath from The Bee Centre – a multi-award-winning centre of excellence for bee-related education – we installed bee hives at two of our sites in Lancashire, and at our Ohio site in North America. Our employees at each site have been trained to take care of our honey bees.

Right now, we have 30,000 locally bred honeybees in these hives - this number could grow to an amazing 60,000 per hive during the summer months! By improving local honeybee numbers, we help the UK to reduce reliance on the importation of unsuitable honeybee breeds and potential pests and diseases.



OHIO ↗



★



LANCASHIRE ↘



# Where our values take root

We are proud to support national organisations which share our values. That's why we're Gold Corporate Members of the Wildlife Trust for Lancashire, Manchester and North Merseyside, proud partners of The Royal Countryside Fund, and a signatory of the Armed Forces Covenant.

## WILDLIFE TRUST FOR LANCASHIRE, MANCHESTER AND NORTH MERSEYSIDE

We are proud to share that we are now Gold Corporate Members of the Lancashire, Manchester, and North Merseyside Wildlife Trust.

Our membership supports many of the Trust's wonderful wildlife protection and nature recovery projects in and around our local area. We are looking forward to learning from the experts at the Trust to further enhance the suitability of our Lancashire sites for local wildlife.

We invited the Trust to join us on site for our 'It's All About You' health and wellbeing roadshow. Throughout November, we engaged our employees on important topics such as the wellbeing benefits of spending time in nature, and the steps we can all take to help nature fight back.

## THE ROYAL COUNTRYSIDE FUND

We began supporting The Royal Countryside Fund in 2024. Founded by HM King Charles III, the Fund was created to provide practical support to family farms and rural communities across Britain.

The Royal Countryside Fund is about bringing solutions and positive action that make a meaningful difference. Since the Fund was founded in 2010, it has invested over £11 million in more than 500 community-led projects. These range from socially-led projects to ones that are at the cutting edge of sustainability.

These shared values beautifully reflect our commitment to both community and environment. As our Chairman, Colin Mustoe, generously hosts the Royal Lancashire Agricultural Show on his grounds, an event held alongside our annual Family Fun Day, this partnership feels like a natural fit.

## ARMED FORCES COVENANT

As part of our commitment to social equality, we're also a signatory of the Armed Forces Covenant. The Armed Forces Covenant is a public commitment to supporting the UK Armed Forces community and reflects our recognition of the value of serving personnel, veterans, and their families.

We commit to uphold the Armed Forces Covenant and support the Armed Forces community. We recognise the contribution that service personnel, both regular and reservist, veterans and military families make to our organisation, our community and to the country.

# Growing together

We are very lucky that our people share our love of nature, and they often take it upon themselves to drive new initiatives using their own time and resources. This year, three of our sites built new gardens, which will support local biodiversity, as well as provide food for our bees, making our home-grown honey taste even greater.

Our Engineering site has planted its own apple orchard, including 15 varieties of pollinating apples. There will be an abundance of fruit for the staff to take home. Each tree will hold a plaque to commemorate someone special to each on the volunteers who helped.

The people at our Sustain Recycling Centre have built a sustainable garden, supporting its new resident bees and creating a space for all employees to relax in and enjoy. The garden features recycled pallet furniture, raised beds, and dry stone walling made from the concrete bases taken from old filing cabinets.

The garden received numerous donations from local businesses and employees, and is now full of fruits and vegetables that we plan to use in factory restaurant. Local school children have also donated hand-drawn pictures that proudly sit in our 'reflection area'.

The good people at our Head Office wanted to create a welcoming outdoor space, that not only looked great, but would be a source of pollen for our hives. They created several raised beds that are packed with wildflowers – which have grown taller than our Operational Training Manager Casey! We also invited our American rep partners to plant several varieties of trees in this area. The twenty Maple and Hazel trees will absorb twenty tonnes of carbon throughout their lifetime!



# 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.

Pg.56	Employee inclusion and wellbeing
Pg.58	A job for life
Pg.59	Investing in the next generation
Pg.60	Equality, Diversity, and Inclusion
Pg.61	Neurodiversity: Starting the Conversation
Pg.62	Professional development
Pg.63	Our annual Family Fun Day
Pg.64	Our Bright Ideas come from our bright people
Pg.65	Award winning people
Pg.67	Keeping our people safe
Pg.68	Meet our Health and Wellbeing Champions
Pg.69	Health and Wellbeing Roadshow 2024
Pg.70	Employee inclusion and wellbeing
Pg.71	Meet our Charity and Community Committee
Pg.72	2024 highlights
Pg.73	Proud Patron of Blackburn and Darwen Youth Zone, since 2012
Pg.75	Protecting people in the supply chain
Pg.76	Our Code of Business Ethics and Conduct

## Employee inclusion and wellbeing

*“As Head of People Operations, I’m proud to reflect on another year of meaningful progress in strengthening our culture of inclusion, wellbeing, and development at The Senator Group. Our commitment to supporting employees throughout every stage of their working life continues to guide our approach, and we are proud that over half of our workforce have chosen to build long-term careers with us. Notably, approximately 84% of our employees are locally based within a BB postcode, underscoring our strong ties to the communities we serve.*

*This year, we have further embedded wellbeing into the way we work – expanding our network of Wellbeing Champions, enhancing our Occupational Health referral process, and launching a Safeguarding policy to better support younger and more vulnerable colleagues. We introduced ‘The Wellbeing Way,’ our interactive and engaging wellbeing newsletter, designed to keep employees connected and informed about health and wellbeing initiatives across the business.*

*I had the privilege of personally leading our Wellbeing Roadshow, engaging with over 600 colleagues across multiple sites to share key updates on our wellbeing programme. This initiative reinforced our*

*collective commitment to fostering a supportive and healthy workplace culture, which includes establishing a dedicated contact point to provide all employees with accessible support and guidance on wellbeing matters.*

*Our ongoing health and wellbeing calendar continues to raise awareness on vital topics, while our manager toolkits and training remain crucial in fostering confident, people-focused leadership. These initiatives not only support our ESG ambitions but also reflect the kind of workplace we strive to be: one where people feel valued, supported, and empowered to thrive.*

*Looking ahead, we remain dedicated to building a diverse, inclusive, and healthy workplace that truly reflects and supports the communities in which we operate.”*

**Antony Platt,**

Head of HR

**Over 50% of our workforce  
have worked for the business  
for 5 OR MORE YEARS.**

# A job for life

**At The Senator Group, jobs for life aren't unusual – and we're proud of that.**

Because we back homegrown talent through apprenticeships and graduate opportunities, many people see this as more than just a job. It's a long-term career.

Take Dave Cropper for example. He joined us in 1988, just a week after leaving school. He started as an apprentice and worked his way up over the years. Today, he's our Production Manager at Shorten Brook Drive.



# Investing in the next generation

While we continue to advance through investment in the latest technologies, our focus remains firmly on developing the next generation of local, tech-driven talent. Offering early careers individuals meaningful, hands-on experience is key, not only to their growth, but to maintaining our competitive edge in a constantly changing industry.

In 2024, we welcomed early careers talent into our business through a variety of structured pathways, including both apprenticeship and degree-level programmes.

Current apprenticeships include roles in:

- CNC Operations
- Upholstery
- Human Resources
- Design and Development
- Mechatronics
- Welding
- Marketing

These programmes are delivered in collaboration with respected local partners such as North Lancs Training Group (NLTG), Blackburn College, and Training 2000, ensuring our apprentices receive the highest quality of training and support.

Our three undergraduate students continue to thrive at Burnley College, with an additional student beginning their first year in 2024. We also reignited our team residential days, creating safe, collaborative environments that foster connection, teamwork, and a strong sense of belonging across our business.

We're proud to maintain strong ties with local schools and colleges. In 2024, we hosted:

- 4 STEM Ambassador sessions
- 3 Workplace Safaris
- 5 Year 10 work experience placements

These initiatives are part of our ongoing effort to inspire and support young people exploring careers in industry and innovation. Demonstrating our commitment to co-creation and long-term impact, we strengthened our long-standing partnership with NLTG by receiving sponsorship for robotic training equipment that will eventually be situated in our upcoming Training Academy. In addition, we collaborated with Nelson & Colne College to develop purposeful projects tailored to students enrolled in the new T Level qualifications.

It's about more than gaining a qualification, it's about creating lasting partnerships with high-potential students and trusted training providers. These relationships help individuals unlock their full potential while growing with our business. Through clear progression pathways that blend hands-on experience, structured mentorship, academic learning, and peer support, we aim to build a future that's inclusive, innovative, and built to last.



# Equality, Diversity and Inclusion

**In 2024, we reviewed and updated our Diversity, Equality and Inclusion Policy, reaffirming our commitment to creating a fair, respectful, and inclusive workplace. The revised policy includes a clear equal opportunities statement that covers all protected characteristics, ensuring we avoid all forms of unlawful discrimination and actively promote equity and inclusion across the organisation.**

This review formed part of a wider policy audit aligned to our 2025 objective, which included benchmarking against best practice. The updated policy is now embedded in our onboarding, training, and HR processes, reinforcing our ambition to build a truly inclusive culture at The Senator Group.

To date, 35 managers have completed the iHasco Diversity, Equality and Inclusion training. While this is below our target for this stage, we recognise the importance of this objective and are taking steps to accelerate completion. Additional reminders and support will be provided to ensure all managers complete the training by the end of 2025.



# Neurodiversity: Starting the Conversation

We invited the London Design Community to our Clerkenwell showroom, to discuss Neurodiversity within the modern workplace.

Whilst neurodivergence may once have been seen as a 'problem' that businesses or individuals had to 'overcome', there is now a greater realisation that individuals who think differently can add enormous value by bringing different perspectives and ideas to the table.

Research consistently shows that diverse thinking can improve performance for organisations and their clients.

But are the needs of Neurodivergent, or Neurodegenerative people radically different to the need of Neurotypical people? Shouldn't modern workplaces provide quiet spaces, stimulating spaces and environments that please the senses as standard practice?

In creating a 'clean desk' culture, have we cleaned out the personalities that are vital to the culture and success of businesses?



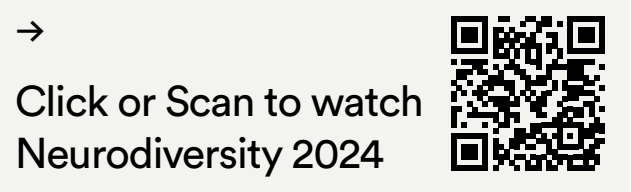
Companies with **diverse leadership teams** report **19%** higher innovation revenues.

Companies with **diverse teams** are **45%** more likely to improve a market share, and **70%** more likely to capture a market share.



In **inclusive environments**, employees are more engaged and thus **50%** more productive and **3.5 TIMES** more likely to contribute their full innovative potential.

Images on Neurodiversity event in London in 2024. 'Inclusive Design.'



# Professional development

Throughout 2025, we have partnered with Acton Chase Associates and Evoke Training to deliver targeted Leadership Development programmes that focus on the core leadership capabilities we believe are essential to driving success and cultivating a high-performing, inclusive culture at The Senator Group.

Feedback has been overwhelmingly positive, with 100% of participants rating the training as either good or excellent. This strong engagement reflects both the quality of the programmes and the appetite for continued development among our female leaders.



# Our annual Family Fun Day

As a family run business, one way we like to reward every employee is through our annual Family Fun Day. Every year, we host a gigantic festival of fun in the rolling fields of Lancashire to celebrate, and champion, our people, but most importantly, to create an inclusive environment for the whole family.

Wellbeing is one of our core focuses, which is why we extend the invitation to family members with the aim of achieving a far greater impact within the wider community.

Welcoming over 3,000 of our people and their families, this festival caters for everyone; face painting, events, prizes, music, performances, great food, and coaches to pick up and drop off.

We combine our Family Fun Day with The Royal Lancashire Show, a prestigious agricultural event with its origins dating back to the 18th century. Our Chairman, Colin Mustoe MBE, is the driving force behind the Royal Lancashire Show, donating valuable time, resources and land to bring together the people of Lancashire; one of the most fulfilling days in its calendar.



# Our Bright Ideas come from our Bright People

The Senator Group is all about its people. We recognise that our people are our most valuable asset and we invest and work hard to make sure our working environment is welcoming, friendly, supportive, inclusive, and rewarding for all.

One of the great things about working at The Senator Group is the ability to put forward an idea, and see it come to life.

Being a family-owned company connects us on a more personal level to our employees. We not only listen to the opinions of our employees, we also give them the autonomy, trust, and support to make changes that will continue to improve our business.

Our Bright Ideas scheme rewards employees who submit ideas that could improve our business.



# Award winning people

The Inspire Awards is The Senator Group's unique way of recognising the achievements every one of our employees makes, as well as championing the ones that go above and beyond.

We strive to be an employer of choice through our culture, leadership style, and consistent employee engagement. The Inspire Awards is just one of the many ways we say thank you for the hard work and dedication of our employees.

We hold 5 categories:

- Team of the Year
- Health and Safety Representative of the Year
- Apprentice of the Year
- Bright Idea of the Year
- Employee of the Year

A shortlist is made throughout the year and every quarter a nominee is chosen leading up to the main event. All nominees are invited to a special lunch with our Managing Director.

## H&S Rep of the Year



**Carla Atkinson-Waring,**  
Logistics

Thank you to our other nominees:  
Martin Hobson, *Altham*  
Daniel Green, *Senator Engineering*  
Mark McDowall, *Sustain*

## Apprentice of the Year



**Kara Hodgson,**  
Marketing

Thank you to our other nominees:  
Cerys Pritchard, *Tech Upholstery*  
Dan Hartley, *Machine Shop*

## Bright Idea of the Year



**Martin O'Hara and Jay Nielsen,**  
Engineering

Thank you to our other nominees:  
Casey Reynolds, *Desking*  
Mark McDowall, *Seating*  
Carl Walsh, *Teal*

## Team of the Year



**Despatch,**  
Teal

Thank you to our other nominees:  
Paint Line, *Senator Engineering*  
Bids & Contracts Tenders, *Altham*  
Canteen and Housekeeping Services

## Employee of the Year



**Anna Gadja,**  
Soft Seating

Thank you to our other nominees:  
Nick Clough, *Teal Prep*  
Darren Tapper, *Production Operations*  
Olivia Broughton, *Sustainability*  
Emma Symes, *Despatch*

Training Manager Casey Reynolds had a bright idea to utilise unused space above our maintenance department and create an *IN-HOUSE TRAINING ACADEMY*.

The Academy is now up and running, and is used to train our manufacturing and engineering apprentices as well as *INSPIRE THE FUTURE CAREERS* of High School children.

Apprentices learn how to use and test equipment using an electrical booth as well as individual stations, where they learn to wire a circuit board that powers its own motor and wheels.

The Academy even displays a miniature scale version of one of our robots, which is fully functioning!

All the furniture has been made from offcuts, or has been re-purposed, to be in keeping with our *SUSTAINABILITY VALUES*.



# Keeping our people safe

Our people are our most important asset, and their health, safety and wellbeing is paramount.

We protect our people via the following activities:

- ISO 45001 certified Occupational Health and Safety Management System at our Lancashire sites.
- Internal audits undertaken by our Group Health and Safety Team and Safety Representatives.
- External audits undertaken by accredited certification bodies.
- On site qualified Occupational Nurses and Wellbeing Champions.
- Regular employee screenings for work related health issues.
- Display Screen Assessments and workplace risk assessments.
- Training for colleagues relevant to their roles.
- Tool Box Talks and Operational Briefs to maintain focus on safety.
- Annual "It's All About You" Health, Safety and Wellbeing event.
- Medicash app for employee support.
- My Wellbeing Portal.

## Targets Overview

We have set an ambitious overarching target of reducing accidents by 50% by 2030, from 2022.

### 2024 & Beyond

- The following targets were set at start of 2024 to improve on the previous year.
- 20% reduction in number of accidents in 2024.
- 20% reduction in minor accidents - cuts, bruises, sprains in 2024.
- 20% reduction in RIDDORs and Lost Time Accidents in 2024.
- 20% increases in positive / negative conversation Safety First reporting cards in 2024 to build Safety Culture and continuous improvement.
- "All About You" Health, Safety, and Wellbeing days across all site in November 2024 and supplementary events once a quarter.

## Year on Year Summary

The data below reflects significant improvements over the past 12 months, particularly in reducing Lost Time Incidents and RIDDORs.

7 RIDDOR	71% >	2 RIDDOR
15 Lost Time Accidents	54% >	7 Lost Time Accidents
117 Total Accidents	12% >	103 Total Accidents

YTD FIGURES JAN-DEC 2023

YTD FIGURES JAN-DEC 2024

# Meet our Health and Wellbeing Champions

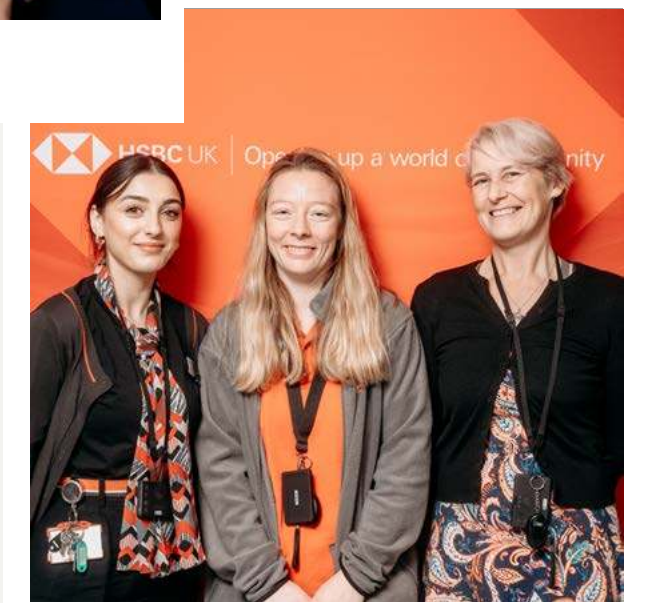
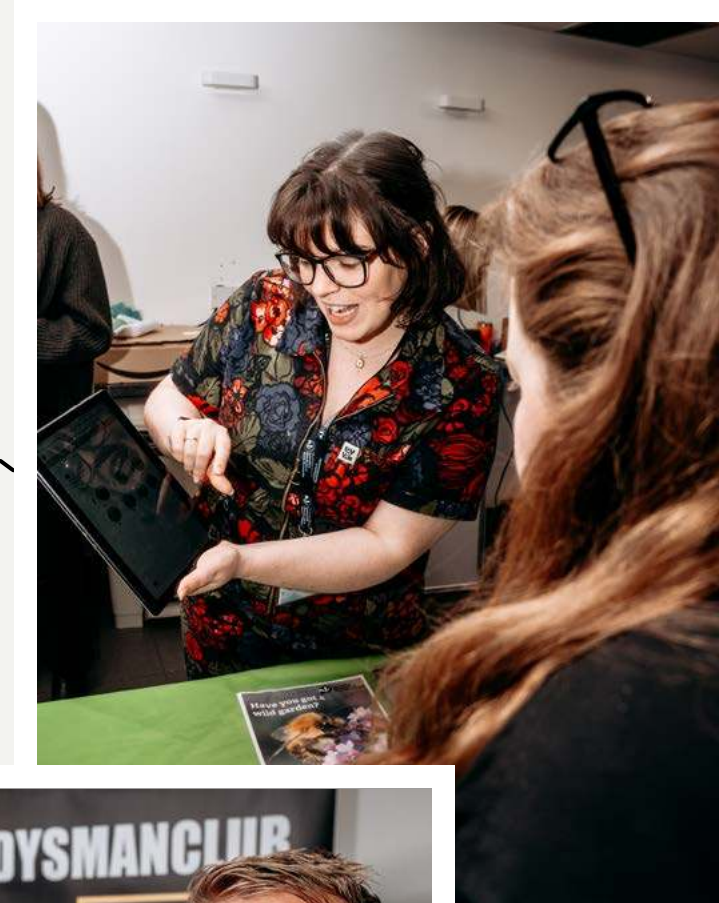
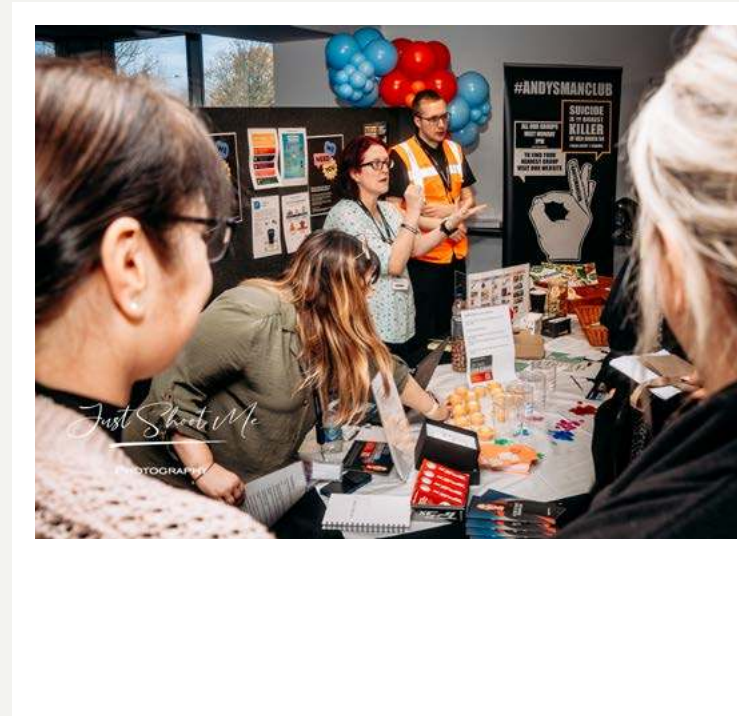
Our Health and Wellbeing Champions are all volunteers and act as the first point of contact, should any colleague wish to seek support.

All our Health and Wellbeing Champions have attended Mental Health First Aider Training.



# Health and Wellbeing Roadshow 2024

Each year, we hold an annual Health and Wellbeing Roadshow across 4 of our Lancashire sites, reaching approximately 1,000 employees. The stalls covered a breadth of information, such as first aid in the home, nature protection, mental wellbeing, and pensions support.



## Employee inclusion and wellbeing

*“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

# Meet our Charity and Community Committee

The Senator Group's Charity and Community Committee was formed in late 2021 with the aim of providing structure, good governance and consistency to the business' approach to social value. In 2024, the Committee consisted of 14 key staff members, from each of our Lancashire sites.

Our 2024 corporate charity partners, selected following a company-wide nomination and voting process, were East Lancashire Hospice and Jeffrey's Journey.

The hospice offers vital care and support to people in our local community and are therefore dear to the hearts of many of our employees. Jeffrey's Journey is a small charity set-up to raise vital funds for Jeffrey, who has Batten's Disease. Jeffrey is the son of 2 of our staff members, so again is a cause dear to all our hearts.

In 2024, we raised **£101,885.83** through our Charity Committee.



# 2024 highlights

Through our combined efforts, we raised and donated a total of £101,885.83 for charitable organisations in 2024.

## Heroic Hikes

Our very own HGV driver, Glenn Davies took on 3 epic hikes in September and October to support our charity partner. Glenn took on 124 miles, raising £410



## Christmas Market

We held our annual Christmas markets across 2 of our sites, raising £1,421.45



## TealTest

In August 2024, Teal our healthcare brand, set a challenge to raise as much money as possible in 2 hours with TealTest. 15 teams took on 15 challenges and we raised £1,300



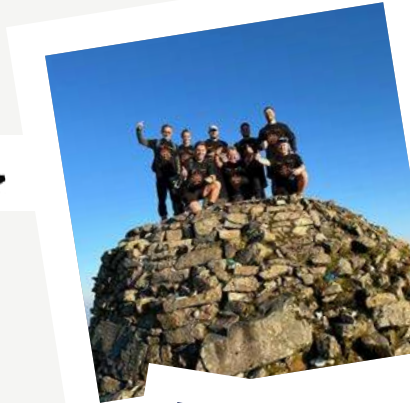
## Easter Egg Appeal

We supported Child Action North West by collecting and donating 140 Easter Eggs, a company record!



## Football Tournament

We held a football tournament in September 2024, raising £1,648.



## National 3 Peaks

In September 2024, our peaky climbers completed the national 3 peaks challenge, raising an incredible £3,000



## Soapbox

Jeffrey's Jet claimed first prize at the Colne and Accrington Soapbox Race.

We raised £500!



## Blackburn Youth Zone

In August 2024, we supported the Youth Zone's Holiday Activity Fund, working with their Volunteer Manager to deliver interactive furniture design challenges to local young people, inspiring creativity and providing real life insight in the world of design.



## Glove Up!

Dom Pritchard, our US-UK Head of Operations donned his boxing gloves to heroically take part in Glove Up Fight Night.

Dom raised £489



# Charity & Community Committee

# Proud Patron of Blackburn and Darwen Youth Zone, since 2012

One of the projects that is close to our heart is Blackburn & Darwen Youth Zone, an organisation we have been supporting since its beginning in 2012. Our Chairman is one of the original Patrons.

The original vision was that the Youth Zone would be part of the fabric of the town, owned by every member of our community. It is nestled in the heart of Blackburn, and is open to those aged 5 to 25 years old, aiming to change the prospects of young people in the area.

Offering a state-of-the-art £5 million facility, young people have a space which provides, 'somewhere to go, something to do and someone to talk to'. Volunteers are at the heart of the project, to give young people safe access to positive adult role models of all ages and backgrounds.



# In 2024, WE DONATED 3,866 ITEMS from our **Wishlist Scheme** TO COMMUNITIES in Lancashire, **Greater Manchester,** **Yorkshire and London.**

Equivalent to 60 volunteered hours.

## 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.

## Protecting people in the supply chain

*“When we think about the people our business impacts, we think not only of the employees with our own Group, but also of the many other hands that play a part in producing, sourcing and delivering every material and component that goes into the products we manufacture.*

*We understand that the working conditions of the people in our supply chains affects individuals, families and communities. To us, it is essential that everyone working in our supply chain is treated fairly, rewarded appropriately and can realise their fundamental human rights.*

*Our suppliers must sign up to our supplier Code of Conduct or have their own policy documents that prevent modern slavery from occurring and protect employee health and wellbeing.”*

**Matt Athey,**

Head of Bid & Contracts

# Our Code of Business Ethics and Conduct

Our Code of Business Ethics and Conduct is signed up to by all of our direct suppliers, unless they have their own suitable policies. By signing up to the principles document, our suppliers are committing to ensuring that working conditions are safe and that workers are treated with respect and dignity.

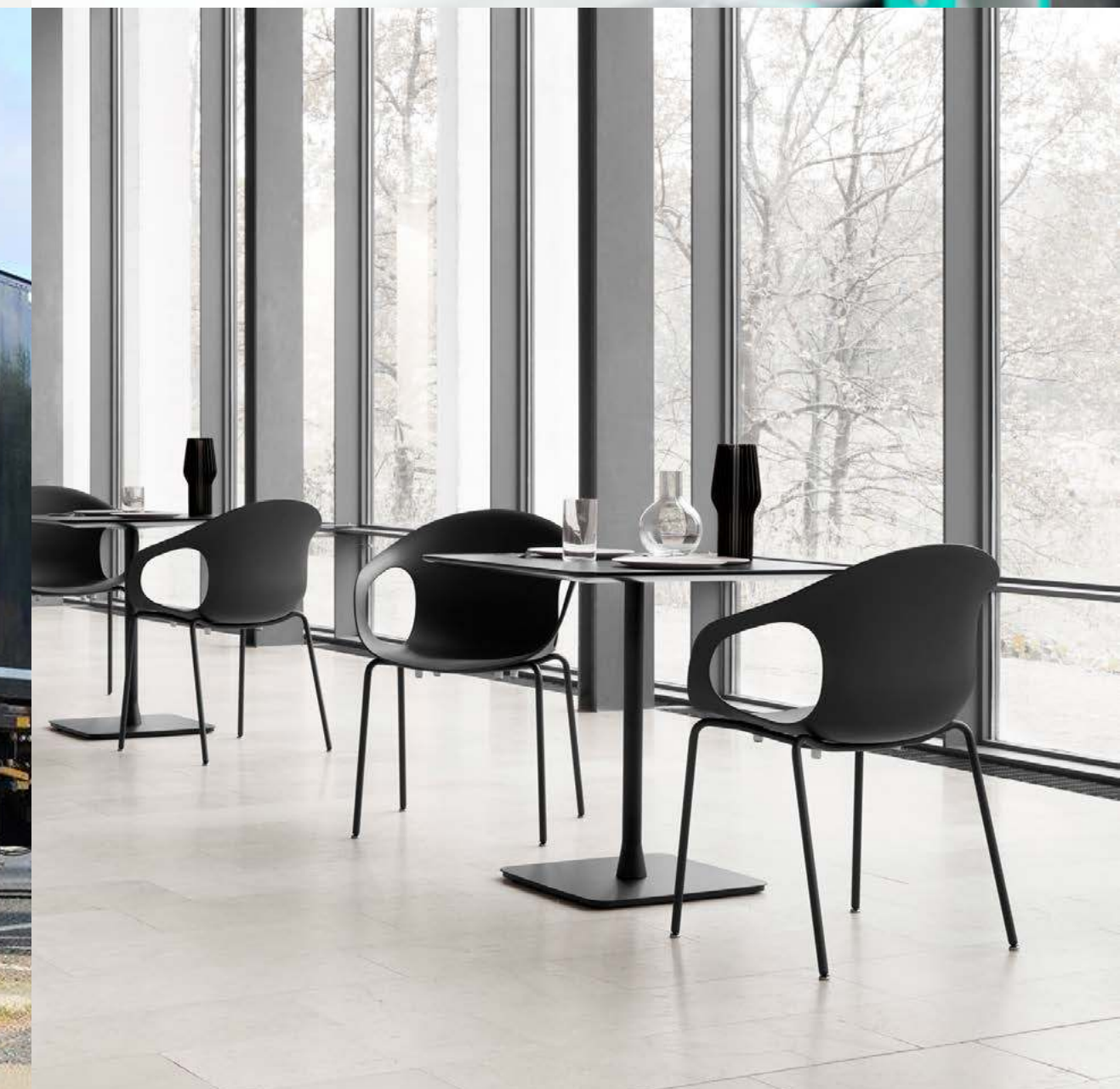
The code goes beyond requiring compliance with the laws and regulations in the country in which the supplier operates and draws upon internationally recognised standards to advise social responsibility.

By signing up, suppliers give us the right to visit their facilities without notice to assess compliance with the code and to audit suppliers wage structures, working hours, payroll processes and any other worker records. Violation of our code may result in immediate termination as a Senator Supplier, and potential legal action where required.

In 2024, we developed a Human Rights Policy to govern the operations of both our business, and our supply chain partners. We seek to act in accordance with the following legislation and principles:

- Human Rights Act 1998.
- The International Labour Organisation Declaration on Fundamental Principles and Rights at Work.
- The United Nations Guiding Principles on Business and Human Rights.

Our policy seeks to eradicate any potential human rights violations within our business and supply chain and provides a process for staff to report any potential violations that may witness.



# 05 Governance

The values of honesty and integrity, on which our company was founded, remain the foundation of our governance practices today.

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.78 Transparency and governance
- Pg.79 ESG Steering Group
- Pg.80 ESG risk management
- Pg.81 Don't just take our work for it
- Pg.82 Collaboration for impact

## Transparency and governance

*“It is imperative that we include every member of our business in our pledge to becoming net zero. This is essential to continue the momentum we have seen over the last 4 years.*

*Through our ESG Steering Group and investment across our manufacturing sites we are succeeding in our sustainability ambitions. Sustainability and environmental principles are now embedded across our Global business.*

*We know that we need to reduce our emissions as much as we can, and we are working hard to minimise our impact wherever possible.”*

**Kristian Roberts,**  
Finance Director

# ESG Steering Group

Our ESG Steering Group provides strategic leadership for the implementation and delivery of the company's sustainability plan.

The Steering Group has the responsibility for defining the overarching vision, as well as setting the short and long-term objectives and holding project teams to account for their progress reporting and delivery.

### Summary Purpose:

1. Oversee and provide directional guidance on The Senator Group's ESG aspirations.
2. Assess internal and external ESG reporting frameworks and make an informed decision on which frameworks we wish to align with.
3. Agree priority areas, potential resources required and ownership.
4. Ensure our agreed ESG objectives are embedded across the Group and delivered in the company strategy.



**Paul O'Brien**  
Head of Sustainability



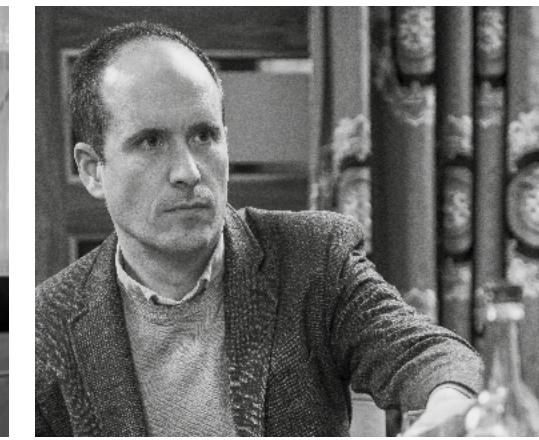
**Kirk Marsden**  
Head of Product Development & Engineering



**Mike Lee**  
Operations Manager, (Desking)



**Matt Ousby**  
Innovation Director



**Kristian Roberts**  
Finance Director



**James Stokes**  
Head of Logistics



**Mike O'Neill**  
Director of Sales Operations



**Geno Smith**  
Group Head of Purchasing



**Dave Windsor**  
Head of Business Systems



**Oli Clarke**  
Operations Director



**Mike Worden**  
Operations Director, (Seating)



**Andrea Lakeland**  
Sustain Manager



**Olivia Broughton**  
Sustainability Advisor



**Matt Athey**  
Head of Bid & Contracts



**Antony Platt**  
Head of HR



**Angela Wales**  
Head of Group Communications

# ESG risk management

Using our management systems, auditing, monitoring and horizon scanning processes, we assess and respond to risks and opportunities facing our business. Our systems ensure we remain resilient and adapt to changing environments and markets, whilst continuing to improve our environmental and social impact.

We use our Integrated Management System, certified to ISO 9001, ISO 45001 and ISO 14001 to ensure compliance and drive continual improvement.

Our risk management processes include:

- Internal auditing team trained in ISO 9001, ISO 45001 and ISO 14001
- Internal Good Manufacturing Audit Programme (GMP) at each site
- Annual external ISO audits with ISOQAR
- SWOT and PESTLE analysis
- Interested Parties Register
- Vendor Management Strategy
- Health & Safety Representatives at each site
- Annual external FSC Chain of Custody audits
- Two-yearly external Furniture Industry Sustainability Programme (FISP) audit
- Cyber Essentials Plus Certification



# Don't just take our word for it...

In 2024, we went head-to-head with some of the best businesses in Lancashire to win in the 'Environmental, Social and Governance' Category, at the Red Rose Awards.

The Red Rose Awards is Lancashire's biggest and most recognisable business event, run by Lancashire Business View, with the aim of identifying and recognising the 'heroes of the Lancashire economy.'

This award recognises businesses with an outstanding ESG agenda. We had to prove how our dedication to environment, social and governance fitted within our strategy. To be considered a winner, we had to demonstrate to an independent judging panel that we are a stand-out business in the relevant field.

From our humble beginnings in 1976, when Colin began making furniture with only £200 to his name, we have grown to have manufacturing sites and showrooms that span six continents, deliver to 165 countries, and employ over 1400 people.

The company continues to invest in people, processes, and infrastructure, including the implementation of 'industry 4.0' the next phase in the digitisation of the manufacturing sector.

As well as embracing cutting edge technology, we nurture traditional craftsmanship such as carpentry, upholstery and sewing.

We are also equally as driven by our deep-rooted sense of responsibility for the environment, people, and the community. Led by our ESG Steering Group, we have 44 long-term objectives including a Pledge to Net Zero in our UK operations by 2040.

Last year we planted 15,000 trees on land owned by the Mustoe family, installed three beehives at our site in Accrington, and trained a dozen of our own people to be beekeepers. Through our Charity Committee, we raised or donated over £155,000 for charitable organisations.

*"As a business, we don't set out to win awards, but I am proud that the hard work and dedication of our people have been externally recognised in this way. At The Senator Group, we have fostered a culture of ambition, but also care, and these accolades are testament to that."*

*I want to thank everyone who has had a hand in the achievements that have earned us the title of winner in the ESG category, at this year's Red Rose Awards."*

Robert Mustoe, Managing Director, The Senator Group



# Collaboration for impact

## Our Memberships and Partners

- East Lancashire Hospice
- Jeffrey’s Journey and East Lancashire Hospice (until December 2025)
- Sustain Wishlist still supports St Catherine’s Hospice
- **Blackburn Youth Zone** – The Senator Group support with the Holiday Activity Fund (HAF), by providing volunteers to cover the summer holiday club. We also carry out workshops throughout the year through our STEM ambassadors to deliver design challenges. Our Chairman, Colin Mustoe, is also one of the original patrons, donating £25,000 each year.
- We support **Children Action Northwest (CANW)** at Easter to donate Easter Eggs – this year we donated 201, a company record!
- **Save the Children** – we raise money each year at Christmas by participating in Christmas jumper day.
- **Wrap up Lancashire** – we support them each year by collecting coats to support those in homelessness, refugee centres, women’s refuges and children’s centres.



### MYTTON FOLD



# 06 Appendix

Pg.84 **About this report**

Pg.85 **Our policies and procedures**

# About this report

This report covers the activities within calendar year 2024. This is a voluntary disclosure at this time, and details the business' ESG objectives, progress against these and the structures and reporting processes in place to hold the business to account.

The greenhouse gas emissions reporting follows the GHG Protocol Corporate Standard and the Corporate Value Chain Scope 3 Standard, and uses the DEFRA and DESNZ conversion factors released in June 2024. Our Pledge to Net Zero and our reported carbon emissions include scope 1, 2 and 3 emissions for UK manufacturing and logistics operations only. This data is third party verified by Environmental Strategies Ltd annually.

Information in this report outlines the global business, however it only discloses data points covering UK manufacturing sites and logistics operations.

The business will continue to comply with all new applicable corporate sustainability reporting requirements and continue to voluntarily disclosure ESG information in this report. In 2025, the business will work to align its report to the internationally recognised GRI standards.

# Our policies and procedures

Click the links below to read more...

[Modern Slavery Statement](#)

[Gender Pay Report](#)

[Carbon Reduction Plan](#)

[Privacy Policy](#)

[Diversity, Equality and Inclusion Policy \\*](#)

\* Available upon request.

Thank *you.*