

## Putting Our People at the Heart of What we do

### Employee Engagement

We are committed to maintaining a high level of employee engagement across all sites and providing an environment where all employees can fulfil their potential.

Maintaining high levels of communication with all employees is a focus across the Group as we host regular leadership events with members of the Executive Board. This provides the opportunity for the Executive Board to give an update on the business, their vision for the future and what requires further focus in a single clear message to all employees. These events also provide employees with the opportunity to ask questions directly and anonymously if they so wish and hear directly from leadership.

Our employees are an integral part of developing and enhancing the culture at Solid State, which is underpinned by the employee engagement. We look to ensure that every employee is part of the team and plays an important role in ensuring our culture is embedded and Solid State is the place and the team that everyone wants to be part of. Maintaining an open communication culture within the Group is critical to ensure we achieve this.

Our employee surveys provide employees with a further opportunity to provide feedback and suggest improvements on aspects such as leadership communication, wellbeing topics, team culture and work environment.

Results from these surveys are then presented to the Executive Board and the wider leadership team with areas for improvement at both site and Group level discussed.

### Health and Safety and Wellbeing.

We continue to actively promote a safety-first culture. We have mandatory training and policies in place for all employees on workplace safety and practices.

We track accidents and incidents on a monthly basis and have a global target to reduce our incident rate to zero, against which we are making progress.

We have also globally aligned the way in which we collect safety data across all of our sites and this is reported to the leadership Group and the Board each month.

The health and wellbeing of our employees is important to us and throughout the year we share resources with them on how to look after their mental and physical wellbeing. These resources provide the employees with a multitude of wellbeing materials and webinars using our partner Westfield Health based on key topics throughout the year, such as work-life balance, exercise and seasonal nutrition. These materials allow employees to leverage the expertise, access professional support and advice and ask questions, increasing our employee engagement and involvement.

Details of the safety performance of the business are presented to the Executive Board on a regular basis.

### Diversity and Inclusion

Diversity provides a better culture for all. We are committed to equality for all employees as we strive to provide an environment where every individual can meet their full potential.

At Solid State inclusion is about ensuring everyone we engage with be that staff, customers, suppliers or partners feel that they are welcome and belong in their engagements with us. We are committed to ensuring that our organisation is open to all people who we engage with making them feel that they are welcome and belong.

As part of our pledge, we continually look at ways that we can increase levels of diversity and inclusion across all of our sites. Monitoring the demographics of our workforce helps us to focus on reviewing and updating the appropriate policies and working practices within the business such as flexible working, equality and diversity, equal pay, recruitment and selection and more.

We are proud of what we have achieved so far in addressing inequalities in the workplace albeit there is still work on going.

We have established a working Group with the aim to motivate, empower and support all employees, particularly those who may feel that they are in a minority, to understand themselves and their aims and how we might develop our organisation they might help us collectively ensure we achieve our goals of everyone feeling welcome and belonging.

### **Personal development and training**

We are committed to providing an environment that offers training and development opportunities for all. Our training commitment is underpinned by identifying the formal and informal training needs and ensuring that these are addressed.

We believe our employees thrive the most when they can improve and enhance their skill sets and work on their personal development with a culture of personal responsibility for development. In delivering on our training commitment, we provide formal and informal training as part our internal “on the job” training as well as externally provided courses and training to promote progression. This ensures our talented team members are industry leading in fulfilling their roles and establish a successful, rewarding and fulfilling career with prospects and recognition.

In seeking to add new talent, we have started to focus on early careers, giving those at the beginning of their career journey the help and support that they need to establish a successful and fulfilling career through work experience, internships, placement years and apprenticeships.

### **Reward**

Our reward philosophy is to take a holistic approach to reward recognising the need to provide our staff with a reward package which includes pay and benefits as well as the work environment, culture and commitment to development which enables us to retain and attract talented individuals.

We have made significant strides in enhancing the reward package the Group offers and we will look to continue to develop and enhance this in a commercial and sustainable manner.

Our aim has been to align and simplify our approach, ensuring we are fair and consistent in the way we treat our employees.

### **Community engagement**

We continually work with and for the communities in which we operate, recognising our role as a local employer.

From sponsoring local sports teams and charitable events to our incredible employees who choose to push themselves for a great cause, where we support their charitable efforts.

Giving employees time off to support local charities is something that we intend to expand further.

Employees engage in an annual charity walk where donations are raised for different charities each year.

Throughout the business we support local foodbanks with the aim to reduce food poverty and we sponsor a room at local the YMCA all year round.

We have been supporting the Armed Forces for many years by actively looking to recruit and transition ex services men and women into the organisation. This has now been formalised by the signing of the Armed Forces covenant, meaning that our commitment is stronger than ever and extends to supporting the families of serving members.