

SUSTAINABILITY REPORT

For the year ended 31 December 2023

Building on our unique culture



Corporate Social Responsibility is integral to our ongoing business success. It reminds us of the need to minimise our impact on the environment, encourages us to pay attention to the needs of our customers, employees, and other stakeholders, and to build engagement with local communities.”

Judges Scientific is focused on acquiring and developing global niche companies within the scientific instrument sector. It selectively acquires businesses that generate sustainable profits and cash. We produce scientific instruments that enable our customers to push the boundaries of science and also make the world a little safer. At the same time, Judges Scientific recognises that its operations have an environmental and social impact. Whilst this impact is relatively small, given that we operate a portfolio of low carbon-intensity manufacturing businesses, it is still imperative that we seek to minimise our negative impact on the environment.

Given the structure of our Group, which consists of 20 small and medium-sized businesses, each of whom employ less than 100 staff, we also have to prioritise our time and resources into those areas that provide the most positive outcome or greatest reduction in negative impact.

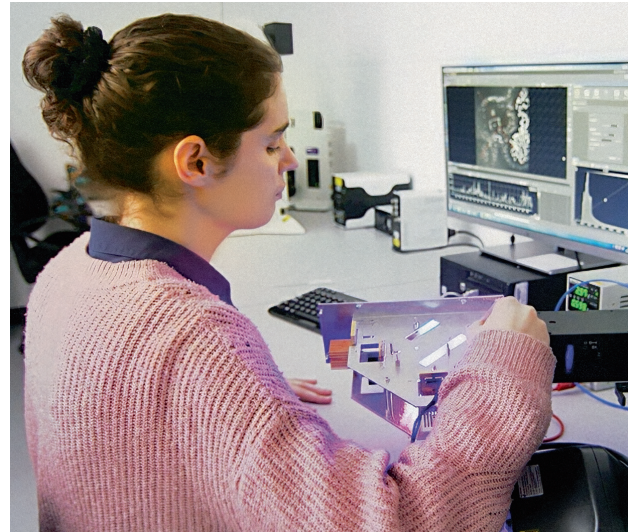
This report is split into four main areas, Culture, Products, People and Environment because these are the core areas applicable to our business.

Providing a good working environment for our employees and maintaining an efficient use of resources have always been key features of the success of Judges Scientific’s businesses. Transparency is important as we want to ensure stakeholders are well informed about our actions and continued progress across the key ESG areas.

We know that the focus on sustainability also opens up opportunities for us, for example in the application of our products and services in industries that will provide environmental or social impact, in the way we do business, and in how we interact with our employees, our suppliers, our communities and the wider society.

We expect to continually evolve this strategy, further reduce emissions at our businesses, continue to provide a fulfilling place of work, and provide our customers with even better products. Sustainability is becoming more and more important and our businesses do contribute.

We are committed to communicate better with our stakeholders as, over time, we gradually increase the volume of disclosure in this area, particularly in line with the advent of our reporting



requirements under the Task Force on Climate-related Financial Disclosures (“TCFD”) reported on pages 26 and 27 and the companies act 414CB which details the disclosure requirements of the non-financial and sustainability information statement, covered by both the Sustainability Report and the TCFD Statement, but also taking due note of existing recommendations such as the UN’s Sustainable Development Goals (“SDGs”) of which objectives 8 (Decent Work and Economic Growth) and 5/10 (Gender Equality/Reduced Inequalities) are most closely linked to our business. We will also update our reporting to reflect the requirements of the IASB’s future standard on non-financial reporting in this area.

Culture

Judges Scientific’s unique culture drives decision-making within the organisation.

Purpose

“Our purpose is to build a portfolio of businesses with longevity, within the scientific instrument sector, by selectively acquiring businesses that generate sustainable profits and cash.”

The Group’s strategy is based on creating attractive shareholder returns through highly selective and carefully structured acquisitions, underpinned by the diversified, solid and growing earnings and cashflows arising from our existing businesses.

Judges Scientific’s unique culture starts from when we first interact with the vendors of acquisition prospects. We expect that each company that joins our Group will remain for the long term, and therefore we must begin that relationship properly from our first contact with them. We acquire successful businesses and we expect them to remain successful, so it is very important that we treat the vendors with respect, and never seek to change the terms

of a deal once heads of terms are agreed. We also treat their staff in the same manner as we treat our own, showing respect, openness, honesty and integrity in all our actions.

Whilst we do not manufacture products that directly create an impact on society or the planet, our products are used for research, for example in finding solutions to pressing global problems.

We take our role in the world seriously and recognise that how we do business is as important as what we do. Internally, we work to minimise the environmental footprint of our operations, while investing in our employees to keep them safe and help them develop their own careers. Externally, we focus on delivering on our purpose to support our customers in addressing some of the world's most difficult challenges, improving scientific understanding and enabling a greener economy.

Shared values

“Our employees share our long-term values, and we encourage all our employees to act like entrepreneurs and treat the Company as if they are its owner.”

Approximately forty percent of our team are Judges Scientific shareholders (286 staff at 31 December 2023) (2022: 240 staff), the vast majority of whom have acquired shares through the Judges Scientific Share Incentive Plan, an HMRC approved scheme, which enables our staff to acquire Judges Scientific shares from pre-tax earnings; Judges Scientific matches our staff's investment up to a certain level which ensures that all staff can benefit from Judges Scientific's maximum matching contribution, not just the highest paid.

We value employee tenure and longevity and always encourage long-term decision-making above the short term as we expect that our businesses build for the future, not just for the present. Consequently we have many long-standing experienced staff happy to work within our businesses throughout their career.

Our businesses have all built a good reputation as a key employer in their local community, dealing fairly with their own staff, customers and suppliers. We expect them to continue to do this, understanding that as a public company we must continue to uphold high standards of behaviour.

Ethical behaviour

“Our belief is that principles of honesty and fairness should apply to our relationships with all stakeholders, internal and external, across the entirety of our value chain.”

Judges Scientific has a zero-tolerance policy on bribery and corruption in relation to all business transactions in which the Group is involved. This policy includes the offering or receiving of inappropriate gifts or making payments to influence the outcome of business transactions. We also require customers and suppliers who contract with the Group on our standard business terms to comply with anti-corruption and anti-bribery laws, which are summarised in our Code of Conduct (<https://www.judges.uk.com/PDF/Judges-code-of-conduct-2024.pdf>) and ensures everyone employed within the Group, together with all our suppliers and customers, are aware of and adhere to this code (<https://www.judges.uk.com/financial-performance/corporate-social-responsibility.html>).

Judges Scientific also supports the provisions set out in the Modern Slavery Act and endorses the core requirements of the Universal



Declaration of Human Rights and the ILO Declaration on Fundamental Principles and Rights at Work. We do not tolerate practices which contravene these international standards. Additional information is included within the Judges Scientific Modern Slavery Statement on our website at <https://www.judges.uk.com/PDF/Modern-Slavery-Act-statement-Judges-2024.pdf>.

Products

Our products enable our customers to make the world healthier and safer. We do this by helping our customers to accelerate life sciences research, solve complex analytical challenges and increase laboratory productivity.

Purpose

“High quality products help our customers develop and enhance their own offerings, innovations or research.”

Judges Scientific's portfolio businesses are diverse and provide varied products and services that contribute to making a positive societal and planetary impact, although not always directly on their end user.

A good illustration is at one of our subsidiaries, Scientifica, which supports researchers in achieving breakthroughs in neuroscience, cardiology, cancer, and various scientific fields by supplying cutting-edge electrophysiology, multiphoton imaging, and optogenetics equipment. Electrophysiology is vital for understanding nerve and muscle function, as well as diagnosing and treating related medical conditions, such as Parkinson's and Alzheimer's disease. Multiphoton Imaging is a high-precision technique used in biology and neuroscience to visualise living tissues and cells and allows for deep-tissue imaging with minimal damage to the sample, decreasing live-tissue waste and improving the environmental impact of the research. Optogenetics are techniques in neuroscience which allow for precise control of neuron activity. This technology is constantly being improved upon within Scientifica, to support their customers in making breakthroughs in their respective fields. Recently, one of their products, the “VistaScope” was recognised as one of the top ten microscopy innovations in the 2022 Microscopy Today Innovation Awards.

SUSTAINABILITY REPORT continued

For the year ended 31 December 2023

Products continued

Product quality

"High standards of quality of products and services and ensuring global regulatory compliance."

Judges Scientific businesses design and manufacture highly engineered equipment with long-life applications, providing longer lifespan of products and parts. Quality for our customers means they can rely on our products and services to consistently meet their specifications and requirements, and some of our businesses have customers with products greater than ten years old still working as well as the day they were purchased.

Quality for regulatory authorities means that we operate at the highest ethical standards and meet or exceed all applicable regulatory requirements. Eight of our businesses are ISO 9001 certified with one also having ISO 14001 certification, with more of our businesses seeking to gain certification.

Quality for our colleagues means we take personal ownership to aim to ensure our work meets customer requirements and is error-free from design through use.

Quality for our Group means we encourage a continuous improvement culture.

People

We believe that our people are fundamental to the success of the business. We invest in our people to help them to develop the capabilities that they need to succeed in the long term.

Purpose

Our vision is that all employees are proud to work for businesses that are the best at what they do and understand the positive difference that their products make in the world. Simply put, well-motivated employees are more productive.

Our aim is to retain, attract and enable the best people, creating an inclusive environment for all, noting at the same time that recruitment for small companies is often more challenging than for blue-chip businesses.

Diversity, equity and inclusion

"Our employees share our values and we encourage all our employees to act like entrepreneurs and treat the Company as if they are its owner."

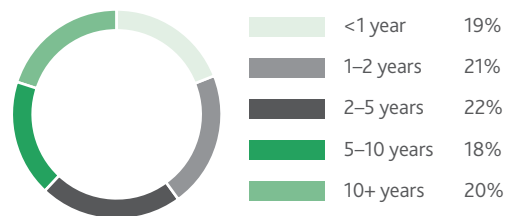
Judges Scientific supports equal opportunity for all our employees and those that wish to join our Group. Our aim is to build a meritocratic work environment where everyone can make the most of their skills and talents throughout their career, without discrimination or harassment. In the event of a member of staff becoming disabled, every effort is made to ensure that they can continue their employment with the Group with suitable support.

It is the Group's policy that disabled people should have access to the same career path, training and promotion opportunities as all

other employees. It is a Group policy to not discriminate against staff or candidates on the basis of age, disability, gender reassignment, marital or civil partner status, pregnancy or maternity, race, colour, nationality, ethnic or national origin, religion or belief, or sex or sexual orientation.

Our Group believes in providing a secure workplace with meaningful roles for all our staff which is evidenced through employee tenure and staff turnover rates. People who feel safe at work and enjoy their job, stay with their employer longer, it is as simple as that. Our average length of service is six years (2022: six years), with 5% of our team having worked for our businesses for more than 20 years. Staff turnover has always been fairly low and in 2023 it was 14% of our workforce, which is the same as the UK average (2022: 14%). We calculate this figure as the number of leavers in the year (excluding any retirements) divided by the average annual number of staff.

Employee length of service (years)



The average age of our staff is 44.1 years old. As a niche engineering business that produces cleverly designed products that require skilled design, manufacture and assembly, we are happy to employ anyone with a good skill set together with a positive attitude. Often when recruiting, we find more experienced people applying, who sometimes have felt less welcome in other businesses and we are delighted to bring them into our team. We have 256 staff over the age of 50 and our oldest staff member is 82 years old. Our recruitment philosophy is that it doesn't matter what your age is, if you can do the job and want to do the job, you are welcomed. At the same time, we regularly recruit apprentices and younger staff into our Group, who bring in fresh knowhow on emerging technologies and the changing needs of our end-customers. This protects our subsidiaries' long-term viability, with 18% of the Group being under the age of 30 (2022: 18%).



Board diversity

Male 78% Male 87%
 Female 22% Female 13%



Senior management diversity

Male 77% Male 78%
 Female 23% Female 22%



All employee diversity

Male 74% Male 74%
 Female 26% Female 26%



It is clear that there is an over-representation of males in our workforce. As an engineering group we are in an industry that has historically been male-dominated, so consequently for many years we have been challenged with recruiting from a largely male pool for a number of our roles. That having been said, 26% of our Group are female (2022: 26%). Over the past few years the composition of our Board has changed and during 2023 we appointed Sue Nyman to replace the now retired Ralph Cohen, and we now have two female independent Non-Executive Directors on our Board. Additionally we now have six female directors on our subsidiary boards (2022: three), including one externally appointed managing director.

Across the last decade, significant efforts have been made by governments around the world, including the UK, to encourage the study of STEM by females, but there is only a low flow of these graduates to smaller companies as so many of our blue-chip peers are their first choice. Additionally, we already have challenges in finding good shortlists of potential recruits for open roles, and so whilst we are keen to improve the diversity across all levels of our business, it is not easy for us to change this situation quickly.

At the same time, an important aspect of how we are trying to close the diversity gap and build greater inclusion is through flexible working, in a trusting environment, which we have been offering for a number of years to many of our staff. For example, we have a number of our finance team who are able to work the hours they wish in order to balance their personal and work lives. More recently, and reflective of some of the changes to working practices following the pandemic, we have wherever possible offered hybrid working, and we have accommodated the needs of many of our staff to work remotely.

	Male	%	Female	%
2023				
Judges Board	7	78%	2	22%
Senior management	75	77%	23	23%
Total workforce	526	74%	188	26%
2022				
Judges Board	7	87%	1	13%
Senior management	82	78%	23	22%
Total workforce	487	74%	168	26%

SUSTAINABILITY REPORT continued

For the year ended 31 December 2023

People continued

Gender Pay Gap Report

The Gender Pay Gap Regulations state that employers with more than 250 employees in Great Britain are required to report their Gender Pay Gap. Judges Scientific, with its group of smaller trading businesses, each below this level, is not required to report under these criteria, but has taken the decision to do so in order to provide greater transparency.

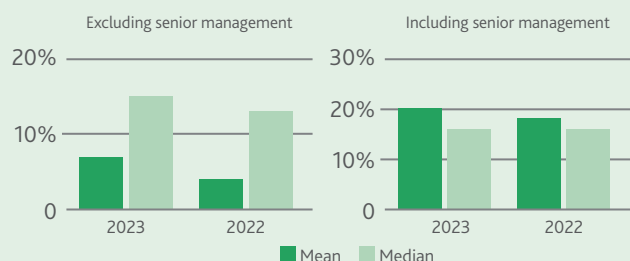
Having collected and analysed our Group pay data, the overall result shows a 7% average gender pay gap between males and females across all employees excluding senior management. This has

increased by 3% from 2022, whilst the median gap has increased by 2%. If one also includes senior management (both Judges Scientific and subsidiary level directors), the mean pay gap becomes larger due to the majority male demographic of this group; this gap has also increased from 18% in 2022 to 20% in 2023, and the median gap has remained flat at 16%. In relation to bonuses, there is a larger gap due to bonuses paid to senior management and also from commissions payable to salespeople, who are predominantly male. In 2023 82.1% of women received a bonus with 74.9% of men (2022: 71.7% of women and 64.8% of men).

The pay gap is summarised in the following tables/graphs:

	Excluding senior management		Including senior management	
	Mean	Median	Mean	Median
2023				
Pay gap	7%	15%	20%	16%
Bonus pay gap	-14%	6%	28%	12%
2022				
Pay gap	4%	13%	18%	16%
Bonus pay gap	-11%	-14%	45%	20%

Pay gap progress:



been able to do this, particularly in more senior roles, where it is easier to compare like for like e.g. Non-Executive Directors, Sales or Operations Director or Finance Managers of our subsidiary companies, we have not noted any significant variance in pay. That having been said, this does not exclude us from looking at opportunities to bridge any apparent gap.

The table below provides quartile hourly pay data, ordered from highest to lowest, into four equal groups. This provides a picture of where male and female employees are in the pay hierarchy.

	2023 Female	2023 Male	2022 Female	2022 Male
Upper	20%	80%	20%	80%
Upper middle	21%	79%	24%	76%
Lower middle	24%	76%	19%	81%
Lower	38%	62%	38%	62%

As our businesses are fairly small, we do not have a consistent staff structure across them all. It is therefore not straightforward to collate groups of staff in similar roles across all regions in order to benchmark pay between males and females to establish whether there were any significant differences. Where we have

Diversity, equity and inclusion continued

We know that a highly capable, diverse workforce will be important to Judges Scientific's long-term success. Having a diverse team enables the Group to better understand our different customers and markets, particularly as we sell to blue-chip universities and commercial businesses whose own demographics are changing quickly, together with having broader perspective to ensure we maximise our ability to make the right decisions and thereby deliver solutions to our customers that exceed their expectations. To achieve this, we must continue to make our workplace an environment that everyone looks forward to working in and to continue to offer career development so that all women and men realise they can develop their careers and be rewarded fairly at Judges Scientific.

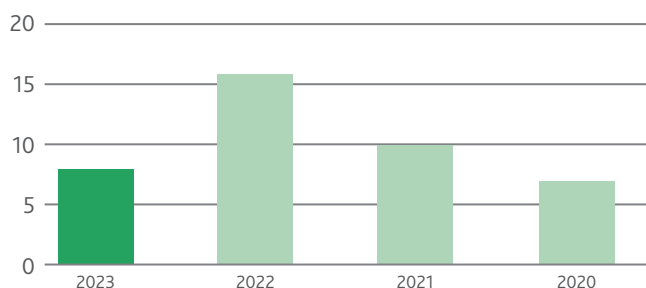
Health and safety

Health and safety is of paramount importance across the entire Judges Scientific Group and a key priority for our subsidiary management teams. Our employees must be and feel safe at work and we therefore aim to provide a safe and comfortable working environment for them. The Group encourages all of its subsidiary companies to seek continuous improvement and promote a strong health and safety culture.

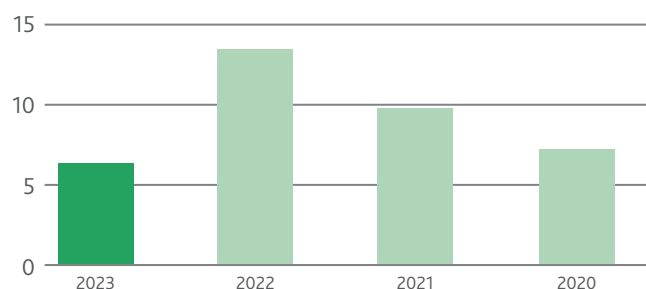
The Group routinely monitors health and safety adherence across our trading subsidiaries. As we operate a decentralised autonomous operating structure, performance is monitored at a Group level with the board of each trading subsidiary directly responsible for compliance with local health and safety regulations. We have also instituted a Group-wide annual independent health and safety review which assesses compliance and provides local management with feedback to continually improve health and safety.

During 2023, we had 8 minor incidents and no significant injuries across all our businesses (2022: 16 minor incidents and no significant injuries). All incidents are followed up with changes to procedures and/or training of our employees as appropriate to prevent recurrence.

Total number of accidents



Accident frequency per million hours



Employee engagement and training

“Only by fully engaging with our workforce, embedding our values across all that we do and developing progressive people management practices, will we achieve a culture that aims to allow employees to maximise their potential.”

As seen over the past few years, the commitment and dedication of our people enables us to fulfil our Group’s potential and successfully deliver on our business strategy. We strive to continuously improve Judges Scientific as a great place to work and to achieve personal goals. Having a sustained focus on engagement will help us retain our talent, which is crucial to our future success. Improving engagement also helps us to build on our core values, resulting in committed, hardworking and loyal employees.

Over 80% of our subsidiary leadership teams have attended our Judges Scientific leadership development programme. During 2023 we further continued our new management development course with another cohort of our most promising managers attending, which aids with their progression towards becoming the next generation of senior leadership. We will continue with both these types of course over the coming years, as this will ensure we have the highest quality of junior and senior management across our businesses. We further encourage all our businesses to invest in other skills training for staff to enable everyone to become more proficient in their roles.

An added benefit in being part of a diversified group of companies is staff mobility. Where we have good employees, but where there may be structural barriers to their career advancement in a particular business or a change in their circumstances which stops them from performing their current role, we have the capacity for staff to join a sister company rather than continuing their career outside the Group and this has worked well for a number of our team during the past few years.

SUSTAINABILITY REPORT continued

For the year ended 31 December 2023

Environment

Judges Scientific recognises that concerns about the **environment**, including climate change, must be addressed by all its businesses.

Purpose

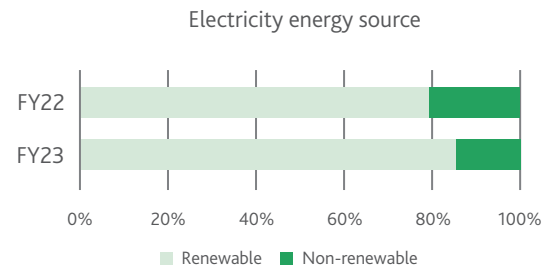
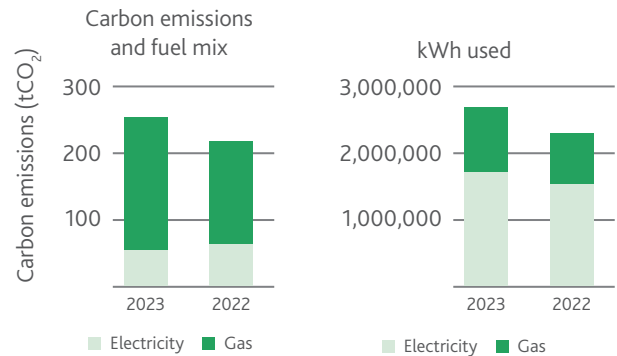
We work to minimise the environmental impact of our operations wherever possible. As a manufacturer of niche scientific instruments, we do not have carbon-intensive manufacturing facilities, instead the vast majority of our businesses are assembling instruments. Our niche instruments are largely used for research, to help progress scientific advancement.

Through our culture of sustainable ownership, it is often our colleagues who identify areas for improvement to combat climate change. Best practices in individual businesses are shared across the Group, and implemented where feasible. This year, we instituted the Judges Sustainability Committee, with members drawn from across the Judges' Group companies, to help drive sustainability and environmental practices both at individual Judges businesses and sharing best practices and ideas across the Group.

Energy use

"Efficient use of energy makes commercial sense."

Due to our low capital-intensity manufacturing processes, we use comparatively little fossil fuels. We are a business founded on technological innovation, and this mindset translates into our businesses adopting energy efficient technologies wherever sensibly achievable. The vast majority of our facilities have used energy efficient LED lighting for a number of years, and we have almost completed the conversion of the remainder. We have energy management technologies in many of our facilities; simple things like having motion-sensor lighting in low-footfall areas and making sure lights are turned off at the end of the day ensure we keep a low-waste mindset. Further, as part of all new buildings acquired for our businesses, we encourage the addition of solar panelling to help generate a portion of the energy required to operate, and UHV Design's new offices, which they expect to move into in the first half of 2024, incorporate these aforementioned features.



Energy use and GHG (Scope 1) emissions

	2023	2022	2021
Global energy usage (KWh)	2,678,260	2,289,107	2,442,838
Emissions Scope 1 (direct emissions) tCO ₂ e	200.0	154.1	182.0
Scope 2 (indirect emissions) tCO ₂ e	53.8	63.1	189.1
Normalised values Scope 1 (direct emissions) tCO ₂ e/£m revenue	1.86	1.91	4.06

Our businesses continue to seek ways of reducing energy consumption and despite adding two further businesses into the Group this year, the Group's energy usage increased by 17% with an increase of 20% in revenue, positively affected by relocations into more energy efficient buildings and our energy usage per £ of revenue has again improved. We continue to look at best practices across the Group, and seek to implement other innovations that may improve this performance. Of the electricity we use, 84% comes from renewable sources (2022: 79%) and we will continue to encourage adoption across our businesses to renewable energy sources.

The UK's share of the Group's global energy usage was 97% for gas and 94% for electricity (2022: 96% and 99% respectively).

As mentioned in the Products section, much design effort also goes into reducing the energy requirements of our products such that our customers benefit from lower energy consumption per use.

Environmental accreditations

"We believe that it is important that our facilities are operating to the highest environmental standards."

We continue to look at new ways through certification to improve our environmental performance, both through achieving ISO 14001 certification, proving their facilities are in compliance with environmental laws and regulation in the UK and EU, and via a My Green Lab ACT Label Certification for sustainability.

Benefits of certification so far have included cost savings, energy use improvement and allowing us to align ourselves with the ethical values of our customers. We will seek to achieve ISO 14001 certification in other facilities as appropriate.

Other environmental concerns

"Climate change should not only include energy and carbon emissions."

We understand that concerns about the climate should not be confined to the remit of energy use and carbon, and are aware that water, waste and recyclability are other areas that must be addressed.

We continue to be at an early stage of our journey, but we are exploring ways to further improve, such as looking at how to measure our waste and water use, and how to further extend our use of eco-packaging wherever possible. As a Group, we continue to examine further ways to package our products more sustainably, particularly given the inevitable volume of packaging that we use in transporting our instruments to our customers around the world.

We will continue to provide this report in order to support our stakeholders' understanding of our business and whilst our Group is a collection of small businesses with limited resources, we will continue to focus on the greatest opportunities to improve our impact on society.

Brad Ormsby

Director

20 March 2024

TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

For the year ended 31 December 2023

Introduction

Judges recognises the importance of business operational resilience in response to the rapidly changing climate, such as the 40 degree Celsius heatwaves in Europe in 2023.

Despite the small size of the Group and its low carbon intensity operations, rising global temperatures and weather-related disasters will impact businesses of all sizes, making them vulnerable to change and disruption. The physical and transition risks due to climate change may be felt along entire value chains, such as through increased operating and compliance costs.

Opportunities to make environmental operational improvements to address such risks such as utilising solar panels, introducing production standardisation and efficiency processes, along with using efficient new equipment, can deliver real benefits. These include reducing costs and material wastage, increased business opportunities and a positive image of our businesses to our staff, customers, suppliers, and investors.

This is Judges' first Task Force on Climate-related Financial Disclosures ("TCFD") Report. The Group is now governed by the mandatory Climate-related Financial Disclosure Regulations which were published by the UK government in 2022. These have slightly lower requirements than TCFD regulations, but instead, to aid users of the Group accounts, the Group has elected to report voluntarily under TCFD.

Whilst our disclosures are consistent with the recommendations made by the TCFD, we intend to improve the level of disclosure over time. We will continue to use the TCFD framework to help enhance our understanding of the climate-related risks and opportunities facing our organisation to enable informed decision-making.

Overview of the organisation

Judges Scientific is focused on acquiring and developing global niche companies within the scientific instrument sector. It selectively acquires businesses that generate sustainable profits and cash. We produce scientific instruments to support our customers in the relentless worldwide search for optimisation and discovery across industry and science. At the same time, Judges recognises that its operations have an environmental impact. Whilst the impact is relatively small, given that we operate a portfolio of low carbon-intensity manufacturing businesses, it is still key for us to do our bit in minimising any negative environmental effect.

Strategy

Judges has a culture of sustainable ownership, where we empower colleagues to drive change and deliver improvements within the businesses they work in. In 2023, Judges established the Judges Sustainability Committee ("JSC"), set up to help optimise sustainability across Judges and is sponsored by Brad Ormsby, CFO. The JSC consists of a member of staff from each business, ranging from supply chain analysts to members of a subsidiary senior leadership team ("SLT"), with each business responsible for its own plan, which is reported up to, and monitored by, the Group. Best practices in individual businesses are shared across other Group companies and implemented where feasible, with increased capital expenditure budgets made available for specific sustainability projects.

- The Group understands that climate change will bring a wide range of both positive and negative impacts to businesses and Judges' preliminary focus over the next year is to identify the priority risks and opportunities to which the business is exposed.
- The Group intends to start with physical and transition risks and opportunities, before prioritising them based on the potential impact, likelihood and stakeholder relevance.
- The Group encourages its portfolio of subsidiaries to improve quality and achieve efficiencies in manufacturing processes and attain accreditation, firstly in ISO 9001, where process improvement delivers reductions in waste thereby reducing our use of resources. Subsequently, our businesses can then seek to attain the more environment focused ISO 14001.
- It is becoming increasingly apparent that there will be opportunities for Judges due to the application of our products and services in industries that will provide environmental or social impact, in the way we do business, and in how we interact with our employees, our suppliers, our communities and the wider society.

The Group is developing an environmental policy during 2024.

Governance

The structure of the Group consists of 20 small and medium-sized businesses, each of whom employs less than 100 staff. This decentralised business model with locally-managed autonomous companies enables us to deliver real competitive advantage by allowing us to place our operational resources close to our customers. We therefore prioritise our time and resources into those areas that provide the best outcome or greatest reduction in negative impact.

For businesses that have been acquired, the Group offers advice and support, stimulates intra-Group co-operation, participates in succession planning and implements robust financial controls. We trust subsidiary management teams with the day-to-day running of their businesses. This has been a successful operating model for the Group, as management teams are given responsibility for their business strategy, and an environment in which they can thrive. Despite the complexity of this decentralised business model, Judges understands the importance in managing climate-related risks and addressing the market opportunities through robust governance processes, controls and procedures.

- Climate-related change is a standing agenda item in subsidiary SLT meetings with the Group Chief Operating Officer (“COO”) and Group Business Development Director (“GBDD”).
- Judges’ Board of Directors has oversight of ESG. The COO and GBDD report to the Board quarterly on progress with sustainability. This consistent reporting and oversight of climate transition planning enables the Group to embed climate transition targets into Group strategy and ensures actions are taken to meet these targets as appropriate.
- The JSC serves as a platform for knowledge sharing on ESG-related issues, including climate-related risks and opportunities.
- The JSC meets on a periodic basis, where progress on sustainability-related work is reported, along with further targets and improvements set.
- The structures and processes in place for the governance of ESG and climate-related issues have been in operation during 2023, with formal documentation of the governance structure for TCFD planned for 2024.

Risk management

Judges is at the start of its journey and is in the process of integrating climate-related risk into our risk management processes. Over time we expect to rank, and respond to, climate-related risks in relation to other risks. We expect that a greater understanding of our climate-related risks and opportunities will inform our processes for prioritising climate-related risks, including how they are assessed, quantified and reviewed.

- Judges expects to take steps to ensure that TCFD-related risks are captured in the Group’s risk management system in the same manner and rigour as other business risks. This will include TCFD-specific reviews with each of our businesses.
- In time, we will perform a comprehensive TCFD-specific review of our business which is a significant exercise, and will absorb much management effort. This will include running specific scenario assessments to ensure that the level and type of risks that might arise in a number of different climate scenarios are captured by our risk management systems.
- Due to the diversified nature of our businesses, we do not expect there to be significant climate-related risks to the Group arising at an individual company level.

Metrics and targets

Judges understands that developing a complete emissions breakdown will allow the Group to focus its efforts on reducing greenhouse gas emissions.

- Judges currently reports energy consumption data across Scope 1 and 2 in line with GHG reporting protocol. This can be found on page 24.
- We understand that Scope 3 emissions form most of our emissions. We are currently building a more thorough understanding of our Scope 3 emissions, and expect to provide more comprehensive disclosure in the future.
- We are in the process of setting appropriate climate-related goals and objectives and expect to implement them in 2024.
- Judges believes that integrating climate-related performance metrics into executive compensation is important to hold management accountable for achieving climate goals and capturing climate transition opportunities. The Remuneration Committee has assigned an element of Executive incentivisation for 2024 to encourage creation of an appropriate Group system of measurements and targets for the future.

Brad Ormsby

Director

20 March 2024