

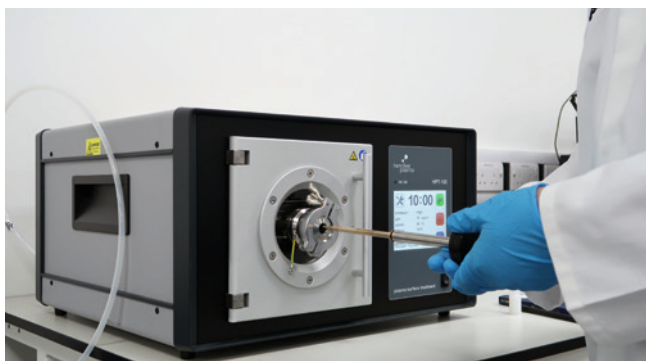
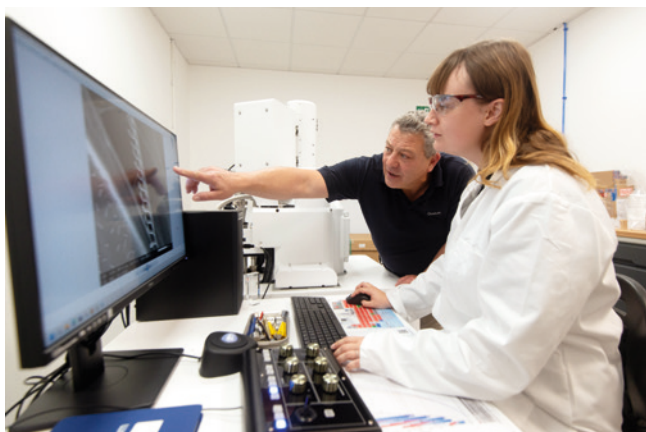
Ethical behaviour

"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, and ensures everyone employed within the Group, together with all our suppliers and customers, are aware of and adhere to this code.

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-2025.pdf>.

The Group's annual target is that there will be zero ethical and legal non-compliance incidents, and that was the case in 2024 and 2023.



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 attract and retain the best people and create an inclusive and inspiring environment for all.

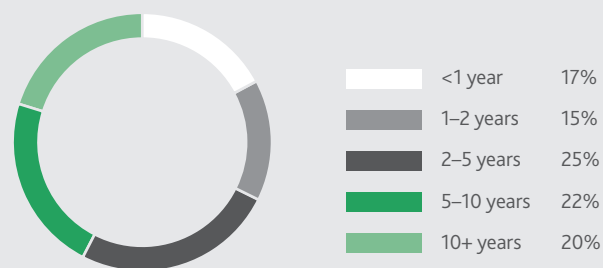
Diversity, equity and inclusion

Judges Scientific supports equal opportunity for all our employees and those who 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 enjoy their job and feel safe at work will tend to stay with their employer for longer. Our average length of service is six years (2023: six years), with 5% (2023: 5%) of our team having worked for our businesses for more than 20 years. Staff turnover was 16% of our workforce (2023: 14%), which is lower than the UK average of 20% (2023: 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)



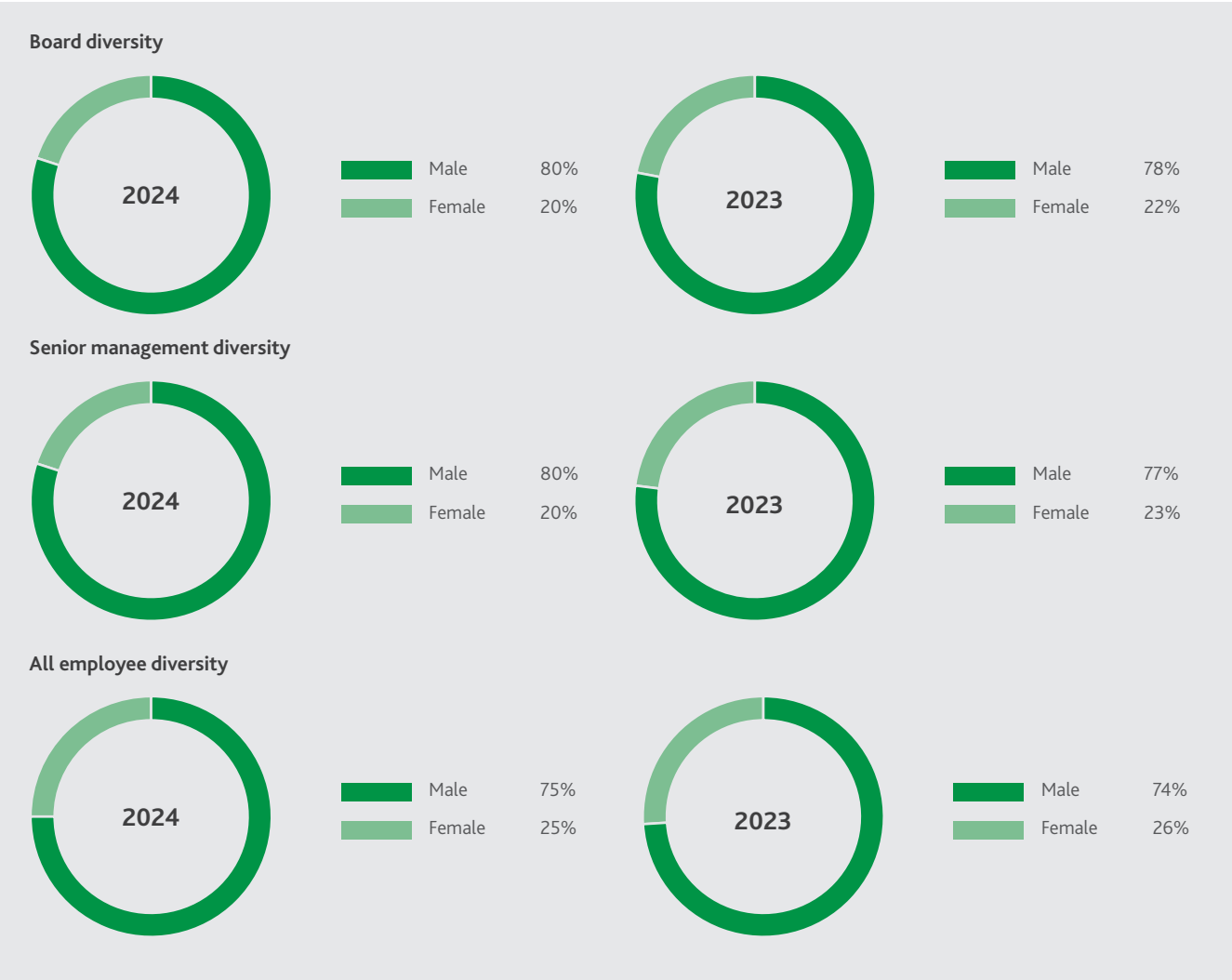
SUSTAINABILITY REPORT CONTINUED

For the year ended 31 December 2024

PEOPLE CONTINUED

Diversity, equity and inclusion continued

The average age of our staff is 44.3 years (2023: 44.1 years). We have 292 staff over the age of 50 and our oldest staff member is 83 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 (2023: 18%).



	Male	%	Female	%
2024				
Judges Board	8	80%	2	20%
Senior management	85	80%	21	20%
Total workforce	586	75%	191	25%
2023				
Judges Board	7	78%	2	22%
Senior management	75	77%	23	23%
Total workforce	526	74%	188	26%

We acknowledge an over-representation of males across our workforce. 25% of employees across the Group are female (2023: 26%). As an engineering group, we are in industries that have historically been male-dominated, so we have been challenged with recruiting for many roles from a largely male candidate pool. That having been said, we have continued to refresh the composition of our Board and we have two

female independent Non-Executive Directors (2023: two) and also eight female directors on our subsidiary boards (2023: six), including one externally appointed managing director with another joining in April 2025.

Over the last two decades, significant efforts have been made by governments around the world, including the UK, to encourage greater numbers of female students to study STEM subjects and pursue careers in engineering. We expect these efforts to gradually have a positive impact on the number of high calibre female candidates in the candidate pool.

We do not have specific targets for gender mix, nor do we apply positive discrimination policies in our recruitment process, which is rigorously structured to identify the best candidate for the role. However, we are taking action to close the diversity gap, and build greater inclusion, by requesting that recruiters always present a diverse slate of candidates in their shortlists and by continuing to be pragmatic in our acceptance of flexible working arrangements.

Additionally all our staff are remunerated at or above the national minimum wage.

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 gaps. Judges Scientific, with its group of smaller trading businesses, each below this level, is not required to report under these criteria but voluntarily discloses this information to provide greater transparency.

Our businesses are small to medium sized, in different geographies, and with no consistent staff structure across them. It is, therefore, not straightforward to collate groups of staff in similar roles to benchmark pay between males and females. Where we have been able to do this, generally in more senior roles where it is easier to benchmark e.g. non-executive directors, sales and operations directors and finance leaders of our subsidiary companies, there is no significant variance in pay.

This will not preclude us from looking to bridge any apparent gap and the Group's ambition is that there will be zero gender pay gap in the long term.

Having collected and analysed our Group's pay data for 2024 in line with the recommended UK Government methodology, the overall result shows a 7% average gender pay gap between males and females across all employees excluding senior management. This is consistent with 2023's data, whilst the median gap has increased by 4%. Including senior management (both Judges Scientific and subsidiary level directors), the mean pay gap is larger due to the majority male demographic of this group; however, this overall pay gap has decreased to 17% from 20% in 2023, and the median gap has also reduced from 16% to 15%. 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.

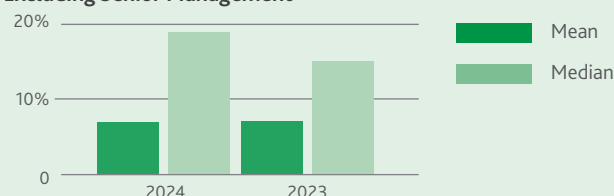
In 2024, 39.8% of women received a bonus compared with 37.5% of men (2023: 82.1% of women and 74.9% of men).

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

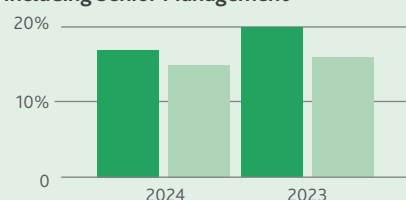
	Excluding Senior Management		Including Senior Management	
	Mean	Median	Mean	Median
2024				
Pay gap	7%	19%	17%	15%
Bonus pay gap	19%	8%	23%	10%
2023				
Pay gap	7%	15%	20%	16%
Bonus pay gap	-14%	6%	28%	12%

Pay gap progress:

Excluding Senior Management



Including Senior Management



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.

	2024 Female	2024 Male	2023 Female	2023 Male
Upper	20%	80%	20%	80%
Upper middle	21%	79%	21%	79%
Lower middle	27%	73%	24%	76%
Lower	34%	66%	38%	62%

We know that a highly capable, diverse and fairly remunerated 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 in our Group.

Employee engagement and training

The commitment and dedication of our people enable 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.

It is the Group's target to ensure that all senior leaders of our subsidiaries receive leadership or management training within two years of having joined our Group. Over 80% of our subsidiary leadership teams have attended the Judges Scientific Leadership Development Programme and the Judges Scientific Management Development Course was again delivered for another cohort of promising managers, aiding their progression towards becoming our next generation of senior leaders.

We will continue to invest in these types of course over the coming years to 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 role.

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.