



TFK.Group

JDR ESG Report

2025



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1.

Foreword



1. Foreword

Foreword by Jonathan Knott, Deputy Chief Executive Officer

At JDR Cable Systems Ltd (JDR), sustainability is at the heart of what we do. We don't just envision a greener more resilient future; we are actively building it through absolute dedication to sustainable practices and innovation. As a leading manufacturer of subsea cable systems, our products support the global transition to a more sustainable future and our long-term success is intrinsically linked to how we manage our Environmental, Social and Governance (ESG) responsibilities. 2025 marks the first year in which JDR has published a standalone ESG report, reflecting our own operations, priorities and progress. It provides an opportunity to demonstrate the strength of our commitment to sustainability, reflect on the progress achieved to date, and set out our priorities for continued improvement and long-term value creation.

The increasing demand for sustainable energy infrastructure, particularly offshore wind, presents significant commercial opportunities for JDR. With the opening of our site this year at Blyth, we are able to keep up with this commercial demand, alongside meeting expectations from our customers, employees, investors, suppliers and local communities. Strong ESG performance is fundamental to securing stakeholder trust, protecting our reputation, and strengthening our competitive position as we create sustainable value through the energy transition.

Our approach to ESG is embedded within our business decision-making processes, and we believe is fundamental to our business operations. We have made significant efforts over recent years to ensure not only our reporting, but also our company culture supports sustainability progress. Integrating ESG into our business strategy strengthens our ability to manage risk, unlock innovation, and attract, develop, and retain exceptional talent. These capabilities enhance our resilience and competitiveness, enabling us to deliver high-quality subsea cable systems while providing our customers with confidence that they are partnering with a responsible, sustainability-focused manufacturer committed to creating long-term value.

Throughout 2025, we have continued to make meaningful advancements against our ESG progression. Key achievements include:

Achievement 1: JDR are conscious that in order to succeed long-term, it's critical we integrate sustainability into our daily operations. To drive this cultural shift, we launched our Sustainability Champions group, a business-wide forum that provides an opportunity to review key sustainability initiatives, assess progress, and address emerging risks and opportunities. By focusing on these critical areas, we aim to uphold our commitment to regulatory excellence and sustainable growth, ensuring alignment with our organisational values and long-term strategic goals.



1. Foreword

Foreword by Jonathan Knott, Deputy Chief Executive Officer

Achievement 2: Demonstrating our sustained commitment to ESG excellence, JDR have officially been awarded the EcoVadis Gold medal for the second consecutive year. This recognition firmly secures our position in the top 5% of sustainable businesses globally. Consistently maintaining this rating reflects rapid, meaningful maturity across our operations, allowing us to successfully solidify our long-term corporate Gold target ahead of our original 2028 timeline.

Achievement 3: In line with our commitment to sustainable business practices, JDR have implemented the NAVEX RiskRate platform to strengthen our third-party risk management. This data-driven solution enhances our oversight across over 50 risk categories, ensuring our value chain actively upholds our strict standards for environmental compliance, human rights, and corporate integrity. Through its integrated questionnaire functionality, we also aim to actively measure and support our valued suppliers in their ESG transition, while simultaneously advancing our client stewardship toward best practices and alignment with science-based targets.

These accomplishments reflect the hard work and dedication of our employees, as well as our strong partnerships with suppliers and customers. While we are proud of the progress we have made, our ethos of continuous improvement does not allow us to remain sedentary in the ever-changing

ESG landscape. Looking ahead to 2026-27 and beyond, we intend to remain focussed on delivering measurable and impactful outcomes across our ESG responsibilities, with our key priorities focussing on:

- Supply Chain visibility: we intend to continue to develop our supply chain engagement efforts to further decarbonise and increase transparency on the products and materials we use in our manufacturing.
- Decarbonised operations: with technological advancements increasing opportunities for decarbonisation, we intend to explore these avenues to further our decarbonisation efforts and support our Net Zero targets and commitments.
- Training and internal stakeholder engagement: with upcoming changes to the UK's Sustainability Reporting Standards, it is vital that we ensure our employees are adequately prepared and equipped for this. We will also continue to engage employees in carbon awareness and sustainability training.

As both global and domestic demand in offshore renewable energy increase, our products will play a pivotal role in enabling the transition to a more sustainable future. This is not a responsibility we as a business take lightly, and we are committed to continue conducting business responsibly, protecting the environment and supporting our people and communities with the highest standards of governance.

On behalf of the Executive Management Team, I would like to express our sincere appreciation to our employees, customers, suppliers and stakeholders for their continued trust, commitment and partnership. Their support is fundamental to our success. Together, we will continue to strengthen our business, deliver sustainable long-term value and create a positive impact for society and the environment.

Jonathan Knott

Deputy Chief Executive Officer

2.

Introduction and Overview



2. Introduction and Overview

Who are JDR

JDR is a world-class provider of subsea technologies and services connecting the global offshore energy industry. We offer a comprehensive range of products and services enabling the vital control and power delivery for the renewable energy, offshore energy and energy infrastructure sectors, while maintaining the highest standards in design, safety, and installation. These services cover a full lifecycle, from design and manufacture to installation, testing and asset management.

JDR is a leading provider of subsea cable systems, supporting the global offshore energy industry across both renewable energy and oil and gas markets. Following its change in ownership in 2017, JDR has continued to develop its international capabilities, investing in innovation, research and development, manufacturing capability and the expansion of its global customer and service offering. This collaborative framework allows us to facilitate significant progresses in our ESG management and progression. The following report outlines our progress towards these ESG practices during 2025 and our commitments to further development and improvements.

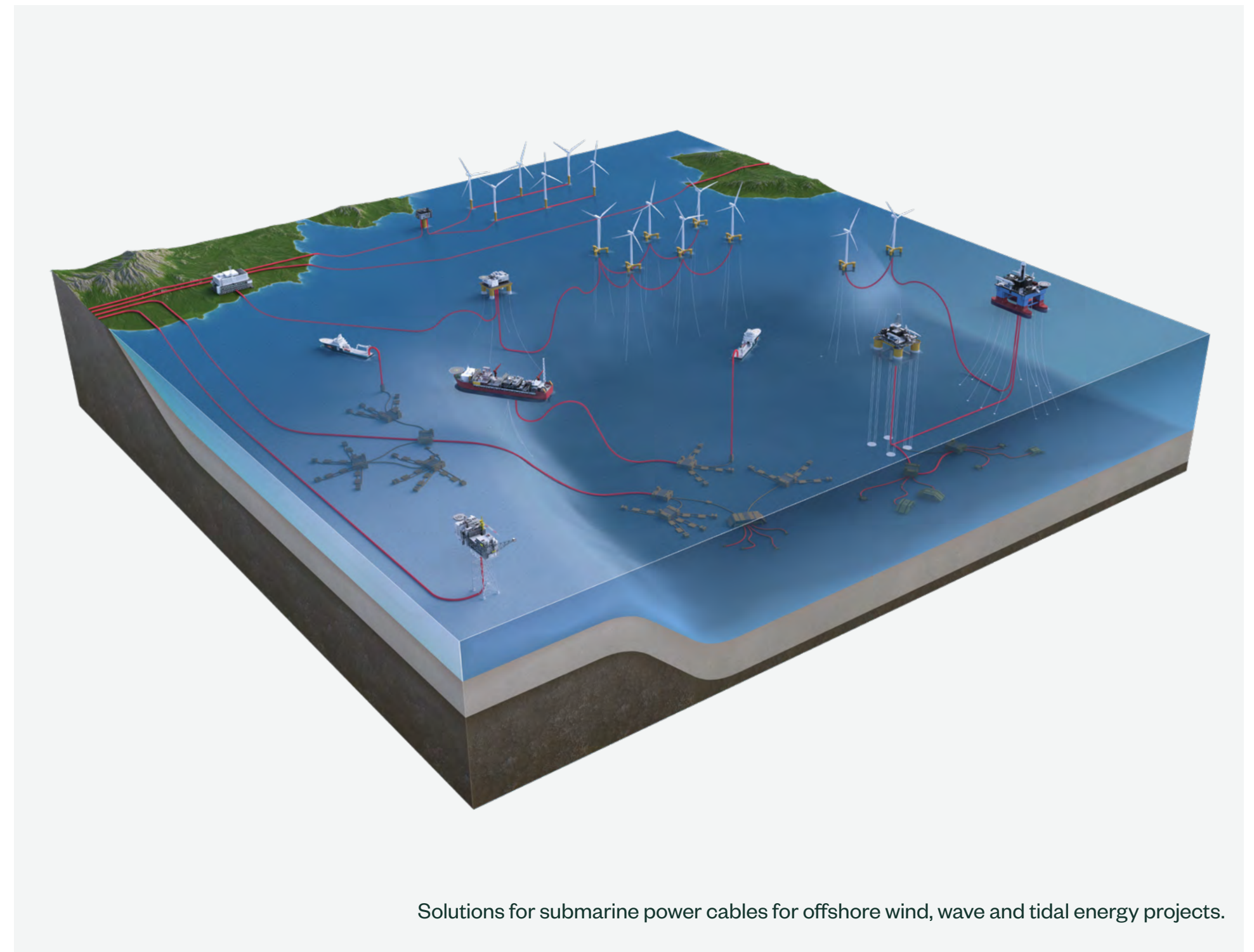


2. Introduction and Overview

Who are JDR

JDR OFFERS:

- Conventional IWOCS umbilical and reeler
- Self-supporting open-water IWOCS umbilical and winch
- Dynamic subsea production umbilical (SPU)
- Dynamic subsea power cable (SPC)
- Shore-to-platform subsea power cable (SPC)
- Thermoplastic Hydraulic Flying Lead (HFL)
- Steel Tube Flying Lead (STFL)
- Static Array Cable
- Dynamic Export Cable
- Dynamic Array Cable
- Static Export Cable
- Interconnector Cable
- Shore to Subsea Umbilical / Power Cable
- Infield Umbilical / Power Cable
- Floating Turbines to O&G Platform / Vessel
- Product and Installation Support
- Engineering Services
- SSIV (Subsea Isolation Valve) Umbilicals



Solutions for submarine power cables for offshore wind, wave and tidal energy projects.

2. Introduction and Overview

Sustainability at our Core

As domestic and international markets transition towards cleaner energy sources, our subsea cable solutions play a critical role in enabling offshore wind and renewable energy infrastructure. This market position creates both a significant growth opportunity and a responsibility to operate sustainably.

Our sustainability strategy supports long-term business success by integrating environmental, social and governance considerations into strategic decision-making, risk management, operations and stakeholder engagement. Through our three strategic pillars supported by four cross cutting initiatives and areas of investment, we strengthen resilience, support responsible growth and create long-term value for our customers, employees, shareholders and communities.

At JDR, we collaborate with our customers to engineer products and provide services for the success of their projects. In doing so, we want to add value for our stakeholders and make our employees proud to be a part of JDR. Our focus on quality, health and safety, and the environment in which we operate contributes to our motivation to make JDR the partner of choice and our vision and values underpin all that we do.

TECHNOLOGY LEADERSHIP		CUSTOMER PARTNERSHIPS		CONTINUOUS IMPROVEMENT	
PEOPLE		ENVIRONMENT		COMPLIANCE	
<div></div> <p>We maintain high standards in human rights, business ethics and responsible operations, working collaboratively with customers and stakeholders to create shared value and align sustainability objectives</p>		<div></div> <p>We support the energy transition through products and solutions for renewable energy projects while reducing the carbon footprint of our operations through efficiency, waste reduction and resource optimisation.</p>		<div></div> <p>We ensure compliance with international quality, environmental and regulatory requirements by embedding sustainability into governance, performance management and operational Key Performance Indicators (KPI).</p>	
				<div></div> <p>We invest continuously in research, development and engineering excellence, integrating sustainability into product design and manufacturing while supporting the resilience of renewable energy infrastructure through innovative subsea cable solutions.</p>	
OUR SUSTAINABILITY STRATEGY					

2. Introduction and Overview

JDR Vision & Values

JDR Vision

Providing the vital connection to power a brighter tomorrow

JDR Mission

To connect the offshore energy industry globally as the trusted partner of choice for all subsea technologies and services

Accountability

Take ownership of our actions

- We own our actions, decisions, and outcomes – no exceptions
- We deliver on our commitments, internally and externally, and take responsibility
- Safety, Quality, and Integrity are never compromised

Innovation

Embrace a creative culture

- We challenge the status quo with bold ideas and a growth mindset
- Continuous improvement is a daily discipline not an initiative
- We invest in technology, talent and people to stay ahead of tomorrow's challenges

Customer Focus

Embrace the needs of our customers

- The customers' success is our success. Every solution starts with their needs
- We deliver through reliability, responsiveness and first-class service
- We build long term relationships by being a trusted, proactive and ethical partner

Collaboration

Work together with partners and teams for improved outcomes

- We work as one team to achieve shared success
- Silos have no place here – open communication and mutual respect drive every project
- Partnerships are built on trust, transparency and shared goals

People

Create a thriving environment for all

- We value and respect every individual – diversity and inclusion make us stronger
- We are committed to a culture of learning, wellbeing and growth
- Leadership at all levels needs to empower, support and develop teams

2. Introduction and Overview

ESG Performance Overview 2025

During 2025, we continued to strengthen our approach to environmental, social, and governance (ESG) management, advancing initiatives that support the delivery of our long-term sustainability strategy



Environmental:

- Attained CDP B for Climate, B- for Water and A- for Supplier Engagement.
- Opened the new Blyth facility with 100% renewable (REGO) electricity.
- Net Zero targets approved by the Science Based Targets initiative (SBTi).



Social:

- Invested in dedicated Apprenticeships and Graduate schemes, creating career pathways for young workers.
- Championed local recruitment at our Blyth facility to actively support economic growth within a socio-economically deprived area.



Governance:

- Published our ESG report independently of TFK for the first time.
- Completed a review and refresh of our Double Materiality Analysis.
- Achieved EcoVadis Gold ahead of 2028 target.

What is to Come?

JDR are currently at an exciting juncture in our sustainability journey and, looking towards the future, we fully intend to continue efforts to improve our ESG credentials. ESG is an ongoing journey and we recognise the importance of setting clear objectives to guide future progress. We remain focused on delivering against our sustainability roadmap through a series of defined milestones, targets and strategic initiatives, such as our SBTi-aligned Net Zero targets.

Key areas of focus include:



Environmental:

- Advancing our decarbonisation programme.
- Improving the management and reporting of supply chain emissions.



Social:

- Strengthening responsible sourcing practices.
- Continuing to invest in the development, wellbeing and safety of our people.



Governance:

- Full Double Materiality refresh including financial materiality.
- Value chain mapping through our supplier risk management system, RiskRate.

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Governance



3. Governance

Governance at JDR rests on the central belief that sustainability is core to our business. Not only do our products and services support the energy transition, but we believe the way we operate should reflect the same commitment. Sustainability is embedded within our governance framework through clear accountability, Board oversight, and integration into strategic decision-making, risk management, and business operations.

Summary of Material Issues and Strategic Resilience

Following our initial Corporate Sustainability Reporting Directive (CSRD) aligned Double Materiality Assessment in 2024 with TFK, in 2025 we have completed a light touch refresh and validation exercise with our Sustainability Partners, Energise. The outcome of this is to better align the impact materiality assessment with our current situation, and we plan to complete more detailed updates in 2027 on the financial materiality assessment and alignment with our wider ESG reporting frameworks. JDR does not report impacts falling outside the scope of the European Sustainability Reporting Standards (ESRS).

Our Double Materiality Assessment identified the following areas of material impacts, risks and opportunities:

- Own workforce and workers in the value chain – Positive and Negative
- Energy use – Positive and Negative
- Climate change transition and adaptation – Positive and Negative

Of medium-high materiality we are also closely managing the topics of:

- Circular economy - Positive and Negative
- Supplier management - Positive and Negative

These topics have the potential to influence the long-term strategic resilience of JDR and by incorporating them into strategic planning, risk management and governance processes, we seek to enhance our resilience to future environmental, social and economic challenges while positioning the business to capture opportunities arising from the global energy transition.

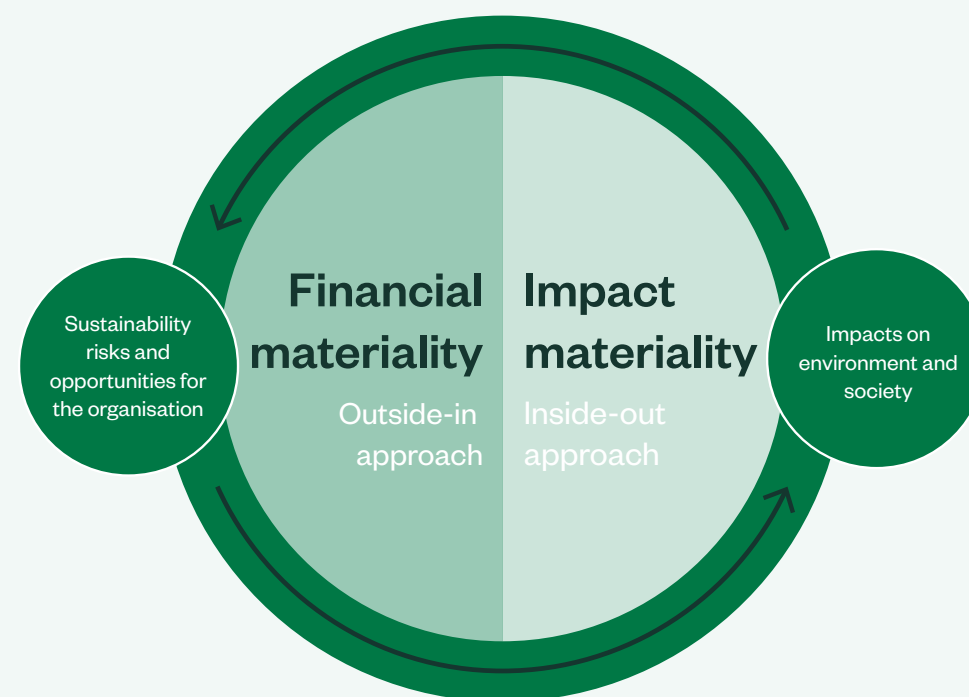
The outcomes of the Double Materiality Assessment are used to inform our sustainability strategy, risk management processes and business planning, helping ensure the organisation remains resilient under changing market, regulatory, environmental and stakeholder conditions.



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Summary of Material Issues and Strategic Resilience

Double Materiality Assessment



A Double Materiality Assessment identifies an organisation's Impacts, Risks and Opportunities across a range of sustainability topics. It assesses both the organisation's impact on the environment and society, and what risks and opportunities could affect the financial or operational performance.

Our approach

ORIGINAL ASSESSMENT - 2024 TFK CONSULTANCY	REFRESH AND VALIDATION - 2025 JDR SUSTAINABILITY PARTNER
1. Understand context and set up stakeholder engagement	1. Sense check of material topics against industry research and customer data
2. Identification of relevant impacts, risks and opportunities	3. Align rating criteria with previous assessment and amend where necessary to reflect JDR's current understanding of material risk
4. Assessment of materiality based on scale, severity, likelihood and irremediable character. For financial materiality the severity was assessed on the percentage of revenue impacted	3. Review and update materiality assessments using current company and industry data and the existing TCFD*- aligned climate risk assessment, without altering the original methodology or research basis.
4. Finalise the process	4. Create materiality matrix and understand changes

* Task Force on Climate-related Financial Disclosures

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Summary of Material Issues and Strategic Resilience

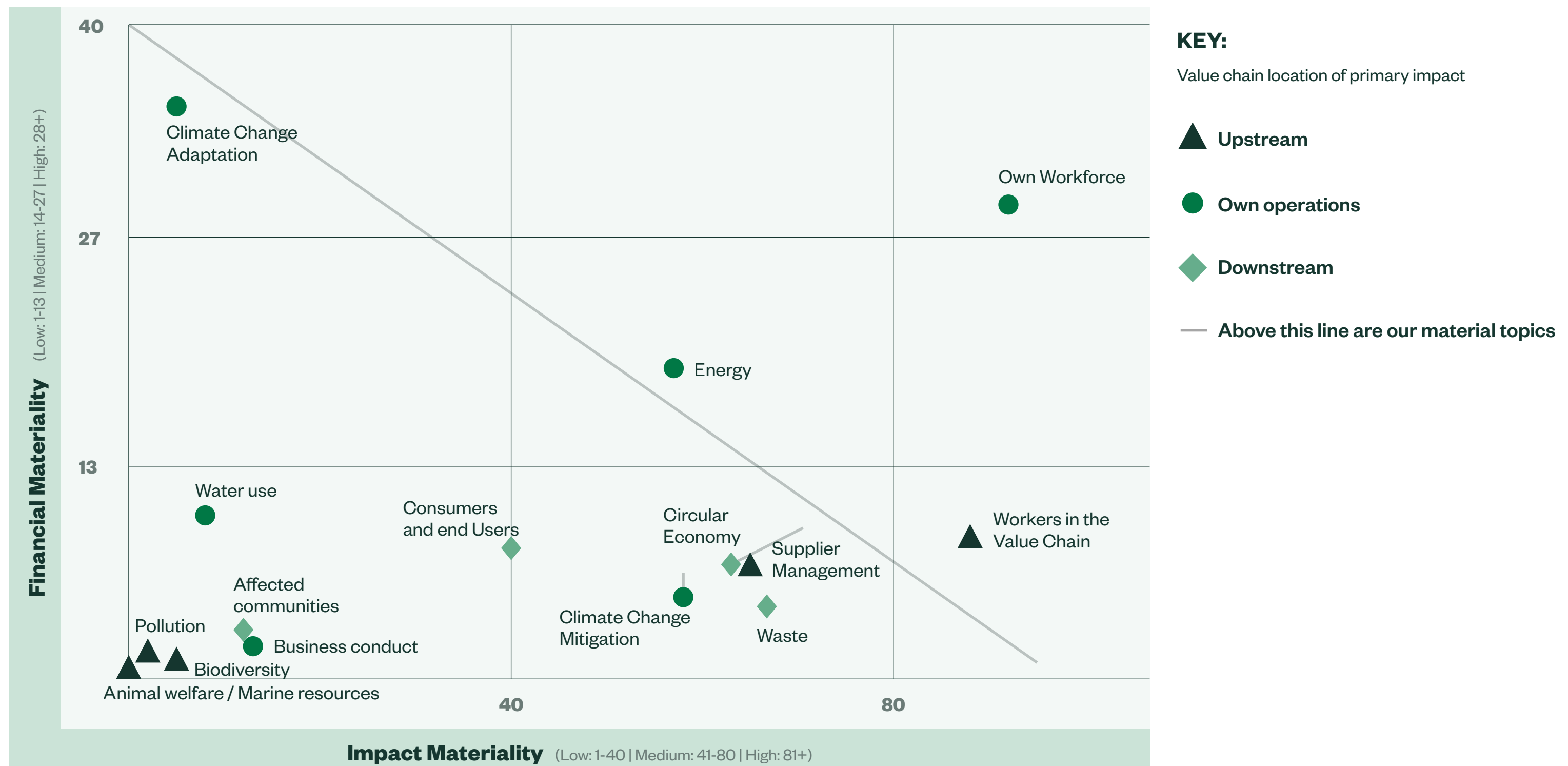
ESRS Themes mapped to our Sustainability Strategy

PEOPLE	ENVIRONMENT	COMPLIANCE / INNOVATION (GOVERNANCE)
<ul style="list-style-type: none"> → S1 - Own Workforce → S2 - Workers in the value chain → S3 - Affected Communities → S4 - Consumers and End Users 	<ul style="list-style-type: none"> → E1 - Climate Change <ul style="list-style-type: none"> • Energy • Climate Change Mitigation • Climate Change Adaptation → E2 - Pollution → E3 - Water Use <ul style="list-style-type: none"> • Marine Resources → E4 - Biodiversity → E5 - Circular Economy <ul style="list-style-type: none"> • Waste 	<ul style="list-style-type: none"> → G1 - Business Conduct <ul style="list-style-type: none"> • Supplier Management • Animal Welfare

3. Governance

Summary of Material Issues and Strategic Resilience

ESG Materiality Matrix



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Summary of Material Issues and Strategic Resilience

Summary of Changes

Impact materiality scores were refreshed where sufficient information was available to assess changes since the original Double Materiality Assessment. Financial materiality scores were reviewed but largely retained, as the original assessment provided limited documentation of the underlying assumptions and evidence, making a robust update impractical without undertaking a full reassessment, this is planned for 2027.

The key changes to materiality levels were:

- No topics were previously assessed as financially material. It is now clear that the transition to a low carbon society, which falls under the climate change adaptation topic, will involve material costs to the business, mainly related to increased costs for goods and services.
- Air pollution, hazardous substances and micro plastics were all previously flagged as potential areas for concern. However, current records show robust procedures for associated pollutants with no breaches of regulatory limits. There are no substances used which fall into the hazardous substances category and there is work to enhance understanding of the impact of micro plastics in the end-of-life stage of cable products.

Detail on Material Topics

Own workforce and workers in the value chain – Own operations and Upstream - High Materiality – Positive and Negative

- Maintaining a safe, skilled and engaged workforce is critical to delivering complex engineering projects, supporting innovation and meeting the expectations of customers and other stakeholders. Equal treatment is a fundamental principle at JDR, and we have many strengths in the way our employment practices are structured to promote fair, safe and secure working conditions, equal opportunities and open communication across the organisation. We also apply stringent ethical requirements to our suppliers and partners to help ensure that the standards we uphold within JDR are reflected throughout our value chain. Whilst we have established strong foundations, we also recognise opportunities to further strengthen our approach, in particular the need for enhanced governance arrangements and development of more specific targets to support our commitments. We also recognise the need to address elements of our gender pay gap, particularly in relation to bonus structures, and to further develop our approach to collective bargaining. Work is ongoing in these areas, and further information can be found in the Social section of this report.

Energy Use – Own operations – High Materiality – Positive and Negative

- As a manufacturer our operations are energy intensive and presently, due to a locked in contract structure, sourced predominantly from non-renewable sources. Rising energy costs as a result of geo-political instability and security of supply concerns are also expected to have a material financial impact. As such, the emissions from our operations

and their impact on climate change, and the sourcing of our energy, are key areas that we are targeting to address through our Net Zero Strategy and the setting of Science Based Targets. Further details can be found in the Environment section of this report.

Climate change transition and adaptation – Own operations - High Materiality – Positive and Negative

- Climate change transition and adaptation requirements may affect customer demand, regulatory obligations, energy costs (as above) and access to capital. Financial materiality remains the primary consideration, driven by rising supply chain costs associated with decarbonisation and compliance requirements, alongside volatility in critical raw material markets, particularly copper, where demand is expected to increase as industry and transport continue to electrify. We also expect to see a positive increase in customer demand for our products and services which directly support the transition i.e. the supply of cables for offshore windfarms.

Circular economy – Upstream and Downstream – Medium-High Materiality – Positive and Negative

- Resource use and circular economy initiatives present opportunities to improve efficiency, reduce costs and strengthen competitiveness in a rapidly evolving market. While within our manufacturing process we do utilise materials with a potentially damaging environmental and

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Summary of Material Issues and Strategic Resilience

social impact in their sourcing, due to mining and logistics operations, we place a strong emphasis on resource efficiency and supply chain due diligence to minimise these impacts. We also design our products with longevity in mind to reduce premature replacement and are investigating the possibilities around subsea cable retrieval and recovery to further our recycling efforts and minimise use of virgin materials. In addition to product considerations, we are improving the approach to waste management on our sites with a successful recycling rate of 83% in 2025.

Supplier management – Upstream – Medium-High Materiality - Positive and Negative

→ Effective management of suppliers supports supply chain security, operational resilience and continuity and responsible growth. A significant proportion of our emissions lie within Scope 3; achievement of our SBTi targets is therefore dependent on supply chain decarbonisation and, alongside increasing emissions reporting expectations, continual improvement of data gathering from our supply chain is essential. We have strong supplier relationships and established engagement activities from which to build our supplier management roadmap and begin to assess risk tiers, enabling collaborative decarbonisation, strengthening supply chain security and mitigating future risks.



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Summary of Material Issues and Strategic Resilience

Climate-Related Risk

[\[E-CC-2\]](#) [\[E-CC-3\]](#) [\[E-CC-4\]](#)

In addition to our ESG-wide Double Materiality Assessment, JDR assesses climate-related risks and opportunities through a dedicated register aligned to the TCFD framework, covering physical and transition risks, developed with support from our sustainability advisors, Energise. Responsibility for this currently sits with our Sustainability Manager and our Chief Strategy and Compliance Officer; work is underway to integrate this into wider operational registers and our governance and Board reporting.

Risks and opportunities are assessed for likelihood and impact on a 5x5 scale, which when multiplied determine the overall risk rating. Existing and potential mitigation efforts are considered alongside their impact on this risk rating, with risks then evaluated over three different climate scenarios across the short (<5 years), medium (5-10 years) and long (10+ years) term.

Climate Scenarios used

SCENARIO	DESCRIPTION
 SSP1 - 2.6	Low mitigation and adaptation challenges contribute to a smooth transition to <2°C of warming by 2100. Substantially more global action is taken in the near term and high levels of electrification are achieved in transport and industry. Successful management of GHGs limits overall physical risk exposure and associated economic disruptions.
 SSP2 - 4.5	Medium challenges to mitigation and adaptation leads to warming between 2°C and 3°C by 2100. A more familiar path is maintained with uneven progress internationally. Significant efforts are still undertaken, but with less consistency and coordination, resulting in higher levels of warming and more widespread physical risks.
 SSP3 - 6.0	High challenges to mitigation and adaptation are encountered with warming reaching between 3°C and 4°C by 2100. Rising nationalism undermines international efforts to limit climate change and competing economic and security concerns are prioritised. Low levels of electrification are achieved in transport and industry. The physical impacts of climate change become severe over time and significantly disrupt economic systems.

3. Governance

Summary of Material Issues and Strategic Resilience

RISK / OPPORTUNITY	LIKELIHOOD / IMPACT	TIMEFRAME	PRIMARY POTENTIAL FINANCIAL IMPACT	DESCRIPTION	CONTROLS IN PLACE	SCENARIO ANALYSIS
RISKS						
Increased material cost from rising inflation (Transition – market)	L=Possible I=Major	Short term	Revenue / Expenditure	Resource shortages, inflation and rising demand for transition materials (e.g. copper) could increase costs, disrupt projects and affect profitability.	Diversified global supply chain, material substitution opportunities, and increasing focus on circular economy principles.	Diversified global supply chain, material substitution opportunities, and increasing focus on circular economy principles.
Product end-of-life expectations may result in retrieval and subsequent recycling services (Transition – Technology)	L=Almost Certain I=Moderate	Long term	Revenue / Expenditure	Increasing expectations for cable retrieval, recycling and reduced use of virgin materials may create additional costs and service requirements.	Engagement with customers and regulators; focus on product longevity and reduced material use.	Engagement with customers and regulators; focus on product longevity and reduced material use.
Extreme weather impacts on operations, assets, and workforce (Physical – Acute)	L=Possible I=Major	Long term	Assets & Liabilities	Flooding, storms and other acute weather events could disrupt operations, supply chains, assets and workforce safety.	Climate considerations integrated into site-level risk assessments, policies and procedures.	Climate considerations integrated into site-level risk assessments, policies and procedures.

3. Governance

Summary of Material Issues and Strategic Resilience

RISK / OPPORTUNITY	LIKELIHOOD / IMPACT	TIMEFRAME	PRIMARY POTENTIAL FINANCIAL IMPACT	DESCRIPTION	CONTROLS IN PLACE	SCENARIO ANALYSIS
RISKS						
Water shortages in supply chain and operations (Physical – Acute)	L=Possible I=Major	Long term	Revenue / Expenditure	Water stress may affect the availability and cost of key materials, including copper, aluminium and steel.	Diverse supply chain, material substitution options and circular economy initiatives.	Diverse supply chain, material substitution options and circular economy initiatives.
OPPORTUNITIES						
Increased market demand (Transition – Market)	L=Likely I=Major	Medium term	Revenue	Growth in offshore wind and energy transition markets presents significant revenue opportunities.	New Blyth manufacturing facility to meet increased demand and active participation in industry bodies to monitor market developments.	New Blyth manufacturing facility to meet increased demand and active participation in industry bodies to monitor market developments.
Increased materials circularity (Products & Services)	L=Likely I=Major	Long term	Revenue / Expenditure	Recycling and circular economy initiatives could reduce costs, improve efficiency and create commercial opportunities.	Strong supplier and industry relationships and growing integration of cable recovery into contracts.	Strong supplier and industry relationships and growing integration of cable recovery into contracts.

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Summary of Material Issues and Strategic Resilience

Board Oversight and Accountability

[ESRS2]

The JDR Board sets the strategic direction of the business and maintains oversight of ESG matters, supported by the Executive Management Team, which is responsible for day-to-day delivery. JDR's governance and strategic oversight are exercised through its Board and Executive Management Team. Some JDR Board members also hold senior positions in other businesses under common ownership, supporting appropriate collaboration and alignment where relevant while maintaining JDR's own governance and decision-making arrangements.

Board of Directors

JDR's Board of Directors comprise:

- Monika Cupiał-Zgryzek, Chief Executive Officer and Chair
- Jonathan Knott, Deputy Chief Executive Officer (appointed February 2026)
- Tomasz Nowak, Chief Financial Officer
- Mark Braybrooke, Chief Operating Officer
- Carl Pilmer, Chief Sales Officer
- James Young, Chief Strategy and Compliance Officer
- Colin McKay, VP Business Development
- Piotr Mirek, Executive Director– Supply Chain and Investments
- Bartłomiej Zgryzek, Non-executive Director

[GOV-1]

Under UK law, the Board acts as both a supervisory and a management body, with individual members carrying out executive or non-executive functions. Board appointments take into account candidates' skills and experience, stakeholder views, and the need for diversity and independence.

BOARD COMPOSITION, AS AT JUNE 2026	
Total Board members	9
Formally designated non-executive members	1
Women	1 (11%)
Men	8 (89%)

The Chief Executive Officer ensures managerial staff are engaged in implementing organisational policy, including on health, safety and environmental protection, quality, ethics, anti-corruption and anti-bribery, and privacy.

3. Governance

Summary of Material Issues and Strategic Resilience

ESG Accountability

[\[GOV-2\]](#)

Day-to-day accountability for ESG sits with the Chief Strategy and Compliance Officer, whose remit also covers anti-corruption procedures, prevention of modern slavery, gifts and hospitality records, and confidential reporting channels. A Data Protection Officer reports directly to the Board on compliance with our Data Protection Policy.

The Chief Strategy and Compliance Officer regularly briefs the JDR Board on Sustainability matters at least every 6 months, including the Company's progress on emissions reduction requirements and the need to minimise our environmental impact.

Day to day management of Sustainability issues cascades from the Chief Strategy and Compliance Officer to the Executive Management Team who provide a strategic overview of how Sustainability topics impact the business, and to six function heads, who each hold line responsibility within their own team. This operational team meets quarterly to promote and report on cross-functional teamwork on ESG initiatives and activities, track action items, review KPIs, and formally minute progress to ensure critical updates feed into Board-level discussions.

Sustainability is also an agenda item on quarterly all employee briefings at least twice a year.

Board Reporting and Meeting Cadence

The JDR Board meets to address strategic and principal risk matters as they arise, rather than to a fixed governance calendar.

This is complemented by the Executive Management Team, which meets weekly and comprises JDR's senior leadership, providing regular oversight of ESG, strategic and operational matters between Board meetings. Work is underway to formalise a regular Board reporting cadence and ensure that strategic sustainability-related risks are a part of the regular agenda.



3. Governance

Summary of Material Issues and Strategic Resilience

Due Diligence

[GOV-4]

Our approach to due diligence covers employment-related matters, environmental protection and management, and is applied consistently across the business rather than as an ESG-only exercise.

DUE DILIGENCE ELEMENT	LOCATION IN THIS REPORT / CODES
Incorporating due diligence into corporate governance, strategy and business model	GOV-2, SBM-1
Engaging stakeholders impacted by JDR at all key stages of the due diligence process	SBM-2, S1-2
Identifying and assessing unfavourable impacts	SBM-3, IRO-1
Taking action to mitigate identified adverse impacts	E1-1, E1-3, E2-3, E5-2, S1-4, S2-1, S2-4
Monitoring and reporting on the effectiveness of that action	E1-5, E1-6, E5-4, S1-9, S1-14, S1-16, S1-17

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Stakeholder Engagement on ESG Issues

[SBM-2]

Many sustainability challenges extend beyond the influence of any single organisation and require collective action to achieve meaningful change. We recognise the value of working alongside industry peers, trade associations, customers, suppliers and other stakeholders to address shared environmental and social challenges and accelerate progress towards common objectives.

Our collaborative approach enables us to contribute to industry-wide initiatives, share knowledge and best practice, and support the development of consistent standards and approaches across the sectors in which we operate. By engaging with external partners, we seek to strengthen our understanding of emerging sustainability issues, identify opportunities for innovation and contribute to the advancement of responsible business practices.

Stakeholder input is also a core component of our Impact, Risk and Opportunity assessment; representatives from our employees, customers, suppliers and industry organisations were directly engaged as part of the Double Materiality process.

JDR maintains close, ongoing relationships with the stakeholder groups relevant to our ESG programme, adjusting the form and frequency of engagement to their needs:

STAKEHOLDER GROUP	HOW JDR ENGAGES
RIGHT-HOLDERS	
Employees	Ongoing engagement with line managers and senior leadership, supported by quarterly all-employee briefings and a biennial employee satisfaction survey.
Potential employees	Participation in job fairs, work placements and internship programmes.
Employees' families	Family-focused engagement and communications activity.
Customers	Regular contact through account and project teams, project milestones and satisfaction surveys, typically at least quarterly. A separate ESG-specific survey was also issued to strategic customers last year.
Banks and capital providers	Ongoing cooperation and regular contact.
Suppliers of materials and packaging	Direct contact, on-site audits and supplier evaluation through ESG scorecards, emissions reporting and high-risk supplier mitigation plans.
Transporters of raw materials, finished products and waste	Ongoing cooperation and regular contact.

3. Governance

Stakeholder Engagement on ESG Issues

STAKEHOLDER GROUP	HOW JDR ENGAGES
OBLIGED ENTITIES	
Local administration and authorities	Engagement as needed on planning and community matters, for example around the Blyth development.
Regulatory and inspection bodies	Ongoing cooperation with relevant environmental, labour and safety regulators.
Certification and accreditation bodies	Direct contact as required to maintain certifications.
OTHER PARTIES	
Competitors and importers	Participation in international professional organisations.
Local media	Direct contact, as needed.
Other JDR and relevant affiliated business facilities	Meetings and workshops to exchange knowledge and experience, including on safety.
Government and industry bodies	Participation in policy consultation and industry working groups, including the Offshore Wind Industry Council (OWIC).

3. Governance

Stakeholder Engagement on ESG Issues

Case study – Client Engagement Activity Driving Internal Change

At JDR, we are actively engaging with key industry clients to improve our internal processes and accelerate our ESG maturity. These partnerships have been fundamental in shaping our transition, and by aligning our roadmap with the rigorous expectations of our global client base, we ensure that JDR’s internal changes are both ambitious and market leading.

Sustainability is rapidly becoming a key consideration, and by developing client relationships, we gain the insights necessary to refine our ESG performance, from decarbonising our manufacturing to implementing our due diligence platform for deeper transparency. This proactive engagement has been essential for JDR to remain a supplier of choice, ensuring we meet the increasing demand for partners who can prove their commitment to a low-carbon, ethical future.

While we currently focus on enhancing our own reporting and supply chain integrity, these collaborative efforts with our clients provide the data and feedback needed to improve our ESG disclosures. This transparency builds trust and creates a feedback loop where client expectations drive JDR’s innovation, and in turn, help our clients meet their own science-based targets. By working with our partners, we are ensuring that ESG becomes integrated into every stage of the project lifecycle, from raw material procurement to installation.

Memberships and Industry Engagement

Through active participation in industry forums and collaborative initiatives, we support wider efforts to reduce environmental impacts, strengthen supply chain sustainability, and promote positive outcomes for people and communities. We actively engage with a range of industry and professional bodies, including Europacable, the International Council on Large Electric Systems (CIGRE), the Chartered Quality Institute (CQI), the Science Based Targets initiative (SBTi), the Carbon Trust’s SUS-JIP programme, RenewableUK, and the Offshore Wind Industry Council (OWIC).

Monika Cupiał-Zgryzek has served as Deputy President of Europacable since September 2015, demonstrating JDR’s long-standing leadership within the cable manufacturing sector. Through these partnerships, we contribute to policy discussions on energy infrastructure, decarbonisation, supply chain resilience, and industry best practice, while reinforcing our commitment to quality management, transparency, and continual improvement.

During the reporting year, we participated in key industry conferences and exhibitions, including Subsea Expo, Global Offshore Wind, Offshore Wind North East (OWNE) and Floating Wind, using these platforms to showcase our technology and contribute to discussions on sustainability topics such as recycling, safety and decarbonisation.

We also continued to support OWIC and the Offshore Wind Growth Partnership, contributing to workshops, working groups, and sub-committees focused on innovation, people and skills, and delivery of the UK Offshore Wind Industry Growth Plan. During 2025, JDR provided consultation feedback to DESNZ on proposals relating to offshore wind supply chains and the application of Science Based Targets, as well as contributing to discussions on the Carbon Border Adjustment Mechanism (CBAM) through RenewableUK and the British Cables Association to help ensure fair and effective implementation for energy-intensive materials and products.

These partnerships enable us to share knowledge, influence industry best practice, support the transition to a lower-carbon economy, and deliver long-term value for our stakeholders. These partnerships help us share knowledge, influence industry best practice and deliver on our sustainability ambitions while creating long-term value for stakeholders.

3. Governance

Risk Management

[\[G-ERM-1\]](#) [\[G-CGS-1\]](#)

Enterprise Risk Management (ERM) Framework

JDR’s governance framework establishes clear accountability across engineering, manufacturing and offshore operations, with Board oversight of strategy, major projects and principal risks. Risk and opportunity management is aligned to ISO 31000:2018 and supplemented by best practice from the Association for Project Management and the Project Management Institute. The framework is integrated across business and project lifecycles, applying enterprise risk management throughout the full asset lifecycle, from design and manufacturing to transport, installation and service, to ensure consistent and comparable outcomes while remaining flexible in a fast-moving operating environment. JDR’s THINK SAFETY and THINK QUALITY programmes further reinforce the human and cultural aspects of risk management and are discussed in more detail in the Social section of this report.

Risk assessment moves through a process of identification, analysis and evaluation, resulting in a Red, Amber or Green rating:

LEVEL	DESCRIPTION
RED	Current controls are inadequate or not in place to treat the risk should it occur
AMBER	Current controls are not fully effective and need to be reviewed and improved
GREEN	Current controls are adequate, with limited opportunities for improvement

Risks and opportunities rated red are escalated to the senior management team for treatment:

- Mitigate or Avoid
- Accept
- Transfer or Share
- Enhance or Exploit

Monitoring runs through project and business risk meetings, with oversight from Executive Management Team and Board members forming part of the review of strategic, project and operational risk.

Key risks managed include:

- Design and Manufacturing Quality

- Offshore installation conditions
- Project delivery and Supply chain disruption
- Health and Safety
- Multi-jurisdictional regulatory compliance
- Cybersecurity

These risks are mitigated through quality assurance and testing, project and offshore risk assessments, supplier qualification and audits, Health, Safety and Environment (HSE) management systems, and compliance policies covering ethics, anti-corruption and human rights. Monitoring runs through project and operational reviews, safety, quality and delivery KPIs, internal audits, and reporting to senior management and the Board. Role-specific training, clear speak-up channels, and lessons learned from projects and incidents support a strong risk culture and continuous improvement.

ERM - Data Protection and Cybersecurity

[\[G-IT-1\]](#)

At JDR, we protect our systems and data through multi-factor authentication and VPN-controlled remote access, email and web threat scanning, and 24/7 endpoint monitoring via our security operations centre. Laptops and mobile devices are fully encrypted, with USB ports blocked by default, and we run monthly vulnerability scanning of external-facing systems. Staff complete annual training on cyber security and data protection, and backups are retained for 30 days including offsite copies. The Data

3. Governance

Risk Management

Protection Officer reports regularly to the Board on our compliance with JDR's Data Protection Policy.

ERM - Managing Client-Facing and Commercial Risk

For our largest commercial opportunities, JDR applies a two-stage approval process as set out in our Large Tender Procedure: Authorisation to Tender and Authorisation to Commit. This covers tenders above £2.5m (Energy) or £5m (Renewables), or any opportunity of significant risk. Senior managers and Board members review the project overview, risk register and commercial terms at each stage before authorisation, with any new risks logged against the register and escalated to the relevant department.

ERM - Quality Risk Management

[G-Q-1]

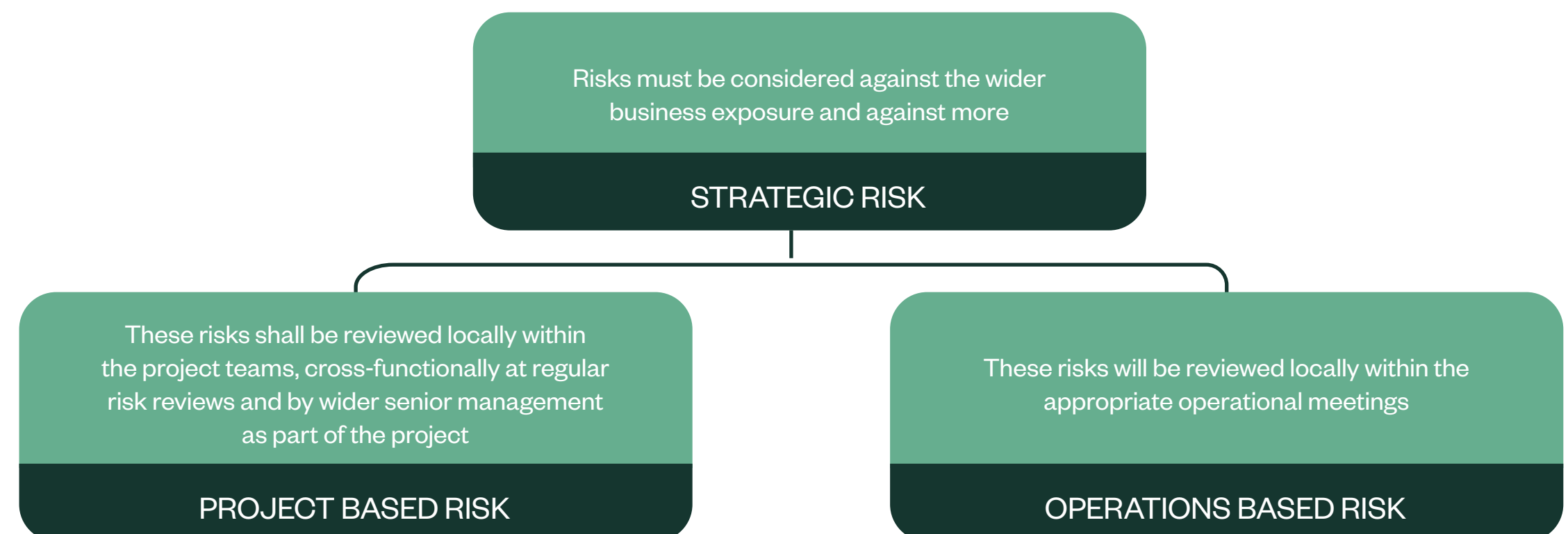
JDR's Quality Management System is aligned to ISO 9001:2015 and overseen by the QHSE Director. Further detail on product quality and safety performance is set out in the Social section of this report.

Towards a Business-Wide Risk Register

Risk management is applied most consistently at project level, aligned to the principles of the ISO 31000:2018 standard. A weekly cross-functional review, involving representatives from across the business, identify and

manage risk. The Commercial and Projects Director is responsible for determining what requires wider escalation. Each department applies its own escalation criteria; departmental risks are assessed by the relevant Board director for that team and escalated via the Executive Management Team to the full Board for review and response, if they are wide-ranging or high severity for the business. Senior managers will review the major risks for the business from both ongoing business and strategic viewpoints. Certain categories of risk including claims and disputes, personal injury, and updates on operational risk severity are escalated to the Board monthly.

A central register of lessons learned exists for project level risks, including accountability to specific business areas, to drive continual improvement. Alongside this, our Business Continuity Planning (revision in development) brings together the fundamental business risks and ensures that solutions are documented, actively tested and updated.



3. Governance

Risk Management

Case Study - Risk Management Governance

JDR's governance framework is underpinned by internationally recognised management systems that support robust operational control, effective risk management, and continual improvement across our global operations. Where applicable, our facilities are certified to internationally recognised standards, including ISO 9001 for Quality Management, ISO 14001 for Environmental Management, and ISO 45001 for Occupational Health and Safety. These management systems provide a structured approach to identifying, assessing, and mitigating risk while promoting consistent performance, regulatory compliance, and operational excellence throughout the business.

During 2025, JDR achieved certification to ISO 50001 for Energy Management at applicable operations, reinforcing our commitment to improving energy performance and reducing environmental impact. The implementation of ISO 50001 provides a systematic framework for monitoring energy consumption, establishing measurable objectives, and driving continual improvements through data-led decision making. This enables the business to benchmark performance, identify opportunities for increased efficiency, reduce energy waste, and lower operating costs while supporting the delivery of more sustainable and competitive solutions for our customers.

For our customers, these internationally recognised management systems provide confidence that JDR applies consistent governance, quality,



environmental, and health and safety practices throughout the lifecycle of complex offshore energy projects. By embedding recognised best practice into our operations, we strengthen operational resilience, enhance project predictability, and maintain compliance with evolving legislative

and regulatory requirements. This disciplined approach supports reliable project delivery while enabling the business to adapt to changing industry expectations and environmental obligations

3. Governance

Accountability and Performance Ratings

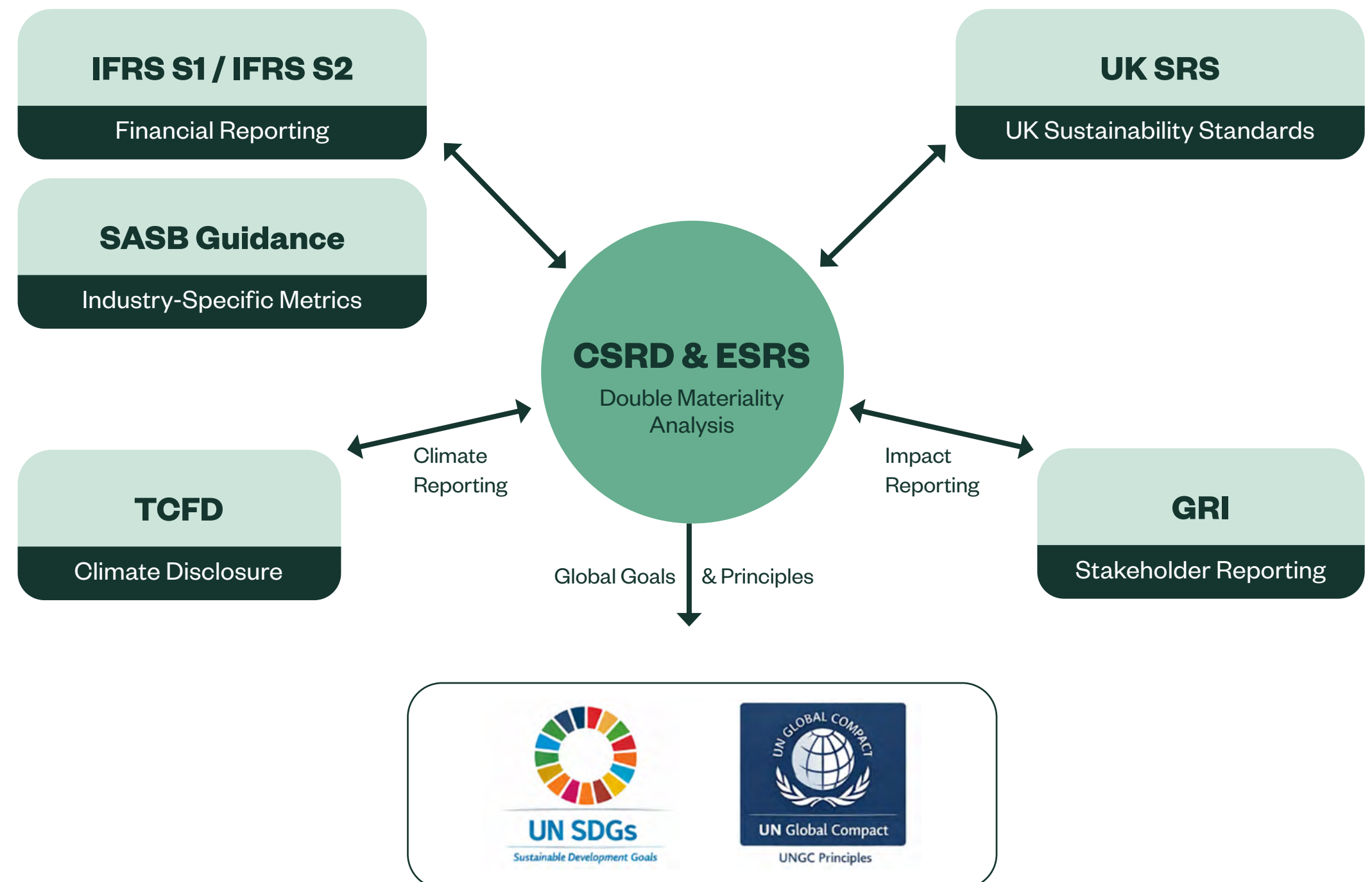
Framework Alignment

Our Double Materiality Assessment is aligned with the CSRD, with data points prepared in line with International Financial Reporting Standards (IFRS) and Sustainability Accounting Standards Board (SASB) standards to support readiness for the UK Sustainability Reporting Standards (UK SRS). The TCFD framework is also used to guide alignment with best practice for climate-related disclosures.

We map our sector-specific disclosures to two SASB categories: 1: Electrical & Electronic Equipment, reflecting the manufacture of subsea cables and associated hardware; and 2: Oil & Gas – Services, reflecting JDR’s engineering, subsea manufacturing and installation activities for the energy sector.

In 2027, we plan to undertake a more detailed review of the businesses impacts, risks and opportunities, including mapping to the UN Sustainable Development Goals and the UN Global Compact principles. Using the results from this assessment, we plan to use the Global Reporting Initiative (GRI) Standards to support disclosure of our broader stakeholder impacts where appropriate.

Global ESG Reporting Frameworks Integration



3. Governance

Accountability and Performance Ratings

External Recognition and ESG Leadership

We are proud to say that JDR's ESG performance and international growth strategy received significant external recognition during 2025. The business achieved a commendation from the Green Apple Awards for the approach taken to overcoming the challenges associated with Net Zero, as well as an EcoVadis Gold rating, placing it amongst the top 5% of companies globally assessed for performance across environment, labour and human rights, ethics and sustainable procurement. This achievement provides independent validation of the strength of JDR's management systems, governance framework and responsible business practices.

Our CDP B rating for Climate and B- for Water, reflects the maturity of our approach to climate governance, emissions management, risk assessment and environmental stewardship. Together, these ratings demonstrate the progress being made to embed sustainability across the organisation and strengthen resilience as the business continues to grow.

Targets, Commitments and Strategic Alignment

In 2025, JDR achieved a significant milestone with approval of our Science Based Target Initiative (SBTi) aligned near-term emissions reduction targets. This demonstrates our commitment to taking credible, measurable climate action aligned with the latest climate science. We are committed to:

- Reducing Scope 1 and 2 emissions by 54.6% and Scope 3 emissions by 32.5% by 2033.

- Targeting a 90% reduction across all scopes by 2050.

Our near-term Scope 3 target has already been achieved, and while current figures show we are temporarily off track for our Scope 1 and 2 targets, this is due to the significant electrification of our buildings prior to having renewable backed electricity contracts in place. We plan to resolve this gap as soon as possible, as demonstrated by our Blyth facility, which was energised with 100% renewable electricity when it became operational in Q4 2025.

Also, in 2025, JDR achieved ISO 50001 certification, establishing a structured approach to energy management and continuous efficiency improvement. The accreditation enables us to benchmark performance, identify energy-saving opportunities, reduce waste and costs, and deliver more competitive project outcomes through data-driven energy management.

JDR supports the principles and are participants of the UN Global Compact, reinforcing our commitment to internationally recognised principles relating to human rights, labour standards, environmental responsibility and anti-corruption.

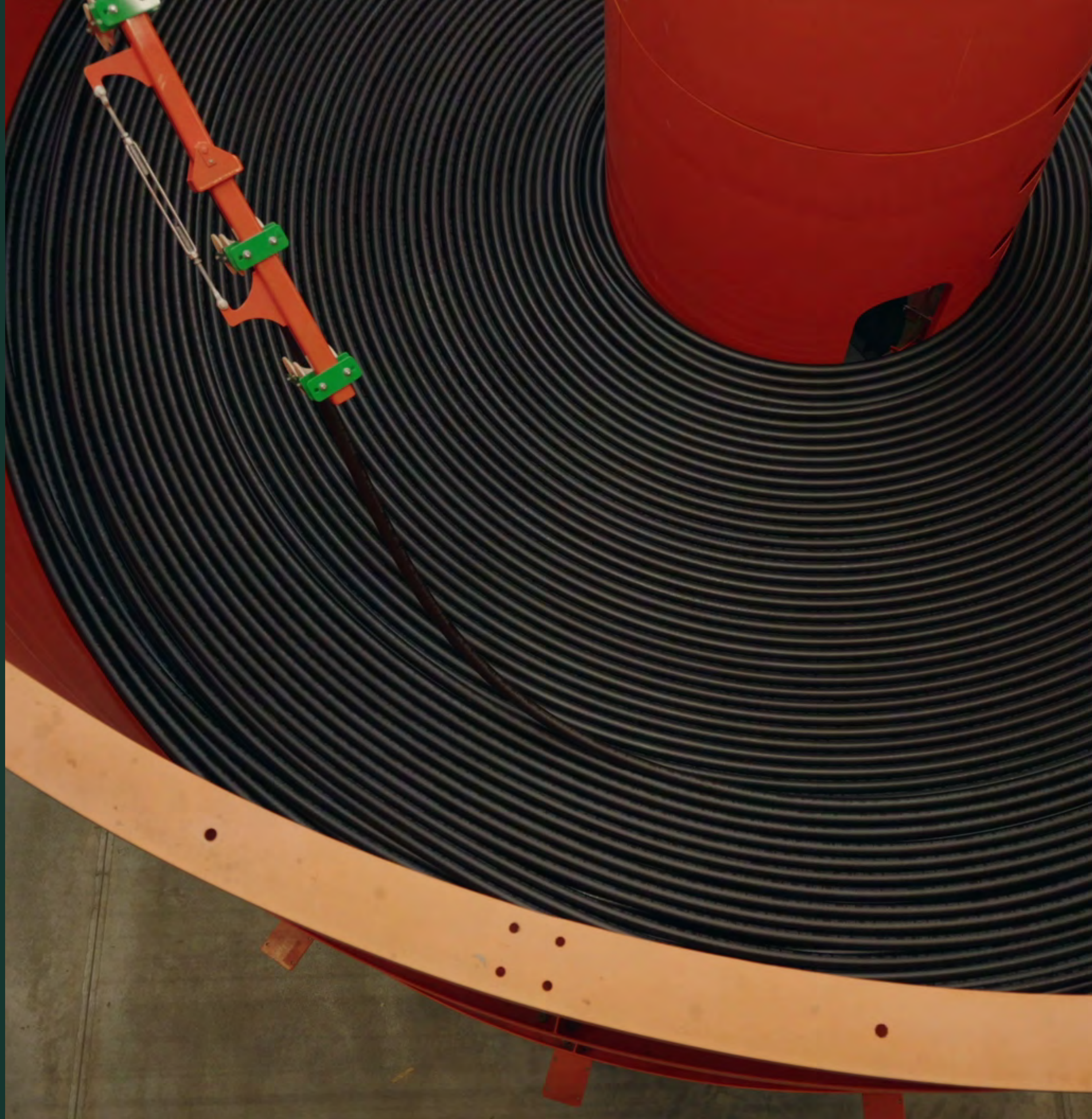
These achievements are more than standalone ESG credentials; they represent tangible progress against our strategic ambition to deliver sustainable growth, support the global energy transition and create long-

term value for customers, employees and stakeholders. By combining recognised ESG leadership, science-based decarbonisation commitments and international commercial success, JDR is building a business that is not only growing globally but doing so in a responsible, resilient and future-focused way.



4.

Environment



4. Environment

At JDR, we are committed to minimising our environmental footprint and proactively addressing the challenges posed by climate change. This section outlines the actions we are taking to reduce carbon emissions through the implementation of our Net Zero Strategy, enhance transparency regarding our wider environmental impacts, and engage our supply chain partners in supporting our sustainability objectives and long-term environmental ambitions.



Environmental Performance Summary

We have undertaken extensive works to understand and improve our environmental performance, including GHG reporting, Net Zero Strategy development and product lifecycle assessments. The outcome of these exercises has enabled us to develop a clear pathway to achieve our environmental goals and competitively place ourselves within the UK cable industry.

We have seen significant improvements in our GHG reporting, with an absolute emissions reduction of 58% averaged across Scopes 1, 2 and 3 categories, and 62% in intensity compared to 2024 reporting. We have seen significant drops in our emissions profile, particularly regarding emissions associated with the use of products, and purchased goods and services expenditure (a 38.6% reduction from 2024) due to fluctuations in the product types and volume sold. We are aware that this is a natural variation of our business and are working to ensure that we retain Scope 3 emissions reductions, even in times of higher intensity production.

Our GHG report forms the foundation of our Net Zero Strategy, in which we align to the goals of the Paris Agreement. With our own Net Zero targets validated by the SBTi, and as we aim for Net Zero by 2050, our major focus areas are centred around site decarbonisation, supply chain and customer engagement and ongoing data quality improvements. Efforts have already been made in all of these areas, and our 2025 GHG report reflects these successes.

We are conscious of the circularity impact resulting from our resource use and subsequent waste. As such, we make concerted efforts across the business to reduce our overall impact and aim towards a future where we may incorporate biodiversity net-positive actions into our business model.

Over the last three years, we have maintained our zero-waste-to-landfill status and, in 2025, achieved an 83% recycling rate. We incorporate circular economy principles into the design and lifecycle management of our products and intend to continue doing so as industry expectations change over time.

Our Carbon Footprint, Targets and Progress

We recognise the importance of maintaining a robust set of metrics to assess our progress towards our climate goals. Developing a comprehensive and accurate greenhouse gas (GHG) emissions profile remains a key priority, alongside monitoring indicators such as JDR's carbon and energy intensity. We continue to enhance the quality, accuracy and granularity of this data to support informed decision-making and drive continuous improvement.

We will continue to monitor developments in technology, market conditions and decarbonisation solutions to inform the evolution of our climate strategy over time.

4. Environment

Environmental Performance Summary

KEY PERFORMANCE INDICATOR		2022 (BASELINE)	2023	2024	2025	VARIANCE – BASELINE VS 2025	VARIANCE – 2024 VS 2025
tCO ₂ e/£m turnover		1.16	1.34	1.14	0.43	-63.0%	-62.3%
tCO ₂ e/kg of manufactured product		14,031.8	13,261.5	16,041.0	16,376.6	+16.7%	+2.1%
Waste to Landfill (tonnes)		107.9	0.00	0.00	0.00	-100%	0.00%
Energy intensity		0.042	0.35	0.026	0.024	-43.0%	-9.6%
TARGET YEAR	SBTi TARGET	2022 BASELINE GHG FIGURES	2023 GHG FIGURES	2024 GHG FIGURES	2025 GHG FIGURES	VARIANCE – BASELINE VS 2025	TARGET STATUS
2033	Reduce absolute Scope 1 and 2 GHG emissions 54.6% from a 2022 base year	1,061.60	1,062.70	1,697.70	1,650.50	55.47%	Off Track
2033	Reduce absolute Scope 3 GHG emissions* by 32.5% from a 2022 baseline year	89,517.40	89,094.70	90,491.80	59,085.80	-34%	On Track
2050	Reduce absolute Scope 1 and 2 GHG emissions 90% from a 2022 base year	1,061.60	1,062.70	1,697.70	1,650.50	55.47%	Off Track
2050	Reduce absolute Scope 3 GHG emissions* by 90% from a 2022 baseline year	89,517.40	89,094.70	90,491.80	59,085.80	-34%	On Track

*from the following categories: purchased goods and services, capital goods, fuel- and energy-related activities, upstream transportation and distribution, waste generated in operations, business travel, employee commuting, downstream transportation and distribution, end-of-life treatment of sold products, and investments.

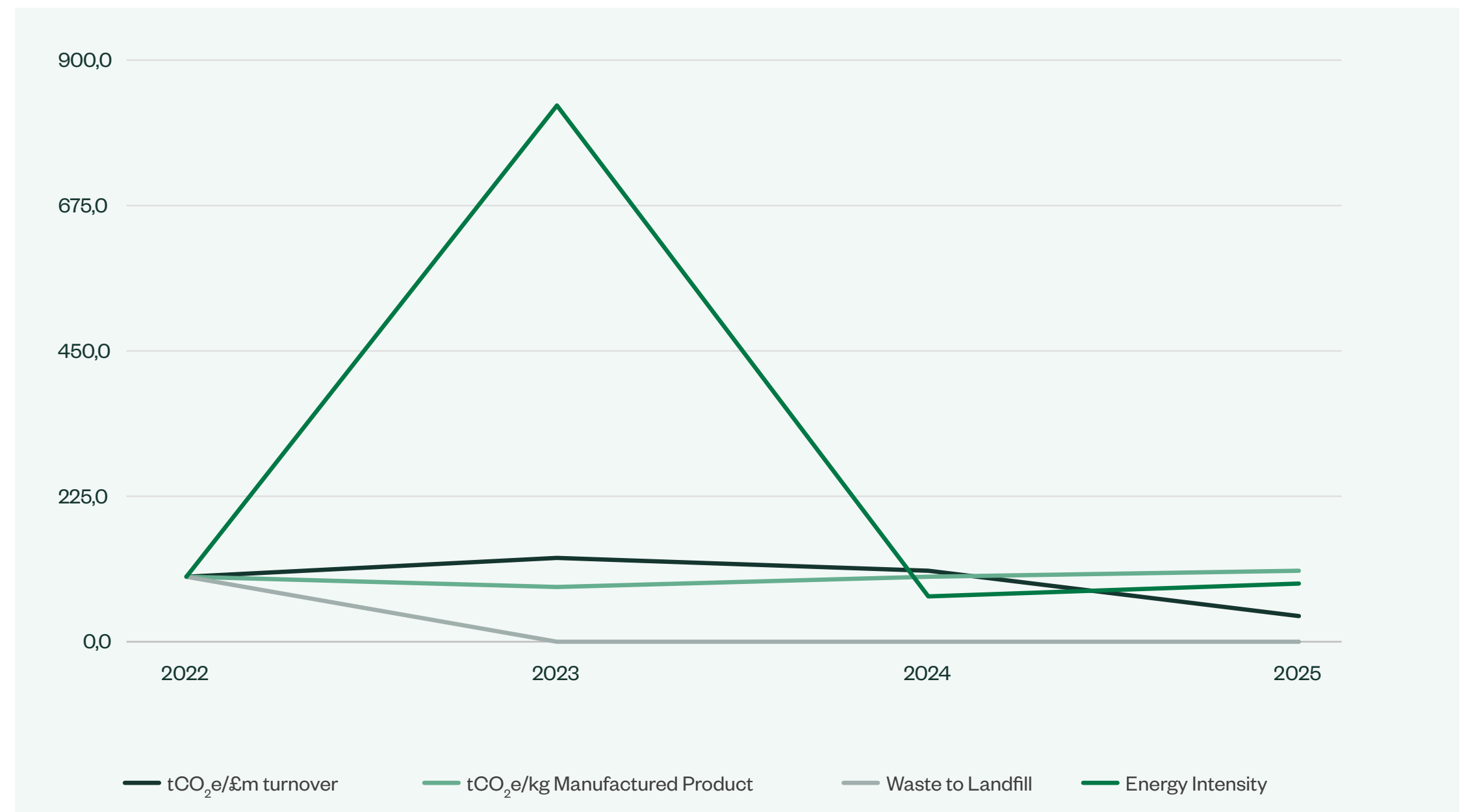
4. Environment

Environmental Performance Summary

Our KPI data, as detailed above, is indicative of substantial sustainability efforts over the last several years. Our standout achievement from this is our 2023 establishment of our zero-waste-to-landfill status; a status we have since maintained. Efforts in our operations have similarly seen improvements, as our energy intensity has decreased by 9.6% over the last year, and by 43% since 2022. This has been as a result of technological upgrades, increased training and implementation of best practice measures.

Our overall business operations have also significantly improved during 2025, as we saw a 62.3% reduction in tCO₂e/£m of turnover. This is not reflected, however, in our product metrics as we have seen a 16.7% increase in tCO₂e/kg of manufactured product since 2022. This increase is in part due to the reduced manufacturing output seen in 2024 during a time in which product decarbonisation efforts were either in the early stages of development or implemented but not yet fully established. As such, we can see a large increase in this metric from 2024 onwards. As a result, while we will continue decarbonising our direct operations, looking forward we are committed to furthering our supplier engagement efforts and decarbonising our product supply chain.

Indexed values for sustainability related KPI metrics (2022=100)



4. Environment

Environmental Performance Summary

Regarding our SBTi Net Zero targets, based on current performance, JDR is on track for both mid- and long-term Scope 3 emissions reductions targets, having already achieved our 2033 target of a 32.5% overall reduction. If JDR were to continue at our current pace, we could expect to hit our 2050 target of a 90% Scope 3 emissions reduction or above by 2033. We also recognise that Scope 3 reductions are not generally linear and tend to fluctuate with natural value chain adjustments and industry wide clow carbon transition. As such, we aim to continually monitor our Scope 3 emissions.

In contrast, we are off track for our Scope 1 and 2 mid- and long-term SBTi targets. This is due to an increase in our emissions associated with Scope 2, Purchased Electricity, resulting from significant efforts on site to electrify systems and reduce dependency on natural gas. We aim to transition to green electricity procurement and engage in further energy efficiency measures. In doing so, we will mitigate this increase and improve our progression towards our mid-and -long term Scope 1 and 2 reduction targets.

We recognise that we may not fully reach Net Zero from reduction efforts alone, due to the nature of our manufacturing industry. While reduction is our main priority, as part of our long-term Net Zero Strategy, we are committed to exploring good quality carbon offsetting options for the emissions we cannot feasibly reduce further. We remain dedicated to delivering a Net Zero Strategy that demonstrates our ambition, remains realistic and promotes growth.

JDR's GHG emissions 2024 vs 2025 (market-based)



4. Environment

Environmental Performance Summary

JDR’s GHG emissions 2024 vs 2025 (market-based)

	2022 BASELINE tCO ₂ E	2023 tCO ₂ E	2024 tCO ₂ E	2025 tCO ₂ E	2024 VS 2025 VARIANCE (%)
Scope 1	274.2	257.1	185.7	162.5	-13%
Mobile Combustion	72.1	100.7	95.9	83.2	-13%
Stationary Combustion (incl. Natural Gas)	202.1	156.4	89.8	79.3	-12%
Scope 2	787.4	805.6	1,512.0	1,488.0	-2%
Purchased Electricity	787.4	805.6	1,512.0	1,488.0	-2%
Scope 3	117,035.4	148,945.1	160,722.2	66,325.3	-59%
Cat. 1 - Purchased Goods and Services	81,467.8	79,529.6	80,098.8	49,142.1	-39%
Cat. 2 - Capital Goods	1,035.7	903.1	4,011.5	1,413.5	-65%
Cat. 3 - Fuel and Energy Related Activities	257.3	255.2	261.7	261.7	-

4. Environment

Environmental Performance Summary

JDR’s GHG emissions 2024 vs 2025 (market-based)

	2022 BASELINE tCO ₂ E	2023 tCO ₂ E	2024 tCO ₂ E	2025 tCO ₂ E	2024 VS 2025 VARIANCE (%)
Cat. 4 - Upstream Transport and Distribution	3,825.9	6,659.0	3,508.4	3,182.9	-9%
Cat. 5 - Waste Generated in Operations	63.6	91.9	10.8	2.5	-77%
Cat. 6 - Business Travel	386.5	811.0	945.4	746.6	-21%
Cat. 7 - Employee Commuting	271.3	434.3	453.1	628.6	+ 39%
Cat. 9 - Downstream Transportation and Distribution	2,035.9	192.8	1,014.3	2,370.2	+ 134%
Cat. 11 - Use of Sold Products	27,518.0	59,850.4	70,230.4	7,239.5	-90%
Cat. 12 - End of Life Treatment of Sold Products	90.3	100.5	90.0	45.6	-49%
Cat. 15 - Investments	83.0	117.4	97.8	1,292.1	+ 1,221%
Total	118,097.0	150,007.8	162,420.0	67,975.7	-58%

4. Environment

Environmental Performance Summary

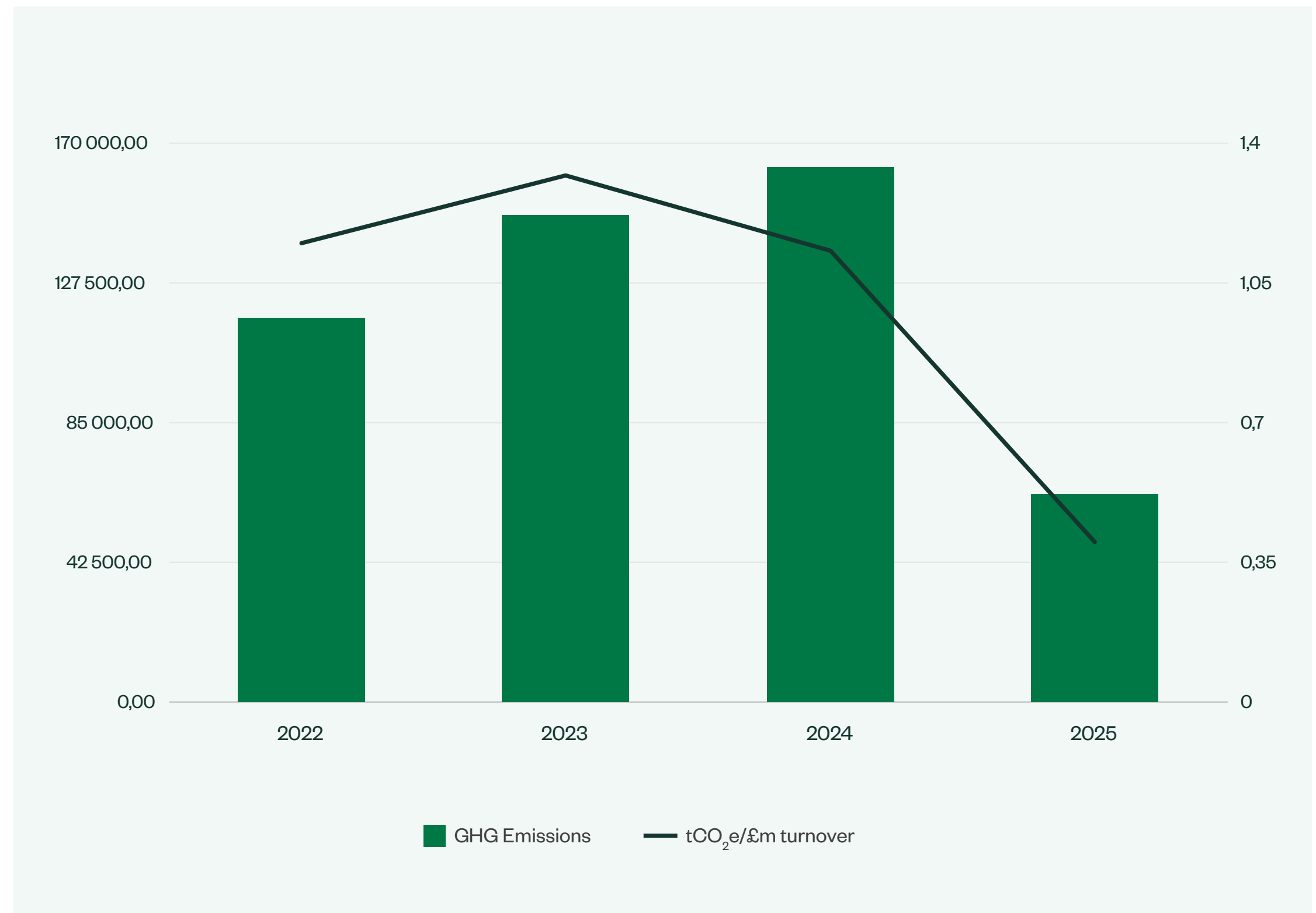
We currently report Scopes 1, 2 and all relevant Scope 3 emissions. Overall, our carbon footprint has decreased by 58% over the last year. The changes in our carbon footprint are due to multiple changes including:

The Development and Opening of our Blyth Site

The development of our new manufacturing site located at Blyth resulted in an increase in emissions associated with construction, retrofitting, and administrative activities (capital goods) during 2024. The opening of the site resulted in reduced capital good expenditure and subsequent emissions for 2025. While 2024 and 2025 emissions associated with Blyth were significant, construction and retrofitting activities are not expected to continue beyond 2026.

Increased Data Scope

Since we have begun calculating our carbon footprint in 2022, year-on-year we have significantly increased the scope in which we report. In 2022, we reported all relevant Scope 1 and 2 activities, but only six of the fifteen Scope 3 categories. This was amended in 2025 following a re-calculation of our 2022 footprint to allow for more accurate year-on-year comparative reporting. In 2025, we reported all relevant Scope 1 and 2 emissions as well as eleven Scope 3 categories. The remaining four Scope 3 categories (upstream leased assets, processing of sold products, franchises, and downstream leased assets) were deemed irrelevant or immaterial to our industry and business-specific operations and, therefore, have not been included in our carbon footprint.



4. Environment

Environmental Performance Summary

Improvements in Data Quality

In addition to increasing the scope of our GHG emissions reporting, we have also significantly improved the quality of the data which supports our carbon accounting. We have shifted away from industry benchmarks to actual data collected from our sites. While this has resulted in a more accurate carbon footprint, it has also highlighted areas in which we may be emitting more emissions than the industry average. Despite this increasing our overall carbon footprint, we welcome the changes brought about by more accurate reporting as it enables targeted and actionable change.

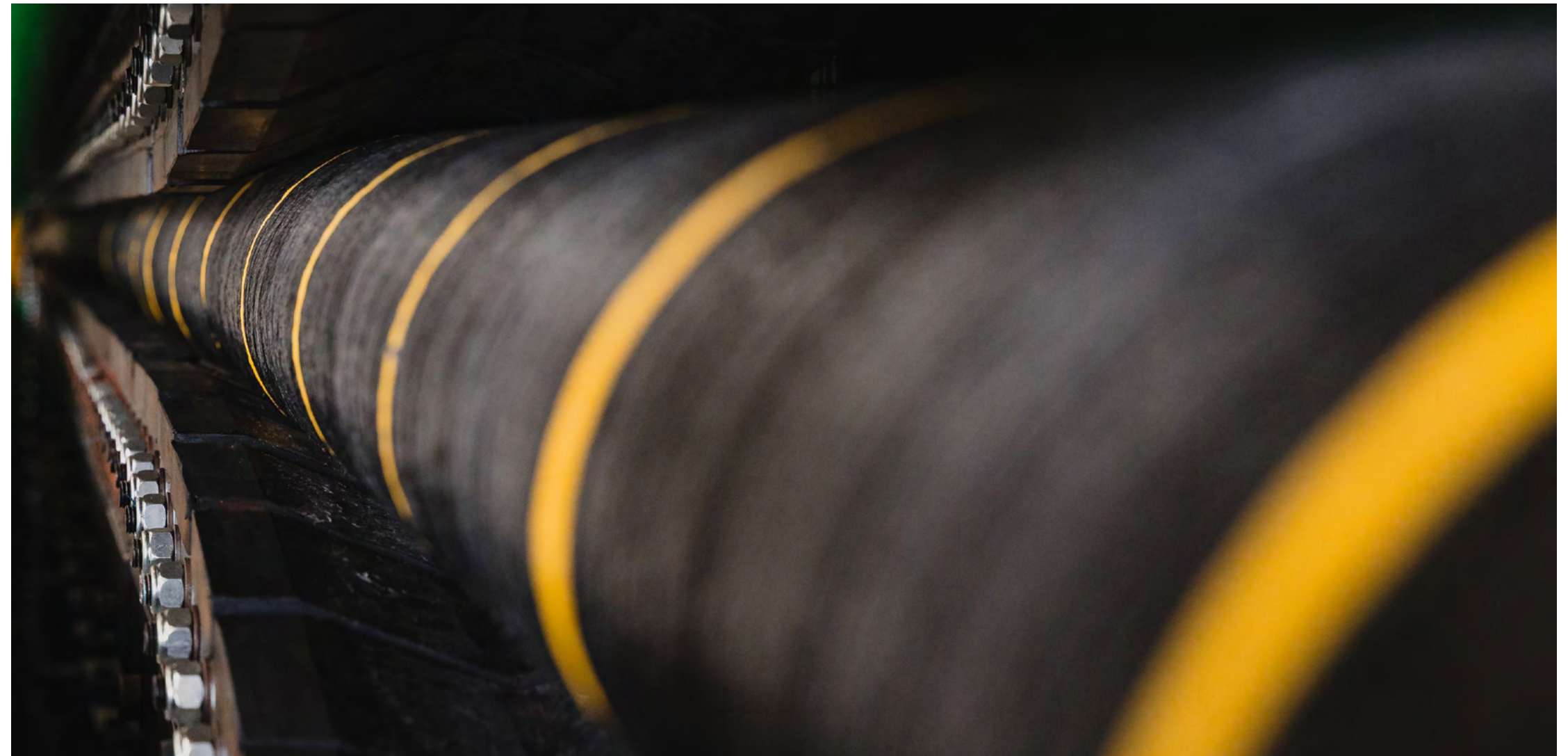
Waste Management and Reduction Efforts

We have made significant effort in reducing our overall waste and ensuring the waste generated in our operations is disposed of responsibly. In 2025, we maintained our zero-waste-to-landfill status and achieved an overall recycling rate of 83%.

The overall decrease in our carbon footprint is a result of significant efforts to decarbonise our operations and increase visibility and transparency in our reporting. In addition to tangible decreases in our emissions, we have created frameworks to ensure continuous decarbonisation. We have promoted changes in our operations, including staff training on the requirements of new carbon-relevant regulations, such as the UK CBAM and UK SRS legislation. The upskilling of our workforce is vital to ensuring that a comprehensive understanding of carbon emissions reductions

supports our decarbonisation efforts in line with industry and national best practice. 98% of our GHG emissions result from our Scope 3 activities, with 72% associated with the purchased goods and services within our supply chain. This understanding of our carbon footprint enables us to tailor our strategy to target the highest carbon impact areas of our operations and to

positively maximise the impact of our strategic resource. Looking forward to 2026 and beyond, our focus will be on improving our understanding and visibility of our supply chain and supporting our suppliers to decarbonise their operations.



4. Environment

Environmental Performance Summary

Improvements in Data Quality

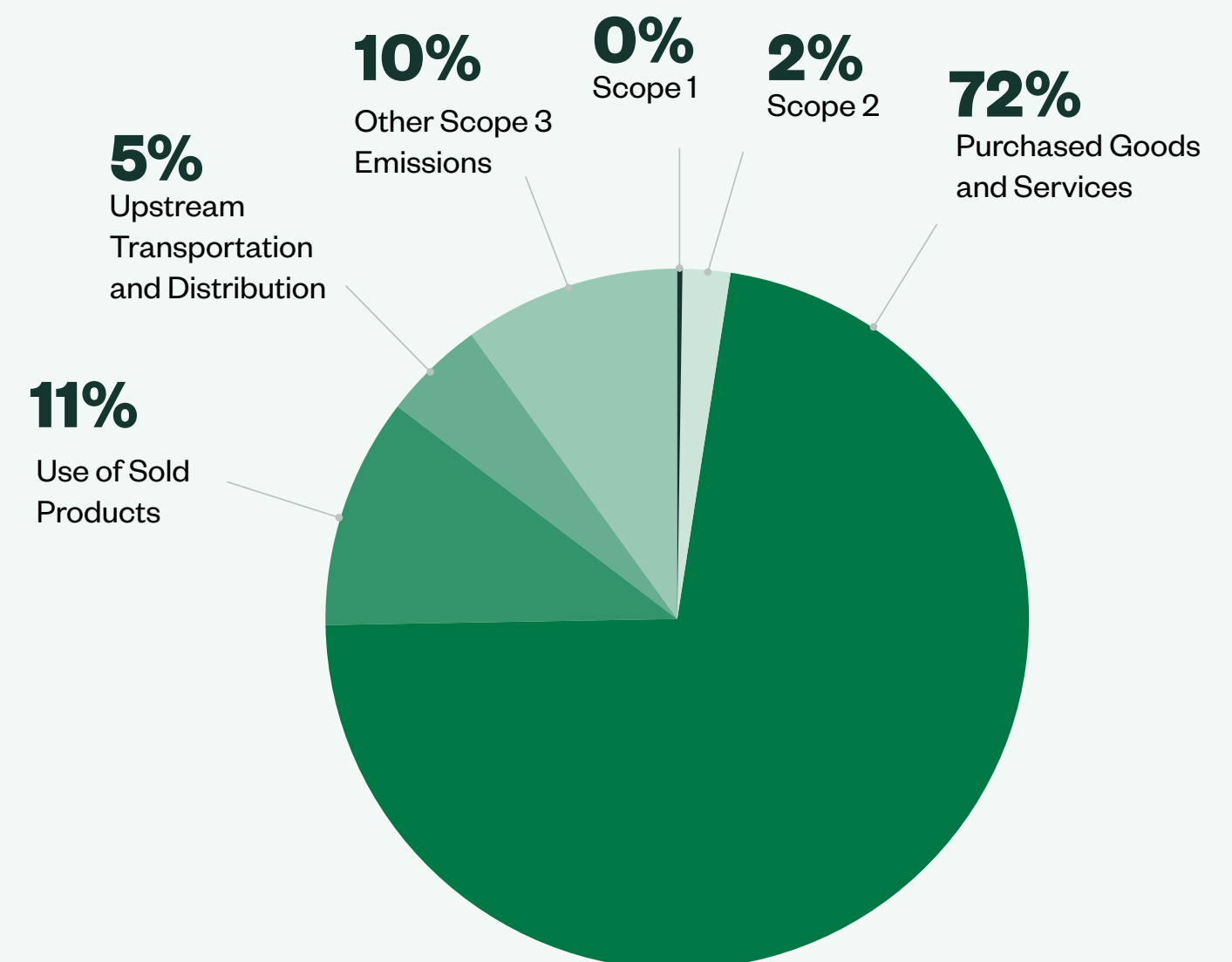
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JDR's 2025 GHG emissions breakdown by scope and category



4. Environment

Environmental Performance Summary

Case Study – Setting a new standard for sustainable manufacturing at Blyth

JDR continues to invest in cutting-edge cable technologies to meet the growing demand for high-voltage solutions. Our new facility at Blyth plays a crucial role in this effort, featuring the UK’s only quayside-located High-Voltage Continuous Catenary Vulcanisation (CCV) line. This advanced technology will extrude high-performance polymeric insulation onto copper or aluminium conductor strand cores, allowing the manufacture of fully tested cables from raw materials to final product. This integrated approach will enable the production of and support the need for longer-length cables for the next-generation offshore wind turbines.

The site was supported by government funding and regenerated a derelict brownfield site, marking the first offshore cable manufacturing facility of its kind in the Tyneside region. The refurbishment of site was largely designed to provide a high-quality office and manufacturing space, utilising lower embodied carbon materials and circular economy construction principles. Such principles include the re-imagining of existing and abandoned space to prevent demolition and material resource waste.

The site is fitted with technologies designed to optimise operational and energy efficiency, such as our CCV line, electrically powered degassing chambers, and a flush-floor integrated Vertical Lay-up Machine (VLM). The VLM, paired with automated hydraulic basket movers, increases



manufacturing capabilities while eliminating resource-intensive internal crane lifting and reducing production line downtime. Collectively, these site advancements are expected to significantly reduce our operational carbon intensity per kilometre of cable production and support our growing concern for energy wastage.

A key strategy of the Blyth project was to power the site with only electricity. This means that there is no gas on site and traditional manufacturing processes that would be reliant on gas are now fully electric. Furthermore, the site is powered from 100% REGO backed renewable electricity, which will be the benchmark for our other sites as we look to transition to a fully green energy source.

By investing directly in the communities that underpin the UK’s offshore wind supply chain, our facility marks a positive new chapter for JDR and the region. With a site that covers 69,000 square meters and the creation of 171 skilled local jobs, this significantly boosts our UK offshore wind supply chain.

The investment positions the UK as a global leader in high-voltage subsea cable production while not only bringing secure jobs and opportunities to the local community, where JDR is proud to be making a long-term commitment, it also supports the government’s vision for Net Zero by 2050 and the expansion of renewable energy infrastructure.

4. Environment

Net Zero Strategy

JDR's approach to decarbonisation is guided by a comprehensive Net Zero Strategy, developed with specialist consultancy support and embedded into our business operations. The strategy aligns our emissions reduction activities, climate risk management, supply chain engagement and operational improvement programmes to support delivery of our SBTi-approved targets.

Oversight of the strategy sits with our Chief Strategy and Compliance Officer, with implementation led by our Head of Sustainability. Through detailed analysis of our emissions profile, climate-related risks and business processes, we have established a practical and evidence-based roadmap that delivers measurable environmental and commercial benefits.

The strategy provides a framework for prioritising initiatives, managing climate-related risks and responding to evolving stakeholder and regulatory expectations. Alongside emissions reductions, a strong focus on energy efficiency is helping to reduce costs and improve operational performance. A key milestone in 2025 was the achievement of ISO 50001 certification. This internationally recognised standard embeds a systematic approach to energy management, enabling JDR to benchmark performance, identify efficiency opportunities and reduce energy waste through data-driven decision making. The resulting cost savings support both business resilience and competitive project delivery for our clients.

Our Targets and Ambitions

As part of our commitment to Net Zero, we have set SBTi validated emissions targets of an absolute carbon reduction (>90%) across our Scope 1, 2 and 3 emissions by 2050, from our 2022 baseline year. In order to support this goal, we have also set our 2033 mid-term targets for a 54.6% Scope 1 and 2 direct emissions reduction and a 32.5% Scope 3 direct emissions reduction. These targets provide us with a clearly defined pathway to reduce GHG emissions in line with the latest climate science and the goals of the Paris Agreement and are designed to support the transition to a low-carbon economy and help limit global temperature rise.

We also recognise that due to the nature of our business and industry, there are some emissions we are responsible for, but cannot directly influence the decarbonisation of, such as emissions resulting from the use of our sold products. As such, we further commit that 70% of our customers (by Scope 3, Category 11 – Use of Sold Products emissions, from a 2022 base year) will have science-based targets. We value this partnership with our customers greatly as it allows us to incorporate sustainability into our products and services beyond our own scope of direct control.

In the upcoming year, we will submit a revised emissions baseline in line with SBTi requirements following significant improvements to data quality and reporting processes in the last three years. These enhancements reflect the substantial progress made in our understanding and management of

carbon emissions, improving transparency and strengthening the accuracy of our long-term targets.

As our sustainability programme matures, increasing attention is being placed on Scope 3 emissions, where the greatest opportunities for impact exist. Enhanced supplier assessment and engagement processes are providing the insights needed to identify carbon-intensive activities, drive performance improvements and support the transition to a lower-carbon value chain.

While our current focus remains on our supplier base, we are committed to a full value chain approach. As the process matures, we will extend our due diligence and performance standards to our client partnerships. By introducing clients to our ESG assessment frameworks, we ensure that the projects we support, and the partners we work with, are equally committed to the science-based decarbonisation required to meet global climate goals.

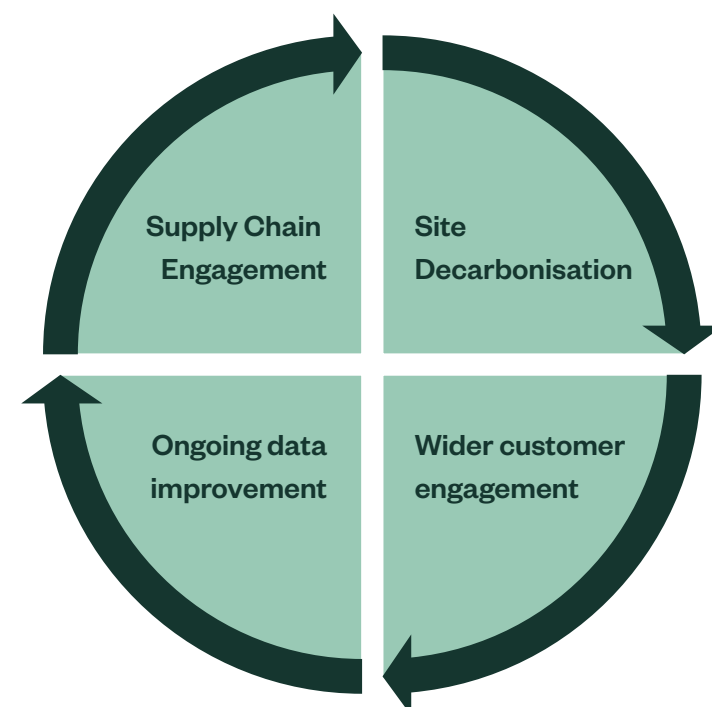
4. Environment

Net Zero Strategy

Decarbonisation and Net Zero

Development of our Net Zero strategy included analysis of ten main operational areas, reviewing both our current performance and our future goals. Each topic was ranked on a scale of 1 to 5, with level 1 indicating minimal action taken, and level 5 indicating that actions undertaken supersede industry standards and place JDR in a sector leading position. Significant efforts have been made to ensure alignment of decarbonisation actions towards these ten operational areas to our long-term SBTi targets and goals. We also recognise the importance of ensuring our targets are achievable and practicable to prevent greenwashing claims.

Following this analysis, we identified four key areas of improvement:



Ongoing Data Improvements

Our GHG data has vastly increased in both coverage and quality since our baseline GHG reporting in 2022. This is a result of extensive internal collaboration as well as customer and supplier engagement. We intend to continue this and increase the number of supplier specific factors used in calculations alongside other engagement initiatives to achieve the most accurate reporting we can.

Supply Chain Engagement

Engagement with our supply chain has increased over the last several years in order to better understand our Scope 3 emissions. We held a successful supplier day alongside Energise, to encourage our SME suppliers to begin their carbon reporting and reduction journey using a software platform developed by Energise. The platform enables the supplier's emissions data to directly feed into our own scope 3 reporting, creating a seamless link for tracking and targeting reduction and engagement efforts. We will continue and expand upon this through our comprehensive NAVEX RiskRate questionnaire platform, which covers a multitude of ESG-related topics, throughout 2026 and beyond. This is in order to further our understanding of our embedded supply chain emissions. Where applicable, we will support and collaborate with our suppliers to decarbonise their operations.

Wider Customer Engagement

Following a successful roll out of the supplier NAVEX RiskRate questionnaire platform, we intend to extend this approach to our customers as well to better understand our end-of-life emissions, particularly regarding recycling or repurposing of our cable materials. Our key focus over the next few years will be to investigate and develop secondary uses for our cables at the end of their operating product lifetime. One potential opportunity we will be exploring is that of supporting marine biodiversity in lieu of end-of-life cable retrieval. Collaboration with our customer base will be vital to ensuring the feasibility and practicability of this.

Site Decarbonisation

Our site decarbonisation efforts have proven very successful, as our transition to fossil-fuel-free sites continues. All our building infrastructure, with the exception of the office heating system at our Littleport site, has been electrified. Within the upcoming year, we also intend to further our renewable electricity procurement across all our sites to establish a green energy standard in our operations.

4. Environment

Net Zero Strategy

Case Study – EV's; our direction of travel

Accounting for over 1,375tCO₂e, our travel-based activities are an area of concern for us. As part of our commitment to reducing our environmental travel impact while enhancing employee wellbeing, 2025 saw the finalisation of our EV salary sacrifice scheme which enables eligible employees to lease brand new or pe-owned electric or hybrid vehicles. By supporting the uptake of low-emission vehicles and other environmentally conscious commuting choices, the scheme contributes to the reduction of GHG emissions associated with employee travel and supports broader decarbonisation objectives.

The programme delivers environmental benefits by encouraging a transition away from higher-emission transport alternatives, helping to lower the carbon footprint associated with our workforce's daily commuting. In addition, it supports improved local air quality and contributes to wider efforts to accelerate the adoption of cleaner technologies. Alongside its environmental impact, the scheme provides financial advantages for both employees and the business. Employees can access cost-effective transport solutions through tax and National Insurance efficiencies, while the Company benefits from reduced employer National Insurance contributions. These savings can be reinvested into further sustainability initiatives and employee benefits programmes.

The scheme also generates positive social outcomes by improving access to affordable and sustainable transport options, supporting employee financial wellbeing, and enhancing our overall employee value proposition. By aligning environmental objectives with tangible employee benefits, the salary sacrifice scheme demonstrates how responsible business practices can create shared value for both our people and the wider community.



4. Environment

Environmental Stewardship Across the Product Lifecycle

As a manufacturer of subsea power and control systems, JDR recognises that our environmental responsibilities extend beyond our own operations and span the entire lifecycle of our products. From responsible sourcing and manufacturing through to installation, operation, and end-of-life management, we seek to minimise environmental impacts while supporting the energy transition.

While our most mature environmental targets currently focus on GHG emissions, we continue to strengthen our understanding of wider environmental impacts, including waste, materials circularity, water stewardship, biodiversity and air quality. Our high recycling rates and zero-waste-to-landfill performance provide a strong foundation as we develop longer-term environmental objectives in these areas.

As an engineering partner in projects of key importance for the global energy transition, we actively participate in the creation of modern energy infrastructure, thereby increasing the availability of clean energy around the world. Our value chain includes:

- obtaining raw materials and components.
- product design and development.
- manufacturing and testing in accordance with international standards.
- transport and installation of offshore and onshore systems.
- servicing, inspections, and operational support throughout the project lifecycle.

→ End-of-life management and material recovery.

By engaging across each stage of this lifecycle, we aim to improve environmental performance, increase supply chain transparency and support the development of more sustainable infrastructure solutions for the global energy transition.

Responsible Sourcing and Materials

Environmental performance begins with the selection and management of the materials that enter our products and operations. Our approach is focused on building a resilient, responsible and transparent supply chain which supports long-term value creation while managing environmental, social and ethical risks. We work to integrate sustainability considerations into procurement and supplier management processes, encouraging continuous improvement across our value chain and fostering partnerships that support shared sustainability goals.

Through our Responsible Sourcing Code, we set clear expectations for suppliers on human rights, labour standards, environmental regulations and anti-corruption regulations. Contractors are required to comply with quality and occupational health and safety policies, and environmental protection rules, while their activities are subject to a range of supervision procedures. Sustainability considerations are increasingly embedded within our procurement and supplier management processes as we work to improve transparency across our value chain.

In 2025, JDR did not introduce any raw materials classified as critical materials or rare earth metals into our operations. We also did not utilise biological materials or biofuels intended for non-energy purposes. This year, we also began the process to update our conflict minerals policy, in order to better reflect our current practices and bring us in line with changing industry best-practice standards. This is part of a wider policy improvement project which is expected to continue into 2026.

Recognising that a significant proportion of environmental impacts occur within the supply chain, we continued to strengthen engagement with suppliers during the year. Following the findings of a GRI gap analysis, we developed a supplier sustainability questionnaire in conjunction with Energise, through the NAVEX RiskRate platform, to improve visibility of supplier's environmental, social and governance performances. This supports our ambition to improve value-chain transparency, identify improvement opportunities and encourage responsible environmental practices throughout our supply network. Working in tandem with our Sustainable Procurement Policy, the aim is to decarbonise and guarantee ethical practices within our supply chain. Where suppliers fail to meet requirements, we intend to support those businesses in improving their ESG performances. This collaborative approach enables us to address emerging challenges, respond to stakeholder expectations and support the transition to a more sustainable future.

4. Environment

Environmental Stewardship Across the Product Lifecycle

From an environmental perspective, we are focused on understanding and reducing value chain emissions, engaging suppliers and customers on decarbonisation opportunities, and collaborating with industry peers to address common challenges and accelerate progress. This includes initiatives aimed at improving Scope 3 emissions transparency and supporting the transition to lower-carbon solutions across our operations and supply chain.

From a social sustainability perspective, we are committed to upholding high standards of business ethics and human rights throughout our value chain. Our approach encompasses the prevention of modern slavery and forced labour, the promotion of responsible and inclusive sourcing practices, and the management of risks associated with conflict minerals. Through ongoing due diligence, supplier engagement and governance processes, we seek to ensure that our supply chain reflects our values and supports positive outcomes for workers, communities and stakeholders.

Sustainable Product Design and Circularity

Environmental considerations are integrated into the design of our products from the outset. JDR's subsea cable systems are engineered for operational lifespans typically ranging from 25 to 35 years, improving resource efficiency and reducing the environmental impacts associated with premature replacement.

We continue to embed circular economy principles within our product development processes, focusing on durability, reliability and long-term performance. Extending product life reduces demand for new materials and supports lower lifecycle environmental impacts for customers. To maximise product longevity, we provide comprehensive lifecycle support through our dedicated Service team, offering 24/7 technical assistance, including installation, commissioning, inspection, maintenance, and repair services. This approach helps customers optimise asset performance while extending product life and reducing whole-life environmental impacts. As industry standards evolve and customer expectations continue to grow, we are exploring opportunities to enhance material circularity through initiatives such as subsea cable retrieval and recovery. These initiatives have the potential to reduce emissions associated with end-of-life treatment, recover valuable materials for future use, and reduce reliance on virgin raw materials within our supply chain, contributing to lower lifecycle emissions.

Product Lifecycle Assessment December 2024

As we expand and develop our understanding of our life-time emissions, our product designs will continue to be informed by sustainability concerns. As part of this development of our understanding, in 2024 we completed a cradle-to-grave Life Cycle Assessment (LCA) for our Subsea Electrical Cable Range to quantify the GHG emissions associated with the product lifecycle and identify opportunities to reduce its environmental impact. The

assessment focused on our high-voltage electrical transmission cables, which are used in offshore wind, oil and gas, and subsea power transmission.

The LCA evaluated emissions across each stage of the product lifecycle, including:

- **Material Production and Processing:** cable material production, termination material production, packaging material production, cable material transportation, termination material transportation, packaging material transportation.
- **Manufacturing and Assembly:** utilities, operational transport, operational waste, and production scrap.
- **Deployment and Operational Phase:** distribution of finished cables to offshore installation sites, and the operational use wherein the cable transmits electricity underwater.
- **End of Life and Disposal:** end of life abandonment of cables.

Excluding use-phase emissions, where modelling relied extensively on secondary data, the assessment identified total lifecycle emissions of 168.9 tCO₂e per kilometre. Material production was the dominant source of emissions, with cable materials contributing 53.1%, packaging materials 35.7%, and termination materials 9.0%. Together, these activities accounted for approximately 98% of assessed lifecycle emissions, demonstrating that material selection has the greatest influence on

4. Environment

Environmental Stewardship Across the Product Lifecycle

product carbon performance. The assessment provides a clear direction for our decarbonisation efforts, highlighting the importance of reducing reliance on carbon-intensive materials and increasing the use of lower-carbon alternatives. While end-of-life emissions were comparatively low, the findings also identified opportunities to recover and reuse materials through circular economy initiatives, reducing demand for virgin resources. Combined with the biodiversity opportunities outlined earlier, these initiatives have the potential to extend the value of our cables beyond their primary operational life while delivering broader environmental benefits.

Looking ahead, we plan to expand lifecycle assessments across additional product ranges to strengthen our understanding of product-level emissions and further embed lifecycle thinking into product development and decision-making. This will enhance the quality of our environmental disclosures, support evolving customer and regulatory requirements, and enable more effective collaboration across the value chain to drive decarbonisation.

We also recognise our responsibility to protect the marine environments in which our products operate. Any future cable retrieval activities will therefore be guided by robust environmental assessments and undertaken using methods designed to minimise impacts on marine biodiversity, ensuring that circularity objectives are balanced with responsible environmental stewardship.

Product Quality and Safety

JDR provides durable and certified cables that significantly increase the safety of end users. Through the use of high-quality materials and modern technologies, our products minimise the risk of electrical failures that could pose a threat to life or property; a positive impact within JDR and throughout the value chain. Product safety is ensured by strict compliance with international technical standards, including IEC and ISO, and by internal procedures detailed in the HSE Manual, the Quality Manual and our test procedures, which define uniform rules across production, machine operation and product testing.

Our strategic targets are clear: no product safety incidents, timely reporting of all incidents, and continuous improvement of product safety standards. Progress is monitored monthly through internal reporting and annually through management reviews, with customer requirements and feedback informing the goal setting and improvement processes.

We work closely with customers at every stage of the project lifecycle, from design and engineering through documentation review, acceptance testing, delivery and installation support, with design reviews formally recording customer and end-user feedback for escalation to senior management and the Board. The quality of cooperation with clients is assessed through formal close-out reviews, customer feedback, lessons learned workshops and the repeat business index.

GOOD PRACTICE

JDR has been awarded the Corporate Partnership certificate by the Chartered Quality Institute (CQI), providing access to CQI resources, advanced quality management training and the exchange of best practices across a global community of quality professionals.

Environmental Performance in Manufacturing

Across our manufacturing facilities, we operate environmental management practices designed to minimise waste generation, improve resource efficiency and reduce environmental impacts. In the section on our Net Zero Strategy above, we provide details on how we are reducing our carbon emissions profile; in this section we review our wider environmental impact.

4. Environment

Environmental Stewardship Across the Product Lifecycle

Waste Management

Effective waste management remains a key focus area within our operations. While the development of our waste targets is ongoing, our onsite practices adhere to our wider sustainability vision. Across all our sites, we align to waste segregation standards, with management and collection of waste conducted via licensed waste contractors. Effective waste management relies on the accurate classification of waste in accordance with the European Waste Catalogue (EWC), ensuring its safe handling, storage, transport, and disposal, as shown in Table 3. Waste is classified according to its source and composition, with hazardous waste subject to enhanced duty-of-care requirements and regulatory controls. Accurate assignment of EWC codes is fundamental to maintaining compliance with UK waste legislation, including Duty of Care obligations, the Environmental Protection Act 1990, and the Hazardous Waste Regulations, while supporting the responsible management of environmental risks.

Waste generated at JDR sites and recycling rates in 2025:

WASTE DISPOSAL METHOD	TOTAL WEIGHT (KG)	PERCENTAGE OF TOTAL (%)
Recycling	566,750	82.87%
Energy Recovery	74,870	10.95%
Incineration	25,800	3.77%
Oil Recovery	14,850	2.17%
Anaerobic Digestion	1,620	0.24%
Landfill	0	0.00%
Total	683,890	100%

The total amount of waste generated in 2025 was 683.9 tonnes. 566.8 tonnes was recycled, accounting for approximately 83% of the total amount of waste disposed of. This is a result of increased employee training as well as conscious behavioural change in both our manufacturing and procurement activities.

4. Environment

Environmental Stewardship Across the Product Lifecycle

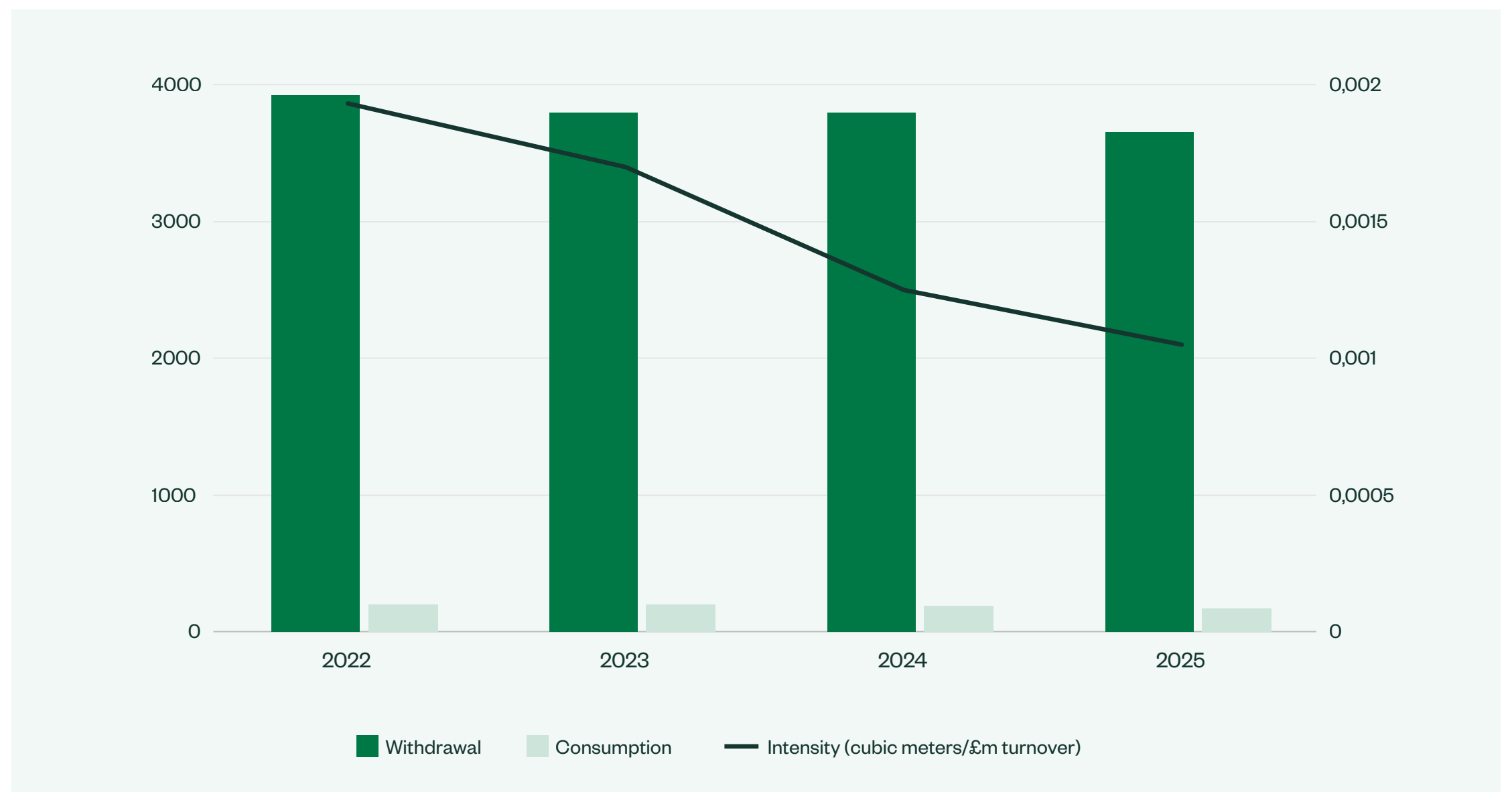
Water Stewardship

As a subsea cable manufacturer, we recognise the importance of water as an essential natural resource and the role it has in our operations, supply chain and the communities in which we operate.

Managing water responsibly is a vital element of our sustainability strategy, particularly as we recognise the increasing global water stress brought about by climate change, population growth, and increasing manufacturing putting pressure on freshwater systems.

Our approach focuses on monitoring consumption, improving efficiency and reducing unnecessary water use. This has proven effective as our total water withdrawal and consumption has slowly, but steadily, decreased since 2022, along with our overall water intensity metric (measured as consumed m³/£million turnover). As such, we continue to strengthen our understanding of water-related risks and opportunities to inform future decision-making and remain committed to enhancing the transparency of our water-related performance.

JDR Water withdrawal, consumption and intensity metrics (total cubic metres per £million turnover) 2022-2025



Beyond consumption, we also seek to minimise impacts on local water environments. Water discharged from our operations is managed in line with regulatory requirements and Consent to Discharge conditions, including treatment processes that remove pollutants and improve water quality before discharge. Performance is verified through regular monitoring and independent laboratory analysis.

4. Environment

Environmental Stewardship Across the Product Lifecycle

Air Quality

Maintaining good air quality is an important component of responsible manufacturing and environmental stewardship and supports both environmental and public health outcomes. We recognise that emissions from industrial activities, transportation and energy use can contribute to air pollution and that businesses have a responsibility to understand and manage these impacts.

Our approach to air quality management focuses on monitoring and reducing emissions associated with our operations wherever practicable, while ensuring compliance with applicable regulatory requirements. Via external consultants, we conduct noise and air quality surveys at our Hartlepool and Littleport sites. These surveys are carried in accordance with the Air Quality Standards Regulations 2010, COSHH Regulations 2002, and BS EN 12341:2014 standards, every three years and are undertaken by a British Occupational Hygiene Society (BOHS) accredited third-party specialist, with the most recent survey occurring in May 2025 and September 2025 for Littleport and Hartlepool respectively. These surveys utilise dosimeters to provide an analysis of air quality and noise pollution at our sites. The results of our most recent survey are shown below.

Air Quality Survey Results

CATEGORY	POLLUTANT	LITTLEPORT SITE Concentration (mg/m ³)	HARTLEPOOL SITE Concentration (mg/m ³)
Airborne Total Inhalable Dust	Inhalable Dust	0.04-1.66	0.04-2.41
Airborne Plasticiser Fume (Total Inhalable Particulate Phase)	Airborne Plasticiser Fumes	1.56-2.53	N/A
Airborne Welding Fume/Grinding Dust	Grinding Dust	N/A	0.38-5.70
Airborne Plasticiser Fume (Vaporous Phase)	Total VOC	<LOD	N/A
	Alkanes	<LOD	N/A
	Formaldehyde	<LOD	N/A
Airborne Heavy Metals	Chromium	N/A	<LOD-0.01
	Copper	0.001	<LOD
	Iron	0.27	<LOD-0.46
	Manganese	0.003	<LOD
	Zinc	<LOD	<LOD
Airborne Para-Aramid Fibre	Respirable Fibre	<LOD	N/A

LOD = Limit of Detection; the lowest concentration of a pollutant able to be reliably detected, although not measured with exact precision.

The above pollutants are a by-product of our manufacturing processes. By understanding the sources and impacts of air emissions, we aim to minimise potential environmental and health risks while supporting our broader sustainability and decarbonisation objectives. Continuous improvement, transparency and responsible environmental management remain central to our approach.

4. Environment

Environmental Stewardship Across the Product Lifecycle

Installation and Operational Support

JDR's business model is firmly anchored in long-term customer partnerships and continuous improvement of technologies and processes. Our environmental responsibility continues beyond manufacturing and extends throughout the operational life of our products.

JDR provides comprehensive lifecycle support through dedicated service teams offering installation, commissioning, inspection, maintenance, repair and technical support services. This helps customers maximise operational performance, minimise downtime and extend asset life.

Supporting customers throughout the operational phase of a product's life contributes to improved resource efficiency and lower whole-life environmental impacts by reducing unnecessary replacement, waste generation and associated emissions.

Biodiversity and Protecting Marine Environments

Many of our products operate in marine environments, making biodiversity protection an important consideration throughout the product lifecycle. Healthy ecosystems and biodiversity are fundamental to environmental resilience, underpinning the natural systems that support economies, businesses, and communities. We recognise that our activities can have both direct and indirect impacts on biodiversity and are committed to

understanding, managing, and mitigating these impacts through responsible environmental stewardship.

Our approach to biodiversity is embedded within our Environmental Management Plan, which provides the framework for identifying, managing, and minimising potential impacts on habitats and ecosystems. Its implementation is supported by environmental awareness training for employees, helping to ensure biodiversity considerations are integrated into day-to-day operations. Our installation partners carry out rigorous biodiversity and environmental impact assessments before laying the cables and our installation support ensures a smooth connectivity and installation experience from a technical point of view.

Alongside protecting biodiversity, we recognise the importance of identifying opportunities to deliver positive environmental outcomes where appropriate. As part of this, we are exploring nature-positive approaches associated with the end-of-life management of our subsea cables, including solutions that support material recovery while safeguarding and, where possible, enhancing marine ecosystems.

As expectations for nature-related governance and disclosure continue to evolve, we are strengthening our understanding of how our operations interact with the natural environment and enhancing the data, processes,

and governance that underpin effective biodiversity management. Through this approach, we aim to protect and preserve natural capital, support resilient ecosystems, and contribute to the long-term sustainability of the environments in which we operate.

Continuous Improvement

While climate-related targets currently represent the most developed component of our environmental strategy, we continue to strengthen our environmental data, governance and performance across wider topics including waste, circularity, water, biodiversity and air quality.

As our understanding of lifecycle environmental impacts matures, we will continue to identify opportunities to enhance product sustainability, improve resource efficiency and create long-term value for customers, communities and the environment.

4. Environment

Supply Chain – Social

While environmental considerations are integrated throughout the product lifecycle, we recognise that sustainability extends beyond environmental performance alone. The way materials are sourced, products are manufactured and services are delivered also has important implications for people and communities across our value chain. As a result, social responsibility is a key consideration within our supply chain management approach, helping us ensure that the products and services we deliver are supported by ethical, responsible and resilient business practices.

Our approach is underpinned by a commitment to respecting human rights, upholding the highest standards of ethical conduct, and promoting responsible sourcing. We seek to build long-term partnerships with suppliers that share our values and expectations, working collaboratively to foster transparency, accountability, and continuous improvement throughout our supply chain.

The social dimensions of our supply chain strategy focus on preventing modern slavery and human rights abuses, promoting inclusive sourcing practices and ensuring the responsible procurement of minerals and raw materials. Through robust governance, and ongoing supplier assessments and monitoring, we aim to strengthen supply chain resilience while contributing to positive social outcomes for workers, communities and stakeholders.

Modern Slavery

We maintain a zero-tolerance approach to modern slavery and human trafficking across our operations and supply chain. Our Modern Slavery Statement aligns with the Modern Slavery Act 2015, approved by the Board, detailing the steps taken to prevent slavery and human trafficking. No cases of modern slavery were identified in our operations or supply chain and there is no risk of child labour or forced labour with respect to our own operations.

Our approach is anchored in our Code of Ethics, as well as our Human Rights and Modern Slavery Policy, supported by our Anti-Bribery and Corruption Policy and grievance channels which apply to all employees and suppliers. Our Responsible Sourcing Code and Sustainable Procurement Policy establish clear, non-negotiable expectations for all supply chain partners. We require strict compliance with international labour and human rights standards, including:

- **Zero Tolerance for Exploitation:** Forced labour, child labour, and human trafficking is not accepted in any form, backed by rigorous age-verification rules.
- **Fair Employment Practices:** Full respect for workplace equality, non-discrimination, the right to freedom of association, and the preservation of employee dignity.

- **Working Conditions and Compensation:** Provision of safe, hygienic work environments alongside fair remuneration and transparent pay guidelines.
- **Balanced Working Hours:** Strict limits on working time coupled with a guaranteed right to rest.

Each supplier must also declare compliance with international United Nations and Organisation for Economic Co-operation and Development (OECD) standards on human rights. Modern slavery checks within the NAVEX platform will form part of supplier onboarding where ongoing risk assessments are carried out on suppliers with the specific monitoring of higher-risk suppliers and regions identified and periodic audits and direct engagement with key suppliers conducted to provide further assurance.

At JDR we are strengthening our human rights governance framework by rolling out mandatory modern slavery training to all employees in 2026, establishing a transparent culture of awareness that empowers employees to act as a first line of defence against exploitation and ensures compliance with global ethical standards.

4. Environment

Supply Chain – Social

Inclusive Sourcing

We aim to source responsibly and inclusively across our value chain. Environmental and social sustainability criteria form an integral part of supplier selection, and all entities cooperating with JDR are required to sign our Responsible Sourcing Code, which specifies expectations for all our suppliers in the areas of ethics, health and safety, labour standards and environmental responsibility.

No supplier has yet refused to sign the code. For key suppliers, additional risk-based criteria apply. The completion of ethical and health and safety questionnaires, the results of which are verified during on-site audits, and the outcomes form the basis for approving cooperation or agreeing improvement plans.

In line with the guidelines of ISO 20400, we categorise suppliers based on their importance, spend and planned procurement, supported by our risk analysis. In 2025, our audit programme continued to assess supplier compliance in line with our Code of Ethics and Responsible Sourcing Code, with effectiveness measured through KPIs, supplier scorecards, periodic business reviews and risk and compliance audits.

At JDR, we are also a signatory of the UN Global Compact and participate in the Copper Mark framework, promoting responsible production and trade.

Beyond compliance, our investment in the new Blyth facility demonstrates an inclusive approach to the local economy. 79% of the Blyth workforce lives within 10 miles of the site, with over half resident in area containing some of the most deprived wards nationally. We are proud of the subsequent job creation and regional regeneration through the sourcing of skills and labour.



4. Environment

Supply Chain – Social

Conflict Minerals Approach

As part of our commitment to responsible sourcing, we aim to understand and manage the risks associated with minerals which may originate from high conflict risk areas. We recognise the importance of ensuring that materials used within our products do not contribute to human rights abuses, armed conflict, or unethical sourcing practices. As such, we conduct ongoing assessments for our material sourcing, detailed below.

We aim to work collaboratively with our suppliers and other industry stakeholders to strengthen traceability and support responsible material sourcing. In doing so, we aim to reduce social and ethical risks associated with sourcing raw materials. Our participation in the Copper Mark framework provides independent assurance over responsible practices in the copper supply chain, and supplier disclosure requirements relating to hazardous substances, in compliance with REACH and RoHS, reduce the risks of exposure to workers in the value chain. We currently have 0% of proved reserves in or near areas of conflict.

Risk Identification

We map potential environmental and social sustainability risks associated with sourcing and use of these materials (supply chain disruption, regulatory exposure, human rights considerations)

Risk Assessment Analysis

We evaluate the likelihood of and impact of each identified risk using relevant frameworks etc

Mitigation Approach

We document existing controls and planned actions to manage or reduce identified risks

Stakeholder Engagement

We engage with key internal stakeholders (procurement, suppliers, compliance teams) to validate findings and gather additional insights

Reporting and Disclosure

Summarise outcomes clearly, ensuring alignment with ESG disclosure requirements and internal reporting standards

5.

Social



5. Social

Underpinning our achievements are the social sustainability standards to which we hold ourselves and our suppliers accountable. Fair treatment, equality, diversity and ethics are at the heart of how we operate and grow as a business.

People at JDR

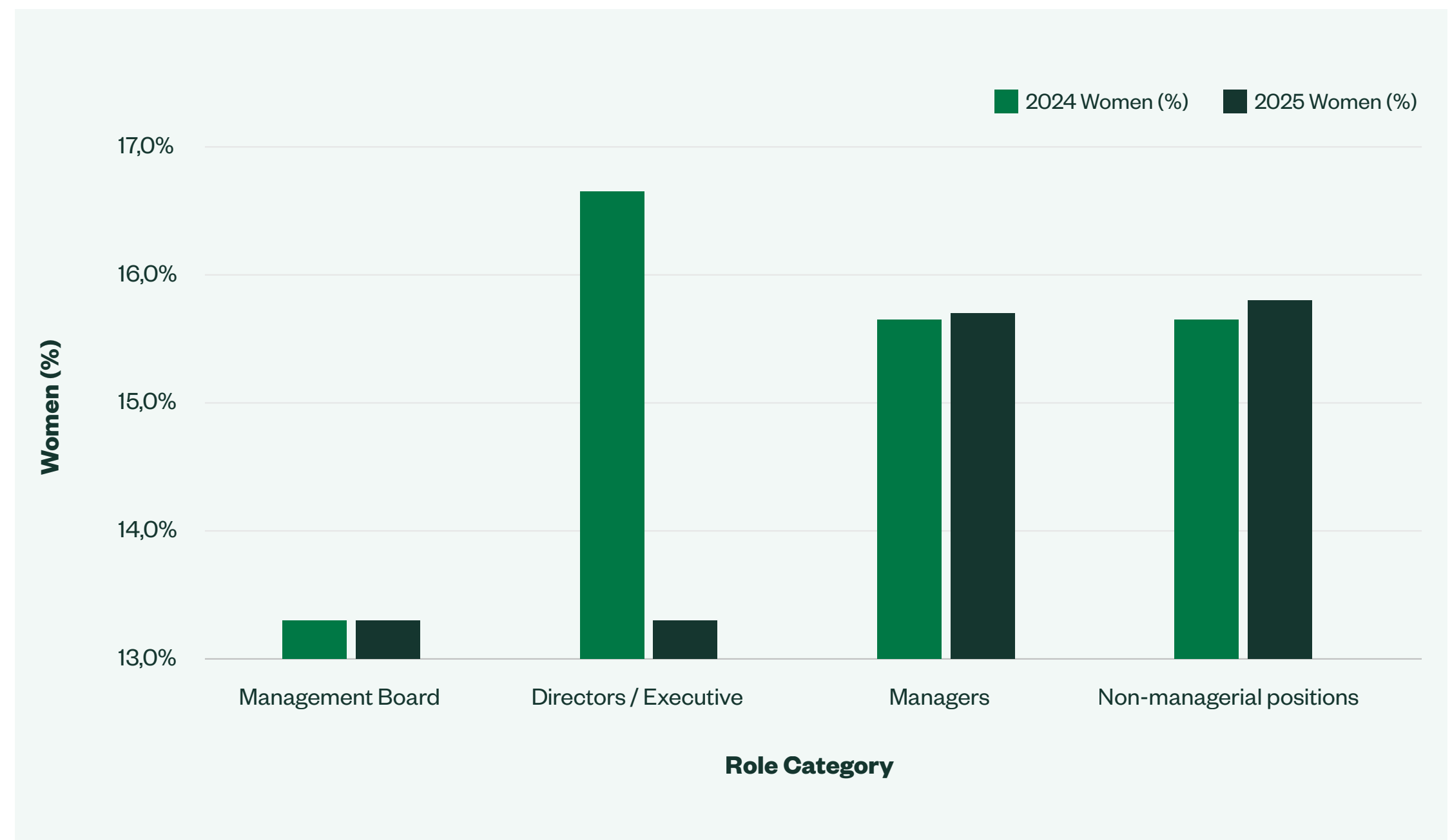
We are committed to the people who design, manufacture and deliver our products, and to the communities in which we operate. We actively manage all our material social impact risks and strive to minimise negative impacts and maximise the positive. We are invested in the development of all employees and ensuring a safe, healthy and equal culture for everyone.

Workforce Overview

Our workforce spans three main groups with distinct risk profiles: production employees operating the machinery used in cable manufacturing and testing, offshore technicians involved in subsea installation, and office-based staff supporting engineering, HR, finance and project management. We employee 622 people in total and of our workforce, 16% are female and 84% male.

ROLE CATEGORY	WOMEN	MEN	TOTAL
Management Board	1	6	7
Directors/Executive	1	6	7
Managers	16	86	102
Non-managerial positions	80	426	506

Women in roles by category: 2024 vs 2025



5. Social

People at JDR

Gender and Ethnicity Breakdown - All Employees*

ROLE	FEMALE	MALE	TOTAL
Asian or Asian British	-	3	3
Asian or Asian British Indian	1	2	3
Asian other	1	5	6
Black Other	1	1	2
Black, Black British, African	-	3	3
White British	75	421	496
White Other	20	89	109
Total	98	524	622

Gender and Ethnicity Breakdown – Professionals*

ROLE	FEMALE	MALE	TOTAL
Asian or Asian British	-	2	2
Asian or Asian British Indian	1	2	3
Asian other	1	5	6
Black Other	1	1	2
Black, Black British, African	-	3	3
White British	69	172	241
White Other	16	20	36
Total	88	205	293

AGE OF EMPLOYEES	NUMBER OF EMPLOYEES 2024	NUMBER OF EMPLOYEES 2025	PERCENTAGE SPLIT (2025)
16-20	16	22	3.5%
21-30	88	98	15.8%
31-40	154	165	26.5%
41-50	132	149	24%
Over 51 years	165	188	30.2%
Total	555	622	100%

* Figures are taken from the December 2025 headcount. Ethnicity is an educated presumption based on nationality, using descriptions drawn from Census categories. The designation of professionals covers all JDR employees except those within the Manufacturing or Services teams.

5. Social

People at JDR

Culture and Engagement

JDR's vision is to be a trusted partner, guided by seven values - Customer Focus, Quality and Innovation, Health, Safety and Environment, Agility, Ethics and Integrity, People, and Leadership. The wellbeing of our people and partners is our first priority, and we care deeply about the people and communities in which we operate.

We align our employee engagement with four key enablers: Strategic Narrative, Engaging Managers, Employee Voice and Organisational Integrity. Our belief is these enablers are the cornerstones of maintaining a positive working experience and building a high-performing workforce; with our vision and values acting as a compass for senior managers and employees alike.

At JDR, we have a rich history and are proud of our journey. Comprehensive new starter inductions present our vision and values and explain how each role contributes towards the organisation, our goals, whilst our quarterly all-employee meetings provide honest and open updates from senior management teams on the strategic direction and current performance. Regular communications and bulletins keep employees up to date with important milestones, and there is specific emphasis on creating empowering roles where employees are given the freedom to innovate and deliver on Company goals.

Our line managers are recognised as the key drivers of a positive engagement experience. Senior managers network with employees in small groups through lunches, and HR supports managers with toolkits, 1:2:1 coaching and dedicated annual personal development plans that inspire professional growth and internal progression. Wellbeing discussions are encouraged and supported by JDR's Wellbeing Champions.

At JDR, we value the voice of our employees and provide a wide range of platforms through which employees can be heard. Each of our production facilities have their own Employee Forums, meeting monthly and attended by a representative of senior management, the facility's Operations Manager, a member of the HR team and selected employee representatives. The Forum is a consultation platform enabling dialogue on important business, communication and organisational issues, and additional consultations are held with employee representatives whenever required.

Confidential reporting platforms give employees confidence to raise matters anonymously, suggestion schemes reward employees with gift vouchers for ideas that are submitted, and meaningful onboarding and exit questionnaires are followed up with in-person meetings. Company policies have been created and amended in direct response to employee voice, with recent examples including enhanced family leave entitlement and hybrid working.

GOOD PRACTICE

JDR recognises that apprentices face the biggest risk of their opinions being disregarded due to their young age and lack of professional experience. The Company has therefore appointed one of its employees, a former intern, as the apprentices' representative, taking part in Employee Forum meetings on their behalf

JDR actively encourages its values to be reflected in the daily behaviours of employees. Retention rates, absence rates, onboarding and exit interview feedback and HSE data are analysed to drive business decisions that improve employee experience. Our commitment to maintaining our Investors in People accreditation validates JDR's dedication to enriching the day-to-day employee experience and workplace culture for our people, supported by reward and recognition schemes aligned to our vision, values and commercial KPIs. We also have mandatory training on discrimination, sexual harassment and bullying that sets clear behavioural expectations for all employees across our global operations.

5. Social

People at JDR

What would you say to a young woman who isn't sure this career is for her?

"The perception is that it's a man's job. But the job isn't as heavy or as dirty as people imagine, and women could absolutely do it. There are so many opportunities that women would genuinely enjoy and could build great careers from. If you enjoy it, go for it and pursue it. Women belong here. The renewable energy industry is very exciting and very meaningful, and it needs more women in it."

"Don't let the perception that women don't belong in this industry get under your skin and impact your confidence."

International Women's Day – Engagement Case Study

As part of our commitment to Equality, Diversity and Inclusion, JDR amplifies the voices of women working in manufacturing and engineering environments. The most recent feature is an in-depth interview with Lena Brown, a Production Operative at our new Blyth facility to talk about her route into manufacturing, life on the CCV line, and what she would say to other women considering working in the industry.

"Women belong here. There are opportunities to be really successful. Ignore the perception."

How did you end up in manufacturing?

"I would say it was always a possibility. When I was younger, I wanted to be a mechanic, but I soon realised there was more opportunity in engineering. I completed an advanced apprenticeship, then worked as a Technician before moving into mechanical fitting. Working at Royal IHC, making the towers that lay the subsea cables, really helped me understand this sector and led me to where I am now."

Walk me through a typical day.

"I'm assigned to the CCV line. A lot of the early role was training, and more recently I've been in full production, including training others on what I've learned. When you come in, you get a radio, check the board, take a handover from the previous shift, and then get to work. That involves cleaning and building up the cross head, crimping cables, pulling the pilot cable through, re-spooling, watching pay-off and take-up, taping up drums and changing them over. I also recently moved on to the continental shift pattern after working days since I started."

What's the most challenging part of working in production?

"Sometimes I feel as though my views aren't fully considered, despite my strong mechanical background. That's not necessarily a JDR-specific thing, it's been a recurring experience throughout my career in the industry. People often offer to pick things up or move equipment for me, but I am

more than capable. I know it is an offer of support and well-intended, but it does get a bit frustrating."

Have you ever experienced being underestimated, and how did you handle it?

"It's been a regular occurrence throughout my career. People judge before seeing what I can actually do. I was once told I would never be able to do a specific job, before even starting it, simply because of the physical nature of the work. But I have years of experience with quality work, precision, and using a wide range of tools. I let my work speak for itself."

How would you describe the culture at Blyth?

"I felt welcomed from the very beginning. A core group of us trained together, and the trips to Poland for extended training really helped people gel. It's a brand-new site with a lot of people working incredibly hard. It can be stressful, but everyone goes out of their way to support each other."

JDR's cables end up powering offshore wind farms. Does that feel meaningful to you?

"Yes, absolutely. I always wanted to be in the renewable energy industry. I'm very passionate about the environment, so it has a real personal attachment for me."

5. Social

People at JDR

Community Impact

Throughout 2025, JDR continued its commitment to supporting local charities and communities. In October we hosted our 11th Annual Charity Ball, raising £11,000 with all proceeds donated to Daisy Chain, an award-winning charity supporting autistic and neurodivergent children, young people and adults and their families. During the year, we also supported grassroots sport, sponsoring an Under-14s rugby team in West Norfolk close to our Littleport facility, a local football club near our Hartlepool facility, and an Under-7s football team and club close to our new facility at Blyth.

Community Rights and Interests

JDR manages risks and opportunities associated with community rights and interests through a combination of workforce planning, local engagement, formal grievance mechanisms and Board-level oversight. Risk identification covers our ability to track labour needs and potential shortages, changes in community demographics within our workforce, and the impacts of workforce expansion, such as the scaling up of our factory sites, which could place pressure on local infrastructure or housing. We engage with local educational institutions in ways that align with our future workforce needs and the pathways established across the industry, ensuring the right people are sourced, educated and engaged locally.

Transparent grievance mechanisms are in place for both our workforce and our communities. Internally, the Speak Up system allows employees and contractors to report concerns relating to working conditions, human rights risks or unethical behaviour, including anonymously. Externally, the External Grievance Policy and Procedure provides a formal framework for external stakeholders, local residents and community members to log complaints regarding our operations, with reports made by email or in writing to the Compliance Officer, including issues involving subcontractors. Grievance metrics are reviewed quarterly by the Board through the ESG meeting, ensuring continuous development and review.

We also continue to invest in the local economy through our recruitment strategies, apprenticeships and internal skills development initiatives, with Blyth a prime example of how a new facility has been populated with skilled local labour while skills gaps and future needs continue to be identified. In 2025, one internal grievance was reported through the Speak Up mechanism, and zero complaints were raised through the external grievance mechanism.



5. Social

Employment and Working Conditions

Health and Safety

The health and safety of our workforce is our first priority. All employees are covered by an occupational health and safety management system certified to ISO 45001, which applies across all of JDR’s manufacturing plants. Safety matters are governed by the HSEQ Policy and the HSE Manual, which set out our commitment to a safe and healthy working environment, appropriate training and skills development, and the active participation of employees in safety management. Responsibility for implementation lies with the management team, in particular the Chief Operating Officer and the QHSE Director in the UK. The HSEQ Policy is publicly available on the Company’s website and is reviewed annually.

Occupational safety for all our employees is maintained through comprehensive risk assessments, an incident reporting and investigation system, regular workplace inspections, mandatory training and emergency procedures, with performance analysed by the management team monthly and through annual management reviews. Employee involvement within this is fostered through Toolbox Talks, Employee Forums, daily production team meetings and participation in risk assessments and audits.

2025 was a landmark year for our safety culture. In February we launched the Life Saving Rules campaign, introducing ten principles that provide clear and practical standards of behaviour aimed at preventing accidents.

The campaign emphasises the shared responsibility of all employees, suppliers and subcontractors in maintaining a safe working environment, promoting consistency, accountability and a proactive approach to risk management. Alongside this, life-saving rules and workplace inspections were implemented to assess safety conditions, with the aim of reducing the risk of fatal accidents and those resulting in disabilities.

GOOD PRACTICE

The THINK Safety programme continues to empower employees to take personal responsibility for safety, identify risks and drive continuous improvement in workplace conditions. In 2025, 2,411 THINK Safety cards were submitted by staff with a 95% close-out rate, and the programme is being extended to customer projects and the JDR supply chain, supported by executive participation in Safety and Quality Walk and Talk Tours.

GOOD PRACTICE The Livewire 28 Days initiative commits the Company to closing all cases reported through Livewire, JDR’s internal HSE reporting system, within 28 days of the initial report, including investigation, root cause identification, corrective action and formal closure. This promotes a consistent and timely response to safety events and strengthens our proactive safety culture through early intervention and shared learning.

Our 2025 workforce health and safety performance is set out below, alongside the prior year:

KEY METRIC	2024	2025
All-incidence rate (TRCF)	0.76	0.54
Fatality rate	0	0
Confirmed occupational diseases	0	0
Near miss frequency rate (NMFR)	2.84	1.41
Health, safety and emergency response training hours delivered	1,970	5,298

The reduction in TRCF from 0.76 to 0.54 represents a 29% year-on-year improvement, reflecting the strengthening of our safety culture through the initiatives above, particularly highlighting the effectiveness of the Life Saving Rules Campaign.

5. Social

Employment and Working Conditions

At JDR, we believe all accidents are preventable and our goal is zero incidents. Our ten Life Saving Rules, introduced in 2025, set clear, non-negotiable safety standards across our global operations to reduce the risk of life-changing events and fatalities. Supported by Start Work Checks and a STOP Work Authority that empowers every employee to halt unsafe activity, the rules have sharpened focus on control measures and safety understanding across the business.

JDR's Life Saving Rules are:

- Fit for Work – ensuring personnel are physically and mentally capable of working safely.
- Work Authorisation – obtaining a formal Permit to Work before hazardous activities begin.
- Energy Isolation – verifying zero-energy isolation before work commences.
- Line of Fire – keeping safe distance from moving objects, hazardous energy, or equipment.
- Work at Height – avoiding height work where possible, and planning and supervising it where unavoidable.
- Lifting Operations – planning all lifts through a competent person and trained personnel.
- Hot Work – controlling flammable materials and ignition sources during heat-generating activity.

- Mobile Plant – operating heavy machinery only when trained, certified, and authorised.
- Driving – practising safe driving behaviours and vehicle management.
- STOP Work Authority – empowering everyone on site to immediately stop unsafe activity.

Programme Impacts

The development of our new manufacturing facility at Blyth demonstrates the tangible social impact of our investment programmes. Our Blyth Local Impact Data report evidences our recruitment activity at the site, compliance with local obligations, and the working partnerships established with education providers. 79% of the Blyth workforce lives within 10 miles of the site, with over half resident in areas containing some of the most deprived wards nationally, providing clear evidence of local job creation and regional regeneration. Entry-level operator roles pay almost 14% above the local median, rising to nearly 40% for skilled and senior roles, demonstrating real wage uplift and upward mobility in the region.

Four apprentices will join in September 2026, two of whom came directly through our work with local academic institutes, alongside work experience placements and internships. Active partnerships are in place, including input into a new pre-16 National Qualification.

JDR is supporting the UK's renewable energy future and green careers more broadly, through investment in local talent, apprenticeships, community initiatives and offshore wind supply chain development in Hartlepool and Blyth.

5. Social

Talent, Early Careers and Capability

Apprenticeships and Young Workers

Apprenticeships remain central to how JDR builds capability and creates opportunity. In 2025, JDR enrolled eight apprentices, all on Level 3 standards. Three apprentices had a Higher National Certificate (HNC) included within their apprenticeship, and one employee enrolled onto a Higher National Diploma (HND) after successfully completing their apprenticeship and HNC.

Our apprentices combine college learning with practical, on-the-job experience, working across engineering, technical and communications disciplines and carrying out independent projects alongside skilled professionals. This is supported through cadetships, structured work experience, workshops and open STEM events that promote careers in the renewable energy sector, alongside regular coaching that ensures a cohesive and consistent training approach. What apprentices value most is this combination of study and hands-on work, the breadth of skills they gain, and the exposure to different departments and processes across the business.

Looking ahead, four apprentices will join in September 2026, two of whom came directly through our work with local education providers around Blyth. This pipeline is complemented by work experience placements and engagement with local schools and colleges, including Cambois Primary

School and Bede Academy. We also partner with Northumberland College, including on a new Engineering Skills Academy syllabus being trialled for 14- to 16-year-olds, reflecting our commitment to build interest in engineering careers earlier in young people's education.

We have also visited various schools, including Hartlepool College and Ely College, to promote technical and engineering professions and supported wider STEM programmes such as STEMFest Sunderland to build young people's awareness of modern technologies. Young workers also have a formal voice within JDR through the apprentices' representative, who attends Employee Forum meetings on their behalf.

Graduates

JDR's graduate programme gives new engineers real responsibility from day one, with a tailored personal development plan and rotations through technical teams and support functions that build experience across the full project lifecycle. Our current collaboration with the Institution of Mechanical Engineers (IMechE) supports graduates on their journey toward professional chartership, and opportunities for overseas assignments, including placements in Houston and Asia.

Our Controls Engineer Apprentice and his Development Pathway – Case Study

My name is Morgan Kidson, and I am a 26-year-old controls engineer at the Hartlepool factory within JDR Cables. I started my career at JDR by studying at Hartlepool College of Further Education, where I completed a Level 3 qualification in Mechatronics alongside an HNC in Electrical Engineering. Upon completion, I progressed to a degree apprenticeship at Teesside University, studying Electrical and Electronic Engineering while working full-time and attending university on a weekly day-release basis.

After completing my A-levels in sixth form, I considered both university and apprenticeship pathways. The opportunity to gain practical, on-the-job experience while continuing classroom-based learning offered the ideal balance, allowing me to develop my skills in real engineering environments. This route also gave me the chance to learn directly from experienced engineers and industry specialists, gaining valuable insight and mentorship.

The apprenticeship pathway at JDR has played a significant role in developing my skills and professional growth. Rotating through a range of departments provided exposure to different aspects of the business, giving me a broad understanding of the industry while continuously building my technical knowledge. Another highlight is the clearly defined training and structured development opportunities, ensuring consistent progression throughout the apprenticeship journey.

5. Social

Talent, Early Careers and Capability

On a day-to-day basis, I work closely with both engineering and maintenance teams to carry out system improvements and ensure the reliability and efficiency of processes across the plant. I also carry out PLC programming and system modifications, support the commissioning and testing of new equipment, and contribute to continuous improvement initiatives.

Looking ahead, I plan to continually develop within my role, further expanding my knowledge of control systems and subsea cable manufacturing while contributing to the ongoing success of the business. I would highly recommend the apprenticeship pathway as it offers a clear and practical route into a rewarding engineering career.

Leadership Development

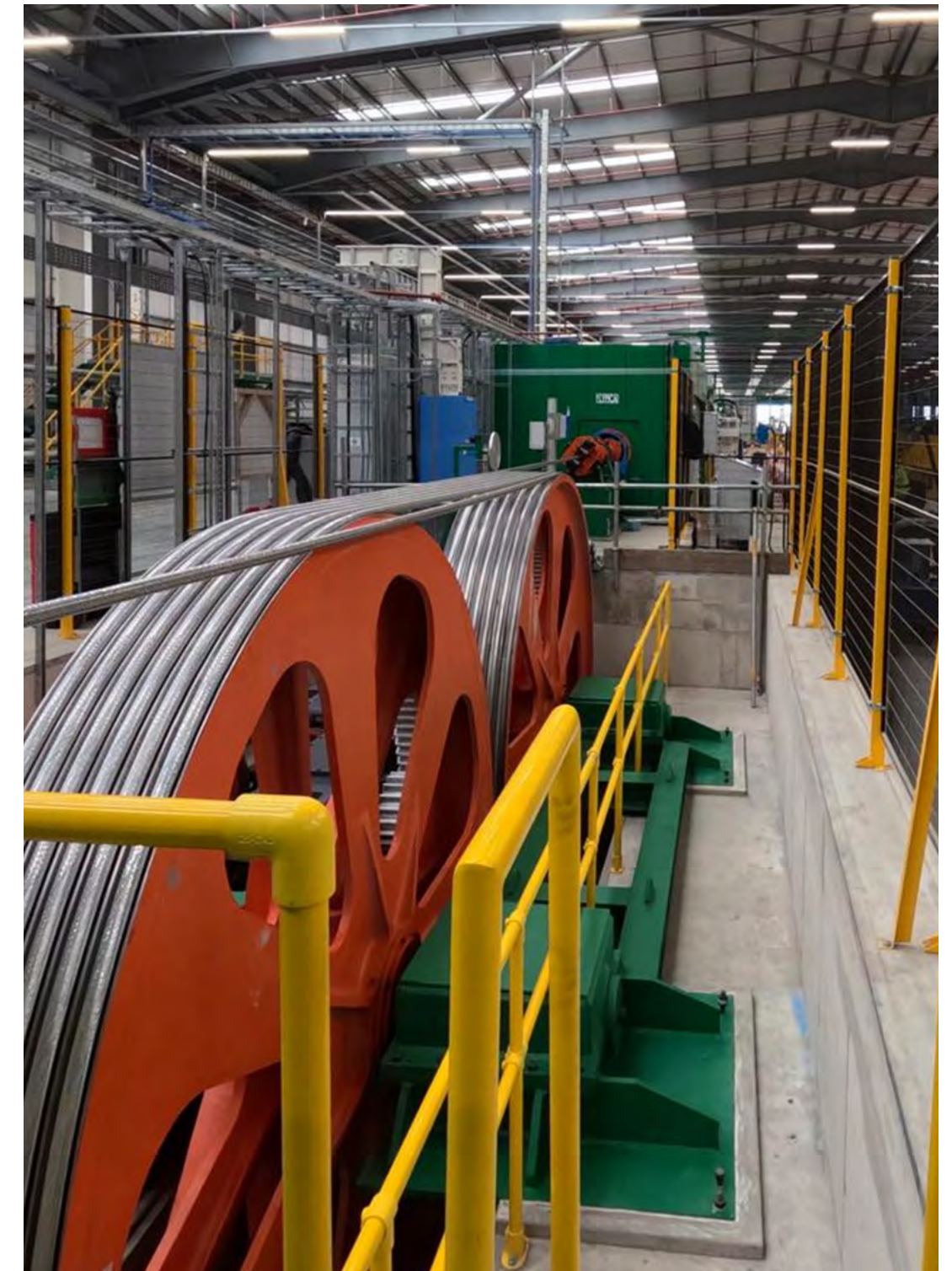
JDR continued to invest significantly in leadership capability in 2025. A culture of mentoring and coaching is promoted throughout the business. Managers are expected to share knowledge and build competencies to ensure effective skills transfer. Employees promoted to new positions are set development goals that are subsequently evaluated, and those not promoted receive feedback and guidance to shape their annual development plans.

At JDR, we believe that success begins with investing in our people, and our continued reaccreditation of the Investors in People Standard represents an important milestone in our ongoing journey to make JDR an even better

place to work. The accreditation demonstrates the work we are undertaking to ensure our culture, leadership and development practices meet the highest standards, aligning closely with our core objective of putting people at the centre of everything we do.

Training

At JDR, we develop the competencies of our employees through a wide range of training, spanning programmes that improve professional qualifications, managerial development and mandatory health and safety training. Individual employee development plans are created every year and form the basis of the company-wide training plan, the training register is kept by the Training Coordinator, and the training qualification process is transparent and the same for everyone.



5. Social

Talent, Early Careers and Capability

Our 2025 specific learning and development programmes are summarised below. Compliance training delivered by the Legal Team during 2025 is not included in this data.

COURSE OR PROGRAMME	EMPLOYEES	DETAIL
Level 3 Apprenticeship Standards	8	Eight apprentices enrolled, all on Level 3 standards
Train the Trainer	5	Upskilling employees who deliver internal training
Cable Technology and Applications In-Service Training	32	Upskilling engineers
Fundamentals of Management	53	137 line managers trained in total to date
MBA (Level 7 degree)	3	Two completions and one new enrolment
Authorised Person Electrical Low Voltage	1	Upskilling the maintenance department
HNC	3	Included within apprenticeship programmes
HND	1	Enrolment following apprenticeship and HNC completion
Level 3 Leadership and Management (ILM)	5	Team leader development
Finance for Non-Financial Managers	12	Managers from across the business
Electrical Isolation and Live Working	6	Technical course

5. Social

Talent, Early Careers and Capability

Company-wide mandatory IHASCO training completion rates are also summarised below:

TRAINING TOPIC	COMPLETED	NOT COMPLETED	COMPLETION RATE
Anti-Bribery	683	18	97.4%
Cyber Security Awareness	661	29	95.8%
Display Screen Equipment	620	27	95.8%
Fraud Prevention	624	76	89.1%
Manual Handling	623	24	96.3%
Mental Health Awareness – Employees	478	30	94.1%
Mental Health Awareness – Management	111	30	78.7%
Sexual Harassment Awareness	617	32	95.1%

JDR achieved an overall employee training completion rate of 89% across key areas including anti-bribery, cyber security, fraud prevention, modern slavery, mental health, manual handling and sexual harassment awareness. Completion rates were above 94% for six of the nine training areas, with Anti-Bribery training achieving the highest completion rate at 97.4%. Mental Health Awareness for Management training recorded the lowest completion rate at 78.7%, representing clear focus and greater employee engagement needs in 2026.

5. Social

Diversity, Equity and Inclusion

Transparency

At JDR, the principle of equal treatment is one of our core values. Our approach is governed by a comprehensive Equality and Diversity Policy covering all stages of the employment cycle, from the point of application to the end of employment, including salaries, working conditions, promotions, training, parental leave, flexible working and termination procedures. Aligned to the Equality Act 2010, our policy adopts a clear definition of discrimination, covering unequal treatment on grounds including age, race, ethnic origin, religion, sexual orientation, disability unrelated to work, trade union membership and political opinions, and is supported by the Sexual Harassment Policy and the Bullying and Harassment Policy, which set out detailed procedures for addressing any such situations. The Equality and Diversity Policy is available to all employees on the intranet, and any changes are preceded by consultation with employee representatives at the Employee Forum.

We are committed to transparency in how we report the composition of our workforce. This year we have disclosed gender and ethnicity breakdowns for our full workforce, our professional population and our Executive Management Team. We are open about the limitations of this data, and we will work to strengthen the quality of self-reported diversity data over time.

Progress and Challenges

We are honest about where we are on our diversity journey. Despite promoting equality of opportunity, a gender pay gap was again recorded in the reporting year and recognised through our Double Materiality Assessment as an area requiring attention. Women represent 15.8% of our total workforce and 20% of our Executive Management Team, and ethnic diversity across the business remains limited, reflecting broader challenges in the manufacturing and engineering sector and the geography of our operations.

Gender equality is examined on an ongoing basis, with a particular focus on the pay gap. We are investigating the discrepancies identified and have actions in place for annual reviews of employee salaries, particularly in the context of company-wide pay rises.

We are acting to change the underlying picture. Our Equality, Diversity and Inclusion commitments amplify the voices of women in manufacturing and engineering, our apprenticeship and school engagement pipelines are designed to widen access to careers at JDR, and training on corporate values, covering equality, diversity and the prevention of sexual harassment, sets clear behavioural expectations across the business.

The experiences shared by our own people, from Lena Brown's reflections on being underestimated, despite a strong mechanical background, to Vilma Janauskiene's 18-year progression from the shop floor to a leadership role, both evidence the progress made and underline the perception challenge the sector must continue to address.

Women in Manufacturing: In Conversation with Vilma Janauskiene
ERP Data Lead and one of JDR's longest-serving women
From machine operative to ERP Data Lead, via production planning and design engineering, Vilma Janauskiene's 18-year JDR career began with a recommendation from a local recruitment agency. We asked her about the journey.

"When I started at JDR there was only one female working on the shop floor - and that was me."

How did your JDR story begin?

"My journey at JDR started whilst I was studying Bookkeeping and Accounting at a local college. When I had accomplished my Level 3 Diploma, the teacher recommended that I register at a local recruitment agency. A woman at the agency recommended a day shift as a machine operative at JDR Cable Systems to gain some work experience. That is where I have been for the last 18 years."

5. Social

Diversity, Equity and Inclusion

You came to the UK before joining JDR. How did that shape your outlook?

“As a migrant woman, I always felt I had to prove my value and work harder to show that I deserved my place. English is not my first language, and in the early days that meant putting in extra effort just to be understood, let alone to stand out. But I turned that into fuel. Every challenge was a reason to learn more, ask more questions, and show through my work that where you come from does not define what you can contribute.”

What was it like being the only woman on the shop floor?

“After a short while, a few more women joined the JDR shop floor in various positions due to me encouraging them within my local community to apply. I have always worked hard, but I knew that as a female if I did not try three times harder than anybody else, my opportunity would be gone like the first IWOC umbilical I saw loaded on a truck and leaving the JDR site.”

How did you progress from production to where you are now?

“I used every opportunity to gain knowledge from the most experienced people in JDR and add my own values to top it up. I was given the opportunity to study for a Business Management Level 3 course with a tutor on site. This led me to an ERP Co-ordinator position from a Production Operative, followed by a Manufacturing Planner role. After another five years, I was mentored into a Design Engineer role, where my Line Manager at that time took a risk, because I did not have an engineering degree. I knew I would

have to continue working hard and going the extra mile to prove to everyone that they were not mistaken in giving the position to me. I am very proud of what I have achieved today, but I also know I would have never been where I am without the people who mentored me along my journey.”

You have spoken about the pressures of balancing everything. How do you manage it?

“As I steered through my career journey, I was aware that my biological clock and career clock were in total conflict. Just as I am rising in my career, my young family are turning into teenagers who also need me at a pivotal stage in their lives. For a woman to have it all just seems impossible. I somehow have discovered a coping mechanism. I know I can have it all, just not all at once.”

Who inspires you now?

“There are so many people that have inspired me at JDR. In my current team there are many strong women that surround me, inspiring and adding a smile to my face daily”

What do you want other women to take from your story?

“I want to be a role model for my daughter and other women around me who need inspiration. There is no limit to what we, as women, can accomplish. The sky is the limit, and the only way is up.”



5. Social

Diversity, Equity and Inclusion

Gender Pay Gap

JDR reports its gender pay gap in line with UK requirements. Our latest figures are set out below alongside the figures disclosed for 2024.

MEASURE	2024	2025
Mean gender pay gap	10.1%	12.8%
Median gender pay gap	10.0%	9.5%
Mean bonus gender pay gap	17.1%	60.9%
Median bonus gender pay gap	0%	0%
Proportion of men receiving a bonus	91.9%	87.4%
Proportion of women receiving a bonus	92.2%	84.3%

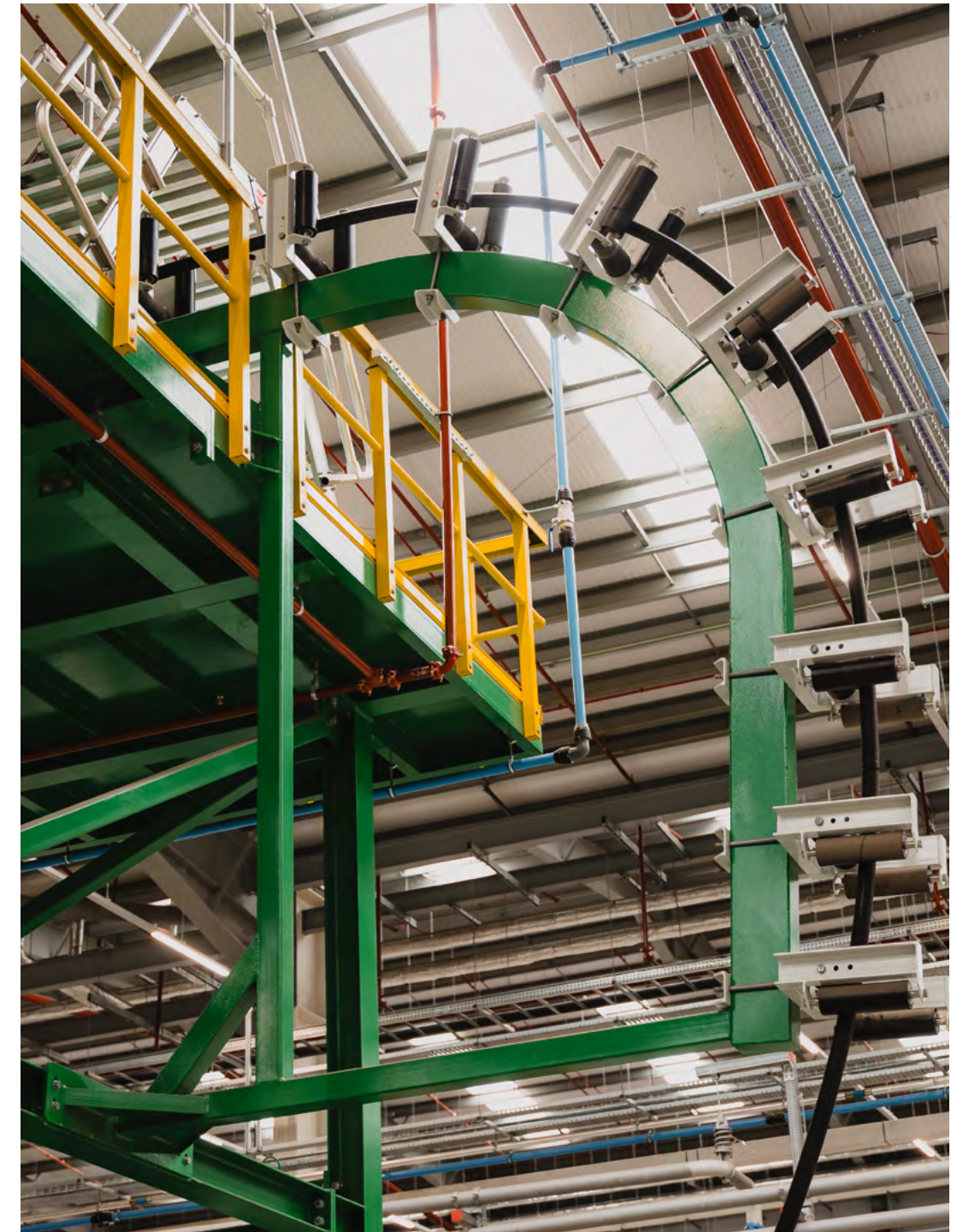
Proportion of males and females in each pay quartile (2025):

PAY QUARTILE	WOMEN	MEN
Upper quartile	11.5%	88.5%
Upper middle quartile	16.4%	83.6%
Lower middle quartile	17.3%	82.7%
Lower quartile	17.3%	82.7%

The median bonus gap remains at 0%, meaning that at the middle point of the distribution, women's and men's bonuses were equal. The size of the gender pay gap continues to reflect the specific nature of the business, sectoral wide challenges and the significant predominance of men among the staff, particularly in senior and technical roles.

During 2025, JDR recruited additional field service technicians and production employees to meet business needs. These roles carry daily allowances and shift allowances that increase earnings for gender pay gap purposes, and many of these roles were filled by men. We did see a higher proportion of women joining JDR than leaving during the year, with women making up 22% of starters compared with 18% of leavers.

Our calculations follow the statutory gender pay gap methodology, which by law excludes certain employees from the relevant pay period, such as those receiving statutory maternity pay, on unpaid leave, or not on full basic pay due to sickness absence. Recruitment at JDR is always based on objective evaluation criteria, with employment decisions made on competence rather than gender. We continue to remain focused on conducting regular pay equity reviews to ensure fairness is maintained consistently across the organisation as our workforce evolves.



5. Social

Business Ethics

The foundation of JDR’s corporate culture is the Code of Ethics, which defines the core values followed in our daily operations, including the prevention of fraud, anti-corruption and anti-money laundering, the promotion of equality and diversity, health and safety, respect for the environment, human rights, countering modern slavery, and the responsible management of Company property and information.

The Code of Ethics is available on our website, its principles are communicated to employees through the intranet, and it is introduced to all new hires. Cultural risk, including the ethical behaviour and tone of leaders, is integrated into the Company’s overall risk management system, with key indicators linked to risk and compliance metrics and consistent standards maintained through collaboration between the HR, Legal and Audit functions.

GDPR and Data Protection

At JDR, we are committed to protecting personal data across our operations. In the recruitment process, we collect data solely to pursue a specific legitimate interest, retain it only for the period necessary for the job application, and inform all candidates about how their personal data is processed.

This governance framework and policy in place set out by the Data Protection Officer and Board, is further supported by a robust information

security environment. All JDR employees receive annual training on cyber security and personal data security. Technical safeguards include multi-factor authentication on all supporting applications and for any external connectivity to the JDR corporate network, encryption of all laptops and mobile devices, endpoint detection and response across all endpoints, email threat protection scanning all inbound mail, USB ports blocked by default, and monthly vulnerability scanning of all external-facing services. Backups are retained for 30 days, including offsite copies.

Anti-Corruption and Bribery

JDR operates a zero-tolerance policy on bribery, corruption and fraud across all operations, in compliance with the UK Bribery Act 2010. The policy applies to all employees and third parties, including suppliers, contractors, agents and partners. Our Compliance Officer is responsible for oversight and implementation, with Board-level accountability for anti-corruption governance. We analyse our operations on an ongoing basis to identify corruption risks, and positions particularly exposed to the risk of corruption or fraud, with targeted on-site training delivered to these roles every two years.

Risk-based due diligence is conducted on all third parties before engagement, including the identification of corruption risk factors such as geography, government links and unusual payments. Formal contracts

contain anti-corruption and bribery clauses, while strict controls govern all gifts, hospitality and charitable donations. These are reinforced by rigorous financial controls that ensure accurate record keeping, no off-book transactions, and approval processes for all payments and expenditures.

Anti-corruption training is mandatory for employees, with participation monitored and knowledge tested. All feedback collected by the Legal and Contract Department is used to enhance the effectiveness of each session. In 2025, all employees continued to complete anti-bribery training on a mandatory basis with any refreshers also being undertaken where certification had lapsed. The Legal Team also completed further training for those employees in senior roles where the potential exposure to medium or high corruption risk exists. Regular monitoring, audits and policy reviews are undertaken, all reported or suspected breaches are investigated, and violations result in disciplinary action up to and including termination and legal action, with relationships terminated for non-compliant third parties. These controls are applied across the value chain, spanning procurement and sourcing, manufacturing and operations, project execution and offshore services, and sales and contracting.

5. Social

Business Ethics

Whistleblowing

Employees and other stakeholders can report violations of the Code of Ethics through the Speak Up platform, operated by an independent third party. We accept both personal and anonymous reports: the caller's phone number is not registered, all conversations with the operator are treated as strictly confidential, and any voice message left is transcribed with the recording permanently deleted. Reports can also be made to a dedicated email address, and full protection against retaliation is provided to all whistleblowers, who are further protected under the Public Interest Disclosure Act 1998.

Each notification is considered separately depending on its nature. Where the information provided is confirmed, the person conducting the investigation prepares recommendations, involving relevant managers, and additional preventive measures are implemented where necessary. The effectiveness of the reporting channels is monitored at quarterly meetings with JDR's Compliance Team, and any planned changes to whistleblowing channels are first consulted with employee representatives.

Collective Bargaining – Speak Up

JDR has not entered into a formal agreement for the recognition of collective bargaining with trade unions, during the reporting year. However, every employee has the full right to join a trade union of their choice, and we comply with local law, including the Equality Act 2010 and the Trade Union Act 2016, which guarantee freedom of association and the right to peaceful assembly. The Company is actively working on several actions to ensure compliance with the Employment Rights Act 2025.

Formal collective consultation takes place through the monthly Employee Forums established at each facility. The Forums have an advisory function, covering health and safety, HR updates, company announcements and topics raised by representatives, and additional consultations are held whenever required.

Alongside the Forums, the Speak Up system allows employees and contractors to raise concerns anonymously relating to working conditions, human rights risks or unethical behaviour. Company policies have been created and amended in direct response to employee voice, with recent examples including enhanced family leave entitlement and hybrid working. In 2025, one internal grievance was reported through these mechanisms and was handled formally in a timely manner, in accordance with Company policy and procedure until conclusion.



6.

Appendices



Appendix I

Methodologies

Double Materiality

To ensure this ESG Report reflects both stakeholder expectations and the realities of our business, we refreshed our CSRD-aligned Double Materiality Assessment, previously completed in 2024. The 2026 review focused on validating and updating the assessment to ensure it accurately reflects our current operating context, strategic priorities, and sustainability impacts.

This light-touch assessment looked at both:

- Impact Materiality: Our impact on people and planet.
- Financial Materiality: How sustainability topics affect our business success.

Our Process Working with an external sustainability consultancy, we used a four-step approach:

- Sense Check: Conduct a sense check of material topics against industry research, customer data, and internal stakeholder engagement workshops.
- Alignment: Align the rating criteria with the previous assessment and amend where necessary to reflect JDR's current understanding of material risk.
- Expert Review: Review and update materiality assessments using current company and industry data and the existing TCFD-aligned climate risk assessment, without altering the original methodology or research basis.
- Materiality Matrix: ESRS Topics were plotted on a matrix. Those most material to us were prioritised for action and disclosure.

Scoring and Prioritisation

Topics were assessed on:

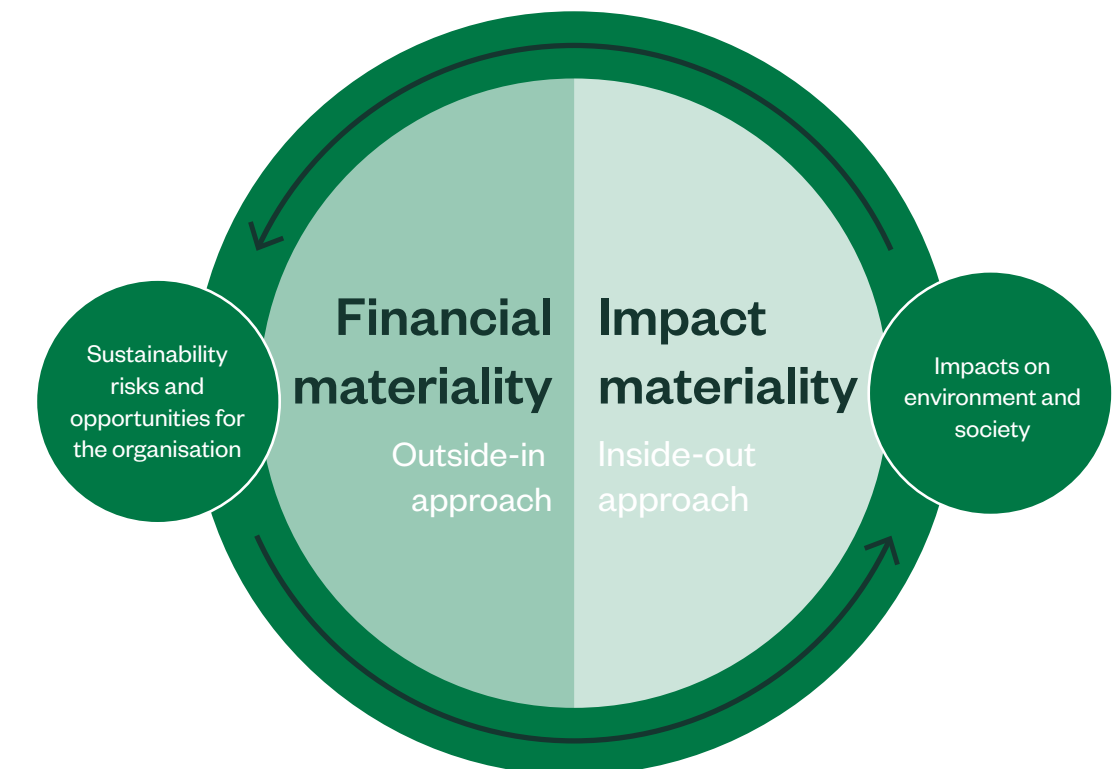
- Impact Materiality: The scale and severity of the topic's effects on people or the environment and how likely that impact is to occur.
- Financial Materiality: The potential impact of the topic on our EBITDA and how likely that impact is to occur.

Each topic was assessed over three-time horizons for both impact and financial materiality: short term (<5 year), medium term (5 - 10 years) and long term (>10 years), and the highest impact time horizon was included in our assessment. Where multiple time horizons had the same impact level, the most immediate was selected.

The magnitude used to assess financial materiality in our 2024 assessment was update in our 2026 refresh from a 1-5 scale to a 1-3. This scale change is relative to the estimated cost provided in the 2024 report and changes to JDR's annual revenue in 2023 and 2025.

Scores were calculated across both materiality lenses to determine the relative significance of each topic and to classify them as:

- High – Material across both impact and financial materiality lenses.
- Medium – Material under one materiality lens.
- Low – Currently below the materiality threshold but subject to ongoing review as the business and external context evolve.



LIKELIHOOD		1 INSIGNIFICANT	2 MINOR	3 MODERATE	4 MAJOR	5 CRITICAL
	5 ALMOST CERTAIN	5	10	15	20	25
	4 LIKELY	4	8	12	16	20
	3 POSSIBLE	3	6	9	12	15
	2 UNLIKELY	2	4	6	8	10
	1 RARE	1	2	3	4	5
	IMPACT					
MATERIAL RISK						

Appendix I

Metholdogies

Risks and Opportunities are identified through a STEEPLE and SWOT analysis, informed by reported data and stakeholder engagement. Risks are then assessed based on a 5x5 scale regarding likelihood and impact, which when multiplied determine the overall risk rating. Scoring is conducted thrice:

- R1: Scored in relation to overall risk to the business.
- R2: Scored in relation to overall risk to the business, taking into account any mitigation or controls currently in place.
- R3: Scored in relation to overall risk to the business, taking into account additional mitigation or controls which are not in place currently, but could be implemented in the future.

Risks are then evaluated across three different climate scenarios across the short (<5 years), medium (5-10 years) and long (10+ years) term. Climate scenarios were provided by the IPPC’s Shared Socioeconomic Pathways (SSPs); specifically, SSP1, SSP2 and SSP 3.

SCORE	IMPACT		LIKELIHOOD	
	Category	Guidance	Category	Guidance
1	Insignificant	Negligible and easily managed	Rare	Probability of harm or benefit materialising close to zero
2	Minor	While they are noticeable, they typically do not pose a significant threat or advantage	Unlikely	Not commonly expected but can happen under certain circumstances
3	Moderate	May require some attention and resources to address or capitalize on effectively	Possible	Events or outcomes are feasible and could happen, but not with high certainty
4	Major	May require significant resources or changes in strategy to manage or leverage	Likely	Expected to happen under normal circumstances, though there may be some variability
5	Critical	Of utmost importance and require immediate attention and comprehensive strategies to mitigate or capitalise on	Almost Certain	Almost certain to happen under normal circumstances and are highly anticipated

Appendix I

Methologies

REF	CATEGORY (TCFD)	RISK IDENTIFIED	R1	R2	R3	STAKEHOLDERS	TIME HORIZON	FINANCIAL IMPACT
R01	Transition - Policy	Failure to meet increasing legislative reporting requirements including environmental and carbon emissions reporting	12	8	6	Customers, Operations	Near term	<ul style="list-style-type: none"> → Increased expenditure (recruitment/training, reporting cost, consultancy fees) → Non-compliance penalties → Funding insecurity → Increased parts and maintenance costs
R02	Transition - Reputation	Failure to keep up with competitors' sustainability performances	12	9	6	Organisation, staff	Long term	<ul style="list-style-type: none"> → Loss of revenue due to declining stakeholder trust → Greater PR costs related to repairing damaged reputation → Increased spending on talent acquisition and managing employee turnover
R03	Transition - Market	Exposure to market volatility	16	6	4	Organisation, customers	Near term	<ul style="list-style-type: none"> → Real value of income is reduced due to inflation → Overall decline in demand → Increased expenditure on products and services → Increasing cost of capital
R04	Transition - Market	Increased material cost from rising inflation	16	12	9	Organisation, customers, suppliers	Near term	<ul style="list-style-type: none"> → Increased material costs posing a liability to production → Higher prices and a drop in demand → Decreased access to capital in the wake of declining profits
R05	Transition - Technology	There is a risk that manufacturing activities may not adapt to market change quick enough, leading to technological and asset obsolescence	9	6	4	Organisation, staff	Medium term	<ul style="list-style-type: none"> → Impact on revenues if technology is not upgraded in line with latest technology thus not making products cost competitive → Increased spending on equipment/technology upgrades and maintenance

Appendix I

Metholdogies

REF	CATEGORY (TCFD)	RISK IDENTIFIED	R1	R2	R3	STAKEHOLDERS	TIME HORIZON	FINANCIAL IMPACT
R06	Transition - Technology	Product end-of-life expectations may result in retrieval and subsequent recycling service	20	15	10	Customers, Organisation, Staff	Long term	<ul style="list-style-type: none"> → Reduced tender/contract win rate due to lack of recovery plan → Higher expenditure for facility upgrades to allow for recycling → Increased Financial, legal and regulatory liabilities associated with cable recovery → Potential additional funding required to upgrade facilities to process used cables
R07	Physical - Acute	Extreme weather impacts on operations, assets, and workforce	12	12	6	Suppliers, organisation, customers	Long term	<ul style="list-style-type: none"> → Decline in revenue due to service disruption and reputational damage → Increased expenditure on finding alternative suppliers → Increased spending on equipment upgrades, and repair and maintenance for temperature mitigation (e.g. PPE/air con) → Increased financial and time resources spent on training → Replacement of assets → Increased insurance costs due to heat-related risks → Liabilities related to employee health and wellbeing
R08	Physical - Chronic	Water Shortages in supply chain and operations	16	12	4	Suppliers, organisation, customers	Long term	<ul style="list-style-type: none"> → Decreased revenue due to delays in operations → Increased supply chain costs as water stress decreases supply → Contractual liabilities associated with missed or delayed product → Inability to secure funding due to revenue losses
R09	Transition - Policy & Legal	Increasing costs associated with regulations and carbon taxation (e.g. UK CBAM)	12	9	4	Suppliers, Organisation, Shareholders, Customers	Near term	<ul style="list-style-type: none"> → Reputational damage leading to decreased customer base and loss of income → Loss of investor sentiment in the wake of cost increases → Increased procurement costs → Resourcing costs associated with reporting and monitoring → Liability of financial or litigious penalties → Decreased access to capital due to declining profits

Appendix II

Environmental Data

GHG Emissions

COMPLIANCE REFERENCE	METRIC	2022	2023	2024	2025	PAGE REF
TCFD/ IFRS/SASB EM-SV-110a GHG Protocol	GHG Emissions - Scope 1 Total	274.2 tCO ₂ e	257.1 tCO ₂ e	185.7 tCO ₂ e	162.5 tCO ₂ e	38
	Scope 1 – Company Vehicles (Diesel)	72.1 tCO ₂ e	100.7 tCO ₂ e	95.9 tCO ₂ e	83.2 tCO ₂ e	38
	Scope 1 – Natural Gas	202.1 tCO ₂ e	156.4 tCO ₂ e	89.8 tCO ₂ e	79.3 tCO ₂ e	38
	GHG Emissions - Scope 2 – Market Based Total	787.4 tCO ₂ e	805.6 tCO ₂ e	1,512.0 tCO ₂ e	1,488.0 tCO ₂ e	38
	Scope 2 - Purchased Electricity	787.4 tCO ₂ e	805.6 tCO ₂ e	1,512.0 tCO ₂ e	1,488.0 tCO ₂ e	38
	GHG Emissions - Scope 2 – Location Based Total	583.4 tCO ₂ e	626.1 tCO ₂ e	677.6 tCO ₂ e	592.2 tCO ₂ e	38
	Scope 2 - Purchased Electricity	583.4 tCO ₂ e	626.1 tCO ₂ e	677.6 tCO ₂ e	592.2 tCO ₂ e	38
	GHG Emissions - Scope 3 Total	117,035.4 tCO ₂ e	148,945.1 tCO ₂ e	160,722.2 tCO ₂ e	66,325.3 tCO ₂ e	38
	Scope 3: Cat. 1 - Purchased Goods and Services	81,467.8 tCO ₂ e	79,529.6 tCO ₂ e	80,098.8 tCO ₂ e	49,142.1 tCO ₂ e	38
	Scope 3: Cat. 2 - Capital Goods	1,035.7 tCO ₂ e	903.1 tCO ₂ e	4,011.5 tCO ₂ e	1,413.5 tCO ₂ e	38
	Scope 3: Cat. 3 - Fuel and Energy Related Activities	257.3 tCO ₂ e	255.2 tCO ₂ e	261.7 tCO ₂ e	261.7 tCO ₂ e	38
	Scope 3: Cat. 4 - Upstream Transport and Distribution	3,825.9 tCO ₂ e	6,659.0 tCO ₂ e	3,508.4 tCO ₂ e	3,182.9 tCO ₂ e	39

Appendix II

Environmental Data

GHG Emissions

COMPLIANCE REFERENCE	METRIC	2022	2023	2024	2025	PAGE REF
TCFD/ IFRS/SASB EM-SV-110a GHG Protocol	Scope 3: Cat. 5 - Waste Generated in Operations	63.6 tCO ₂ e	91.9 tCO ₂ e	10.8 tCO ₂ e	2.5 tCO ₂ e	39
	Scope 3: Cat. 6 - Business Travel	386.5 tCO ₂ e	811.0 tCO ₂ e	945.4 tCO ₂ e	746.6 tCO ₂ e	39
	Scope 3: Cat. 7 - Employee Commuting	271.3 tCO ₂ e	434.3 tCO ₂ e	453.1 tCO ₂ e	628.6 tCO ₂ e	39
	Scope 3: Cat. 9 - Downstream Transportation and Distribution	2,035.9tCO ₂ e	192.8 tCO ₂ e	1,014.3 tCO ₂ e	2,370.2 tCO ₂ e	39
	Scope 3: Cat. 10 – Processing of Sold Products	-	-	-	-	39
	Scope 3: Cat. 11 - Use of Sold Products	27,518.0tCO ₂ e	59,850.4 tCO ₂ e	70,230.4 tCO ₂ e	7,239.5 tCO ₂ e	39
	Scope 3: Cat. 12 - End of Life Treatment of Sold Products	90.3 tCO ₂ e	100.5 tCO ₂ e	90.0 tCO ₂ e	45.6 tCO ₂ e	39
	Scope 3: Cat. 13 – Downstream Leased Assets	-	-	-	-	39
	Scope 3: Cat. 14 - Franchises	-	-	-	-	39
	Scope 3: Cat. 15 - Investments	83.0 tCO ₂ e	117.4 tCO ₂ e	97.8 tCO ₂ e	1,292.1 tCO ₂ e	39
	GHG Emissions Total (Location-Based)	117,893.0	149,828.3	161,585.5	67,080.0	39
	GHG Emissions (Market-Based)	118,097.0	150,007.8	162,419.9	67,975.8	39

Appendix II

Environmental Data

KPI Metrics

COMPLIANCE REFERENCE	KPI METRIC	2022	2023	2024	2025	PAGE REF
TCFD/ IFRS/SASB EM-SV-110a /GHG Protocol	Carbon Intensity (tCO ₂ e/£m turnover)	1.16	1.34	1.14	0.43	35
TCFD/ IFRS/SASB EM-SV-110a /GHG Protocol	Carbon Intensity (tCO ₂ e/kg of manufactured product)	14,031.8	13,261.5	16,041.0	16,376.6	35
TCFD/IFRS/SASB RT-EE-150a	Waste to Landfill (kg)	107.9	0.00	0.00	0.00	35
TCFD/IFRS/SASB RT-EE-130a	Energy intensity (MWh/£m turnover)	0.042	0.35	0.026	0.024	35

Appendix II

Environmental Data

Waste Disposal Method

COMPLIANCE REFERENCE	WASTE DISPOSAL METHOD	2022	2023	2024	2025	PAGE REF
Waste Framework Directive/IFRS/ SASB RTEE-150a.1	Total (kg)	-	-	1,905,883	683,890	50
Waste Framework Directive/IFRS/ SASB RTEE-150a.1	Recycle (kg)	-	-	1,781,322	566,750	50
Waste Framework Directive/IFRS/ SASB RTEE-150a.1	Reuse (kg)	-	-	75,241	-	50
Waste Framework Directive/IFRS/ SASB RTEE-150a.1	Treatment (kg)	-	-	45,165	-	50
Waste Framework Directive/IFRS/ SASB RTEE-150a.1	Energy Recovery (kg)	-	-	3,150	74,870	50
Waste Framework Directive/IFRS/ SASB RTEE-150a.1	Incineration (kg)	-	-	150	25,800	50
Waste Framework Directive/IFRS/ SASB RTEE-150a.1	Oil Recovery (kg)	-	-	655	14,850	50
Waste Framework Directive/IFRS/ SASB RTEE-150a.1	Anaerobic Digestion (kg)	-	-	200	1,620	50
Waste Framework Directive/IFRS/ SASB RTEE-150a.1	Landfill (kg)	107.9	0	0	0	50

Appendix II

Environmental Data

Water Consumption

COMPLIANCE REFERENCE	KPI METRIC	2022	2023	2024	2025	PAGE REF
IFRS/SASB EM-SV-140a.1	Water Withdrawn (m³)	3,938.00	3,804.00	3,805.00	3,659.00	51
IFRS/SASB EM-SV-140a.1	Water Discharged (m³)	3,741.00	3,614.00	3,615.00	3,492.00	51
IFRS/SASB EM-SV-140a.1	Water Consumed (m³)	197.00	190.00	190.00	167.00	51
IFRS/SASB EM-SV-140a.1	Water Intensity Metric (m³ consumed/£m turnover)	0.002	0.002	0.001	0.001	51

Appendix II

Environmental Data

2025 Air Quality Survey Data

COMPLIANCE REFERENCE	AIR POLLUTANT CATEGORY	AIR POLLUTANT	LITTLEPORT (mg/m³ – 8-Hour Time-Weighted Average)	HARTLEPOOL (mg/m³ – 8-Hour Time-Weighted Average)	PAGE REF
Air Quality Standards 2010/COSHH 2002/BS EN 12341:2014	Airborne Inhalable Dust	Inhalable Dust	0.04-1.66	0.04-2.41	52
Air Quality Standards 2010/COSHH 2002/BS EN 12341:2014	Airborne Plasticiser Fume (Total Inhalable Particulate Phase)	Airborne Plasticiser Fumes	1.56-2.53	-	52
Air Quality Standards 2010/COSHH 2002/BS EN 12341:2014	Airborne Welding Fume/Grinding Dust	Grinding Dust	-	0.38-5.70	52
Air Quality Standards 2010/COSHH 2002/BS EN 12341:2014	Airborne Plasticiser Fume (Vaporous Phase)	Total VOC	<LOD*	-	52
		Alkanes	<LOD	-	52
		Formaldehyde	<LOD	-	52
Air Quality Standards 2010/COSHH 2002/BS EN 12341:2014	Airborne Heavy Metals	Chromium	-	<LOD-0.01	52
		Copper	0.001	<LOD	52
		Iron	0.27	<LOD-0.46	52
		Manganese	0.003	<LOD	52
		Zinc	<LOD	<LOD	52
Air Quality Standards 2010/COSHH 2002/BS EN 12341:2014	Airborne Para-Aramid Fibre	Respirable Fibre	<LOD	-	52

*LOD = Limit of Detection. This indicates the lowest concentration of pollutant reliably tested.

Appendix III

Social and Governance Data

Workforce Overview – Gender and Ethnicity

COMPLIANCE REFERENCE	METRIC	2025 FIGURES (TOTAL)	2025 Figures (Female)	2025 Figures (Male)	PAGE REF
Best Practice	Gender Composition of Management Board	7	1	6	59
Best Practice	Gender Composition of Director/Executive Board	7	1	6	59
Best Practice	Gender Composition of Managers	102	16	86	59
Best Practice	Gender Composition of Non-Managerial Positions	506	80	426	59
Best Practice	Gender Composition of Professionals	293	88	205	59
Best Practice	Gender Composition of Executives	15	3	12	59
Best Practice	Ethnicity Breakdown of all employees: Total	622	98	524	59
Best Practice	Ethnicity Breakdown of all employees: Asian or Asian British	3	0	3	59
Best Practice	Ethnicity Breakdown of all employees: Asian or Asian British Indian	3	1	2	59
Best Practice	Ethnicity Breakdown of all employees: Asian other	6	1	5	59
Best Practice	Ethnicity Breakdown of all employees: Black other	2	1	1	59
Best Practice	Ethnicity Breakdown of all employees: Black, Black British, African	3	0	3	59

Appendix III

Social and Governance Data

Workforce Overview – Gender and Ethnicity

COMPLIANCE REFERENCE	METRIC	2025 FIGURES (TOTAL)	2025 Figures (Female)	2025 Figures (Male)	PAGE REF
Best Practice	Ethnicity Breakdown of all employees: White British	496	75	421	59
Best Practice	Ethnicity Breakdown of all employees: White Other	109	20	89	59
Best Practice	Ethnicity Breakdown of Professionals: Total	293	88	205	59
Best Practice	Ethnicity Breakdown of Professionals: Asian or Asian British	2	0	2	59
Best Practice	Ethnicity Breakdown of Professionals: Asian or Asian British Indian	3	1	2	59
Best Practice	Ethnicity Breakdown of Professionals: Asian other	6	1	5	59
Best Practice	Ethnicity Breakdown of Professionals: Black other	2	1	1	59
Best Practice	Ethnicity Breakdown of Professionals: Black, Black British, African	3	0	3	59
Best Practice	Ethnicity Breakdown of Professionals: White British	241	69	172	59
Best Practice	Ethnicity Breakdown of Professionals: White Other	36	16	20	59

Appendix III

Environmental Data

Workforce Overview – Age

COMPLIANCE REFERENCE	METRIC	NUMBER OF EMPLOYEES 2024	NUMBER OF EMPLOYEES 2025	PERCETNAGE SPLIT 2025	PAGE REFERENCE
Best Practice	Age Breakdown of employees: Total	555	622	100%	59
Best Practice	Age Breakdown of employees: 16-20	16	22	3.5%	59
Best Practice	Age Breakdown of employees: 21-30	88	98	15.8%	59
Best Practice	Age Breakdown of employees: 31-40	154	165	26.5%	59
Best Practice	Age Breakdown of employees: 41-50	132	149	24%	59
Best Practice	Age Breakdown of employees: Over 51	165	188	30.2%	59

Appendix III

Environmental Data

Gender Pay Gap

COMPLIANCE REFERENCE	METRIC	2024	2025	PAGE REF
UK GPG Reporting	Mean gender pay gap	10.1%	12.8%	71
UK GPG Reporting	Median gender pay gap	10.0%	9.5%	71
UK GPG Reporting	Mean bonus gender pay gap	17.1%	60.9%	71
UK GPG Reporting	Median bonus gender pay gap	0%	0%	71
UK GPG Reporting	Proportion of men receiving a bonus	91.9%	87.4%	71
UK GPG Reporting	Proportion of women receiving a bonus	92.2%	84.3%	71
COMPLIANCE REFERENCE	PAY QUARTILE	WOMEN	MEN	
UK GPG Reporting	Upper quartile	11.5%	88.5%	71
UK GPG Reporting	Upper middle quartile	16.4%	83.6%	71
UK GPG Reporting	Lower middle quartile	17.3%	82.7%	71
UK GPG Reporting	Lower quartile	17.3%	82.7%	71

Appendix III

Environmental Data

Community Impact

COMPLIANCE REFERENCE	METRIC	2025 FIGURE	PAGE REF
Best Practice	Total Donated to Charity	£11,000	62

Health and Safety

COMPLIANCE REFERENCE	METRIC	2024	2025	PAGE REF
IFRS/SASB EM-SV-320a.1	All-incidence rate (TFCF)	0.76	0.54	63
IFRS/SASB EM-SV-320a.1	Fatality rate	0	0	63
IFRS/SASB EM-SV-320a.1	Confirmed occupational diseases	0	0	63
IFRS/SASB EM-SV-320a.1	Near miss frequency rate (NMFR)	2.84	1.41	63
IFRS/SASB EM-SV-320a.1	Health, safety and emergency response training hours delivered	1,970	5,298	63

Appendix III

Environmental Data

Employee Training

COMPLIANCE REFERENCE	COURSE / PROGRAMME	NUMBER OF EMPLOYEES	DETAIL	PAGE REF
Best Practice	Level 3 Apprenticeship Standards	8	Eight apprentices enrolled, all on Level 3 standards	67
Best Practice	Train the Trainer	5	Upskilling employees who deliver internal training	67
Best Practice	Cable Technology and Applications In-Service Training	32	Upskilling engineers	67
Best Practice	Fundamentals of Management	53	137 Line managers trained in total to date	67
Best Practice	MBA (Level 7 degree)	3	Two completions and one new enrolment	67
Best Practice	Authorised Person Electrical Low Voltage	1	Upskilling the maintenance department	67
Best Practice	HNC	3	Included within apprenticeship programmes	67
Best Practice	HND	1	Enrolment following apprenticeship and HNC completion	67
Best Practice	Level 3 Leadership and Management (ILM)	5	Team leader development	67
Best Practice	Finance for Non-Financial Managers	12	Managers from across the business	67
	Electrical Isolation and Live working	6	Technical course	67

