

> SUSTAINABILITY

OUR SUSTAINABILITY GOVERNANCE

JC&C has a robust governance structure to ensure effective management of sustainability issues, with the Board of Directors (the “**Board**”) maintaining the highest level of oversight. Annually, the Board re-evaluates and endorses the material Environmental, Social and Governance (“**ESG**”) topics to ensure their integration into the Group’s overarching strategy and portfolio management. The Board oversees the management and monitoring of these material ESG topics and is responsible for JC&C’s sustainability reporting. The Board-level Audit & Risk Committee (“**ARC**”) oversees all risks, including ESG and climate-related concerns. The Board meets five times a year and sustainability is a recurring agenda item for every meeting.

The Executive Committee (“**Excom**”), or JC&C’s leadership team, shapes the overall sustainability strategy. By setting the ESG agenda and incorporating relevant elements

into annual budget discussions and long-term planning, the Excom ensures that sustainability goals are aligned with performance objectives. Furthermore, the Excom

ensures that all new investments or significant capital expenditures undergo a sustainability analysis, with due diligence reports reviewed by the Board. As part of JC&C’s sustainability commitment, ESG considerations influence management’s performance incentives, particularly for our top ESG material topics highlighted in the Double Materiality Matrix on page 60.

A cross-functional Sustainability Committee comprising Excom members and Heads of Function, meets quarterly to set goals, plan initiatives and develop action plans. These plans are operationalised and executed by the Sustainability Working Group, a diverse team of employees from various levels and functions who meets monthly to discuss issues, implement strategy and monitor trends.

The ESG & Sustainable Development department reports directly to the Group Managing Director and coordinates sustainability initiatives across the Group. This team collaborates with internal functions as well as portfolio company-level sustainability teams, providing strategic ESG guidance for decision-making. The department is also responsible for the consolidation of ESG data and reporting efforts. For a detailed description of Corporate Governance at JC&C, please refer to pages 32 to 57.

Our Sustainability Governance

