

PRESENTATION ON UNPACKING JUDICIAL WELLNESS, A TOOL FOR EFFECTIVE PERFORMANCE

(Paper for presentation at the 27th Annual Judges Conference the Committee on Unpacking judicial wellness 2nd – 4th February, 2026- Speke Resort Munyonyo)

CONFERENCE THEME: Judicial Wellness: A Tool for Effective Case Management

TOPIC: Unpacking Judicial Wellness.

PANEL COMPOSITION

S/N	Members' Names	Designation
a)	Hon. Justice Muzamiru M. Kibeedi	Session Chairperson
b)	Hon. Justice Oscar Kihika	Lead Panelist
c)	Hon. Lady Justice Elizabeth Jane Alividza	Panel Member
d)	Hon Lady Justice Kazaarwe Mukwaya	Panel Member
e)	Hon. Justice Samuel Emokor	Panel Member
f)	HW Godfrey Kaweesa	Panel Member
g)	Ms. Susan Tashobya	Panel Member
h)	HW Moreen Nyakato	Secretariat

INTRODUCTION

What is judicial well-being

INTRODUCTORY QUOTES

- ▶ *"Wellness is a connection of paths: knowledge and action."* **Joshua Welch**
- ▶ *"Wellness is the complete integration of body, mind and spirit – the realization that, everything we do, think and believe has an effect on our state of well-being"* **Greg Anderson**
- ▶ *"Wellness encompasses a healthy body, a sound mind and a tranquil spirit."* **Laurattee Gegnon Beaulieu**
- ▶ *"Wellness is the act of practicing healthy habits on a daily basis to attain better physical and mental health outcomes, so that instead of just striving, you are thriving."* **Pfizer**

Judicial wellness and well-being refer to the holistic state of a judge's overall Physical, mental, emotional and professional health of judges and judicial officers.

This recognises and appreciates that Judges carry unique responsibilities - (deciding disputes, safeguarding rights, and upholding the rule of law- often under intense pressure, public scrutiny, heavy caseloads, and exposure to conflict or trauma.

Judicial well-being goes beyond the absence of stress or illness; it encompasses resilience, balance, ethical clarity, and a sustained sense of purpose in judicial service.

Wellness in the judicial context includes maintaining psychological health, managing stress and burnout, fostering emotional intelligence, and ensuring physical health through healthy work practices.

It involves institutional support systems such as reasonable workloads, peer support, confidential in seeking help, and court culture that values self-care without stigma.

Promoting judicial well-being is essential not only for judges as individuals, but also for the quality, independence, and integrity of the system as a whole.

LINKAGE BETWEEN WELLNESS AND HEALTH

- ▶ Health properly defined is not just the absent of diseases and sickness.
- ▶ According to W.H.O, Health is “*a state of complete physical, mental and social well-being and not merely the absence of disease and infirmity.*”
- ▶ Wellness is an active process of living fully engaged life at every level of being.
- ▶ It is becoming aware of and making healthy choices towards a healthier state of life.
- ▶ Holistic health and wellness are sustained on eight pillars.

THE EIGHT PILLARS OF WELLNESS



Legal frame work

The United Nations Office On Drugs and Crime (UNODC), and experts on the topic define judicial wellbeing/ wellness as a state of optimal physical, mental, emotional, psychological, and social health that allows judicial officers and judiciary staff to perform their duties effectively, resiliently, and ethically, while maintaining a healthy work-life integration and flourishing in their roles.

UNODC Global Judicial Integrity Network was established as a platform for judges and judiciaries to share experiences and address challenges. In a Global Research report published March 2022, it was revealed the following;

1. 76% of the Respondents do not have sufficient time to maintain optimal physical and mental well-being.
2. 92% indicated that judicial work brings them stress sometimes, frequently or always. The most common contributing factor appears to be excessive workloads. That this is a “*vicious circle, where judges and other members of the judiciary under constant stress which in turns slows them down, causes them to take longer to process the cases and eventually create further backlog*”.
3. 89% know of judicial colleagues experiencing stress or anxiety.
4. 69% feel that talking about mental health or stress is a taboo.
5. 83% said that the level of support available in their judiciaries is not sufficient.
6. 97% think that more prominence should be given to promoting judicial well-being
7. 46% had experienced deterioration of both mental and physical well-being as a result of COVID-19 pandemic

On March 4, 2024, the United Nations General Assembly in G.A Resolution 79/266 voted to declare July 25th as the “*International Day for Judicial Well-Being*”. On 25th July 2024, The Naura Declaration on Judicial well-being was formed and adopted by judiciaries worldwide.

The Naura Declaration, among other things, built on the research and work of the UNODC Global Judicial Integrity Network, and references as pivotal the statement in the Commentary on the Bangalore Principles of Judicial Conduct, which highlights the importance of addressing judicial stress and the necessity for providing appropriate support.

The Naura Declaration articulated seven core principles:

- *Judicial Well-being is essential and must be recognized and supported.*

- *Judicial stress is not a weakness and must not be stigmatized.*
- *Judicial well-being is a responsibility of individual judges and judicial institutions.*
- *Judicial well-being is supported by an ethical and inclusive judicial culture.*
- *Promoting judicial well-being requires a combination of awareness raising, prevention, and management activities.*
- *Judicial well-being initiatives must suit the unique circumstances and requirements of national jurisdictions.*
- *Judicial well-being is enhanced by human rights.*

On the 25 July 2025, the global community, judicial officers, and judiciaries worldwide mark International Day for Judicial Wellbeing. At a national level, IAWJ-UC and UJOA celebrated this day with activities that included walk around the city, exercises and talks on judicial well-being.

On 12th October 2022, the International Association of Women Judges (IWAJ) hosted a webinar to commemorate the U.N World Mental Health day and raise awareness about the experiences of judges. During the webinar it was highlighted that supportive work environments that prioritize the mental health and physical wellbeing of judicial employees are critical to increase inclusion within the justice sector.

There is increasing awareness that judicial well-being is an important tool for effective case management. There is also increasing awareness that judicial stress is causing mental distress and is affecting judicial well-being and thus performance.

There is now global acceptance that occupational stress in the judiciary is affecting the mental health of many people directly and indirectly. Individual Judges have started recognizing the

increasing problem of judicial stress especially after a lot of research indicated that this problem cannot stay hidden any more.

As global awareness increased, judiciaries all over the world, started paying attention. For the first time in history, Uganda Judiciary is focusing on judicial well-being as the theme of the 2026 Annual Judges Conference. We thank the judiciary administration for this milestone.

Judicial Well Being is essential and must be recognized, supported and deserves investment. Occupational, physical, social, cognitive, emotional and spiritual aspects are all important.

In summary, it is important to note that Judicial well-being is not only principally about the subjective or health and happiness of judicial officers. It is linked to judicial integrity, the administration of justice and public confidence in the courts and judicial legitimacy.

The Caribbean Association of Judicial Officers had this to say about judicial integrity and well-being; *“we must not only ensure healthier Judicial officers and Judiciary staff, but healthier Judicial systems that all operate optimally for the benefit of all citizens and court users, and for the advancement of administration of justice”*

EMOTIONAL, PSYCHOLOGICAL WELL-BEING. A CRY FOR HELP. JUDICIAL STRESS, CAUSES AND EFFECTS.

Judicial well-being is a foundational enabler of performance. Judicial performance encompasses the efficiency, speed, and quality of justice delivered by courts.

The quality of justice is inseparable from the well-being of those who deliver it. Judicial wellbeing is the pillar of judicial of judicial excellence. The Judiciary may invest billions of shillings in infrastructure, technology and judicial reforms but the transformation of the Judicial hinges mostly on the human element.

Often the society and judiciary recognize and accept the physical and social aspects of well-being. There is no stigma in declaring one is unable to work due to physical and social challenges. The story is different where mental, emotional, psychological well-being issues are concerned.

Judicial stress is not a weakness and must not be stigmatized. This prevents people seeking help. Judicial well-being is the responsibility of individual judge and institution. Leadership should create conductive working conditions.

According to Dr. Schrever, an expert on the subject from Australia, judicial wellbeing / wellness is not an end in its self. One may have to consider the effects of judicial stress; he states that; *“Stress does not only undermine personal subjective well-being but also affects the emotion, regulation and impulse control, making it more likely that a judicial officer may behave in an unprofessional manner that may be regretted later. Stress undermines a judicial officer’s capacity for objectivity and critical thinking, making it much more likely that decisions will be infused with heuristics (solutions through trial and error), bias and stereotypes, or aim to preserve the status quo.”*

What are the common causes of judicial stress?

- ▶ intellectual and emotional demands of judicial work.
- ▶ The impact of punishing workloads and stringent time limitations.
- ▶ Volatile court users.
- ▶ Hostile media
- ▶ Negative public perception.
- ▶ Social isolation.

- Distressing case contents that results in secondary trauma. Due to the adjudication of cases, judicial officers may get vicariously traumatized and hence suffer secondary traumatic stress. Vicarious trauma occurs as a result of emotional and psychological impact that is experienced as a result of the direct exposure to traumatic events

Judicial officers also face psychological burden caused by:

- the pressure of rendering critical legal decisions,
- often under public scrutiny
- and sometimes involving political pressures,
- Interference from external and internal forces
- interactions with poorly prepared or disrespectful counsel,
- concerns over personal safety
- Work life imbalance due to long distance relationships. Most judiciary members work away from home bases. Some families have broken down; Loss of connections / networking. There is also increasing lack of parental mentorship of judicial children. Infidelity levels are high. There are also reproduction / procreation challenges due to long distance relationships. For example conceiving children is becoming difficult due to fatigue on roads, poor timing, and unavailability of suitable partners at different work stations away from home.
- Some have complained that not having sexual intercourse for a long has led to increased stress and anxiety mood swings, weaker immune response, poorer sleep and relationship issues. It disrupts hormones that manage stress and sleep affecting overall wellbeing).

- Financial stress. This is a result of lack of financial literacy and or Financial indiscipline by some judicial officers leading to stress. There is also limited logistics and operational funds to execute the judicial function. Lack of personal investment and economic development for many members especially the support staff. This leads to anxiety and at times unethical conduct.

Effects on productivity

- Prolonged sitting, constant reading, analyzing and thinking also have adverse effects on both physiological and physical well-being of judicial officers and staff.
- Effects may lead to low energy and concentration,
- lack of empathy (indifference)
- tendency to be biased or resort to stereotyping,
- impatience,
- irrationality
- anger,
- anti-social behavior,
- restlessness.
- Poor performance
- Depression
- Excessive intake of alcohol, smoking, addictive medication,
- Loss of appetite for food and intimacy. The reverse can also happen.

► Fear and anxiety

In summary, high levels of optimal well-being are linked to better, more reasoned, and fair judgments. Conversely, poor well-being leads to errors in judgment, lack of empathy, and an inability to remain fully engaged.

Furthermore, well-supported, healthy judges are more efficient, while chronic stress, burnout, and fatigue from heavy workloads lead to slower decision-making and increase in backlog.

It is also important to note that a stressed, unwell judiciary is more vulnerable to external influences and breaches of integrity. Therefore, the overall health of the judiciary influences public confidence; a, "healthy" judiciary is seen as essential for upholding the rule of law.

OTHER FACTORS THAT AFFECT OPTIMAL JUDICIAL WELL- BEING AND IMPACT ON JUDICIAL PERFORMANCE.

Other factors apart from judicial stress impact on optimal well-being. This are more on an institutional level. They include working environment and human resource issues like deployment, transfers and promotions explained in this presentation.

Consultation with different judicial officers revealed the following concerns among others.

Some judicial officers perceive the judiciary as a "*militaristic*" work environment. Focus is put on quantity of output, rather than quality of work. This causes a lot of anxiety especially at the end of the month when case returns are due. Some individuals have referred to the working environment as "*toxic*".

There is also a perception that there is a culture of "*fear of retaliation*" for being outspoken / independent minded. Some judicial officers fear being labeled "*difficult*" or "not flexible".

It is alleged that there is “*Stigmatization, victimization*” / *demonization* of some officers especially if they are outspoken (referred to as rebels, radicals, cantankerous, bad apples, drunkards, drug addicts, will never be promoted, can’t work in Kampala etc).

Also lack of clear and consistent disciplinary regime. There is selective application of rules. Certain officers given soft landing through the internal disciplinary mechanism while others are directly fast tracked to the JSC.

There is lack of a comprehensive Deployment Policy to engender fairness in transfers. Some officers stagnating in hard to reach and stay stations for years (e.g. 20 years in some cases). Sometimes transfers are disciplinary measure. This leads to breakdown of family ties and social networks. Individuals concerned suffer from low self-esteem, depression, anger and bitterness. Lack of consultation of affected officers before certain decisions are taken like transfers is also an issue of concern.

Failure to observe natural justice while disciplining Judicial officers by the Judicial Service Commission (prolonged proceedings, guilty until one is proven innocent). Prolonged travel especially from upcountry to the JSC headquarters at Kampala for trial is costly and physically consuming which undermines performance. This leads to loss of morale to work.

Prolonged interdiction of some officers beyond 6 months contrary to the Employment Act (8-10years in some cases). This amounts to torture and cruelty which is an abuse of human rights.

Lack of clear Career growth: Stagnation of a number of officers especially without just cause. This is prevalent at the lower rank. The stressful promotion interviews lead to mental health challenges. There is lack of clarity or transparency in promotions.

Poor work culture in some cases. Due to systemic competition among peers. Reports have been made of; Envy and jealousy among certain officers, “Pull him/her down” syndrome

(PHD), Malicious complaints and reporting against fellow officers, Lack of collegiality, Infighting / struggling for certain stations/ positions,

There are also allegations that there being a lot of pretense (You cannot trust anyone), self-interest, some officers strive for entitlements alone (cannot volunteer for anything without benefit), Lack of teamwork /spirit, Untruthfulness, know it all syndrome, hypocrisy and unwillingness to be corrected among others. This environment affects support mechanisms that would improve judicial well-being. God father and God mother syndrome also build entitlement and resentment. Those without support feel marginalized.

There is also the “Organizational culture” that is encourages relations built according to court hierarchy. truth to power or offer constructive criticism / feedback. Emphasis is on titles and ranks instead of service delivery. Unwillingness to contribute new ideas in order not to annoy the leadership or jeopardize one’s chances for opportunities like promotion, favourable transfer (playing safe).

There are also complaints of judicial bullying and sexual harassment which causes mental anguish

In conclusion, there is need to build emotional resilience among judicial officers and staff. Some of the factors listed above can be rectified as part of institutional reforms.

PRACTICAL WELLNESS INITIATIVES INCLUDING BEST STANDARDS AND RECOMMENDATIONS.

Improved awareness measures.

It is important to be able to identify the warning signs and take immediate action.

Warning signs of “Judicial unwellness”

These can be physical, mental and emotional that can signal something's off and worth paying attention to. You don't need all of these; even a few that persist or worsen can matter.

Mental and emotional signs

- ▶ Persistent sadness, anxiety or irritability.
- ▶ Feeling numb, empty or hopeless.
- ▶ Trouble concentrating or making decision.
- ▶ Loss of interest in things you usually enjoy.
- ▶ Excessive worry, racing thoughts, or feeling overwhelmed.
- ▶ Thoughts like "I can't cope" or nothing will help".

Behavioral changes

- ▶ Withdrawing from friends, family or activities.
- ▶ Changes in sleep (insomnia, oversleeping, nightmares).
- ▶ Changes in appetite or weight.
- ▶ Increased usage of alcohol, drugs or other coping behaviors.
- ▶ Neglecting responsibility or personal hygiene.
- ▶ Restlessness or unusually slowed behavior.

Physical signs

- ▶ Ongoing fatigue.
- ▶ Frequent headaches, stomach issues, or unexplained aches.
- ▶ Changes in heart rate, breathing, or digestion linked to stress.
- ▶ Getting sick more often than usual.
- ▶ Persistent pain without a clear cause.

Cognitive signs

- ▶ Confusion or disorientation.
- ▶ Memory problems.
- ▶ Speaking much less-or much more-than usual.
- ▶ Expressing thoughts of worthlessness or being a burden.

Other red flags

- ▶ Thoughts of self- harm or suicide.
- ▶ Sudden personality changes.
- ▶ Hallucinations or extreme paranoia.
- ▶ Severe agitation or inability to function day-to-day.

If you notice several signs at once, a sudden shift, or something that just feels off, that's usually your cue to check in- with a trusted person or healthcare professional.

SAFEGUARDING AND ENHANCING ONE'S WELL-BEING

Safeguarding and enhancing one's well-being is a long-life, multidimensional process. It's not just about avoiding diseases or stress; it's about actively cultivating the conditions that allow you to function, grow, and find meaning- physically, mentally, emotionally, socially and even spiritually.

UNDERSTANDING WELL-BEING AS A DYNAMIC SYSTEM

Well-being isn't a fixed state you "achieve" and keep forever. It's a dynamic and responsive to life circumstances, habits, relationships, and internal narratives. Think of it as an ecosystem; When one area is neglected, others are strained. When one area is strengthened, it often uplifts the rest.

Physical well-being: The foundation, not the whole house.

Physical health underpins everything else, but it's more than diet and exercise checklist.

Movement: Regular, enjoyable movement (not punishment) supports cardiovascular health, brain function, mood regulation, and sleep.

Nutrition: Eating for nourishment, energy, and pleasure- not restriction- helps stabilize hormones, immunity and mental clarity.

Sleep: Quality sleep regulates emotions, memory, metabolism, and resilience. Chronic sleep deprivation quietly erodes every other domain.

Preventive care: Listening to early warning signs, getting checkups, and respecting the body's limits are acts of self-respect.

Mental and Emotional well-being (How you can relate to your inner world?)

This domain shapes how you interpret experiences, and relate to yourself.

Emotional Literacy: Recognise and name emotions. This reduces their intensity and increases choice in how you respond.

Cognitive flexibility: Questioning unhelpful thought patterns (catastrophizing all or protects against anxiety and burnout).

Stress regulation: Techniques like breathing, mindfulness, journaling, or therapy help turn the nervous system to balance.

Self- compassion: Treating yourself as you would a close friend during failure or pain is strongly linked to long-term resilience.

Social well-being: The power of connection and boundaries.

Supportive relationships: people who listen, respect boundaries, and allow mutual vulnerability.

Healthy boundaries: Saying no, limiting exposure to draining dynamics, and protecting your time and energy.

Belonging: Feeling seen and valued in communities- family, friends, work, or shared-interest groups.

Communication skills: Expressing needs clearly and resolving conflict constructively reduces chronic interpersonal stress.

Purpose and meaning: This dimension is often overlooked. A sense of purpose acts like psychological scaffolding during difficult times.

Work or creative pursuits.

Contributing to others.

Personal values and ethics

Spiritual or philosophical beliefs.

Growth and learning.

Note: purpose doesn't have to be grand. Even small, value-aligned actions can increase motivation, resilience, and life satisfaction.

Growth, adaptability, and self-awareness.

Enhancing well-being means being willing to evolve.

- ▶ Reflection: Regularly checking in with yourself- what's working, what's draining, what needs adjustment.
- ▶ Learning from setbacks: Viewing challenges as information rather than personal failures.
- ▶ Flexibility: Allowing strategies to change as life stages, responsibilities, and capacities change.

Well-being is less about control and more about responsive self-leadership.

Integration: Turning insight into Daily Life

True well-being comes from integration, not intensity.

- ▶ Small, consistent habits- dramatic overhauls.

- ▶ Awareness- rigid rules.
- ▶ Balance- optimization.

Digital and environmental well-being.

Modern life introduces unique stressors that require conscious management.

- ▶ Digital boundaries: Managing screen time, social media exposure, and information overload.
- ▶ Physical environment: Light, noise, cleanliness, and access to nature affect mood and cognition.
- ▶ Rhythm and routine: Predictable structures help regulate the nervous system and reduce decision fatigue.

Your surrounding constantly shapes your mental state often without you noticing.

THE ROLE COUNSELLING PLAYS IN PROMOTING JUDICIAL WELLNESS.

Counselling plays a quiet but powerful role in promoting judicial wellness especially because judges work under intense pressure while being expected to appear constantly composed and impartial.

a) Emotional processing in high stress role.

Judges routinely deal with trauma-laden cases (violence, abuse, loss) but rarely have space to process the emotional impact. Counselling provides a confidential outlet to work through secondary trauma, grief, anger, or moral distress before those emotions accumulate into burnout or compassion.

b) Burnout and stress prevention.

Heavy caseloads, time pressure, public scrutiny, and isolation are common in the judiciary. Counselling will help judges recognise early signs of burnout, manage chronic stress, and develop sustainable coping strategies.

c) Reducing Stigma and Isolation.

Judicial culture often discourages showing vulnerability. Counselling offers a judgement- free environment where judges can speak openly without fear of reputational harm. This helps counter the isolation many judges experience, especially in senior or solo positions.

d) Supporting ethical clarity and decision making.

Unaddressed stress and emotional overload can impair concentration, patience, and judgement. Counselling improves self-awareness and emotional regulation, which supports clearer thinking, fairness, and consistency on the bench.

e) Addressing depression, anxiety, and trauma.

Judges experience depression, anxiety, and PTSD at rates comparable to higher than other high stress professions. So counselling allows early intervention, reducing the risk of serious mental health crises, substance misuse, or premature departure from the profession.

f) Enhancing resilience and longevity.

Rather than being only crisis oriented, counselling helps judges build resilience, set boundaries, and maintain a healthy identity beyond their role, making long, effective judicial careers more possible.

g) Protecting public trust.

When judges are well supported mentally and emotionally, they are better able to uphold fairness, patience and professionalism. Judicial wellness is not just personal; it directly affects courtroom culture and public confidence in the justice system.

Counselling therefore, is not a sign of weakness in the judiciary, instead it is a “**protective tool**” that sustains ethical judgement, emotional health, and the integrity of the legal system itself.

Note:

Well-being is therefore an ongoing practice of listening to your body, your mind, your values, and environment and responding with care. It's not selfish; its foundational.

When you tend to your well-being deeply and holistically, you don't just survive life, you engage with it more fully.

INSTITUTIONAL SAFE GUARDS BY THE JUDICIARY

Institutional safe guards for Judicial wellness generally refers to policies, practices and structures put in place to promote and protect the physical, emotional, and mental being of Judicial Officers and Staff of the Judiciary.

Policies

The Judiciary has passed policies that include the Anti-Sexual harassment policy, the Judiciary Gender Policy, the HIV Workplace policy, Medical Insurance Scheme, the Administration of the Judiciary (Judiciary Service) Regulations 2025 all aimed at mitigating

the unique stresses and challenges of Judicial work and ensuring that Judicial Officers can perform their duties effectively and maintain their overall wellness.

Resources and Tools

The judiciary management has taken a deliberate effort to equip Judicial Officers with the necessary tools that will enable them to perform their functions and in this regard the management has supplied equipment such as laptops, Desk computers, court recording gadgets, funding for sessions, locus visits all this goes to demonstrate the willingness of the Administration to help its officers to manage work load and reduce stress.

Deliberate attempts have also been made to secure conducive working environments for the courts.

Training and Development

The Judiciary Administration has over the years through the Judicial Training Institute been able to conduct several trainings for both Judicial and none Judicial staff at various levels thereby equipping them the necessary skills to perform their functions. There is however need to carry out an expansive needs training assessment at all levels so that the trainings are all inclusive and targeted at essential areas that will be helpful to those being trained.

Open Communication

It is imperative that the Judiciary Administration fosters an environment where employees feel free and comfortable when discussing workload concerns.

Realistic Expectations

Setting realistic goals and deadlines are essential for the wellbeing of Judicial Officers. The goals and targets should be SMART. i.e. Realistic, measureable, achievable and time bound.

Work-Life Balance

The Judiciary Administration has taken commendable steps towards promoting the wellbeing of its staff as reflected in the twice a week work out that is carried out at the Judiciary Headquarters in which all staff of the Judiciary across all levels converge together to exercise and burn steam. This also coupled with a gym for Judges at the Supreme Court Building.

Feedback Mechanism

It is imperative that the Judiciary puts in place a feedback mechanism in which the staff can relay information on how they are progressing and this will encourage a cry for help for those who require support.

Access to wellness and psychosocial support services

The Judiciary Administration has in place a support system for psychosocial support services for staff who may require this service but it is not widely publicized and is presently restricted to the central region. There is need for this endeavor to be taken regionally so that the service can be accessed by more of the staff.

Annual Leave

Taking annual leave for all staff of the Judiciary should be mandatory. This enables to prevent burnout and allows staff to rest and also take care of their personal needs that they would otherwise not have been able to do.

Peer Support

The Judicial Officers especially at the Registrar level have peer committees in which officers are held accountable to each other. This collegiality helps the Judicial Officers to share

experiences and challenges thereby finding solutions to what would have been otherwise an insurmountable task for one individual.

Conclusion

The above safe guards help to promote a culture of wellness and support Judicial Officers and staff of the Judiciary in maintaining their wellbeing and ultimately contribute to a more effective and sustainable Judiciary.