Sustainability Statement

2024

JS/

Contents

Letter from the CEO

At JS World Media Group A/S (hereinafter referred to as "JS Group"), we recognize that sustainability is a continuous journey — one that requires ongoing learning, adaptation, and a commitment to responsible business practices. As the global landscape changes, so do the expectations of our stakeholders, employees, and partners. To stay ahead, we are committed to fostering a culture of continuous improvement, where knowledge sharing and development drive change throughout the entire group.

Developing our sustainability commitment

2024 marks a significant step forward in JS Group's commitment to sustainability. This year, we laid the foundation for climate accounting by establishing the baseline for our Scope 1 and 2 emissions. Even though we are a multimedia company with no production of physical products, we are committed to making responsible decisions to reduce our environmental footprint where possible. Understanding our footprint is essential for making informed, data-driven decisions, and this milestone brings us closer to integrating sustainable practices across our operations.

By strengthening our onboarding and offboarding processes, optimizing recruitment efforts, and leveraging insights from global exit interviews, we ensure a dynamic and engaging work environment that supports both professional growth and company-wide progress. Through qualitative and quantitative data, we will enable more informed strategic decision-making and actions in the future.

Helping our customers communicate sustainability ambitions

At JS Group, we recognize that effective communication plays a crucial role in advancing the agenda of sustainability. As part of our commitment to supporting our customers, we leverage our expertise in digital content and communication to help businesses communicate their sustainability ambitions. Through tailored digital solutions, such as film, web, and interactive content, we empower our customers to share their ESG commitments, highlight progress and actions, and engage stakeholders. By combining storytelling with data-driven insights, we enable companies to strengthen their brand narratives and put sustainability on the agenda.

Embedding sustainability in the JS Group

At JS Group, we believe that sustainable business practices must be embedded in our daily operations. With a structured approach to ESG, we remain committed to creating value for our people and our partners — turning ambition into action for a more responsible future.

Our approach to sustainability is to provide long-term value not only for our customers but also for our own operations. At JS Group, we view sustainability as an ongoing process. As we gain data to make informed decisions regarding our environmental, social and governance practices, the process and actions become more focused and efficient.

Looking ahead, we are preparing for changes in sustainability reporting requirements. The European Commission's newly published omnibus proposal is set to reshape reporting obligations for companies like JS Group. While the full impact is yet to be determined, we will monitor developments closely and ensure that we remain fully aligned with evolving regulations.

Best regards,
Henrik Bergholdt
CEO

Introduction to our Sustainability Statement

The Sustainability Statement from JS Group describes how our business manages environmental, social, and governance matters and addresses their impacts, risks, and opportunities (IROs). Our Sustainability Statement 2024 marks the third presentation of our sustainability efforts at JS Group.

By considering our identified IROs, we want to strengthen our abilities to create long-term value for shareholders, employees, and customers.

Reporting on sustainability changes

Our consolidated sustainability statements from 2022 and 2023 have been developed and expanded gradually in our work towards CSRD compliance.

However, a new omnibus proposal from the European Commission was published in February 2025, including suggestions for simplifying and reducing reporting requirements related to the CSRD. This proposal included criteria that exclude JS Group from CSRD requirements.

JS Group still aims to integrate sustainability further into our business conduct and will follow developments closely to ensure that we report on relevant sustainable topics. Therefore, the Sustainability Statement for 2024 will loosely follow the structure delivered by the ESRS framework for sustainability statements and include the identified IROs and their management.

Starting climate accounting

In 2024, JS Group also laid the foundation for climate accounting. We calculated the baseline for our Scope 1 and 2 emissions and calculated our emissions for 2024. Even though potential updates to the reporting requirements could make climate accounting a voluntary activity, we will continue to track our emissions to identify areas for improvement and implement necessary changes where possible.

As JS Group's Sustainability Statement has transitioned towards CSRD compliance, the topics covered in the Statement are heavily influenced by the structure and topical frameworks in ESRS 2 provided by EFRAG. We will cover the following topics, the current and upcoming initiatives, along with the targets we have set or plan to set within each topic:

- Climate change (E1)

- Own workforce (S1)

- Consumers and end-users (S4)

- Business conduct (G1)

Each of these are addressed under the E, S, and G chapters.

Basis for preparation

This Sustainability Statement is prepared on a consolidated basis for the entire JS Group, following the same scope as our financial statements. This means that all local offices — JS Comunicación, JS Danmark, JS Deutschland, JS Norge, JS Schweiz, JS Suomi, JS Sverige, JS Österreich, and JS World Media — are covered by this Statement. Unless otherwise specified, the Statement applies to the entire JS Group.

The Sustainability Statement has been prepared with consideration of the ESRS framework requirements, as well as the structural guidelines set forth by EFRAG.

Our Sustainability Statement includes information about the identified IROs across our upstream, downstream, and own operations. A visualization of our value chain is provided below.

Time horizons

In our reporting, the terms for time horizons are defined as follows:

1. Short-term: One year or less

2. Medium-term: Two to five years

3. Long-term: More than five years

Estimates and uncertainties

Most of our quantitative data is derived from the energy consumption reported by suppliers at our various locations. However, not all suppliers or landlords can provide precise consumption data. Instead, they estimate each separate office's share using a distribution key, where tenants pay according to the percentage of square meters (m²) they occupy.

This estimation method applies to our offices in Finland, Sweden, and Germany, and may bring about uncertainties in electricity and heating consumption data for these locations.

Changes in preparation and presentation

Our sustainability statements have gradually developed over the past few years to align with the CSRD and the corresponding ESRS framework, while also responding to stakeholders' requests. If the recent EU Commission omnibus proposal is fully adopted, JS Group may no longer be required to comply with CSRD. Regardless of the outcome, we remain committed to integrating sustainability into our strategy and business operations.

Since completing our Scope 1 and 2 baseline calculations in late 2024, we have continued collecting emissions data to keep track of our consumption and environmental impact. Whenever relevant, we provide data that is comparable to prior reporting periods.

Upstream
- Digital content
- Print products

Own operations
- Sales
- Content creation
- Project management
- Hosting services
- Office facilities

Downstream
- Data centers/servers
- End-of-life IT hardware
- Hosting services
- Customer support

Management responsibilities

Strategies are set, developed, and executed by Group Management, while the Executive Board is responsible for approval and oversight.

The Executive Board currently consists of five people, and they are appointed through a careful recruitment process that considers their competence and potential contribution.

In 2023, the ESG Group was established to present proposals to the Management Group on strategies, targets, and monitoring the execution of operations. The responsibilities for actions and policies are assigned as they are developed.

To ensure effective oversight of all matters concerned with sustainability, we have established a governance structure. The structure is further described on page 31.

Sharing information about sustainability

The Executive Board is continuously involved and informed of sustainability matters that relate to reporting, progress of projects, and status on the identified IROs. This allows the Board to prevent or mitigate the identified impacts and the financial risks connected with JS Group's IROs.

The daily activities regarding sustainability matters are also reported to the Group Management on an ongoing basis. For instance, the Executive Board is informed about initiatives regarding our Social matters, such as our employee survey, recruitment optimization, and exit interviews.

An example of a quarterly agenda is presented below. The order and content may change, as we continue to develop our sustainability efforts.

Q1 — Annual reporting
During the first quarter, the annual Sustainability Statement is presented to the Board. The Sustainability Statement communicates the targets and results of our efforts as well as the purpose of the policies.

Q2 — Information about current projects, risks, and opportunities
IROs are addressed while progress in our current projects is presented to make sure that insights gained from our efforts are shared.

Q3 — Information about current projects, risks, and opportunities
IROs are addressed while progress in our current projects is presented to make sure that insights gained from our efforts are shared.

Q4 — Impact and policy review
During the last quarter, actions taken to mitigate or prevent material impact are reviewed to identify if improvements or adjustments need to be made for the next reporting year. This includes adjusting policies or initiatives that address the identified IROs.

JS Group's stakeholders

Our stakeholders play an important role in our business.

We emphasize collaboration with our stakeholders by encouraging open dialogue that allows them to voice opinions and concerns. In this way, we can gather valuable insights that could be relevant to our business model or strategy.

The relevant stakeholder groups include our customers, employees, investors, and suppliers. The characteristics of the engagement related to the different groups are defined below:

Customers — collecting information to understand customer needs; continuous communication during the duration of the project, including support for implementation and updating of marketing materials.

Employees — dialogue between employees and management about development and purpose of their work; biannual employee surveys to gather employee feedback on life at work,

Investor — recurring status meetings on goals and expectations for sustainability reporting to best support our efforts; regular Board meetings.

Managing risks

To reduce any potential negative impact on our growth and targets, JS Group works continuously to identify, monitor, and control risks across our business.

At JS Group, we recognize that sustainability is an integral part of risk management. As the requirements of sustainability reporting change, we are gradually incorporating ESG considerations into our broader risk management framework to ensure a structured and proactive approach.

Three Lines of Defense
At JS Group, we follow the Three Lines of Risk approach to ensure a structured approach to identifying, assessing, and mitigating risks across our operations.
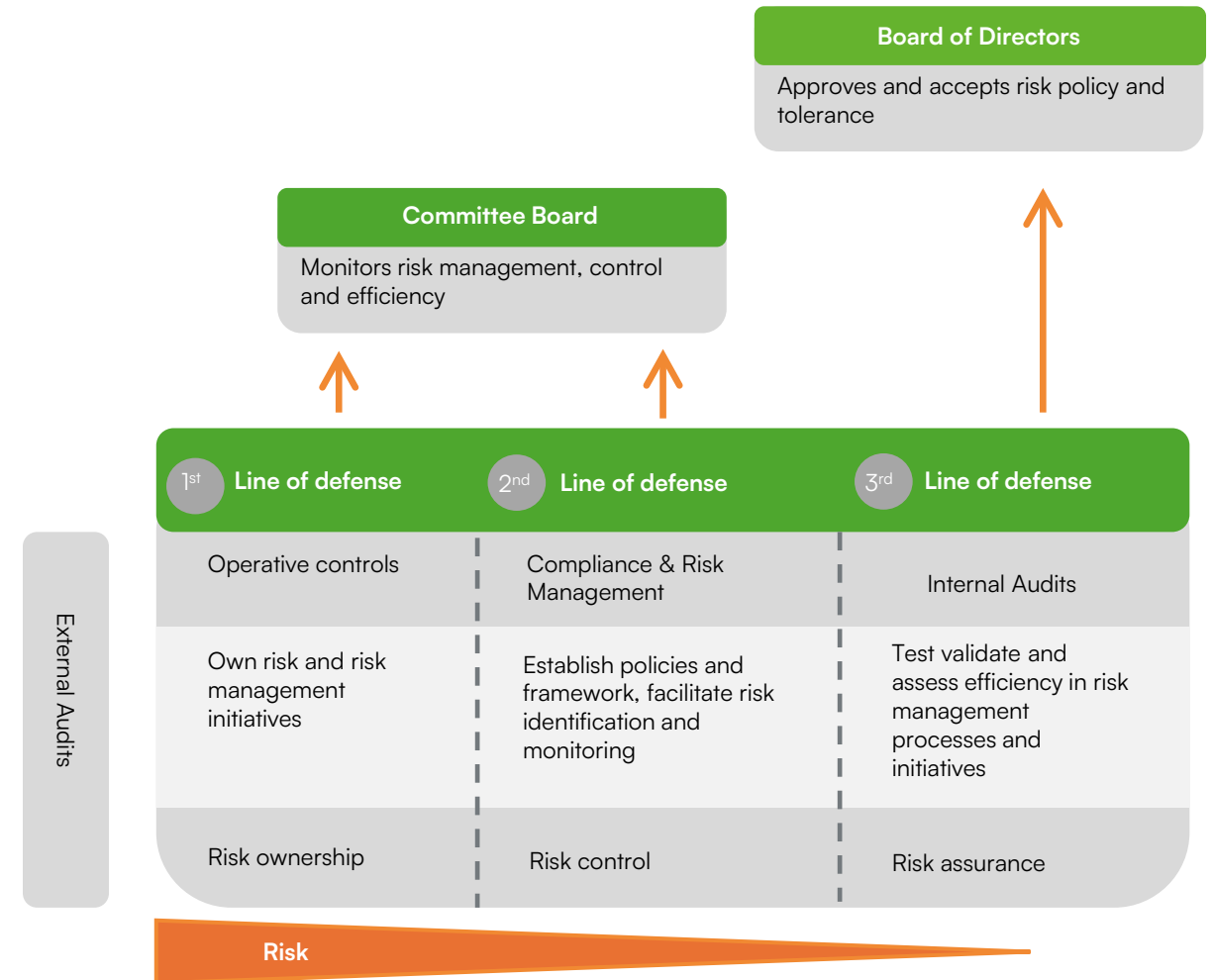
First Line — Operational Management: Business functions, such as sales, production, and IT, are responsible for identifying and managing risks in their daily activities. They ensure that processes are efficient, compliant, and aligned with company policies.

Second Line — Risk & Compliance Management: Dedicated functions, including finance, HR, and the ESG Group, provide support, monitoring, and guidance to ensure that risk controls are properly implemented and that regulatory requirements are met.

Third Line — Independent Assurance: Internal and external audits serve as an independent review, evaluating the effectiveness of risk management processes and ensuring continuous improvement. The Board of Directors approves and accepts risk policy and tolerance.

By integrating this model into our governance framework, JS Group strengthens risk awareness, operational robustness, and regulatory compliance, ensuring that we continue to operate responsibly.

The Executive Board holds overall responsibility for ongoing risk management and regularly reviews key identified risks to ensure alignment with our strategic goals. As part of this, we are strengthening our ability to assess sustainability-related risks, ensuring that they are assigned the same importance as financial and operational risks.

Board of Directors
Approves and accepts risk policy and tolerance

Committee Board
Monitors risk management, control and efficiency

1st Line of defense	2nd Line of defense	3rd Line of defense
Operative controls	Compliance & Risk Management	Internal Audits
Own risk and risk management initiatives	Establish policies and framework, facilitate risk identification and monitoring	Test validate and assess efficiency in risk management processes and initiatives
Risk ownership	Risk control	Risk assurance

External Audits

Risk

Managing risks and business model

Primary risks

The most important risk faced by JS Group is the ability to attract and retain talent. As a people-driven business, our success relies on securing skilled employees and maintaining a strong, inclusive company culture. Failure to do so could impact our long-term growth and competitive position. To mitigate this risk, we focus on employee well-being, optimizing recruitment processes, and enhancing onboarding and offboarding procedures. By collecting relevant data, we gain deeper insights into workforce trends and potential risks related to employee engagement and retention. Our efforts are further addressed starting from page 19.

From an environmental perspective, JS Group has taken steps to better understand and mitigate risks related to carbon emissions and energy consumption. In 2024, we established a baseline for our Scope 1 and 2 emissions, providing a foundation for emission reduction initiatives and sustainable business practices. As part of our long-term sustainability strategy, we continue to optimize travel policies and office energy use to further reduce our environmental impact.

Governance risks remain a key focus area, with JS Group committed to ensuring responsible business conduct across our operations and supply chain. We have implemented clear policies and due diligence procedures, while our whistleblower function continues to play a vital role in upholding transparency and ethical business practices.

By embedding sustainability into our risk management processes, JS Group remains committed to navigating the evolving ESG landscape, safeguarding long-term business resilience, and driving responsible growth.

Business Model with the power of execution

JS Group specializes in creating and delivering digital content and communication, backed by a strong business model that ensures our success.

JS Group's business model revolves around creating value for our customers through high-quality B2B marketing materials financed through co-branding partnerships. With over 25 years of expertise in sales, content production, and digital solutions, we help businesses enhance their communication and digital presence.

A model for growth and sustainability

Creating strong relations and customer value remains at the heart of everything we do. Our unique co-branding financing model allows us to deliver professional marketing solutions at no upfront cost to our customers. This approach benefits all stakeholders, enabling businesses to invest in high-impact marketing while ensuring their suppliers gain valuable visibility.

By continuously developing our services and integrating sustainable practices, we help customers navigate the digital landscape while enhancing their communication and marketing efforts.

Customer base
- Industry focus on B2B
- Small, midsize and large businesses

Industry experts
- Content advisors
- Communication advisors
- Execution experts
- Technology experts
- Implementation experts

Business solutions
- Strategy and change
- Content
- Communication
- Commercial presence

Agile global delivery setup
- Standardized approach to ensure quality
- Good industry practice
- Delivery capacity across regions
- High efficiency and scalability

Customer relation

Trusted advisors

Digital transformation

Value creation

Execution power

Building on our sustainability strategy

At JS Group, sustainability is an ongoing commitment that we consider on a continuous basis in our business. As expectations change, we adapt our ESG efforts, ensuring responsible operations while supporting our customers in communicating their own sustainability ambitions. JS Group delivers B2B marketing materials, financed through co-branding. Our core operations — sales, digital content production, and project support — drive our business, and we are committed to reducing our environmental footprint while making decisions based on relevant data.

Building on our strategy, we focus on three key areas: Building sustainable operations (E), Growing a diverse and talented culture (S), and Ensuring responsible business practices (G).

People first — Growing a diverse and talented culture

JS Group has always focused on building a diverse and talented workplace where our people get the chance to develop, grow, and collaborate in an inclusive environment.

With sales at our core, attracting and retaining talent is crucial. We enhance recruitment, onboarding, and employee well-being efforts, using data-driven insights to strengthen inclusion, engagement, and opportunities to grow.

Three key focus areas of our "People first" approach are:

Diversity and inclusion

We aim to cultivate a culture where managers and employees embrace diversity and integrate it into our internal communication and leadership practices. By fostering an inclusive mindset, we create an environment where everyone feels valued and heard.

Attracting and developing talent

A thriving, diverse workforce is essential to our success. Our goal is to attract, retain, and develop top talent, ensuring that employees feel supported and empowered to grow within JS Group. We strive to remain competitive in the talent market while equipping our workforce with the skills needed to meet future challenges.

Employee engagement

We are committed to creating an inclusive workplace where respect and equality are at the core of our interactions. A key aspect of this is fostering a sense of purpose and aligning employees with projects that reflect both their personal aspirations and JS Group's values.

Sustainable operations

In our operations, we focus on reducing carbon emissions and improving energy efficiency. We established a Scope 1 and 2 emissions baseline based on consumption data from 2023. We use this data to continue to optimize energy use, travel policies, and digital infrastructure to reduce our footprint. We have also calculated our Scope 1 and 2 emissions for 2024, and the results are presented in the Environmental section starting on page 14. Concrete emission reduction targets have not been set.

Responsible business practices

As business regulations evolve and expectations for transparency grow, JS Group remains committed to strong governance, compliance, and ethical conduct. Ensuring responsible business practices is a strategic priority, and we continue to enhance our approach to compliance, governance, and corporate responsibility.

We follow anti-corruption, data ethics, and governance standards, ensuring compliance with evolving CSRD and European Commission regulations while maintaining transparency and accountability.

Looking ahead

Sustainability is a continuous journey, and we refine our efforts as we go. We remain committed to embedding ESG principles into our business while helping our customers communicate their sustainability efforts effectively.
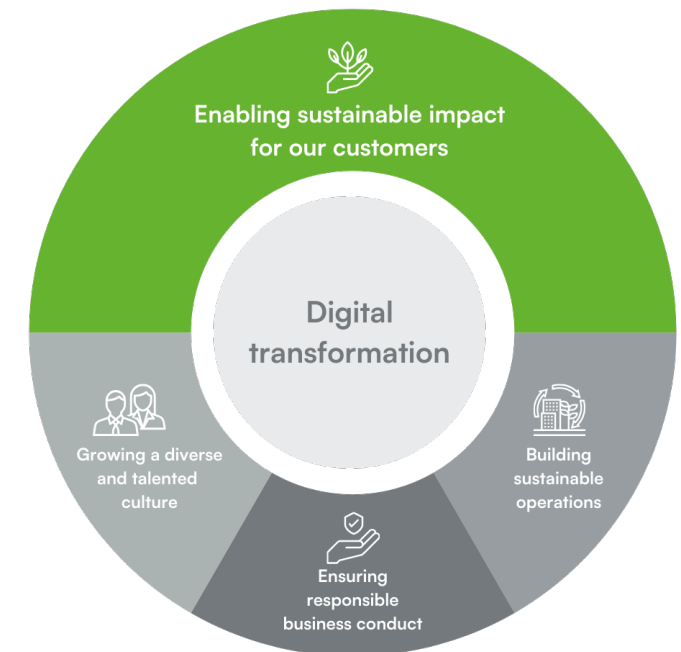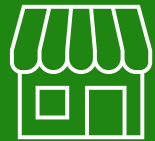
Who we are

JS Group helps companies transform, maximize, and future-proof their businesses through digital content and communication.

30+ years
JS Group was founded in 1993 and is headquartered in Denmark.

All industries
JS Group creates digital content that addresses the life cycle and sustainability demands of all industries.

450+ employees
JS Groups has 450+ employees globally, operating in 9 countries.

30,000+ customers
JS Group serves 30,000 customers worldwide.

Advisors
JS Group delivers business critical solutions within digital content and communication application and management.

JS/ISLAND
JS/NORGE
JS/SUOM
JS/SVERIGE
JS/DANMARK
JS/DEUTSCHLAND
JS/ÖSTERREICH
JS/SCHWEIZ
JS/COMUNICACIÓN

Results of the double materiality assessment

The impacts, risks, and opportunities that were identified during the double materiality assessment (hereinafter referred to as the "DMA") process are primarily focused on activities that relate to our own operations.

The IROs that were assessed as material in terms of impact are also the ones that are closest to the core of our own operations, such as energy consumption for data storage, working conditions and employee turnover, resource consumption for printing, GHG emissions, and material footprint of IT equipment. Therefore, these IROs are being managed on an ongoing basis.

The identified material environmental impacts relate to our energy consumption for data storage, resource consumption for printing and electronic waste generated from our office operations. There is an almost equal distribution between actual and potential impacts, while all are assessed as negative.

The material social impacts are mostly actual, with an even distribution of positive and negative impact. Only one Governance impact was identified as material, but also actual and positive, while all other IROs were categorized as risks or opportunities and were assessed to be actual rather than potential.

After eliminating "not material" IROs, all the material IROs were bundled under sustainability matters and categorized in accordance with E, S, and G as seen in the overview below. A description of each of the sustainability matters is provided in Appendix A.

We are currently unable to assess the financial effects of the material risks and opportunities stemming from the identified IROs.

A complete list of the identified IROs can be found in Appendix B.
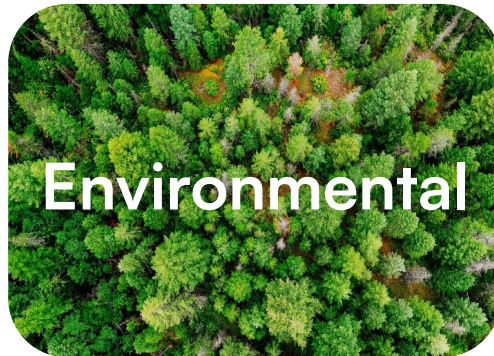
Environmental
- Energy consumption for data storage
- Resource consumption for printing
- Material footprint of IT equipment
- GHG emissions

Social
- Data privacy
- Working conditions and employee turnover

Governance
- Responsible business conduct

The process of the double materiality assessment

In Q4 of 2023, we conducted a DMA to identify JS Group's material impact on people and the environment as well as the financial risks and opportunities from sustainability-related matters.

Understanding our impact — both on society and the environment — is essential to building a responsible and sustainable business. To ensure that our sustainability efforts focus on the most critical areas, JS Group conducted a DMA in 2023 to identify and rate key impacts, risks, and opportunities (IROs) affecting both our business and the broader world.

The process consisted of three phases. In the first phase, we mapped our business model, strategy, and value chain to identify the possible IROs they impose.

In the second phase, we determined each of the IRO's materiality through a severity rating and assessed their possible effect on JS Group's finances.

In the last phase, the "not material" IROs were eliminated, and the remaining IROs were grouped into seven sustainability matters (listed below) and plotted into a materiality matrix (see graphic on the following page).

The process and rating were reviewed by a third party´.

Sustainability matters

- Energy consumption for data storage

- Working conditions and employee turnover

- Resource consumption for printing

- GHG emissions

- Material footprint of IT equipment

- Data privacy

- Responsible business conduct

Each of the sustainability matters is further described under each topic.

The identified sustainability matters have been assessed to trigger the topical standards listed below.

Topical standards

- E1 — Climate change

- E5 — Resource use and circular economy

- S1 — Own workforce

- S4 — Consumers and end-users

- G1 — Business conduct

A data-driven approach to sustainability

Completing the DMA was a crucial milestone in aligning our ESG efforts with regulatory requirements and our business strategy. By identifying material topics, we can:

- *Prioritize* key sustainability initiatives that drive the most meaningful impact.

- *Enhance transparency* and accountability in our ESG reporting.

- *Strengthen risk management* by integrating sustainability considerations into our business decisions.

Looking ahead, the insights gained from the DMA will shape our future sustainability goals, ensuring that JS Group remains resilient, proactive, and aligned with stakeholder expectations in an evolving regulatory landscape.

The process of the double materiality assessment

JS World Media Group
Materiality Matrix

Financial materiality

- ◆ Governance sustainability matter
- ● Environmental sustainability matter
- ▲ Social sustainability matter

Highly material
- ● Energy consumption for data storage
- ▲ Working conditions and employee turnover
- ▲ Data privacy

Material
- ◆ Responsible business conduct

Not material
- ● Resource consumption for printing
- ● GHG emissions
- ● Material footprint of IT equipment

Impact materiality

Not material | Material | Highly material | Critical

Environmental

- Environmental and climate footprint
- Climate accounting
- 2024 emissions

Environmental and climate footprint

We aim to reduce our carbon footprint and promote sustainable practices across our operations. In 2025, we are going to follow the developments in the legislative requirements closely to ensure compliance and continue integrating sustainability initiatives into JS Group.

At JS Group, we are dedicated to minimizing our environmental footprint by integrating sustainable practices into our operations. As part of this commitment, we have enhanced our approach to carbon accounting, energy efficiency, and responsible resource management by leveraging data to monitor and improve our progress.

We continuously strive to optimize our daily operations, reducing our environmental impact while promoting sustainability in all aspects of our business.

In 2023, we began monitoring our global greenhouse gas emissions in accordance with the Greenhouse Gas (GHG) Protocol guidelines to better understand our climate impact. By utilizing these data, we aim to make informed decisions that strengthen our sustainability efforts.

We present our 2024 total carbon emissions intensity figures per "net revenue" and "number of employees", as well as the distribution of emissions and/or other relevant emission drivers. These measures help illustrate the development in our total emissions and account for increases or decreases in employee numbers or business activities.

Our path forward — optimizing energy use

Since we do not produce any physical products, most of our emissions stem from energy consumption at our office facilities and from our company cars. JS Group is actively working to become more energy efficient in our local office spaces. We are assessing ways to optimize electricity consumption, reduce IT waste, and enhance energy efficiency in our operations. As part of this commitment, we are also exploring opportunities to integrate more renewable energy sources into our offices and data centers.

With sustainability regulations evolving — including the Corporate Sustainability Reporting Directive (CSRD) — we remain committed to enhancing our environmental reporting and compliance efforts. By continuously analyzing, optimizing, and adapting our environmental impact, JS Group is working to become a more sustainable business for the future.

Looking ahead, we will continue our efforts to enhance sustainability at an operational level and evaluate the relevance of integrating Scope 3 emissions into our climate reporting.

Environmental and climate footprint (continued)

In our DMA process, we determined sustainability matters under the Environmental topic that are relevant to JS Group. These are briefly addressed below.

E1 — Climate change

The relevant sustainability matters under the E1 standard include energy consumption for data storage and GHG emissions.

Our Scope 1 and 2 baselines were calculated for 2023, and we will continue to calculate these scopes to gain insights into the development of our emissions. Most of our emissions stem from consumption of electricity and district heating at our office facilities. Concrete targets for reducing our GHG emissions have not yet been established, but we strive to consider renewable energy sources when possible.

As for our company cars, our target is to transition to electric vehicles by 2029 to reduce the consumption of fossil fuels, which are responsible for part of our emissions.

Since we have not yet calculated our Scope 3 emissions, we do not currently know the amount of energy consumed for data storage across JS Group. Therefore, we have not yet set targets within this area.

E5 — Resource use and circular economy

Under the E5 standard, we consider the sustainability matters "resource consumption for printing" and "material footprint of IT equipment". Regarding material footprint of IT equipment, we will continue our collaboration with ATEA to improve our circular resource use. We strive to reuse and recycle our IT equipment, such as monitors, server equipment, and hard drives, as much as possible.

In addition, we aim to minimize our environmental footprint by gradually reducing the printed materials we offer to customers.

Environmental and climate footprint (continued)

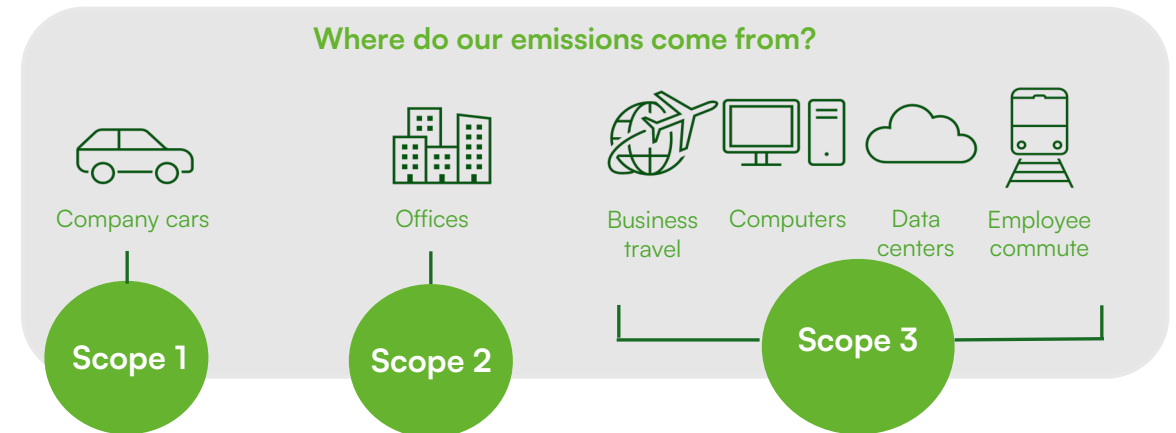*Direct emissions (Scope 1)*

Our Scope 1 emissions stem exclusively from mobile combustion emissions generated by JS Group's owned or leased company vehicles. In 2025, we will establish a policy requiring company cars to be electric or powered by new sustainable technologies by 2029. This is our first step towards reducing our Scope 1 emissions. JS Group's operations do not involve onsite combustion of fossil fuels, fugitive emissions, or process emissions, and therefore these are not included in our climate accounting.

Indirect emissions (Scope 2)

Our Scope 2 emissions come from consumption of purchased electricity, heating, and cooling. With a recently completed emissions baseline calculation and emissions calculation for 2024, we have started our climate accounting journey to monitor consumption data at our local office facilities. This enables us to make data-driven decisions.

Other indirect emissions (Scope 3)

Scope 3 emissions include server usage from our major cloud service providers and IT equipment purchased. We want to reuse or recycle as much IT equipment as possible, including monitors, server equipment, and hard drives. To improve our circular resource use and achieve climate savings, we collaborate with ATEA, who receives our equipment for reuse. We have not yet calculated our Scope 3 baseline, but we plan to do so in 2025.

Where do our emissions come from?

Company cars

Offices

Business travel · Computers · Data centers · Employee commute

Scope 1

Scope 2

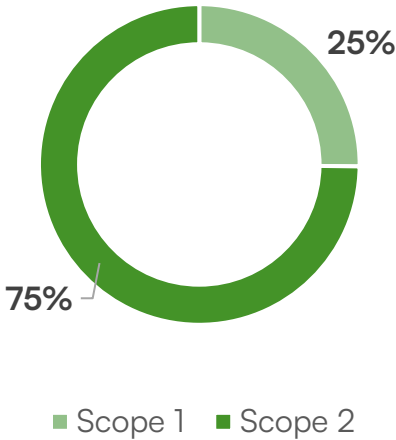Scope 3

2024 emissions

Calculation method

JS Group calculates our greenhouse gas emissions annually in CO_2 equivalents (CO_2e) to measure our climate impact and track progress toward our emission reduction goals. Following the Greenhouse Gas (GHG) Protocol standard, our emissions are categorized into two scopes, providing a structured approach to identifying and managing our carbon footprint.

Due to an improved data collection process, especially regarding the consumption of district heating, our data is now more precise. This has contributed to a significant increase in our reported emissions compared to the baseline calculations in 2023.

We have also added an additional company car to the accounts, which has further contributed to the overall increase.

The results from our Scope 1 and 2 emissions calculations are shown in the tables and charts on the right.

SCOPE 1 AND 2 EMISSIONS

25%
75%
■ Scope 1 ■ Scope 2

DISTRIBUTION OF EMISSIONS

25% 44% 7% 24%

■ District heating
■ Purchased electricity for facilities
■ Purchased electricity for EVs
■ Mobile combustion

Total scope 1 and 2 emissions
134.51t CO2e

Emissions per employee
0.28t CO2e
Calculation: 134.51/470=0.28t CO2e

Emissions per revenue
0.50t CO2e
Calculation: 134.51/269=0.50t CO2e
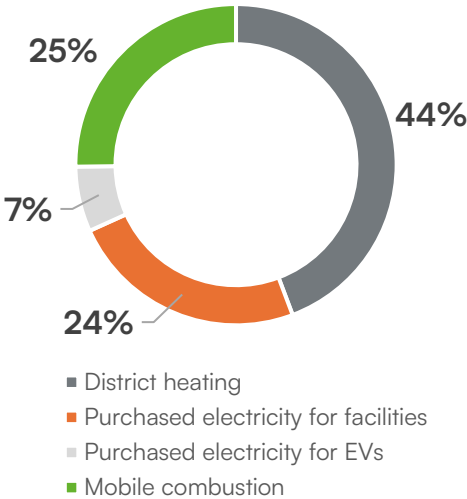
Emissions (location-based)	2024	2023
Scope 1 (t CO2e)	**33.89**	**27.95**
Mobile combustion	*33.89*	*27.95*
Scope 2 (t CO2e)	**100.62**	**70.28**
Purchased electricity for facilities	*32.26*	*34.30*
District heating	*59.54*	*35.65*
Purchased electricity for EVs	*8.82*	*0.33*
Total Scope 1 and 2 emissions (t CO2e)	**134.51**	**98.23**

Social

- Our workforce
- Policies
- Engaging with people at JS Group
- Channels and processes for own workforce to raise concerns
- Taking action on concerns
- Diversity, equity, and inclusion
- People at JS Group
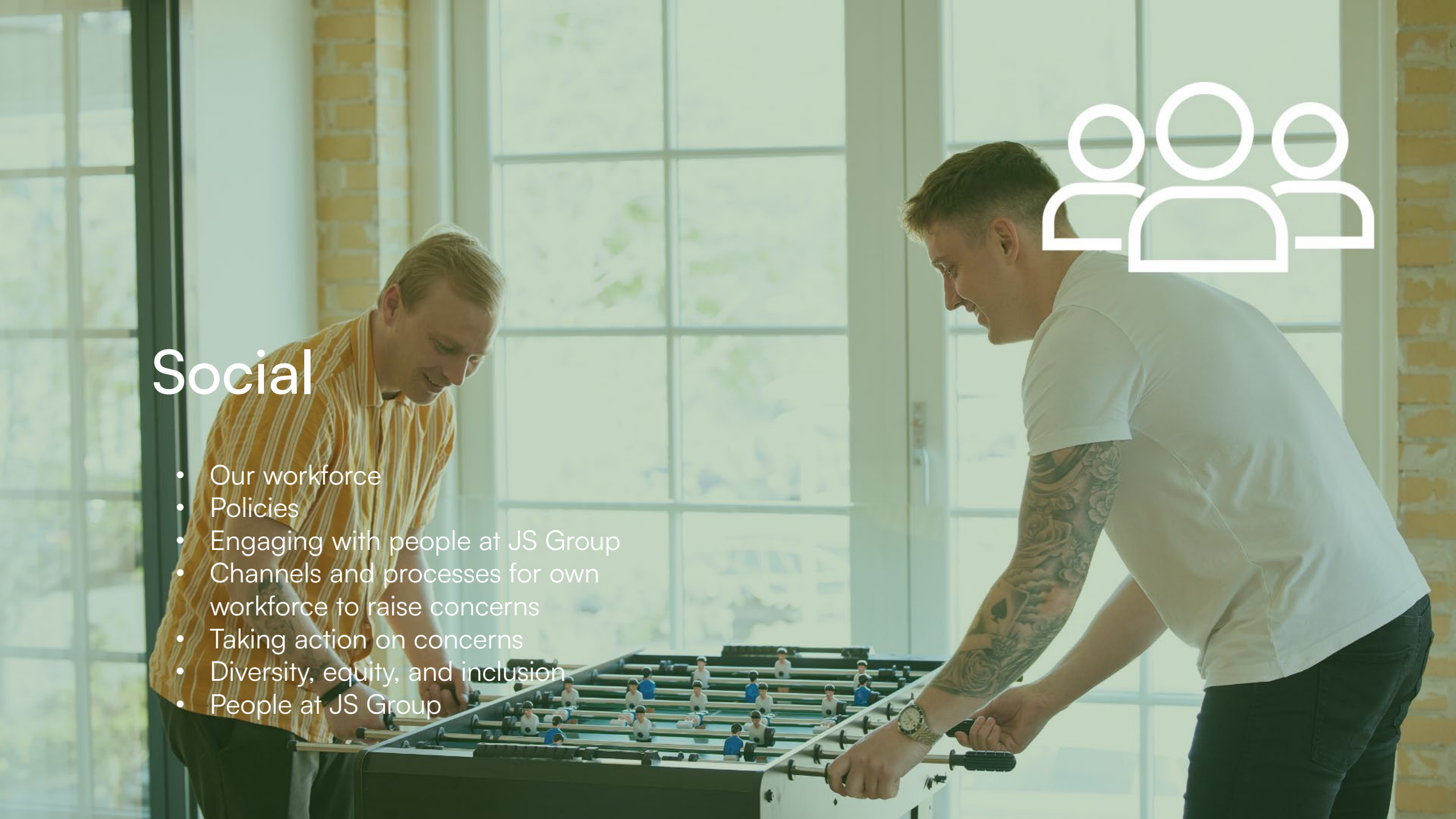
Our workforce

People are at the heart of our business, and people always come first — whether they are employees, customers, or partners. We foster a culture of transparency, curiosity, and engagement to ensure that everyone feels heard and valued. Our leaders cultivate an inclusive and sustainable work environment where individuals can thrive and contribute to our shared mission.

Our DMA process helped us identify sustainability matters under the Social topic, triggering the S1 and S4 topical standards.

S1 — Own workforce
Our sustainability matter "working conditions and employee turnover" covers IROs that address some of the cornerstones of our business. Our people are key to our success, and therefore we have established policies to ensure a safe workplace with opportunities for professional growth. In addition, we have taken steps toward further improving life at work at JS Group, by conducting employee surveys twice a year and performing exit interviews. Actions and targets are addressed on page 25.

S4 — Consumers and end-users
In the DMA process, it was assessed that the sustainability matter "data privacy" triggers the topical standard S4. JS Group manages confidential data for many different customers and end-users, making GDPR compliance especially important for ensuring data privacy. In terms of impact materiality, Data privacy is not considered material. However, a breach in data privacy could have financial consequences for JS Group, and therefore, it is considered financially material.

To ensure data security and privacy, we have implemented policies that cover all aspects of our business as well as external stakeholders. We will update these policies on a continuous basis to ensure compliance with local legislation. No specific targets have been set for IROs concerned with data privacy.

HEAD COUNT (2024)

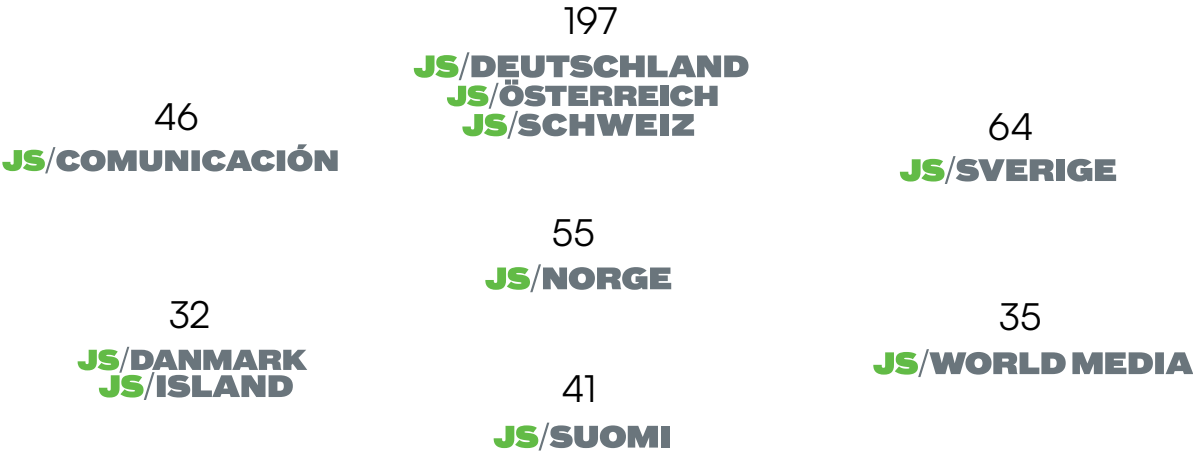**470 EMPLOYEES**

EMPLOYEES AT JS GROUP (2024)

FEMALE 41%

MALE 59%

HEAD COUNT PER LOCAL OFFICE

197
JS/DEUTSCHLAND
JS/ÖSTERREICH
JS/SCHWEIZ

46
JS/COMUNICACIÓN

64
JS/SVERIGE

55
JS/NORGE

32
JS/DANMARK
JS/ISLAND

35
JS/WORLD MEDIA

41
JS/SUOMI

Policies

Identification of policy matters

At JS Group, we are committed to fostering a safe, inclusive, and equitable workplace that supports employee well-being, professional growth, and diversity. Therefore, we are dedicated to aligning our policies with internationally recognized standards.

We continuously evaluate our policies to identify areas for improvement. Through our DMA process, we have identified energy consumption for data storage, resource consumption for printing, GHG emissions, material footprint of IT equipment, data privacy, and working conditions and employee turnover as key material topics requiring further attention. These areas will be integrated into our policies moving forward.

Policies
Our Anti-Discrimination and Harassment Policy reflects our zero-tolerance approach to any form of discrimination, harassment, and unequal treatment. We are dedicated to maintaining a workplace that provides equal opportunities for all employees, regardless of gender, age, race, disability, sexual orientation, political views, or any other characteristic.

At the core of our ethical commitment is our Code of Conduct, which sets the foundation for responsible business practices. This policy explicitly addresses confidentiality, integrity, anti-corruption, conflicts of interest, and internal control mechanisms, reinforcing our compliance with international labor standards. It also promotes honest, ethical, and professional behavior, guiding employees in their daily interactions and decision-making processes.

Employee well-being is a top priority at JS Group, and our Health and Safety Policy ensures that all employees have access to a secure and supportive work environment. We are committed to continuously improving health and safety conditions to promote both physical and mental well-being.

Given the growing importance of data privacy, our Privacy Policies outline our approach to protecting employee information and ensuring compliance with global privacy standards. We recognize the responsibility of safeguarding personal and professional data, ensuring that all information is handled with integrity, security, and transparency. As part of this commitment, we are actively enhancing our data protection measures to mitigate risks and comply with evolving regulatory requirements.

To reinforce ethical business conduct and corporate accountability, we have a Whistleblower Policy and a whistleblower scheme that provides employees and stakeholders with a confidential and secure reporting mechanism.

This system allows individuals to report concerns related to unethical behavior, violations of company policies, or legal breaches without fear of retaliation. All reports are thoroughly investigated by a third party, and corrective actions are taken to address any misconduct, ensuring a culture of integrity and accountability.

So far, JS Group's approach to sustainability has been primarily operational. The initiatives have been prioritized in terms of their ability to create the most positive and effective impact within the shortest possible time period. The intention is to develop a long-term strategy and a formal policy in the near future.

Responsibility and implementation
Our policies are implemented by the employee with the most in-depth knowledge and daily responsibility for the topic and are reviewed by the ESG Group.

The policies are presented in the relevant sections pertaining to each of our material topics. An overview of our workforce policies and the sustainability matters they address is provided on page 22.

Policies (continued)

Policies/Sustainability matters	Energy consumption for data storage	Working conditions and employee turnover	Resource consumption for printing	GHG emissions	Material footprint of IT equipment	Data privacy	Responsible business conduct
Anti-Discrimination and Harassment Policy		■					■
Code of Conduct		■					■
Data Privacy Handbook						■	
Employee Privacy Policy						■	
External Privacy Policy		■				■	■
Finance Policy							■
IT Security Policy						■	■
Health and Safety Policy		■					■
Whistleblower Policy		■					■

Engaging with people at JS Group

As part of our commitment to fostering a healthy, inclusive, and supportive work environment, we actively engage with our workforce through structured employee well-being surveys and workplace assessments. These surveys serve as a crucial tool for gathering feedback, identifying areas of risk, and recognizing opportunities for improvement in employee experience, working conditions, and organizational policies.

Employee well-being surveys

Our employee well-being survey is conducted regularly to ensure that both ongoing and emerging concerns are addressed in a timely and effective manner. The survey covers a wide range of topics, including work environment and culture; mental and physical well-being; job satisfaction and workload management; diversity, equity, and inclusion; as well as career development and training opportunities. This functions as a mechanism for employee engagement and feedback.

A high response rate of, on average, 67.76% indicates strong participation, ensuring that the results provide valuable insights into potential risks, challenges, and areas for improvement. The results are independently tracked by the ESG Group, and actions are taken either at country level by local Country Managers (CMs) or through organization-wide initiatives led by the head office JS World Media. The feedback also helps identify vulnerable employee groups and detect potential workplace concerns early in the process, enabling proactive intervention.

The survey results are not only used to enhance policies and initiatives but are also integrated into company-wide strategies to ensure continuous workplace improvement. Employee confidentiality and GDPR compliance measures are in place to foster a safe space for open feedback.

Employee representation and workplace assessments

In addition to the well-being surveys, JS Group conducts a biennial health and safety review and workplace assessment (APV) to evaluate working conditions and identify necessary improvements.

The Workplace Committee, led by the Chairman, reviews the findings and implements corrective actions where needed.

Employee participation in these assessments ensures that workforce voices are heard in matters related to health, safety, and working conditions.

This participatory approach strengthens the role of employees as workforce representatives, giving them a platform to advocate for improvements, raise concerns, and contribute to shaping workplace policies.

Channels and processes for own workforce to raise concerns

Ability to raise concerns

JS Group fosters a supportive work environment where employees are encouraged to seek assistance when needed. Leaders are equally responsible for addressing and reporting any incidents of discrimination or harassment. To promote transparency, we inform all employees about grievance channels during onboarding and through ongoing internal communications. Furthermore, our whistleblower system provides a confidential and secure platform for reporting unethical behavior or misconduct.

Whistleblower system

JS Group operates a whistleblower system in collaboration with an external law firm.

This ensures that employees can report concerns confidentially and securely. The system is accessible through each JS country-specific website and is further outlined in our Whistleblower Policy and Employee Handbooks.

Employees can report serious offences or suspected violations with full anonymity, and JS Group strictly enforces a no-retaliation policy to protect whistleblowers.

Reporting to HR

In addition to the whistleblower system, employees can raise concerns directly with HR through an internal grievance mechanism. HR ensures that concerns are handled, with Legal involved when necessary.

Regular employee engagement surveys are used to measure workplace satisfaction, while exit interviews are conducted to identify systemic issues.

Data privacy and IT concerns

To ensure the secure handling of data and IT-related issues, employees can report concerns directly to the IT department. All data privacy and IT grievances are promptly investigated, with regular compliance checks to uphold security standards and regulatory requirements.

Employees have access to detailed guidelines on data protection and IT security through the "Data Privacy Handbook" and the "IT Security Policy", both of which are publicly available and presented during onboarding to ensure transparency and awareness. These resources provide clear protocols on how data is managed, reported, and safeguarded within JS Group.

Taking action on concerns

Taking action on material impacts

JS Group has not yet developed specific action plans or allocated budget resources to address IROs related to our own workforce. However, JS Group is actively taking action on material impacts within our workforce.

As outlined in our DMA process, several material topics have been identified as relevant to JS Group within the social aspect, including working conditions and employee turnover, as well as data privacy.

Employee turnover

Employee turnover at JS Group is currently high at 64%, which is aligned with the general turnover level in the sales industry. JS Group employs young and energetic individuals in sales, who typically occupy a positions for shorter time periods before moving on to their next jobs.

Our target is to reduce churn to 50%. To achieve this, JS Group has implemented several initiatives.

First of all, we continue to conduct exit interviews to identify areas for improvement and ensure optimal working conditions. Talent attraction and retention are highly financially material for JS Group, as they directly impact our ability to deliver value to clients and maintain financial stability. From an impact materiality perspective, working conditions and employee turnover are also material due to their direct effect on employee well-being.

Parting with an employee in a structured and positive way is critical to ensuring that ex-employees become ambassadors for us in the future.

Social initiatives

To further address these challenges, JS Group has established a social initiative to enhance community engagement and foster stronger connections within the organization.

Additionally, a survey focused on employee well-being was conducted to gain insights into employee needs and concerns, enabling targeted actions to improve workplace satisfaction.

To support the professional growth of the employees, JS Group has also provided training opportunities to equip them with the necessary skills and knowledge to advance in their careers. These initiatives reflect JS Group's commitment to improving workplace conditions, reducing turnover, and enabling JS Group to take proactive measures to support our employees.

Data privacy

At JS Group, data privacy is a critical matter, as we handle confidential data from employees, numerous customers, and end-users. Ensuring GDPR compliance is essential to maintaining data security and protecting sensitive information. From a financial perspective, data privacy is highly material because a potential breach could lead to severe financial risks and consequences, including regulatory fines, reputational damage, and loss of trust. However, from an impact materiality standpoint, data privacy is not considered material.

To mitigate risks and ensure compliance, we have implemented strict data security policies, regular employee training, and advanced IT security measures. We continuously update our processes to align with GDPR requirements, ensuring that data is handled securely and responsibly. By proactively addressing potential vulnerabilities, we strengthen our ability to safeguard sensitive information and uphold the trust of our employees and customers.

These efforts are part of our broader commitment to taking action on material impacts within our own workforce, managing material risks, and pursuing material opportunities related to our employees.

Diversity, equity, and inclusion

Diversity, equity, and inclusion at JS Group

JS Group is committed to fostering a diverse and inclusive workplace where employees can thrive, grow, and access equal career opportunities. We believe diversity in gender, age, experience, education, socio-economic background, ethnicity, sexuality, and ability strengthens our organizational culture and attracts top talent.

To ensure a safe and respectful work environment, we uphold an Anti-Harassment and Discrimination Policy and a Code of Conduct. Gender balance remains a priority at the ownership level, with ongoing evaluations to eliminate bias and strengthen accountability.

A commitment to equal opportunities

Our global recruitment process ensures fair and transparent hiring at every stage.

At JS Group, we strive to be a workplace where all employees can grow and access equal career opportunities, including leadership roles. Therefore, we use a global performance and evaluation framework to monitor and track improved employee performance. This ensures fair and transparent assessments for all roles, regardless of gender.

One of our key priorities is to increase the percentage of women at the management level, and therefore, we strive to always identify at least one female candidate during the selection process, whenever possible.

Measuring progress and strengthening representation

We continuously track and analyze workforce data - focusing on career progression, engagement, and well-being - to strengthen representation and create a pipeline of diverse leadership talent.

Through open communication, leadership accountability, and an inclusive culture, we empower employees at all levels to contribute and succeed.

Diversity, equity, and inclusion

Building an inclusive culture

Beyond policies, we actively cultivate a culture of inclusion where employees feel respected and empowered. Through ongoing education and leadership accountability, we reinforce equity and belonging in our daily operations. In addition, with a flat hierarchy and an "open door" policy in the company, we emphasize open and honest communication across all levels and departments, providing opportunities for all employees to speak their minds.

Gender distribution at JS Group

The target at the total group level is to maintain a gender distribution of 40% female and 60% male employees.

Gender distribution on the Board of Directors

As per the Danish Business Authority's December 2022 guidelines, a 33/67% split in a six-member board is considered an equal gender distribution. By the end of 2024, the proportion of women on JS Group's Board of Directors was 40 %, thereby meeting the criteria for gender equality. The Board is committed to maintaining this balance moving forward.

Gender distribution at level

Due to organizational changes, the percentage of women at the management level is 27%, a decrease of 4% compared to 2023.

Gender distribution at total group level

By the end of 2024, the percentage of women made up 41% of the workforce, resulting in a decrease of 3% compared to 2023.

In 2025, recruiters across the group will keep optimizing the processes to ensure that they are inclusive and enable diversity in JS Group. In addition, their efforts aim to ensure that the percentage of women does not fall below 40%.

Follow-up and reporting

The development in diversity distribution is part of the annual people review, which is consolidated at the group level.

Furthermore, the company ownership and the Board of Directors follow up on progress in diversity distribution. Based on this progress, the Board of Directors assesses whether JS Group is taking the necessary measures.

Executive Board	Group Management	Total Group
Men 60%	Men 73%	Men 59%
Women 40%	Women 27%	Women 41%

People at JS Group

The touch points in the employee experience are a key focus in every decision and consideration we make. Below, we describe the different touch points we have with potential, current, and former employees, along with relevant initiatives for each of them.

Attract

Attracting the right talent is crucial for our continued growth. Through a global talent management system and streamlined recruitment processes, we ensure collaboration across our locations while strengthening our employer brand.

Our company values play a central role in talent acquisition and employer branding, helping us create an authentic and engaging candidate experience that reflects our culture and encourages top talent to apply.

Onboard

This year, we have placed particular emphasis on enhancing onboarding effectiveness through updated welcome presentations.

We continuously update the onboarding process to ensure it provides new employees with the best possible foundation for starting their professional careers with JS Group.

Retain

Our annual Employee Development Interview (EDI) fosters open dialogue and engagement, giving our employees a voice in their growth. Leaders share anonymized results to drive improvements through action plans.

Employee feedback through surveys helps us align workplace improvements with the needs of the employees, promoting satisfaction and well-being.

Recruit

Our dedicated recruitment team fosters a dynamic hiring process, continuously sharing best practices and improving global recruitment efforts.

In 2024, we continued to refine our recruitment processes to ensure that we match people with jobs they can succeed in. This requires a structured screening process and focused job interviews.

At JS Group, we focus on providing equal opportunities in our recruitment processes to ensure that our workforce is inclusive and diverse.

Develop

In 2024, we updated training plans across the JS Group to ensure that we provide relevant and effective training. Our development programs are primarily delivered through JS Education, a hub for e-learning and facilitated training.

We focus on talent management that enables our employees to grow and advance into other roles within the business.

Farewell

Exit surveys help us identify trends and improve retention. A positive offboarding experience ensures that former employees remain ambassadors for JS Group.

Investing in our people remains a key priority for 2025.

Governance

- Governance at JS Group
- Governance structure at JS Group
- JS Group supports the UN Global Compact

Governance at JS Group

JS Group's Code of Conduct serves as our general ethical guideline for business conduct, ensuring dedication to promoting ethical business practices and protecting JS Group against corruption and other unethical business behavior.

At JS Group, we are committed to conducting business with transparency and accountability. Our governance framework ensures responsible business practices, compliance with local legislation, and the maintenance of trust among our employees, customers, partners, and stakeholders.

During the DMA process, we identified a sustainability matter under the Governance topic that triggered the topical standard G1 — Business conduct. We have not set any specific goals for our governance practices but aim to improve integration with policies that address all E,S, and G matters where they are relevant, This includes the identified sustainability matters and their related IROs.

Ethical business conduct

JS Group's Code of Conduct serves as the foundation for our ethical business practices. It sets clear expectations for responsible behavior across all levels of the organization, ensuring that our employees and partners uphold the highest standards of integrity. We maintain a zero-tolerance policy for corruption, bribery, fraud, and other unethical business activities. Our Code of Conduct includes anti-corruption and anti-bribery measures, ensuring that our competitive position is built on lawful and ethical conduct.

We are also committed to human rights and fair labor practices. We uphold the principles of the Universal Declaration of Human Rights and the UN Global Compact, promoting equal opportunities, fair working conditions, and protection against discrimination and harassment. Our Diversity, Equity, and Inclusion Policy further reinforces our commitment to fostering an inclusive workplace where all employees can thrive.

Moreover, we focus on the following three UN Sustainable Development Goals: 5 — Gender equality, 8 — Decent work and economic growth, and 13 — Climate action. Our efforts related to each of these goals are elaborated on page 32.

Whistleblower function

To reinforce transparency and ethical conduct, we provide a whistleblower function that allows employees, former employees, customers, suppliers, and other stakeholders to report suspected violations of laws, regulations, and company policies. This includes issues such as financial misconduct, corruption, discrimination, and breaches of EU law. Reports can be made anonymously and are handled confidentially, ensuring protection for whistleblowers.

The impact materiality of the sustainability matter "responsible business conduct" is not considered material, but its financial materiality is assessed as material. This is due to the financial risks JS Group faced before establishing a whistleblower function and the financial opportunities stemming from a strong corporate culture. Upon identification of these risks, JS Group reacted and implemented a whistleblower function to mitigate them.

Labor rights and workplace ethics

We are dedicated to creating a safe, fair, and inclusive work environment. JS Group strictly prohibits child labor, forced labor, discrimination, and harassment. We uphold the employees' right to freedom of association and collective bargaining, ensuring that all employees are treated with respect and dignity. Additionally, we continuously improve working conditions, promoting equal pay, employee well-being, and workplace safety.

Regulatory compliance

With sustainability regulations evolving, we closely monitor changes to ensure that our business remains fully compliant. The Corporate Sustainability Reporting Directive (CSRD) and the newly published omnibus proposal from the European Commission introduce new reporting requirements, and we are actively preparing for these changes.

Responsible taxation

JS Group is committed to fair and responsible taxation. Our Tax Policy ensures that we comply with local tax laws in all markets where we operate, maintaining transparency and accountability in our financial practices.

Embedding governance into our business

Strong governance is essential to ensuring that our sustainability initiatives are not isolated efforts but are fully embedded into our daily operations. By maintaining a clear governance structure and continuously refining our policies, we ensure that responsible business practices remain a fundamental part of JS Group's operations and long-term success.

Data privacy

As a digital multimedia company, data responsibility is central to our operations. Our Data Privacy Handbook ensures the transparent, secure, and ethical handling of all data, protecting the privacy of employees, customers, and business partners. We adhere to strict guidelines to ensure compliance with GDPR and other data protection regulations.

Governance structure at JS Group

Governance structure

At JS Group, we are committed to integrating sustainability into the core of our business operations. To ensure a structured approach, we have established a governance framework that integrates ESG considerations into decision-making processes at all levels of the organization. Our governance model ensures accountability, transparency, and continuous progress in our sustainability efforts.
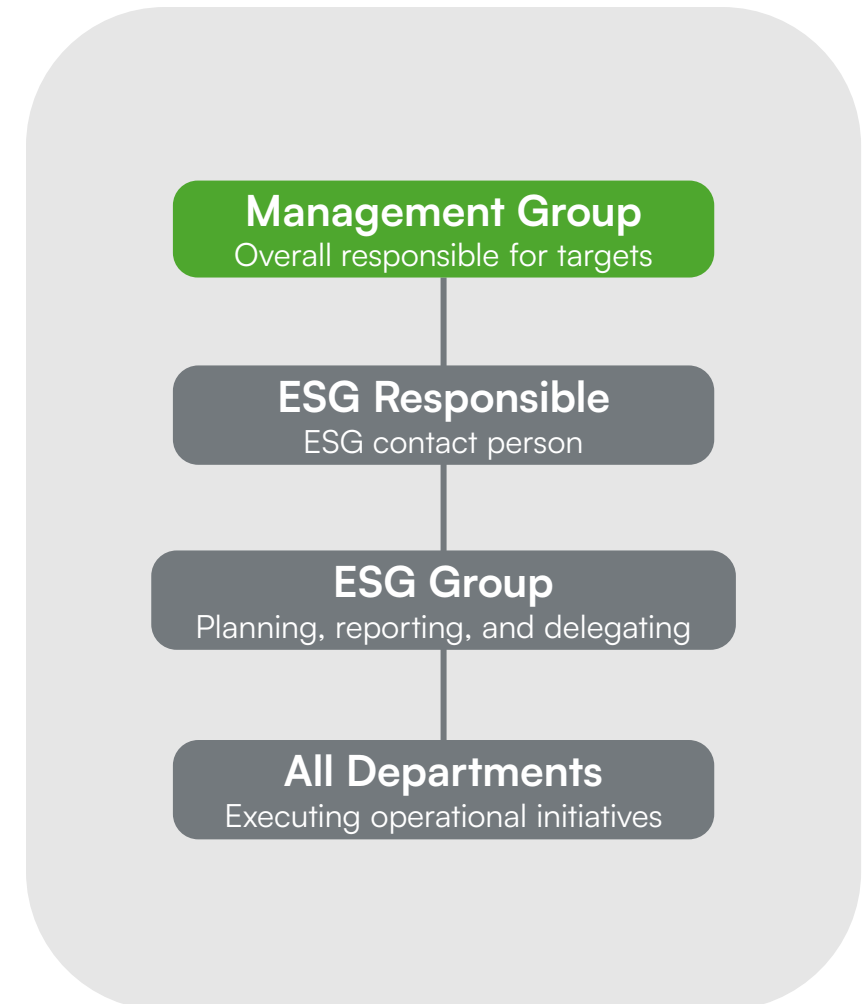
The Management Group holds overall responsibility for setting the strategic direction of our ESG initiatives. This includes ensuring that sustainability efforts align with our long-term business objectives and regulatory requirements. Starting from 2025, the Executive Board will regularly review ESG performance and key sustainability-related risks, integrating them into our overall risk management framework.

The ESG Responsible serves as the primary contact for sustainability initiatives within JS Group. This role involves overseeing ESG strategy implementation and monitoring progress. The ESG Responsible works closely with the ESG Group, a dedicated team tasked with coordinating ESG initiatives, collecting and reporting ESG data, ensuring compliance with changes in regulations, as well as being responsive to stakeholders' expectations.

To ensure that sustainability is integrated across our business functions, the ESG Group collaborates with key departments, including IT, People/HR, Finance, and local market units. This cross-functional approach allows us to address ESG challenges in the entire JS Group, ensuring that sustainability initiatives become an ingrained part of our daily operations, rather than being treated as isolated projects.

With sustainability reporting requirements evolving, we remain proactive in adapting to new regulatory demands. The recent omnibus proposal from the European Commission will bring changes to sustainability reporting, and we are closely monitoring developments to ensure compliance and transparency in our disclosures.

By maintaining a strong governance structure and fostering collaboration across our organization, JS Group continues to work on our ESG commitments, ensuring that sustainability remains a priority.

Management Group
Overall responsible for targets

ESG Responsible
ESG contact person

ESG Group
Planning, reporting, and delegating

**All Departments**
Executing operational initiatives

JS Group supports the UN Global Compact

At JS Group, we are committed to contributing to the UN Sustainable Development Goals. We focus on three of the 17 SDGs and have formulated our commitment and focus points for each of them below.

5 GENDER EQUALITY

- We ensure equal rights for all our employees.

- We ensure equal opportunity for leadership for all our employees.

- We ensure equal pay for equal work.

- We prevent and address workplace harassment and discrimination.

8 DECENT WORK AND ECONOMIC GROWTH
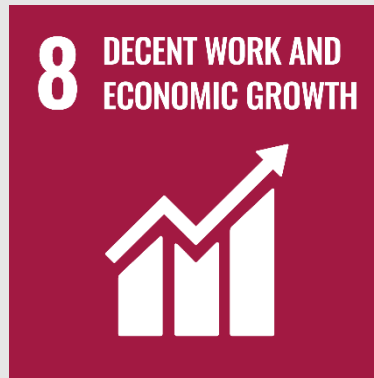
- We ensure a stable and inclusive working environment for all employees.

- We adapt to the individual's need for auxiliary aids.

- We maintain and create decent work conditions for our employees.

- We provide training and development opportunities for our employees to boost individual skills and overall company performance.

- We provide our employees with a safe and secure option to report unethical or illegal practices via our whistleblower system.

13 CLIMATE ACTION

- We aim to reduce our energy consumption to reduce our overall carbon footprint.

- We strive to reduce our resource consumption for print material.

- We help our customers put sustainability and climate action on the agenda.

Appendix A
Results of the double materiality assessment

Topic	Description
Energy consumption for data storage	JS Group uses significant server power for data storage, which contributes to the energy consumption and associated GHG emissions from the data storage centers. The sustainability matter is rated as highly material in terms of impact materiality, as GHG emissions contribute to climate change, which is a global issue. Financially, the topic is not material, as there are no identified material financial risks or opportunities associated with the impacts from energy consumption at data centers.
Working conditions and employee turnover	Good working conditions are important factors in ensuring talent attraction and retention. JS Group has a high employee turnover of 20%, and we are working to reduce this by conducting exit interviews to identify areas for improvement and providing equipment and conditions that support a good work environment. The sustainability matter is assessed as financially highly material, as talent attraction and retention are important for creating value for clients, which in turn leads to better financial performance. On the topic of impact materiality, working conditions and employee turnover is assessed as material, as working conditions directly affect employee well-being.
Resource consumption for printing	JS Group prints brochures, which contributes to our resource consumption and environmental impacts from the production and printing of paper (including chemicals used for printing, water usage, energy consumption, and tree harvesting for paper production). The sustainability matter is rated as material from an impact perspective, as paper consumption and printing have several negative environmental impacts in localized areas. Financially, the topic is not material, as there are no identified material financial risks or opportunities associated with the impacts from resource consumption for printing.
GHG emissions	JS Group contributes to the emission of greenhouse gases through our business activities, such as electricity consumption, heating, business travel, and employee commuting. The sustainability matter is rated as highly material from an impact perspective, as GHG emissions contribute to climate change, which is a global issue. Financially, the topic is not material, as there are no identified material financial risks or opportunities associated with the impacts of electricity consumption, business travel, and employee commuting.
Material footprint of IT equipment	JS Group purchases IT equipment (PCs, smartphones, printers, etc.), which leads to environmental impacts from resource extraction and production (such as metal mining and energy use during manufacturing). The sustainability matter is rated as material from an impact perspective, as IT equipment production has several associated negative environmental impacts. Financially, the topic is not material, as there are no identified material financial risks or opportunities associated with purchasing IT equipment.
Data privacy	JS Group manages confidential data for various customers and end-users, making GDPR compliance an important governance matter to ensure data security and privacy. The sustainability matter is assessed as financially highly material, as a breach of data privacy could pose severe financial risks and consequences. On the topic of impact materiality, data privacy is not considered material, as no material impacts have been identified in relation to data privacy.
Responsible business conduct	JS Group is committed to governing our business responsibly. Establishing a whistleblower system is an important step in mitigating financial risks related to corruption and bribery. The sustainability matter is assessed as financially material due to the financial risk arising from not currently having a whistleblower system and the financial opportunity arising from motivation through a strong corporate culture. On the topic of impact materiality, responsible business governance is not considered material, as no material impacts have been identified in relation to responsible business conduct.

Appendix B
Results of the double materiality assessment

Topic	IRO	Description	Actual/ potential
Energy consumption for data storage	Impact	Energy consumed externally for data storage (Microsoft)	Actual
Working conditions and employee turnover	Impact	Remote workplaces might be associated with lower well-being.	Potential
	Risk	High employee turnover poses a risk as talent attraction and retention are essential for being able to create value for clients, leading to better financial performance.	Actual
Resource consumption for printing	Impact	JS Group prints brochures, which contributes to resource consumption and has a negative environmental impact.	Actual
GHG emissions	Impact	JS Group's electricity consumption, business travel and employee commute contribute to GHG emissions.	Actual
Material footprint of IT equipment	Impact	JS Group purchases IT equipment (PCs, smartphones, printers, etc.), resulting in environmental impacts from the production and extraction of materials for the equipment.	Actual
Data privacy	Risk	As a data responsible, JS Group faces risks related to GDPR compliance regarding customers and end-users.	Actual
Responsible business conduct	Risk	Having no whistleblower software/process in place to mitigate potential corruption or bribery poses a financial risk.	Actual
	Opportunity	A strong corporate culture regarding performance can be restraining or motivating depending on personality.	Actual