

JS/

Sustainability Report

2025

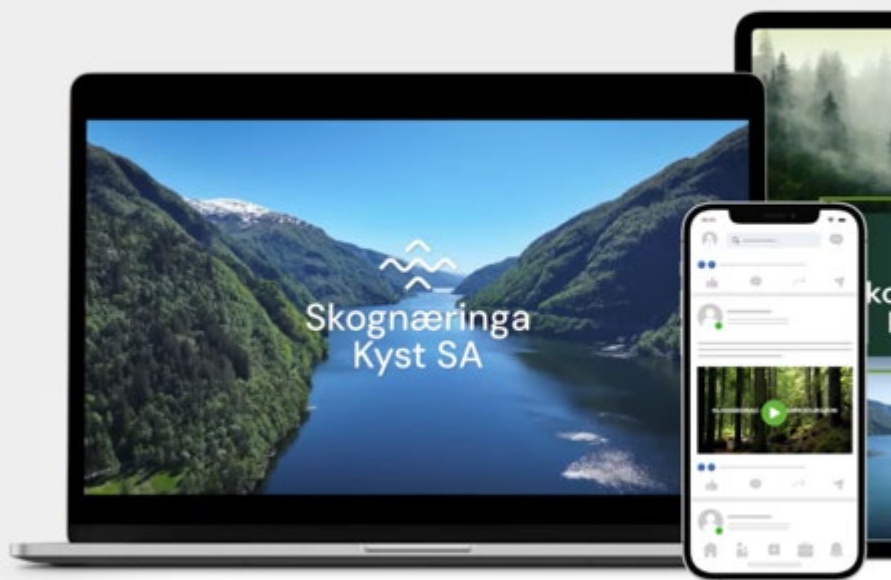


Table of contents

Letter from the CEO	3
General information	4-11
Basis for preparation (B1)	4
Strategy: Business model and sustainability-related initiatives (C1)	6
Double materiality assessment (DMA)	8
Sustainable Development Goals (SDGs)	10
ESG governance	11
Environmental disclosures	12-15
Energy consumption & Greenhouse gas (GHG) emissions (B3)	13
GHG reduction targets & Climate transition (C3)	13
Climate risks (C4)	14
Water (B6)	15
Resource use, circular economy and waste management (B7)	15
Social disclosures	16-23
Workforce — General characteristics (B8)	17
Workforce — Health and safety (B9)	20
Workforce — Remuneration, collective bargaining and training (B10)	21
Additional own workforce information — Human rights policies and processes (C6)	22
Severe negative human rights incidents (C7) — Own workforce & In the value chain	22
Supporting accessibility	23
Governance disclosures	24-25
Gender diversity ratio in the governance body (C9) & Additional (general) workforce characteristics (C5)	25
Data privacy	25
Targets and metrics	26-28
Target setting	27
ESG KPI overview	29
Disclosure index	30

Letter from the CEO

Introduction

I am pleased to present JS World Media Group's Sustainability Report for 2025. This report provides insight into how we work with environmental, social and governance responsibilities, and how we integrate sustainability into the way we develop our business, manage our operations and create long-term value.

At JS Group, we view sustainability as an ongoing process built on learning, adaptation and responsible business conduct. Rather than treating ESG as a separate agenda, we embed it into our daily decision-making and strategic direction. Our ambition is to ensure that sustainability supports both our business performance and our responsibility to society.

Our efforts in 2025

In 2025, we strengthened the foundation of our sustainability work by bringing our analysis, data and actions into a more coherent structure. We revised our double materiality assessment to ensure that our priorities reflect our most significant impacts, risks and opportunities, while at the same time completing our Scope 1 and Scope 2 calculations for the third consecutive year. Together, these efforts have improved our ability to track performance over time and make decisions based on consistent, reliable data.

Building on this foundation, we introduced a structured target-setting framework for the first time in 2025. This connects insight to action by ensuring that our initiatives are focused on the areas where we can generate the greatest impact and where progress can be measured over time.

From an environmental perspective, this means that even as a multimedia company with limited physical production, we actively seek to reduce our footprint wherever possible. A clear understanding of our environmental impacts enables us to integrate sustainable practices across our operations and make informed, data-driven choices.

These same principles guide our social responsibility. Our people are at the heart of our sustainability approach, and in 2025 we strengthened our focus on creating a workplace that supports both well-being and development.

By improving onboarding and offboarding processes, refining recruitment practices and drawing insights from employee well-being surveys and global exit interviews, we work systematically to understand what drives engagement, retention and performance. In this way, data not only informs environmental decisions but also shapes how we develop our organization and support our employees.

To ensure consistency and accountability across these efforts, good governance and responsible business conduct remain fundamental. At JS Group, sustainability is anchored in structured governance, transparency and clear lines of responsibility.

Helping our customers communicate sustainability ambitions

We also recognize that effective communication is a key driver of sustainability. As part of our commitment to supporting our customers, we use our expertise in digital content and communication to help businesses articulate and activate their sustainability ambitions. Through tailored solutions in films, brochures, websites and social media, we enable our customers to communicate commitments, demonstrate progress and engage stakeholders in a credible and transparent way.

Our way forward

Looking ahead, we remain committed to continuing our sustainability journey. We will focus on continuous improvement in transparent reporting and on actively using data to guide both strategic and operational decisions. In doing so, we aim to strengthen our impact, support our stakeholders and ensure that sustainability remains an integrated part of how we create value.

Best regards,



Henrik Bergholdt
CEO



General information

Basis for preparation (B1)

The JS Group Sustainability Report has been prepared with inspiration from the Voluntary Sustainability Reporting Standard for non-listed SMEs (VSME), which is a voluntary basis for reporting on sustainability parameters for enterprises not subject to the European Sustainability Reporting Standards (ESRS) and Corporate Sustainability Reporting Directive (CSRD).

As JS World Media Group (hereinafter JS Group) is a medium-sized enterprise, we are not required to comply with the ESRS but have chosen to report with reference to the VSME Standard. Disclosures under both the VSME Basic Module and the Comprehensive Module are included, based on material topics identified in the double materiality assessment (DMA). The report is prepared on a consolidated basis for all subsidiaries for the financial year 2025 (01.01.2025 - 31.12.2025).

JS Group is a Danish privately owned undertaking with limited liability. The Group operates in nine European countries, with subsidiaries in seven, and employs a total of 452 people, based on headcount at the end of the

reporting period. Note that all subsidiaries in all nine countries are included in the ESG data. The undertaking is classified as an advertising agency (NACE sector classification code 73.1.11). In 2025, the balance sheet total amounted to DKK 579,552,000.

This report and its data are internally validated through the involvement of a wide range of stakeholders across the organization, ensuring that the data and information accurately reflect the organization.

All terms have been defined in accordance with the terms and calculation methods used in the Danish Business Authority's ESG template (Version 3.2 — September 2025).



List of subsidiaries covered in the report (paragraph 24(d))		Location and geolocation of significant assets and facilities owned, leased or managed by JS World Media Group A/S (paragraph 24(e)(vi), (vii), paragraphs 73-76)	
Name of subsidiary	Address of subsidiary	Location	Geolocation (coordinates)
JS World Media A/S	Aros Allé 1 8000 Aarhus C Denmark	Registered office	56.1547791575293, 10.198678968817088
JS Danmark A/S; JS Island	Søren Frichs Vej 34B, 1. 8230 Åbyhøj Denmark	Registered office	56.15377303399369, 10.17877626877063
JS Sverige AB	Carlsгатan 6 211 20 Malmö Sverige	Registered office	55.611032925107345, 12.999839855245272
JS Norge AS	Albert Moeskaus vei 59 1711 Sarpsborg Norge	Registered office	59.28517909275617, 11.082151953616757
JS Suomi Oy	Arabiankatu 12 00560 Helsinki Suomi	Registered office	60.20933505768123 24.97882264527571
JS España World Media S.L	Ctra. de Ocaña, 39 bajo dcha. 03007 Alicante España	Registered office	38.34448038235278 5 0.5293929321558588
JS Deutschland GmbH; JS Österreich GmbH & Co. KG	Hugh-Greene-Weg 2 22529 Hamburg Deutschland	Registered office	53.595412320144355, 9.947088199306105
JS Schweiz GmbH	Pilatusstrasse 3 6300 Zug Schweiz	Mailing address only	47.17245520459493, 8.512936695564992

Strategy: Business model and sustainability-related initiatives (C1)

JS Group is a European market leader in concept-based communication packages. We deliver tailored marketing solutions that bring together professional business films, interactive and printed brochures, websites and social media content — all as part of a ready-to-use package.

Services and main business relationships

Our concept is unique. The communication packages are financed through a co-branding funding model, in which the customer's suppliers or business partners are invited to participate through advertising. This allows the customer to receive the final product at no or low cost. The customer receives professional communication materials, while their business partners benefit from increased brand exposure across multiple media.

Each communication package is developed using our well-proven method and delivered by our in-house specialists. We manage the entire process — from initial idea to final product. Together, these packages generate millions of views online every year.

Our signature solutions include the ProMedia and ProDigital packages. ProMedia combines a professional film, an interactive and printed brochure and a social media video and posts, while ProDigital features a professional website, a film, an interactive brochure and a social media video and posts.

Significant markets

We serve more than 30,000 customers every year and operate in nine countries, including Denmark, Sweden, Norway, Finland, Germany, Austria, Switzerland, Spain and Iceland.





Upstream

JS Group sources software tools and print products from trusted external suppliers, primarily in Europe and the US. These products form the foundation of JS Group’s communication packages and include elements such as design software, media platforms and printed marketing materials. By relying on high-quality upstream inputs, JS Group ensures that all final products meet professional standards.

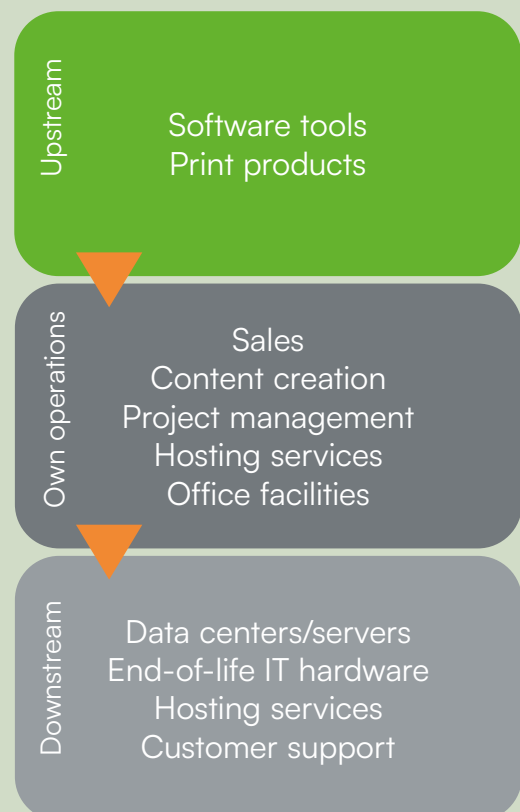
Our own operations

Within our own operations, JS Group manages the full value creation process. This includes sales activities, tailored content creation (such as film, copywriting and graphic design), project management and digital hosting services. JS Group also maintains office facilities across our markets to support our in-house teams.

These internal capabilities enable JS Group to deliver complete, ready-to-use communication packages efficiently and consistently.

Downstream

In the downstream part of the value chain, JS Group ensures the continued performance and accessibility of our products. This involves the use of data centers and servers for hosting digital brochures and videos, proper handling of end-of-life IT hardware and ongoing customer support. By providing reliable post-delivery services, JS Group helps customers maintain a strong and lasting communication presence.



Double materiality assessment (DMA)

In 2023, JS Group completed a double materiality assessment (DMA) based on the EU guidance available at the time. External ESG specialists supported the work, which focused on identifying the ESG topics most relevant to JS Group's business model, strategy and value chain.

The assessment was carried out in three phases to ensure a clear and well-founded analysis:

- 1) Understand** — First, we established a project group to conduct the DMA for JS Group together with our advisor, SustainX. The group included representatives from Finance, IT, Product Development, HR, Executive Leadership and Operations. Preparation for the DMA involved a deep dive into the CSRD, ESRs and DMA methodology for all participants.
- 2) Identify** — The second phase concerned the mapping of the business model, strategy and value chain to identify potential IROs, as well as any knowledge gaps that needed to be addressed before proceeding. To support this, we conducted a workshop session with the project group.
- 3) Assess** — The third phase consisted of a workshop to identify all IROs of JS Group and an assignment to determine their materiality through a severity rating. In the final phase, all material IROs were bundled into sustainability matters and plotted into a matrix.

In 2025, JS Group revised our double materiality assessment in collaboration with relevant internal stakeholders to ensure that the evaluation of impacts, risks and opportunities reflected our current activities and sustainability context more accurately. As part of the revision, several sustainability matters were reassessed, and their associated IROs and materiality ratings updated.

One key change concerns data privacy, which was reclassified from highly financially material to financially material due to JS Group's strong GDPR compliance, established data protection procedures and a high level of operational maturity in information security. In addition, energy consumption related to data storage was clarified and formally integrated under the GHG emissions sustainability matter, as it contributes directly to the company's climate-related impacts. The revision was carried out to improve prioritization, align the DMA with current operations and reinforce the foundation for future sustainability reporting and management.

The results of the DMA can be seen in the matrix on the following page. These results serve as the foundation for our ESG priorities and provide a foundational structure for how JS Group manages sustainability.



Double materiality assessment for JS Group

Financial materiality



2025

E Environment
 S Social
 G Governance



Sustainable Development Goals (SDGs)

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

Selection of SDGs

In 2023, JS Group conducted our DMA, which also included an analysis of the UN Sustainable Development Goals to determine where we as a company have the most significant influence on both society and the environment.

Based on this assessment, the most relevant SDGs for JS Group were selected and described in relation to the material matters.

As the SDG analysis from the DMA remains relevant, the same SDGs have been carried forward into 2025, allowing us to maintain a consistent focus on the three goals most aligned with our impact and priorities. Specific targets and related metrics regarding the SDGs can be found in the table on page 28.



Gender equality G

We strive to promote equal rights, equal opportunities for leadership and equal pay for equal work for all our employees, and we work actively to prevent and address workplace harassment and discrimination.



Decent work and economic growth S

We strive to create a stable and inclusive work environment for all employees, adapt to individual needs for auxiliary aids, maintain decent working conditions and provide training and development opportunities to strengthen both individual skills and overall company performance.

We also work to ensure that employees have a safe and secure option to report unethical or illegal practices through our whistleblower system.



Climate action E

We aim to reduce our energy consumption to lower our overall carbon footprint, strive to reduce our resource consumption for print materials and work to support our customers in putting sustainability and climate action on the agenda.



ESG governance

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 integrated part of our daily operations, rather than being treated as isolated projects.

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.



Environmental disclosures

2025 functioned as a foundational year, during which we established the basis for upcoming environmental initiatives. This involved setting preliminary targets and examining where a transition to more sustainable practices would have the greatest effect.

In 2026, we will shift from preparation to targeted action.

Our efforts will be directed at the areas where our assessments show that change will have the most meaningful impact, with a strengthened focus on reducing JS Group's greenhouse gas emissions and overall environmental footprint.

Among the SDGs we have prioritized, one relates directly to our environmental impact — Climate action. The following section outlines our current footprint and explains the key factors that shape it.



Energy consumption & Greenhouse gas (GHG) emissions (B3)

In 2025, JS Group's total scope 1 and 2 GHG emissions amounted to 94.12 tonnes CO₂eq. Scope 1 emissions, primarily from company vehicles, accounted for 29.67 tonnes CO₂eq, while scope 2 emissions, related to location-based energy consumption in offices and facilities, accounted for 64.45 tonnes CO₂eq.

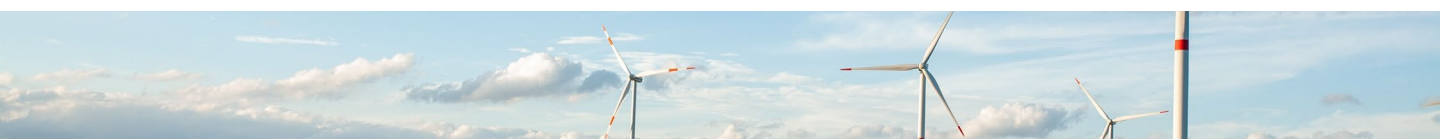
This represents a decrease in total scope 1 and 2 GHG emissions compared to previous years. The reduction may partly be explained by a downsizing of the German office and incomplete data for parts of the reporting period.

In addition, reduced use of one company car has contributed to lower scope 1 emissions.

This year, we experienced challenges in obtaining complete energy data from our facility providers in Norway and to some extent in Germany. As a result, parts of the energy consumption figures are based on estimates derived from the size of our offices.

Scope 3 emissions have not yet been calculated but will be assessed in the near term.

Energy consumption in MWh (paragraph 29)			
	Total (MWh) 2023	Total (MWh) 2024	Total (MWh) 2025
Electricity (Renewable/Non-renewable)	336,029	305,347	291,000



GHG emissions

During 2025, we initiated an assessment to determine how much of our scope 2 impact is derived from renewable versus non-renewable energy sources.

In parallel, we established contact with our facility providers to explore options for transitioning to contracts with a higher share of renewable energy. The actions stemming from this analysis will be implemented once the assessment is completed in 2026, allowing us to direct our efforts where the potential impact is greatest.

To support this transition, we have introduced targets designed to guide and reduce JS Group's emissions over time (see page 28).

GHG reduction targets & Climate transition (C3)

At this stage, we strive to maintain the status quo, as we are awaiting feedback from our facility providers.

Greenhouse gas emissions (paragraph 30)	2023	2024	2025
Scope 1 CO ₂ eq emissions	27.95 tonnes CO ₂ eq	33.89 tonnes CO ₂ eq	29.67 tonnes CO ₂ eq
Scope 2 CO ₂ eq emissions (location-based)	70.28 tonnes CO ₂ eq	100.62 tonnes CO ₂ eq	64.45 tonnes CO ₂ eq
Total CO₂eq emissions from Scopes 1 and 2	98.23 tonnes CO₂eq	134.51 tonnes CO₂eq	94.12 tonnes CO₂eq
GHG intensity (paragraph 31)	2.30 × 10⁻⁶ tonnes CO₂eq	3.72 × 10⁻⁶ tonnes CO₂eq	2.12 × 10⁻⁶ tonnes CO₂eq

Climate risks (C4)

In the double materiality assessment, three climate risks were deemed material for JS Group, assessed over a long-term time horizon, namely GHG emissions, resource consumption for printing and material footprint of IT equipment.

JS Group has climate change adaptation actions that are defined in the Target setting section (see pages 27-28).

1

GHG emissions

JS Group contributes to the emission of greenhouse gases through our business activities, such as electricity consumption (for office facilities as well as data storage), heating, business travel and employee commuting. These GHG emissions contribute to climate change, a global issue that will impact the entire planet and constitutes a climate risk.

2

Resource consumption for printing

JS Group prints brochures, thereby contributing to resource consumption and related climate risks arising from the environmental impacts of paper production and printing (including chemicals, water use, energy consumption and tree harvesting).

3

Material footprint of IT equipment

JS Group purchases IT equipment (PCs, smartphones, printers, etc.), resulting in environmental impacts from the production of the devices and the extraction of raw materials (including metal mining and energy use in the production phase). Together, these processes contribute directly to global emissions and indirectly to climate change, representing a climate-related risk.

Water (B6)

JS Group's water use is limited to basic office functions, including drinking water, sanitation and general facility needs.

Our company does not operate any water-intensive processes. According to the WRI Aqueduct Water Risk Atlas, only one of the locations covered in this report (our office in Spain) is currently located in an area with high water scarcity.

Since water at this site is used solely for office purposes, the related exposure is assessed as a low operational risk.



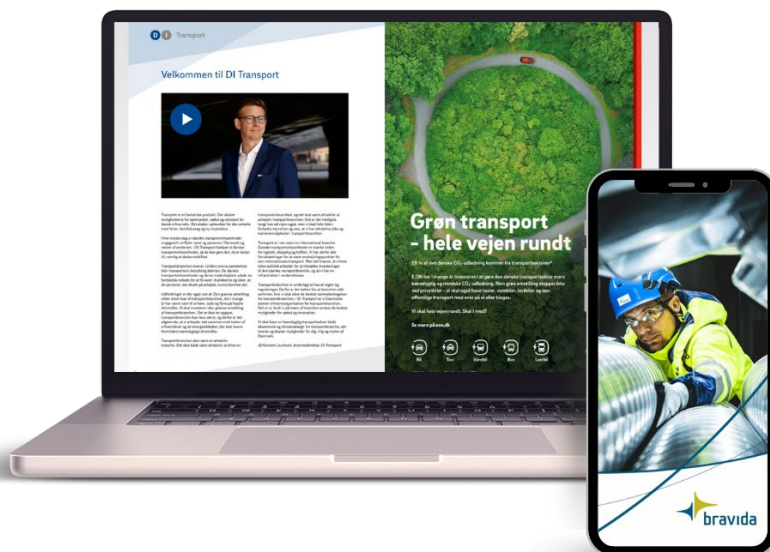
Water withdrawal (paragraph 35)	2023	2024	2025
Total for all locations	No data	No data	728.48 m ³
From locations in areas with water scarcity (high water stress)	No data	No data	198 m ³



Resource use, circular economy and waste management (B7)

JS Group does not currently apply circular economy principles to any significant extent, as our company offers only a limited range of physical products.

Consequently, opportunities for integrating circular design, reuse or end-of-life management are minimal within the present business model.



Social disclosures

In 2025, our primary focus was on strengthening our social responsibility towards our employees. We introduced initiatives aimed at improving employee turnover across the entire employee life cycle, ensuring more stable and supportive working conditions.

Moving forward, we will continue to prioritize creating the best possible environment for our employees.

Among the SDGs, we have identified Decent Work and Economic Growth as an area where we can make a positive contribution that relates directly to our organization's social responsibility and impact.



Workforce — General characteristics (B8)

For several years, JS Group has prioritized reduced inequality as a central part of our social responsibility. Ensuring equal opportunities for all employees is essential to creating a supportive environment where people can thrive and perform at their best.

Therefore, the company actively works to promote inclusion and equality across the organization, aiming to attract and retain qualified employees regardless of characteristics such as gender and other personal attributes.

JS Group employs a total of 452 employees, all on permanent contracts. The workforce is distributed across six main locations operating in nine countries, with the majority of employees associated with our German office.

In 2025, JS Group continued to experience a gender distribution that is notably male-dominated, particularly within sales. This reflects broader market patterns, as B2B sales remains a field that is primarily male-dominated (Lanzrath et al., 2023)*.

To help mitigate this structural imbalance, JS Group seeks, where possible, to include at least one qualified female candidate and actively reaches out to both women and men during recruitment processes. This approach supports a more diverse pipeline and strengthens long-term efforts to improve gender balance.

Overall, JS Group remains committed to fostering equal opportunities and ensuring that all employees can succeed on equal terms.

Type of contract (paragraph 39(a))	Number of employees (headcount or full-time equivalents)
Temporary employment	0
Permanent employment	452
Total number of employees	452

Gender (paragraph 39(b))	Number of employees (headcount or full-time equivalents)
Male	265
Female	187
Other	0
Not registered	0
Total number of employees	452

Country (where the employment contract was concluded) (paragraph 39(c))	Number of employees (headcount or full-time equivalents)
Denmark (incl. operation in Iceland)	55
Sweden	50
Norway	45
Spain	51
Germany (incl. operation in Austria and Switzerland)	206
Finland	45
Total number of employees	452

*Lanzrath, Aline & Homburg, Christian & Ruhnau, Robin-Christopher. (2023). Women's underrepresentation in business-to-business sales: Reasons, contingencies, and solutions. *Journal of the Academy of Marketing Science*. 53. 10.1007/s11747-023-00988-6.

Employee turnover

In 2025, JS Group strengthened our efforts across the entire employee life cycle — before, during and after recruitment — with a clear focus on supporting employees at every stage of their journey within the organization.

The objective is to create strong foundations for employee success, engagement and long-term retention. The initiatives supporting this life cycle-based approach are outlined on the following page.

The telemarketing sector is typically associated with high employee turnover due to career mobility and market dynamics. In 2025, JS Group's employee turnover rate increased from 64% to 71%. While this development is not in line with our long-term ambition to improve retention, it reflects continued structural challenges within the sector as well as internal transitions during the year.

The increase has led to a strengthened focus on understanding the underlying drivers of turnover across departments. Developments differ across teams, reflecting variations in roles, leadership practices and operational contexts. Insights from employee feedback and exit interviews are being actively integrated into our retention initiatives.

Looking ahead, JS Group will maintain a strong focus on the employee life cycle in 2026, continuing to develop and refine initiatives that support retention, well-being and sustainable workforce development across the organization.

Strengthening retention and employee engagement remains a strategic priority, and we expect the initiatives implemented during 2025 to support more stable workforce development over time.

	2023	2024	2025
Employee turnover rate (paragraph 40)	No data	64%	71%



Employee life cycle

The touchpoints in the employee experience are a key focus in every decision and consideration we make. Below, we describe the different touchpoints 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.

Recruit

Our recruitment team supports a structured and transparent hiring process, continuously refining global practices to ensure consistency and quality.

In 2025, we conducted a full revision of our recruitment approach to strengthen our ability to identify the best candidate match while ensuring equal and objective evaluation of all applicants. As part of this effort, we introduced a mandatory briefing sheet for hiring managers to complete before initiating recruitment. The sheet defines the role's required competencies and experience and considers the existing team composition, thereby forming a clear and aligned basis for candidate assessment.

Additionally, we developed dedicated webpages for each job function in collaboration with relevant stakeholders. These pages outline key responsibilities, describe the onboarding process and illustrate a typical workday. This provides candidates with a realistic and transparent understanding of the role, supporting more informed expectations.

Onboard

In 2025, we placed stronger emphasis on creating a more structured and supportive onboarding process.

To enhance the experience for new hires, we introduced two new types of follow-up meetings. Every week the first five weeks of employment, all new colleagues meet with an HR representative to discuss their initial experience and identify any support they may need. In addition, their manager conducts monthly follow-up meetings during the first five months. These conversations focus on development needs, training, questions and anything that can help new employees perform at their best.

Develop

In 2025, we continued the use of training plans across 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.

Retain

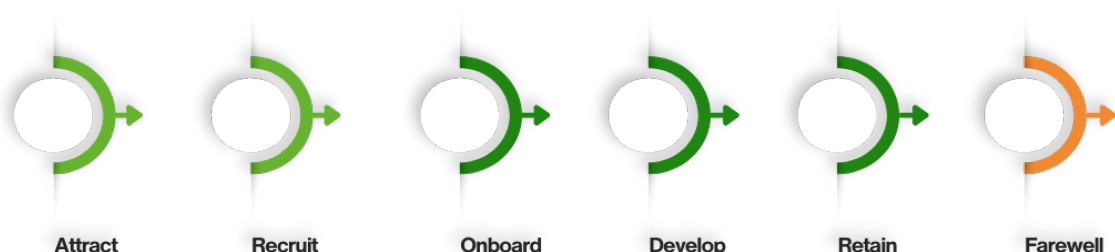
Our Personal Intensity Training plans and meetings foster open dialogue and engagement, giving our employees a voice in their growth.

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

Farewell

Exit interviews 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 2026.



Workforce — Health and safety (B9)

At JS Group, we have a comprehensive Health & Safety Policy that outlines our commitment to creating a safe, healthy and supportive work environment.

The policy covers all activities and workplaces across the organization, including office setups, home offices and work conducted on location.

As most of our work takes place in office environments, the overall risk level is low.

We support employee well-being through structured workdays with scheduled breaks, continuous dialogue between leaders and employees — initiatives that help prevent stress and maintain a balanced workload.

Through regular workplace assessments, mandatory follow-up actions and access to professional support when needed, we ensure that risks are identified and mitigated early.

As a result of these measures and our strong safety culture, JS Group has not recorded any work-related accidents or fatalities.

Recordable work-related accidents (paragraph 41(a))	2023	2024	2025
Number	No data	No data	0
Rate	No data	No data	0%
Work-related fatalities (paragraph 41(b))	2023	2024	2025
As a result of work-related injuries and work-related accidents	No data	No data	0
Due to work-related ill health	No data	No data	0



Employee well-being survey

Our employee well-being survey was implemented in the spring 2025 and is conducted biannually 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.

The survey functions as a mechanism for employee engagement and feedback. A high response rate of, on average, 65.49% 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 the country level by local Country Managers (CMs) or through organization-wide initiatives led by 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.

JS Group has set targets for both employee well-being and leadership ratings to remain above 70%. The results from the 2025 well-being survey indicate that the organization is performing well against these targets.

Results of employee well-being survey		
	Spring 2025	Fall 2025
Responses	308/455	279/426
Response rate	67.76%	65.49%
Well-being rate (positive responses)*	79.61%	76.34%
Leadership rating (positive responses)*	78.08%	83.81%

*Well-being was assessed through the question "My overall well-being in the workplace is..." with response options ranging from very good to very poor. Leadership was evaluated using the statement "I am satisfied with the collaboration with my immediate leader", rated from strongly agree to strongly disagree. The use of more widely recognized measurement frameworks is being explored for future assessments.

Workforce — Remuneration, collective bargaining and training (B10)

The employees of JS Group are employed under the Danish Salaried Employees Act or under individual employment contracts which define and safeguard employees' rights and obligations. JS Group continuously strives to ensure that our remuneration practices are consistent with industry standards and remain competitive within our sector.

JS Group does not yet report on the gender pay gap, as the data and reporting structures are still under development.

We expect to strengthen our data foundation and reporting practices in this area going forward, including in preparation for the upcoming EU Pay Transparency Directive entering into force in June 2026.

In relation to training, all employees receive onboarding based on their prior experience and their need to learn operational systems. Additional training is provided when performance data indicates a need for development in sales roles, when employees request specific training, or when they take on leadership responsibilities.

Currently, JS Group does not systematically collect data on training hours disaggregated by gender but aims to strengthen data collection in this area in the future.



Additional own workforce information — Human rights policies and processes (C6)

JS Group has a Code of Conduct, a Health & Safety Policy and an Anti-Discrimination & Harassment Policy covering our own workforce (paragraph 61(a)).

These policies outline our zero-tolerance approach to discrimination and unethical behavior; set expectations for confidentiality, integrity, anti-corruption, conflicts of interest and internal controls; and ensure a safe and supportive work environment.

They also promote equal opportunities and continuous improvement of physical and mental well-being.

Additionally, JS Group has a grievance mechanism covering our own workforce (paragraph 61(c)) — a whistleblower system that allows confidential reporting of concerns without fear of retaliation. Appropriate and corrective actions are taken to uphold integrity and accountability.

Severe negative human rights incidents (C7) — Own workforce + In the value chain

JS Group has had no previously confirmed incidents related to child labor, forced labor, human trafficking or discrimination.

The company employs only individuals above the legal working age and applies recruitment and employment practices that comply with national labor legislation and internationally recognized employment standards. This includes age verification procedures, transparent employment terms and controls designed to prevent any form of labor exploitation.

JS Group also maintains a zero-tolerance approach to discriminatory practices and promotes equal treatment through our policies, training efforts and ongoing monitoring of workplace conditions.

Number of incidents	2023	2024	2025
Severe negative human right incidents	No data	No data	0



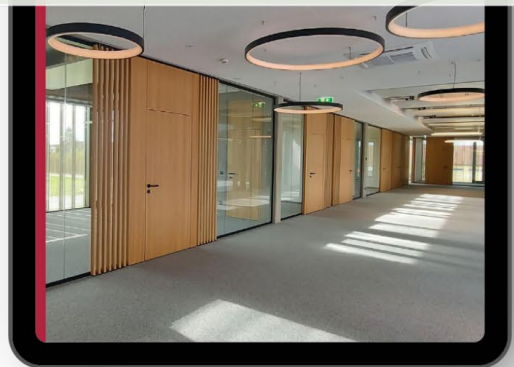
Supporting accessibility

The European Accessibility Act (EAA) sets EU-wide requirements to ensure that digital services and certain products with digital interfaces are accessible to people with disabilities.

Accessibility is an important part of JS Group's approach to responsible and inclusive business and is considered in the development of digital communication materials.

JS Group also helps customers assess whether they are covered by the Act and what this means in practice. Where relevant, websites, digital content and other online materials are designed in line with accessibility principles, supporting usability, equal access and compliance with applicable requirements.

Improving accessibility supports inclusion, enhances user experience and helps reach a broader and more diverse audience.



Governance disclosures

At JS Group, we are committed to conducting business with transparency and accountability. Clear guidelines keep us on the right path.

Our governance framework ensures responsible business practices and compliance with local legislation, and maintains trust among our employees, customers, partners and stakeholders.

In 2025, our main focus has been to establish a more solid framework for how we communicate our ESG work, ensuring that our initiatives become both more transparent and easier to measure across the organization. As part of this effort, we have taken inspiration from the EU-endorsed VSME Standard, which provides a structured approach for presenting our ESG progress in a reliable and comparable way.

Going forward, we will continue to uphold our core governance principles and remain attentive to new opportunities that can strengthen our governance foundation and support continuous improvement.



Gender diversity ratio in the governance body (C9) & Additional (general) workforce characteristics (C5)

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-Discrimination & Harassment Policy and a Code of Conduct.

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.

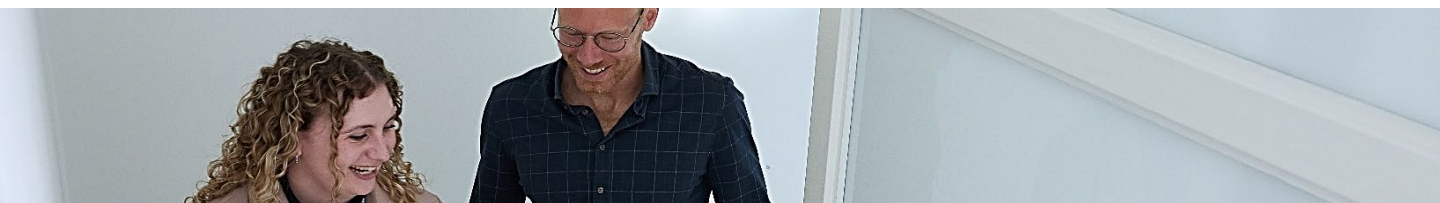
This ensures fair and transparent assessments for all roles, regardless of gender.

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.

Across organizational levels, developments in gender representation show different patterns over the reporting period.

At JS Group, the most visible change concerns the Board of Directors. Given the Board's limited size, a change of two members leads to a relatively pronounced percentage shift, although the absolute change is modest. At management level, gender representation has increased slightly compared to last year, indicating gradual progress. At overall Group level, the gender composition remains largely stable, suggesting continuity in the broader workforce distribution.

The gender diversity ratio in the governance body (paragraph 65)	2023	2024	2025
	No data	0.40	0
Female-to-male ratio at management level (paragraph 59)	2023	2024	2025
	No data	0.38	0.50
Female-to-male ratio at Group level (paragraph 39(b))	2023	2024	2025
	No data	0.69	0.71



Data privacy

At JS Group, data privacy is governed through a comprehensive IT security framework that defines responsibilities, controls access to systems and information and ensures continuous monitoring and compliance.

We protect personal and business-critical data through controlled access, secure storage, encryption, logging and regular audits, while ensuring compliance through onboarding, training and established procedures for handling data breaches.

As part of our ongoing efforts to strengthen data protection, we have established a target to roll out multi-factor authentication (MFA) for all employees, further reinforcing the security of access to our IT systems.

Targets and metrics



Target setting











The ESG Group at JS, in collaboration with the Executive Board, the Management Group and relevant stakeholders, has developed targets to guide the company's sustainability efforts in 2025.

These targets will be measured annually going forward to track progress and demonstrate how far we have advanced in our sustainability development.

2025 serves as the baseline for the targets, which is why no further commentary on progress is provided at this stage.

The targets have been defined based on the material matters identified through our DMA, ensuring that our focus areas reflect the most significant impacts, risks and opportunities for JS Group. This approach ensures that the targets are both relevant and aligned with the issues that matter most to our business and stakeholders.

The targets will be presented on the following page.

	DMA	Targets	Target year	Outcomes in 2025	On track	Focus in 2026	SDG
Environmental sustainability	GHG emissions	Transition to an electric vehicle fleet	2029	No lease agreements have expired and required replacements	✓	Ensure that all replacements are electric vehicles when current lease agreements expire	
		Transition to greener energy sources for office facilities	2035	All energy providers for leased facilities have been contacted to explore green energy transition options	✓	Investigate and negotiate green-energy contracts with suppliers	
	Material footprint of IT equipment	Repurposing of IT equipment where relevant	2035	An analysis of current recycling processes has been initiated	✓	Identify feasible recycling solutions for offices based on the analysis	
	Resource consumption for printing	Transition to sustainable paper for printed brochures as the standard option for customers	2035	An analysis has been initiated to determine the sustainability potential of transitioning to alternative paper suppliers	✓	Define the next implementation step based on the analysis	
Social sustainability	Working conditions and employee turnover	Maintenance of employee well-being at a minimum of 70% across virtual, hybrid and on-site employees, as measured in the internal employee survey	Ongoing	The Fall 2025 employee well-being survey recorded 75% positive responses	✓	Strengthen well-being through training, regular 1:1 dialogues and leadership development	
		Achievement of leadership scores of at least 70% positive responses in the employee survey	Ongoing	The Fall 2025 employee well-being survey recorded 80% positive responses	✓	Ensure leadership training is adapted to virtual and hybrid leadership Revise leadership training materials	
		Maintenance of employee turnover below 60%	2030	Employee turnover currently stands at 71%, reflecting the company's operation in a high-turnover industry. Corrective measures are being implemented to reduce it	✓	Strengthen leadership quality, people-oriented onboarding, transparent recruitment processes and retention initiatives	
Governance sustainability	Responsible business conduct	Operation of all critical business systems under a zero-trust architecture and full multi-factor authentication (MFA) coverage of all employee accounts	2030	As of this year, all employees are covered by MFA	✓	Continue efforts into building more zero-trust architecture into our systems	
		Achievement of a 60/40% gender split in the governance body	2030	The Board of Directors currently only consists of three male members. JS Group aims to improve gender balance in the future	✓	Promote greater gender diversity at the Board level	 

ESG KPI overview

This KPI overview presents key environmental, social and governance indicators for JS Group for the period 2023-2025.

The overview provides a consolidated view of performance and development across core sustainability areas.

It supports ongoing monitoring of progress against targets and strategic priorities.

The KPIs are reviewed annually and will be further refined as data quality and coverage continue to improve.

	Indicator	Unit	2023	2024	2025
Environmental sustainability	Scope 1	Tonnes CO ₂ eq	27.95	33.89	29.67
	Scope 2	Tonnes CO ₂ eq	70.28	100.62	64.45
	Scope 3	Tonnes CO ₂ eq	Not reported	Not reported	Not reported
	Total water consumption	m ³	No data	No data	728.48
Social sustainability	Recordable work-related accidents rate	%	No data	No data	0%
	Work-related fatalities	#	No data	No data	0
	Employee turnover rate	%	No data	64%	71%
	Employee well-being (positive)	Avg. for year %	No data	No data	77.98%
	Employee leadership (positive)	Avg. for year %	No data	No data	80.95 %
	Severe negative human right incidents	#	No data	No data	0
	Full-time employees	#	No data	470	452
Governance sustainability	Governance body – females	%	No data	40%	0%
	Governance body – males	%	No data	60%	100%
	Management – females	%	No data	27%	33.33%
	Management – males	%	No data	73%	66.7%
	Employee – females	%	No data	41%	41.6%
	Employees – males	%	No data	59%	58.4%

Disclosure index

VSME index

The overview below outlines all material disclosures presented in this report along with their corresponding page references.

Basic

B1 (p. 4): Basis for preparation

B3 (p. 13): Energy consumption & Greenhouse gas (GHG) emissions

B6 (p. 15): Water

B7 (p. 15): Resource use, circular economy and waste management

B8 (p. 17): Workforce — General characteristics

B9 (p. 20): Workforce — Health and safety

B10 (p. 21): Workforce — Remuneration, collective bargaining and training

Comprehensive

C1 (p. 6): Strategy: Business model and sustainability-related initiatives

C4 (p. 14): Climate risks

C5 (p. 25): Additional (general) workforce characteristics

C6 (p. 22): Additional own workforce information — Human rights policies and processes

C7 (p. 22): Severe negative human rights incidents — Own workforce + In the value chain

C9 (p. 25): Gender diversity ratio in the governance body



JS WORLD MEDIA GROUP A/S
Aros Allé 1
8000 Aarhus C
Denmark
CVR: 21427284

+45 87 32 50 00
hello@jsworldmedia.com
www.jsworldmedia.com