



# Environmental, Social & Governance Report 2025

Jacquard Group Limited

# JACQUARD

**The 2025 Environmental, Social, and Governance (ESG) report for Jacquard Group Limited (“Jacquard”), a software-as-a-service company committed to sustainability and social responsibility, encompasses the following content:**

1. **Environmental Impact:** Comprehensive information on Jacquard’s environmental initiatives, such as energy usage, waste management, and carbon emissions. Specific details about Jacquard’s efforts to reduce its carbon footprint.
2. **Social Impact:** Overview of Jacquard’s efforts to create a positive social impact through its professional and personal development investments, contributions to local communities, and commitment to equal opportunities, diversity, and inclusion.
3. **Governance:** Jacquard’s commitment to ethical business practices and corporate governance. The company’s adherence to transparency and accountability standards and commitment to conducting its business ethically and responsibly.
4. **Risk Management:** Jacquard’s risk management process, including the steps taken to identify, assess, and mitigate risks.
5. **Opportunities for Improvements:** Actionable recommendations that Jacquard plans to implement to further enhance its sustainability and social responsibility.

3 April 2026

Dear stakeholders,

Jacquard is steadfastly committed to building a sustainable and responsible business. As in prior years, we aim to provide a clear and transparent view of our sustainability and social responsibility efforts.

We recognise the increasing importance of our responsibility to society, our employees, and our customers. To foster a better future, we drive various internal and external programs and initiatives that promote environmental, social, and governance (ESG) practices.

This document serves as Jacquard's third Sustainability Report, covering the calendar year 2025. It details our efforts, policies, and practices across key focus areas that underpin our ESG commitments.

In 2025, for the third consecutive year, we leveraged Greenly's carbon accounting platform. This platform provides the necessary tools and insights to monitor and reduce our carbon footprint, helping us meet our sustainability goals, comply with relevant regulations, and enhance our brand reputation.

We continued measuring our ESG initiatives in 2025 with the input of representatives from departments across the company. This group is responsible for creating an ESG framework with key performance indicators (KPIs) and setting annual objectives and activities.

This framework will serve as our baseline for measuring progress, determining the content of our sustainability reports, and ensuring alignment with the UN's Sustainable Development Goals (SDGs).

At Jacquard, we remain dedicated to our ESG goals and are committed to working toward a sustainable future for everyone.

Jasper Pye  
*President and CTO*



## 1 Environmental impact

### Greenhouse gas emissions report

As part of our commitment to transparency and accountability, we have analysed our greenhouse gas (GHG) emissions for 2025. This analysis provides valuable insights into our emissions per employee, broken down by three scopes, and underscores our efforts to assess and manage our environmental impact.

In 2025, we once again had **no Scope 1 emissions**, which are direct emissions from sources owned or controlled by our company.

We are proud to state that in 2025, for the first time, we had **no Scope 2 emissions**, which are indirect emissions from the generation of purchased electricity and heat consumed by our company. This is reflective of the fact that we have moved to an asset-light operating model for which we do not pay for electricity or heat.

Our **Scope 3 emissions**, which are indirect emissions in our value chain outside of our operational boundaries, totaled three hundred and forty-nine (349) tCO<sub>2</sub>e, a reduction of forty-nine percent (49%) from calendar year 2024!

Our reduction in Scope 3 emissions is primarily attributable to three factors: 1) a decrease in business travel and meals due to a smaller headcount; 2) a significant drop in services purchased, following the completion of our 2024 company rebrand which required extensive vendor use; and 3) maintaining consistent emissions from our use of cloud servers for our customer platform and data processing. We remain committed to addressing Scope 3 emissions as a key part of our sustainability efforts. To that end, we continue to collaborate actively with key stakeholders - including our cloud hosting provider, Amazon Web Services, our other suppliers, and our customers - to identify and implement effective reduction strategies.

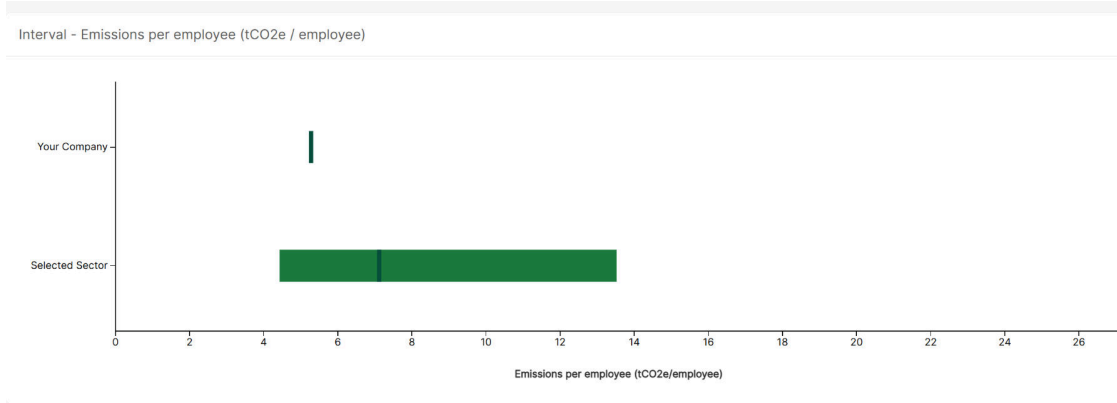
Overall, our total GHG emissions for 2025 were three hundred and forty-nine (349) tCO<sub>2</sub>e. These results provide valuable insights into the distribution of our emissions across different scopes and allow us to identify areas where we can further reduce our environmental impact. We commit to continually improving our environmental performance by implementing sustainable practices, optimising our operations, and collaborating with stakeholders to collectively address climate change's challenges.

### Sector Benchmark Comparison

As a company operating in the platforms, software, and applications sector, we are dedicated to measuring and managing our environmental impact to drive sustainability and performance.

In line with this commitment, we have compared our greenhouse gas (GHG) emissions per employee with the sector benchmark for 2025, which for 2025 stands at an average of 7.1 tCO<sub>2</sub>e per employee.

## 2025 Sector Benchmark Comparison:



50% of companies in your sector fall within the interval displayed in the bottom row of the graph. Your emissions are represented by the smaller interval in the top row.

We are pleased to report that our company’s GHG emissions per employee are less than 85% of the sector benchmark, with no Scope 1 emissions, no Scope 2 emissions and Scope 3 at 5.3 tCO<sub>2</sub>e per employee, for a total of 5.3 tCO<sub>2</sub>e per employee. These results reflect our ongoing efforts to minimise emissions by investing in energy-efficient technologies, optimising our operations, and promoting sustainable practices across our value chain.

We recognise that addressing climate change and reducing our environmental impact is critical to ensuring a sustainable future for our planet and future generations. As a responsible company, we are committed to work towards further reducing our emissions and contributing to the transition towards a low-carbon economy.

### Our carbon footprint target for 2030

Our company’s reduction target on the total tCO<sub>2</sub>e indicator aligns with the Paris Agreement 2.0, which aims to reduce greenhouse gas (GHG) emissions.

We aim to reduce -40% from the reference year (2023) to 2030+. This indicates our commitment to significantly reducing GHG emissions and contributing to global efforts to mitigate climate change.

We recognise the urgent need to address GHG emissions, prioritise monitoring, and reduce our total tCO<sub>2</sub>e indicator as a critical performance metric in our sustainability and environmental initiatives.

### Sustainable Workplace

We believe that fostering a sense of community among our employees is crucial to building a sustainable and inclusive workplace. As in previous years, we continued to organise company-subsidised Friday lunches at local farmers’ and food artisans’ markets. These initiatives aimed to bring our teams together, promote conversations about sustainability, and encourage the growth of our business in a socially responsible manner.

In addition to promoting well-being and sustainability, we also supported our teams with healthy food (i.e. low and no sugar snacks, and healthy fruits and nuts) and zero-waste products (including a ban on single-serve water bottles), creating a healthy working environment. Both of our offices have refillable filtered water stations to help promote the use of reusable water bottles. We believe that providing access to healthy food options and promoting sustainable practices can contribute to our employees’ overall well-being and productivity.

## 2 Social impacts

At Jacquard, we're dedicated to making a positive social impact through our professional and personal development investments. We believe that fostering a culture of sustainability and well-being among our employees can create a ripple effect extending to our communities and beyond.

As part of our commitment to social responsibility, we implement initiatives that support education, diversity and inclusion, and aim to create a more equitable and sustainable future for all.

To amplify a holistic, practical, and lasting social impact, our focus is to take action in the following areas:

- Our People
- Employee Benefits
- Professional and Personal Development Nominations and Awards
- Donations & Voluntary Work

### Our People

At Jacquard, we strive to Resonate Everywhere, and that starts with our people. We believe that our people are at the heart of everything we do. It is their passion, dedication, and unique perspectives that enable us to best serve ourselves and our customers.

Our employees come from diverse backgrounds and experiences, each bringing unique strengths and perspectives. This diversity is a source of our innovation and allows us to effectively connect with and serve our customers.

We are committed to providing opportunities for growth, development, and advancement to all our employees. We are dedicated to cultivating an environment where every team member feels empowered, engaged, and inspired to contribute their best work and live our mission of resonating everywhere.

### Engagement & Satisfaction

The Jacquard Culture Club drives our employee engagement. In 2025, we hosted a variety of events, both in-person and remote, to foster connections, celebrate our team, and embrace collaboration. Events included celebration card making, a Women in STEM quiz for International Women's Day, a Halloween Jeopardy Quiz, a summer potluck meal, and a range of mindful activities for Mental Health Awareness Week, among others. These events allowed employees to develop cross-functional relationships. Beyond these larger events, our Culture Club supports smaller, employee-led clubs like the Book Club, Music Club, Journal Club and Walking Club, allowing team members to bond over shared passions. We are planning on expanding these clubs to foster these connections and provide a range of engagement opportunities to help create a workplace where employees feel valued, supported, and inspired.

At Jacquard, we think that employee experience is crucial to achieving excellence at work. We understand that a happy employee is a motivated and productive employee, and this is reflected in our interactions with customers and suppliers. To ensure we are consistently nurturing a supportive and engaging environment, we implemented biannual staff surveys.

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These short pulse surveys help us measure and increase our understanding of our employees' satisfaction and overall experience.

In 2025, our employee participation in our surveys stood at 73%. Industry standards state that a 70-80% participation rate is good, but the team aspires to raise this number in 2026. This level of participation tells us several important things such as our survey results being representative of our team's overall sentiment, our employees feeling comfortable sharing their feedback with us, and that we have a fantastic opportunity to act on the valuable input and enhance the Jacquard experience.

## **Employee retention rate**

Although our employee retention rate decreased from 70.6% in 2024 to 55.93% in 2025, Jacquard is committed to improving our employee satisfaction, engagement, and retention.

As a result of our latest employee engagement survey mentioned above, we implemented employee listening sessions to drive direct communication and foster collaboration with employees to ensure they are getting the most at work. We firmly believe that our employees are our greatest asset, and their well-being and success are crucial to our long-term success as a company. We welcomed 7 new faces to the team in 2025.

## **Gender Equality and Representation**

At Jacquard, we recognise the importance of promoting diversity and inclusion in the workplace and are committed to ensuring equal opportunities for all employees, regardless of gender or other protected characteristics applicable by local, state, federal, country or region-specific law.

Our gender makeup by the end of 2025 consisted of 33 employees, the gender distribution was 11 females (33%) and 21 males (64%), with 1 employee (3%) preferring not to say.

Among managers (excluding executive leadership), the gender breakdown at the end of December 2025 was 40% female and 60% male.

We will continue implementing strategies to improve gender representation across all levels of our organisation and foster a culture of inclusion and equity.

## **Pay Gaps**

Our unadjusted gender pay gap stands at 17.83% for 2025, and we continue to recognise the importance of reducing pay gaps in the workplace.

Our standard compensation process includes a thorough analysis of employee salaries and benchmarking roles to the local market for each role.

We are also committed to promoting gender equality and ensuring that all our employees are compensated fairly and equitably for their work. We regularly review our pay policies and practices to identify any areas for improvement and take action to reduce any identified pay gaps.

## Employee benefits

At Jacquard, we understand the importance of providing our employees with competitive and comprehensive benefits packages. We believe that supporting our employees' well-being and financial security can help them focus on their work better and contribute to our shared success.

In 2025 we continued to feature an unlimited paid time off policy, designed to provide significant flexibility to employees and reward their productive use of work hours. We want our employees to feel free to take the time off they need without worrying about counting the days. Employees can take time off to recharge and care for themselves if their performance meets company expectations.

In 2025 we also continued to feature a new Work Away Policy that allows employees flexibility to work remotely for a week each quarter to help maintain work-life balance. This program has received positive feedback from those who have utilised it.

We continue to offer company-subsidised Friday lunches where teams can get together, collaborate, and try new foods at local farmers markets, restaurants and food halls in the area.

We also featured a commuter benefit programme in 2025 for our US team, who reported appreciating the cost savings it provided.

We continued to make use of our expanded office space in both New York and London:

## Professional and personal development

At Jacquard, we believe that investing in our employees is key to our continued success. We are committed to providing a supportive and rewarding workplace culture that enables our team members to thrive both personally and professionally.

### Manager Training

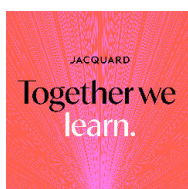
As part of our commitment to continuous learning and leadership excellence, we had sessions with our managers equipping them with skills and confidence to effectively manage performance, support the growth of their direct reports, and navigate development conversations with clarity and consistency.

By providing structured and practical tools, we aim to strengthen our approach to performance management, enable meaningful development for employees, and support managers in driving both individual and team success.

### Performance Management Cycles

At Jacquard, we are committed to creating a culture of continuous feedback and professional growth for our employees. Our redeveloped biannual performance review process continued into 2025 which provided employees with the opportunity to reflect on their performance, request feedback from managers, and talk through career goals.

We aim to build the highest-performing teams by ensuring that employees are in roles they enjoy and that we attract talent in all areas of our business. We strive to establish an equal and rewarding employee pay system through transparent year-end evaluations.



**Together We Learn**

In 2025, we continued to host “Together We Learn” on a regular basis to foster knowledge sharing, skill development, and team cohesion globally. These sessions, led by internal experts, are an opportunity to share insights, best practices and enhance overall productivity, innovation, and collaboration at Jacquard.

## **Donations & voluntary work**

We remain dedicated to fostering a culture of sustainability, well-being, and community engagement. By actively supporting charitable organisations and encouraging employee participation in social impact initiatives, we strive to create lasting, positive change for our people and the wider society.

## **3 Governance**

### **Product Updates**

In 2025, Jacquard focused on developing agentic capabilities to deliver high-performing marketing content to any channel or digital surface along with deep insights capabilities on why different types of customers respond to messaging.

### **Organisation and Board Composition Changes**

In October 2025, our Chief Technology Officer, Jasper Pye, has been promoted to the role of President and CTO, as well as the Board of Directors. This expanded leadership role reflects Jasper’s instrumental contribution to our recent product innovations and his unwavering commitment to scaling our technical infrastructure. By unifying our operational strategy under his vision, we are positioning the company to accelerate product development while maintaining the technological excellence that defines our brand.

### **Legal Information and Resources**

We continue to maintain our webpage for legal resources, including our Master Services Agreement and the terms and conditions of our Mutual Referral Agreement, as well as information for our prospects and clients regarding our Website Terms of Use, Privacy Policy, Cookie Policies, Employment Privacy Notice and Data Processing Addendum. Taken together, these documents demonstrate our class-leading regulatory and compliance measures. The page also allows us to streamline the contracting process by providing our prospective clients with frequently requested information on our Service Levels, Support Services and Planned Maintenance, Minimum Insurance Levels, and Information Security provisions.

In 2025 our General Counsel continued to stay abreast of cutting-edge developments at the intersection of AI and the law by attending numerous industry conferences, including Law.com’s General Counsel Conference East, the International Association of Privacy Professionals’ Global Privacy Summit, and Law.com’s Legalweek.

### **Onboarding and Offboarding Processes**

The company continues to refine and innovate on its onboarding and offboarding playbooks. These ensure consistency during these crucial parts of the employee lifecycle and reduce the risk of errors and oversight which could jeopardise the company’s mission.

Jacquard also utilises an Employee Background Screening Policy as part of its hiring process. Background checks help us gain insight into candidate backgrounds, verify candidates, and ensure that we hire reliable employees.

## **Ethics and Integrity**

In 2025, the company experienced no material disputes or substantial litigation. This reflects the company's high standards of compliance, ethics, and operational integrity across all business activities. We are also pleased to report the absence of any whistleblowing reports in 2025.

## **Labour and Human Rights**

We have established policies that align with international labour standards, such as non-discriminatory treatment, anti-harassment, workplace health and safety, anti-slavery and human trafficking, no child labour, freedom of association, and minimum wages. Respect for human rights is essential to our core values, how we run our business, and how we interact with our internal and external community.

At Jacquard, we are committed to creating and maintaining an inclusive work environment that values diversity, dignity, and respect for all employees. Our anti-discrimination and harassment policies and practices are in place to ensure that everyone feels welcome and safe, free from any kind of discrimination, harassment, or intimidation.

## **Equal Opportunities and Diversity Policy**

At Jacquard, we are committed to creating and maintaining an inclusive work environment that values diversity, dignity, and respect for all employees. Our Equal Opportunities and Diversity Policy encourages equality and diversity among our workforce and eliminates unlawful discrimination. We are committed to treating all employees fairly and providing equal opportunities for career advancement. Please see the 'Social' section of this report for additional information.

## **Environmental Awareness**

We recognise the importance of protecting the planet and work with our partners at Greenly to implement measures that our employees can take to reduce the environmental impact of our corporate activities. We share a responsibility to protect the planet and reduce our carbon footprint. Please see the 'Environmental' section of this report for additional information.

## **Code of Conduct**

Our Code of Conduct encourages ethical conduct and promotes compliance with applicable laws, rules, and regulations. We expect our employees to conduct themselves honestly and honestly, avoiding any actual or apparent conflicts of interest and protecting confidential information.

Prompt internal reporting of any violations of law or the Code of Conduct is expected to protect the Company's legitimate business interests, including its assets and corporate opportunities.

## **Information security**

At Jacquard, we prioritise protecting confidential customer information and data. To ensure this, in July 2025 we successfully passed our second annual surveillance audit for ISO 27001 certification, a gold-standard Information Security ('InfoSec') global framework used to identify and maintain the assets, technologies, and processes needed for safeguarding sensitive data and services.

Our cross-departmental InfoSec Committee continues to promote best practices in policies and standards and facilitate transparent decision-making processes, and now includes additional knowledgeable stakeholders from across the organisation.

The company once again performed its annual tabletop tests of its Incident Response Plan, Disaster Recovery Plan and Business Continuity Plan, involving information security scenarios ripped from the 2025 headlines.

We understand the risks and concerns related to security and privacy of data, and maintain GDPR compliance by implementing solid measures to prevent its unauthorised access or disclosure, including signing Data Protection Agreements with customers and partners and documenting and updating our Technical and Organisational Measures.

## **Transparency and Reporting Practices**

In 2025, the company continued to conduct monthly all-hands town hall meetings designed to communicate important updates, initiatives, and strategic goals directly to all employees. These meetings provide a platform for leadership to share key information, align teams on the company's vision and objectives, and foster open dialogue between management and staff. They typically include presentations on business performance, upcoming product developments, human resources developments, and any significant changes or challenges. This transparent approach helps ensure that everyone in the organisation is informed, engaged, and aligned with the company's direction.

As in 2023 and 2024, the company compiled this annual ESG report for 2025, and published it in April 2026.

## **Regulatory Compliance and Legal Framework**

Although we do not operate in a traditionally 'regulated' industry, our General Counsel has analysed current and pending AI laws and regulations. The company's products incorporate generative AI in a way that puts the company into the 'limited risk' category, which means that certain regulations may one day apply to them. These include training, designing and developing the generative AI system in such a way that there are state-of-the-art safeguards against the generation of illegal content; documenting and providing a publicly available detailed summary of the use of copyrighted data in model training; and complying with stronger transparency obligations. Our General Counsel is monitoring the state of the industry and, when necessary, will advocate for additional internal work product to meet the needs of this fast-growing area of the law.

## **4 Risk Management**

Jacquard's risk assessment process applies to all business processes, information, information systems, networks, devices, and information processing facilities owned or used by Jacquard applicants, employees, contractors, consultants, vendors, partners, and other users affiliated with Jacquard or others using or accessing Jacquard networks and/or information systems.

Jacquard has developed processes to identify and analyse the strategic and operational risks it faces using this risk management policy based on best practices. Our General Counsel regularly reviews the risk management strategy and policy, ensuring its application to relevant areas and annual review of its operational application. Any non-compliance is reported to appropriate company officers and authorities.

We evaluate security risks at various stages of the software design and development lifecycle, as needed. Identified risks are assessed for their likelihood and impact and then ranked accordingly. Risks are prioritised and mapped using our risk management policy, and we employ different risk response strategies depending on their severity, including mitigation, acceptance, transfer, or elimination.

Jacquard maintains a Risk Register and Treatment Plan, ranking risks by likelihood and severity/impact as critical, high, medium, or low. We respond to risks in a prioritised fashion, considering cost, work effort, and availability of resources. Periodic reports are made to senior leadership to ensure risks are being mitigated appropriately and in accordance with business priorities and objectives.

Our President and CTO is accountable for the acceptance and/or treatment of critical or high business risks to the organisation. The President and CTO, as well as the CFO, can approve the avoidance, remediation, transference, or acceptance of any risk cited in the Risk Register. The General Counsel is responsible for the company's adherence to this policy.

## 5 Opportunities for Improvement

### Environmental Sustainability

Our planned carbon footprint reduction activities in 2026 demonstrate a commitment to sustainability and environmental responsibility across various aspects of the organisation's operations. These include waste management, travel and commuting, service purchasing, digital practices, asset management, food and beverage choices, energy conservation, and event planning.

#### Waste

- Continuation of an easy-to-understand waste sorting system.
- Training of teams to identify and minimise waste generation.

#### Travel & Commute

- Replacement of some business travel with video conferencing to reduce carbon emissions.
- Shifting from air travel to rail travel wherever feasible (defined as less than a 4-hour rail trip).
- Detailed expense reporting to track and minimise travel-related costs.
- Encouragement of taking public transit by employees to reduce individual commuting impact.
- Continuation of US commuter benefit program in 2026 to encourage Jacquard's employees to use public transport, carpooling, cycling, or walking to work, which can help reduce the company's carbon footprint.

#### Service Purchases

- Prioritising vendors and suppliers that choose environmentally friendly products and services when possible.
- Deployment of a supplier engagement questionnaire to assess and engage suppliers on sustainability practices.
- Consideration of environmental aspects in the contract granting process to ensure sustainability commitments from vendors.

#### Digital-related

- Recycling end-of-life computer equipment to minimise electronic waste.
- Whenever possible, encouraging the use of WiFi instead of mobile data, which has a higher environmental impact compared to WiFi.
- Employee awareness on the environmental impact of IT.
- Removal of unnecessary software from computers and limiting updates to minimise energy consumption.
- We recognise that IT security is an ongoing process and will continue to test and improve upon our Information Security Management System to maintain our ISO 27001 certification in 2026.

#### Assets

- Inclusion of more vegetation in the office environment for enhanced sustainability.
- Measures to extend the life of laptops and smartphones through repair and refurbishment.
- Employee awareness and training on eco-gestures to promote responsible asset management.

#### Food and Drinks

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- Launching training questionnaires to educate employees on sustainable food and beverage choices.

## **Social Responsibility**

Jacquard will continue to create a diverse and inclusive workplace by promoting equal opportunities for all, supporting employee resource groups, and fostering a culture of respect and inclusivity.

## **Employee Well-being**

Jacquard continues prioritising employee well-being by promoting work-life balance, offering flexible work arrangements, and providing mental health support services.

Jacquard will enhance its commitment to social responsibility by engaging in community service, supporting local charities and initiatives, and promoting employee volunteerism.

By implementing these recommendations, Jacquard can reduce its environmental and social impact, enhance its sustainability and social responsibility, and demonstrate its commitment to creating a better world for all.