

Spring Production

Creative Content Production.



ESG Report

2023 – 2024

We are Spring Production	3	Environmental Impact	22
What we do	3	Being Experts within marketing	22
Who we are	4	ESG numbers	23
What we believe in	6	Environment	25
We make it work	7	Social	30
Creating our ESG Report	8	Governance	39
A letter from the CEO	10	Sustainable Development Goals	44
Our motivation	12	Workplace Accidents	47
Our sustainability team	13	ESG Code of Conduct	48
Materiality and risk	14	Looking to the future	49
Our sustainability vision until 2027	18	Thank you	50
Area of focus, goals and actions	19		
Why did we decide on these strategic directions?	20		
Data and Discipline	21		
Internal knowledge and communication	21		

We are Spring Production

What we do

In Spring Production, we do Creative Content Production and everything within this space. We have a vision for Spring Production which is “We Make It Work”, meaning that whatever the client needs, we deliver, making it work in all areas.

We use technology, design, creativity, and production to help our customers with everything related to creative content production, so they can gain a competitive advantage. Together with our customers, we create the right solutions at the right time and at the right price. We are mainly a partner for B2B and B2C markets and only deal directly with companies.

We have an asset-light business model, meaning we do not own our premises, but rather lease them. The advantage of leasing assets is that the company can relatively quickly adjust and adapt to economic and societal pressures, like financial crises, pandemics etc.

Spring Production

Who we are

A part of Spring Family

Spring Family consists of Spring Production, Zupa and Zite. In total, we are approx. 450 colleagues who combine our experience with curiosity and a pragmatic approach to make everything easier for our customers.

Each unit has their area of focus and expertise, but we also work across Spring Family. We use each other's strengths to create the best solutions for our customers because we really want to give more than we take.

In general, our three units differ based on which level they operate at. In SPRING Production, we have historically been very focused on the operational level, but are dedicated to making it work, whatever it is the client need.

Our history

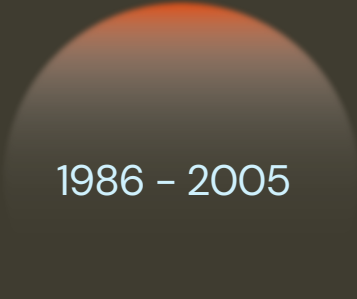
The history of Spring Production goes almost 30 years back in time, from the beginning in Aarhus, Denmark in 1995 .

In 2009 we opened a small office in Ho Chi Minh City, Vietnam, to meet the needs we saw in the market. An office that has grown from a dozen people (where several are still in the company), to being our biggest office and home to more than 200 dedicated employees.

We are still headquartered in Denmark, with our main office in Aarhus, but since the humble beginning, we are now also present in United Kingdom, Vietnam, Germany and Poland.

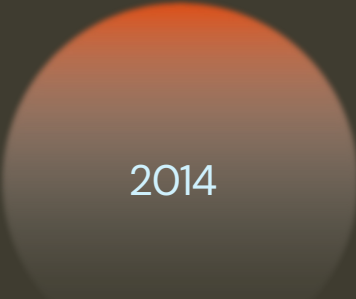
Spring Family was born in 2014, but our origins can be traced back to 1986. We were founded in Aarhus, Denmark, and our headquarters remains there. The timeline below shows some important milestones in our company's history.

The foundational companies for what would become Spring Family are founded; NP/3 in 1973, Kernel in 2005, Simpatico in 1986.



1986 – 2005

By way of fusion between Zupa Recommended (NP/3), Digital Xpress (NP/3), Kernel and Simpatico, Spring Family is born. ZUPA is spun off from Recommended shortly after.



2014

ZupaZite (now ZITE) is launched. The Spring Family Group now consists of ZUPA, Spring Production and ZITE.



2018



2018 – 2022

Digital Xpress (NP/3) opens its office in Ho Chi Minh, Vietnam. The location is intended for the production of campaign material for the company's clients.

ZUPA is reacquired by the group and merged with Agency Spring. The entity continues operations as ZUPA. Spring Family group now consists of ZUPA and Spring Production.

Spring Production expands to several international locations; Hamburg in 2018 (sales office), Manchester in 2019 (sales and production office) and Gdansk in 2022 (production office).

This is Spring Production

What we believe in

We believe that we are better together.

Spring Production is an open company where there is room for everyone. We believe 2+2 can equal 5 when the right people come together. We are dedicated to delivering added value to our customers, which has been part of the company's DNA since its establishment. Furthermore, we believe in the butterfly effect, which is a way to communicate that 'no one is too small to make a difference, and no action is too small', especially when it comes to sustainability. Therefore:

- We are building a company that is more sustainable for our employees, customers, and the environment.
- We are building a company where curiosity, integrity and respect is at the core of everything we do, including our offerings, resource use and how we work together within Spring Family.
- We are building a company where our success is driven by all our dedicated and competent employees who go to work every day and put customers' needs at the forefront.

we make it work.

Each unit has their own values, however, across Spring Family we all share our core value Better Together.

In a nutshell, for us Better Together means we are pure players, we act like a family, we focus on our clients, and we hire highly competent employees.

Creating our ESG report

As part of a family

Actions should be based on relevance

While there is a joint ESG report for Spring Family, this report is dedicated to Spring Production. This is because, even though Spring Production is part of Spring Family, the three units making up Spring Family (Zupa, Zite and Spring Production) are independent in many ways, leading to differences in reports, certifications and sustainability strategies.

The variations present in the strategies of each unit is a result of the belief that our actions should be based on relevance. Therefore, what is most crucial in one unit, might differ from another unit. However, though acknowledging that strategies might vary between each unit in Spring Family, our overall goal is the same.



A letter from the CEO

Lars Bo Hansen

Spring Production has experienced significant growth especially over the last decade. Growth at this rate comes with challenges, especially when navigating through a global pandemic and geopolitical tensions, wars, recessions or just fear of recessions. Our commitment to our core value of Better Together has been the driving force behind our continued success. By fostering a culture of collaboration and teamwork, we have been able to adapt to these challenges and find innovative solutions that have propelled our growth. As a technology-driven company specializing in creative content production, we recognize the increasing importance of digitalization and sustainability in our industry and are committed to staying at the forefront of these trends.

Over the past year, we have invested in research and development to develop cutting-edge digital solutions that not only drive results for our clients but also minimize the environmental impact of traditional advertising methods.

We strive to ensure our solutions are as sustainable as possible and aligned with our commitment to a greener future. The purpose of this report is to provide an overview of Spring Production operations, values, and our unwavering commitment to sustainability.

We want to give our stakeholders a clear understanding of our sustainability efforts and the progress we have made. By sharing specific examples and data, we aim to increase transparency and accountability, show that our actions demonstrate our commitment to sustainability, demonstrate that we are actively working towards our goals, and inspire others to do the same. Spring Production's growth and resilience in the face of external challenges demonstrate the power of collaboration and teamwork.

Our dedication to being Better Together has enabled us to expand our presence in new markets as well as open and expand offices in current markets.

Having offices in different markets also means we are operating under different rules and laws, and that efforts rarely can be a one fits all. We have goals and efforts that are targeted different regions.

This ESG report is meant to give understanding about what we are working on in this area. We are on the other hand very aware, that it is only a glimpse of what we are doing, as our actual work happens day to day in the offices.

We are in the process of setting specific global goals and targets aligned with sustainable development principles. For example, we aim to achieve a 20% reduction in CO2 emissions over the next three years.

We understand the importance of transparency and accountability in our sustainability reporting. To ensure the integrity of our reporting, we actively engage with external stakeholders, seek independent verification, and adhere to recognized standards such as ISO certification.

As we navigate a rapidly changing world, Spring Production remains committed to our core values, our stakeholders, and the planet. We will continue to prioritize sustainability, embrace digitalization, and drive positive change within our industry. By collaborating with our clients, suppliers, and employees, we can create a more sustainable and prosperous future. We are excited to embark on this journey and invite you to join us in our efforts to make a difference.

We hope you will find this report informative and inspiring. Together, we can create a more sustainable and prosperous future for generations to come.

We hope you will enjoy reading this report.



A handwritten signature in black ink, appearing to read 'Anders Lennart', positioned below the portrait.

Our motivation

To keep working sustainable

Increased focus on sustainability

Our market is characterized by the continuing digitalization trend and an increased focus on sustainability. At Spring Production, sustainability is largely synonymous with common sense and holistic thinking. For many years, integrity and accountability has been prioritized in everything we do, both internally within the company and externally in our local community. However, this has never been measured until now.

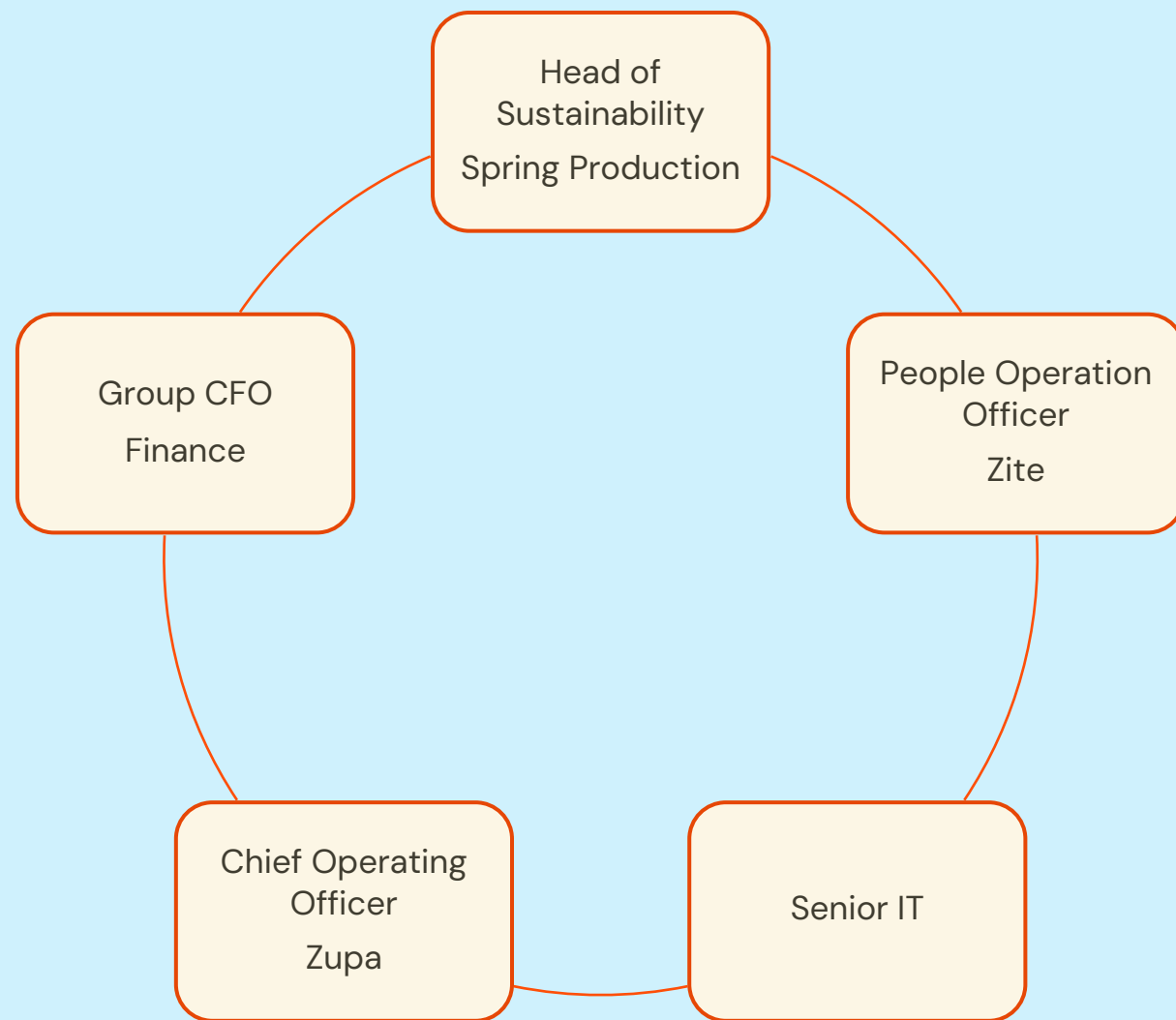
A new chapter

In recent years, ESG has become increasingly relevant on a global scale with new laws and regulations, particularly focusing on data collection, measurement, and transparency. Therefore, in 2023, we established an ESG group across the organization, to make sure we are always up to date

This sustainability report marks the beginning of a new chapter for us as a company. It is the first of its kind, but not the last. We look forward to involving you in our sustainability efforts.

Our sustainability team

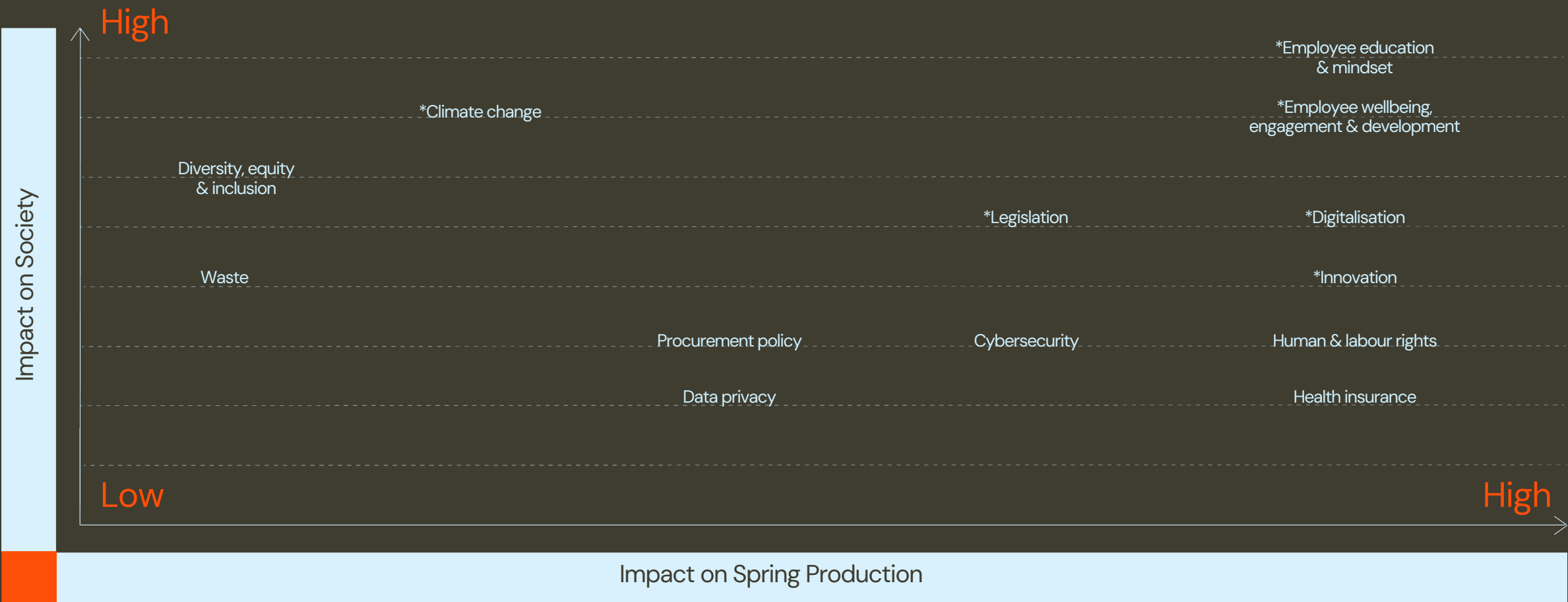
The sustainability team consists of the CFO, a Head of Sustainability from Spring Production, a COO from ZUPA, a people operation officer from ZITE and a senior IT. It is a diverse team, all from different units and departments of Spring Family. In addition to having a sustainability team, we have also sought assistance from external consultants. Furthermore, in Spring Production, we have created a task force consisting of representatives from all offices, so that we can ensure sustainability is anchored throughout all levels of the company and across countries.



Spring Production

Materiality and Risk

The figure shows our materiality plot. The x-axis shows the impact on Spring Family and the y-axis shows our impact on society. The little stars highlight which topics we are paying extra attention to in the coming years.



Spring Production

Materiality and Risk

Based on the different highlighted topics, we have identified some risks that Spring Family can transform into opportunities.

Topics within ESG	Risk	Mitigating actions	Opportunities
Employee education & mindset	A lack of knowledge, or different expectations, of sustainability can be challenging within the company, as it can limit sustainable development and engagement among employees, and in the company. Moreover, a possible risk of facing resistance to change among employees is recognized, which can be hardly challenging for the future development in Spring Production.	In Spring Production, we continually focus on professional and personal development of our employees. This is done through workshops, continually providing information about sustainability, and lastly, important, making sure that every employee is given the opportunity to take part in ESG initiatives within the company.	Through the proposed actions, the aim is to create a higher purpose within Spring Production. By increasing knowledge and fostering interest about sustainability among employees, this hopefully motivates increased engagement, resulting in the generation of new ideas and development within Spring Production. We believe: All change starts with the individual
Employee wellbeing, engagement & development	A good work environment is crucial in companies to ensure happy employees, efficiency, maintenance and attraction of new employees and more. Failing to create a good work environment can therefore lead to less efficiency in the company, unsatisfied employees who might choose to leave the company, extended sick-leave and so on.	We make use of the program Zoios, which is a platform examining factors such as wellbeing and stress. Through Zoios, we have evolved from sending our employees a yearly questionnaire regarding wellbeing, to a monthly. This allows for a better overview, and the possibility to react fast, if fluctuations is seen. We have employee development conversations twice a year instead of once a year. This allows for increased employee feedback, motivating the possibility of regularly discussing their needs and opportunities for the future. Internal campaigns are made with the purpose of communicating our shared value in the company. This includes different company-arranged activities, which contributes to a good social atmosphere within the company.	Spring Productions initiatives to ensure a good and healthy work environment create opportunities for continuous improvement and adjustment throughout the year rather than just once a year. Moreover, it allows for a proactive approach, making it possible to act on complications, when, or before, they occur. Alongside, it can bring insights to new opportunities, we can exploit.
Digitalization	Technology develops very fast, and it can be challenging to keep up. However, missing important changes, opportunities etc. can have major consequences, such as too high energy consumption or competitive disadvantages.	Continuous research about digital sustainability is done. Our IT and innovation teams are always looking into the best possible solutions when it comes to digital solution.	Spring Production is a highly digital company, why optimizing digital sustainability can have a huge, positive impact.
Innovation	Innovation is highly important in Spring Production, and lacking on this will impact our competitive edge.	In Spring Production, several initiatives are taken with the purpose of maintaining creativity among employees. The initiatives are based on the belief that the key to innovative thinking is happy employees, who feel comfortable in speaking up and sharing ideas. Therefore, the initiatives we take to improve wellbeing, will also improve innovation.	Optimizing digital sustainability is important for us because we are a highly digital company.

Spring Production

Materiality and Risk

Based on the different highlighted topics, we have identified some risks that Spring Family can transform into opportunities.

Topics within ESG	Risk	Mitigating actions	Opportunities
Climate Change	Climate change is a huge problem in today's world, as the consequences associated with this is major, including natural disasters, increased health risks, loss of natural resources and much more. Moreover, neglecting the climate within businesses can ruin reputation and lead to loss of customers, acknowledging the importance the environment has for companies today.	Implementing circular economy policies will promote the reuse of our resources, including everything from furniture to electronic devices. Additionally, we will continue to investigate take-back solutions; collaborate with suppliers, and research whether others can reuse things, which we would otherwise throw out. In line with this, we recently donated 50 computer screens, which we no longer use, to a school in Vietnam. Besides circular economy, Spring Production will implement additional mitigating actions in aiming to meet our environmental goals. This include lowering our CO2 emissions through several initiatives, including that all our company cars will be changed to battery-driven cars.	Through the proposed mitigating actions, Spring Production will be able to lower emissions in scope 1, 2 and 3. We are able to support approved suppliers, who, like us, works to make a positive difference. Additionally, we meet the needs of our own customers, acknowledging how they are highly concerned about the environment as well.
Legislation	It can have massive consequences, if legislation is not complied with. It can result in customer loss and penalties, which will hurt the company and its reputation.	In Spring Production, complying with legislation is highly prioritized, and actions to always be up to date is taken, ensuring continuous compliance with law.	Being aware and updated on legislation can potentially bring more customers. Moreover, it will remove the risk of fines and bad reputation. We have a dedicated Environmental Code of Conduct that guides us to always act sustainable.



Spring Production

Our sustainability vision until 2027

Our sustainability vision until 2027

Area of focus

Within Spring Production, we have identified some areas of focus that has led to the creation of four goals, which we aim to accomplish by 2027. Overall, we work broadly to maintain sustainability and our responsibilities. For the next three years, we have identified the following areas:

- Data and discipline
- Internal knowledge and communication
- Environmental impact
- Marketing experts within ESG (area for Spring Family)

Goals

The identified focus areas has led to the following goals:

- **Goal 1:** Create structure and data discipline across Spring Production
- **Goal 2:** Reduce our emissions by 20%
- **Goal 3:** Continue investing in employees personal and professional development, especially when it comes to knowledge regarding sustainability.
- **Goal 4:** Create a baseline for ESG data in 2024.

Actions

To reach our goals for 2027 the following actions will be used:

- Being experts within marketing: our innovative products/services depend on the skills of our employees
- Proactively take responsibility and work together with our stakeholders

Why did we decide on these strategic directions?

Our strategic directions

And why we decided on these

Data and Discipline

You can't build a house on weak foundations.

For many years, we have maintained responsibility for everything we do, but like many other companies, we have not measured the efforts. We would like to have a disciplined approach to managing and analysing data which can help us gain insights into our operations, track progress towards sustainability goals, and make more informed business decisions.

But we also want to help our customers, suppliers, and others in our value chain to obtain the data they need from us. We all need to help each other across the value chain, otherwise none of us will achieve our non-financial goals. Currently, there are many barriers, but we believe that together we are better than apart.

Internal knowledge and communication

Employee education and mindset has a high impact on both Spring Production and society.

Therefore, it is crucial to provide employees with education about sustainability, including what sustainability is, why it is important, and how we as a company can make a difference. Whilst educating employees about sustainability is of major importance, it is also considered a major challenge. The concept of sustainability has been used in too many contexts, why it has arguably lost its meaning, or the meaning has become blurry. We need to make it relevant. Other challenges include the possibility of employees being uninterested or experiencing the sustainability initiatives as too overwhelming. Considering the challenges associated to this goal, it is crucial that we focus on internal knowledge and communication. Hopefully, by increasing knowledge about sustainability and the importance of this, the mindset of employees will change, making sustainability a choice, not a duty.

Our strategic directions

And why we decided on these

Environmental impact

By focusing on sustainability initiatives, such as energy efficiency, waste reduction, and responsible sourcing, Spring Production can make a positive contribution to environmental preservation and minimize our carbon footprint. Maybe we can even save some money.

In Spring Production, we don't have the largest impact or emissions within the E of ESG. We have a greater impact within S and G, but that does not mean that E is not important for us.

We will do everything in our power to lower our emissions, and we have a clear agenda when it comes to choosing green energy which is part of our strategy.

Marketing experts within ESG

We are already experts in ESG, but it is a rapidly evolving field, and we want to continue maintaining our expertise. It is important for us to continue to offer valuable insights and services to our clients.

By enabling clients to communicate their own sustainability efforts effectively, we will continue to strive for high customer satisfaction.

ESG

Numbers

ESG Numbers

The important ones

This report only considers the most relevant ESG numbers for Spring Production.

The following sections are divided into Environmental matters, Social and Governance.



Environment



Social



Governance

Environment – Scopes

Everything is in Scopes

This report only considers the most relevant ESG numbers for Spring Production

The following sections are divided into Environmental matters, Social and Governance.

Scope 3 Other indirect emissions

From sources that are not directly owned or controlled by the company, but are a result of its activities



Production of raw materials, fuel etc.



Transportation



Employees



Transportation



Disposal



Use of product

Scope 1 Direct emissions

From sources owned or controlled by the company



Combustion



Own vehicles

Scope 2 Indirect emissions

From the purchase of energy, including electricity and heat



Bought electricity and heat

About the data

Only Scope 1 + 2 for the baseline

Scope 1 + 2

Calculating our emissions is still a new thing to us. This is our first ESG report, and the foundation of our continuous work in the field of running a sustainable business.

We have successfully collected our direct emissions and indirect emissions in Scope 1 + 2. When it comes to Scope 3 there are still many uncertainties in our overall data. Instead of reporting on inconclusive data from Scope 3, we have decided to postpone this until we have what we see as satisfactory data.

Scope 3 preparation

While we don't have conclusive data, we have data that we are analyzing on, and areas that we already know we will work on.

These are areas like employee commuting between departments, where we will strongly encourage the use of carpooling in electric vehicles, and using taxi companies with a fleet of EV's.

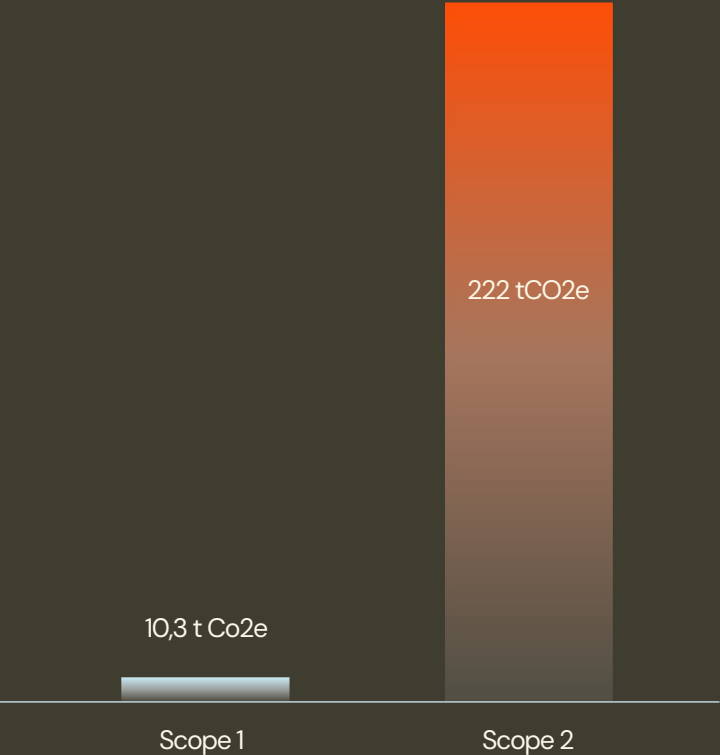
We are also looking closely into alternatives for our waste. While it may be limited, if there is waste, there are improvements to make.

All these areas of focus will become clearer once we have started to collect all the data we are looking for. Collecting the right data is part of our goals in our sustainability vision, as well as a part of our ISO14001 certification.

It is not uncommon that up to 70–80% or even more of all emissions are found in Scope 3. This is especially the case for production companies using a lot of raw materials or having a lot of transportation. Since we, in Spring Production, do not produce psychical assets, the split is lower here, but we do not yet have the full overview.

Environment – Scopes

Our goal is to reduce our emissions by 20% in 2027, targeting both Scope 1 (direct emissions) and Scope 2 (indirect emissions). It is an ambitious goal, and it requires us to work together with our partners to make significant emission reductions. We are continuously improving data collection and increasing transparency.



Calculation method

The emissions are calculated by a tool called Verarca, that measures all emissions based on our inputs through invoices etc. The emissions from electricity, fuel, heating etc are based on the GHG Protocol. The GHG Protocol is the de-facto standard-setting organization for greenhouse-gas accounting. It also provides a set of the most commonly-used emission factors including energy consumption, transportation, waste management, and industrial process.

Verarca covers more than 30 factors, meaning that it is also efficient in cases, where another method of calculation is more effective or precise.

Environment

Scope 2 electricity

Vietnam as the dominant factor

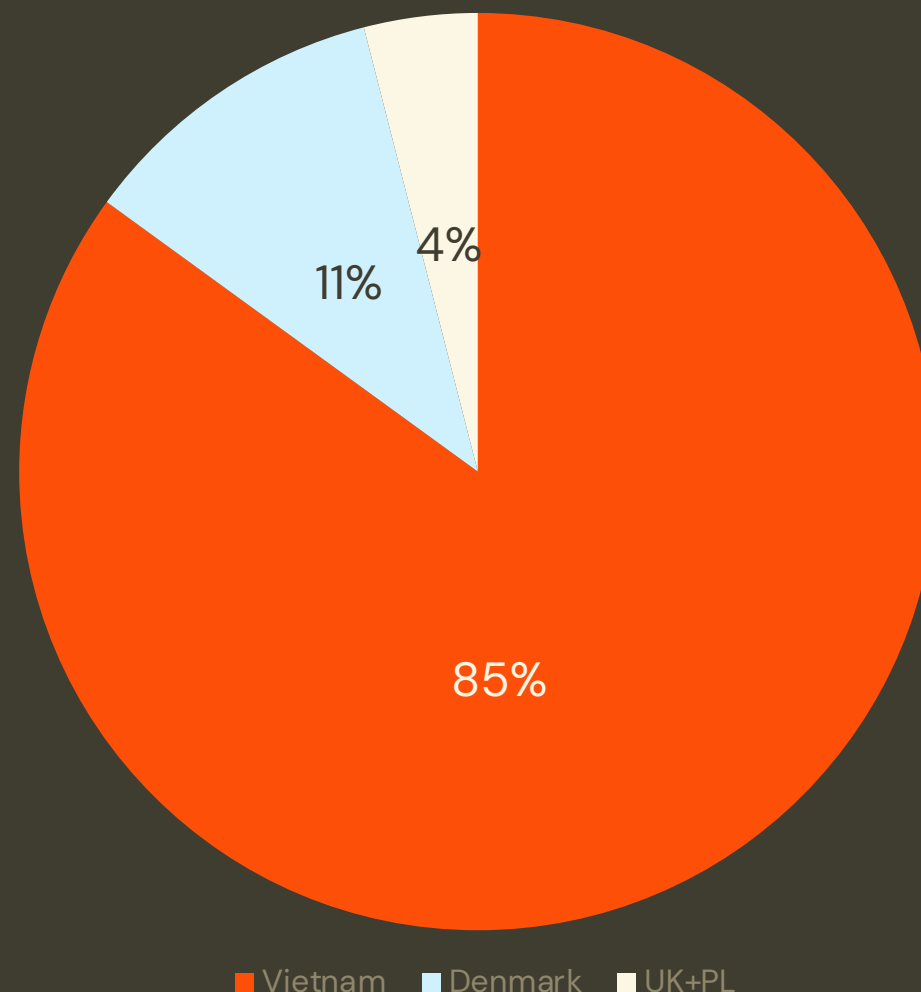
As seen on the previous page, our Scope 2 emissions are much higher than our Scope 1. In Scope 1 we only have our three company cars. In our Scope 2, we have our use of electricity and heating. In Vietnam we don't use heating: Instead, electricity is used for cooling.

Electricity is by far the biggest sinner in our reporting. As we are a company working with computers, this is almost given. This also means that green energy and power from sustainable sources is very important, but the access is very different from country to country. We are working towards as much green energy as possible.

As our office in Vietnam is home to more than 200 people, and by far is our biggest office, it is also the main contributor when it comes to our CO2 emissions, and where green energy will make the biggest impact.

To give an overview of the importance of this. See the chart to the right for a short breakdown.

Scope 2 emissions



Environment

Cars & Waste

Company cars

In Spring Production, we have three company cars. Two of them are diesel, and one of them is hybrid. The hybrid car has been leased within this period and is the first step within Spring Production to transitioning entirely to electrical cars by 2027. In the big picture, switching our cars will not change a lot in our emissions, but every step matters, and we believe in the power of doing the right thing.

Waste

Waste is normally divided into two groups: hazardous waste and other waste. Spring Production does not have any hazardous waste since we mainly do consultancy work and creative content production. However, there may be hazardous waste in the value chain associated with the disposal of electronics.

We have general waste, and it is something we are trying to address. For example, Vietnam is a very different country compared to Denmark in terms of office practices. There is much more single-use plastic around, which is why we provided all employees with a lunch box, cutlery, and a water bottle a few years ago to replace single-use plastic. This is an example of a small action that can have an impact over the years, as employees in Vietnam bring their own food to work every day.

Social

Well-being

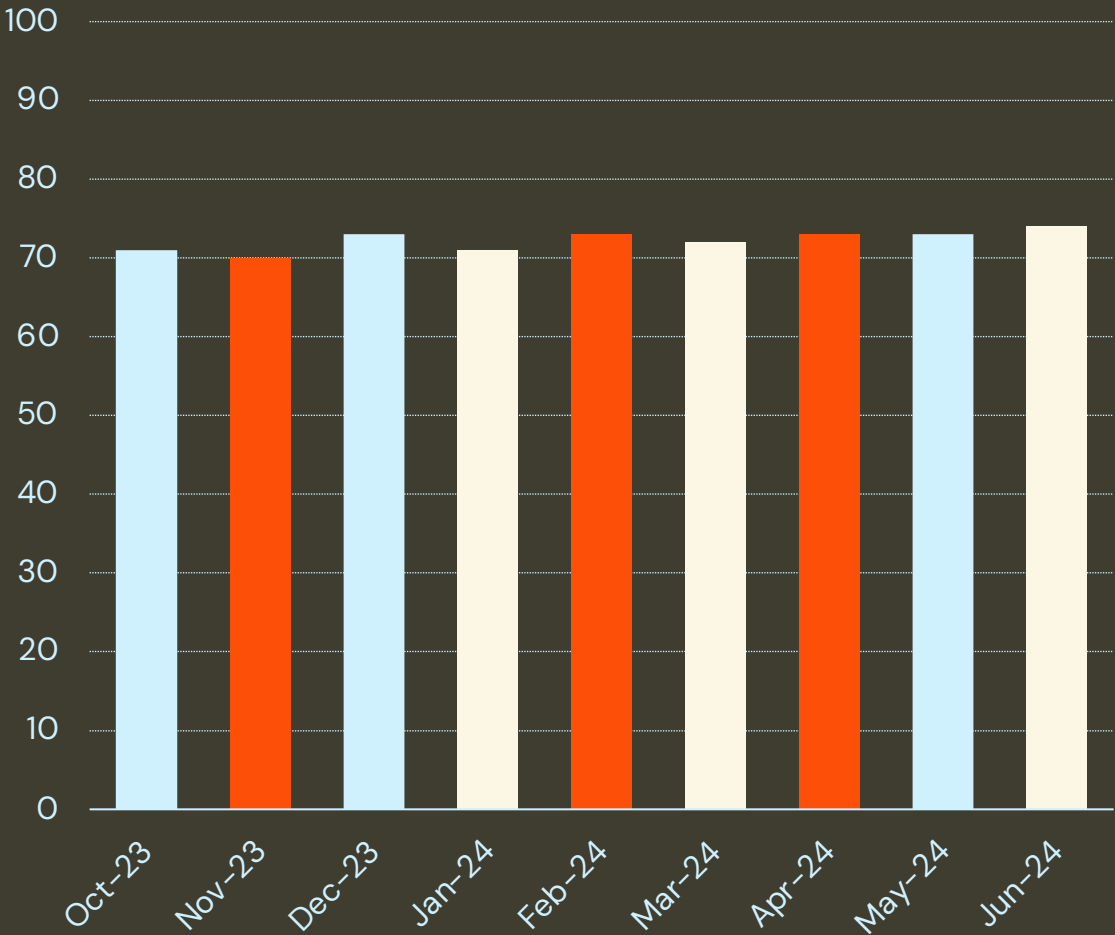
Social equality means taking responsibility in areas like labour, occupational health and safety, anti-corruption, and human rights.

Spring Production has the biggest impact on S in ESG. We can't change that much when it comes to the environment, but we can do a lot for the people in our company.

We strive to continuously follow up on the well-being of our employees, stress over time and average sick leave. We get our results from Zoios, and we use it to identify our strength and see where we can develop and improve within each unit and Spring Production as a whole. Our baseline is October 2023, where we introduced the platform Zoios.

According to Zoios, a well-being score between 50–69 is okay, a score between 70–79 is good, and a score higher than 80 is great. In Spring Production, we are happy with our results, which have consistently remained in the category “good”, since we started conducting data in this area, in October 2023. However, we aim to do even better, why our goal for the future is to increase the score to 80+ .

Well-being



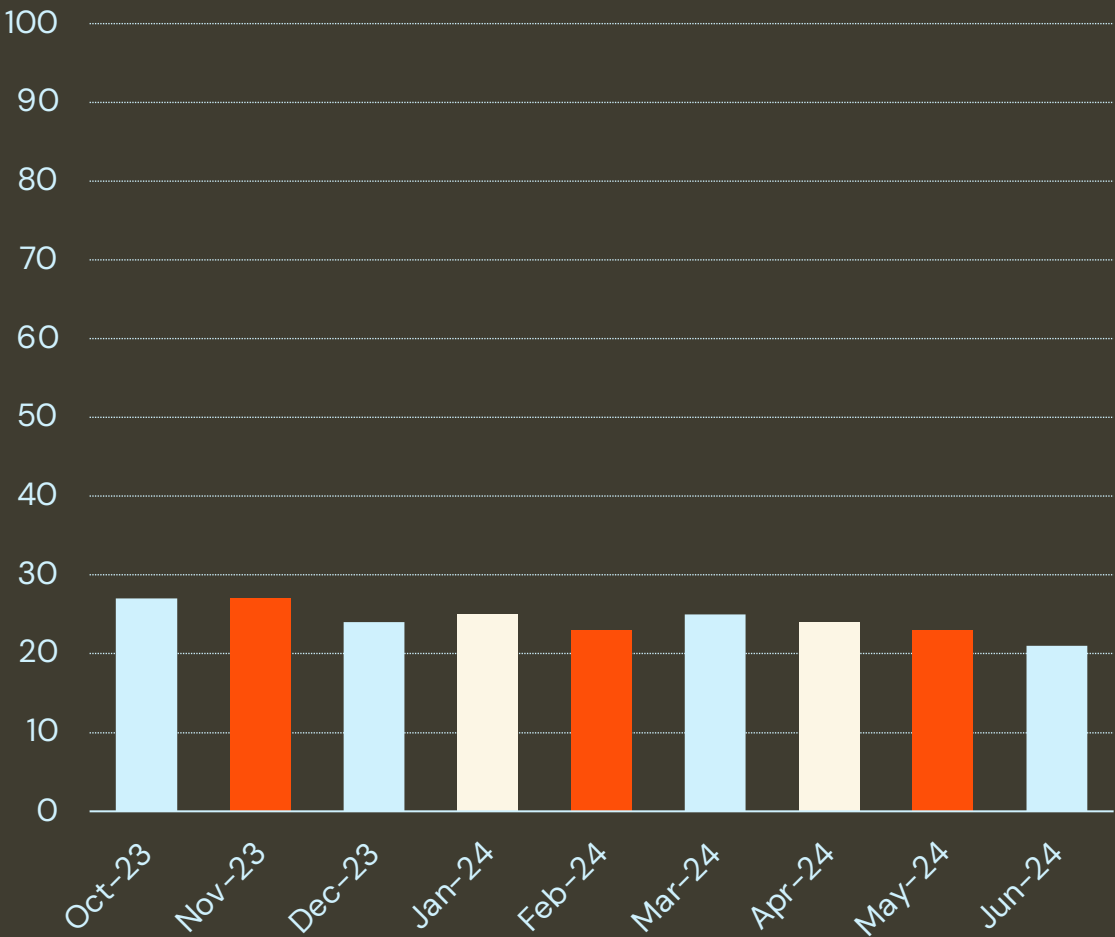
Social

Stress

A stress score between 0–19 is great, a score between 20–29 is okay and a score above 30 is critical according to Zoios. None of our numbers are bad, even though a score of 27 for SP can look a bit high, it is within the range of okay. This can be due to cultural differences in how the scale is perceived in the different countries SP operates in. Be aware that this is a score, not a percentage.

However, it is within the range of okay, so we are satisfied with the result. In the future, we will try to decrease the score for SP while maintaining the level for our other units. We are satisfied for the moment with a stress score within the range of great and good for Spring Production. We are never completely satisfied. If there is room for improvement, we will strive to improve.

Stress



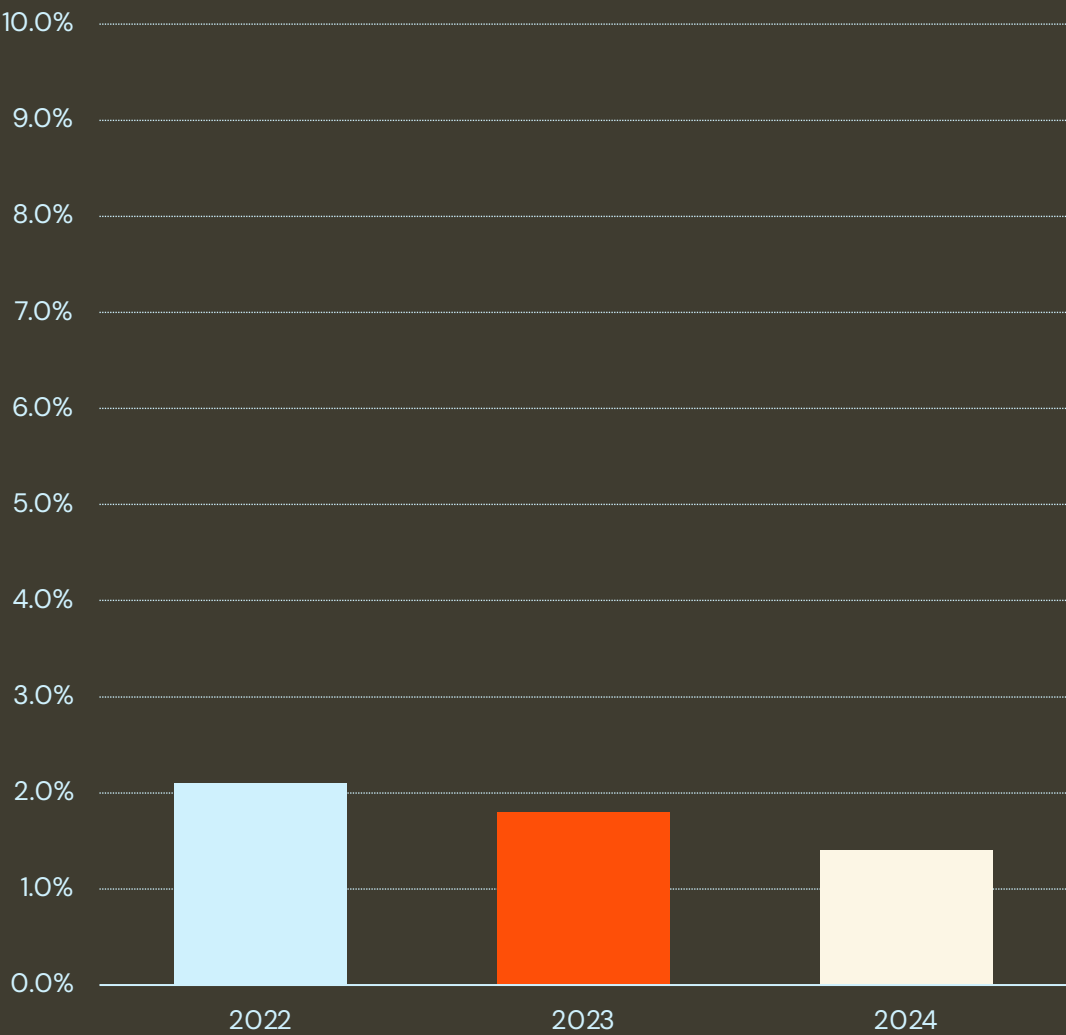
Social

Sick leave

The table shows sick leave within Spring Production from 2022 to 2024. Overall, we are satisfied with the results, as it shows a decrease in sick leave within this period. We aim to continue this development in the following years.

Our numbers on Sick leave are not divided into short-term sick leave and long-term sick leave, which can have an effect. This is something we will start measuring from next year.

Sick leave



Social

Our employees in Spring Family

The below table shows an overview of employees on Group level to put our numbers a bit into perspective (for the year 2023/24)

Spring Production Numbers

4	292	34
Average seniority	FTE	Average age

ZUPA Numbers

4	68	43
Average seniority	FTE	Average age

ZITE Numbers

2	72	45
Average seniority	FTE	Average age

Social

Our employees in Spring Production

Our employees, who takes good care of our customers every single day, are the most important asset in Spring Production. We strive continuously to follow up on the well-being of our employees through monthly surveys. The survey is conducted through a third party, Zoios.

We care about our employees’ health. That is why we offer private health insurance to everyone working at Spring Production. In Vietnam we also offer social and unemployment insurance.

We have many among our staff who has been with us for more than 10 years, and we see this number grow every year. We have also seen over the last years, that the seniority has gone a bit up as well as the average age.

We see the average seniority as a good measuring point for success. If the number is high, people are more likely to be happy in their job. However, it is also important for us with new hires, so it is not a number we look at without taking matters like this into consideration.

Spring Production Numbers

4
Average seniority

292
FTE

34
Average age

Social

Training & Leadership

Language Training

Spring Production is an international company with offices in different countries.

Our corporate language is English. However, for most of our employees, English is the second or even third language. The company language is to ensure that no one is left outside, no matter how much the split is when it comes to the language spoken at the given office.

Therefore, we offer our employees' access to an app called Elsa Speak, where they can learn English. Some of our employees also use Duolingo to practice languages, and some are taking lessons – we support where we can.

Leadership

At Spring Family, we mean it when we say we care about all our employees, including the leadership team. Leadership is a skill set that greatly influences the work environment. A good leadership culture is something we have been working on for many years. Over the years, we have invested in training and education for people at the leadership level. Very few people are born great leaders, it is something that comes with experience, training and education, and that is why we are focusing on this. We want all our employees to be the best versions of themselves that they can be, in all layers of the organizational chart.

We are using our engagement platform Zoios to get insights that all our leaders can benefit from. The survey is, given its nature, of course anonymous, but leaders and manager can see and track things like wellbeing and stress in their team over a certain number of people. This gives them the opportunity to become better leaders and to measure the effect of initiatives and efforts that they are doing.



Internal education

Education and training in focus.

Within Spring Production, each employee has 11–15 learning days per year. We believe in the importance of continuous growth on a company level but also on a personal level.

In our employee satisfaction surveys, personal development has been among the very high scorers. We value this and encourage education and courses and have different options within this. We have a lot of internal education, where we use the knowledge and expertise, we have internally, to share among our employees.

Especially around sustainability there is a need for education, training and knowledge sharing, as people are on much different levels in terms of awareness and knowledge.

Spring Production

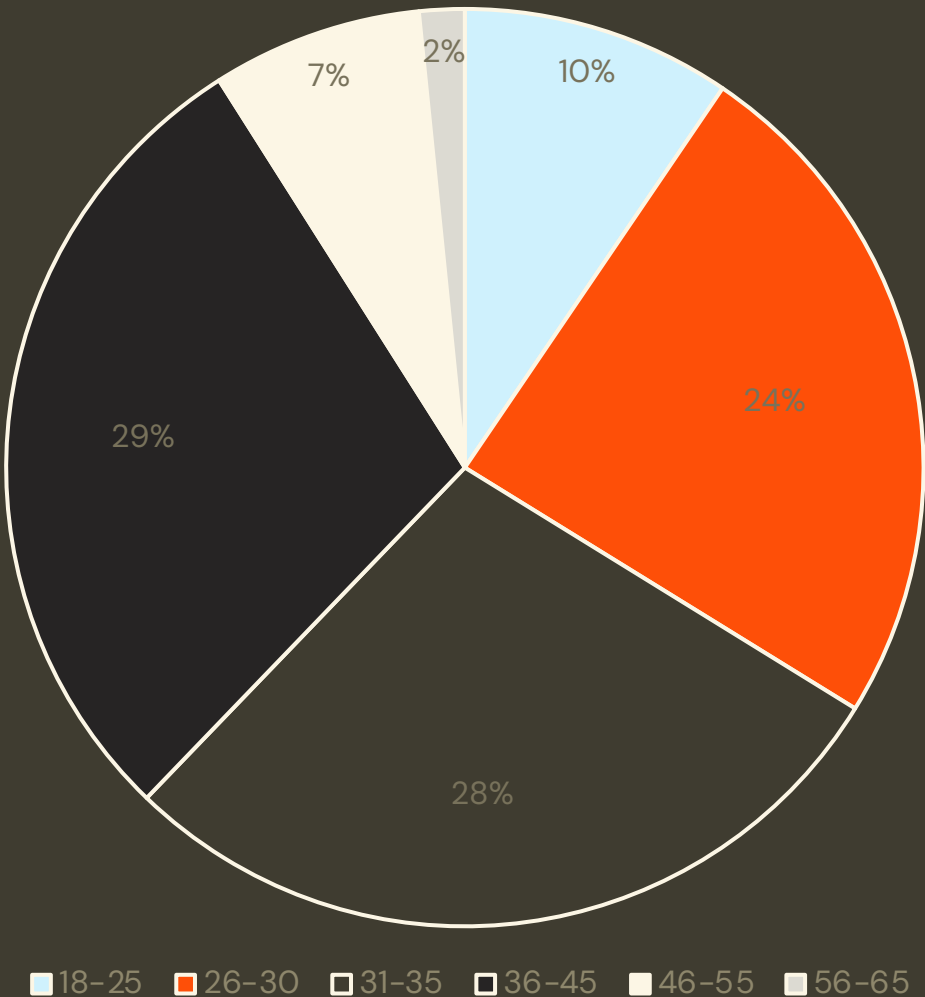
Social – Diversity and Inclusion

Diversity and inclusion

Having a diverse representation of individuals in the company is important to us, as it allows us to see different perspectives, increase our creativity and become more attractive as a workplace and to our customers .

Exemplifying the value of diversity through the differences in age, older employees bring more experiences, and sometimes steadiness, whilst the younger bring a different kind of energy and mindset. None could work well without the other, and that is why we strive with the spread in ages. All of this goes without saying that we hire people based on skills and or experience, not age, gender, sexual or religious orientation.

Age diversity



Spring Family

Governance – Gender balance

Good corporate governance is something we care deeply about at Spring Production. We want to be transparent and open in our reporting and demonstrate governance both internally and externally.

Overall, we are satisfied with the gender distribution at Spring Production.

Our board of directors in Spring Family consists 100% of men. Spring Family was created through mergers and acquisitions over many years. The companies we have acquired happened to be owned by men, who after the acquisition have become part of the board and partner circle. The gender distribution in this layer is not going to change in the near future, as we are not currently seeking more acquisitions. However, sustainability has a voice, and it has been a top-down decision to focus on it as a strategic direction, and we will of course apply to all legislation on this issue.

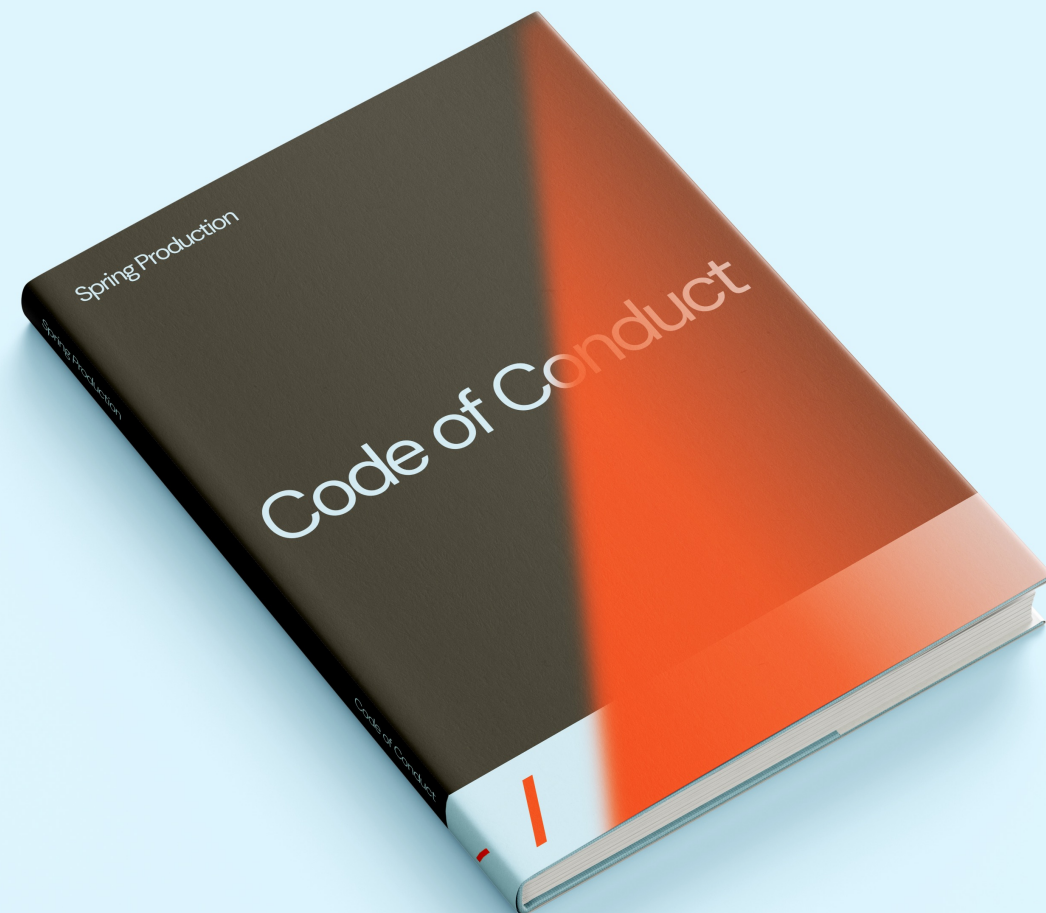
	Numbers			Percentage Breakdown	
Gender Balance	Total	Women	Men	Women	Men
Total FTE	447	248	199	55,56%	44,44%
ZUPA management group (business unit)	10	4	6	40%	60%
ZITE management group (business unit)	8	5	3	62,5%	37,5%
SP management group (business unit)	12	4	8	33,3%	66,6%
Group management (TMT)	5	1	4	20%	66,6%
Board of Directors	9	0	9	0%	100%

Governance

Code of conduct

In Spring Production, we have implemented one code of conduct that applies to the entire group. Additionally, in Spring Production, we have taken it a step further than the other units in Spring Family and established a supplier code of conduct.

Moreover, we are launching a dedicated Environmental Code of Conduct including our work in this area.



Governance

Whistleblower program

Whistleblower program

Our whistleblower program allows individuals to report any serious wrongdoing or unethical behaviour within Spring Production.

All units within Spring Production have access to the company's internal whistleblower scheme, which is located on the front page of the intranet to ensure visibility and ease of use, if necessary.

The whistleblower scheme has been established with an independent external law firm. In the future, we may expand the whistleblower scheme to cover the entire value chain, but for now, it is only available internally.

The whistleblower scheme is to be used in serious situations, as each submitted incident will undergo a thorough investigation conducted by an independent third party. If possible, we encourage employees to use the chain of command before resorting to the whistleblower scheme.

Governance

Management's attitude towards non-financial results

Management's attitude towards non-financial results

Good corporate governance also involves management's attitude towards sustainability and holistic thinking. In Spring Production, we have always relied on our common sense and taken responsibility, even though we have not always measured the various initiatives, we have undertaken over the years.

So far, management has only measured financial results, but as ESG becomes more prominent, Spring Production will now also measure non-financial figures.

This is something that management and the board will review periodically.

The decision to make ESG one of the strategic directions that Spring Production will focus on is a top-down decision, meaning it originates from the top and cascades down through the organization, as opposed to a bottom-up approach that starts at the lower levels of the organization.

Governance

Digitalization & Charity

Digitalization

Digitalization and the use of technology are integral parts of our business. Digitalization brings many opportunities but also some pitfalls. At Spring Production, we have an internal IT policy with clear guidelines on which programs employees are allowed to use on their work devices and which are strictly prohibited to download for security reasons. Digitalization is meant to optimize our work so that we can remain competitive. While we experiment with different programs and in some cases, develop our own systems, we never compromise on cybersecurity.

Furthermore, on our website, we have an AI policy available for everyone to read. Using AI has become more normal, however, business-wise there is a high-risk of security breach if someone uploads confidential information. In the future, we will focus more on automation and AI, but only as long as it benefits Spring Production.

Charity

Every year we take different initiatives to support charity in local areas in the different countries we operate in. It is important for us to have a profitable business, so we can give something back to the less privileged.

Since 2010 Spring Production has sponsored Saigon Children's Charity program in Vietnam. So far, we have sponsored a total of 448 students. We want to help break down barriers. We want to give children the chance in life they deserve and provide them with the opportunity to go to school, thereby unlocking their full potential.



SDG's

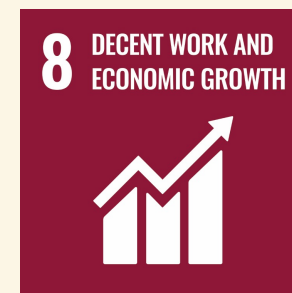
Sustainable Development Goals

Our chosen four goals of focus

The motto for UN's 17 Sustainable Development Goals is 'leave no one behind'.

In recent years, it has become obvious that communicating a sustainable profile, without putting in the actual work, can have negative consequences for a brand's image. Spring Production obviously does not want to be part of this statistic, so we will not talk the talk unless we can walk the walk. All 17 goals are important, and they affect each other directly and indirectly. In Spring Production, we have worked with the SDGs since 2022. We have selected four goals which we will focus on in the coming years. These goals have been picked, because it gives us a chance to become even better in areas, where we can have a positive effect and make a difference.

To make the work with SDGs more concrete we have chosen to pursue a small number of sub-goals which we focus a bit more on. However, we have not yet picked a sub-goal for number 17, partnerships for the goals. All partnerships are important to us, but we have not specified subgoals.



SDG – Subgoals

5,5

Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision– making in political, economic, and public life.

Target for SPRING Production is to have a 40/60% distribution between genders of leadership.

8,6

Promote youth employment, education, and training *

Keep sponsoring Saigon's kids.
Additionally, we have a program called Spring Academy in Vietnam.

* We know the target for UN sub goal 8.6 had to be reached by 2020. Unfortunately, it has not yet been reached on a global scale, which is why we have decided to focus on it.

7,2

Increase substantially the share of renewable energy in the global energy mix.

Target for SPRING Production is first to find out how much green energy we use versus black.

Afterwards, the target will be to increase the number of green energy sources.

Just as our general approach to sustainability is holistic, the same is the case with the development goals. We are working on many of them, and on more subgoals, this is just an excerpt of them.



Workplace accidents

AMO

AMO stands for “Arbejdsmiljøorganisation” in Danish, which translates to “Work Environment Organization” in English. It is a collaboration between management and employees where the purpose is to create a good working environment. In 2023, we conducted a comprehensive AMO survey, which revealed that we had two minor workplace accidents in Spring Family.

Both incidents were handled by the WEO working group and discussed in management to learn from the accidents and prevent a similar episode in the future. Fortunately, these were minor unfortunate incidents where no one was seriously injured. The ambition for 2024 and onwards is to bring the number down to zero.



ESG Code of Conduct

In 2023, Spring Production decided to join a standardized framework for Danish companies' work on responsibility and ESG (Bureauernes ESG-Kodeks). The code follows the UN Global Compact's 10 principles on labour rights, human rights, environment, and anti-corruption.

The 10 principles are universally accepted values and are based on a principle-based approach to conducting business. By engaging with and adhering to the UN Global Compact's 10 principles, responsible corporate governance is demonstrated. The "G" in ESG is central to ensuring progress and quality in companies' ESG work in relation to the UN Global Compact.

Looking to the future

The future looks bright at Spring Production, filled with endless opportunities. As mentioned throughout this report, we produce digital solutions and give consultancy services to our customers, which is why our biggest impact is within social equality and governance. Nevertheless, we are currently working on getting an ISO14001 certificate followed by the B-Corp certification.

ISO14001 and other certifications

Even though Spring Production has a small impact on the environment, we still take it seriously, which is why we are working on obtaining an ISO14001 environmental certification. Through the ISO14001, Spring Production takes a proactive approach, where risk is consistently identified, assessed and managed, making us stronger when facing the dynamic and uncertain market, in which we are operating.

Moreover, the ISO14001 motivates our recognition of opportunities that can be exploited. To maintain an ISO14001 certificate, recertification is required every three years.

Besides obtaining the environmental certification, Spring Production will work towards achieving B-Corp certification, and we have participated in the Carbon Development Protocol (CDP).

A data-driven approach to sustainability is important to us because there is a need to comply with increasingly prominent legislation and because we have demands from our customers. Certifications does not mean that we are very different with the area, than we used to. But it makes us consider smaller areas and potentially gaps, that could have gone unnoticed.

As we have started to work with sustainability more focused, we have also had to request data from some of our suppliers. Obtaining data that does not yet exist, or has not been measured in the supply chain, is a challenge for everyone in our industry. As measuring these non-financial data is becoming the new normal, we believe it will be easier to get it in the future. We are better together, and if we help each other, we can all achieve our sustainability goals.

We are very much aware, that this sustainability agenda is going to be a big driver when shaping our future, and we believe that the more we are working with it, the more we realise how important this is.

It really is a journey, and as many journeys often are, this is not just about getting from A to B, but how we get there, and what we do to get there.

Thank you

Our ESG report for 2023/2024 is the first one we publish, but it is the first of many. As we reflect on milestones we have achieved, we also look at what needs to be done going forward. Our commitment to the environment, social responsibility, and governance is not just a strategic direction but something that goes deeper, and we are preparing this deep dive.

Thank you for taking the time to read our ESG report. We hope it has provided you with some clarity and understanding of our efforts.

We fully recognize that this is an ongoing process and there is always more to be done. This also means that, while we have done a lot, we have just begun, and we are excited about all that lies ahead, and what we can do.

We have many targets in this area, but no finish line...



**we make
it work /**

Better.Together

Towards a more sustainable future

Spring Production

Thank you



ESG Report
2023 – 2024