



MISSION REPORT

Driving Impact Through Purpose

2025 Edition

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The Challenge: When Power Politics and AI Collide with International Law

At Jus Mundi, our mission is to power global justice. We believe that a peaceful and just world is only possible when equal access to legal information, effective remedies, and fair laws are guaranteed for all. Justice should not be a privilege, but a universal right—one that transcends borders, economic barriers, and political divides.

Over the past year, international law and multilateralism have faced unprecedented pressure. The foundational principles that underpin global justice are being tested in significant ways.

The international legal order that emerged after the Second World War—structured around the prohibition of the use of force, self-determination of peoples, and independent adjudication—has always depended not merely on institutions or treaties, but on collective acceptance and political will. Today, that acceptance is fragile.

We are witnessing growing breaches of international law, deepening inequalities in access to legal resources, divides that threaten the fabric of the rules-based order, and challenges to the very principles meant to uphold fairness and accountability. In the face of these pressing issues, **Jus Mundi stands firmly for global justice.**

At the same time, we stand at an inflection point with artificial intelligence. AI is not simply a tool for efficiency. It represents a civilization change with the power to reshape world order itself. The question is no longer whether AI will transform how we access legal materials and analyze them, but whether **AI will promote or harm global justice.**

The answer depends on choices being made right now—by States, by institutions, by those building the technology. And it hinges on the same principles that have always sustained international law: **legitimacy, accessibility, and the willingness to defend them.**

Of these principles, **accessibility** is foundational. One of the greatest obstacles to achieving global justice is that **a vast amount of international legal knowledge remains difficult to access.** This creates a stark reality where some have the tools to defend their rights, while others do not. Unequal access to legal information translates into **unequal access to justice.** In an era where AI can either amplify or reduce these inequalities, the stakes have never been higher.

That is why we took it upon ourselves, here at Jus Mundi, to revolutionize the world of international law and arbitration.

This mission is not just about technology or legal research; it is about shaping a future where justice is not confined and truly **belongs to everyone.**



Our Mission

Power Global Justice

At Jus Mundi, our mission is to advance global justice by making legal knowledge universally accessible. Access to law and justice should never be a privilege, it is a fundamental right.

*In May 2023, we became a **Société à Mission**, embedding our purpose into our Articles of Association to ensure lasting impact.*

Our mission is to advance global justice by making legal knowledge universally accessible. We believe that access to law and justice should not be a privilege but a fundamental right. In May 2023, we reinforced this commitment by becoming a Société à Mission, embedding our purpose into our Articles of Association to ensure lasting impact.



This step was not a shift in direction but a natural continuation of who we are and what has driven us from the start.

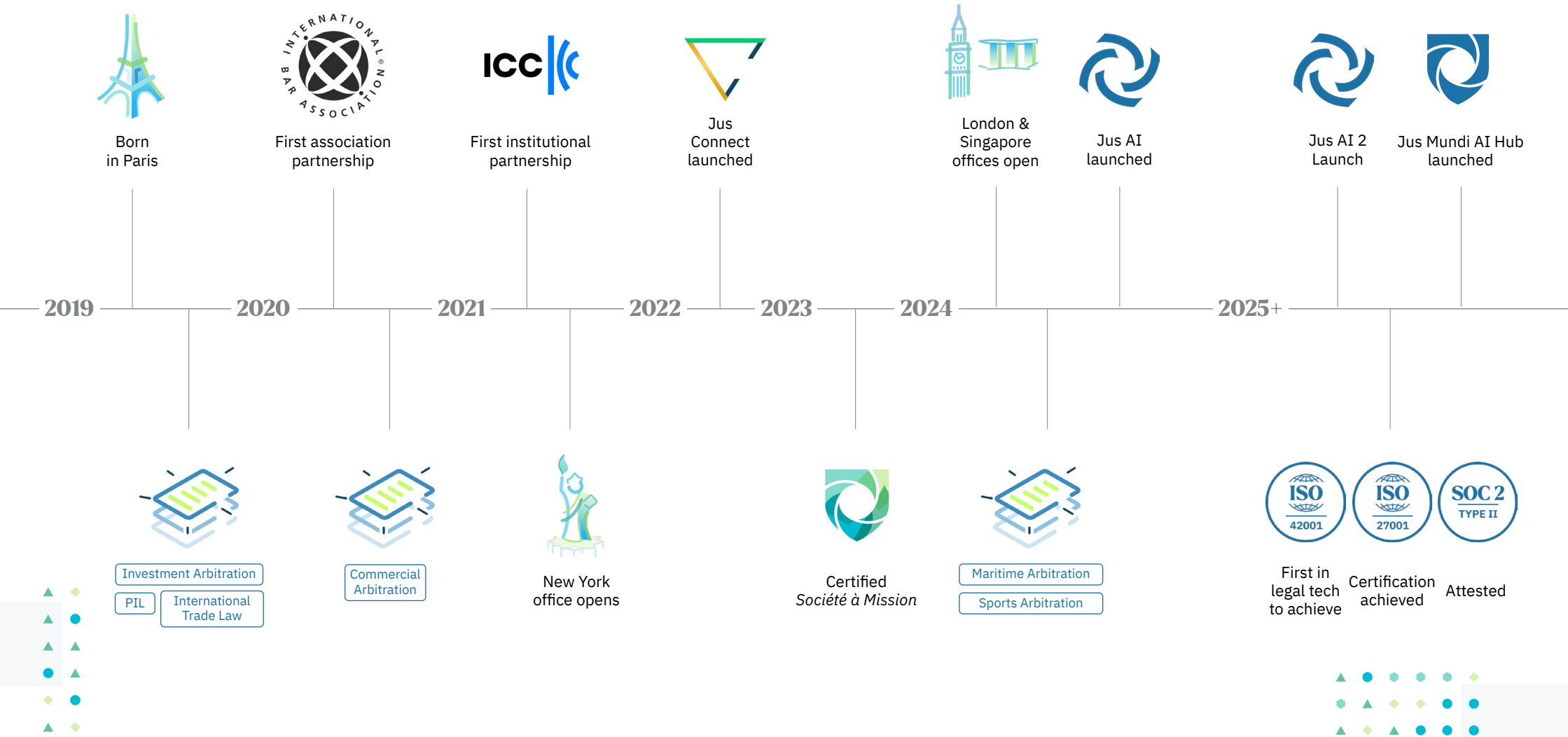
Through our Open Access model, we remove barriers in international arbitration and legal research, making it easier for professionals, institutions, and communities to make informed decisions.

Global justice relies on transparency, inclusivity, and equitable access to legal resources. Yet, critical legal knowledge remains fragmented, limiting the ability of professionals, institutions, and communities to navigate complex legal frameworks.

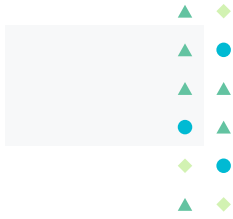
This is especially true in international arbitration; a niche sector that has long been difficult to access, with key resources locked behind paywalls or dispersed across various legal systems. By removing these barriers, we contribute to an equitable and informed global legal system, where decisions are based on knowledge rather than privilege.

To strengthen our impact, we have defined four clear objectives, which will be presented further, and established governance mechanisms to ensure accountability and measurable progress

Our Journey



Our Partnership Network



30+ PARTNERS IN EUROPE



20+ PARTNERS IN APAC & CENTRAL ASIA



9+ PARTNERS IN NORTH AMERICA



15+ PARTNERS IN MENA & TÜRKİYE



15+ PARTNERS IN LATAM



10+ PARTNERS IN AFRICA



Our Business Model

Jus Mundi operates on an Open Access model, founded on the principle that legal data should be freely accessible to ensure equal access for all. Our subscription model focuses on advanced AI technology applied to data processing, enabling legal practitioners to efficiently review case law and monitor the legal landscape.

By making international legal resources more accessible, Jus Mundi reduces knowledge gaps and supports a fairer legal ecosystem, ensuring that critical information reaches those who need it. This approach also ensures that underrepresented stakeholders have a greater opportunity to access legal knowledge, participate in global discussions, and assert their rights on equal footing.

There is a natural synergy between our mission and business model. The goal is not just to provide legal information but to power global justice by making knowledge widely available and actionable.

Our product ecosystem brings this vision to life and has shaped our mission model:

- Jus Mundi democratizes access to legal resources through its open-access database.
- Jus Connect fosters the interconnection of the legal community, creating opportunities for meaningful exchange.
- Jus AI drives ethical and sustainable innovation, enhancing accessibility through technology without compromise.

Our Ecosystem



Jus Mundi

Expanding access to global legal knowledge with the most comprehensive international law and arbitration database.



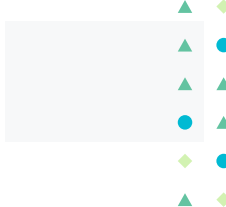
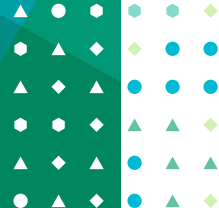
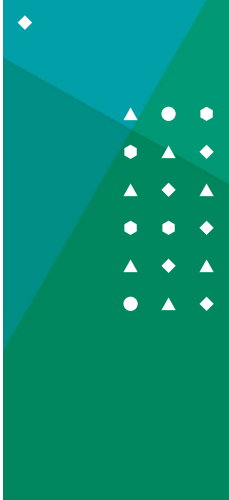
Jus Connect

Providing data-driven insights to connect arbitration professionals and support informed decision-making.



Jus AI

Enhancing arbitration intelligence through agentic AI purpose-built for the field, with transparent reasoning and fully cited sources.



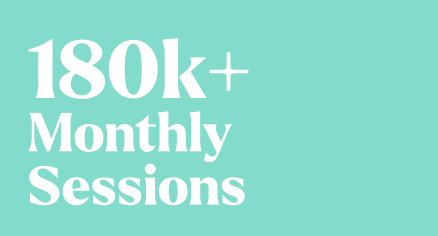
Our Impact



Jus Mundi serves over 150,000 users from law firms, multinational corporations, governmental bodies, and academic institutions in more than 90 countries.



Advancing equal access to justice by ensuring critical legal information is no longer a privilege but a resource available to all.





The Governance Behind the Mission

The Mission Committee is an independent body that oversees Jus Mundi’s social and environmental objectives. It ensures we stay aligned with our mission through monitoring, compliance checks, and regular reporting.

How it works

- The committee operates through subgroups and plenary sessions.
- Each subgroup focuses on a specific statutory objective, allowing for deeper evaluation and targeted actions.
- Plenary meetings are held twice a year to review overall progress, consolidate findings, and realign goals.

Who’s involved

Our Mission Committee includes representatives from all our key stakeholder groups: This broad representation brings both depth and inclusivity to our mission.

International organizations	Arbitration experts	Academia
Corporate sectors	Legal professionals	Publishing
Technology & startups	Government	Internal stakeholders

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Diversity and inclusion

In constituting our mission committee, we prioritized:

- Gender balance
- LGBTQIA+ inclusion
- Geographical diversity

These principles ensure a wide range of perspectives, enriching discussions and decisions with real-world relevance and impact.

Investor involvement

Our investors recognize the importance of the mission and actively support it.

Notably, the chair of the Mission Committee, Lise Alm, serves as a bridge between the committee and our board. She regularly participates in board meetings, reinforcing alignment between impact and strategy.



Our Mission Committee

INTERNATIONAL ORGANIZATIONS



Meg Kinnear
Former Secretary General, ICSID;
Founding Member, Low & Kinnear Dispute
Resolution



Chiann Bao
Co-Chair,
IBA Arbitration Committee



Mariana Pinto Schmidt
Legal Advisor, Subsecretaria de Relaciones
Económicas Internacionales, Chile



Zarina Chinoy
General Counsel,
Shapoorji Pallonji Group



Marie Sheldon
Publishing Director & President,
Brill USA

ARBITRAL INSTITUTIONS



Claudia Salomon
President, ICC International Court of
Arbitration; Independent Arbitrator



Luis Martinez
Vice-President, ICDR - The International
Division of the AAA



Dr. Hamed Merah
CEO, SCCA



Eleonora Coelho
Former President, CAM-CCBC; Partner,
Eleonora Coelho Advogados



Thierry Ngoga
Former Registrar, KIAC; Managing Partner,
Legal Line Partners

ACADEMIA



Prof. Emilia Onyema
Professor, SOAS University of London;
Independent Arbitrator



Tai-Heng Cheng
Partner & Global Co-Head of International
Arbitration & Trade, Sidley Austin



Prof. Mohamed Abdel Wahab
Founding Partner, Zulficar & Partners;
Professor of Law, Cairo University



Toby Landau KC
Barrister, Advocate & Arbitrator,
Duxton Hill Chambers



Wei Sun
Partner,
Zhong Lun Law Firm

TECH & START-UPS



Kate Fullen
Chief of Staff, Kota



Jean Paoli
Founder & CEO, Docugami Inc., Former
President, Microsoft Open Technologies, Inc.



Lise Alm
Founder, Think Aloud



Jean-Rémi de Maistre
CEO & Co-Founder,
Jus Mundi



Alexandre Vagenheim
Vice-President of International & Public
Affairs, Jus Mundi

Our Year in Review



Lise Alm
President, Mission Committee

As a Société à Mission, Jus Mundi continues to embed its purpose at the core of its growth strategy. In 2025, the Mission Committee played a decisive role in strengthening how the company measures and governs mission impact.

Building on foundations laid in 2024, the Committee shifted from a broad set of indicators to a **focused, actionable impact framework**. The mission KPI framework was streamlined from 32 indicators to **eight core KPIs**, two per mission objective. Each KPI now has a clear baseline, a standardized calculation method, and a five-year trajectory toward 2030, enabling consistent monitoring and informed decisions.

Beyond impact measurement, the Committee expanded its oversight to emerging strategic priorities. This included guiding development of Jus Mundi's **Ethical AI Framework** and formally integrating **ESG governance** into the Committee's mandate. Across three sessions in 2025, the Committee validated these frameworks and supported their implementation, reinforcing Jus Mundi's commitment to responsible innovation, transparency, and long-term sustainability.

Together, these developments mark 2025 as a year of **structural consolidation and governance maturity**, positioning the company to move from framework design to effective implementation.

Mission Committee Sessions

The Mission Committee convened three times this year in **June** and **October** and **December 2025**. These meetings reflected the growing maturity of our mission oversight process, with each session advancing the Committee's role from advisory to strategic alignment and review.



June 2025 DEFINE

- Mission KPIs **restructured and clarified**
- Underrepresented regions and diversity dimensions **defined**
- Focus shifted from access to **measurable impact**
- Ethical AI governance introduced as a mission priority

October 2025 MEASURE

- **8 mission KPIs reviewed and refined**, with clear baselines and methodologies for 2030 targets
- Draft **Ethical AI Framework** reviewed; feedback provided on transparency, bias, and safeguards
- Progress reviewed on data diversity, user engagement, and practitioner inclusion

December 2025 ADOPT & PROJECT

- Mission KPIs **formally adopted**
- Ethical AI principles validated; **ISO 42001 achieved**
- Responsible rollout framework for **AI Professional Search**
- **2026 priorities** confirmed: AI, ESG, responsible growth



Our Roadmap

Our mission to Power Global Justice is defined by four core statutory objectives that bring our vision to life in concrete ways. At Jus Mundi, we achieve this mission through four key pillars. Last year, we outlined four core objectives guiding our mission. This year, we have introduced **specific KPIs for each objective**, enhancing transparency and accountability. Each KPI provides a clear view of our current performance and our targets for 2030.

<p>OBJECTIVE 1</p> <p>Democratizing Access to Legal Knowledge</p>	<p>OBJECTIVE 2</p> <p>Interconnecting Legal Worlds</p>	<p>OBJECTIVE 3</p> <p>Innovating Ethically and Sustainably</p>	<p>OBJECTIVE 4</p> <p>Growing Responsibly</p>
<p>KPI 1</p> <p>Maintaining and increasing the geographic, jurisdictional, and linguistic variety of legal resources represented on our database</p>	<p>KPI 3</p> <p>Growing our legal practitioners network</p>	<p>KPI 4</p> <p>Building the first AI for professional search in arbitration</p>	<p>KPI 7</p> <p>Building our ESG policy and net zero strategy</p>
<p>KPI 2</p> <p>Ensuring our data is widely accessible geographically</p>		<p>KPI 5</p> <p>Developing an ethical AI framework</p> <p>KPI 6</p> <p>Achieving ISO 42001 certification</p>	<p>KPI 8</p> <p>Maintaining high employee satisfaction and engagement</p>



Focus on Ethical AI



Jean-Rémi de Maistre
CEO & Co-Founder, Jus Mundi

At Jus Mundi, our mission is to **power global justice**. We achieve this by democratizing access to legal knowledge while innovating sustainably and ethically. Since our inception, that mission has remained our north star.

But as AI has emerged as a transformative force that has profound impact on both society and justice systems worldwide, we have had to ask ourselves harder questions about what it means to build ethically.

We believe that ethical AI development is not only a matter of innovation, but of accountability, social responsibility, and respect for the global rule of law and human rights. This is especially critical recognising that our AI tool assists users in high-stakes legal contexts.

Over the past years, working with the Mission Committee, we have reflected on our principles and translated them into concrete standards to guide how we design and develop Jus AI. Our five Ethical AI Principles form the foundation of our decision-making process across all aspects of AI development and implementation. They are:

- 1. Supplementing human expertise:** AI should augment—not replace—human expertise, judgment, and responsibility.
- 2. Explainability:** AI tools must be explainable to a level appropriate to their context and impact, giving users sufficient information to understand and challenge AI outputs.
- 3. Bias mitigation and transparency:** Identifying, reducing, and counterbalancing biases while providing clear information about how an AI system is designed, trained, and used.
- 4. Confidentiality, privacy and security:** Safeguarding sensitive information and personal data throughout the AI lifecycle.
- 5. Quality assurance and accountability:** Ensuring that outputs are reliable, accurate, and continuously monitored through systematic testing, validation, and oversight.

We will publish detailed explanations of each principle, including specific implementation measures and governance mechanisms, later this year.

These principles actively guide our day-to-day operations, product development choices, and strategic direction. Each principle reflects real, sometimes difficult, decisions we have already made to build an AI tool that legal professionals can trust with confidence.

For instance, we have deliberately chosen not to release a professional search feature on Jus AI until we are confident its design truly supplements human judgment and safeguards practitioners' integrity, even though the technology exists and users have requested it. Similarly, we maintain a zero retention policy for user data and never train our models on user inputs. While we could build more powerful AI by learning from the rich legal content users upload, doing so would compromise the confidentiality paramount to arbitration. We deliberately accept higher development costs to ensure confidential data serves only the users, never our algorithms.

Our French *Société à Mission* status (or *purpose-driven company*) can only be obtained by integrating social and environmental objectives in our articles of association. Our compliance with the mission and its objectives, including on innovating ethically, is verified by our [Mission Committee](#) and by an independent third party

Finally, our commitment to ethical AI extends beyond our internal standards. We uphold the highest international standards, reflected in our position as among the first signatories to the EU AI Pact and in becoming the [first legal tech to achieve the ISO 42001 certification](#) for responsible AI.

We look forward to continuing our work with the Mission Committee to design a long-term AI ethics roadmap for 2026 and beyond.





Our Objectives

OBJECTIVE 1

Democratizing Access to Legal Knowledge

Access to reliable legal information remains uneven across regions, creating structural barriers to justice. Jus Mundi’s mission is to address this imbalance by collecting, structuring, and distributing legal data in a way that reflects global diversity and supports equitable access.

KPI 1

Maintaining and Increasing the Geographic, Jurisdictional, and Linguistic Variety of Legal Resources

Our goal

Achieve a balanced distribution of content with 50% of documents from underrepresented regions and 50% from Europe and North America by 2030.

Why this matters

- While the database continues to grow globally, content coverage remains historically skewed toward business-priority regions.
- As of 2025, coverage remains uneven, with **around 60% of documents** originating from Europe & North America and **around 40%** from underrepresented regions.
- The **50–50 target reflects a commitment to balance rather than equalization**, ensuring continued growth across all regions while accelerating inclusion in **Africa, Latin America, the Middle East & North Africa, and Asia-Pacific**.

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Definition of Underrepresented Regions

For this initiative, underrepresented regions are defined as:

Underrepresented regions are areas that currently have disproportionately low representation in the database due to past business priorities, despite their population size, economic weight, and arbitration activity.

For our Mission KPIs, the underrepresented regions are: **Africa, LATAM, MENA, and APAC.**

Where we stand in 2025



Our 2030 target

- 50% of all documents sourced from underrepresented regions.
- Regional distribution goals: APAC (18%), LATAM (16%), Africa (8%), MENA (8%).

Further details in [Annex](#)





Prof. Dr. Mohamed S. Abdel Wahab

Professor of Law, Cairo University;
Founding Partner, Zulficar & Partners

Prof. Dr. Mohamed Abdel Wahab is a Professor of International Arbitration at Cairo University and Founding Partner and Head of the International Arbitration, Construction, and Energy Groups at Zulficar & Partners Law Firm in Egypt. A Chartered Arbitrator and Fellow of the Ciarb, he served as Global President of the Ciarb in 2025, as Vice-President of the ICC International Court of Arbitration (2015-2021), and currently serves as Judge of the Bahrain International Commercial Court, Dean of the Africa Arbitration Academy, and Member of the ICCA Governing Board. Appointed to the ICSID Panel of Arbitrators (2024-2030) by the President of the World Bank Group, he has acted as arbitrator, counsel, or legal expert in more than 285 cases across institutions including the ICC, ICSID, LCIA, HKIAC, and SIAC, with expertise spanning international commercial and investment arbitration, construction, energy, African and Arab laws, and online dispute resolution. The first Arab and African to deliver both the UNIDROIT Annual International Arbitration Lecture and the Freshfields Lecture in London, he is widely recognized as a leading arbitration practitioner across multiple continents.

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Jus Mundi turned 2025 into a landmark year, where global inclusivity morphed from a sheer aspiration to a measurable standard. By clearly defining underrepresented regions: Africa, Latin America, MENA, and Asia-Pacific, Jus Mundi began measuring global access with greater accountability, so that legal knowledge is disseminated and made available to wider groups of people across the globe in a more responsible, ethical, and innovative manner that truly democratizes access and interconnects legal worlds.

”

KPI 2

Ensuring Our Data Is Widely Accessible Geographically

Our goal

Maintain and sustain **≥ 55% of total engagement hours from underrepresented regions while expanding reach to new institutions, students, and professionals.**

Why this matters

Free access remains the cornerstone of our mission, with 98% of users and 84% of sessions originating from free accounts. The goal now shifts from growth to sustainability, ensuring that the platform continues to serve users in underrepresented regions effectively.

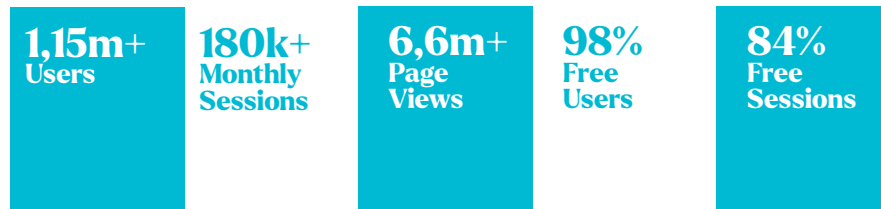
Where we stand in 2025

- Engagement from underrepresented regions accounts for **42% of total hours**, but rises to **62% of free engagement hours**.
- Our partnerships with Research4Life partnerships and the various Moot Courts account ensures our data is widely accessible globally.

Our 2030 target

- Maintain and sustain **≥ 55%** engagement from underrepresented regions.
- Expand partnerships with universities and bar associations.

Key metrics



Further details in [Annex](#)



OBJECTIVE 2

Interconnecting Legal Worlds

Jus Mundi believes that connecting legal professionals globally strengthens access to justice and diversity in arbitration and dispute resolution. Through Jus Connect, we facilitate these connections by showcasing practitioners' profiles and fostering inclusion within the global legal community.

KPI 3

Growing Our Legal Practitioners Network

Our goal

Increase the number of claimed profiles from underrepresented regions to 75% of total profiles from these regions by 2030.

Why this matters

Claimed profiles demonstrate active user participation and visibility. Increasing ownership of profiles from underrepresented regions helps bridge visibility gaps and fosters inclusion in global dispute resolution.

Where we stand in 2025

100k+
Profiles
Listed

3,087+
Claimed
Profiles
(≈30%)

120+
Nationalities
Represented

Our 2030 target

- 75% of profiles from underrepresented regions claimed.

Further details in [Annex](#)



Prof. Emilia Onyema
Professor, SOAS University of London;

Emilia Onyema is an independent arbitrator qualified to practice law in Nigeria and as a Solicitor in England and Wales, and a Fellow of the Chartered Institute of Arbitrators, with extensive experience as presiding, co-, and sole arbitrator in international proceedings. She is also a Professor of International Commercial Law at SOAS University of London, where she leads the SOAS Arbitration in Africa conference series and biennial survey research project, focusing on the development of international arbitration in Africa. A board member of the Africa Arbitration Association, the Lagos Court of Arbitration, and several other institutions, she co-authored the African Promise and founded the Arbitration Fund for African Students (AFAS), a registered charitable organization in England supporting the next generation of arbitration practitioners.

“

Jus Mundi in 2025 consolidated their work to provide measurable value to the arbitration community. One task of note is the inclusion of arbitrator profiles from under represented regions (for example, Africa) through arbitration institutions (such as KIAC) to provide visibility to African arbitrators and institutions of their expertise and experience. In this way, Jus Mundi is actioning Objective 2 of its 2025 Mission Report.

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◇ OBJECTIVE 3

Innovating Ethically and Sustainably

Jus Mundi is committed to responsible, sustainable innovation. We believe that AI can enhance global justice only if it is developed and governed ethically, with transparency, fairness, and accountability.

KPI 4

Building the First AI for Professional Search in Arbitration

Our goal

To build the first AI professional search.

Why this matters

This new AI use case unites two pillars of our mission: interconnecting professionals and ensuring innovation is ethically grounded. Jus AI will enable users to search Jus Connect's legal professional database using *natural language queries*, finding professionals by practice area, firm, jurisdiction, language, gender, or case experience. Given risks around data accuracy, algorithmic bias, and potential discriminatory use, we have been deliberate in our approach, prioritizing robust technical safeguards and regulatory compliance.

Where we stand in 2025

- Currently in beta testing and product development phase, with expected rollout in 2026.

KPI 5

Developing an Ethical AI Framework

Our goal

Establish and operationalize Jus Mundi's Ethical AI Framework, guided by five core principles of responsible AI.

Why this matters

AI impacts how justice systems function. Our framework ensures that Jus AI supplements, not replaces, human expertise, and adheres to principles of explainability, transparency, privacy, and accountability.

Where we stand in 2025

- Ethical AI principles drafted and under Mission Committee review.

KPI 6

Achieving ISO 42001 Certification

Our goal

Obtain ISO 42001 certification for AI Management Systems (AIMS).

Where we stand in 2025

ACHIEVED

- Jus Mundi became the **first legal tech company to achieve ISO 42001 certification**, validating our commitment to responsible AI.
- Complements **ISO 27001** and **SOC 2 Type II** certifications, reinforcing security and trust.

The KPI will be replaced with a new KPI in 2026.



Chiann Bao
Independent Arbitrator, Arb Boutique

Chiann Bao is a partner at ArbBoutique, a Chartered Arbitrator and CEDR-accredited mediator qualified in New York, Hong Kong, England, and Wales, she brings over 20 years of experience across London, New York, Hong Kong, and Singapore. She has served as arbitrator in nearly 100 ad hoc and institutional arbitrations totaling over \$40 billion in dispute, spanning sectors including corporate, private equity, intellectual property, crypto, energy, construction, and general commercial disputes. A former Secretary General of the Hong Kong International Arbitration Centre and past Vice-President of the ICC Court of Arbitration, Chiann currently co-chairs the IBA's International Arbitration Committee and sits on the ICCA Governing Board. She is an adjunct associate professor at the NUS Faculty of Law, a member of the permanent faculty at Sciences Po Law School, and a recipient of the 2022 Global Arbitration Review "best lecture" award.

“

As a member of Jus Mundi's Mission Committee, I have had the privilege of observing the company from a unique vantage point and witnessing up close its commitment to AI development within an Ethical AI Framework. Guided by the company's five main principles – supplementing human expertise; explainability; bias mitigation and transparency; confidentiality and privacy; and quality assurance and accountability – its integration of these principles into its products has earned the company an ISO 42001 certification, which, to my knowledge, is a first for any legal tech company. Such an achievement is a recognition of its efforts to innovate while maintaining the highest ethical standards in AI development within the legal tech industry.

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Tai-Heng Cheng

Partner & Global Co-Head of
International Arbitration & Trade,
Sidley Austin

Tai-Heng Cheng is a U.S. trial lawyer, international arbitration practitioner, and legal advisor to C-suites, boards, and governments, serving as co-leader of Sidley's Global Arbitration, Trade and Advocacy practice. Recognized across multiple continents, he received Law360's "MVP" award, the highest U.S. honor in international arbitration, and is one of the few lawyers recognized by Chambers in all three International Arbitration categories: Counsel, Arbitrators, and Enforcement. His track record includes winning and collecting nine-figure awards across North and South America and Europe, winning the first investor-state arbitration under a Singapore treaty against Mexico, and dismissing a U.S. federal lawsuit involving the largest cyber-heist of the New York Federal Reserve. Beyond disputes, he has advised governments on matters ranging from Kosovo's independence strategy to East Timor's first criminal procedure code, and was awarded Poland's "Bene Merito" medal by act of parliament. He holds a J.S.D. and LL.M. from Yale Law School and a B.A. and M.A. from Oxford University

“

Until regulators can keep pace with advances in AI, responsibility falls to technology companies to set disciplined standards that protect the public while sustaining enterprise value. Jus Mundi has led by example, waiting to launch its AI arbitrator search engine only once it will be satisfied the system would not 'hallucinate.' That prudential step protects arbitrators' reputations, enables users to rely on AI outputs with confidence, and strengthens the legitimacy of international arbitration precisely at a time that the world needs dispute resolution mechanisms it can trust.

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▲ OBJECTIVE 4

Growing Responsibly

Jus Mundi believes growth must benefit all stakeholders, our employees, users, and partners. Responsible growth means embedding sustainability, equity, and well-being into every level of our operations.

KPI 7

Building Our ESG Policy and Net Zero Strategy

Our goal

Adopt a formal ESG policy and implement a Carbon Reduction Plan.

Why this matters

Embedding ESG principles into our operations ensures that Jus Mundi grows responsibly and sustainably. It aligns our activities with climate commitments, strengthens trust with stakeholders, and integrates accountability into long-term strategy. This KPI ensures Jus Mundi meets its ESG obligations while aligning with investor expectations and the Paris Agreement.

Where we stand in 2025

- Completed the **2024 carbon footprint assessment**, establishing our baseline (**552 tCO₂e, Scopes 1–3, company-wide, including US operations**).
- Draft **ESG Policy** and **DEI framework** developed.
- Key emission sources identified: **travel & commute (42%)** and **events (20%)**.
- Internal awareness initiatives launched, including **sustainability communications and a 2 Tonnes workshop**.
- ESG strategy governed by the **Mission Committee**.

Our 2030 target

- Reduce emissions by 30% by 2030 (Paris Agreement alignment).
- Achieve Net Zero by 2050.

Inside Our ESG Journey

Building on our 2024 baseline of 552 tCO₂e, our carbon reduction strategy translates the 30% target into an average annual reduction of approximately 4.6%, modeled to account for projected business growth. The trajectory focuses on our main emission drivers: travel, commute, and events. As we implement these reduction actions, we are engaging employees and suppliers to embed sustainable practices across operations. This approach ensures that Jus Mundi's growth remains aligned with the Paris Agreement's well-below 2°C objective while preparing for Net Zero by 2050.





Alexandre Vagenheim

Vice-President of Institutional & Legal Affairs,
Jus Mundi

Alexandre Vagenheim is Vice-President of Institutional & Legal Affairs at Jus Mundi. He is a French-qualified international arbitration lawyer. Prior to joining Jus Mundi, he represented clients in a wide range of matters involving international commercial arbitration, international investment disputes, and French court litigation at the former arbitration practice of Castaldi Mourre & Partners in Paris. In addition to his experience as counsel, Alexandre acted as secretary to arbitral tribunals in international arbitrations and as research assistant to the late Prof. Martin Hunter at Essex Court Chambers in London. He was appointed as a lecturer in international commercial arbitration, investment arbitration, and private international law within the LLM program at King's College London and at the University of Paris 1 Panthéon-Sorbonne, and is the author of numerous publications in international law and arbitration.

“

As a Société à Mission, responsible growth isn't an add-on, it's foundational to how we operate. Our ESG framework and carbon reduction strategy demonstrate that scaling globally and acting sustainably are not competing priorities. By integrating environmental accountability, employee well-being, and mission governance into our decision-making, we ensure that every step forward aligns with our values. This is what it means to grow responsibly: measuring our impact, being transparent about our challenges, and continuously improving how we balance growth with responsibility.

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KPI 8

Maintaining High Employee Satisfaction and Engagement

Our goal

Sustain an Employee Net Promoter Score (eNPS) between 40 and 50, reflecting a healthy and engaged workplace.

Why this matters

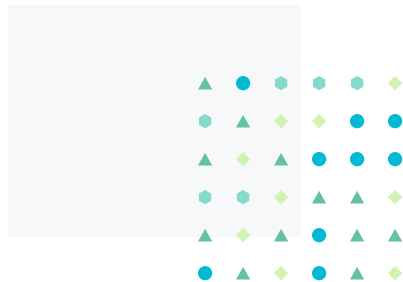
Employee well-being and engagement drive sustainable growth. Maintaining a strong eNPS supports retention, innovation, and alignment with the mission.

Where we stand in 2025

- Jus Mundi conducts **bi-annual eNPS surveys** to track employee engagement
- The **average eNPS for 2025 placed us in the "Good" range.**
- Findings from surveys, are now informing focused initiatives designed to **restore and consistently maintain eNPS in the "Very Good" range.**

2030 target

- Sustain eNPS between 40–50, with gradual reduction in detractors.
- Continue biannual surveys and follow-up action plans.



Overall Assessment From Our Mission Committee

In 2025, Jus Mundi's primary focus was on sharpening the mission model, moving from measuring many indicators to concentrating on what truly matters for impact. This shift allowed the company to identify key guiding mission priorities for each of its 4 objectives, giving us confidence in the direction we are taking to power Global Justice. Leadership remained actively engaged, supported by operational teams and the Mission Committee, which provided guidance, oversight, and strategic input throughout the year.

Through the June and October sessions, the Committee validated a **streamlined set of eight KPIs**, established baselines, defined standardized calculation methods, and set trajectories toward 2030. These KPIs represent the most meaningful indicators of progress across the company's mission, reflecting a clear move from the broad measurement approach of 2024 to a focused, actionable framework in 2025.

The year also saw **significant achievements in governance**. Most notably, Jus Mundi became the first legal tech company to achieve **ISO 42001 certification**, the world's first standard for AI Management Systems. Audited by Prescient Security, this milestone underscores the company's strong commitment to **responsible, transparent, and trustworthy AI**, complements our existing ISO 27001 and SOC 2 certifications, and supports compliance with emerging frameworks such as the EU AI Act.

Some targets, such as the KPI linked to the **Professional Search product**, were not completed this year due to necessary **ethical and technical considerations**. This feature, designed to interconnect legal professionals while safeguarding against bias and misuse will roll over into 2026, ensuring progress is achieved responsibly and aligned with governance standards.

Across these efforts, Jus Mundi demonstrated maturity, ambition, and coherence in its mission-driven approach. The mission is well-integrated into day-to-day operations, supported by leadership, and reinforced through clear structures, resources, and governance mechanisms. This commitment is supported by dedicated resources, including ongoing leadership oversight, structured operational support, and cross-team engagement in mission-related initiatives.

In assessing whether Jus Mundi has met its goals as a mission-driven company in 2025, four key questions may be considered:

- **To what extent is the mission embedded in the core of the business?**
The mission is strongly embedded in Jus Mundi's core operations, as shown by the integration of clear, data-driven KPIs that steer both database expansion and global accessibility. The commitment to achieving a 50-50 balance between underrepresented regions and traditionally dominant regions directly shapes content acquisition strategy, capacity planning, and long-term growth trajectories. Maintaining high free-access engagement with 97% of users and 87% of sessions free, and 55% of engagement hours from underrepresented regions ensures the platform serves global users and measures real-world impact. Together, these KPIs ensure that mission objectives are not peripheral but actively drive decisions across product, data, and user engagement.
- **Has this year's objective of creating a structured mission model been met?**
Yes. The company streamlined last year's broad measurement approach into eight core KPIs, with clear baselines, calculation methods, and trajectories toward 2030. This ensures focus on what matters most for mission impact.
- **Is the mission model ambitious?**
Absolutely. It integrates governance, Ethical AI, and ESG oversight, along with operational KPIs. While some targets, such as the Professional Search KPI, will roll over into 2026 due to technical considerations, the model remains forward-looking and challenging.
- **Have the mission targets been achieved?**
Most targets have been met. The company achieved ISO 42001 certification, consolidated its KPI framework, and advanced AI and ESG governance. Deferred targets will continue into 2026 to ensure responsible completion without compromising ethical standards.

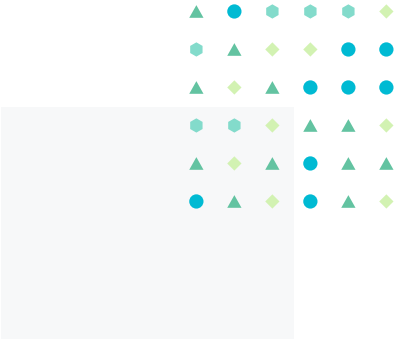
Next Steps

The Mission Committee enters 2026 with a strengthened framework for accountability. Integrating AI and ESG governance into mission oversight represents a new phase of maturity—one where social impact, sustainability, and innovation converge.

Jus Mundi now measures not only what it achieves, but how it achieves it—ensuring that justice, sustainability, and ethical innovation remain at the heart of its mission. In 2026, the focus will shift from design to implementation. Key priorities include:

- **Examining the overlap between mission-related KPIs** and broader business KPIs to ensure alignment and coherence in how success is measured.
- **Reviewing and refining the model** by consolidating KPIs where possible and assessing their internal prioritization.
- **Defining target KPIs and conducting a structured gap analysis** to determine where the company currently stands in relation to its mission goals and what steps are needed to bridge any gaps.

This will allow Jus Mundi to maintain its high ambition while ensuring that efforts remain practical, measurable, and results-driven. The foundations have been laid, the company is on the right path, and with a more structured approach to tracking impact, it will be well-positioned to build on the progress already made.



Annex

KPI 1

Maintaining and Increasing the Geographic, Jurisdictional, and Linguistic Variety of Legal Resources

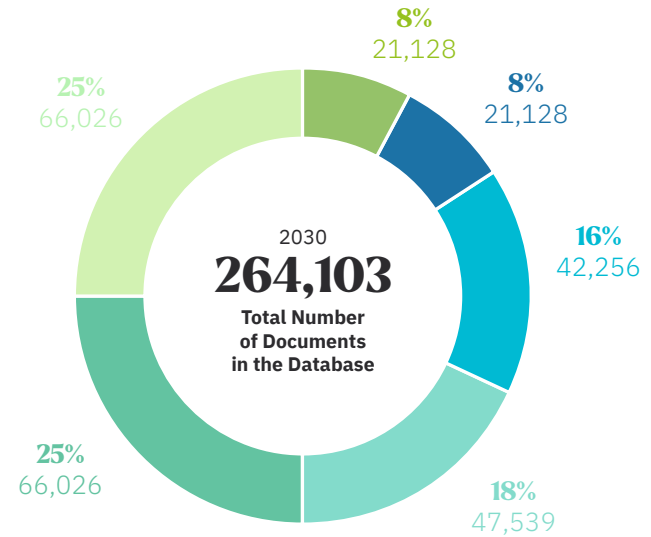
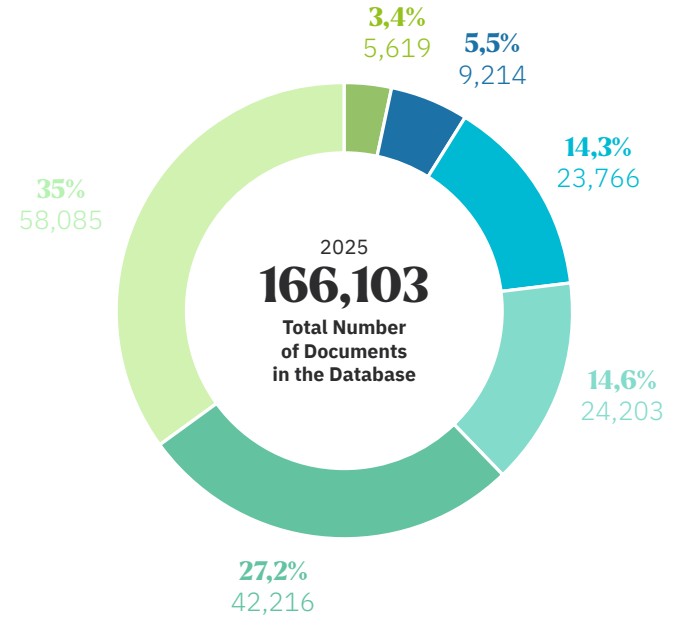
Calculation metrics

166,103+
Regional
Breakdown

98,000+
Projected
Additions

264,103+
Projected 2030
Database Size
166103+98,000

- Regional targets set as % of projected total.
- Shares should be read as **directional indicators**, not absolute.



● AFRICA ● MENA ● LATAM (Brazil Inc.) ● APAC ● EUROPE (UK Inc) ● NORTH AMERICA

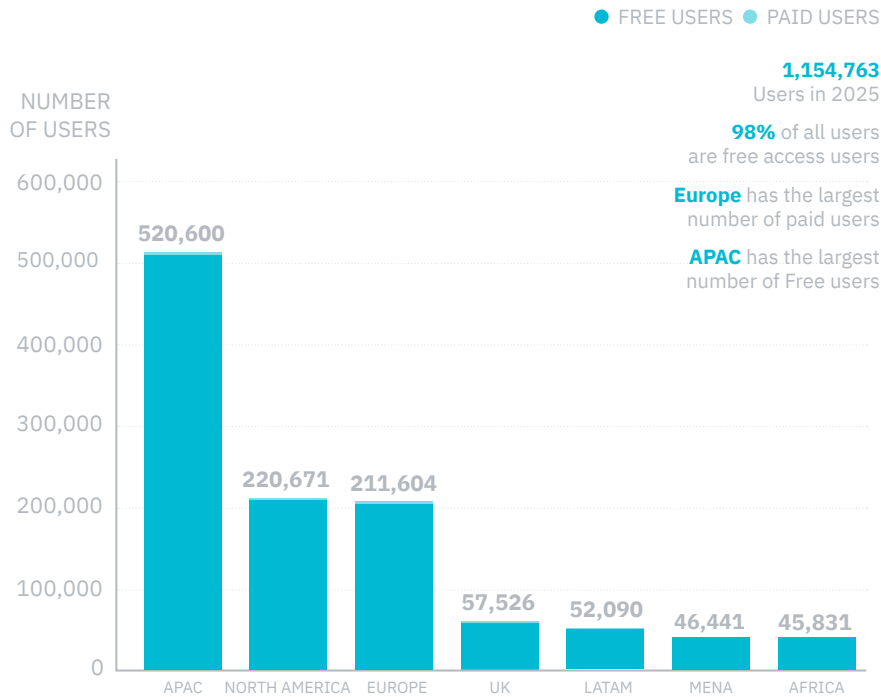
KPI 2

Ensuring Our Data is Widely Accessible Geographically

Targets and calculation metrics

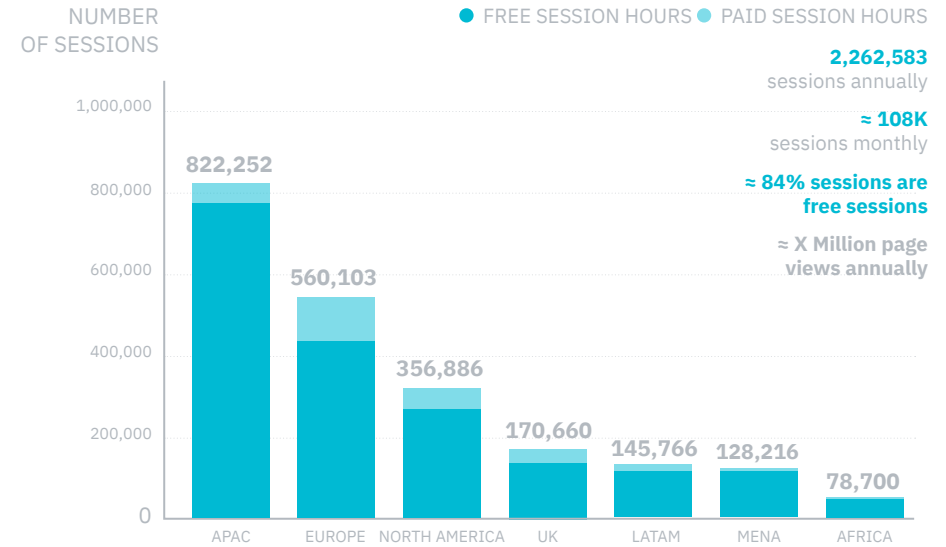
- **Baseline 2025:** 55% of engagement hours from underrepresented regions.
- **Target 2030:** Sustain $\geq 55\%$ while increasing **new users and engagement**.
- **Metrics:**
 - + Engagement hours by region (**#of sessions * session duration**)
 - + User category: Public (free), Trial (free), Premium (paid)

Calculation Metrics



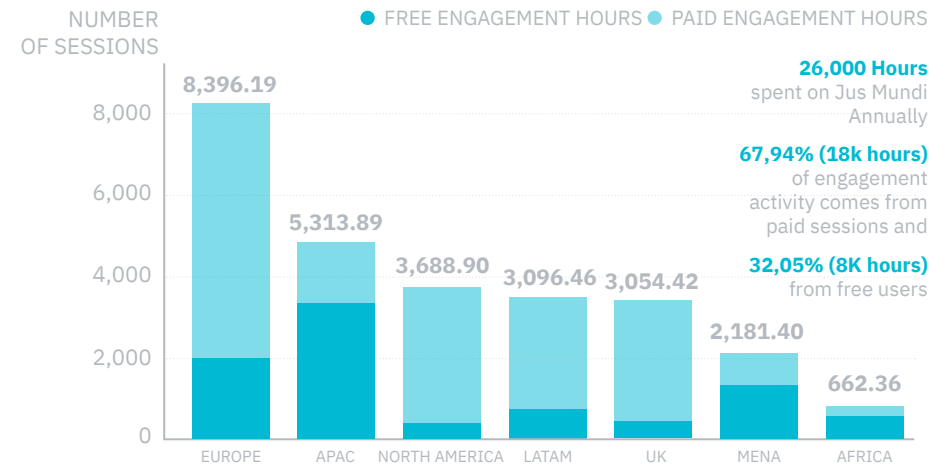
Regional Session Overview

Session = A user visit to Jus Mundi that resets after 30 minutes of inactivity



Regional Engagement Overview

Engagement activity = Number of sessions × session duration





KPI 3

Growing Our Legal Practitioners Network

Targets and calculation metrics

111,476 +
User Profiles

3,087+
Claimed Profiles

120+
Nationalities Represented

Target 2030

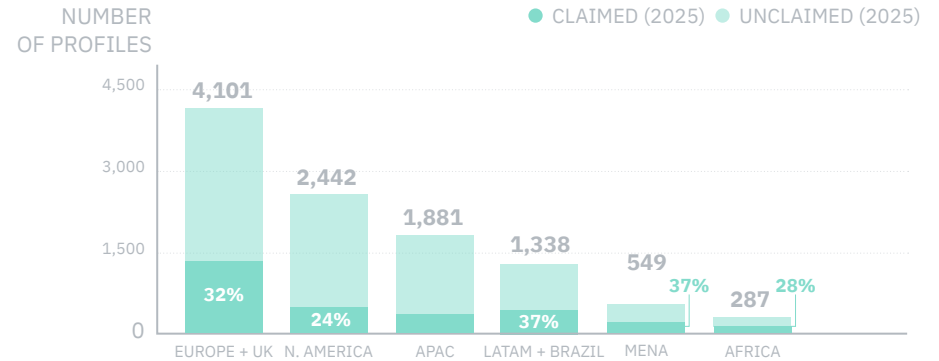
- 75% of profiles from underrepresented regions claimed (add ~2,708 claimed profiles based on current regional distribution; recalculated annually as new profiles are added)

Measurement

- Track **claimed profiles quarterly by region and nationality.**
- Monitor **gender ratios and regional distribution.**
- Link growth to **document additions:** as new documents are added from underrepresented regions, encourage corresponding profile claims.



Our Legal Professionals Network by Region (2025)

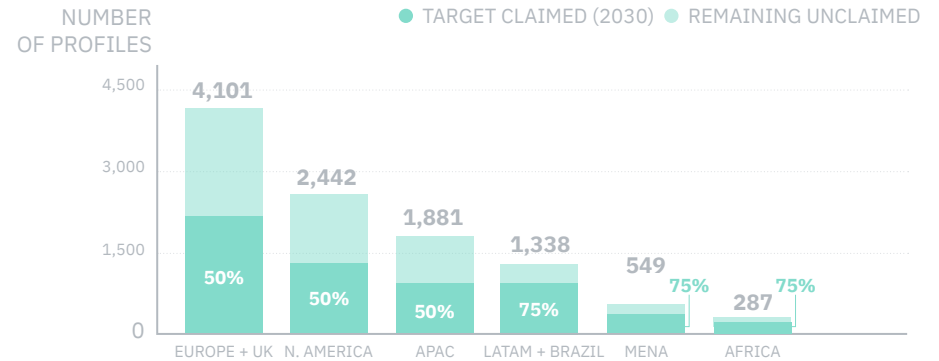


*Charts show the 6 identified regions (10,598 profiles). 100,869 profiles with undetermined regions are excluded from regional target.

111,476
Total Profiles
on Jus Connect (all regions)

3,087
Claimed Profiles
across all regions (2025)

Target: Claimed Profiles by Region by 2030



*% labels show the target claiming rate per region. Bar totals remain the same as 2025 - showing how much more each region's profiles will be claimed by 2030.

5,844
Target Claimed
across identified regions (2030)

2,708
New Profiles
to claim by 2030



△ KPI 7

Building Our ESG Policy and Net Zero Strategy



41.6%
Travel and Commute

20%
Activities and events

9.6%
Services purchases

9.4%
Digital

7.8%
Food and drinks

5%
Assets


6.6%
Others



Awarded to Jus Mundi

Comparative

 321 Number of London / New York round trips

 50 Number of hectares of forest

