



2021
SUSTAINABILITY REPORT

www.jcdecaux.com

2021
SUSTAINABILITY REPORT*

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MESSAGE FROM THE CO-CEOS



Madam, Sir, Dear Shareholders,

2021 was a rebound year for JCDecaux. We returned to our pre-Covid momentum. Although we are only halfway to restoring pre-crisis performance levels, business picked up month after month as health measures were gradually eased and travel resumed.

There has been a huge amount of effort behind our revenue achievement, made during and since the crisis by JCDecaux's biggest asset, its employees, to **step change the Group's transformation at a time of transition.** The many awards won by our teams throughout the world are a testament to their commitment and excellence. We would like to thank them again for their unfailing application, their agility and their spirit of innovation.

After a record year in 2019 followed by the most difficult year in the history of JCDecaux in 2020, **our 2021 revenue rose by +18.7%**, driven by sharp growth in our digital activities.

All geographies performed strongly over the year, especially during the fourth quarter despite the emergence of Omicron and mobility restrictions in some countries. Revenue in Europe (including France and the UK) was the closest to 2019 levels thanks to the Street Furniture division. For Transport, businesses exposed to domestic audiences recovered well as revenues were close to pre-Covid levels for domestic transport advertising revenue. In China revenues generated by our domestic transport activities (metros, buses, and domestic airport terminals) are already above 2019 revenue levels. Finally, Billboard advertising successfully pursued its rationalisation and digitisation strategy, particularly in the UK.

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“After a record year in 2019 and the most difficult year in our group's history in 2020, 2021 was a rebound year for JCDecaux.”

Digital-out-of-home (DOOH) revenue rose sharply in 2021 (+33.2%) reaching a record 26.9% of Group revenue. We are the most digitised outdoor advertising company worldwide, and we continued this year to accelerate our digital transformation by rolling out new digital screens, developing our automated planning platform and our audience sales solutions using qualitative data, strengthened by the launch in September of our global and local data solutions: JCDecaux Data Solutions. Programmatic advertising gained very strong momentum via the VIOOH platform, which is now trading in 15 countries, connected to multiple DSPs (Demand Side Platforms).

Our client portfolio is diversified, and the most future facing and buoyant economic sectors continued their advertising investment strategies on our media. The Internet category surged almost +70% over the year while Fashion, Personal Care and Luxury Goods is now the biggest category, ahead of Retail.

Our business also recorded significant contract wins especially Street Furniture in Brussels (15 years) and Antwerp (10 years), previously owned by Clear Channel, as well as the renewal of the contract in Strasbourg (11 years) and the iconic win of Sydney Trains (10 years). All these contracts include a digital component, which is proof of the growing interest cities and transport operators have in the advertising capabilities provided by digital screens.

Further strict cost control measures as well as rent reductions helped ease the impacts of the crisis. We **strengthened our cash position and improved our financial flexibility** due to very positive free cash flow again this year, and the issue in January 2022 of a €500 million bond with a maturity in 2030 subscribed more than three times and placed with high quality investors.

Future growth will also involve external growth. In September 2021, we completed the delisting of Clear Media with a consortium of investors. Initiated by the buyout of a minority stake in Clear Media Limited in 2020, the transaction is an important stage in JCDecaux' strategy to increase its presence in the key market of China, especially in the Street Furniture segment. In France, Abri Services, specialising in Street Furniture in the Grand Ouest region of France, whose acquisition was announced at the end of 2020, was successfully merged and has been an integral part of JCDecaux since May 2021.

We continued to strengthen our ESG initiatives which are the focus of our business model and innovation policy, especially with the launch of our 2030 Strategy, respecting our Global Compact commitment. JCDecaux is now the only company in the outdoor advertising sector to be recognised by four international players in extra-financial rating: CDP (A List), FTSE4Good (4,2/5), MSCI (AAA) and EcoVadis (Gold category). France is a precursor in the ramp-up of our Climate strategy in our various geographies through major initiatives such as the contribution to carbon neutrality for its business scope as of 2021, and the launch of the first environmental, economic, and social footprint calculator for its advertising campaigns. Finally, we set ourselves another ambitious and realistic target to increase the number of women on our Executive Management Committees to 40% at the group level by 2027 (33% to date).

We activated all the levers available to ride out the pandemic: digital transformation, reduction of our cost base, optimisation of our resources, ecological commitment, and social utility. Innovation, agility, operating excellence, and responsibility remain the essence of our corporate culture.

The digital revolution underway is made up of opportunities but also challenges. In this environment, **Outdoor Advertising is the only structurally growing traditional media and it is also the most trusted partner for citizens and advertisers alike,** as platforms and social networks are strongly questioned about their use of data or their environmental footprint. This is a clear advantage for our media and a powerful asset for our Group.

The industry fundamentals at the heart of our growth are stronger than ever: urbanisation, the high quality of our media, digitisation, and the structural increase in mobility. We are confident, more than ever, in the power of our media in an advertising landscape which is increasingly fragmented and increasingly digital and the role we will play supporting economic recovery as well as driving positive change in our society.

Our sales momentum remains encouraging at the beginning of 2022 despite the dramatic events in Ukraine and their potential impact on the global economy. Facing the disastrous humanitarian consequences of this war, the Executive Board, along with our local partner, acted in solidarity with the Ukrainian people and our local staff. Importantly JCDecaux has no exposure in Russia since the sale of our 25% stake in Russ Outdoor in 2020.

We would like to take the opportunity to thank all our shareholders for the trust you have placed in JCDecaux since our IPO in June 2001.

Jean-François Decaux

Chairman of the Executive Board
Co-CEO

Jean-Charles Decaux

Co-CEO

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“ We activated all the levers available to ride out the pandemic: digital transformation, reduction of our cost base, optimisation of our resources, ecological commitment, and social utility. ”

MESSAGE FROM THE CHIEF SUSTAINABILITY & QUALITY OFFICER



Since 1964, through its **virtuous business model**, JCDecaux has designed, installed and maintained soft infrastructure (bus shelters, self-service bicycles, etc.) in public spaces and transport environments, providing useful and innovative services, paid for by brand advertising. In line with its mission to **improve the quality of life** for all citizens in a sustainable manner, through solutions that help people in their daily lives and as they travel, JCDecaux places social requirements and environmental quality at the heart of its solutions and business activities.

This Sustainability Report is intended for all our stakeholders and gathers in a single dedicated document the components of our Declaration of Extra-Financial Performance. Every year, in this Declaration, we share in detail our ambition, our Sustainable Development Strategy and our contribution to the United Nations' Sustainable Development Goals.

All geographic areas showed **strong growth for 2021** compared to 2020, as Covid measures were eased and travel increased. At the same time, we restated our commitment to Sustainable Development and launched our new 2030 Sustainability Strategy, to accelerate the Group's transformation, at a time of transition.



"We restated our commitment to Sustainable Development and launched our new 2030 Sustainability Strategy, to accelerate the Group's transformation, at a time of transition."

As a **true partner in this transition**, with 39% of its turnover eligible for the **European Taxonomy**, JCDecaux contributes to 14 of the 17 Sustainable Development Goals (SDGs) defined by the United Nations. This result is thanks to our strategy, how we operate and our offer of solutions that contribute to the emergence of smart and sustainable cities and services that promote mobility.

Sustainable Development is a key factor in the innovation and competitiveness of the Group, which since its creation, has developed useful street furniture products and services that benefit people everywhere. The teams are committed to promoting products and solutions that have a reduced impact throughout their life cycle, in particular through the systematic use of eco-design. By 2025, a tool will be developed that will measure the environmental footprint of responsible innovations.

Reducing our environmental impacts is and remains our absolute priority. We have pursued this aim for several years, implementing a range of initiatives which have already enabled us to reduce our greenhouse gas emissions at Group level by over 83% between 2014 and 2021.

Since 2014, we have been committed to an ambitious sourcing policy, the Group covered 98% of its electricity consumption by renewable energies this year, and is well on track to achieve the target of 100% coverage by 2022 - a target already reached by 70% of the countries in which the Group operates.

Nevertheless, **facing the climate emergency, we must continue to act and make new resolutions. For this reason**, the Group is committed to contributing to **collective carbon neutrality** and is part of a dynamic approach of continuous long-term improvement. This approach has enabled the Group to reduce its emissions and to contribute to 100% of the emissions measured for its activities in France on scopes 1, 2 and 3 in 2021, and will be gradually rolled out to the other countries in which we operate.

Our commitments and achievements are continuing to bring results: JCDecaux is proud to be once again in 2021 the only international company in the Outdoor Advertising sector to be **unanimously recognised** for its **extra-financial performance**. In 2021, JCDecaux is included in the prestigious "A list" of the CDP (Carbon Disclosure Project), which designates the most advanced and responsible companies in the fight against Climate Change. For the first time in 2021, the Group responded to the EcoVadis questionnaire, obtaining the gold medal with an overall score of 71/100. Since 2014, the Group has been featured in the FTSE4Good index set up by the FTSE Russell with a score of 4.2/5 in 2021, well above the average for the media sector (2.5/5), and since 2018 has been considered as one of the "best in class" by MSCI, with a maximum score that was reconfirmed again as AAA in 2021.

We reaffirmed our **social commitments** by continuing the training of employees on the Group's Charters (Code of Ethics, International Charter of Fundamental Social Values, Supplier Code of Conduct). As of 31 January 2022, the completion rate of this training course by online signatories was 100%. In order to move towards increased gender equality at all levels of the company, the Group has set out a Gender Balance Plan to improve the position of women in its Executive Management Committees. Implemented from 2021, this Plan seeks to achieve and maintain an average female representation rate in Executive Management Committees equal to or greater than 40% by 2027 (vs. 33% end of 2021).

In order to firmly anchor the strategy and ensure its deployment in the subsidiaries, the **share of ESG criteria in the variable compensation of the members of the Executive Board and operational managers** (Managing Directors and regional managers), that was introduced in 2017, will rise from 10% to 15% in 2022, illustrating the Group's CSR ambition.

We know that to keep pace with a fast-changing world, it is essential for everyone to be involved. Reaching over 850 million people every day, we are well aware of our capacity to influence and we believe that Out-of-Home **communication has both a role and a responsibility** as a force for good and to establish a bond of trust between citizen-consumers and brands.

As a local media that is part of the daily lives of people around the world, JCDecaux puts its communication platform to good use and is **involved in many activities that support major causes** such as road safety, environmental protection, combating disease, helping the disadvantaged, and protecting endangered species. This commitment is reflected in the free display of advertising messages, financial support, and the creation of campaigns in partnership with local stakeholders to raise public awareness and promote solutions to social, societal and environmental issues.

In 2022, in the face of increasing challenges in a world that is in transition, we are pursuing our commitments and continuing to reaffirm our ambition: to anchor sustainability even more firmly at the heart of our business model and our activities, to better meet today's and tomorrow's challenges and by doing so to create even more shared value for everyone, serving both communities and citizens.

Lénaïc Pineau

Chief Sustainability & Quality Officer

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“We are well aware of our capacity to influence and we believe that Out-of-Home communication has both a role and a responsibility as a force for good.”

LEADING POSITION

**NO. 1 WORLDWIDE
EXTERNAL
COMMUNICATION**
2021 revenue €2,745 million

3 ACTIVITIES

**NO. 1
WORLDWIDE**



1. STREET FURNITURE

**NO. 1
WORLDWIDE**



1. TRANSPORT

**NO. 1
IN EUROPE**



BILLBOARD

IN +80 COUNTRIES



**No. 1
in Europe**
(593,831 advertising
panels)



**No. 1
in Asia-Pacific**
(232,268 advertising
panels)



**No. 1
in Latin America**
(64,893 advertising
panels)

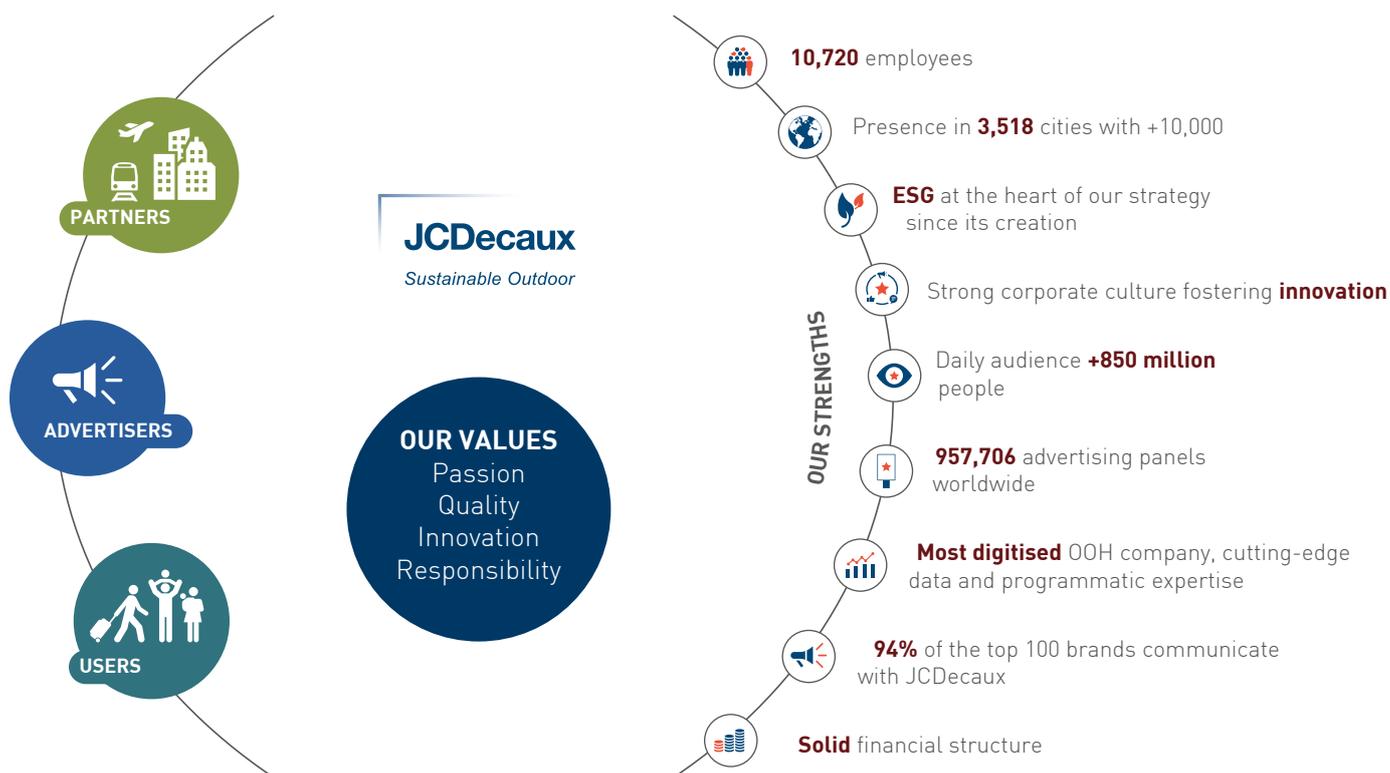


**No. 1
in Africa**
(20,808 advertising
panels)



**No. 1
in the Middle East**
(14,177 advertising
panels)

AN EFFICIENT AND SUSTAINABLE BUSINESS



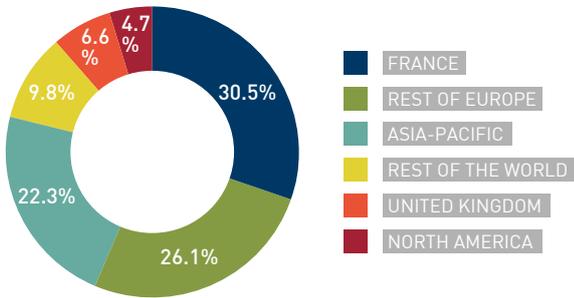
2021 HIGHLIGHTS

ESG

- | Recognition of our ESG performance by leading extra-financial rating groups (CDP, MSCI, FTSE4Good, EcoVadis)
- | Contribution to collective carbon neutrality from 2021 for our activities in France
- | 39% of our adjusted revenue eligible to the European Green Taxonomy
- | Launch of our 2030 Strategy, based on the materiality analysis conducted since 2013, the strategic priorities defined in 2014 and taking into account our stakeholders' expectations.
- | Announcement of the creation of the first environmental, economic and social footprint calculator for campaigns, 360 Footprint, effective early 2022 in France. (cf. p.14 of the Universal Registration Document 2021)



ENERGY CONSUMPTION BY GEOGRAPHY (In MWH)

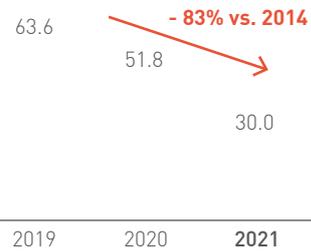


Total energy consumption of the Group
733,751 MWH

Green electricity coverage rate
98%
RE 100



GREENHOUSE GAS EMISSIONS (In KTEQ CO₂)



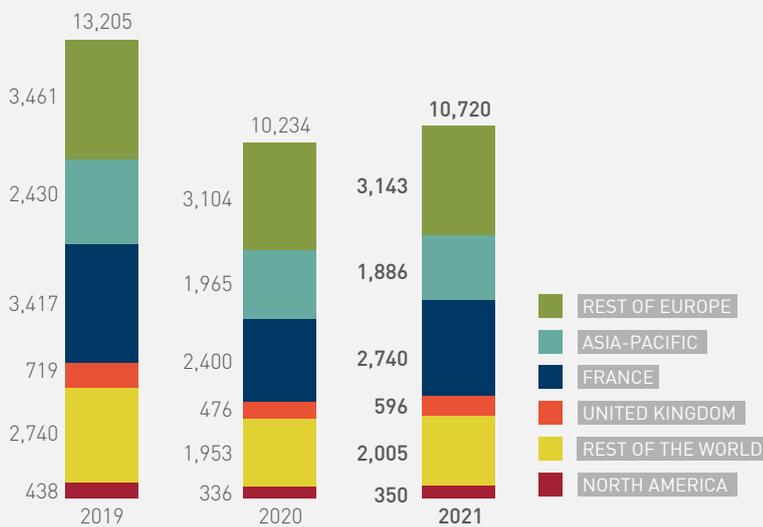
Scopes 1 & 2



WASTE SORTED AND RECYCLED **80%**



EMPLOYEES BREAKDOWN BY REGION (FTE*) (Number of people at 31 December)



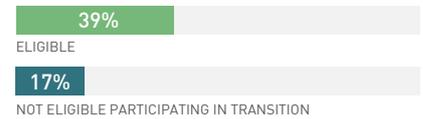
* FTE : Full-Time Equivalent

TOTAL NUMBER OF EMPLOYEES
10,720

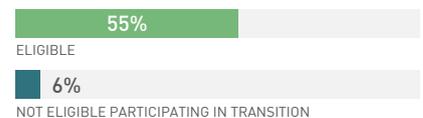


GREEN TAXONOMY 2021 adjusted data

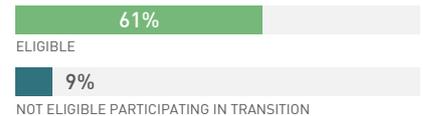
REVENUE



INVESTMENTS



OPERATING EXPENSES



PERCENTAGE OF FEMALES IN MANAGEMENT BODIES

33%



OCCUPATIONAL ACCIDENT FREQUENCY RATE

-30%

vs 2017



INCLUDED IN A-LIST OF CDP RANKING



JCDecaux

31
出境行李检查站
出境行李检查站
出境行李检查站
出境行李检查站

32
HAY
HAY
HAY

禁止携带打火机火柴
Carrying lighter and matches is prohibited

- 中国民用航空局规定 禁止旅客携带打火机、火柴乘坐民航飞机。各种类型的打火机或火柴禁止托运。
- Lighters and matches are prohibited under the laws and regulations of the Civil Aviation Administration of China (CAAC)

JCDecaux

DIGITAL SCREENS
Guangzhou Airport
CHINA

JCDecaux



1

COMPANY OVERVIEW

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- 1.1.2. A virtuous business model since 1964 ^{DPEF} 16
- 1.1.3. Value created and shared with our stakeholders ^{DPEF} 16

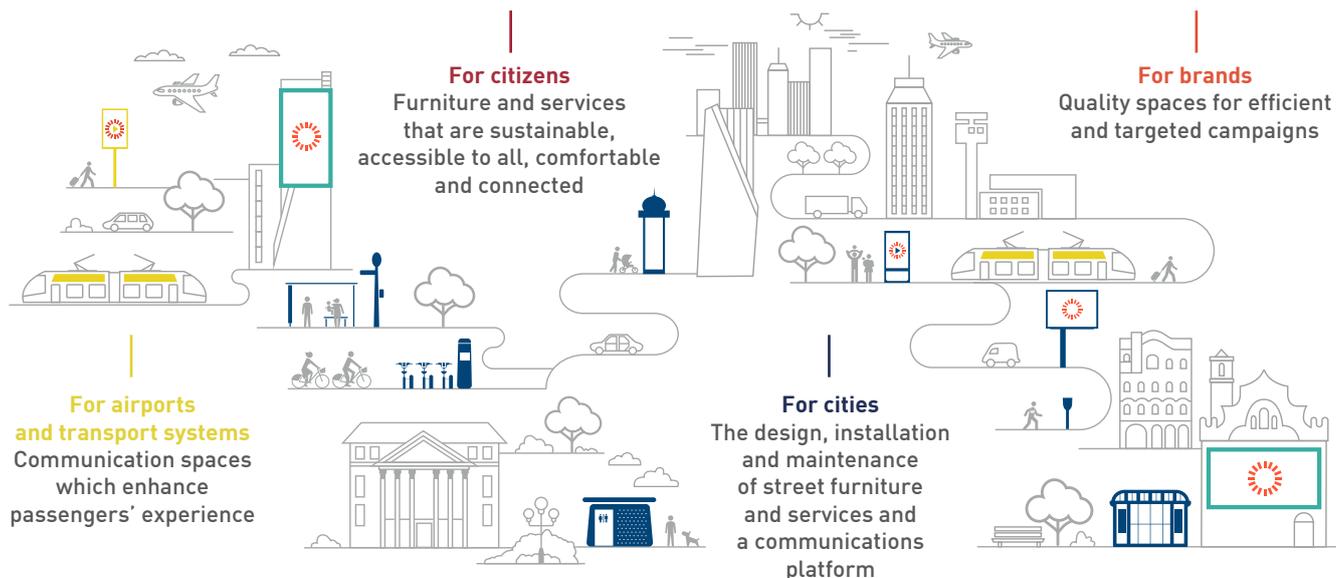
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1.1. OUR ECONOMIC MODEL ^{DPEF}

JCDECAUX, THE SUSTAINABLE MEDIA

A VIRTUOUS MODEL INVENTED BY JEAN-CLAUDE DECAUX IN 1964
Sustainable and innovative furniture and services financed by brands and their advertisement



At the heart of the service economy: the design, installation and upkeep of useful products and services for citizens and for sustainable and smart cities and mobility services

1.1.1. OUR FOUNDING VALUES ^{DPEF}

For more than 55 years, JCDecaux has been faithful to its founding values: **passion, quality innovation and responsibility.**

- **Passion** is expressed in the entrepreneurial mindset and the desire shared by JCDecaux employees to make the city and transport and retail places more attractive and more accessible, in order to meet the challenges of the 21st century
- **Quality** is reflected in the standards of excellence which all JCDecaux products and services meet
- **Innovation** involves the constant search for new, ever more sustainable solutions to keep pace with urban change and the United Nations Sustainable Development Goals
- **Responsibility** is shown by the Group's engagement to exercise its activity while contributing to the challenges of sustainable development.

1.1.2. A VIRTUOUS BUSINESS MODEL SINCE 1964 ^{DPEF}

A French family company created in 1964 by Jean-Claude Decaux, inventor of a new business in urban services and a unique business model which enables its financing through brand communication, JCDecaux aims to serve the community and be the responsible and sustainable media in cities and transport and retail places by providing services and resources to citizens, passengers and partners in France and in over 80 countries. JCDecaux is the world leader in outdoor advertising and offers three outdoor advertising activities from the local to the global level:

- **Street Furniture** which relates to advertising in the public domain on bus shelters, free-standing information panels (MUPI®) of 2 sqm or 8 sqm, kiosks, multi-service columns and in the private domain notably in the "Retail" segment (shopping centres and supermarkets)
- **Transport** which focuses on advertising in land transport networks and airports
- **Billboard Advertising** which concerns the marketing of billboards, neon-light billboards and advertising wraps.

This model has many advantages, particularly in the services it can offer:

- it offers citizens and users products and services at **no cost to local budgets and taxpayers**
- it helps **improve quality of life in cities and mobility places** by developing more services for citizens and users (accessibility, soft mobility, connectivity, etc.) making the city more sustainable as part of an engaged environmental approach
- it is part of **the functional economy**: JCDecaux provides high quality furniture designed to last, which remains most of the time its property, is maintained by JCDecaux teams and can be renovated and reused
- it allows local authorities to have **their own information and communication media in the public space** and thus to inform citizens and promote the regions
- it contributes to **the beautification of the environment** in which the furniture is installed thanks to aesthetic concepts, often designed by renowned designers and architects, and innovative high added-value solutions.

JCDecaux's business model is historically virtuous and responsible. More than ever, its service dimension benefits society as a whole and contributes to the transformation of our society towards a low-carbon transition.

Advertising on street furniture:

- allows the financing of services provided by street furniture and the development of new solutions that benefit citizens
- contributes to the development of local economic players and strengthens the reach of brands.
- raises public awareness of best practices for the environmental and social transition.

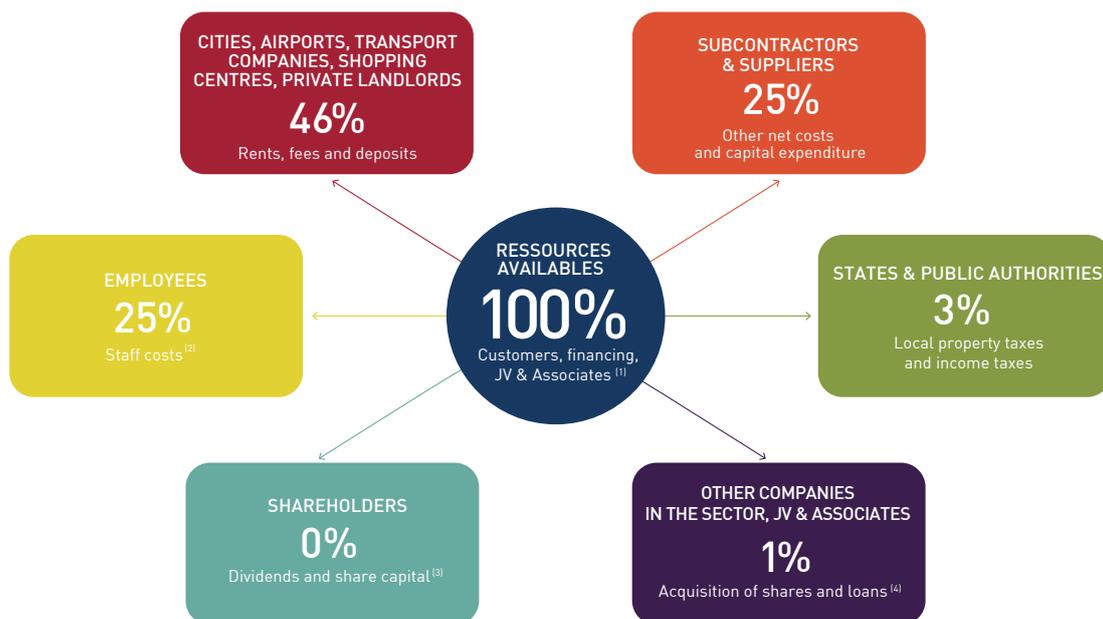
The company's main activities are developing these products and services, their installation and maintenance over the term of the contracts, and the selling of advertising space to international, national and local advertisers. For further information, the JCDecaux value chain is explained on page 28 of this document.

JCDecaux's innovative business model, combined with the strength of its values, make it not only a dynamic company, focused on continuous improvement, but also an international showcase of French know-how.

1.1.3. VALUE CREATED AND SHARED WITH OUR STAKEHOLDERS ^{DPEF}

JCDecaux operates in over 80 countries, 3,518 cities of more than 10,000 inhabitants, 154 airports and 215 transport contracts in underground systems, buses, trains and tram networks. Our well-designed and innovative furniture makes it possible to finance public infrastructure through advertising and develop new solutions for citizens. JCDecaux's business lines and segments are by their nature anchored in the heart of the regions, local to its installations, the commissioning authorities and advertising customers. In this way, JCDecaux creates economic and social value by creating jobs wherever the company moves in, and so helps develop regional economies.

The diagram below shows the distribution of value generated by the company for its different stakeholders in 2021.



⁽¹⁾ This amount includes revenue, financing transactions and dividends received from joint ventures and associates.

⁽²⁾ This amount also includes the cost of bonus shares.

⁽³⁾ This amount reflects dividends paid to all shareholders, including minority shareholders in controlled entities, as well as capital increases made by minority shareholders in controlled entities.

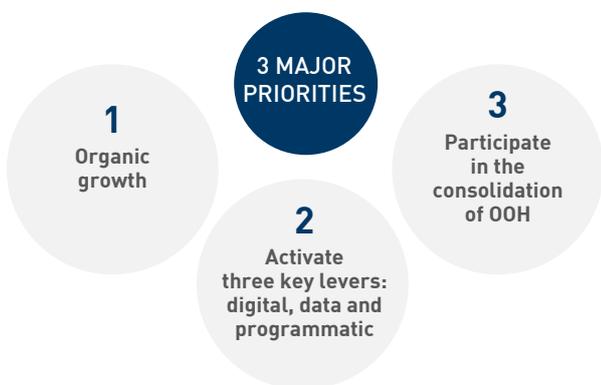
⁽⁴⁾ Excluding net cash acquired/sold and including cash payments net from cash receipts on acquisitions (disposals) of non-controlling interests (without loss of control) and loans to joint ventures and associates.

1.2. GROUP STRATEGY ^{DPEF}

The quality of the media, structural socio-economic drivers and digitisation should increase the market share of OOH. Our strategy is to support and accelerate this development.



The strategy of the Group is based on three priorities:



1.2.1. ORGANIC GROWTH

Each day, JCDecaux can reach a potential audience of over 840 million people around the world through an unequalled network of OOH panels. The Group's objective is to continue to expand and strengthen its offering in areas with high demographic concentration and high standards of living.

The Group intends to pursue its **organic growth** objectives by winning new advertising contracts with cities, local authorities, metros, stations and airports, shopping centres and retail networks, considered the most attractive in terms of commercial potential, throughout the world.

This strategy is based on:

- the development of **innovative offers** for agents by creating useful, sustainable and connected new products and services
- **optimisation** of advertising revenue
- the selective **deployment** of digital technologies that reach a captive and growing audience.

It is based on the Group's **values** and **differentiation levers**:

- its unique **geographic footprint**
- its responsible **business model** that is more relevant than ever
- its ability to provide useful **resources** and **services** to its principal partners
- its industrial base and **value of service** that characterises its operations, upkeep and maintenance
- its **innovation**, adaptation and openness approach
- its **leadership** in the **environmental transition**.

JCDecaux is present, including through digital outdoor advertising, in **100% of the Top 10 and more than 75% of the 30 most influential and connected cities in the world**, which have demonstrated their economic, cultural and social resilience in dealing with the global Covid-19 pandemic.

PRESENCE OF JCDECAUX IN THE TOP 30 CITIES OF THE GLOBAL CITIES INDEX

	RANK	STREET FURNITURE	RETAIL	BILLBOARD	AIRPORTS	TRANSPORT
NEW YORK	1	■	■			
LONDON	2	■	■	■	■	■
PARIS	3	■	■	■	■	
TOKYO	4	■	■			
LOS ANGELES	5	■	■		■	
BEIJING	6				■	■
HONG KONG	7	■	■	■	■	■
CHICAGO*	8	■	■	■	■	
SINGAPORE	9	■	■	■		
SHANGHAI	10				■	■
SAN FRANCISCO	11	■	■			
MELBOURNE	12	■		■	■	■
BERLIN	13	■		■		■
WASHINGTON, DC	14					
SYDNEY	15	■		■	■	■
BRUSSELS	16	■	■	■	■	■
SEOUL	17	■				
MOSCOW	18					
MADRID	19	■	■	■		■
TORONTO	20					
BOSTON	21	■			■	
AMSTERDAM	22	■		■		■
DUBAI	23	■		■	■	
FRANKFURT	24				■	
VIENNA	25	■	■	■		■
MÜNCHEN	26	■				
ISTANBUL	27					
BARCELONA	28	■	■			■
MONTREAL	29					
ZURICH	30					

■ Includes Digital

Source: Kearney 2021 Global Cities Report

*Presence in airports via billboards on the outdoor premises of the Chicago Airport

1.2.2. ACTIVATE THREE KEY LEVERS: DIGITAL, DATA, PROGRAMMATICS

Digital technology represents a significant **growth lever** for the Group's media. Digital advertising revenue (DOOH), increased by **+33.2% for 2021** and reached a record level of 26.9% of annual revenue.

The Group's digital strategy involves

- the selective development of **digital**, in all high value-added universes with the deployment of **digital screens**
- the development of **programmatic** sales via the VIOOH platform
- the cross-functional deployment of our **Data strategy**, whatever the universe, to accelerate the **digital transformation** of our JCDecaux media: measurement of audience, performance and effectiveness of advertising campaigns, data on context, buying habits, consumer attitudes... serving the **attractiveness** and **competitiveness** of our offer, including as a complement to mobile digital media.

In 2021, we continued **to accelerate our digital transformation** with the launch of JCDecaux Data Solutions, by focusing on the deployment of new digital screens and the development of our automated scheduling platform and our sales-to-audience solutions powered by qualitative data.

1.2.3. PARTICIPATING IN THE CONSOLIDATION OF OUTDOOR ADVERTISING

In a highly fragmented outdoor advertising market, JCDecaux has a robust financial capacity, a strong balance sheet and a powerful network that gives the Group a significant edge in seizing the acquisition or partnership opportunities needed to enter new markets or to strengthen our positions in existing markets.

The Group's acquisition strategy focuses on the following main objectives:

- acquire or establish alliances with companies holding strong positions in their markets
- capitalise on the Group's resources to develop and optimise these new markets
- develop commercial synergies
- centralise and reduce costs
- capitalise on the complementarity of its activities at the national level
- complete its product range.



1.2.4. DEVELOP THE POTENTIAL OF OUR MEDIA

1.2.4.1. Supporting our advertisers, from hyperlocal to major global brands

JCDecaux is constantly optimising the growth potential and profitability of its advertising network - for the benefit of the emergence and effectiveness of the advertising campaigns of its advertising clients.

Outdoor Advertising is an attractive medium whose marketing and promotion is ensured, throughout the world, by integrated, multidisciplinary and customer-oriented teams.

Every day, these multi-discipline and client-focused teams mobilise their expertise to ensure excellent market coverage concerning advertisers, their advertising agencies and media agencies.



THE SALES APPROACH RELIES ON FOUR PILLARS:

In 2021, the launch of JCDecaux Data Solutions enabled us to accelerate sales and marketing innovation through a portfolio of international and local data-driven solutions, which leverage JCDecaux's ability to help advertisers achieve their marketing and media goals.

The commercial excellence that underpins the achievement of JCDecaux's objectives is based on:

- unrivalled access in its sector to advertisers of all sizes and, in particular, large international advertisers
- the excellence of the sales and marketing teams, regularly recognised in the market. In France, for example, the teams received the ActionCo Gold Trophy in the "2021 Sales force of the year" category.
- training, agility and cross-functionality of teams, driven for example by the Sales Intelligence Hub, a community that brings together JCDecaux sales teams around the world, consolidates a new sales culture by developing technical expertise and operational efficiency, relational intelligence, understanding of market developments.

Thanks to a presence and an advertising network second to none in the world, JCDecaux Group is in a position to offer advertisers the ability to carry out pan-regional, multi-support and/or multi-format campaigns.

For this purpose, JCDecaux OneWorld (Sales and Marketing centre of excellence represented in London, Paris, Berlin, New York, Milan and Shanghai) is a **unique entry point for international customers** who would like to have global access to our products.

1.2.4.2. Accelerating technological transformation thanks to an integrated, innovative and secure approach

The achievement of the Group's strategic objectives is based on a **robust and efficient technological base** that is a key competitive advantage for all of JCDecaux's activities.

The development of Information Systems is at the heart of the Group's digital strategy, serving all our stakeholders and employees.



THE GROUP'S IT APPROACH IS BASED ON **THREE PILLARS:**

MODERN PLATFORMS, DEVELOPED USING INNOVATIVE TECHNOLOGIES

The **transformation** of all back-office platforms has been undertaken since 2016 in all our processes: inventory, customers, sales, invoicing, finance, purchasing, furniture maintenance, lease management, etc...

It is based on **the most advanced technologies** (microsystems architecture, SAP S/4 Hana Core Model).

These tools, adapted to each operational context, are also integrated with the programmatic solutions provided by VIOOH and are fed by audience data collected and qualified by the Corporate Data department.

A UNIQUE AND PROPRIETARY SOLUTION FOR MANAGING AND DISTRIBUTING DIGITAL CAMPAIGNS

A unique technology **platform**, a new version of which is being developed, is used in all of the Group's digital universes (street furniture, billboards, transport).

This platform **automatically** programs and broadcasts all digital campaigns sold, regardless of the sales channel (traditional or programmatic).

AUTONOMY
MASTERY
SECURITY



More than **150,000** digital campaigns broadcasted in 2021

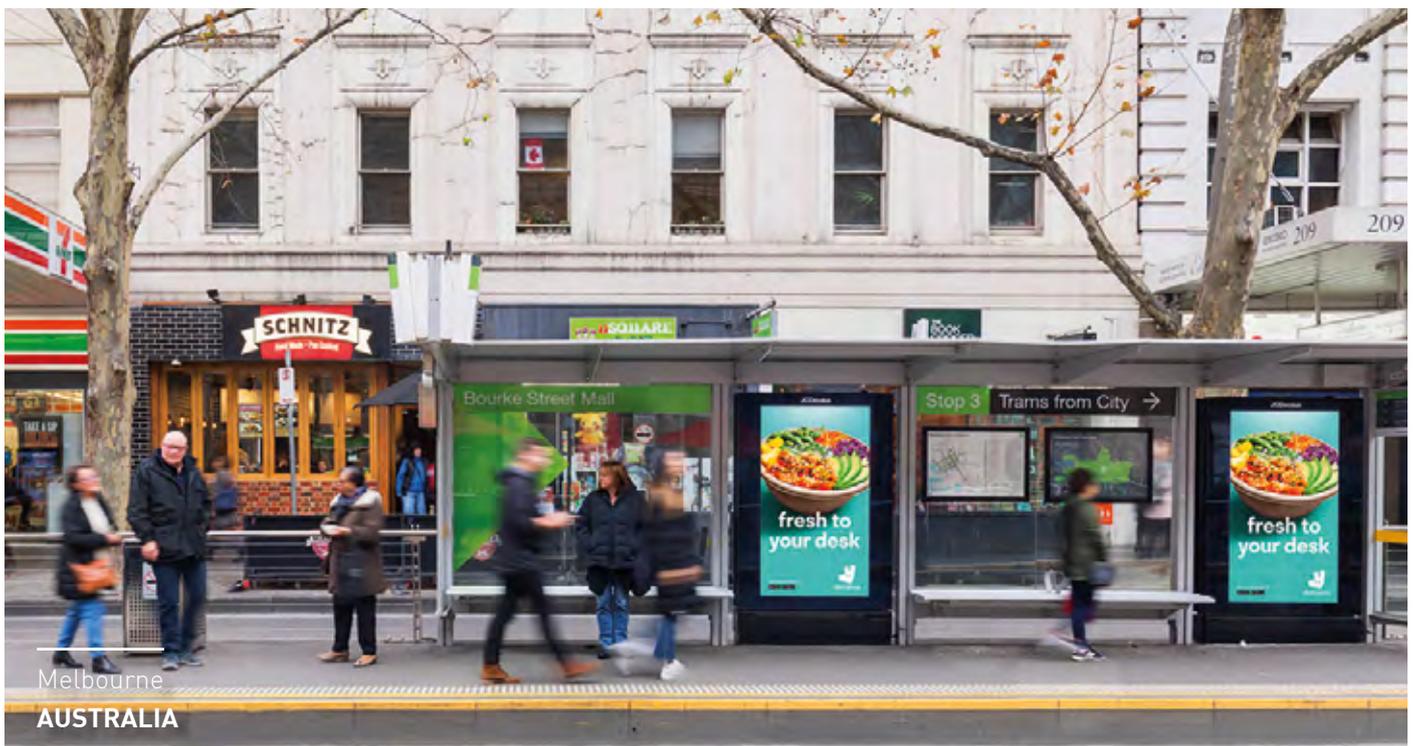
SCALABLE, FLEXIBLE AND SECURE INFRASTRUCTURE

Cloud technologies are at the heart of our developments. They provide secure, easily scalable solutions at controlled costs.

The **security** of our technological solutions is a key issue to guarantee the continuity of our operations. It is ensured by a security policy developed at Group level according to five components:

- **Governance** and oversight by the Group Chief Security Officer
- The **protection** of our applications and our data thanks to a private network, multi-factor authentication, data encryption and more generally the development of all our business applications according to a principle of "Security by Design"
- The **supervision** and the detection of unusual situations through our Security Operations Centre
- The **control** operated on a daily basis, carried out through regular tests and internal and external audits
- The **mobilisation** of teams within the IT Department as well as with all employees and business or country departments.

Finally, the success of the **digital transformation** has relied since 2017 on the development of **online collaboration** which make it possible to optimise discussion times (over 100,000 virtual meetings per month in 2021), to engage communities of multi-country experts, to share and to create, for the benefit of the Group's collective dynamic.



Melbourne
AUSTRALIA



BUS SHELTER with hydro-alcoholic solution dispenser
Paris
 FRANCE

2

OUR SOCIAL, SOCIETAL, AND ENVIRONMENTAL RESPONSIBILITY

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COMPONENTS OF THE DECLARATION OF EXTRA-FINANCIAL PERFORMANCE

- The scope covered by extra-financial data is 98% of the Group’s revenues and 96% of the Group’s workforce (in FTE), unless otherwise indicated in the text that accompanies the data presented.
- In accordance with Article L. 225-102-1 of the French Commercial Code, all components of the Declaration of Extra-Financial Performance are available in this report. In addition to regulatory DEFP components, the following chapter contains information that aims to meet the expectations of JCDecaux’s key stakeholders.
- The risks listed below and presented in this chapter correspond to material extra-financial risks. They are based on the risk analysis described in the “Risk management policy” section.

ELEMENTS OF THE DEFP		SECTION OF THE SUSTAINABILITY REPORT	CHAPTERS	PAGE	
BUSINESS MODEL		“Our Economic Model” and “Our founding values”	Group activity and strategy	16	
		“JCDecaux in 2021 – our key figures”	Our social, societal, and environmental responsibility	32	
		“The specificities and strengths of our value chain”	Our social, societal, and environmental responsibility	28	
		“Value created and shared with our stakeholders”	Group activity and strategy	17	
		“Group strategy”	Group activity and strategy	18	
		“A virtuous business model serving advertisers, local authorities and citizens”	Our social, societal, and environmental responsibility	26	
KEY EXTRA-FINANCIAL RISKS		“Material extra-financial risks for JCDecaux”	Our social, societal, and environmental responsibility	33	
		“Risk management policy”	Risk factors and internal control	146	
FIGHT AGAINST CORRUPTION	Description of risk	“Risk related to the Group’s reputation and non-compliance with business ethics”	Risk factors and internal control	148	
	Policies applied, due diligence procedures and results	“Maintain ethical conduct and fight corruption”	Our social, societal, and environmental responsibility	84	
		Focus “Business Ethics”	Our social, societal, and environmental responsibility	86	
RESPECT FOR HUMAN RIGHTS	Employees	Description of risk	“Risks related to the non-respect of employees’ human rights”	Risk factors and internal control	149
		Policies applied, due diligence procedures and results	“Be a responsible employer”	Our social, societal, and environmental responsibility	70
	Suppliers	Description of risk	“Risks related to failure by suppliers to respect human rights”	Risk factors and internal control	149
		Policies applied, due diligence procedures and results	“Conduct business in an exemplary fashion”	Our social, societal, and environmental responsibility	84

ELEMENTS OF THE DEFP		SECTION OF THE SUSTAINABILITY REPORT	CHAPTERS	PAGE
SOCIAL AND SOCIETAL CONSEQUENCES	Description of risk	"Risk related to the Health & Safety of employees and subcontractors"	Risk factors and internal control	152
	Policies applied, due diligence procedures and results	"Promote an exemplary Health & Safety culture"	Our social, societal, and environmental responsibility	76
	Description of risk	"Risk related to personal data protection and non-respect of personal privacy"	Risk factors and internal control	149
	Policies applied, due diligence procedures and results	"Ensure that personal data is protected"	Our social, societal, and environmental responsibility	89
	Description of risk	"Risk of online hacking of furniture and advertising spaces"	Risk factors and internal control	151
	Policies applied, due diligence procedures and results	"Safeguard our digital furniture to the highest possible degree"	Our social, societal, and environmental responsibility	55
	Other required information: • Collective agreements entered within the company and their impact on the economic performance of the company and employee working conditions	"Guarantee respect for fundamental social values-Working conditions" section	Our social, societal, and environmental responsibility	73
	• Actions aimed at combating discrimination and promoting diversity and measures taken to support people with disabilities • Combating food waste, tackling food insecurity, respect for animal welfare, responsible, fair and sustainable food policy	"Foster diversity and inclusion" Non-material themes for JCDecaux's business	Our social, societal, and environmental responsibility	82
ENVIRONMENTAL CONSEQUENCES	Description of risk, Policies, due diligence procedures and results	Environmental issues are fully integrated into JCDecaux's Sustainability Strategy (see section "Towards an optimised environmental footprint"), but are not identified as a key risk	Our social, societal, and environmental responsibility	58
	Other required information: • Climate Change consequences of the company's business and use of the goods and services it produces	Sections "Actively contribute to the planet's carbon neutrality" and "Systematise eco-design to improve environmental and social performance"	Our social, societal, and environmental responsibility	58, 50
	• Circular Economy	Focus "The Circular Economy" and "Curb our other environmental impacts" section	Our social, societal, and environmental responsibility	67, 66
TACKLING TAX EVASION	Description of risk, Policies applied, due diligence procedures and results	Responsible tax issues are fully integrated into the Company's strategy (see "Tax policy" section), but are not identified as a key risk	Financial and accounting information	156

The limited assurance report prepared by EY, appointed as independent third-party auditor for this financial year, attesting to the presence and fairness of the information can be found at the end of this chapter on page 110.

A cross-reference table between the indicators of the Global Reporting Initiative (GRI) standards and JCDecaux's extra-financial information can be found on page 106.

2.1. A SUSTAINABLE STRATEGY SERVING THE COMMUNITY

2.1.1. A VIRTUOUS BUSINESS MODEL SERVING ADVERTISERS, LOCAL AUTHORITIES AND CITIZENS

2.1.1.1. Towards smart and responsible cities and mobility services

The cross-functional approach to Sustainability enables the Company to anticipate future changes that may impact its business and to study market risks and opportunities. The integration of Sustainability into the Company’s strategy facilitates the management of risks related to environmental and social issues and represents a lever for innovation and an asset for its economic development over the medium and long term.



ACCELERATING GLOBAL URBANISATION AND DEVELOPMENT OF TRANSPORT

CHALLENGES

PERSPECTIVES FOR JCDECAUX

68% of the global population will live in urban areas by 2050 (compared to 55% in 2018)⁽¹⁾

Growth of the outdoor advertising audience in cities



Faster urbanisation strengthens JCDecaux’s international development strategy of offering more services to citizens, particularly in emerging countries.

90% of new urbanites will be in Africa and Asia⁽¹⁾

Emergence of increasingly “global cities”, particularly in developing countries, which will want to provide greater accessibility, connectivity, mobility, etc.



This development creates new opportunities for technological, societal and environmental innovation to anticipate the needs of these “global cities” as well as the airports that serve them.

2.4% annual growth in air traffic over the next five years⁽²⁾

After an unprecedented decline in 2020 due to the Covid-19 epidemic, and despite a contrasted recovery in 2021, mobility and air traffic should gradually resume and some domestic airports in major markets such as China and the United States, should return to pre-crisis levels between 2023 and 2025



Although the Covid-19 epidemic has had an impact on air traffic, and continues to affect international travel, increasing global urbanisation and international mobility are not compromised, and will enable JCDecaux to reach a wider audience and offer advertisers global, national and local networks. The decrease in business traffic will probably be offset by an increase in leisure traffic, digital and new smart media planning tools powered by audience data with the development of targeted and affinity advertising offers, that will generate higher revenue per passenger.



CLIMATE CHANGE AND SCARCITY OF RESOURCES

CHALLENGES

PERSPECTIVES FOR JCDECAUX

Global target of net zero CO₂ emissions must be achieved in **2050** to limit global warming to below 2° C in 2100⁽³⁾



The reduction of greenhouse gas emissions to stay on the 1.5 °C trajectory is an opportunity for JCDecaux to further increase its competitive advantage by rethinking some operations to rise to this challenge.

Natural disasters have been multiplied by **2** in the world in 20 years
Climate change is the main cause⁽⁴⁾

We need to adapt to the new climate context (higher temperatures, rising sea levels, increased number of extreme events, greater scarcity of resources, etc.)

In 2021, the three main most likely long-term global risks are environmental⁽⁵⁾



There are great opportunities to develop new services for cities around climate change resilience and adaptation: sensors to warn against pollution peaks, alerts on extreme climate events, participation in the development of biodiversity in cities (greening of furniture for example), improvement of air quality and fight against heat islands, etc.

⁽¹⁾ UN News Center, World Urbanization Prospects. The 2018 Revision, Key facts

⁽²⁾ ACI, World Airport Traffic Forecasts 2020-2040

⁽³⁾ GIEC (IPCC), AR6 Climate Change 2021: The Physical Science Basis, August 2021

⁽⁴⁾ UN News, “Staggering” rise in climate emergencies in last 20 years, new disaster research shows”, 12 October 2020

⁽⁵⁾ The 2021 edition of The Global Risks Report, World Economic Forum



DIGITAL TRANSFORMATION

CHALLENGES

PERSPECTIVES FOR JCDECAUX

3.35 billion smartphone users worldwide in 2021 ⁽¹⁾
 With the growth in media offerings and the increasing number of communication channels, advertisers are seeking solutions enabling them to better target a connected, mobile audience seeking interactivity



Outdoor advertising is the only real mass medium able to capture an increasingly mobile and connected global audience.
 The powerful combination of its outdoor advertising offering and the benefits of mobile Internet enables JCDecaux to offer its advertiser clients an even more effective and impactful service.

The digital transformation is expected to bring value of over **USD 100,000** billion to society and industry worldwide by 2025 ⁽²⁾
 New opportunities linked to the increase in the digital offering and Data, serving connected cities.



The digital transformation and new forms of augmented reality (digitisation of media, connectivity services, creative solutions, etc.) offer prospects for the development of more interactive, richer and more relevant solutions in terms of content. These new solutions are intended to serve citizens, cities, transport companies and advertisers for the benefit of an increasingly low-carbon circular economy. To date, a significant portion of calls for tenders for urban or other furniture include a digital component with selective and frugal deployment in line with our commitments and our challenges to reduce greenhouse gas (GHG) emissions.



CHANGE IN CONSUMPTION PATTERNS AND CITIZENS' EXPECTATIONS

CHALLENGES

PERSPECTIVES FOR JCDECAUX

The collaborative sector is expected to double by 2024 to represent nearly **USD 1.5** Trillion worldwide ⁽³⁾
 Collaborative solutions are popular with citizens, and cities are positioning themselves as true leaders in collaborative work by providing shared service solutions (soft mobility, concierge services, etc.)



This underlying trend, in which being able to use an asset is more important than owning it, bolsters the relevance of JCDecaux's original business model, based on the economy of functionality: the Company provides a full service to its clients while retaining ownership of the street furniture made available to cities and transport companies which it can renew at the end of the contract to give it a second life.
 JCDecaux is also leading the way in this area, particularly through its soft and shared mobility solutions and also thanks to its local concierge services in kiosks, boosting the local economy and social interaction.

Consumers describe themselves as increasingly respectful of the environment. **51%** of them declare that, when considering a purchase, they take into account the traceability and transparency of the product's origin ⁽⁴⁾
75% of brands could disappear in the general indifference or be easily replaced ⁽⁵⁾



Mass consumption puts strong pressure on natural resources and ecosystems and can have implications for the safety, health and well-being of populations.
 As a media, and through its presence in the public space, JCDecaux reaches more than 850 million people worldwide every day. The Company has a real ability to influence but also a responsibility to amplify positive messages and make existing solutions visible. JCDecaux supports brands and provides information to enable consumers to make the right choices and encourage positive behavioural changes. JCDecaux is convinced that advertising can be used to make sustainable lifestyles attractive.

The analysis of the challenges and prospects enables JCDecaux to anticipate the impacts and challenges for its activities and its value chain and to provide concrete operational responses. It also feeds into the analysis of environmental, social, societal and governance issues, as well as the mapping of extra-financial risks (see "Material extra-financial risks for JCDecaux").

⁽¹⁾ Smartphone users worldwide 2019-2023, eMarketer
⁽²⁾ Digital Transformation Initiative, World Economic Forum
⁽³⁾ BCC Research 2020
⁽⁴⁾ Global Consumer Insights Pulse Survey, December 2021, PwC
⁽⁵⁾ Havas 2021 study, "Meaningful brands", nearly 400,000 people surveyed worldwide

2 OUR SOCIAL, SOCIETAL, AND ENVIRONMENTAL RESPONSIBILITY

A sustainable strategy serving the community

2.1.1.2. The specificities and strengths of our value chain

JCDecaux relies on an ecosystem of players at the various stages of value creation and distribution, and effectively mobilises the various resources (see diagram below). The Company internalises more than 400 key processes, from the design of street furniture to the marketing of advertising space and furniture maintenance (see "Group activity and Strategy"). This specific characteristic ensures that JCDecaux manages its resources and impacts at each stage and guarantees optimal quality of the products and services offered. It also illustrates the Group's desire to be as close as possible to its stakeholders (see "In-depth dialogue with our stakeholders").

KEY MILESTONES AND RESOURCE UTILISATION IN THE VALUE CHAIN

STEPS IN THE VALUE-CHAIN	CUSTOMERS	ADVERTISER CUSTOMERS	KEY RESOURCES
	SERVING MANDATORS AND PARTNERS (CITIES, AIRPORTS, SUBWAYS, BUS, TRAMS, TRAINS, SHOPPING CENTRES...)	SERVING ADVERTISERS AND CONSULTING AGENCIES	
 <p>1 ADVICE AND DESIGN</p>	<ul style="list-style-type: none"> Listening to needs, dialoguing with, and making recommendations to stakeholders Understanding the expectations of final users Development of new designer products and services which are comfortable, innovative, connected, interactive and accessible to all Eco-design 	<ul style="list-style-type: none"> Out-of-Home media strategy, advice to advertisers Creation of international, national and local ad plans Capacity to combine analogue and digital furniture in over 80 countries Event solutions 	<ul style="list-style-type: none"> HUMAN CAPITAL SOCIAL & RELATIONSHIP CAPITAL
 <p>2 SERVICE OFFERINGS</p>	<ul style="list-style-type: none"> Response to public tenders and competitive dialogues 	<ul style="list-style-type: none"> Selling of ad space On-going advice to advertisers up until campaign posting 	<ul style="list-style-type: none"> HUMAN CAPITAL INTELLECTUAL CAPITAL
 <p>3 DEPLOYMENT & OPERATIONS</p>	<ul style="list-style-type: none"> Responsible purchasing Assembly and installation of furniture and self-service bicycle schemes Upkeep and maintenance of furniture and self-service bicycle schemes Customer relations centres Internal ethical control of advertising visuals 	<ul style="list-style-type: none"> Preparation of posters and canvases received from printers Campaign posting Putting digital content on-line Events set up 	<ul style="list-style-type: none"> HUMAN CAPITAL SOCIAL & RELATIONSHIP CAPITAL NATURAL CAPITAL MANUFACTURED CAPITAL FINANCIAL CAPITAL
 <p>4 POST-DEPLOYMENT SUPPORT</p>	<ul style="list-style-type: none"> Customer service: user satisfaction surveys Dismantling, recycling or renovation of furniture Feedback and support to local authorities and mandators 	<ul style="list-style-type: none"> Poster removal and recycling at the end of campaigns Post-campaign support: ad efficiency measurement and consumer surveys 	<ul style="list-style-type: none"> HUMAN CAPITAL SOCIAL & RELATIONSHIP CAPITAL

2.1.1.3. Green Taxonomy: assessing the sustainability of our activities

Background

To prioritise the financing of activities that already contribute significantly to the low-carbon transition objectives and also to encourage and accelerate the emergence and expansion of transition activities, the European Commission decided to implement a common framework known as the “Green Taxonomy”.

This framework describes specific eligibility and alignment criteria and thresholds:

- The activity must contribute substantially to one of the six environmental objectives:

	1. Climate change mitigation		4. Protection and restoration of biodiversity and ecosystems
	2. Climate Change adaptation		5. Pollution prevention and control
	3. Sustainable use and protection of water and marine resources		6. Transition to a circular economy

- The activity must comply with the Commission’s technical review criteria.
- The eligible activity cannot contribute to one of the objectives by significantly harming one of the other environmental objectives (“Do No Significant Harm” principle–DNSH).
- The company must respect the minimum social guarantees: compliance with the International Labour Organization’s eight “fundamental conventions”.

A business model in line with the Green Taxonomy Regulation

JCDecaux’s business model is to provide cities with products and services that are useful to citizens and financed by brand advertising. It consists of three activities: Street Furniture, Transport and Billboard advertising.

The services and products provided such as passenger shelters, information furniture and self-service bicycle systems promote sustainable mobility without imposing the cost on citizens through local taxation.

The regional network of urban furniture, passenger shelters, information furniture and self-service bicycle systems, and their transformation into information and communication media are all factors serving smart and responsible mobility. Multi-channel information also promotes intermodal mobility (active mobility plans, pedestrian staking, real-time travel information, opportunity to communicate with users, etc.).

As part of its eligibility analysis, JCDecaux has endeavoured to reconcile its business model with the description of the activities listed in the Green Taxonomy climate delegated act beyond the simple analysis of NACE codes (Statistical Nomenclature of Economic Activities in the European Community), for the first two environmental objectives.

This analysis has identified three eligible activities:

ELIGIBLE ACTIVITIES	OBJECTIVE	TAXONOMY REFERENCE
Self-service bicycles	Climate change mitigation	6.4. Operation of passenger mobility systems, cyclo-logistics
Stations / docks	Climate change mitigation	6.13. Infrastructures for the mobility of people, cyclo-logistics
Street furniture for sustainable mobility (bus shelters Abribus®)	Climate change mitigation	6.15. Infrastructure for low-carbon road and public transport

Eligible activities naturally include services that are part of a global strategy for sustainable mobility:

- The **self-service bicycles** activity as well as associated infrastructures (stations and docks) by nature contribute to the mitigation of climate change.
- **Bus shelters** (Abribus®) are an essential and inseparable extension of mobility infrastructures and represent a lever for attracting users to the public transport network. This facility, intended for urban and suburban public transport, fulfils a number of functions:
 - it protects against bad weather and provides essential waiting comfort, while providing information on the journey (organisation of lines, waiting times, warning messages),
 - it marks out the transport network and secures users, residents and visitors thanks to the lighting it provides, it guarantees accessibility to the service itself for all types of users and in particular for people with reduced mobility.

The installation, maintenance and operation of these facilities are necessary for the proper functioning of the public transport network.

By financing public transport, the communication of companies in ground public transport systems networks plays a major role in the transition. However, the Green Taxonomy does not currently allow this activity to be eligible.

Proportion of activities eligible for the Green Taxonomy regulation

As the 3 eligible activities - self-service bicycles, stations / docks, and bus shelters - are part of the Street Furniture business activity, the challenge is to identify the share of eligible activities within this activity based on operating contracts.

The indicators presented below are based on Group financial data and are presented according to IFRS data.

Revenues

Analysis methodology:

The analysis of operating contracts was carried out on the basis of the number of advertising faces over a geographical scope covering 90% of the Street Furniture revenue. Thus, 86% of advertising faces relating to urban furniture belong to contracts with Bus shelters and/or bicycles.

Calculation methodology:

In accordance with the Green Taxonomy delegated act,

- The numerator of the indicator "Taxonomy-eligible Revenues" was determined by applying the percentage (86%) to all advertising revenue (including production of posters) related to the Group's street furniture and by listing ancillary services directly linked to contracts with Bus shelters and / or bicycles.
- The denominator of the indicator "Taxonomy-eligible Revenues" corresponds to the Group's consolidated revenue.

Investments

Analysis methodology:

JCDecaux's eligible investment expenses cover the investment expenses relating to eligible activities (activities 6.4, 6.13 and 6.15), within the scope of contracts related to the "Street Furniture" business activity that contain either bus shelters and/or bicycles, as well as individual investment expenditure that is not associated with an activity intended to be marketed, in particular the acquisition of buildings (activity 7.7) and vehicles (activity 6.5) as well as expenditure on the energy efficiency of buildings (activities 7.3 to 7.6 of the Taxonomy).

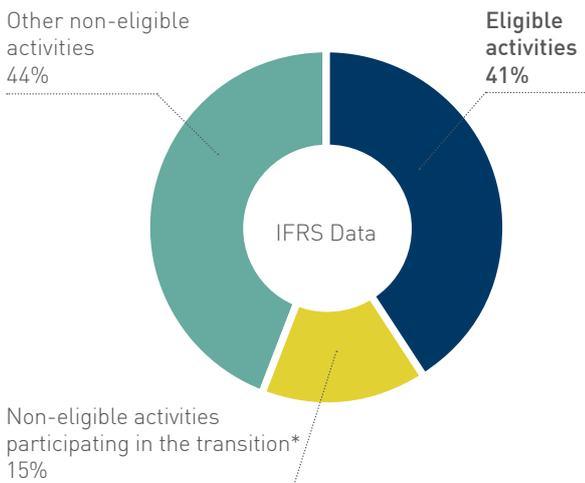
Calculation methodology:

In accordance with the Green Taxonomy delegated act,

- The numerator of the indicator "Taxonomy-eligible investments" was determined by identifying, on the one hand, investments related to contracts with bus shelters and/or bicycles (including rights to use of the lease contracts for advertising spaces, buildings, vehicles and general investments) and individual investments by type (vehicles and buildings) not taken into account in the analysis by activity.
- The denominator of the indicator "Taxonomy-eligible investments" corresponds to the total amount of the Group's investments (including rights to use of the lease contracts for advertising spaces, buildings and vehicles).



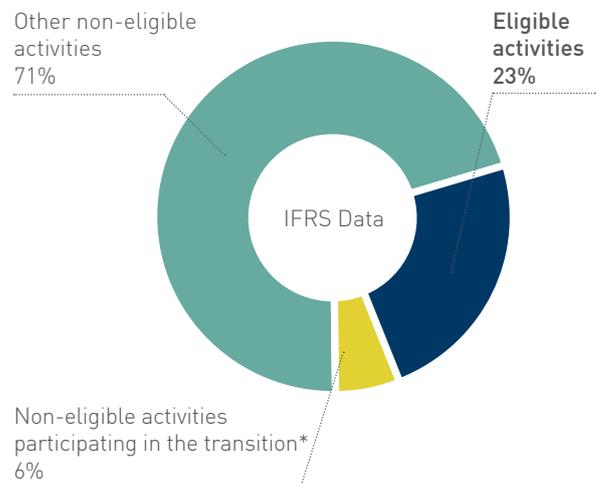
In 2021, **Taxonomy-eligible revenues** for the Taxonomy amounted to **41%** of the Group's consolidated revenue for IFRS data.



* Activity related to public transport



In 2021, the **Taxonomy-eligible investments** amounted to **23%** of the Group's total investments for IFRS data.



Operating expenses

Analysis methodology:

Operating expenses concern the direct non-capitalised costs related to the operation of our advertising systems, research and development, building renovation, short-term leases, and any other direct expenses related to routine maintenance of property, plant and equipment that are necessary to ensure the continuous and efficient operation of the eligible assets.

The analysis of expenses made it possible to specifically identify the costs of maintenance, upkeep and repair as well as the costs of purchasing spare parts relating to the "Street Furniture" activity, excluding costs relating to billboards.

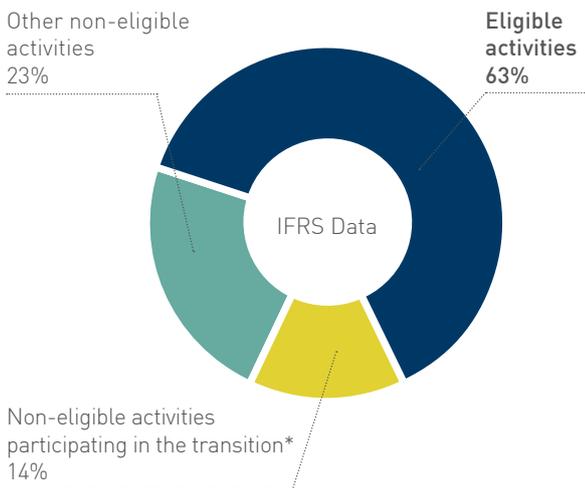
Calculation methodology:

In accordance with the Green Taxonomy delegated act,

- The numerator of the indicator "**Taxonomy-eligible operating expenses**" was determined by applying the 2021 eligibility ratio relating to revenue (i.e., 86%) to all operating expenses identified for the "Street Furniture" business.
- The denominator of the indicator "**Taxonomy-eligible operating expenses**" corresponds to the total amount of the Group's maintenance expenses.



In 2021, **Taxonomy-eligible operating expenses** amounted to **63%** of the Group's total maintenance expenses or IFRS data.



* Activity related to public transport

Adjusted Data

In order to reflect the Group's operational reality and the clarity of our performance, the Group's external financial communication is based on "adjusted" data. These data proportionally include the operating data of joint ventures and exclude the impact of IFRS 16 on "core business" leases (leases of locations for advertising structures excluding real estate and vehicle leases).



In 2021, the adjusted data for the three indicators are:

- **Taxonomy-eligible revenue** represents **39%** of the Group's consolidated revenues.
- **Taxonomy-eligible investments** represent **55%** of the Group's total investments (excluding right-of-use on core business lease contracts).
- **Taxonomy-eligible operating expenses** represent **61%** of the Group's total maintenance expenses.

2 OUR SOCIAL, SOCIETAL, AND ENVIRONMENTAL RESPONSIBILITY

A sustainable strategy serving the community

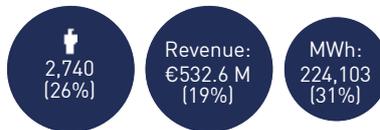
2.1.1.4. JCDecaux in 2021 - Our key figures

10,720 FTE employees (96.3% on permanent contracts)	€2,744.6 million in (adjusted) revenue of which 39% Eligible for the Taxonomy regulation	+850 million people of potential audience	+80 countries	3,518 cities of more than 10,000 inhabitants equipped with JCDecaux furniture	586 shopping centres equipped with JCDecaux furniture	154 airports equipped with JCDecaux furniture	215 transport concessions (excluding airports) equipped with JCDecaux furniture	733,751 MWh of energy consumption
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NORTH AMERICA



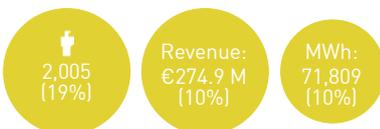
FRANCE



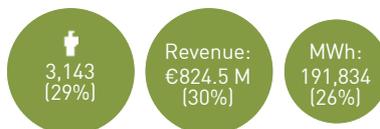
UNITED KINGDOM



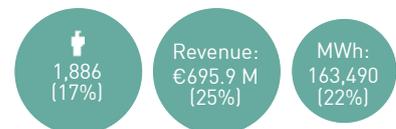
REST OF WORLD



REST OF EUROPE



ASIA-PACIFIC



2.1.2. OUR STRATEGY: JCDECAUX, THE SUSTAINABLE MEDIA

2.1.2.1. Material extra-financial risks for JCDecaux

The process of identifying and assessing extra-financial risks is based on the risk management policy and the global annual mapping of risks related to the activity of the Group and its subsidiaries (for more information on functions involved and evaluation criteria, see legal chapter–risk identification).

The six major extra-financial risks identified for 2021 were validated by the Executive Board and the Audit Committee:

- Risk related to business ethics and anti-corruption
- Risk related to the Health & Safety of employees and subcontractors
- Risk related to non-respect of employees' human rights
- Risk related to failure by suppliers to respect human rights
- Risk related to personal data protection and non-respect of personal privacy
- Risk related to the digital piracy of furniture

These risks are taken into account in the Group's Sustainability Strategy and give rise to action plans and policies which are presented in the rest of the document.

Due to the nature of the Group's activities, the associated environmental risks are limited. In 2021, JCDecaux did not identify any significant environmental risks likely to be provisioned in its financial statements.

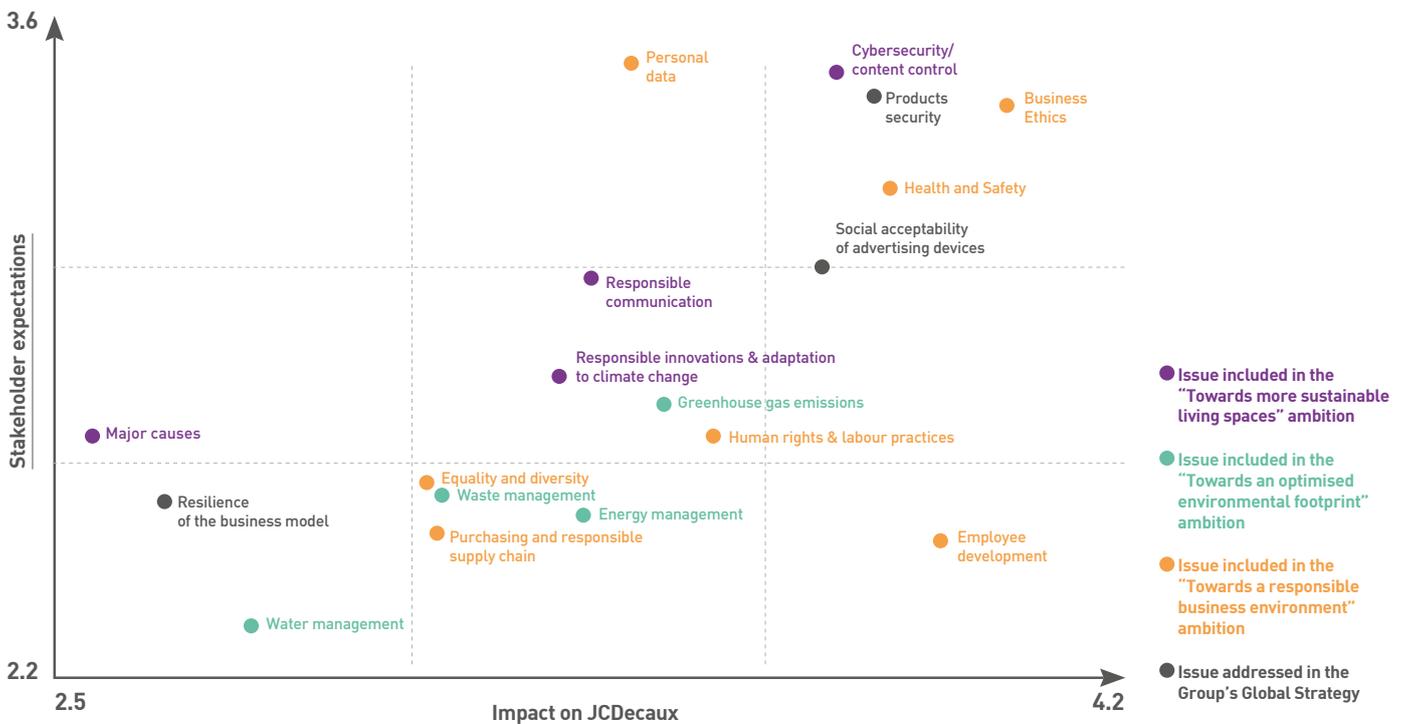
2.1.2.2. Our materiality matrix

The materiality analysis also enables JCDecaux to identify and prioritise sustainability issues, by combining the points of view of the Company and of its stakeholders.

JCDecaux prepared and published its first materiality analysis in 2013. The results obtained made it possible to develop the Sustainability Strategy rolled out in 2014.

In order to take into account changes in activities (presence in new countries, increase in the share of digital in activities, etc.), stakeholder expectations, and feed the Group's Sustainability Strategy to 2030, this analysis was updated in 2018 and then in 2020. The results of the 2018 analysis confirmed the validity of the Sustainability Strategy at the time and provided food for thought on how to enhance it. The survey conducted in 2020 supported the work undertaken to enrich the strategic roadmap for 2030.

Results of the 2020 materiality analysis



Eighteen issues were identified as material. Assessed as very important for the Group and its stakeholders, the vast majority of these issues have been included in the new Sustainability Strategy. Only three of them do not appear explicitly in the roadmap: the resilience of the business model, the societal acceptability of the advertising systems and the safety of the products. These issues are part of the Group's DNA and are addressed as part of the overall strategy as well as through daily actions.

For more information on the methodological framework of our materiality analysis, consult the methodological note published on www.jcdecaux.com.

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2.1.2.3. An ambitious strategy for 2030 reflecting our historical commitment

The results of the materiality analyses carried out in 2018 and 2020 have enriched the Sustainability Strategy rolled out in 2014, while aligning it with the commitments and initiatives previously implemented.

The ambitions and commitments defined in the Sustainability Strategy for 2030 directly echo the strategic priorities defined in 2014. The addition of a dedicated ambition to the product and service offering illustrates the accelerated integration of Sustainability into activities and strategic thinking.

The 2030 Sustainability Strategy was defined by JCDecaux's Executive Board in collaboration with the Sustainability Department and the Company's various business lines and functions. It takes into account the material issues as well as the extra-financial risks identified as major for the Group (for more information see "2.1.3. Management and implementation of the Sustainability Strategy").

“

“Enhancing and perpetuating our current practices and commitments, with an ever-increasing ambition to meet the essential challenges of a profoundly changing world and promote a decarbonised and circular economy: this is the objective of our new strategic roadmap for 2030.”

David Bourg, Chief Financial, IT and Administrative Officer



An enhanced and ongoing Sustainability Strategy

6 strategic priorities defined in 2014 ... included and enhanced in our 2030 Sustainability Strategy

OUR PRIORITIES		OUR COMMITMENTS
	Develop furniture and services that work for everyone	TOWARDS MORE SUSTAINABLE LIVING SPACES
	Promote responsible outdoor advertising	
 Reduce our energy consumption	Actively contribute to the planet's carbon neutrality	TOWARDS AN OPTIMISED ENVIRONMENTAL FOOTPRINT
 Reduce our other environmental impacts	Curb our other environmental impacts	
 Deploy a group health & safety policy  Implement an ambitious Group-wide Social Policy  Encourage employee commitment to sustainability	Be a responsible employer	TOWARDS A RESPONSIBLE BUSINESS ENVIRONMENT
 Strengthen Sustainable Development in the purchasing policy	Conduct business in an exemplary fashion	

Review of the 2014-2021 Strategy

In 2021, the Group achieved or partially achieved the majority of the objectives set for the various strategic priorities as part of its 2014 Strategy. When the objectives were not achieved, this is mainly due to the decrease in the Group's activity due to the health crisis. The global health context has had many repercussions that have made it more difficult to achieve certain objectives, in particular by freezing supplier audits as well as Health & Safety audits due to the difficulties of travelling to the sites. The JCDecaux Group is aware of the room for improvement on some of its strategic priorities and continues to pursue its efforts thanks to new objectives in line with Strategy 2014 in its new Sustainability Strategy for 2030.

2014-2021 Strategy - Summary table on strategic priorities, objectives and results:

OUR STRATEGIC PRIORITIES	OBJECTIVES	RESULTS			
		2019	2020	2021	Status
 REDUCE OUR ENERGY CONSUMPTION	Achieve a 15% reduction in energy consumed by analogue furniture by 2021 (vs 2012)	+4.6%	-15.5%	-10.6%	●
	Propose digital furniture with energy consumption reduced by 50% for LCD screens and 15% for LED screens by 2021	-66% ^(a) -25% ^(b) -23% ^(c)	Unchanged	Unchanged	✓
	Cover 100% of the Group's electricity consumption with renewable electricity by 2022 (objective: 90% in 2021)	88%	91%	98%	✓
	Reduce fuel consumption per 100 km by 20% by 2021 (vs 2012)	-13%	-14%	-14%	●
 REDUCE OUR OTHER ENVIRONMENTAL IMPACTS	100% of the paper posters printed by JCDecaux carry a PEFC, FSC or equivalent label by 2021	89%	99%	97%	●
	90% of paper posters to be recycled by 2021	71%	79%	83%	●
	80% of canvas containing PVC to be recycled in the European Union by 2021	76%	74%	87%	✓
	70% of waste to be recycled by 2021	76%	80%	80%	✓
 DEPLOY A GROUP HEALTH & SAFETY POLICY	100% of countries to have established a Health & Safety risk identification and assessment procedure by 2018 ⁽¹⁾	99%	99%	Unchanged	✓
	100% of employees identified in the training matrix to be trained in Health & Safety by 2018 ⁽²⁾	86%	86%	88%	●
	100% of countries to have developed a Health & Safety action plan and manual compliant with Group recommendations by 2019 ⁽³⁾	68%	Unchanged	Unchanged	●
 IMPLEMENT AN AMBITIOUS CROSS-FUNCTIONAL SOCIAL POLICY FOR THE GROUP	100% of countries compliant with the principles of the International Charter of Fundamental Social Values by 2015 ⁽⁴⁾	No new survey conducted	100%	No new survey conducted	✓
	Employee training on the Charters to be deployed in 100% of the countries where the Group is in charge of management by 2016	100% ⁽⁵⁾	100% ⁽⁶⁾	100% ⁽⁶⁾	✓
 STRENGTHEN SUSTAINABILITY IN THE PURCHASING POLICY	100% of JCDecaux key suppliers to have signed JCDecaux's Supplier Code of Conduct by 2021	88%	100%	100%	✓
	80% of key suppliers to be assessed annually by 2021 ⁽⁷⁾	69%	68%	93%	✓
	100% of direct key suppliers to be audited by 2021 ⁽⁸⁾	64%	59%	53%	● Freeze due to health crisis
 ENCOURAGE EMPLOYEE COMMITMENT TO SUSTAINABILITY	Train all the Group's Executive Management in Sustainability by end-2021 ⁽⁹⁾	67%	69%	74%	●
	100% of countries having deployed the online Sustainability training to employees equipped with a computer by 2018 ⁽⁹⁾	100%	100%	100%	✓

✓ Achieved ● Mostly achieved

^(a) LCD indoor ^(b) LED indoor ^(c) LED outdoor

⁽¹⁾ Group scope, not including entities where JCDecaux has a minority interest, entities acquired in the past 2 years and entities with revenue of less than €5 million

⁽²⁾ Extra-financial reporting scope, in % of countries

⁽³⁾ Scope of entities audited by the Group or having a certified Health & Safety Management System

⁽⁴⁾ Scope is all countries replying to the survey, covering 96% of headcount by FTE

⁽⁵⁾ % of countries having rolled out digital learning on Sustainability in 2018

⁽⁶⁾ % of countries that have rolled out the "Ethical and social principles & supplier relations: I commit!"

⁽⁷⁾ Scope restricted to key suppliers from 2019

⁽⁸⁾ Freezing of audits due to the health crisis

⁽⁹⁾ Expressed as a % of countries in which the Group is established

2 OUR SOCIAL, SOCIETAL, AND ENVIRONMENTAL RESPONSIBILITY

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The 2030 Sustainability Strategy



DEVELOP FURNITURE AND SERVICES THAT WORK FOR EVERYONE

- Champion our **responsible innovations**
- **Systematise eco-design** to improve environmental and social performance

PROMOTE RESPONSIBLE OUTDOOR ADVERTISING

- Promote **responsible campaigns**
- **Safeguard our digital furniture** to the highest possible degree
- Advocate for **public interest communication** that serves the United Nations' 2030 Agenda

ACTIVELY CONTRIBUTE TO THE PLANET'S CARBON NEUTRALITY

- Reduce our **operations** and **value chain emissions**
- Progressively implement our **policy towards collective net zero carbon emissions**

CURB OUR OTHER ENVIRONMENTAL IMPACTS

- Make **responsible waste management** a priority
- Encourage **responsible water consumption**
- Work to **protect biodiversity**

BE A RESPONSIBLE EMPLOYER

- Guarantee respect for **fundamental social values**
- Promote an **exemplary Health and Safety culture**
- Support **employee growth and development**
- Foster **diversity and inclusion**

CONDUCT BUSINESS ETHICALLY AND SUSTAINABLY

- Maintain **ethical conduct** and **fight corruption**
- Team up with **key suppliers** to improve **their environmental and social footprints**
- Ensure that **personal data is protected**



TOWARDS MORE SUSTAINABLE LIVING SPACES

AMBITION NO. 1 - Our objectives towards more sustainable living spaces:

COMMITMENTS	PRIORITIES	OBJECTIVES	DATES
DEVELOP FURNITURE AND SERVICES THAT WORK FOR EVERYONE	Champion our responsible innovations	<ul style="list-style-type: none"> Ensure that 100% of R&D teams are aware of our responsible innovations^[1] in line with the United Nations' Sustainable Development Goals (SDGs) Present how responsible innovations contribute to the UN's SDGs Develop a tool to measure the environmental footprint of responsible innovations 	<p>from 2022</p> <p>from 2022</p> <p>by 2025</p>
	Systematise eco-design to improve environmental and social performance	<ul style="list-style-type: none"> Develop the eco-design policy and associated action plans Deploy our eco-design policy 	<p>from 2022</p> <p>by 2023</p>
PROMOTE RESPONSIBLE OUTDOOR ADVERTISING	Promote responsible campaigns	<ul style="list-style-type: none"> 100% of the Group's countries implement and apply our Code of Ethics for Out-Of-Home Display 	<p>from 2022</p>
	Safeguard our digital furniture to the highest possible degree	<ul style="list-style-type: none"> Zero security incidents that created a general interruption of service or resulted in the undetected broadcast of unwanted content on digital screens for which the broadcast is controlled by and under the responsibility of JCDecaux Launch an ISO 27,001 certification programme for digital operations 	<p>Annual</p> <p>from 2022</p>
	Advocate for public interest communication that serves the United Nations' 2030 Agenda	<ul style="list-style-type: none"> Support a major cause related to the Group's activities every year Be an official partner of the United Nations for the promotion of the United Nations Sustainable Development Goals (SDGs). 100% of the Group's countries representing 80% of the adjusted annual revenue, contribute to supporting one or more of the United Nations SDGs 	<p>Annual</p> <p>from 2022</p> <p>by 2025</p>

^[1] For the definition, please refer to the section Champion our responsible innovations

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AMBITION NO. 2 - Our objectives Towards an optimised environmental footprint:

COMMITMENTS	PRIORITIES	OBJECTIVES	DATES
ACTIVELY CONTRIBUTE TO THE PLANET'S CARBON NEUTRALITY	Reduce our operations and value chain emissions	<ul style="list-style-type: none"> • 100% of electricity consumption covered by green electricity • 5% reduction in carbon emissions related to the electricity consumption of furniture in absolute value (vs 2019)⁽¹⁾ • 10% reduction in carbon emissions related to the electricity consumption of total furniture/m² of advertising panel (vs 2019)⁽¹⁾ • 20% reduction in vehicle emissions in gCO₂ / km (vs 2019) 	<p>Annual</p> <p>by 2030</p> <p>by 2030</p> <p>by 2030</p>
	Progressively implement our policy towards collective net zero	<ul style="list-style-type: none"> • Net zero for France • Define a roadmap to contribute to carbon neutrality at Group level • Contribute to collective carbon neutrality at Group level, as part of an approach aligned with the Paris Agreement 	<p>Annual</p> <p>by 2023</p> <p>by 2035-2045</p>
CURB OUR OTHER ENVIRONMENTAL IMPACTS	Make responsible waste management a priority	<ul style="list-style-type: none"> • Zero waste landfilling vs total waste in countries with suitable facilities 	by 2035
	Encourage responsible water consumption	<ul style="list-style-type: none"> • Enhance the water policy and action plans • Implement the water policy 	<p>from 2022</p> <p>from 2023</p>
	Work to protect biodiversity	<ul style="list-style-type: none"> • Develop a biodiversity policy and action plans • Implement the biodiversity policy 	<p>from H1 2023</p> <p>from H2 2023</p>

⁽¹⁾ provided that the share of the digital portfolio is less than 6% (in number of furniture) and on an identical global scope (digital + analogue)



TOWARDS
A RESPONSIBLE
BUSINESS
ENVIRONMENT

AMBITION NO. 3 - Our objectives towards a responsible business environment:

COMMITMENTS	PRIORITIES	OBJECTIVES	DATES
BE A RESPONSIBLE EMPLOYER	Guarantee respect for fundamental social values	<ul style="list-style-type: none"> 100% of countries respect the Group's fundamental social values 	Annual
	Promote an exemplary Health and Safety culture	<ul style="list-style-type: none"> Reduce the accident frequency rate by 25% (vs 2019) 	by 2030
	Support employee growth and development	<ul style="list-style-type: none"> 100% of countries have a career management system 100% of employees to complete at least one training course each year 100% of the Group's countries have an onboarding programme covering the key training courses and values of JCDecaux 	by 2030
	Foster diversity and inclusion	<ul style="list-style-type: none"> 40% of women within JCDecaux's executive management committees 100% of connected employees trained in stereotypes and prejudices 	by 2027 by the end of 2022
CONDUCT BUSINESS ETHICALLY AND SUSTAINABLY	Maintain ethical conduct and fight corruption	<ul style="list-style-type: none"> 100% of key suppliers have signed the Supplier Code of Conduct 	Annual
	Team up with key suppliers to improve their environmental and social footprints	<ul style="list-style-type: none"> 100% of key suppliers are assessed every year 	Annual
		<ul style="list-style-type: none"> 30% sustainable development criteria included in suppliers' qualification and evaluation 	from 2023
		<ul style="list-style-type: none"> 100% of purchasing correspondents in subsidiaries completed the «Responsible Purchasing» training 100% of key direct suppliers are audited at least every 5 years 	by the end of 2022 from 2022
Ensure that personal data is protected	<ul style="list-style-type: none"> 100% of new "connected" European employees to undergo GDPR digital training 100% of European subsidiaries are assessed on the management and use of personal data 	Annual by 2025	

This new structuring of ambitions, commitments and objectives on Sustainability is covered in the next three chapters in order to facilitate the assessment of JCDecaux's performance in terms of sustainability.

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2.1.2.4. Our contribution to the Sustainable Development Goals (SDG)

Through its Sustainability Strategy, its day-to-day operations and its solutions which support the emergence of smart and sustainable cities and mobility, JCDecaux is contributing to fourteen out of the seventeen Sustainable Development Goals (SDG) set by the United Nations.

JCDecaux's contribution to the Sustainable Development Goals (SDGs)



		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	
TOWARDS MORE SUSTAINABLE LIVING SPACES	Develop furniture and services that work for everyone			◆			◆	◆			◆	◆	◆	◆					
	Promote responsible outdoor advertising												◆						◆
TOWARDS AN OPTIMISED ENVIRONMENTAL FOOTPRINT	Actively contribute to the Planet's carbon neutrality							◆	◆					◆					
	Curb our other environmental impacts						◆						◆						
TOWARDS A RESPONSIBLE BUSINESS ENVIRONMENT	Be a responsible employer	◆		◆	◆	◆			◆		◆								◆
	Conduct business ethically and sustainably								◆				◆						◆

◆ Contribution to 1 target* ◆◆ Contribution to 2 targets* ◆◆◆ Contribution to 3 targets* and more

* The 17 objectives go hand in hand with the 169 interrelated targets which apply to all types of actors and which specify the content of the objectives

The Group also contributes to the United Nations 2030 Agenda through its responsible media approach and the support of major causes, by promoting and amplifying the responsible and positive communication of advertisers (see "Supporting general interest communication serving the United Nations 2030 Agenda"). For more information on our contributions to the Sustainable Development Goals, please see the detailed note published on www.jcdecaux.com.



JCDecaux has also been a signatory of the United Nations Global Compact since 2015. The Group implements the ten principles of this Pact and publishes a "Communication on Progress" (COP) once a year which describes the internal efforts made to apply these principles. This report is available on the JCDecaux website in the Sustainability section.

2.1.3. MANAGEMENT OF THE SUSTAINABILITY STRATEGY

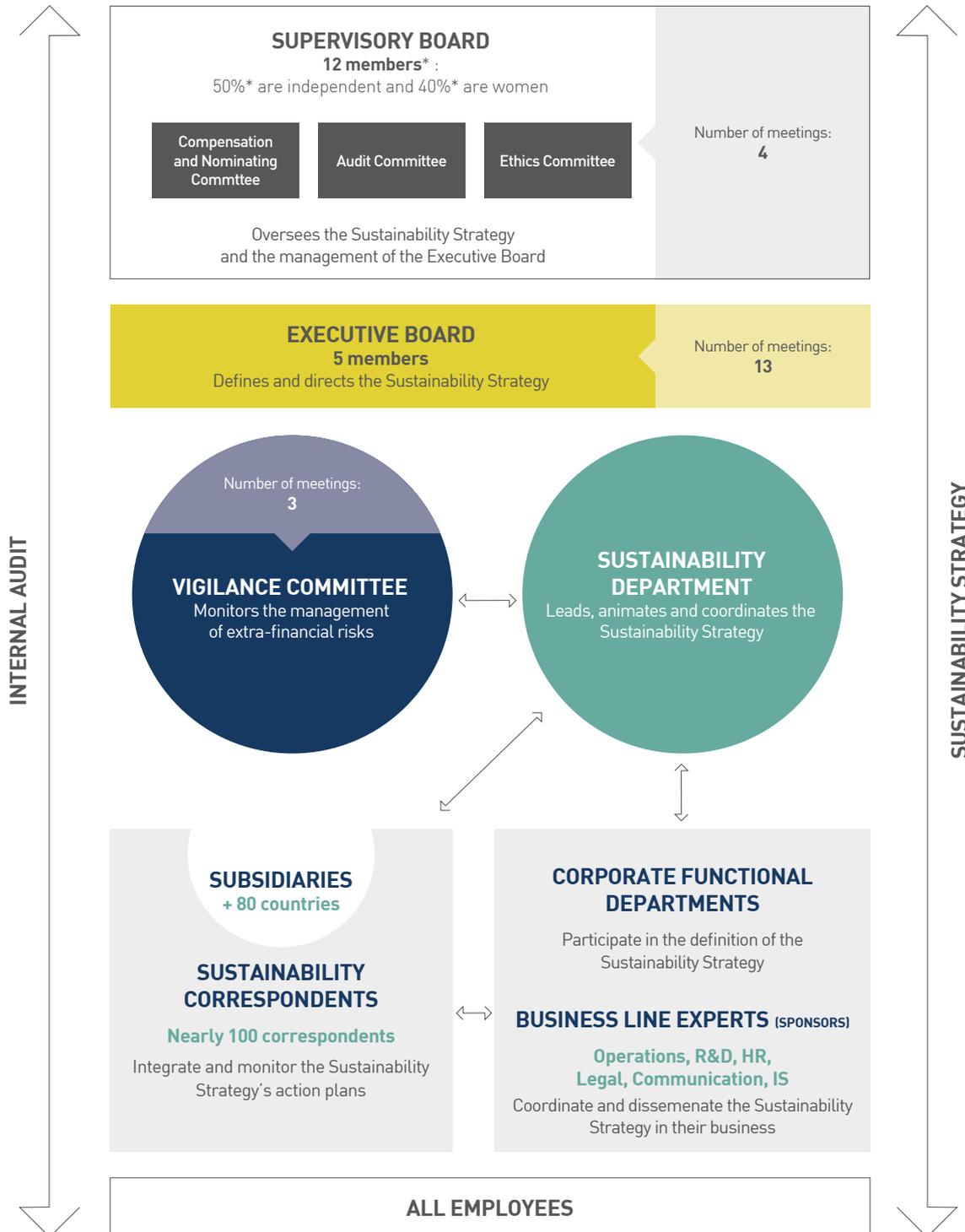
2.1.3.1. A structured governance and "top management" engaged to support our business lines and subsidiaries



"The Sustainability strategy is an issue at all levels of the Company. Each employee is a player in the transition to more sustainable growth."
Lénaïc Pineau, Group Chief Sustainability and Quality Officer



Governance and management of Sustainability within JCDecaux



* excluding the two board members who represent employees

The Sustainability and Quality Department

The department is responsible for drawing up the roadmap for the Sustainability Strategy and then leading and coordinating its implementation by the business lines and subsidiaries. As well as being responsible for managing extra-financial risks, the department is also responsible for the reporting process and extra-financial communication. It anticipates and meets the expectations of internal and external stakeholders on issues related to Sustainability. It is also responsible for deploying JCDecaux's standard-setting Quality Policy at the function level and Corporate activities.

Reporting to a member of the Executive Board, the Group Chief Financial, IS and Administrative Officer, the department reports to the Executive Board at least four times a year on the extra-financial performance of JCDecaux and the progress on its priorities and the Sustainability Strategy in the Group's countries. It also reports to the Supervisory Board at least annually, on extra-financial performance, past and future actions, and proper management of the Group's environmental, social and societal impacts.

Sustainability Correspondents

Nearly 100 of them are appointed in all subsidiaries. They are members of their country's Management Committee, and serve to raise awareness on the subject and to circulate information locally. The network of correspondents is responsible for implementing and monitoring the action plans of the Sustainability Strategy at the subsidiary level.

Business Experts

The functional or operational experts known as "sponsors" are responsible for the management and operational monitoring of Sustainability commitments and objectives. This role promotes ownership and integration of Sustainability issues by all employees. They are supported by the Department of Sustainability in developing the Strategy and objectives and monitoring policies, action plans and results.

The Vigilance Committee

Created in 2018, the Committee is chaired by the Group Chief Financial, IS, and Administrative Officer, a member of the Executive Board. It comprises the Corporate Functional and Operational Managers (Purchasing, Internal Audit, Communication, Sustainability and Quality, Legal, International Operations and Human Resources). The Committee ensures the proper management of Group extra-financial risks, including the correct implementation of the relevant Policies and action plans for dealing with the major extra-financial risks identified. In 2021, the Committee met three times. For more information on the Committee's other duties, see chapter 2.5. "Deployment of our Vigilance approach".

2.1.3.2. Our tools to facilitate the deployment of the strategy

To monitor deployment, the Department of Quality Control and Sustainability organises regular videoconferences with Country Directors, Operational Business Managers and Sustainability Correspondents in the countries. The Director of Sustainability and Quality also visits the subsidiaries to meet the teams directly.

Videoconferences concern all subsidiaries and can be of two types:

- "General Calls", organised two to three times a year for the directors of local entities, ensure a regular review of the deployment of commitments and objectives and make it possible to share strategic news in line with JCDecaux's Sustainability approach;
- "Focus Calls", dedicated to specific themes, are intended for Sustainability correspondents, operational business managers and experts in all countries. These conferences, which bring together up to a hundred participants per session, are co-hosted with the Corporate functional departments in charge of the topics internally. In 2021, six videoconferences were organised, in particular on social topics such as the Gender Balance Plan, the procedure for disseminating the Group's charters and the related projects as well as the social data monitoring tool for extra-financial reporting and on more "Operations"-centred subjects such as responsible purchasing, renewable electricity and the electricity consumption of furniture.

In addition to these meetings, the Department of Quality Control and Sustainability provides Corporate and Country Departments with extra-financial performance dashboards in order to review action plans and results of the main subsidiaries. The data collected is also used to feed into the Universal Registration Document and to respond to requests from extra-financial rating agencies and investors.

ESG Criteria in variable compensation

Since 2017, in order to better anchor the strategy and ensure its deployment in the subsidiaries, ESG criteria have been added to the variable compensation of the members of the Executive Board and operational managers (Managing Directors and regional managers) up to 10%. These criteria are based on objectives related to Health & Safety, the environment, responsible purchasing and gender balance. In 2022, the share of these criteria will increase to 15% and the scope will be extended to the other members of the Executive Committee and their N-1s.

2.1.3.3. Strict management of extra-financial performance

Reporting process

To meet stakeholder expectations in terms of transparency, reliability and auditability of extra-financial data as well as the legal requirements to which the Group is subject, in 2019, JCDecaux adopted a new solution for managing extra-financial performance, SIA (or "Sustainability Information Analysis"). This application enables the capture, control and consolidation of the indicators, the publishing of reports and the provision of the necessary documentation for data collection and for the control of information feedback. It has been rolled out in all 60 countries of the scope covered by extra-financial reporting in order to facilitate and formalise local management.

The reporting from subsidiaries is based on the network of correspondents charged with collecting, monitoring and validating extra-financial data at the subsidiary level. SIA simplifies access to information, its sharing within the Company and reinforces the reliability of the information collected.

Data input into the application are checked by the Department of Quality Control and Sustainability and some Corporate Functional or Operational Departments. The validated data is then consolidated according to the accounting consolidation method, called "adjusted", in order to ensure coherence with the financial reporting.

Extra-financial data collection campaigns are conducted quarterly for "flow" indicators (e.g., building's energy consumption, generated waste, etc.) and annually for "stock" indicators (e.g., breakdown of employees). The implementation of quarterly campaigns improves the management of objectives and the reliability of the information reported by the subsidiaries. Data are closed on 31 December every year.

The information validated annually in the context of advertising is subject to audit by an Independent Third party Organisation. Thus, in addition to the diversity of the Group's activities and the constant evolution of its operational scope, JCDecaux is continuing its efforts to have audited and increasingly reliable data to help steer the Sustainability Strategy and extra-financial risks.

Reporting scope

In 2021, extra-financial reporting covered 98% of the Group's consolidated revenue and 96% of the Group's FTEs, stable vs 2020.

The Sustainability and Quality Department defines the scope covered by the reporting process of extra-financial data based on:

- the scope of consolidation provided semi-annually by the Finance Department in adjusted data⁽¹⁾, comprising JCDecaux SA and fully or proportionally integrated subsidiaries. Equity affiliates under joint control are excluded from the scope
- scope criteria relating to size for some subsidiaries of the Group. For social data, only "Headcount" (FTE) data comes directly from the Group's financial reporting process (in adjusted data) and therefore covers 100% of the Group.

2.1.3.4. Our performance recognised by international standards

Each year, JCDecaux provides detailed and exhaustive information on its sustainability commitments and extra-financial results in its Universal Registration Document. The Group is also regularly approached by rating agencies with regard to its extra-financial performance; in 2018, it decided to focus its response strategy on three extra-financial rating agencies recognised for their expertise in their field. In 2021, EcoVadis was added to this list, notably to better meet the demands of the Group's customers.

CDP CLIMATE CHANGE	MSCI ESG ⁽²⁾	FTSE4GOOD INDEX SERIES	ECOVADIS
 Liste A 	 Score AAA	 Score 4.2/5	
<p>Since 2011, JCDecaux declares its performance to the CDP. In 2021, the Group maintained its "Leadership" level and is part of the prestigious List A, as in 2019.</p> <p>This rating is significantly higher than the average rating of companies in the category in which the Group is referenced (C) and much better than that of the majority of companies responding to the CDP of which 74% obtain a score of C or D (all companies and sectors combined).</p>	<p>Since 2013, JCDecaux has been rated by MSCI and in 2021 JCDecaux once again maintained its status at its best score (AAA) on all environmental, social and governance criteria.</p> <p>Triple A since 2018, JCDecaux is considered «Best in class» in the Media & Entertainment sector for achieving MSCI's highest rating, with an overall rating of 6.2/10, well above the sector average of 4.5/10.</p>	<p>Since 2014, the Group has been included in the FTSE4Good index. The Group's overall performance fell from 4.6/5 to 4.2/5 following a change in method raising the level of requirements for the rating of the environment theme (from 5/5 to 3/5). This new methodology had no impact on our ratings on Social (4.3/5) and Governance (4.7/5) themes.</p> <p>The Group's performance is well above the average performance of companies in the Media sector of 2.5/5.</p>	<p>For the first time in 2021, the Group responded to the questionnaire, obtaining the gold medal with an overall score of 71/100. This score is significantly higher than the rating of companies in the sector since only 3% obtain a rating higher than 65/100.</p>

JCDecaux is proud to be the only company in the Outdoor Advertising sector to obtain the above ratings for the assessments of the four benchmark players in the extra-financial rating universe.

⁽¹⁾ Please refer to page 270 of the 2021 Universal Registration Document for the definition of adjusted data

⁽²⁾ The inclusion of JCDecaux SA in any MSCI index, and the use of MSCI logos, trademarks, service marks or index herein, do not constitute a sponsorship, endorsement or promotion of JCDecaux SA by MSCI or any of its subsidiaries. The MSCI indexes are the exclusive property of MSCI. MSCI and the MSCI names and logos are brands or service marks or MSCI or its subsidiaries

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JCDecaux has been included in the “Prime” list of the ISS CORPORATE ESG RESPONSIBILITY agency since 2013, thus being part of the 15% of companies that have achieved this status within the rating universe.



JCDecaux is part of the Ethibel Pioneer and Excellence registers and is listed in the Ethibel Sustainable Index Excellence Europe.

2.1.3.5. An active dialogue with our stakeholders

JCDecaux is at the heart of an ecosystem of players made up of a multitude of stakeholders with different challenges. JCDecaux’s objective is to understand and meet their expectations in the best possible way, while respecting the rules of business ethics. It is also an opportunity to strengthen the Group’s positioning as a world leader in Outdoor Advertising. Dialogue with stakeholders is conducted at the local level, mainly by Corporate and Regional Departments.

	Our Shared Expectations	Our Responses	Dialogue Methods
<p>Public and private procurement managers</p>	<ul style="list-style-type: none"> • Make their city a beautiful and attractive “showcase city”, in order to create an ecosystem for citizens • Have their own information and communication media to serve citizens • Participation in the environmental transition • Respect for business ethics • High quality after-sales service • Economic and financial expectations 	<ul style="list-style-type: none"> • Constant innovation around our furniture and development of new services for a more sustainable, useful and resilient city • Reconditioning of our furniture • Since 2021, we are contributing to global carbon neutrality for all our activities in France, in scopes 1, 2 and 3 • Deployment of the ethics charter since 2001 (updated in 2018) • Upkeep/maintenance of our permanent assets as part of the Street Furniture contracts • Awareness of responsible public procurement 	<ul style="list-style-type: none"> • Participation in the mayor and local authorities’ trade fair • Calls for tenders response files • Meetings with Regional Directors • URD and CSR report • Dialogue with local authorities • Opinions and media coverage
<p>Advertisers and media agencies</p>	<ul style="list-style-type: none"> • Measurement of the environmental footprint of their campaigns • Compliance with business ethics and, in particular, billboard ethics • Transparency and reliability • Partners with the same CSR commitments • Audience: delivering the right message in the right place at the right time (for digital) 	<ul style="list-style-type: none"> • CSR-oriented market communication • Launch of Empreinte 360, the 1st environmental, economic and social footprint calculator (in France) • Implementation of a billboard ethics committee + Implementation of an ethics charter • Deployment of the ethics charter in 2001 (updated in 2018) • Contribution to global carbon neutrality • Active engagement with extra-financial ratings groups (CDP, FTSE4Good, MSCI and Ecovadis) 	<ul style="list-style-type: none"> • Answers to questionnaires from extra-financial rating players (Ecovadis, CDP Supply Chain, etc.) • URD and CSR report • Regular dialogue
<p>Financial communities</p>	<ul style="list-style-type: none"> • Transparency and reliability • Investment in responsible companies rated favourably by extra-financial rating players • Value creation • Sustainable activities eligible under the Green Taxonomy Regulation 	<ul style="list-style-type: none"> • Active engagement with extra-financial rating players (CDP, FTSE4Good, MSCI...) • Regulatory compliance - external verification (OTI report) • ESG Analysts reports • Breakdown of value according to stakeholders • Settlement eligibility ratios Green Taxonomy 	<ul style="list-style-type: none"> • URD and CSR report • Presentation of Financial Results • Response to investor questionnaires - ESG • Investor conferences • One-to-one interviews • Press releases • Website • General Meetings of Shareholders
<p>NGOs</p>	<ul style="list-style-type: none"> • Contribution to general interest causes (environment, diversity, inclusion...) 	<ul style="list-style-type: none"> • Commitment to major causes and pro-bono actions 	<ul style="list-style-type: none"> • URD and CSR report • Major Causes Policy • Meetings with NGOs
<p>Employees</p>	<ul style="list-style-type: none"> • Occupational health and safety • Well-being at work • An environment that promotes diversity and inclusion • An opportunity for supported professional and personal development • Effective employee relations and respect for fundamental rights • Personal data protections 	<ul style="list-style-type: none"> • Health and safety policy with the aim of reducing the accident frequency rate • Training offers (JCDecaux Academy and locally) • Gender balance plan • Career management plan • Implementation in 2012 of the International Charter of Fundamental Social Values • Personal data protection policy 	<ul style="list-style-type: none"> • Biannual survey on the application of the principles of the International Charter on Fundamental Social Values • General and focus calls • Internal social networks (Bee/ Yammer) • Vigilance/ethics alert system • Local HR correspondents • JCDecaux Academy (Group digital training platform) • Satisfaction surveys • Career management system and individual interviews

 <p>Citizens and users of furniture</p>	<ul style="list-style-type: none"> • Personal data protection • Posting of clear, respectful and non-intrusive messages • Promotion of responsible consumption • Contextualised communication • Accessibility, practicality and usefulness of furniture and their integrated services • Sustainable and eco-designed furniture 	<ul style="list-style-type: none"> • Alert messages on extreme weather events, kidnapping alerts, pollution peaks • Integration of defibrillators in our furniture and distribution of hydroalcoholic gel (FOCUS COVID-19) • Encouraging soft mobility (VLS system) • Billboard Ethics Code and Committee • Sustainable and useful innovations (green roofs, photovoltaic panels, LED lighting) • GDPR - steering committee 	<ul style="list-style-type: none"> • Social Media Publications (Articles, Photos, Videos, Quizzes) • Advertising (posters/screens) • Website
 <p>Journalists and influencers</p>	<ul style="list-style-type: none"> • Transparency and reliability • Contribution to general interest causes (environment, diversity, inclusion...) 	<ul style="list-style-type: none"> • Launch of Empreinte 360, the 1st environmental, economic and social footprint calculator • Commitment to major causes and pro-bono actions (Justdiggit, Hello Planet, etc.) 	<ul style="list-style-type: none"> • Social Media Publications (Articles, Photos, Videos, Quizzes) • Press releases • Tribunes and Interviews
 <p>Suppliers and subcontractors</p>	<ul style="list-style-type: none"> • Clear and precise specifications • Transparency on the selection process • Respect for human rights • Respect for business ethics • Compliance • Compliance with established commercial conditions (including payment terms and conditions) • Controlled environmental impact of our suppliers 	<ul style="list-style-type: none"> • Implementation in 2014 of the Supplier Code of Conduct • Qualification of key suppliers • Implementation of CSR assessments of key suppliers • Audit of key direct suppliers at least every 5 years 	<ul style="list-style-type: none"> • Supplier Code of Conduct • CSR assessment of our key suppliers • Call for tenders and consultations • Supplier pre-selection tool • Regular exchanges between JCDecaux buyers and their stakeholders

For more information on the breakdown of value created by the Group, please see “Value created and shared with our stakeholders” in the “Our Economic Model” section.

FOCUS “FOR USER SAFETY AND SATISFACTION”

JCDecaux attaches great importance to its relationship with the end users of its products and services, in particular by ensuring the security of the systems and deploying mediation actions.

- The Research Department is ISO 9001 and ISO 14001 certified, guaranteeing that products designed comply with standards for access and safety and have all necessary approvals. From design to use, products are controlled to ensure optimal quality and safety.
- The self-service bicycle systems are checked and maintained twice a week by bicycle technicians in the field and occasional awareness-raising and prevention operations on road safety are organised in partnership with associations.

- In 2011, a mediation unit was set up with the aim of strengthening dialogue between users of JCDecaux France’s Soft Mobility systems and the operating company of the JCDecaux Group, Cyclocity. The objective of this unit is to promote the amicable settlement of disputes, taking into account the context and circumstances in a spirit of listening, fairness and free of charge. The system for monitoring the impact of low-emission antennas makes it possible to take into account the levels of exposure to waves and monitor the health of the general public and workers. For each facility, JCDecaux applies national and international regulations.



2.2. TOWARDS MORE SUSTAINABLE LIVING SPACES

The success of JCDecaux is based on the acknowledged quality of its products and services as well as its ability to understand and anticipate the needs of city councils, local authorities, airports or transport companies. The Group's goal is to offer them innovative, high-quality products and services to support their own Sustainability and resilience strategies.

Improving the quality of life in urban areas, public transport and "Retail" areas is a major goal shared by users of public spaces, local authorities, transport providers and all economic stakeholders. Inventing and promoting sustainable solutions through communication to keep pace with urban change and the United Nations Sustainable Development Goals is at the heart of JCDecaux's activities and business model. From Atribus® (bus shelters) to Self-service Bicycle Systems, from advertising campaigns to the connected objects of the "smart" city, JCDecaux anticipates and explores the new dimensions that will furnish the urban and mobility spaces of tomorrow while ensuring the safety of users and their data.

2.2.1. DEVELOP FURNITURE AND SERVICES THAT WORK FOR EVERYONE

2.2.1.1. Champion our responsible innovations



"Following on from the Atribus® bus shelter, invented in 1964 to improve the use of public transport, JCDecaux develops and deploys responsible, co-constructed and inclusive innovations to improve city life. Responding to new urban uses, they are also based on the Group's fundamentals: sustainability, quality of construction and quality of service."

*Gaëlle Dagort,
Group Research & Development Director*



DEFINITION

JCDecaux's **responsible innovation** approach is based on five pillars:

- Combining experts with a proven methodology by adapting products and services locally
- Supporting the emergence of the connected and smart city by deploying useful and inclusive technologies
- Innovating for the environment through the deployment of product functionalities
- Building on expertise in an agile and efficient information system
- Creating new innovative services for partners and their communication

Our challenges

Since the creation of JCDecaux in 1964, innovation has been the key driver of its development. This innovation relies both on close proximity to cities and brands, to respond to new uses, or even anticipate them (self-service bicycles, for example), and better promote advertising panels, and a research and development structure with nearly 200 engineers, designers and developers. These R&D teams, who are able to transform new ideas into sustainable and effective furniture, draw inspiration from CSR as well as tools and methods focused on the eco-design of the services offered by the Group, as detailed in the "Research and Development" chapter of this document.

FOCUS “A PARTNERSHIP APPROACH FOR INNOVATION”

Developing mobility solutions for smart and sustainable cities involves not only cooperation between private and public entities but also partnerships between companies, in particular between large firms and start-ups. That is why JCDecaux supports and works with start-ups, be they French or international, as part of its strategy of fostering innovation and stimulating entrepreneurship.

This support is characterised in particular by:

- the proposal, in our responses to certain invitations to tenders from local authorities, of innovative and sustainable solutions designed and deployed by local start-ups or Very Small Businesses. As evidenced by the following two partnerships:
 - Partnership with “Ecomégot”, a start-up with the “Entreprise Sociale et Solidaire” label, which designs and manufactures modules for collecting cigarette butts through insertion devices, conducts waste collection using eco-friendly channels, and has developed several methods for picking up and reusing the materials collected. 22 cigarette butt terminals were deployed at tram stops in Grenoble, in France, in February 2020
 - Partnership with “ShortEdition” also being rolled out in Grenoble for the installation of short story distributors in Abribus® bus shelters, intended to enhance passenger waiting times or journeys, naturally backed up by a digital version accessible via a QR Code on all public transport stops in the Metropolis

- the deployment of solutions dedicated to optimising our internal processes, as illustrated by the following partnerships:

- Partnership with “Startup Flow” to deploy an in-house collaborative platform to manage, qualify and share start-up sourcing in the Group. Startup Flow is used in 20 areas to control the operational relationship with start-ups relevant for the Group
- Partnership with the start-up “PlayPlay”, enabling us to provide our local government clients with a platform for creating digital content

In order to facilitate partnerships with young innovative companies, JCDecaux France has developed a simplified and optimised contracting process. The reflection and implementation of this process stems from a strong desire to take into account the specificities of these young companies (maturity, number of employees, cash flow requirements, etc.) and to offer them suitable working conditions. This system offers:

- Simplified contracts and managed contractual deadlines
- Assurance that pilots are compensated
- IT technical support offered to start-ups to facilitate the integration of their offer in the company (security, hosting, cloud, etc.)

Our actions and results

JCDecaux develops and deploys useful furniture and services for all by promoting responsible innovations.



Developing useful solutions for citizens

JCDECAUX'S UNDERTAKINGS

- **Promoting communication from constituents** (cities, transport companies, etc.) to citizens and passengers (reservation of some of the faces of furniture for their own communication, instantaneous updating of information thanks to digital)
- **Developing furniture reserved for or accessible to the world of culture** (e.g., columns and flagpoles used for cultural billboards)
- **Supporting the press and the plurality of information** thanks to the kiosks

EXAMPLES OF INNOVATIONS

- **Making it possible to broadcast alert messages** to warn, for example, of incidents such as natural disasters, kidnappings, pollution peaks, bad weather and traffic jams (services using digital furniture as communication media and currently proposed by JCDecaux in Australia, China, the United States, France, Hong Kong and the United Kingdom)
- **Facilitating access to emergency services** by incorporating defibrillators into furniture (e.g., Austria and France)
- **Enabling cities to inform the population about air quality** as in Helsinki, Colmar, or since 2007, in Clermont-Ferrand, with a specific change implemented in 2021 in France as part of the commissioning of the new Atmo index which entered into force in 2021, and also to enrich its air quality measurements by integrating sensors into certain types of urban furniture such as in Chicago, Nice or Tokyo as part of various experiments
- **Facilitating city-citizen communication** by encouraging connected signage thanks to interactivity "pushes", for example with the "Toodego" mobile portal in Grand Lyon currently being rolled out which allows quick access to bus arrival times or the number of bicycles available at the Velo'v stations
- **Conveying positive messages** and involving the local populations to promote local areas (e.g., the "Segnali d'Italia" campaign by the cities of Naples and Parma in Italy, where the objective was the promotion of places, people and businesses that contribute to the excellence and singularity of their territory, launched in Turin in 2020; promotion of the cultural heritage of Le Havre, in France, in partnership with the digital start-up Wmap to offer visitors a complete tour accessible both on interactive screens and on their smartphones)



Making everyday life easier for citizens by designing furniture that is comfortable and accessible to all

JCDECAUX'S UNDERTAKINGS

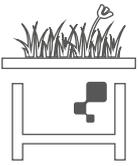
- **Developing furniture that facilitates mobility** and improves user comfort in public spaces
- **Creating products and services accessible to all**, based on design to enable people with disabilities to benefit from and use them

EXAMPLES OF INNOVATIONS

- **Offering a specific version of the "Sunshade" bus stop post in Los Angeles**, which provides shelter from the sun throughout the day



- **Developing services for people with disabilities:**
 - >> Audible information can also be activated using a standardised remote control for the visually impaired, as in the bus shelters in Nantes or Amiens (France), or using the call button such as in Paris
 - >> Self-service Bicycle Customer Relation Centres accessible by telephone with a built-in camera for hearing-impaired users, who know sign language, to communicate with advisers (available for all Self-service Bicycle Stations in France)



Enhancing city landscapes and making them more attractive and welcoming

JCDECAUX'S UNDERTAKINGS

- **Creating innovative designer furniture through collaboration with celebrated designers** (e.g.: Marc Aurel, Matali Crasset, Norman Foster, Patrick Jouin, Philippe Starck, etc.)
- **Adopting a strategy of dispersion of the rolling screen furniture or digital screens asset base** (choice of strategic locations and number of sites relatively limited) and a layout strategy for shelter type furniture, in tune with the transport network

EXAMPLES OF INNOVATIONS

- **Adding greenery to urban furniture to reintroduce nature into cities.** In addition to the 11 Group countries that have installed green furniture (Colombia, Austria, Finland, France, Norway, the Netherlands, the Czech Republic, the United Kingdom, Sweden, Germany and Slovenia), several trials are being carried out to integrate vegetation, not only on the roofs of Abribus® bus shelters such as in France, in Paris or more recently in Strasbourg, but also up vertical walls as in Clermont-Ferrand, even inside a Morris column as in Grenoble. These various trials, which bring not only visual benefits but also benefits in terms of improved rainwater penetration and biodiversity, will most certainly be perpetuated in various cities
- **Reducing passenger exposure to pollutants and fine particles in the air:** we have developed the Filtreo® concept, which offers a virtuous solution. We enhance the natural anti-pollutant properties of mosses and incorporate technologies that meet the aims of Sustainability : ventilation with low energy consumption and smart management system that makes sure the system only works when needed; ventilated air passes through the green layer and is then blown through the shelter to cool passengers waiting for their bus with a healthier air. A trial has been carried out in Lille Métropole, in France, since February 2021 in partnership with the transport company Ilévia, and two production units have also been deployed in Strasbourg since June 2021
- **The Natural Freshness Shelter** offers city dwellers an island of freshness during periods of high temperatures thanks to its cooling system using water evaporation, inspired by a natural process. The Natural Freshness shelter incorporates a honeycomb panel, which is kept humid, through which the hot air flows. In contact with it, the air cools thanks to evaporation. This 100% autonomous solution combines solar energy and rainwater harvesting and avoids the use of air conditioning or misting. A first prototype was tested in Yvelines in the Paris region in the summer of 2020, a second type of operation is being tested for an experimental deployment planned for the summer of 2022

Our 2030 roadmap

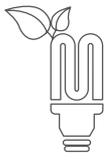
OUR OBJECTIVES	INDICATORS	OUR ACTION PLAN
Ensure that 100% of R&D teams are aware of our responsible innovations in line with the United Nations Sustainable Development Goals (SDGs), from 2022	% of R&D teams made aware of responsible innovations in line with the SDGs	<p>By 2022:</p> <ul style="list-style-type: none"> • Engage in a process of continuous improvement of innovations • Illustrate the contribution of innovations and products to the 17 United Nations Sustainable Development Goals • Promote this content to brands to illustrate JCDecaux's contribution to their ESG policy • Support the skills development of internal and external teams by drafting communication materials and raising awareness of innovations and their link with the SDGs • Raise awareness among 100% of R&D teams about responsible innovations in line with the United Nations Sustainable Development Goals (SDGs)
Present how responsible innovations contribute to the United Nations SDGs from 2022	N/A	
Develop a tool to measure the environmental footprint of responsible innovations by 2025	N/A	<p>By 2025:</p> <ul style="list-style-type: none"> • Develop a tool to systematically assess the environmental footprint of innovations from the experimentation phase in the street.

2.2.1.2. Systematise eco-design to improve environmental and social performance

Our challenges

Promotion of the use of public transport, fight against planned obsolescence, in particular through the quality of maintenance and repair capacity, use of technologies that emit less or have a limited environmental footprint, etc., JCDecaux is committed to improving the environmental and societal performance of its services by making our eco-design policy systematic.

Our actions and results



Developing solutions with a reduced environmental footprint

DEFINITION

Eco-design is the integration of environmental features into the design of products and services in order to improve their ecological performance throughout their life cycle (See page 59 Focus Significant areas of greenhouse gas emissions).

JCDECAUX'S UNDERTAKINGS

- **Extending the reflection towards “programmed sustainability”** thanks to the integration of the principles of eco-design and circular economy: furniture made of sustainable and recyclable materials that can be repaired, renovated and reused for new contracts. Furniture can be reused several times and last for a good 30 years
- **Selecting high-quality digital screens** with a built-in probe to automatically match the lighting on the screen to the natural lighting (a feature widely used in the Group that optimises the power consumption of screens while guaranteeing optimal visual results)
- **Making LED lighting a regular feature** of analogue street furniture for new and renewed contracts

EXAMPLES OF INNOVATIONS

- **Modulating the lighting intensity to reflect night time** for analogue street furniture (e.g., street furniture in Copenhagen, bus shelters and kiosks in Paris, bus shelters in Nantes, Lyon, etc.)
- Adapting the lighting of our digital furniture in urban environments: a study of the perception of digital screens by the general public in Nice showed that the public found the lighting satisfactory by day and by night (97% of answers were favourable); study carried out in October 2018 in partnership with the independent Future Thinking research agency, covering a sample of 301 people. This feeling is confirmed in the context of the various deployments, particularly in France, which perpetuate and extend this requirement to control the brightness of screens, including those integrated into shop windows.
- **Switching street furniture off for part of the night** (a number of Group countries have adopted this practice, including: Germany, Austria, China, Italy, India, Mexico, United Kingdom, France)
- **Developing solar-powered solutions** by incorporating **photovoltaic panels** on our street furniture:
 - >> Energy self-sufficient non-advertising furniture solutions (e.g., 20 self-service bicycle stations in Nantes - self-sufficient stations and docks, and non-advertising bus shelters in Boston, New York, Uccle, Nantes, Lyon, Perpignan, Strasbourg - roof lighting, or even a passenger information display for Nantes)
 - >> Solutions for the first energy self-sufficient advertising furniture (e.g., bus shelters in Abidjan and Lagos)
- **Designing street furniture that is both fashionable and environmentally friendly:** this is the case of the Self-Service Bicycle Station in Nantes, where the solar power supply is built completely into a mast of sophisticated design, or Atribus® in Abidjan, which are both advertising supports and self-sufficient in energy thanks to a solar roof designed for equatorial climates
- **Researching low-energy digital solutions,** for example, e-paper displays that consume electricity only when their content is updated: after an initial experiment in 2017, roll-out launched at the end of 2020 of 90 service screens in Grenoble bus shelters, which will broadcast both information on waiting times for buses and local news for each of the city's municipalities
- Hybrid power solutions making it possible to limit energy consumption by using a portion of solar energy (e.g., Atribus® bus shelters in Paris or Tram shelters in Nice)
- Energy self-sufficient road traffic sensors powered by photovoltaic panels (deployed in Lagos), or more recently occupancy sensors for individual bicycle parking areas in Nantes, providing real-time information on the availability of parking spaces via battery-powered equipment autonomous for several years, developed specifically for the Nantes bicycle market



Developing solutions that contribute to protecting the environment

JCDECAUX'S UNDERTAKINGS

- Promoting the use of public transport by means of bus shelters
- Encouraging eco-friendly modes of transport (walking, cycling) through appropriate signage and, of course, self-service bicycle systems (equipped

with electric assistance or mechanical); JCDecaux's self-service bicycle systems are present in 73 cities in 10 countries (see Focus "Self-service bicycle systems ensuring a soft and shared mobility")

EXAMPLES OF INNOVATIONS

- Continued use of furniture for the selective collection of certain waste (batteries, glass, paper, etc.) for more than twenty years, experimentation in La Rochelle and Amiens with new selective sorting terminals for so-called "nomadic" waste in the streets and public spaces in partnership with Citéo.
- Developing Self-Service Bike systems ("VLS") offering a completely new user experience since 2018, enabling the direct release of the bike using the app, combined with bikes that are lighter both physically

and design-wise. After the launch in 2019 of the 100% electric system in Luxembourg - with more than four times the use of the mechanical version - and the introduction at the end of 2019 and early 2020 of more than 4,000 hybrid bikes, which can be used either with electric assistance or purely mechanically, in Brussels and Lyon. In September 2021, the Lyonnais Velo'v service achieved historical records of use: the rental of Velo'v increased by 8.5% compared to the previous record of 2015.



New York, USA – Aribus® (bus shelter) ⁽¹⁾



Dublin, Ireland – Self-service Bicycle System ⁽¹⁾

⁽¹⁾Taxonomy-eligible activities (cf Section 2.1.1.3.)

FOCUS “SELF-SERVICE BICYCLE SYSTEMS ENSURING A SOFT AND SHARED MOBILITY”

A genuine supplement to public transport, self-service bicycles and medium- and long-term rental bicycles are a means of improving the quality of life in towns and cities, and optimising mobility, while keeping up to date with current environmental and public health concerns. Since 2003, JCDecaux has been a pioneer in soft and active mobility with its self-service bike systems. The success of the services designed and operated by JCDecaux is based on its desire, from the outset, to democratise the service by making it easier to use (appropriate pricing, tied to transport cards) and by guaranteeing high quality service.

18 years of international experience

335,064 long-term subscribers and

1,189,818 occasional users in 2021

Over 25,000 bicycles made available in 73 cities and 10 countries

Over 753 million journeys made since 2003, in other words, 40 million trips each year

France’s Customer Department has been “Customer Relations” certified under French (NF) standards since July 2014. It has been chosen “Customer Service Provider of the Year” in the “Individual Transport for People” category in 2016, 2017 and 2018.

Constant innovation

After installing its first electrically-assisted, station-recharging bicycles in Luxembourg, deploying the new Velo’v service in Lyon and biclooPlus in Nantes in a few hours, integrating the VeloCité service into the MaaS “Compte Mobilité” application in 2019 - a European first - and installing the first fleets of hybrid self-service bicycles in Brussels and Lyon, JCDecaux once again demonstrated our technological leadership and the wealth of our innovations by launching the “bike reservation” feature in July 2021, thus enabling users to reserve a bicycle in advance at a station for a period of 15 minutes. For ten loyalty points, Velo’v users can now safeguard their high-stake journeys thanks to this new feature that enriches the experience. Another new feature for 2021 is the return of a bicycle to “overflow”. This trial, carried out since the summer, allows users to return Velo’v next to full stations that provide for this possibility, thanks to an electronic lock system. By addressing the problems of availability of spaces and/or bicycles in stations, these new products actively contribute to removing obstacles to the practice of self-service bicycles.

JCDecaux also adapts to the needs of each of the cities in which its self-service bicycle systems are deployed. Thus, in addition to the electrically-assisted bicycles offered for long-term rental (Nantes, Lyon) or self-service (Luxembourg, Brussels, Lyon and Dublin), JCDecaux operates bicycle parking facilities in Nantes, via an integrated user experience within an application that indicates the availability of individual spaces and provides access to collective parking lots.

Our roadmap to 2030

OUR OBJECTIVES

Develop the eco-design policy and associated action plans from 2022

Deploy eco-design policy and the associated action plans according to quantified objectives by 2023

OUR ACTION PLAN

By 2022:

- Enhance the eco-design approach and share it with countries
- Continue to update existing tools and databases for Life Cycle Analysis (LCA) and single score
- Support the skills development of internal and external teams

By 2027:

- Create a unique model of the footprint of a typical advertising concession

2.2.2. PROMOTE RESPONSIBLE OUTDOOR ADVERTISING

“

“As a leader in outdoor advertising, JCDecaux is the privileged meeting point between citizen consumers, brands and economic players. The capacity of our media to influence comes with a particular responsibility, that of amplifying positive messages, highlighting solutions to societal and environmental challenges and encouraging behavioural changes so that everyone becomes a stakeholder for positive change.”

*Albert Asséraf, Group’s Executive Vice President
in charge of Communications
& User Innovation*



a country that is particularly demanding in terms of the regulation of advertising content, 3,053 campaigns (+62% vs 2020) were audited (including 511 modified before broadcast) and 60 refused for regulatory (following a decision by the Legal Department) or ethical reasons (following a decision by the French subsidiary’s internal Advertising Ethics Committee).

The diffusion of an advertising campaign involves the joint responsibility of the stakeholders in the chain and although JCDecaux does not create any visuals, its teams help to raise awareness among advertisers and their agencies about responsible communication.

A Code of Ethics for Out-of-Home display was formalised and presented to the Executive Board, demonstrating its commitment to respectful and responsible advertising. It will be rolled out in 2022 to all Group countries to ensure compliance with ethical rules wherever it operates.

2.2.2.1. Promote responsible campaigns

Our challenges

With a potential audience of more than 850 million people every day worldwide, JCDecaux is convinced of the potential positive impact of outdoor advertising and works to amplify responsible advertising. This is also a growing expectation among the Group’s audiences and in society in general: 83% of consumers say they are attentive to the impact of their behaviour on climate change⁽¹⁾, and one in two consumers say they are more concerned by the environment than last year⁽²⁾.

Our actions and results

Monitoring advertising content

All JCDecaux entities ensure that procedures are in place to check that advertising content complies with applicable regulations in the country in question and our contractual obligations with regard in particular to the public authorities and the Group’s values, on themes such as alcohol consumption, the human image, products targeting young people or the environmental virtues or impacts of certain products.

In 2021, the Group’s 43 countries had a control procedure that takes into account the values promoted by the Group and the sensitivity of the public, in addition to regulatory standards. In total, during the year, nearly 31,700 visuals were subject to a request for modification or were refused due to various issues of non-compliance. In France,

Participation in sectoral initiatives

In France, aware of the growing expectations of citizens on the role of advertising in the environmental transition, sector players (Advertising Sector, Association of Advertising Consulting Agencies (AACC), the Union of Consulting and Media Purchasing Companies (UDECAM) and Union of Brands (UDM)) initiated a process of reflection on the future challenges of the sector in November 2020. In May 2021, the National Advertising Conference bringing together agencies, media, brands, professional organisations, trade unions and citizens examined the major economic, social, societal and cultural impact of the advertising industry in France.

In this context, the members of the Union of Outdoor Advertising (UPE) - of which JCDecaux is an active member - contribute to this collective approach to promote the environmental transition. In March 2021, all members committed to a trajectory of reducing CO₂ emissions by stage, -20% of the CO₂ emissions of their activities by 2025 and -48% by 2030 compared to 2019, in order to contribute to carbon neutrality by 2050. In addition, the members have committed to promoting responsible advertising in order to accelerate the environmental transition through several tangible measures, all of which are applicable from 1 January 2022, an approach that has been welcomed by the public authorities. For example, by posting and promoting campaigns that foster eco-responsible behaviour free of charge. Lastly, with the aim of ensuring the monitoring and application of commitments, the UPE’s CSR Committee will be open to independent external figures, who, alongside the members of the committee, will ensure the proper execution of the commitments made and propose areas for improvement.

⁽¹⁾ Boston Consulting Group report, October 2021. Panel of 10 countries: France, United Kingdom, Russia, United States, Canada, Brazil, India, China Australia

⁽²⁾ PwC report, June 2021. Panel of 26 countries: Australia, Canada, China, Brazil, Egypt, France, Germany, Hong Kong, India, Indonesia, Ireland, Japan, South Korea, Malaysia, Mexico, Philippines, Qatar, Russia, Saudi Arabia, Singapore, South Africa, Spain, United Arab Emirates, United States, Thailand

2 OUR SOCIAL, SOCIETAL, AND ENVIRONMENTAL RESPONSIBILITY

Towards more sustainable living spaces

Launch of an advertising campaign impact calculator



In order to raise customer awareness of the impact of advertising campaigns, JCDecaux France has developed a new tool, Footprint 360, operational in early 2022. The calculator takes into account the economic, social and environmental footprint and offers customers a holistic view of the challenges associated with their advertising campaigns. This multidimensional footprint is based on four indicators: CO₂ emissions, water consumption, Full-Time

Equivalents (FTE) supported and the value in euros generated in the French economy. The overall methodology has been certified by an Independent Third Party (EY).

This first pilot project will subsequently be extended to other countries.

Developing programmes to boost responsible communication

- The “Social Impact Programme” offer, created in 2017 in the United Kingdom to promote advertising solutions with a strong social and societal impact, and “JCDecaux for Good”, a programme launched in 2018 in France to promote positive advertising with the ecosystem of customer advertisers, media agencies and creative agencies, are two other tangible examples of JCDecaux’s commitment to responsible and positive communication.
- In France, JCDecaux promotes responsible campaigns and encourages solidarity advertising through a partnership with Ad for Good.

FOCUS “JCDECAUX’S CONTRIBUTION TO THE DYNAMISM OF ECONOMIES AND SMALL LOCAL BUSINESSES”

Through its range of products and services, JCDecaux enables market participants to speak to local, regional and global audiences and address their customers and stakeholders.

- In France, with “The most beautiful scenes in the city”, JCDecaux wanted to demonstrate the relevance and resonance of outdoor advertising, now accessible to all advertisers through the implementation of technological solutions that enables each to buy a personalised piece of space.



- With Monaffiche.be in Belgium and the EasyWay platform in France, JCDecaux implements solutions that benefit local and regional advertisers. These can select and activate the best locations for their advertising.
- In the context of the pandemic, JCDecaux has also mobilised to help local retailers overcome the decline in their activities by launching “Mes Commerces”, a free solution for take-out sales.
- The Group also supports entrepreneurship by helping young brands to gain recognition with the Nurture programme, available in France, the United Kingdom, Germany, the Netherlands and Italy.

Our roadmap to 2030

OUR OBJECTIVES	INDICATORS	OUR ACTION PLAN
100% of the Group’s countries implement and apply our Code of Ethics for Out-Of-Home Display (annual target)	% of countries that implement and apply the principles of the Code of Ethics for Out-Of-Home Display	<p>By 2022:</p> <ul style="list-style-type: none"> • Define an ethical billboard approach and draft an application memo for countries • Disseminate responsible content and campaigns in line with JCDecaux’s advertising ethics <p>By 2025:</p> <ul style="list-style-type: none"> • Train local teams (retail, marketing, city relations) in the challenges of responsible advertising

2.2.2.2. Safeguard our digital furniture to the highest possible degree

Our challenges

JCDecaux distributes digital campaigns in 63 countries through almost 30,000 active furniture items. Any external or internal attempt to access the digital screens of the Group’s street furniture in order to advertise uncontrolled messages is a major risk, which could affect its results, reputation and its ability to provide a credible digital offering to advertisers. The main risks identified include vandalism or service disruptions. The more offensive and harmful the messages disseminated, the more serious the impacts will be.

Our actions

With the increasing digitisation of businesses, securing access to the Group’s network, computer systems and data is a major priority in protecting the value of the Company.

A security policy, revised annually and based on market standards (ISO 27000, ANSSI, CIS, etc.) has been implemented. It has resulted in the deployment of architectural principles at Group level and applicable in all countries, 24/7 monitoring and surveillance tools, notably via a SOC provided by Thales, operating procedures and guides, control systems (audits, vulnerability tests, etc.) and cybersecurity monitoring, to ensure that all identified risks are covered.

Our roadmap to 2030

OUR OBJECTIVES	INDICATORS
Zero security incidents that created a general interruption of service or resulted in the undetected broadcast of unwanted content on digital screens for which the broadcast is controlled by and under the responsibility of JCDecaux (annual target)	Number of security incidents that have created a general interruption of service or resulted in the undetected broadcast of unwanted content on digital screens for which the broadcast is controlled by and under the responsibility of JCDecaux
Launch an ISO 27001 certification programme for digital operations from 2022	N/A

This policy also includes the fundamental principles of “security by design” (private networks, server continuity/integrity, data protection and access management), and “security as code” (Open Web Application Security Project (OWASP) top 10).

It also provides for regularly raising staff awareness of IT risks: monthly newsletters are sent out, and mandatory cybersecurity training is in place. All new employees are made aware of these IT security issues.

This policy and its implementation are coordinated by the Corporate Infrastructure Department, which reports to the Group’s Chief Information Officer. It meets every three months with the Group Chief Financial and Administrative Officer (member of the Executive Board), to whom it provides risks assessments and reports on related action plans. Security plans are submitted to the Executive Board and Audit Committee for approval and are monitored by these bodies.

The cybersecurity policy was also presented to the Audit Committee in December 2021.

Our results

JCDecaux’s IT policy has so far demonstrated its robustness, as no breaches have been recorded in recent years.

OUR ACTION PLAN
Annual:
<ul style="list-style-type: none"> Continuously improve the protection of Digital Information System access
By 2022:
<ul style="list-style-type: none"> Strengthen the capacity of the Digital Security Operation Centre set up in 2018 and tasked with detecting any anomalies that may affect digital operations Pursue the annual Pen Test plan aimed at simulating attacks and detecting potential vulnerabilities Accelerate the “DevSecOps” approach, which consists of providing functionalities to secure “by design” software within DMS Launch an ISO 27001 certification programme for digital operations

2 OUR SOCIAL, SOCIETAL, AND ENVIRONMENTAL RESPONSIBILITY

Towards more sustainable living spaces

2.2.2.3. Advocate for public interest communication that serves the United Nations' 2030 Agenda

Our challenges

In September 2015, the 193 member states of the United Nations adopted the 2030 Agenda for Sustainability. With these 17 Sustainable Development Goals (SDGs) and 169 targets, it sets a roadmap for all countries and calls for the mobilisation of all stakeholders, including companies. Faced with the challenge of raising citizens' awareness of this global approach, JCDecaux is positioning itself as the go-to media for outdoor advertising. Every day, it reaches more 850 million people in the various regions where the Group operates and is a prime means of promoting topics of general interest.

Our actions and results

Since its founding, and aware of the power of its media to shape opinions, JCDecaux has been involved in many activities to support major causes such as road safety, protecting the environment, combating disease, helping the disadvantaged and protecting endangered species. The Group's commitment is reflected in the free display of advertising panels, financial support and the creation of campaigns in partnership with local players (associations, governments, etc.) to raise awareness among citizens and promote solutions to social, societal and environmental issues.

A player in urban mobility with street furniture particularly present along roadsides, JCDecaux is committed to the emergence of ever safer and more united cities. At the international level, JCDecaux particularly supports the cause of road safety.



Since 2017, the Group has supported the # 3500LIVES global campaign dedicated to **Road safety** in partnership with the **International Automobile Federation (FIA)** with a key message, that everyone can take action to make roads safer for all their users. Translated into more than 30 languages, the campaign was visible in more than 1,100 cities in 75 countries where the Group operates in 2021. The campaign was displayed on more than 172,000 advertising faces in 2021 (vs 112,212 faces in 2020) and viewed more than 2.8 billion times since its launch.



Since 2014, JCDecaux has been a partner of **JustdiggIt**, an association that works for the **revegetation of Africa**. With World Environment Day on 5 June 2021 and the launch of the "UN Decade", a call from the United Nations to unite to protect and restore ecosystems, JCDecaux continues to support them with the free distribution of digital messages and posters. The campaign, conducted in June 2021, was visible in 13 African countries and 7 European countries with spots broadcast on more than 500 digital screens. JustdiggIt free campaigns are visible more regularly in 18 African countries. They aim to raise awareness among millions of people and inspire agricultural and urban communities to protect and restore ecosystems, recalling in particular that nature-based solutions represent 37% of the response to achieving the objectives of the Paris Agreement signed at the COP 21 (source: IUCN, International Union for Conservation of Nature).

More locally, in 2021, the entities of 34 Group's countries set up initiatives to support major causes at the community level. Among the projects carried out in 2021, we can note the support through free advertising or the donation of digital space to associations supporting the following causes:

- **Social missions and humanitarian aid** with the Red Cross in Brazil and UNICEF in Croatia;
- **Awareness-raising and fight against racism and homophobia** with the Berlin alliance against homophobia in Germany and the Norwegian broadcasting company NRK in Norway;
- **Physical and mental public health** with the association for the fight against breast cancer One of Nine in Israel, the foundation Metakids for research on metabolic diseases in the Netherlands, the association for mental health Ganznormal.at in Austria and Doctors Without Borders in Brazil and France;
- **Fight against climate change and the preservation of fauna and flora** with the German foundation for the preservation of wildlife (Deutsche Wildtier Stiftung) in Germany, United Nations Food and Agriculture Organisation in Italy for the fourth consecutive year, Klimabrølet (Climate Roar), an association working to save nature in Norway, Pollinators association for the preservation of bees in the Netherlands;
- **Integration of people with disabilities** with the association Emma at work which supports young people with disabilities towards an independent future through employment in partner companies in the Netherlands.



Germany, with the German foundation for the preservation of wildlife "Deutsche Wildtier Stiftung"



Netherlands, with the association for the integration of young people with disabilities "Emma at work"



Israel, with the association for the fight against breast cancer "One of Nine"

Our roadmap to 2030

OUR OBJECTIVES	INDICATORS
Support a major cause related to the Group's activities every year	N/A
Be an official partner of the United Nations for the promotion of the SDGs, from 2022	N/A
100% of the Group's countries, representing 80% of the adjusted annual revenue, contribute to supporting one or more United Nations SDGs by 2025 at the latest	% of countries representing 80% of revenue contributing to support one or more UN SDGs

OUR ACTION PLAN
By 2023:
<ul style="list-style-type: none"> Establish local governance to guide the proportion of free grants that contribute to achieving one or more United Nations Sustainable Development Goals



2.3. TOWARDS AN OPTIMISED ENVIRONMENTAL FOOTPRINT

Aware of the climate emergency, JCDecaux is determined, alongside the brands, to accelerate the mobilisation of all citizens, national and local public stakeholders and partners to meet this major challenge, and thus make advertising a real accelerator of change towards more sustainable lifestyles. Located in more than 80 countries, 3,518 cities with more than 10,000 inhabitants, 586 shopping centres, 154 airports and with 215 transport contracts on metros, buses, trains and trams, the JCDecaux Group is likely to see its activities impacted by the effects of climate change. However, the very broad geographical spread of its business greatly limits the risk of a significant financial impact on the Group.

To reduce its own footprint and address the risks of climate change, JCDecaux has defined and rolled out its policies and action plans in two areas:

- **Climate change mitigation:** to limit the impact of the Group’s activities on climate change, JCDecaux has been deploying its Sustainability Strategy since 2014, with the priority of reducing the Group’s energy consumption and, therefore, reducing the greenhouse gases generated by its activities. In 2021, JCDecaux achieved its objective of contributing to carbon neutrality for all its activities in France and has undertaken to gradually roll out this policy within the Group.
- **Adaptation to Climate Change:** JCDecaux’s assets are insured against the risks of weather events, enabling it to further reduce the risk of financial impact of such events on the Group. In addition, JCDecaux ensures the adaptation of its street furniture and systems to climate change and acts to minimise its other impacts through waste management and actions to reduce water consumption.

2.3.1. ACTIVELY CONTRIBUTE TO THE PLANET’S CARBON NEUTRALITY

Our challenges

In order to contribute to collective carbon neutrality, JCDecaux is part of a dynamic approach of continuous long-term improvement that involves several stages: measuring, reducing, contributing.

- The **measurement** of greenhouse gas emissions consists of converting activity data into CO₂ equivalent according to existing international standards (GHG Protocol). Emissions are measured on scopes 1 and 2. For the first time this year, JCDecaux has measured its Scope 3 emissions in France in order to reduce these residual emissions across the entire value chain.
- A gradual **reduction** in direct and indirect emissions in the value chain, aligned with international scientific standards, is the most important step in the process. The first part of the latest IPCC report and the COP26 confirm the urgency for organisations to take concrete action in their value chains to limit global warming.
- The last step is to **contribute** to the development of projects to reduce and/or sequester greenhouse gas emissions in or outside the value chain, commensurate with the emissions generated by JCDecaux. This is to contribute to carbon reduction on a global scale, while contributing to the SDGs (Sustainable Development Goals) defined by the UN.



“Reducing our carbon footprint is a top priority. It is through systemic actions and by engaging our entire value chain that we will be able to participate in global carbon neutrality.”

Roxane Duret, Chief Health, Safety and Environment France Officer

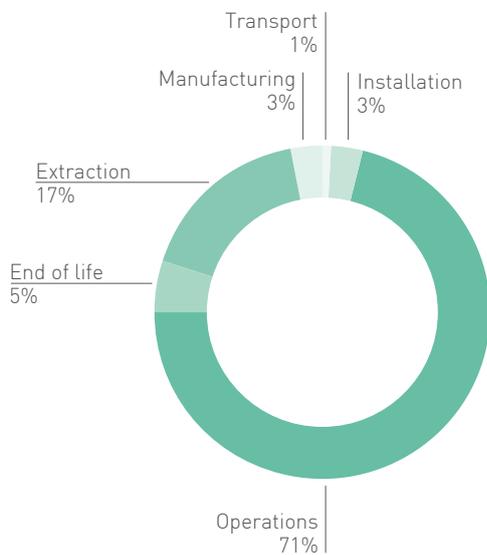


FOCUS “SIGNIFICANT AREAS OF GREENHOUSE GAS EMISSIONS”

JCDecaux’s Research and Development Department conducts Life-Cycle Analysis (LCA) on furniture using the software SimaPro, the leader in this area, which relies on global databases that are regularly updated. Thanks to this global and multi-criteria assessment, various environmental impacts are quantified in order to measure the effects of JCDecaux’s products on the environment.

JCDecaux furniture is classified into families: bus shelters (Atribus®), Street Furniture for Information 2 sq.m. (MUPI®), Billboards (Senior®), self-service bicycles, digital screens, etc. JCDecaux focuses on the so-called furniture families “in operation”. This means furniture families which consume electricity and/or need maintenance and/or a posting. This type of furniture represents a significant part of our activity, with the rest of the furniture having a limited environmental impact (e.g., benches, cleaning stations, barriers, signage, etc.).

The LCAs performed cover at least one furniture installation out of the six most utilised families^[1] in operation. These families cover 75% of the total furniture in operation. This work^[2], summarised in the graph below, enables a better understanding of the breakdown of greenhouse gas emissions over the life cycle of the furniture:



The extraction phase represents 17% of emissions and includes the extraction and production of the raw material (steel, glass, etc.). Due to the requirements of safety, design and quality of products and services, JCDecaux has limited leverage during this extraction phase. However, when possible, the Group promotes the renovation of furniture at the end of the contract in order to extend their useful life.

The manufacturing phase (3% of emissions) covers the transformation of raw materials into components for our furniture.

Transport (1% of emissions) is calculated between the manufacturing site and the place of installation.

The installation phase (3% of emissions) includes all impacts from installing furniture on-site (earthworks, installation, fixing, restoration of surfaces).

The operating phase accounts for 71% of the emissions over the entire life cycle (posting, servicing, maintenance). In this phase, the electricity consumption of the furniture is the most important item. With this in mind, JCDecaux has defined action plans to reduce the energy consumption of furniture and vehicles (see pages 60-62).

The end of life process for furniture and consumables accounts for 5% of emissions.

^[1] Atribus®, MUPI® 2 sq.m., Senior®, 2 sq.m. LCD screens, self-service bicycles and toilets.

^[2] GHG impacts weighted by the number of furniture installations in each family using a global emissions factor for electricity so that emissions are representative of all Group operations.

The eco-design approach to JCDecaux’s furniture allows us to develop products while anticipating the separability of the materials therefore increasing their recyclability at end of life. JCDecaux primarily uses recyclable materials which, when recycled, avoid emissions linked to the extraction of raw materials. The studies performed show that this would avoid the equivalent of 14% of emissions over the total life cycle.

As part of the new 2030 strategy, the LCA calculation method will be reviewed and standardised across the Group and our eco-design approach will be formalised to incorporate the new action plans identified.

2.3.1.1. Reduce our operations and value chain emissions

Our roadmap 2014-2021

The commitments of the 2014-2021 roadmap focused on reducing the electricity consumption of furniture and reducing the energy consumption of vehicles and buildings. The commitments of the new roadmap are in line with the objectives of the 2014-2021 strategy.

OBJECTIVES, INDICATORS AND RESULTS OF THE 2014-2021 STRATEGY

OUR OBJECTIVES	INDICATORS	RESULTS			OBJECTIVE REACHED
		2019	2020	2021	
Reduce the electricity consumption of analogue furniture by 15% by 2021 (vs 2012)*	Changes in the electricity consumption of analogue furniture	4.6%	-15.5%	-10.6%	●
Propose digital furniture with energy consumption reduced by 50% for LCD screens and 15% for LED screens by 2021**	Change in theoretical consumption of screens LCD by sq.m.	-66% (indoor LCD)	Result unchanged	Result unchanged	✓
	Change in theoretical consumption of screens LED by sq.m.	-25% (indoor LED) -23% (outdoor LED)	Results unchanged	Results unchanged	✓
Cover 100% of the Group's electricity consumption with electricity from renewable sources by 2022 (2021 objective: 90%)**	Share of electricity consumption covered by renewable sources	88%	91%	98%	✓
Reduce fuel consumption per 100 km by 20% by 2021 (vs 2012)	Change in fuel consumption per 100 km	-13%	-14%	-14%	●

* The scope of this objective applies only to analogue furniture representing 80% of JCDecaux furniture portfolio
 ** Change in the theoretical electricity consumption of new screens per sq.m. (given that the size of the screens has evolved since 2012) and iso luminance.
 *** Calculated on the basis of total electricity consumption (furniture and buildings).

In 2021, JCDecaux achieved its targets for reducing the energy consumption of digital furniture (LCDs and LEDs) and covering its electricity consumption with renewable energy sources. Nevertheless, the Group, which had achieved its objective of reducing the electricity consumption of analogue furniture in 2020, saw an increase again in 2021, due to the resumption of activities in connection with the health crisis. While the target of reducing fuel consumption per 100 km has not been achieved, efforts to transform the fleet towards biofuel, so-called "green" electric vehicles have been initiated in many of our regions. The share of green vehicles increased by more than 26% in 2021 compared to the previous year. The implementation in 2022 of a new gCO₂eq/km indicator integrating the impact of traffic and the upstream impact will make it possible to measure these actions.

JCDecaux plans to continue its efforts to reduce the CO₂ emissions of its furniture and vehicles in its new strategy.

Our actions

With the growth in business in more than 80 countries worldwide, JCDecaux has over 600,000 street furniture items in operation ⁽¹⁾ and a fleet of more than 4,900 vehicles, which are mainly used for servicing, posting and maintenance rounds and for transporting furniture. Furniture by their energy consumption and vehicles by their fuel consumption are the main sources of JCDecaux's carbon footprint. In 2021, furniture accounted for 83% of the Group's annual energy consumption and fuel consumption for more than 11%, the remaining portion being linked to the energy consumption of buildings.

Measuring emissions is the first step in JCDecaux's Climate Strategy. Every year, JCDecaux measures its scopes 1 and 2 in all countries of operation, and since 2021, has taken an additional step of also assessing its scope 3 emissions in France.

Energy consumption of furniture

JCDecaux is also working to reduce the energy footprint of its furniture. The Group has defined lighting standards based on LED technology for its analogue furniture, whether new or already in place. Consumption thresholds by furniture type have been determined, in terms of power, intensity and light uniformity for each family and type of furniture. Using LED technology makes it possible to reduce electricity consumption by more than 60% compared to fluorescent tubes with ferromagnetic ballast and 50% compared to fluorescent tubes with electronic ballast. In 2021, almost 65% of the countries in which JCDecaux operates had partially renewed the lighting technologies in their existing furniture, by replacing the existing lighting with LED lighting.

JCDecaux is also developing "smart lighting" solutions which act on lighting use by modulating light intensity, detecting the presence of people, etc. This will further improve the energy performance of furniture. All Technical Directors in each country where JCDecaux operates have had awareness training in their

⁽¹⁾ This means furniture families which consume electricity and/or need maintenance and/or a posting

use. Digital furniture represents a significant portion of the total electrical consumption of furniture. To limit this consumption, this type of furniture is installed in a reasonable manner according to a selective and premium strategy, and is selected by the Corporate Purchasing Department on the basis of strict quality and energy efficiency criteria. JCDecaux also pursues an ambitious renewable energy purchasing policy, to cover 100% of electricity consumption by 2022. The renewable-source guarantee certificates for electricity meet a stringent set of specifications: purchased electricity must have been produced in the year it was purchased, locally if possible, and exclude large-scale hydraulic works (>10 MW). Thus, in 2021, France is one of the Group's 42 countries that cover 100% of their electricity consumption thanks to renewable energies. For more than ten years, JCDecaux has also offered to integrate photovoltaic solar panels in its furniture, when the specifications allow it and the effectiveness is demonstrated. In 2021, more than 3,400 items of furniture benefit from this technology worldwide, i.e., +16% compared to 2020. This increase is mainly due to the installation of 299 solar panels on Infocus kiosks in the United Kingdom as well as the installation of 153 solar devices on non-advertising bus shelters for the city of Strasbourg in France.

Energy consumption of vehicles

In 2021, vehicle fuel consumption represented more than 10% of the Group's annual energy consumption. JCDecaux is working to reduce this consumption.

When renewing and developing its vehicle fleet, JCDecaux promotes the selection of vehicles with the least environmental impact (fuel consumption and CO₂ emissions) based on the available solutions and the needs of the activity. Wherever technically possible, operational employees are equipped with clean vehicles (electric, NGV, LPG, flexifuel and hybrid). Between 2020 and 2021, the share of clean vehicles increased by 26%.

From 2006, JCDecaux has developed its own eco-driving programme intended for all employees using a company car. This regularly renewed training programme consists in changing drivers' behaviour for a gentler style of driving, in order to reduce both fuel consumption and the number of accidents. Eco-driving is deployed in 65% of the Group's countries, representing more than 80% of drivers trained.

A process of logistics rounds optimisation has been put in place when installing or operating furniture. Cleaning, maintenance and posting schedules are grouped by type of furniture and by location to limit journey times and fuel consumption.

The energy savings achieved in our vehicle fleets are the result of a number of actions: eco-driving, fleet development and renewal, optimisation of logistics rounds, etc.

In addition to these actions, some subsidiaries are already implementing a carbon contribution approach for emissions related to fuel consumption. This is the case for Australia, the United States, France, Italy, Norway and Sweden.

All these actions undertaken since 2014 have made it possible to achieve certain energy savings, but also to certain plateau effects. Thus, these actions must be reviewed, enriched and regularly updated to ensure continuous progress.

Deployment of the ISO 14001 Environmental Management System

JCDecaux is committed to deploying ISO 14001 certification in all Group subsidiaries for which it makes sense. At end-2021, 15 countries were certified ISO 14001 compliant – Australia, Belgium, Brazil, Denmark, Spain, the United States, Finland, France, Hong Kong, Hungary, Italy, Norway, the Netherlands, Portugal and the United Kingdom – representing 60% of JCDecaux's revenue.

Guides to set up an environmental management system complying with ISO 14001 were drawn up by the Sustainability and Quality Department, together with the certified subsidiaries, and made available to all the Group's subsidiaries.

Our results

ENERGY CONSUMPTION

Includes electricity, natural gas, district heating, heating oil and fuels

<i>In MWh</i>	2019	2020	2021	EVOLUTION 2021 (VS 2020)
Furniture*	708,463	579,438	612,628	5.7%
Vehicles**	108,284	75,251	77,450	2.9%
Buildings***	46,840	39,472	43,673	10.6%
TOTAL	863,588	694,161	733,751	5.7%

In 2021, JCDecaux's total energy consumption increased by nearly 5.7% compared to the previous year, due to a resumption of activities after 2020 during which operations were partly stopped due to the health crisis. The energy consumption of vehicles and buildings increased by 2.9% and 10.6% respectively compared to 2020.

ELECTRICITY CONSUMPTION

<i>In MWh</i>	2019	2020	2021	EVOLUTION 2021 (VS 2020)
Furniture*	708,463	579,438	612,628	5.7%
Buildings***	25,620	20,891	21,255	1.7%
TOTAL	734,083	600,329	633,884	5.6%
% renewable electricity	88%	91%	98%	

* Electricity consumption of furniture items is estimated based on an inventory of furniture which includes their average operating life and unit consumption. It includes both billed and unbilled consumption.

** Vehicle consumption only includes consumption billed to JCDecaux.

*** Building consumption only includes consumption billed to JCDecaux.

In 2021, JCDecaux's total electricity consumption was up 5.6% compared to the previous year, mainly due to the recovery in activity in 2021.

2 OUR SOCIAL, SOCIETAL, AND ENVIRONMENTAL RESPONSIBILITY

Towards an optimised environmental footprint

GREENHOUSE GAS EMISSIONS

In kTEQ CO ₂	2019	2020	2021	EVOLUTION 2021 (VS 2020)
Scope 1*	30.1	21.4	22.6	5.6%
Scope 2*				
Location-based**	251.8	194.2	194.4	0.1%
TOTAL Emissions scope 1 + scope 2 Location-based	281.9	215.6	217.0	0.6%
Scope 2				
Market-based***	33.5	30.3	7.4	-75.7%
TOTAL Emissions scope 1 + scope 2 Market-based	63.6	51.8	30.0	-42.0%
Deducted emissions related to the purchase of renewable electricity	218.7	164.0	187.0	+14.1%

* Scope 1: total direct emissions induced by use of fossil fuels (petrol, natural gas, fuel oil, etc.) from vehicles and buildings, as defined in the energy consumption table.

Scope 2: total indirect emissions induced by consumption of electricity and urban heating, as defined in the energy consumption table. The emission factors by country published by the IEA (International Energy Agency) are used to calculate electricity consumption emissions.

** "location-based": CO₂ emissions related to electricity consumption, using emission factors related to the average electricity mix of the country in which the company is located.

*** "market-based": scope 2 emissions from which emissions covered by certificates of renewable origin are deducted. The methodology for calculating market-based emissions is carried out using national emission factors, in order to guarantee a homogeneous calculation across all our regions, as the emission factors of the residual mix are not systematically available.

The total greenhouse gas emissions resulting from JCDecaux's activities decreased in 2021 to reach 30.0 kTEQ CO₂ (scopes 1 and 2).

Coverage of the Group's electricity consumption by green electricity rose from 91% in 2020 to 98% in 2021: more than 70% of the countries in which the Group operates have already achieved 100% coverage. The performance for 2021 is in line with the commitment made by JCDecaux in 2014, and renewed as part of our membership of the RE100 in 2019⁽¹⁾, to cover 100% of our needs by 2022.

Since the launch of this policy in 2014, JCDecaux's net emissions have been divided by more than 6 (185.5 kTEQ CO₂ in 2013). In 2021, purchasing electricity from renewable sources enabled JCDecaux to avoid the equivalent of 187.0 kTEQ CO₂ in emissions. Excluding the deduction of the effect of CO₂ emissions from renewable energy purchases, the Group's total gross "location-based" emissions would have been 217.0 kTEQ CO₂, stable compared to the previous year.

⁽¹⁾ RE100: global initiative launched in 2014, bringing together 340 multinationals committed to 100% renewable energy

Our roadmap to 2030

OUR OBJECTIVES	INDICATORS
100% of electricity consumption covered by green electricity annually	% of electricity consumption covered by green electricity
5% reduction in carbon emissions related to the electricity consumption of furniture in absolute value by 2030 (vs 2019)*	% reduction in carbon emissions related to the electricity consumption of furniture in absolute value (vs 2019)*
10% reduction in carbon emissions related to the electricity consumption of total furniture/m ² of advertising panel by 2030 (vs 2019)*	% reduction in carbon emissions related to the electricity consumption of the total furniture/m ² of advertising panel (vs 2019)*
20% reduction in vehicle emissions in gCO ₂ /km by 2030 (vs 2019)	% reduction in vehicle emissions in gCO ₂ /km (vs 2019)

* provided that the share of the digital portfolio is less than 6% (in number of furniture items) and on an identical global scope (digital + analogue)

OUR ACTION PLAN

From 2022 and coming years:

- Implement more detailed control of lighting through the following actions: switching off at night, removal of lighting from certain furniture, installation of LED lighting on the fleet of analogue advertising furniture, optimisation of the brightness of interior screens, moderation of the brightness of outdoor LCD screens during off-peak hours thanks to software management
- Optimise the size and technology of digital assets by taking into account electricity consumption from the tender offer
- Deploy a fleet renewal tool with vehicles with lower environmental impact
- Continue to implement local actions to reduce emissions: eco-driving, review of logistics routes, consideration of the various "clean" vehicle alternatives when renewing the vehicle fleet

2.3.1.2. Progressively implement our policy towards collective net zero

FOCUS “CLIMATE STRATEGY FRANCE: CONTRIBUTING TO GLOBAL CARBON NEUTRALITY” (1/3)

JCDecaux contributes to collective carbon neutrality⁽¹⁾ and is part of a dynamic approach of continuous long-term improvement that involves several stages: continuously measuring and refining, continuously reducing, contributing from today. This approach focused in 2021 on the France subsidiary by measuring its carbon footprint on scopes 1, 2 and 3, reducing emissions and contributing to 100% of the emissions measured and is intended to be extended to the Group level.

Governance

Internally, nearly 12 business line departments are involved in the various stages of our climate strategy in France. In addition to regular meetings with the Executive Board, a monthly Steering Committee makes it possible to monitor the progress of our actions and validate strategic choices with all the functions concerned.

Measure: detailed breakdown of emissions - Scopes 1, 2 and 3 - France scope

EMISSION SCOPES <i>En KTEQ CO₂</i>	2019 REFERENCE YEAR	2021	EVOLUTION 2021 (VS 2019)
Scope 1 <input checked="" type="checkbox"/>	8.7	6.4	-26%
Scope 2 (Location-based methodology) <input checked="" type="checkbox"/>	2.6	2.6	-1%
Scope 2 (Market-based methodology) <input checked="" type="checkbox"/>	0	0	
Scope 3 upstream <input checked="" type="checkbox"/>	103.1	53.7	-48%
Products and services purchased	33.7	28.7	-15%
Capitalised assets	48.8	13.7	-72%
Fuel-related emissions	6.3	5.1	-18%
Upstream freight transport and distribution	5.0	2.0	-61%
Waste generated	0.4	0,3	-39%
Business travel	3.9	0,3	-93%
Home / work travel	5.0	3.6	-28%
Upstream leased assets	0	0	-
Other indirect upstream emissions	0	0	-
Scope 3 downstream <input checked="" type="checkbox"/>	0.9	0.03	-97%
Downstream goods transport and distribution	0	0	-
Transformation of products sold	0	0	-
Use of products sold	0	0	-
End of life of products sold	0	0	-
Downstream leased assets	0	0	-
Franchises	0	0	-
Investments	0	0	-
Other indirect downstream emissions	0.9	0.03	-97%
Scope 3 (upstream and downstream)	104.0	53.7	-48%
TOTAL (Scopes 1, 2 and 3) (Market-based methodology)	112.7	60.1	-47%

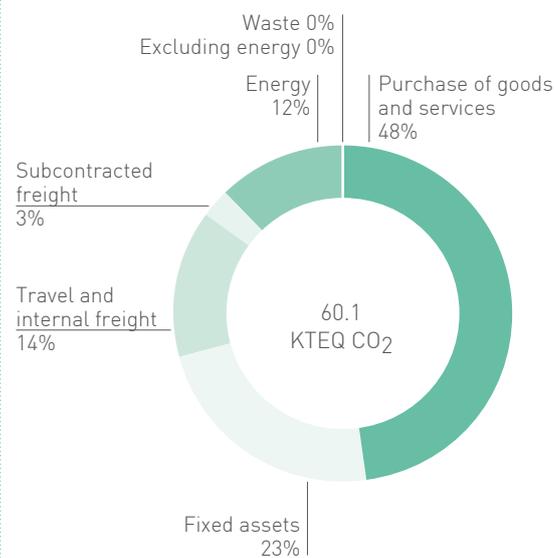
Information audited by MAZARS

⁽¹⁾ According to the definition of the Net Zero Initiative framework, “carbon neutrality” only refers to the global objective of balancing emissions and removals, it does not apply to an organisation

FOCUS “CLIMATE STRATEGY FRANCE: CONTRIBUTING TO GLOBAL CARBON NEUTRALITY” (2/3)

JCDecaux measures and publishes its emissions according to the methodology established by the GHG Protocol. The organisational scope of the study is operational control. Emissions from facilities operated are taken into account in full, regardless of the integration rate of the financial scope. The operational scope includes all emissions (scopes 1, 2 and 3 without exclusion of item or greenhouse gases).

BREAKDOWN OF GREENHOUSE GAS EMISSIONS IN FRANCE



Purchases of goods and services, fixed assets and travel (scopes 1 and 3) represented 85% of France’s emissions in 2021.

Purchase of goods and services (scope 3):

This item includes subcontracting services related to street furniture and IT technical assistance (main items purchased for services), operating expenses related to street furniture (extraction of materials and their transport and then manufacture of parts at our suppliers) and the printed posters sent by our advertising customers (main item of goods purchases).

Fixed assets (scope 3):

This item includes fixed assets of street furniture (extraction of materials and their transport and manufacture of parts at our suppliers) and vehicles; internal fleet of vehicles purchased and leased (extraction of materials and their transport and then manufacture of vehicles at our suppliers).

Travel (scopes 1 and 3):

This item includes business travel (use of vehicles in the internal car fleet and other means of travel), home-work travel (personal vehicles or soft mobility) and visitor travel (French and foreign visitors).

Reduction

Reducing our direct and indirect emissions in our value chain is the most important step in our approach. To build an effective climate strategy and have a real impact on the carbon reduction of our activities, we have chosen a scientific approach aligned with the 1.5°C trajectory and are finalising the structuring of our objectives according to the Science-Based Targets Initiatives (SBTi).

These ambitious objectives are based on a reference year (2019) already incorporating a significant mix of actions on scopes 1 and 2 and in particular the use of 100% renewable electricity.

As a responsible company, JCDecaux has long been committed in France to reducing its environmental footprint through strong commitments and concrete actions:

- The choice of the most innovative technologies and smart lighting was favoured. The electricity consumption of our furniture, particularly digital ones, is thus reduced to the best value of the services provided and the expected uses. Combined, these actions make it possible to reduce by up to -70% the electricity consumption of a 2m² furniture, for example.
- 100% of our electricity consumption is covered by renewable electricity.
- The energy consumption of our vehicles is steadily decreasing: -50% (vs 2012), thanks to eco-driving, optimised servicing, maintenance and signage rounds and thanks to the renewal of our vehicle fleet.
- Nearly 70% of our sorted waste is recycled.

All of our actions have enabled us to reduce our greenhouse gas emissions for our activities in France by 47% between 2017 and 2021 on scopes 1 and 2 (market-based).

Contribution

In 2021, we decided to invest in the financing of solidarity carbon reduction projects to avoid or sequester 60.1 KTEQ of CO₂. We contribute 100% of our measured emissions for our activities carried out in France across all three scopes.

Our portfolio consists of 11 certified projects (low-carbon label, Verra, Gold Standard, UNFCCC, etc.), including 3 in France; the others are international projects in the regions where we operate. These projects have been rigorously selected for their quality, their location, their typology in relation to our own challenges and commitments as well as for the adequacy of the associated co-benefits.

Our objective is to reconcile climate justice and carbon neutrality in order to encourage and enable the preservation of the right to a healthy environment for all in a more effective and sustainable manner.

FOCUS “CLIMATE STRATEGY FRANCE: CONTRIBUTING TO GLOBAL CARBON NEUTRALITY” (3/3)

Decarbonation projects

3

France

Agriculture | Reduction & Sequestration
Label: FR Label Bas Carbone



Energy | Reduction
Label: United Nations Framework Convention on Climate Change



Reforestation | Sequestration
Label: FR Label Bas Carbone



China

Energy | Reduction
Label: Gold Standard



Energy | Reduction
Label: Gold Standard



Energy | Reduction
Label: VERRA



3

1

Peru

Energy | Réduction
Label : Gold Standard



1

Brazil

Energy | Reduction
Label: United Nations Framework Convention on Climate Change



1

Malawi

Energy | Reduction
Label: VERRA



1

Australia

Biodiversity Protection | Reduction
Label: Australian Carbon Credit Unit



1

South Korea

Energy | Reduction
Label: VERRA



Our roadmap to 2030

OUR OBJECTIVES

- Contribute to collective carbon neutrality for the French subsidiary (annual)
- Define a roadmap to contribute to collective carbon neutrality at Group level 2023
- Contribute to collective carbon neutrality at Group level, as part of an approach aligned with the Paris Agreement

JCDecaux has set itself the goal of building its Climate Strategy for 2022 and is thus committed at Group level to contributing to collective carbon neutrality by entering into a strategy aligned with the Paris Agreement.

OUR ACTION PLAN

- From 2022 and coming years:
- Implement a Group Scope 3 measurement methodology
 - Implement actions to reduce indirect emissions (Scope 3)
- By 2023:
- Define and deploy a policy to contribute to residual emissions by supporting the definition of local plans to reduce Scope 3 emissions
 - Build the Group Climate Strategy: define a collective carbon neutral contribution roadmap aligned with the Paris Agreement and the associated deployment plan

2.3.2. CURB OUR OTHER ENVIRONMENTAL IMPACTS

2.3.2.1. Make responsible waste management a priority

Our challenges

Waste management is one of the priorities of JCDecaux’s environmental commitment. Paper posters and PVC canvases are the main waste items for JCDecaux:

- Paper posters are at the heart of JCDecaux’s business, as the majority of furniture is non-digital. Paper accounts for 33% of the waste sorted by JCDecaux.
- Canvas represents, to a lesser extent, a waste item for JCDecaux. These are an integral part of JCDecaux’s business through the large format and Transport business. PVC plastic is used for certain large-format furniture and canvasses.

“Recovery of rainwater, cleaning of water-saving furniture, use of certified paper and vegetable-based inks for our posters, search for a substitute for PVC poster fabrics, recycling of our waste, etc. Our concern to preserve the environment is present in everything we do.”

*Eric Baumann,
International Operations Director*



Our roadmap 2014-2021

The commitments of the 2014-2021 roadmap focused on improving the use and recycling of paper posters, as well as improving the recycling of PVC and other waste.

OBJECTIVES, INDICATORS AND RESULTS OF THE 2014-2021 STRATEGY

OUR OBJECTIVES	INDICATORS	RESULTS			OBJECTIVE REACHED
		2019	2020	2021	
Reach 70% of waste sorted for recycling or energy recovery by 2021	% of waste sorted for recycling or energy recovery	76%	80%	80%	✓
100% of the paper posters printed by JCDecaux must carry a PEFC, FSC or equivalent label by the end of 2021	% of paper posters ordered labelled PEFC, FSC or equivalent	89%	99%	97%	●
90% of paper posters to be recycled by 2021	% of paper posters recycled	71%	79%	83%	●
80% of canvas containing PVC to be recycled in the European Union by 2021	% of canvas containing PVC recycled in the European Union	76%	74%	87%	✓

The objectives set by the 2014-2020 Strategy were mostly achieved or partially achieved. The target of 70% of waste sorted for recycling or recovery was exceeded for the third consecutive year. The target of reaching 90% of paper posters to be recycled by 2020 was not achieved (83% by 2021), but the percentage of posters recycled nevertheless increased by 4 points between 2020 and 2021. The target for fabrics containing recycled PVC for all our European subsidiaries was exceeded and amounted to 87% in 2021.

Our actions

Extending the life of furniture and improving the waste recycling rate

Promoting the circular economy and strengthening waste management is a priority for JCDecaux. This will be achieved by reducing the quantities of waste generated by prolonging the lifespan of our furniture, and maximising waste sorting, recycling and energy recovery.

FOCUS “THE CIRCULAR ECONOMY”

In 1964, Jean-Claude Decaux invented a business model that is more relevant than ever: the design, installation and upkeep of products and services offering a public service funded by advertising. This model has many advantages, notably since it is part of the service economy. This model has many advantages, notably since it is part of the service economy. JCDecaux provides high-quality street furniture designed to last, which – most of the time – remains its property, is maintained by JCDecaux teams and may be renovated and reused as part of a new contract.

JCDecaux therefore promotes the possibility and necessity of renovating the furniture at the end of the contract to extend their duration of use and thus significantly reduce the environmental impact linked to the extraction of raw materials and the manufacture of new furniture. Street furniture can be reused several times and last for around 30 years. To support this practice, JCDecaux put in place “The Store”, an online tool available for all the Group’s subsidiaries since 2013. It enables countries with reusable furniture in stock (Atribus® bus shelters, self-service bicycles, etc.) to put them online. Furniture can then be reserved by subsidiaries wishing to offer renovated furniture to cities, where the specifications allow. In 2021, 1,261 furniture items were exchanged through The Store, including 554 MUPI and 384 self-service bicycles, docks and stations. The volumes traded this year increased by more than 21% compared to 2020.

The total number of furniture items exchanged between 2014 and 2021 amounted to 14,850, saving nearly €23.5 million on the value of new furniture.

Use of PEFC, FSC or equivalent paper

For paper posters printed by JCDecaux (approximately 35% of total paper posters displayed), the paper used must be labelled PEFC, FSC or a local equivalent depending on the country. These third-party certifications guarantee a responsible management process of the forest from which the wood used to manufacture posters is taken. All paper posters must be recycled or recovered.

Use of PVC for fabrics

JCDecaux is committed to reducing where possible the use of PVC for canvases, by using alternative plastics or less-polluting materials, as long as they meet the operating requirements, in particular regarding quality and longevity. For used PVC canvas, the recycling of these advertising materials is organised. PVC-free products are now qualified for indoor use and some outdoor products. Products displayed in PVC-free and recyclable canvas fabrics have been rolled out at our latest airport projects (in particular Guangzhou, Sao Paolo, Dubai and Bahrain).

Recycling practices are also regularly reviewed to improve the waste recycling rate. JCDecaux ensures that all hazardous waste and WEEE (waste of electric and electronic equipment) are processed in specialised facilities.

Our results

In 2021, JCDecaux’s activity generated more than 19,311 metric tonnes of waste, including paper and PVC (more than 15 types of waste).

The proportion of PVC canvasses is not significant in the total volume of waste sorted (2.5% of canvas, of which about 56% are PVC, i.e., 1.4% of the volume of waste sorted). Between 2019 and 2020, the volume of PVC fabrics ordered by customers decreased significantly by 38% at Group level (47% in the European Union), due to the reduction in activities due to the health crisis. Between 2020 and 2021, the volume of PVC fabrics ordered increased by 6.3% at Group level (25.4% in the European Union).

WASTE GENERATED

<i>In tonnes</i>	2019	2020	2021	EVOLUTION 2021 (VS 2020)
Total waste generated*	23,880	18,595	19,311	3,8%
% of waste sorted for recycling**	76%	80%	80%	

* Hazardous waste only represents 1% of the total waste generated.

** The recycling rate also includes other forms of recovery.

NB: household waste and waste managed by subcontractors is not included in the waste total.

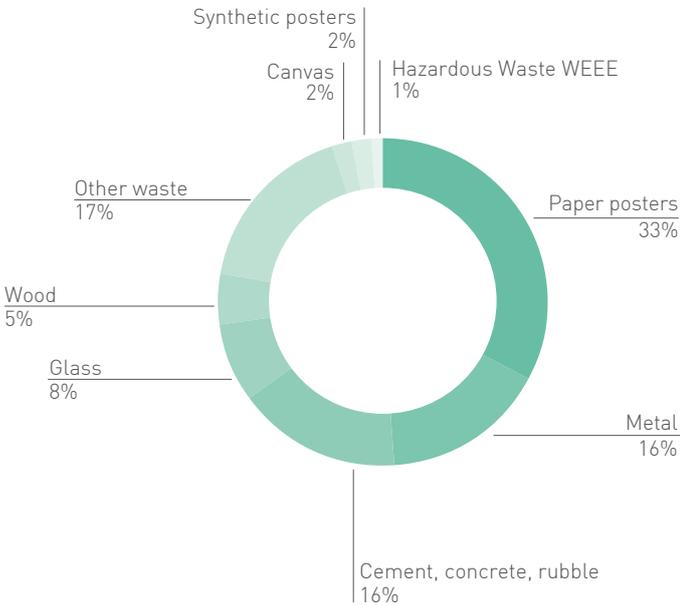
The volume of waste generated increased by 3.8% compared to 2020, in line with the resumption of activity but was nevertheless down by 19% compared to 2019.

The overall recycling rate has remained stable since 2020 and stands at 80%. The target was exceeded for the third consecutive year. This result demonstrates the sustained anchoring of practices in all subsidiaries.

2 OUR SOCIAL, SOCIETAL, AND ENVIRONMENTAL RESPONSIBILITY

Towards an optimised environmental footprint

BREAKDOWN OF WASTE SORTED BY TYPE



Our roadmap to 2030

OUR OBJECTIVES FOR 2035	INDICATORS
Zero waste landfilling by 2035	% of waste landfilled vs total waste in countries with suitable facilities

OUR ACTION PLAN
By 2022:
<ul style="list-style-type: none"> Improve knowledge of waste sorting flows and sectors Accelerate training and awareness-raising for local teams involved in the organisation of waste sorting and end-of-life in all subsidiaries
In the medium term:
<ul style="list-style-type: none"> Integrate the waste treatment value chain into new designs Implement a treatment of historical designs for which recovery is not possible

2.3.2.2. Encourage responsible water consumption

Our challenges

Although our activity does not consume a large amount of water, and this issue does not appear among the material issues in our materiality matrix, it is essential at the Group level to work for a reasonable management of this resource.

Our actions and results

Cleaning furniture with rainwater is one of JCDecaux's emblematic actions that were rolled out very quickly following the creation of the Company. France has applied this measure for more than 20 years now and this allows us to be self-sufficient in water resources for the maintenance of our furniture.

In order to optimise its water consumption, JCDecaux implements several measures. As the cleaning of furniture and vehicles represents the largest item of water consumption for JCDecaux, the methods for washing furniture and vehicles are reviewed regularly to reduce the quantity of water required while ensuring high washing quality.

To further save water resources, JCDecaux uses two methods to recover rainwater:

- rainwater is collected on-site in tanks by agencies and transferred to reservoirs in field employees' vehicles to clean furniture
- rainwater is collected in street furniture to have water for cleaning directly available (e.g., Patrick Jouin public toilets, billboard columns).

Rainwater, naturally without minerals, requires less detergent and water for each cleaning.

WATER CONSUMPTION

In m ³	2019	2020	2021	EVOLUTION 2021 (VS 2020)
Total water consumption*	163,978	133,446	121,746	-8.8%
Rainwater consumption	3,021	2,068	2,515	+21.6%

* Water consumption billed

Water consumption fell by 8.8% compared to 2020, mainly due to the still limited maintenance activity in certain regions.

Our roadmap to 2030

OUR OBJECTIVES

Enhance the water policy and action plans from 2022

Implement the water policy from 2023

OUR ACTION PLAN

By 2022:

- Deploy the means to measure and manage water consumption
- Strengthen the implementation of a plan to raise employee awareness of reasonable water consumption

By 2023:

- Encourage rainwater harvesting in regions and sites to cover consumption

2.3.2.3. Work to protect biodiversity

In its new Strategy, JCDecaux is committed to building a biodiversity protection policy from 2023 and implementing an action plan.

Some innovations are already contributing to the preservation of biodiversity on a small scale, such as the deployment of green bus shelters or the installation of insect nests on certain billboards. Certain advertising campaigns also promote awareness raising among our audiences of this major issue (The Lion Share campaign, local campaigns, etc.).

Our roadmap to 2030

OUR OBJECTIVES AND ACTION PLAN

Develop a biodiversity policy and action plans from 2023

Implement the biodiversity policy from the end of 2023



2.4. TOWARDS A RESPONSIBLE BUSINESS ENVIRONMENT

JCDecaux, with over 10,000 employees worldwide, considers its social commitment to them as key to its success. The diversity of its products and services requires a large range of skills and competencies within the Company. As part of this diversity of businesses and services, JCDecaux maintains relationships with a varied ecosystem—local authorities, suppliers, subcontractors, etc. The proper conduct of business is therefore a key issue to ensure good relations with our partners. This involves the transmission of the Group’s values to all its stakeholders, and mainly suppliers, and the protection of personal data, which is at the heart of JCDecaux’s business.

2.4.1. BE A RESPONSIBLE EMPLOYER

JCDecaux creates a range of different jobs locally, wherever the Group is located, in more than 80 countries, 3,518 cities of more than 10,000 inhabitants, 586 airports and 215 transport contracts in metros, buses, trains and tram networks. Since its creation, JCDecaux has been pursuing a strong policy of job retention, job creation and recruitment on a permanent contract. Between 2001 and 2020, the workforce increased 40%, average annual growth of 2%. Since 2020, as a result of the Covid-19 crisis, which severely affected JCDecaux’s activities in all regions where the Group operates, the number of full-time equivalent employees (FTE) decreased significantly (10,720 in 2021 and 10,234 in 2020 vs 13,205 in 2019). However, it should be noted that the proportion of employees on permanent contracts increased in 2021 to stand at 96.3% (compared to 95.7% in 2020). Lastly, the average length of service increased in 2021 to 10.4 years at Group level (vs 9.7 in 2020).



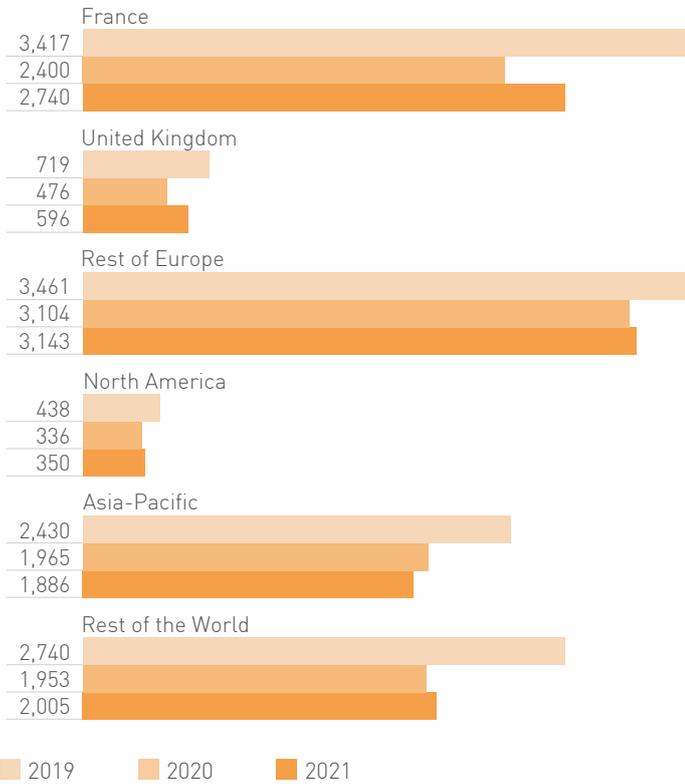
“Since 1964, JCDecaux’s success and reputation have been based on strong values that have always guided our actions and are an integral part of our culture. We work every day to open up new perspectives to each new employee, while guaranteeing the values of gender equality and diversity that are dear to us and that are real factors of efficiency, modernity and innovation in the Company”

*Victoire Pellegrin,
Director of HR Development*



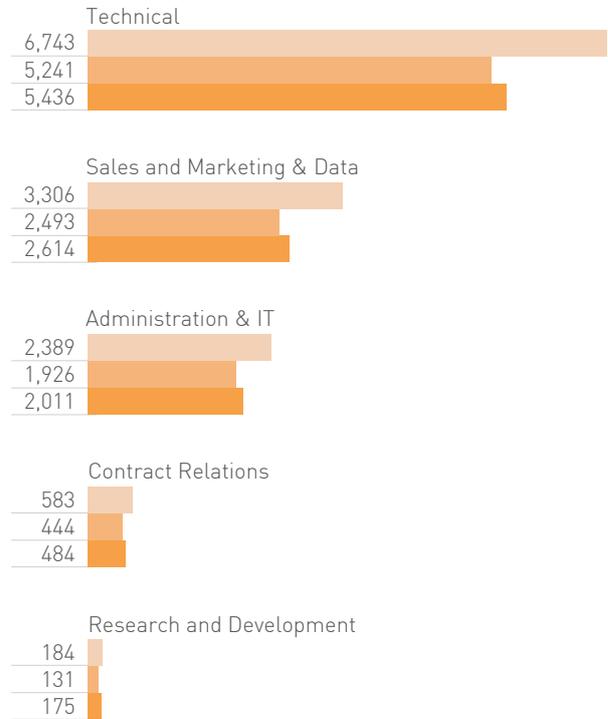
BREAKDOWN OF EMPLOYEES BY REGION (FTE)*

Number of people** at 31 December



BREAKDOWN OF EMPLOYEES BY FUNCTION (FTE)*

Number of people** at 31 December

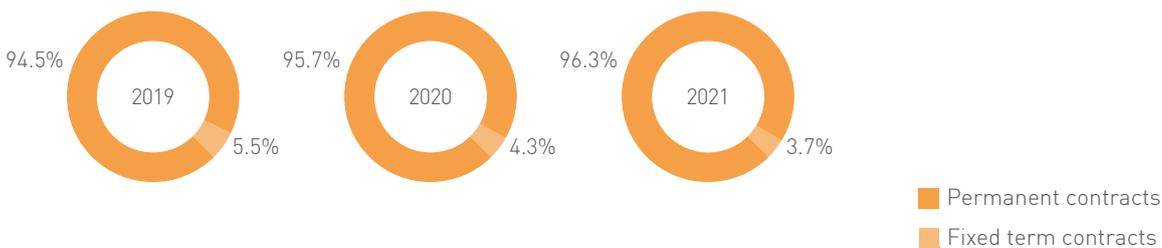


* FTE: Full Time Equivalent

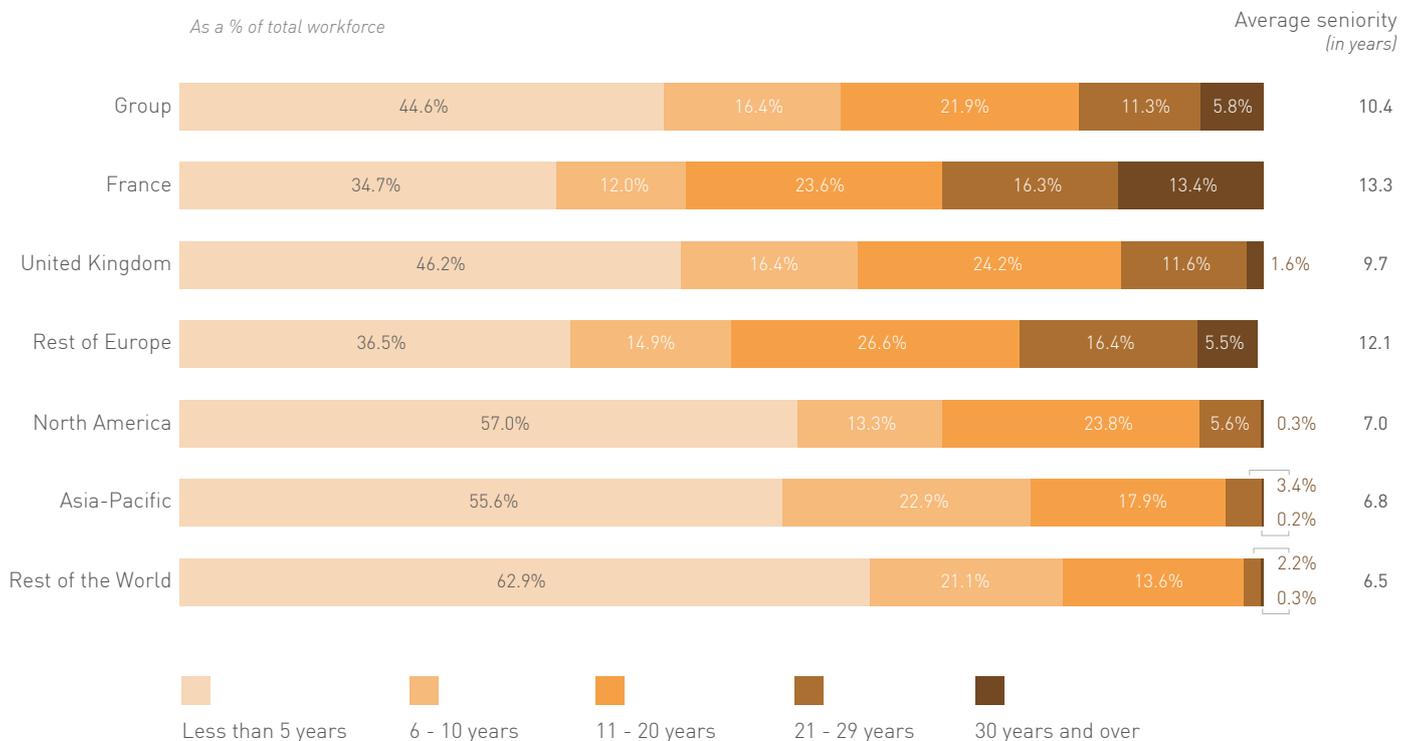
** The breakdown of FTEs by region and by function are based on the Group's financial data reporting, with a coverage rate of 100% of the Group's workforce (FTE). From 2020, the data take into account partial activity measures.

As of 31 December 2021, JCDecaux Group's total headcount was 10,720 employees, i.e., an increase of 486 people compared to 2020 (+4.8%). This increase is explained by the change in the impacts of partial unemployment or equivalent mechanisms between 2020 and 2021, which represents +974 people, due to lower use of these mechanisms in 2021. This effect is partially offset by a decrease of -488 people related to departures not replaced and restructuring plans (following the Covid-19 crisis, loss of contracts, or reorganisations planned prior to the health crisis). It should be noted that there was no scope effect in 2021.

BREAKDOWN OF EMPLOYEES BY TYPE OF CONTRACT

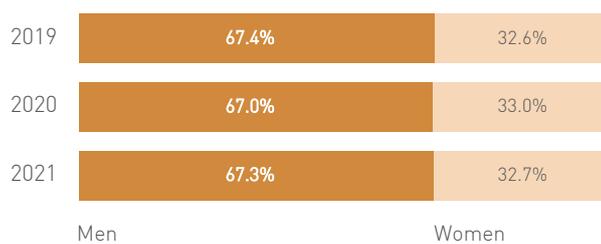


BREAKDOWN OF EMPLOYEES BY LENGTH OF SERVICE

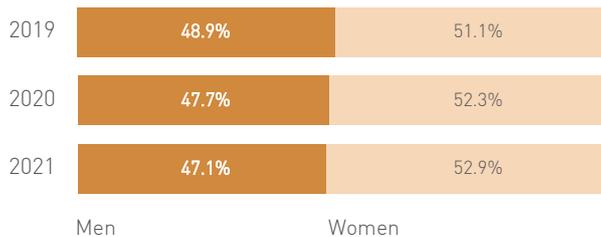


BREAKDOWN OF EMPLOYEES BY GENDER

Total headcount

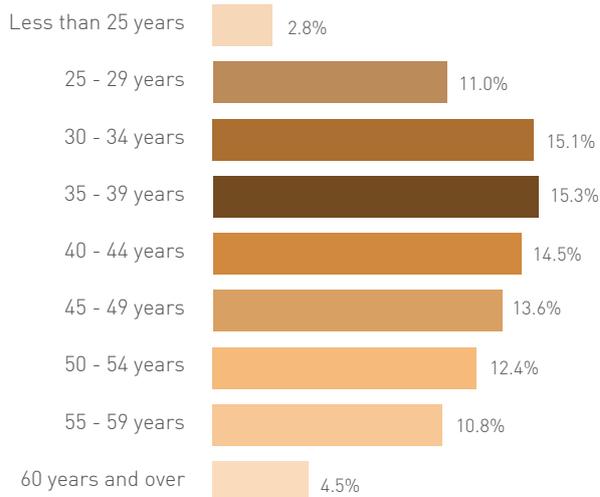


Headcount excluding non-operational employees



BREAKDOWN OF EMPLOYEES BY AGE

As a % of total workforce



2.4.1.1. Guarantee respect for fundamental social values

Our challenges

While 25% of the Group’s workforce is located in countries that have not ratified all of the ILO’s fundamental conventions, respect for human rights and fundamental values is a major issue for JCDecaux.

Our roadmap 2014-2021

The commitments of the 2014-2021 roadmap concerned the deployment of the corpus of charters and a common set of fundamental rights for all employees.

OBJECTIVES, INDICATORS AND RESULTS OF THE 2014-2021 STRATEGY

OUR OBJECTIVES	INDICATORS	RESULTS			OBJECTIVE REACHED
		2019	2020	2021	
100% of countries compliant with the principles of the International Charter of Fundamental Social Values by 2015*	% of countries compliant with the principles of the International Charter of Fundamental Social Values*	100%**	100%	100%**	✓
Employee training on the Charters to be deployed in 100% of the countries where the Group is in charge of management by 2016	% of countries that have rolled out training on the Charters***	100%	100%	100%	✓

* Bi-annual target

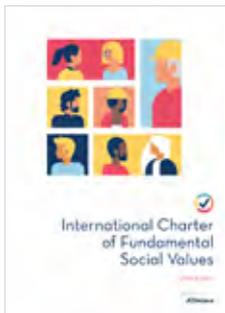
** Results of the previous year’s survey (bi-annual survey)

*** International Charter of Fundamental Social Values and Code of Ethics

Our actions and results

An ambitious Group-wide social policy

Deploy JCDecaux’s Charters and ensure a core set of fundamental rights for all employees



JCDecaux has created a common base for all of its employees, formalised in the Group’s Charters, which specify the rights and duties of employees worldwide: the Code of Ethics (see section 2.4.2.1.) and the International Charter of Fundamental Social Values.

JCDecaux’s International Charter of Fundamental Social Values describes the Group’s commitment to respecting human rights, and strengthens the protection of fundamental social rights for all employees,

particularly regarding Health & Safety, length of working time and paid holidays, and condemnation of all forms of forced or compulsory labour, child labour, discrimination at work, harassment or violence. Through this Charter, JCDecaux formalises its commitment to actively support the Universal Declaration of Human Rights and the United Nations Guiding Principles on companies and Human Rights, the International Labour Organization’s Fundamental Conventions and the Guidelines of the Organisation for Economic Cooperation and Development for multinational companies. This Charter, translated into 19 languages, is deployed in all Group countries.

Members of the JCDecaux Executive Board are directly responsible, through HR France and the International HR Projects and Legal Departments, to circulate all the Charters and the values they convey throughout the Group. Local management in each country

in which JCDecaux operates is responsible for ensuring compliance and enforcing the principles and standards set out in the Charters. These Charters are available on the JCDecaux website and the intranet in each country. Training and guides are made available to employees to reinforce their understanding and implementation.

In 2019, a communication was sent to all countries where JCDecaux operates, in order to raise employee awareness on the Charters and the Supplier Code of Conduct and to present the Group’s new objectives in terms of employee commitment, i.e., 100% of JCDecaux employees worldwide have signed their commitment by the end of 2022.

Since 2020, all new employees joining JCDecaux must systematically sign a letter certifying their commitment to respect the principles set out in the Charters when they are hired. Employees who joined the Company before 2020 have signed their commitment to respect the principles of the charters either in paper format for “non-connected” employees or in electronic format through the training course on the charters on the online JCDecaux Academy platform (see details below) for “connected” employees.

The “Ethical and social principles & supplier relations: I commit!” training programme was rolled out in October 2019 on the JCDecaux Academy digital learning platform for all “connected” employees in all countries, enabling employees to receive training and sign their commitment to respect the principles set out in the Group’s Charters (Code of Ethics, Charter of Fundamental Social Values, Supplier Code of Conduct). This course, available in 13 languages, must be followed by 100% of “connected” employees, i.e., more than 6,800 employees in over 80 countries worldwide where JCDecaux operates, by the end of 2021. This target, which was initially set for the end of 2020, was postponed

to the end of 2021 given the impacts of the Covid-19 crisis then to 31 January 2022. As of 31 January 2022, the completion rate of this training course by online signatories was 100%.

In addition to this training and commitment system, an assessment of the compliance of local practices with the principles set out in the International Charter of Fundamental Social Values is carried out every two years, in the form of a questionnaire. This questionnaire requires subsidiaries to give information on the local practices related to the principles set out in the Charter. In the event of non-alignment, the country concerned must implement a corrective action plan. During the year following the biannual survey, the HR Department for France and International HR Projects monitors corrective action plans for countries presenting non-alignments.

To date, four surveys have been carried out since 2013. In December 2021, the Group launched the fifth survey on compliance with the principles of the Charter. The questionnaire was sent to 81 countries for feedback in early 2022. This campaign will make it possible to analyse the application of the principles of the Charter to date, by detecting local best practices and any new non-alignments, and also to confirm the implementation of the corrective action plans on which countries with non-alignments committed during last 2019/2020 survey. As a reminder, this fourth survey, covering 99% of FTEs at the end of 2019 thanks to the participation of 77 countries, made it possible to identify 15 countries with non-alignments related to the principles of working time, the implementation of collective bargaining and the prevention of violence and harassment.

The prevention of violence and harassment in the workplace is integrated into the principles of the Group's International Charter of Fundamental Social Values and was the subject of four non-alignments detected during the 2019/2020 survey. In order to better cover the risk of "violence and harassment" identified by the Group's risk mapping, in 2021, the HR Department designed the "BePositive: Workplace well-being for all" and "Fighting harassment together" training courses for all Group "connected" employees. These awareness-raising courses were rolled out in 15 languages on the JCDecaux Academy Digital Learning platform in May 2021 and January 2022 respectively.

The results of the surveys are verified by an independent third party and are systematically presented to the Executive Board and the Vigilance Committee, as well as to the Regional and Country Directors.

At the same time, the HR Department for France and International HR Projects continues to support the Region and Country Directors, who are responsible for deploying the means to ensure commitments are met. They notify them of points of vigilance where more specific controls are needed.

The HR Department for France and International HR Projects, the Sustainability and Quality Department, the Legal Department and the Internal Audit Department work together to ensure compliance with all the Charters in the Group's subsidiaries. The points of vigilance and any non-alignment detected following the investigations are part of the controls carried out by the auditors during their audit assignments in subsidiaries.

Working conditions

Compensation

The compensation policy is established in each subsidiary according to the principles of internal fairness and external competitiveness defined by the Group. Profit sharing with employees is also based on different systems in each subsidiary.

Through its International Charter of Fundamental Social Values, JCDecaux is also committed to providing a decent wage which at a minimum meets the basic needs of employees where there is no local legal minimum wage or where the minimum wage is exceedingly low.

Example

In France, compensation is set in accordance with legal and contractual regulations. JCDecaux ensures respect for the principle of professional equality in compensation, avoiding any pay gap between men and women on the same pay scale. Compensation of employees is determined according to objective criteria such as the type of position, level of qualification and experience. For managers, a strategy of variable compensation and bonuses based on individual objectives is generally used. At the same time, "quality performance" bonuses are paid to operating staff to encourage and reward individual results.

Changes in all employees' compensation in France is negotiated each year as part of the Annual Mandatory Negotiation (NAO).

In France, Company profit-sharing agreements cover all employees. To encourage employees to save in their collective incentive schemes, JCDecaux matches payments to the Company Savings Plan.

PROFIT-SHARING AND BENEFITS PAID IN FRANCE*

<i>In thousand euros</i>	2019	2020	2021
Profit-sharing	10,461	0	3,886
Employee profit-sharing	1,176	215	0
Company contribution**	6	0	NC
TOTAL	11,643	215	3,886

* Company profit-sharing agreements cover 100% of employees.

** Amount relates to the Company contribution paid for payments into the employee savings plan (PEE)

NC: Data not yet available

In April 2020, the Management of the JCDecaux SEU (Social and Economic Unit) and the trade unions signed an agreement on exceptional measures taken in the context of the Covid-19 epidemic, agreeing in particular that the contribution would not be paid in the event of payment on the employee profit-sharing plan in respect of 2019 results. No incentive was paid in 2021 in respect of 2020, as the financial situation of the company in France did not allow it.

Organisation of work time

Each subsidiary is responsible for managing the working time of its employees in compliance with contractual and legal provisions, as well as with the principles set out in the International Charter of Fundamental Social Values. Working time in Group subsidiaries varies depending on the location and populations concerned.

BREAKDOWN OF EMPLOYEES BY FULL/PART-TIME

As a % of total workforce	2019	2020	2021
Employees full time	96.4%	96.1%	95.3%

There was a slight variation in the number of part-time employees in 2021. This indicator, which relates to the type of employee contracts, is not impacted by the partial activity measures that have been implemented in some Group entities since early 2020 to deal with the decline in business activities due to the Covid-19 crisis.

BREAKDOWN OF EMPLOYEES WITH ATYPICAL WORK SCHEDULES

As a % of total workforce	2019	2020	2021
Employees alternating 2x8 or 3x8 work schedules	9.8%	10.1%	10.3%
Employees working nights	8.8%	7.4%	7.5%
Employees working weekends and/or public holidays	5.9%	4.2%	5.5%

In 2021, the Group used alternate work schedules in 30% of the countries where it operates.

Nightwork is practised in 54% of the countries where the Group operates and 42% use weekend and/or public holiday work.

Employee relations

JCDecaux commits to promoting the right to collective bargaining and the freedom of association, as stated in ILO Conventions No. 87 and No. 98. In all circumstances, the Group commits to creating conditions for favourable employee relations and to reach formal agreements which are fair to all. Free expression within the Group and constant dialogue with staff representatives contribute to the smooth running of the company and promote compliance with regulations on employee rights.

STAFF REPRESENTATIVES, MEETINGS AND AGREEMENTS

At 31 December	GROUP			FRANCE		
	2019	2020	2021	2019	2020	2021
Staff representatives (number of terms of office)	304	340	348	142	159	150
Meetings with staff representatives	551	451	472	369	151	171
Agreements signed in the year	84	79	78	19	9	13
Agreements in force	293	275	268	99	92	87
% of employees covered by a collective agreement	53%	47%	57%	100%	100%	100%

JCDecaux operates in more than 80 countries (in which collective trade union agreement relating to our business sector do not always exist) with entities of varying size, from over 2,000 employees in France down to a few dozen employees in the smallest subsidiaries. Therefore, depending on local contexts, it is possible that the employees of certain subsidiaries are not covered by collective trade union agreements or company agreements. In the event that freedom of association or collective bargaining is restricted or the entity's employees do not have union representatives, the Group endeavours to allow and facilitate the implementation of alternative solutions such as the organisation of discussions on working conditions and professional concerns between employees and members of local management.

BREAKDOWN OF EMPLOYEES WORKING FROM HOME

As a % of total workforce	2019	2020	2021
Employees working from home at least 1 day per week	2.2%	34.5%	33.1%

From the beginning of 2020, to cope with the health situation, regulatory constraints as well as the various lockdowns put in place to fight against the Covid-19 pandemic around the world, the Group has used remote working in almost all of the regions in which it has operated since early 2020.

Thus, in 2021, remote working was practised in more than 41 Group countries. In total, more than 33% of the total workforce in 2021 worked remotely at least one day per week, compared with 2.2% in 2019 and 34.5% in 2020. It should be noted that the non-operational headcount ("office") represents 49% of the Group's employees (in FTE). The Group has initiated a reflection on the practice of remote working in a more generalised manner.

Example

In France, practised since 2015, remote working has become the standard for all office employees since March 2020. In June 2020, a survey on the practice of remote working was sent to French employees who worked from home for at least four weeks in order to define the needs and expectations of employees on remote working. Despite the difficulties encountered mainly due to the workload and isolation during the first lockdown, 91% of employees who responded to the questionnaire felt that they had been well supported in the implementation of remote working and 93% said they wanted to perpetuate the remote working practice, alternating with on-site presence. This survey led to the signing in the summer of 2021 of a new collective agreement on remote working and the deployment in September 2021 of a new remote working guide for employees.

Our roadmap to 2030

OUR OBJECTIVE	INDICATORS	OUR ACTION PLAN
100% of the Group's countries respect the Group's fundamental social values (annually)	% of Group countries respect the Group's fundamental social values	From 2022 <ul style="list-style-type: none"> • Ensure the distribution of the Charter to new employees and their commitment to the principles it contains and monitor the training of new connected employees • Continue to audit the application of the Charter in countries and monitor action plans related to non-alignments • Continue to communicate regularly on the subject internally • Regularly check the proper functioning of the vigilance alert system in 100% of countries

2.4.1.2. Promote an exemplary Health & Safety culture

Our challenges

As a Company posting advertising displays and supplying furniture supports, JCDecaux is an employer in the field, particularly in urban environments. This is why occupational health and safety is one of JCDecaux's priorities in the social aspect of its activity. More specifically, operational and field staff, which represented approximately 51% of the Group's total workforce in 2021, are the most exposed to the risk of accidents and incidents. Their activities may include working at height, the use of electricity or the proximity of electrical equipment, road driving or work close to roads or railways, and work in places with high public density.

The Company's policy is to subcontract operations as little as possible. However, this choice depends on local contexts and organisational constraints relating to the network of street furniture. When the Group resorts to operating contractors, the same high requirements are set in respect of quality and safety.

Our roadmap 2014-2021

The commitments of the 2014-2021 roadmap concerned the deployment of a Health & Safety policy at Group level.

OBJECTIVES, INDICATORS AND RESULTS OF THE 2014-2021 STRATEGY

OUR OBJECTIVES	INDICATORS	RESULTS			OBJECTIVE REACHED
		2019	2020	2021	
100% of countries have established a Health & Safety risk identification and assessment procedure by 2018	% of countries with a system for identifying risks*	99%	99%	Unchanged	
100% of employees identified in the training matrix were trained in Health & Safety by 2018	% of countries having set up a training matrix **	86%	86%	88%	
100% of countries have developed an action plan and Health & Safety manual in line with Group's recommendations by 2019	% of entities having implemented a comprehensive Health & Safety management system***	68%	68%	Unchanged	

* Group scope, excluding entities in which JCDecaux is not the majority shareholder, and excluding entities acquired less than two years earlier and with consolidated revenue of less than €5 million.

** Scope of the extra-financial reporting, representing 96% of the FTEs in 2021.

*** Scope of the entities audited by the Group or whose Health & Safety management was certified (OHSAS 18001 or equivalent) by an independent body.

Following this first deployment phase, the health and safety management systems and organisations are in place, but some improvements are still expected in some less mature subsidiaries.

The challenges are now around raising awareness at all levels of the Company. Work began in 2018, and will be enhanced in the coming years.

The physical audit programme was frozen again in 2021 due to the health situation, and will gradually resume in 2022. 13 remote audits were carried out on the subject of subcontracting.

Our actions and results

Approach to supporting subsidiaries

Guaranteeing the health and safety of its employees, operating contractors and users are a priority for JCDecaux, which has developed a Health & Safety Policy and implemented a Health & Safety management system in each of its subsidiaries. The principles of these are:

- to know, understand and control its risks
- to have an organisation and a Health & Safety action plan in place for the country and/or the region
- to train employees in Health & Safety matters
- to set up inspection programs and audits
- to conduct inquiries into accidents and take necessary remedial measures to prevent further accidents
- to ensure the safety of furniture
- to qualify major subcontractors in the selection phase
- to ensure that all our subcontractors have signed a contract containing detailed Health & Safety clauses and incorporate the subcontracted operations into our inspection programmes.

Occupational accidents

OCCUPATIONAL ACCIDENTS RESULTING IN LOST DAYS

As a % of total workforce	FREQUENCY RATE*			SEVERITY RATE*		
	2019	2020	2021	2019	2020	2021
France	37.8	28.9	24.6	1.8	1.5	1.3
United Kingdom	5.2	4.7	3.8	0.1	0.1	0.0
Rest of Europe	15.2	13.6	16.6	0.4	0.5	0.4
North America	19.7	20.7	25.5	0.9	0.8	1.9
Asia-Pacific	4.0	2.6	2.4	0.2	0.2	0.1
Rest of the World	12.9	6.7	7.7	0.5	0.1	0.1
GROUP	17.6	13.1	14.0	0.7	0.6	0.6

* The frequency rate of occupational accidents resulting in lost days (excluding commuting accidents) per million theoretical hours worked.

The severity rate represents working days lost due to an occupational accident (excluding commuting accidents) per thousand theoretical hours worked.

The theoretical hours worked are calculated as follows: number of FTE x number of theoretical days worked x number of theoretical hours worked per day.

The Group supports subsidiaries via the Group Health & Safety Committee. This Committee, steered by the International Operations Director is composed of Regional or local Health & Safety Managers and the QHSE Sustainability Manager and/or the Chief Sustainability and Quality Officer.

The members of the Health & Safety Committee meet four times per year to define and monitor the objectives and action plans at Group level, the results of the country audits and quarterly reports on the frequency and severity of work accidents.

Health & Safety is also monitored several times a year by the Executive Board, and at least during the quarterly extra-financial performance review. The review includes a review of actions during the year, follow-up of objectives including objectives for the reduction of frequency and severity rates, a review of serious accidents during the year, validation of next steps and the Health & Safety criteria to be included in the variable compensation of Regional and Country Managing Directors. The inclusion of Health & Safety criteria in the variable compensation of the Regional and Country Managing Directors is in place since 2017.

A detailed operations manual supports this Health & Safety Policy and includes practical examples. All the documents are available in the Group's intranet. Subsidiaries are invited to adapt and enrich the content to define their own manuals in accordance with their local regulations and relevant situations frequently encountered.

Some subsidiaries have also implemented an OHSAS 18001 or ISO 45001 certification process. This is the case for six Group subsidiaries – Spain, Finland, Hong Kong Transport, Australia, the Netherlands and the United Kingdom. Singapore received the Bizsafe certification which is the local equivalent of the OHSAS 18001 standard. All certified subsidiaries together represented 18.5% of the Group's FTE in 2021.

The frequency rate of occupational accidents for employees in 2021 was 14.0 accidents per million hours worked, a slight increase compared to last year (13.1) but a decrease of 20% compared to 2019 confirming or likely to confirm the effectiveness of the Group Health and Safety policy deployed since 2014. However, the health crisis has profoundly affected JCDecaux's activities, both in terms

of adapting to safety protocols and risk allocation. It is difficult to know the exact extent of the impact of the crisis on the change in the frequency rate.

The severity rate was stable at 0.6 days per thousand hours worked compared to 2020.

Absenteeism

JCDecaux monitors the rate of absenteeism by cause to assess and ensure the proper deployment of the Health & Safety and Social priorities of the Sustainability Strategy.

ABSENTEEISM BY CAUSE AND BY REGION

<i>As % of workforce</i>		2019	2020	2021
France	Absenteeism for illnesses and accidents*	8.0%	6.7%	7.7%
	Absenteeism for other reasons**	1.2%	1.2%	1.3%
United Kingdom	Absenteeism for illnesses and accidents*	2.2%	1.3%	1.7%
	Absenteeism for other reasons**	0.8%	1.6%	2.1%
Rest of Europe	Absenteeism for illnesses and accidents*	5.2%	5.2%	5.2%
	Absenteeism for other reasons**	2.4%	2.3%	2.8%
North America	Absenteeism for illnesses and accidents*	1.8%	3.4%	3.3%
	Absenteeism for other reasons**	0.4%	1.1%	0.7%
Asia-Pacific	Absenteeism for illnesses and accidents*	1.9%	1.5%	1.6%
	Absenteeism for other reasons**	1.5%	2.0%	2.3%
Rest of the World	Absenteeism for illnesses and accidents*	2.2%	1.3%	2.0%
	Absenteeism for other reasons**	1.6%	1.5%	1.0%
GROUP	Absenteeism for illnesses and accidents*	4.4%	4.0%	4.5%
	Absenteeism for other reasons**	1.6%	1.7%	1.9%

NB: the absenteeism rate is the ratio between the total number of days absent and the number of days worked. The number of days worked taken into account in calculating the absenteeism rate is the number of theoretical days worked (annual number of days worked* average number of employees).

* Includes illnesses, occupational diseases, disability, occupational accidents and commuting accidents.

** Includes maternity leave, contractual leaves of absence, parental leave and other absences.

The absenteeism rate in the Group and the regions was stable in 2021 vs. 2019.

The absenteeism rate for illness and accidents is structurally high in France. The Health, Safety and Environment France Department has identified the main causes of absences and conducted in-depth work on the subject based on prevention, the availability of new tools and training, particularly with the help of an ergonomics specialist, and support measures when returning to work after a long absence.

Safety Out-Of-Home–Safely Home campaign

In 2021, the targeted actions aimed to make employees more autonomous and participatory through the continuation of the Safety Out-Of-Home-Safely Home campaign (launched in 2017) as well as the dedicated awareness-raising training for Regional and Country Managing Directors (campaign launched in 2018). The programme has been delayed in order to focus on the development, dissemination and

implementation of Covid-19 management protocols, but also on their adaptation to the evolutions of the pandemic, knowledge of the virus and legislative constraints. However, a Health & Safety awareness session for all Group managers and operational supervisors was created and launched on the e-learning platform at the very end of 2020 and continued in 2021. This campaign will continue in 2022.

Our roadmap to 2030

OUR OBJECTIVES BY 2030	INDICATORS
Reduce the accident frequency rate by 25% (vs 2019)	% reduction in accident frequency rate (vs 2019)

OUR ACTION PLAN
By 2022:
<ul style="list-style-type: none"> • Deploy regular health and safety awareness actions • Strengthen local communications, the commitment of management teams in the regions and countries and emphasise Health & Safety training

2.4.1.3. Support employee growth and development

Our challenges

JCDecaux is focused on creating working conditions in which all employees can thrive and fulfil their potential.

Our roadmap 2014-2021

The commitments of the 2014-2021 roadmap concerned the implementation of an environmental awareness programme for employees, the improvement of the teams' knowledge and understanding of Sustainability, as well as the strengthening of knowledge of JCDecaux's business model, history and values and employee development.

OBJECTIVES, INDICATORS AND RESULTS OF THE 2014-2021 STRATEGY

OUR OBJECTIVES	INDICATORS	RESULTS			OBJECTIVE REACHED
		2019	2020	2021	
100% of entities have put in place a Sustainability course for Executive Management at the end of 2021	% of entities that have put in place a Sustainability training course for Executive Management (2015 to 2021 combined)	67%	69%	74%	
100% of countries have deployed Sustainability e-learning at the end of 2018	% of countries having deployed the Sustainability e-learning (2018 to 2021 combined)	100%	Result unchanged	Result unchanged	

Our actions and results

Recruitment

Attracting and retaining talent are two key challenges of JCDecaux's social commitment.

RECRUITMENT RATE BY REGION

At 31 December	2019	2020	2021
France	8.7%	4.0%	5.1%
United Kingdom	18.7%	4.4%	9.6%
Rest of Europe	7.0%	5.1%	7.6%
North America	31.1%	10.0%	24.8%
Asia-Pacific	20.9%	8.1%	16.7%
Rest of the World	18.7%	5.1%	14.2%
GROUP	13.6%	5.4%	10.1%

The recruitment rate takes into account the recruitment of employees on permanent contracts divided by the total headcount of registered employees.

DEPARTURE RATE (RESIGNATIONS AND REDUNDANCIES) BY REGION

At 31 December	2019	2020	2021
France	6.5%	7.8%	6.2%
United Kingdom	18.1%	8.4%	35.4%
Rest of Europe	10.4%	9.9%	12.0%
North America	27.2%	29.4%	25.7%
Asia-Pacific	22.3%	18.9%	23.3%
Rest of the World	25.3%	27.5%	18.5%
GROUP	15.3%	14.7%	14.7%

The departure rate takes into account resignations and redundancies of employees divided by the total headcount of registered employees.

2 OUR SOCIAL, SOCIETAL, AND ENVIRONMENTAL RESPONSIBILITY

Towards a responsible business environment

The Group's departure rate has been stable since 2019 (around 15%). This stability is valid for most geographical areas, except for the United Kingdom, whose departure rate has doubled in three years, partly due to Brexit but also to the evolution of the labour market following the Covid-19 crisis and the internal restructuring of the subsidiary.

In all other regions, the stability of the departure rate in 2021 is explained both by the effectiveness of the talent retention strategies implemented in recent years in several Group entities (Ireland, Australia, etc.) as well as by the effects of the Covid-19 context on the labour market (uncertain labour market, decrease in the number of opportunities, recruitment freeze, job insecurity of newly arrived employees, etc.) and on the organisation of work for employees (working time arrangements, partial activity and partially or fully paid unemployment, remote working, etc.).

On the other hand, the recruitment rate at the Group level has decreased overall since 2019, and this has been homogeneous between the different geographical areas. This decrease is attributable to the Covid-19 crisis, which hit the economy hard. The overall recruitment rate, although not returning to the level of 2019, recovered in 2021 to stand at 10.1%. All regions benefited from the Group's upturn in activity.

Employee development

To develop its human capital and to ensure its employees' well-being, initiatives were implemented locally by JCDecaux subsidiaries. JCDecaux has capitalised on these initiatives and in 2016 deployed a good social practices guide based on a mapping carried out between 2014 and 2015. This guide notably contains recommendations on: the welcome and integration of new employees, conducting satisfaction surveys, the reintegration of employees after leaves of absence and the prevention of resignations through departure interviews and analyses.

Between 2017 and 2021, 36 Group countries carried out employee satisfaction surveys.

Employees' well-being and satisfaction are therefore a significant concern for JCDecaux, as demonstrated by the certifications obtained by several Group entities.

Example



JCDecaux North America, JCDecaux Brazil and Infoscreen Austria are certified "Great Place to Work®". This certification, which designates companies where it is good to work, is based on an anonymous survey of employees on five key dimensions: credibility, respect, fairness, pride and conviviality and an assessment of the managerial practices implemented within the company.

The factors affecting the quality of life at work can be very varied: workload, autonomy, social relationships, emotions, safety and values. The Group is increasingly working on quality of life at work. This involves various actions carried out locally by the subsidiaries, which are autonomous in the management of their human resources (flexibility of working hours, organisation of social gathering, workstation layout, etc.) but also by actions at Group level such as the deployment in all its regions of "BePositive: Workplace well-being for all", a digital programme to raise awareness on psychosocial risks.

Individualised and transparent career management is also part of employee development. It enables short- or medium-term needs to be anticipated in terms of skills and types of positions, in line with the Company's development and employees' career paths. In 2021, 88% of Group countries implemented a career management system.

The annual review and professional interview are strategic meetings for the employee: an opportunity to review the past year, discuss skills development, projects and targets for the future, as well as development possibilities.

The integration of new employees into the Company is essential. It allows everyone to be able to make their mark, to live their first days better and to be operational more quickly. Physical integration programmes or digital onboarding are available in certain Group entities (Germany, the Netherlands, France, etc.). The Group aims to roll out the "Welcome@JCDecaux - On vous attendait!" (we were waiting for you) digital integration platform for new employees in France. This platform, which includes general information on JCDecaux (business model, values, management, etc.) and fundamental training, will ensure that everyone has a common knowledge of the Group.

Employee training

Training is also an essential component of employee development and a key factor in the Company's success. To support the digital transformation of the Company and strengthen its operational excellence, a broad range of training courses is made available to employees by the Group and its subsidiaries. JCDecaux offers training:

- accessible to the largest number of employees
- adapted to the business needs, the Group's evolution and, its ethical, social, stakeholder and environmental commitments
- with more innovative, fun and engaging teaching approaches in a context of digital transformation and growth
- offering interactive training pathways adapted to the learner's profile.

Thus, a large number of training courses are run each year in all fields covered by the Group's activities: management, operations, sales, technical, security, marketing, etc. Each subsidiary is locally responsible for managing training in line with the needs and evolution of the local business.

JCDecaux increasingly places HR projects in a context of the Group's strong international development as were evident the many actions run in 2019 to promote employee engagement and development. These included the opening up of a new digital learning platform,

the JCDecaux Academy, previously only accessible in France, to 10,000 learners in 83 countries. It reached a record connection rate of 89% in 2019, reflecting its growing success, although the connection rate was only 67% in 2021 as a direct consequence of the Covid-19 health crisis.

However, the health crisis has also accelerated the digital transformation, an opportunity to further develop support processes such as digital learning to better experience and anticipate these changes.

The pandemic has transformed the way people work. Individually, everyone was able to set up a new organisation, rituals, method and pace of work of their own. Relationships with colleagues, supervision and management have also evolved. It was a formative life experience, which highlighted new possible working conditions. These upheavals require specific support.

Faced with all these changes, the JCDecaux Academy has been and remains a particularly effective tool. It made it possible to deploy a significant number of training courses and systems in record time with great agility. And this, on an international scope covering more than 80 countries on 6 continents. Today, 252 training courses are available on the JCDecaux Academy since its creation in May 2016. Of these, 86 (i.e., 1/3 of the current training offer) have been created and deployed since January 2020.

While the pandemic has sometimes slowed down the number of visitors to the platform, it has clearly contributed to the launch of many training course projects. We were able to quickly deploy new training courses to support the teams, both on a personal and professional level. It even accelerated the launch of business projects.

Our challenge now is to maintain the momentum, in compliance with distance learning codes, which require at least the construction of self-training courses, with rich and varied educational activities.

The JCDecaux Academy offers training based on a shared core programme:

- mandatory training at Group level on GDPR, cybersecurity, Charters, psychosocial risks, harassment at work and gender equality
- soft skills courses on various themes (active listening, time management, digital ecology, etc.)
- tailor-made business training, in mixed format (digital and face-to-face) or delivered 100% remotely (e.g., Sales Intelligence Sales Campus*, Project Department, DataCorp, Health & Safety, finance, etc.)
- a space dedicated to remote working to support employees: ergonomics, remote management, remote organisation, etc.

* The creation of a digital campus dedicated to the Sales Intelligence Hub on the JCDecaux Academy platform was an emblematic success story of the period. It is also the first Group campus for JCDecaux.

The JCDecaux Academy also offers support for each subsidiary or country based on their local or business needs, to help them integrate their own training programmes or training content into this platform and manage them independently.

EMPLOYEES' TRAINING

GROUP	2019	2020	2021
Training hours	175,478	77,678	103,603
of which JCDecaux Academy*	22%	16%	22%
Training rate**	nd	50% *** 47% ****	67%
Number of training hours per person trained	nd	nd	14.1

* Digital training platform launched in 2019

** Number of people who received at least one training course during the year/ registered headcount. Face-to-face training of more than 4 hours and remote training (on and outside the JCDecaux Academy) taken for more than 15 minutes are taken into account.

*** Training rate excluding JCDecaux Academy: Number of people who received at least one training course during the year/registered headcount

**** Number of people who received at least one training course during the year/ registered headcount with access to the JCDecaux Academy platform.

The number of Group training hours increased significantly in 2021. Several training sessions contributed in particular to this increase: the training on the Group Charters "Ethical and social principles and supplier relations: I am committed!" (+13,570 hours) and the "BePositive: Workplace well-being for all" (+3,800 hours). Soft skills, professional or seasonal training courses diversify and feed the training offer around soft skills and acculturation topics. In 2021, the average number of training hours per year per trained employee was 14.1 hours, i.e., more than one hour per month.

In 2020, the number of training hours decreased due to the global health crisis and the measures taken in many of the Group's countries which had an impact on working hours. However, the Group has developed and made available to employees a number of remote training programmes to support employees during this period, such as: "Covid-19: adopting the right actions together", "Teleworking: how to organise", "Maintain a positive attitude" and "Managing in uncertain times".

Internal mobility

JCDecaux also promotes internal mobility within subsidiaries and between subsidiaries. To strengthen this mobility, in February 2018, JCDecaux launched a simple and effective tool for international mobility called "Ready to move". Since it opened, this platform has been visited by nearly 2,100 employees, of whom 180 stated interest, making it possible to run 15 international mobility projects. With regard to France, about one-third of vacant "management" positions are filled internally.

2 OUR SOCIAL, SOCIETAL, AND ENVIRONMENTAL RESPONSIBILITY

Towards a responsible business environment

Employee commitment to Sustainability

In order to achieve objectives set by the Group for its Sustainability Strategy, employees' commitment is crucial. Employees must therefore be made aware and trained in Sustainability so that they fully participate in deploying the Strategy and contributing to the Company's success in the long term. In their work and through their everyday actions, they give meaning to the commitment and values conveyed by the Group. JCDecaux is encouraging all the Group's countries to create local awareness-raising programmes for their employees. A dedicated guide explaining how to put in place this type of programme has been developed and communicated to all the countries.

In 2021, 33 JCDecaux entities rolled out this type of programme; this was the case specifically in the following countries:



Our roadmap to 2030

OUR OBJECTIVES BY 2030	INDICATORS	OUR ACTION PLAN
100% of the Group's countries have a career management system incorporating training topics	% of countries with a career management system	Between 2022 and 2025: <ul style="list-style-type: none"> Continue work on the development of human capital in a digitisation context Communicate a career management guide incorporating the prerequisites for individual interview processes Define the methods and frequency of satisfaction surveys, communicate a guide incorporating the Group's prerequisites for satisfaction surveys and create and communicate a generic questionnaire format Promote internal and international mobility via Ready To Move Deploy a co-option tool at Group level Deploy the onboarding tool to all Group subsidiaries
100% of employees to complete at least one training course each year	% of employees who completed at least one training course during the year	
100% of the Group's countries have an onboarding programme covering the key training courses and values of JCDecaux	% of countries with an onboarding programme covering the key training courses and values of JCDecaux	

2.4.1.4. Foster diversity and inclusion

Our challenges

The mixing of cultures, languages and any form of diversity is an opportunity for JCDecaux. It is a performance and innovation driver and also a requirement to attract and retain talents. Respect for the values of non-discrimination is an integral part of JCDecaux's International Charter of Fundamental Social Values, in which the Group commits to respecting the ILO's Fundamental Conventions No. 100 and 111 on non-discrimination and compensation equality.

Our actions

Equal opportunities

In France, by signing the Diversity Charter in 2008, JCDecaux committed to favouring equality for women, disabled workers, seniors and visible minorities.

Under this Charter, JCDecaux is committed to raising awareness of and training employees on diversity, respecting and promoting the principle of non-discrimination and communicating and explaining the results of this commitment.

Examples

Cyclocity®, the self-service bicycle subsidiary of JCDecaux France, has since 2013 developed an innovative programme for detainees with the objective of preparing them for their professional reintegration at the end of their detention.

With the approval of the Prison Administration, Cyclocity® set up prison workshops for the integration through economic activity of detainees, by repairing Vélo'v and VélÔToulouse bicycles. The aim of these workshops is to teach a new skill to those involved with a view to their possible recruitment in the Company.

In South Africa, JCDecaux is also committed to promoting diversity through its support for the government initiative B-BBEE (Broad-Based Black Economic Empowerment) promoting the economic empowerment of disadvantaged people from ethnic minorities. Since 2019, JCDecaux's South African entity holds level 2 on the B-BBEE scale, with a grade of 96.93, due in particular to its efforts to employ people that have historically been disadvantaged in South Africa (representing 82% of JCDecaux South Africa employees in 2020) and in supporting the creation of 25 subcontracting companies employing 140 people who have historically been disadvantaged.

JCDecaux North America is also committed to treating all its employees and applicants equally. The mixing of cultures, languages and all forms of diversity is an opportunity. It is for this reason that the subsidiary also participates in "affirmative action programmes" (in other words, a specific recruitment policy aiming at hiring applicants from ethnic minorities) and dedicated job fairs to promote diversity.

Integration of people with disabilities

JCDecaux commits to promoting non-discriminatory access to employment for people with disabilities and to creating favourable conditions for their recruitment and integration.

Examples

In France, the Disability Policy is based on four priorities:

- raising awareness among and providing information for all employees with regard to the employment of people with disabilities
- recruitment and integration of employees with disabilities
- implementation of a policy on, and procedures for, incapacity prevention and management, staying in work and reclassification
- development of a specific training programme.

In 2021, JCDecaux teams in France mobilised to play an active part in the national DuoDay, which supports employment for people with disabilities by introducing them to a career or employer during a day working alongside an employee. 30 employees volunteered and eight duos were formed. At the end of this day, 1 participant joined the Saint-Priest agency to complete his end-of-study internship, which is essential for the validation of his professional retraining.

Among the awareness-raising actions, JCDecaux France renewed its participation in an inter-company connected solidarity race organised by the Special Olympics association. 32 employees, divided into eight teams, took part in this event, which took place over three weeks.

A three-year agreement was reached with four out of the five unions representing employees in JCDecaux SEU on 26 November 2021. This agreement includes provisions relating to the recruitment and inclusion of disabled people in the ordinary working environment and helping them sustain employment, developments on partnerships with companies from the sheltered sector and internal and external information and awareness-raising actions on disability.

By signing up to the "Manifesto for the inclusion of disabled people in economic life" JCDecaux reaffirms its commitment and determination to continue and expand the action it has been taking for many years now.

Among other consequences, this entails welcoming and providing access for people with disabilities to our sites, access to recruitment interviews and awareness raising among all employees as a practical way to combat stereotyping and discrimination.

In 2021, 2.1% of the Group's employees had a disability and this figure was 4.8% in France. The figure for France provided does not correspond to the method used to calculate the obligation to employ disabled workers (OETH) in France.

Gender equality

At JCDecaux, women represented 33% of the total workforce and 53% of the sedentary workforce (excluding operational and field employees) in 2021. The difference between the two rates is explained by the under-representation of women in operational and technical professions, which represent a large majority of JCDecaux's activities.

The Group is committed to ensuring equal treatment of men and women at work, in regard to hiring, compensation and career progression.

To further facilitate access to employment for women, JCDecaux supports family leave and the right to protection on the arrival of a new child in line with the ILO Convention No. 103 (the maternity protection convention), and measures promoting work-life balance.

It is also one of the principles constituting the Group's International Charter of Fundamental Social Values, implemented since 2012 (see section 2.4.1.1.).

FOCUS "THE GROUP'S GENDER BALANCE PLAN"

As part of its efforts to achieve a more balanced gender representation within the Company's total workforce, including at its highest level, the JCDecaux Executive Board, the Compensation and Nominating Committee and the Supervisory Board approved an ambitious plan at the end of 2020, to increase the number of women in its Executive Management Committees (the "Gender Balance Plan").

The concrete and pragmatic Gender Balance Plan, rolled out from 2021, acts both on the Company's culture and on the management of the appointment process, in order to improve the representation of women at the highest levels of the Company.

This plan, rolled out at Group level to ensure a consistent global approach, is also composed of action levers adapted at a more local level to ensure adaptation to the practices of the countries in which the Group operates.

The Gender Balance Plan is structured around two objectives:

- Achieve and maintain an average female representation rate in Executive Management Committees equal to or greater than 40% by 2027 at Group level

- Deploy a gender balance policy at Group level structured around two sub-objectives:
 - 100% of employees and managers with access to the JCDecaux Academy educated on stereotypes and prejudices by 2022
 - Present one female application, whenever possible, for each of the management position filled from 2021.

The Executive Management Committees concerned by the Plan are: the Executive Board of JCDecaux SA, the Executive Committees of the central "Corporate" departments of JCDecaux SA supporting the Group's operations around the world, and the Executive Committees (or equivalent) of the entities in the countries that constitute more than 80% of the Group's adjusted revenue in a given year.

It should be noted that the percentage of women in JCDecaux's Executive Management Committee amounted to 33% in 2021, and is stable compared to 2020.

Since 2021, the gender balance of JCDecaux's Executive Management Committees has been included in the "ESG" criteria for executive variable compensation.

2 OUR SOCIAL, SOCIETAL, AND ENVIRONMENTAL RESPONSIBILITY

Towards a responsible business environment

Examples

In France in 2019, the Law for the Freedom to Choose a Future Career placed a gender equality obligation on companies and created the Equal Pay index. This is calculated annually from five indicators: remuneration, salary increases, promotions, maternity leave, gender balance of top management. Our index was calculated and published in March 2022. The Company scored 93 out of 100 compared to a legal minimum of 75.

Since 2018, JCDecaux UK publishes a report on male-female wage equality. This report is available online on the JCDecaux UK site. To further promote gender diversity within the operational workforce, JCDecaux UK has also set up a programme and specific objectives in this area, including a recruitment campaign for women. This programme will enable increased diversity among the applicants selected, and to ensure a culture oriented towards support and inclusion. To do this, working roles and modes will be reviewed, as well as methods for attracting applicants.

To promote access to employment for women in the Middle East, JCDecaux entities located in this region – Saudi Arabia, the United Arab Emirates, Oman and Qatar – extended the length of maternity leave from 45 days to 12 weeks in 2016, above the local legislative requirements and to comply with ILO Convention No. 103.

Our roadmap to 2030

OUR OBJECTIVES	INDICATORS
40% of women in management bodies by 2027	% of women in management bodies
100% of connected employees trained in stereotypes and prejudices by the end of 2022	% of connected employees trained in stereotypes and prejudices

OUR ACTION PLAN
Between 2022 and 2025
<ul style="list-style-type: none"> • Ensure that at least one female application is presented for the final interview for each management position to be filled from 2021 • Deploy an HR best practices guide on diversity, inclusion and gender equality to meet the challenges of attracting, recruiting and retaining all talents • Develop a training and awareness-raising programme on stereotypes and prejudices (including broader topics of diversity and inclusion than gender equality) on the JCDecaux Academy every 2 years • Develop training programmes for managers and Executive Management • Open the LGBT + Pathway to the Group's countries when local legislation and culture allow it

2.4.2. CONDUCT BUSINESS ETHICALLY AND SUSTAINABLY

2.4.2.1. Maintain ethical conduct and fight corruption

Our challenges

As 32% of the Group's workforce work in countries with a perceived high level of corruption (index below 60 according to the NGO Transparency International), JCDecaux must ensure the ethical conduct of its business and continue to fight against corrupt practices.



"The JCDecaux Group operates and must operate in a responsible and ethical manner, in all the markets in which it is located. This commitment applies to our employees, customers and suppliers, to co-contracting local and regional authorities, as well as to our competitors. Our reputation and the trust of our partners (including our investors, customers and suppliers) depend on it."

Bertrand Allain, Group Legal Director



Our roadmap 2014-2021

OBJECTIVES, INDICATORS AND RESULTS OF THE 2014-2021 STRATEGY

OUR OBJECTIVES	INDICATORS	RESULTS			OBJECTIVE REACHED
		2019	2020	2021	
100% of key suppliers* having signed the Code of Conduct of Suppliers by 2021	of key suppliers having signed the Code of Conduct	88%	100%	100%	✓
100% of the Group's countries having deployed ethics training modules on the Charters ****	% of countries having deployed training on the Charters	100%**	100%***	100%***	✓

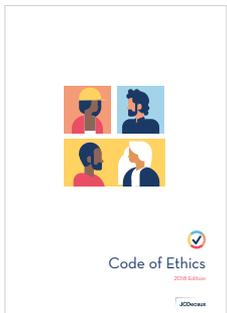
* A key supplier is a supplier representing a significant portion of total purchases in a category and/or difficult to replace. It is also classified as a key supplier if it is critical to JCDecaux's business or if it belongs to a family presenting reputational, ethical, social or environmental risks.
 ** Percentage of countries having rolled out Sustainability digital learning training.
 *** Percentage of countries that have rolled out the "Ethical and social principles & supplier relations: I am committed!" training course digital learning
 **** The term "Charters" refers to the Group's Code of Ethics and the Supplier Code of Conduct.

The Group's objective of having 100% of its key suppliers sign the Supplier Code of Conduct was achieved in 2020.

The objective concerning the signature of the Group Code of Ethics by 100% of employees connected was carried out on 31 January 2022.

Our actions and results

Promoting ethics with our partners (the anti-corruption system)



JCDecaux's **Code of Ethics** seeks to formalise the rules of business conduct applicable to all Group employees with our customers, grantors and suppliers/service providers. In particular, it highlights three Fundamental Rules of Ethics relating to the prevention and fight against corruption and influence peddling, the prohibition of anti-competitive practices and the obligation of accuracy and transparency in accounting and financial areas.

Relayed by the Group Legal Department and the Area Legal Departments, as well as country managers, the members of JCDecaux's Executive Board are directly responsible for its dissemination through all the subsidiaries and the values it promotes. The local management of each country is responsible for compliance with the rules and principles detailed in the Charter and their proper application, in particular by means of a Code of Good Conduct, included in the Charter and dealing with the Group's relations with the administrations, its suppliers and customers as well as the rights and responsibilities of employees.

Originally published in 2001 and available on the Group's public website (in French and English) and the Group's intranet (in 19 languages), this document has been updated several times (most recently in 2018), and now includes a whistleblowing procedure available to Group employees, in accordance with applicable regulations.

To ensure its proper dissemination and understanding, there is a practical guide in the Company's internal version of the Code of Ethics that explains each Fundamental Ethics Rule and Principle of Good

Conduct to help employees have a better operational understanding of them. Each new employee must read and ratify it. At the end of the training course dedicated to the Group's ethical values, whose deadline was postponed to 31 January 2022 due to the health crisis, 100% of employees connected to the internal information system followed this module and signed the Code of Ethics electronically. A specific process for monitoring "non-connected" employees will be rolled out by the end of 2022.

In accordance with the anti-corruption system required by French regulations, the Group has implemented a code of conduct (see above), a whistleblowing system, a risk mapping, and first-line customer/supplier and intermediary assessment procedures, accounting control procedures, a training system, a disciplinary system and an internal control and evaluation system.

A Code of Ethics supplemented by several specific procedures

The Code of Ethics is supplemented by several internal procedures:

- concerning the engagement and management of the Boards, which defines the measures to be taken to avoid any act of corruption or influence peddling that may be committed by/with these third parties, particularly in countries deemed to be at risk, conducting an in-depth survey prior to the appointment of a Board is mandatory ("Boards" means all third parties used to guide, influence, promote, assist and support the development of the Group's strategy, revenue or marketing positioning). This procedure also applies to new partners in joint ventures, new subcontractors and significant subcontractors
- incorporating the anti-corruption checks required as part of the merger and acquisition process

2 OUR SOCIAL, SOCIETAL, AND ENVIRONMENTAL RESPONSIBILITY

Towards a responsible business environment

- overseeing the signing of contracts, in order to secure and standardise the signing process throughout the Group, and
- specifically for the Group's operations in the French market, regarding lobbying disclosure requirements.

The Ethics Committee

A Group Ethics Committee composed of members of the Supervisory Board was set up in 2001 with the main task of examining any potential violation of the Group's Fundamental Ethical Rules and making recommendations aimed at strengthening the Group's anti-corruption policy. Its work is reported to the Audit Committee and the Supervisory Board.

Following the entry into force in 2017 of the new French regulation aimed at combating corruption and influence peddling, it is now also responsible for collecting and examining any report related to the fight against corruption, transmitted via the whistleblowing system put in place, on which it regularly reports to the Supervisory Board (for more details, see below and refer to the "Corporate Governance" chapter of this Document).

A whistleblowing system accessible to all employees

Operational since 2001, but only in the form of a dedicated hotline, a modernised alert system has now been rolled out in all Group subsidiaries since 2018, via the subsidiaries' intranet and extranet sites.

Ten alerts on potential breaches of ethics rules were reported in the 2021 fiscal year (eight were dismissed for incompetency by the Committee, one closed after examination and one closed after examination and definition of an action plan). For more details, see the "Corporate governance" chapter of this Document.

Specific risk mapping

Every year since 2018, JCDecaux Group's Internal Audit Department has prepared mapping and an evaluation process setting out all the risks covered specifically by anti-corruption regulations, taking into account the relevant geographical regions and business processes. The mapping process is presented on pages 96-97 and following of this Document.

Assessment of first-tier, customers & intermediaries

Procedures for evaluating the position of first-tier suppliers have been implemented. These are described in the chapter "Team up with key suppliers to improve their environmental and social footprints" on pages 87-88 of this Document. Analogous measures relating to customers and intermediaries are in the process of being evaluated before they are implemented.

Rigorous accounting controls

Strict and regular accounting controls, to ensure that the books, registers and accounts are not used for corrupt purposes and influence peddling are performed internally. These include a detailed audit of so-called "sensitive" cost line items (i.e., lobbying, taxation, legal and audit fees, costs relating to advisory services, marketing research, IT maintenance and consulting services, bank fees, recruitment fees, insurance premiums, plans and subscriptions, donations, other external and professional services).

At the annual closing of the financial statements, the Group Legal Department asks the Managing Directors and Chief Financial Officers of each operational subsidiary to sign letters confirming the proper distribution of the Code of Ethics and the associated procedures to employees, and if not confirmed, indicate the reasons.

Compliance with the Group's ethics procedures, the signing of the Code of Ethics by employees and management of the so-called "sensitive" cost line items are systematically verified by the Internal Audit Department as part of the country audits.

FOCUS "BUSINESS ETHICS"

The main principles of the Group's actions to guarantee compliance with business ethics (Code of Ethics, Ethics Committee, training system) are presented in the legal section.

More specifically, JCDecaux is committed to practise responsible lobbying via its "Internal Procedure for Engaging with and Managing Advisers" guideline which set out the rules for dealing with third parties used to guide, influence, promote, assist and support the Group's strategic development. A complementary procedure, peculiar to the French market, has also been implemented since 2018 as part of the regulations covering the representatives of interests (the Sapin II Law).

In countries where corruption is perceived to be high (rating below 60 on the benchmark "Transparency International's Corruption Perception Index"), a thorough investigation into an adviser's previous history is conducted so as to avoid any risk of corruption.

The Group's risk mapping and management process factors in all the risks linked to non-compliance with business ethics, in particular with regard to managing contracts, bidding for competitive tenders, making acquisitions and managing sales (see Risk Factors section). All these risks are controlled under the compliance umbrella, with obligations linked to the Sapin II Law and the Declaration of Extra-Financial Performance.

Managing our supplier relationships (the Supplier Code of Conduct)



"The JCDecaux Supplier Code of Conduct defines the principles that any supplier working with JCDecaux must respect in all its activities and throughout the world. It is part of the JCDecaux Group's Sustainability approach." (Extract from the Supplier Code of Conduct). Deployed since 2014 and updated in 2018 and 2021 to take into account new requirements related to regulatory changes relating in particular to the duty of vigilance, the fight against corruption and influence peddling, the protection of personal data and the Group's climate strategy, it is now available in 21 languages. It makes clear what JCDecaux expects from its suppliers on social, ethical, health and safety and environmental topics.

This Code is based on leading internationally recognised standards: guidelines of the Organisation for Economic Co-operation and Development (OECD), the Universal Declaration of Human Rights of the United Nations (UN) and the eight Fundamental Conventions of the International Labour Organization (ILO). To ensure its dissemination and application, the Code has been included in the Group's General Purchasing Conditions since 2016.

To ensure the deployment of the Charters in all countries and their understanding by employees, JCDecaux has set up employee training courses for several years (see pages 80-81).

Our roadmap to 2030

OUR OBJECTIVES BY 2030	INDICATORS
100% of key suppliers having signed the Supplier Code of Conduct (annual)	100% of key suppliers having signed the Supplier Code of Conduct

OUR ACTION PLAN
In 2022:
<ul style="list-style-type: none"> • Ensure that new employees are made aware/trained on the Group Code of Ethics • Ensure the proper application of procedures to prevent and detect acts of corruption • Ensure the proper functioning of procedures for collecting whistleblower reports and their protection • Update the Supplier Code of Conduct when a major change modifies the Group's expectations (stakeholders)

2.4.2.2. Team up with suppliers to improve their environmental and social footprints

Our challenges

Suppliers are at the heart of the Group's quality processes. JCDecaux has chosen to entrust the production of its products and solutions to trusted third parties.

At JCDecaux, "suppliers" produce goods and services for which JCDecaux does not have the skills (e.g., production of sub-assemblies for street furniture) and "contractors" provide a service for which JCDecaux has skills in house (e.g., upkeep of furniture, displays, etc.). The Company's policy is to subcontract whenever the project requires it and to select, manage and control suppliers through a Responsible Purchasing Policy.

“

“JCDecaux has been working for several years to improve the social and environmental footprint of its value chain by ensuring compliance with the Group's values and Charters and by gradually including social and environmental criteria in the selection and assessment of suppliers as well as in the specifications.”

Benoît Avril, Purchasing, Inventory and Production Director



Our roadmap 2014-2021

The commitments of the 2014-2021 roadmap focused on strengthening the integration of Sustainability in purchasing.

OBJECTIVES, INDICATORS AND RESULTS OF THE 2014-2021 STRATEGY

OUR OBJECTIVES	INDICATORS	RESULTS			OBJECTIVE REACHED
		2019	2020	2021	
80% of key suppliers to be assessed annually by 2021	% of key suppliers which have been assessed	69%	68%	93%	✓
100% of key suppliers audited by 2021*	% of key direct suppliers audited	64%	59%	53%	●
100% of buyers trained each year	% of buyers trained	100%	100%	100%	✓

*Due to the health crisis, the deadline for this target has been postponed to 2022

Due to the cessation of audits during the health crisis, JCDecaux was unable to achieve its target of 100% of key suppliers which have been evaluated and audited, with the deadline being postponed to 2022. However, once again this year, 100% of buyers were trained.

Our actions and results

Regional and local procurement

JCDecaux’s priority is to develop long-term relationships of trust and ensure that its suppliers share its values and are committed to Sustainability . This approach enables the Group to control risks, strengthen ties with its suppliers and promote the sharing of innovation.

The role of the Group’s Purchasing Department is consequently to select and monitor direct (furniture components and sub-assemblies, for example) and indirect purchasing families (operations subcontracting, for example) on behalf of the subsidiaries for all projects exceeding a certain amount of expenditure and for all digital projects. This approach reconciles industrial imperatives and social and environmental issues.

JCDecaux prefers regional and local supply chains whenever possible. New, innovative or high value-added furniture (digital items, public toilets and self-service bicycles) are fitted together at JCDecaux’s own expert assembly workshop in Greater Paris in France which works directly with the R&D Department, and is ISO 9001 (Quality Management System) and ISO 14001 (Environmental Management System) certified. For the production of components of this type of furniture, JCDecaux uses a network of suppliers that meet strict criteria, chiefly SMEs with which the Group has maintained long-standing ties, and based for the most part in France. More than 83% of key direct Corporate suppliers are based in France (80% SMEs) and in Europe.

Selection of suppliers

Purchasing at the Group level and by local subsidiaries is framed by a process determined by the Group Purchasing Department, including a preselection methodology, which identifies key suppliers, applies the Supplier Code of Conduct and implements methodologies for assessing and auditing key suppliers.

At Corporate level, a rigorous pre-selection of potential suppliers, including Sustainability criteria (human rights, working conditions, the environment and ethics) was also added in the management of the panel of suppliers. This preselection tool makes it possible to determine if a supplier meets the requirements laid down by JCDecaux to join the panel of suppliers for the Group or a country where the Group operates.

Responsible Purchasing policy

The Responsible Purchasing policy consists of reinforcing the Sustainability criteria in purchasing, with a priority focus on key suppliers, i.e., any supplier deemed strategic because they account for a significant share of total purchasing and/or because of the extent to which JCDecaux may be liable for their actions (reputational & ethical risk and social & environmental risk).

The annual supplier evaluation questionnaire

An annual evaluation questionnaire, introduced in 2014 and revised at end-2017, measures the financial, technical, sustainability (social and environmental), quality and logistics performance of suppliers. It is implemented first and foremost for key suppliers. In addition to the annual key supplier assessment, audits are conducted to ensure the principles set out in the Supplier Code of Conduct are properly applied. 30% of the questionnaire criteria are now Sustainability criteria.

Buyer training

The successful integration of Sustainability in the Purchasing Policy requires the full understanding and support of the persons in charge of purchasing. A training programme on Sustainability in purchasing processes was introduced in 2016. In order to guarantee the maintenance of the skills of the Purchasing teams, a new dedicated training course will be rolled out in 2022 for Corporate buyers. This face-to-face training was adapted to an e-learning and rolled out in early 2022 in all of the Group’s regions. The purchasing correspondents identified in each subsidiary, as well as any new hires holding purchasing functions, will be required to follow this training by the end of 2022. It will also be updated in 2024 and then in 2027.

Supply chain risk prevention

In addition to these measures, and in order to prevent supply chain risks as well as to respond to new legislation such as the French “Duty of Vigilance” ⁽¹⁾ and the Modern Slavery Act ⁽²⁾ in the United Kingdom, risk mapping was applied in 2016 to five purchasing categories considered strategic or presenting a particular risk, namely digital screens, circuit boards, composite material, work clothes and printing (See Vigilance Plan). The risk mapping was updated in 2021 and will be completed in 2023 to include waste management.

Our roadmap to 2030

OUR OBJECTIVES	INDICATORS
100% of key suppliers assessed every year	% of key suppliers which have been assessed annually
30% of Sustainability criteria included in the qualification and evaluation of suppliers from 2023	% of Sustainability criteria included in supplier qualification and evaluation
100% subsidiary purchasing correspondents following the “responsible purchasing” training course by end 2022	% of subsidiary purchasing correspondents following the training course
100% of key direct suppliers audited at least every 5 years	% of key direct suppliers audited at least every 5 years

⁽¹⁾ JCDecaux’s Vigilance Plan can be found in chapter 2.5., page 90

⁽²⁾ JCDecaux United Kingdom’s report on measures put in place to prevent human rights violations is available at: <https://www.jcdecaux.co.uk/legal>

OUR ACTION PLAN

From 2022/2023:

- Continue to qualify and assess key suppliers
- Train all subsidiaries' buyers in responsible purchasing
- Renew the risk mapping of purchasing families and integrate waste into at-risk families
- Resume audits of key direct suppliers according to the health crisis

2.4.2.3. Ensure that personal data is protected

Our challenges

In the digital and connected age, data are at the core of JCDecaux's business lines. As a player in the service of the city and citizens, JCDecaux must be exemplary in this area. Putting ethical guidelines in place for collecting and processing data, especially personal data, is thus a priority for the Group.

As part of its various activities, the JCDecaux Group collects and processes personal data relating to external persons, such as its customers, prospects, partners, service providers, suppliers, landlords, licensees, users of bicycle services or job candidates. In their capacity as employers, Group companies also process the personal data of employees and other staff members. JCDecaux guarantees the privacy and personal data protection of every stakeholder concerned, and ensures that they can exercise their rights in accordance with applicable regulations

Our actions

With regard to the EU's General Data Protection Regulation (GDPR), in early 2017 the Group began adapting its existing practices to the GDPR to make sure it processes data in compliance with the Regulation's guiding principles of lawfulness, fairness, transparency, purpose limitation, data minimisation, accuracy, storage limitation, integrity and confidentiality, and accountability.

A dedicated steering committee has been set up for this purpose. It includes the main Corporate departments concerned (Legal, Information IT/CISO, Data Corp, Communication and Internal Audit), and is chaired by the Group Chief Financial and Administrative Officer, who is a member of the Executive Board.

A Data Protection Officer was appointed in 2018 for each of the Group's French entities. The DPO is responsible for leading the GDPR Steering Committee as well as a network of GDPR Referents made up of designated people from each of the Departments. This DPO also performs duties at Corporate level consisting of raising awareness, advising, assisting and coordinating the compliance of the other Group subsidiaries. As such, it coordinates the network of DPOs/Privacy Managers who have been appointed in each European country to manage personal data matters and implement compliance actions, both locally and in accordance with Group directives.

A compliance survey of European subsidiaries was conducted in 2018 through a self-assessment questionnaire, which aimed to assess their understanding of the subjects and compliance with applicable regulations. Following this survey, an action plan was drawn up and sent to each country subsidiary, targeting the actions to be implemented and improvements to be made. From Q4 2021, audit missions dedicated to GDPR compliance were carried out by the Internal Audit Department in the Group's different European subsidiaries.

For any new project that involves the processing of personal data, a prior study of compliance with the applicable regulations is carried out, followed by the implementation of the various actions required to ensure this compliance.

Communication and awareness-raising initiatives were carried out with employees to help them understand the various issues and risks pertaining to personal data as well as the Group's values and requirements on the matter. A digital learning module dedicated to the GDPR has been made mandatory for all "connected" employees of all JCDecaux's European subsidiaries, a specific intranet community to discuss personal data issues has been set up and several communications were distributed.

Our roadmap to 2030

OUR OBJECTIVES BY 2030	INDICATORS
100% of new "connected" European employees have completed their GDPR digital training (annual)	% of new "connected" European employees have completed their GDPR digital training
100% of European subsidiaries assessed on the management and use of personal data by 2025	% of European subsidiaries assessed on the management and use of personal data

OUR ACTION PLAN

From 2021:

- Conduct specific GDPR control missions for European

Annual:

- Perpetuate and strengthen the network of DPOs (Data Protection Officers)/Privacy Managers in Europe and the network of GDPR Referents in France
- Continue to ensure the compliance of any new project involving the processing of personal data
- Raise awareness among new European employees via GDPR digital training

By 2030:

- Establish global governance on personal data

2.5. DEPLOYMENT OF OUR VIGILANCE APPROACH

2.5.1. A VIGILANCE APPROACH INVOLVING ALL GROUP STAKEHOLDERS

Long concerned about the human, social and environmental impact of its activities on its employees and stakeholders, the JCDecaux Group has resolutely amplified its actions as part of a global vigilance continuous approach, in line with the legal framework and a Sustainability strategy that is both demanding and ambitious.

This approach involves the mobilisation of many key players within the Group, both in terms of governance at its highest level (2.5.1.1.) and dedicated or cross-functional structures involved in the development and monitoring of the vigilance policy, based on their own guidelines (2.5.1.2.).

2.5.1.1. Governance bodies

- Created in 2017, the **Group Vigilance Committee** is more specifically in charge of drawing up the annual Vigilance Plan, monitoring its implementation and processing the alerts made to it . Vigilance Committee also ensures the proper management of Group major extra-financial risks addressed in the Declaration of Extra-Financial Performance (for more details, see Section 2.5.2.2. "Our tools & resources" on page 92 of this Document).
- Each year, JCDecaux's **Executive Board** approves the Vigilance Plan prepared by the Committee and keeps itself regularly informed of its application, as part of the monitoring of the compliance policy of the Company and the JCDecaux Group.
- The **Supervisory Board** of JCDecaux SA, with responsibility for monitoring the Executive Board's management of the Company, is regularly notified of the main issues facing the Company, including in the areas of social and environmental responsibility.

2.5.1.2. Dedicated structures & guidelines

		SPECIALISED COMMITTEES	OPERATIONAL DEPARTMENTS	TRANSVERSAL FUNCTIONS	GUIDELINES
HUMAN RIGHTS	GROUP		Human Resources Department-International Projects	<ul style="list-style-type: none"> • The Sustainability and Control Department is jointly responsible with the Group's Functions for embedding environmental, social and societal issues into their business. • The Group Legal Department is responsible for the Secretariat of the Group Vigilance Committee and the management of Vigilance reports 	<p>EXTERNAL: Principles of the United Nations's Global Compact (since 2015)</p> <p>INTERNAL: International Charter of Fundamental Social Values (2018)</p>
	SUPPLIERS & SUBCONTRACTORS		Purchasing, Inventories & Production Department	<ul style="list-style-type: none"> • The Internal Audit Department coordinates the Group's risk mapping which includes extra-financial risks and embeds the issues around Sustainability • The Group IT Department is responsible for developing and maintaining the alert tools. 	<p>INTERNAL: Supplier Code of Conduct (since 2015 - 2021 version)</p>
HEALTH & SAFETY	GROUP	The Group Health & Safety Committee , steered by the International Operations Department, has been overseeing the deployment of Group Health & Safety Policy, through a programme of health and safety audits of subsidiaries since 2014.	International Operations Department	<ul style="list-style-type: none"> • The Sustainability and Control Department is jointly responsible with the Group's Functions for embedding environmental, social and societal issues into their business. • The Group Legal Department is responsible for the Secretariat of the Group Vigilance Committee and the management of Vigilance reports 	<p>INTERNAL:</p> <ul style="list-style-type: none"> - International Charter of Fundamental Social Values (2018) - Priority "Promoting an exemplary Health & Safety culture" in the Group's 2030 Sustainability Strategy
	SUPPLIERS & SUBCONTRACTORS		<p>SUPPLIERS & SUBCONTRACTORS: Purchasing, Inventories and Production Department</p> <p>SUBCONTRACTORS: International Operations Department</p>	<ul style="list-style-type: none"> • The Internal Audit Department coordinates the Group's risk mapping which includes extra-financial risks and embeds the issues around Sustainability • The Group IT Department is responsible for developing and maintaining the alert tools. 	<p>INTERNAL: Supplier Code of Conduct (since 2015 - 2021 version)</p>
ENVIRONMENT	GROUP	Since 2018, the Environment Committee , headed by the International Operations Department, has been monitoring the environmental priorities of the Group's Sustainability Strategy and making recommendations in this area.	International Operations Department	<ul style="list-style-type: none"> • The Sustainability and Control Department is jointly responsible with the Group's Functions for embedding environmental, social and societal issues into their business. • The Group Legal Department is responsible for the Secretariat of the Group Vigilance Committee and the management of Vigilance reports 	<p>EXTERNAL: Principles of the United Nations's Global Compact (since 2015)</p> <p>INTERNAL: "Towards an optimised environmental footprint" ambition of the Group's Sustainability Strategy for 2030)</p>
	SUPPLIERS & SUBCONTRACTORS		Purchasing, Inventories and Production Department	<ul style="list-style-type: none"> • The Internal Audit Department coordinates the Group's risk mapping which includes extra-financial risks and embeds the issues around Sustainability • The Group IT Department is responsible for developing and maintaining the alert tools. 	<p>INTERNAL: Supplier Code of Conduct (since 2015 - 2021 version)</p>

2.5.2. THE 2022 VIGILANCE PLAN

2.5.2.1. Our achievements in 2021 and objectives for 2022

In accordance with its annual commitments, the JCDecaux Group has taken the necessary steps to prepare and make public its 2022 Vigilance Plan in this 2021 Universal Registration Document, as included in the Company's Management Report.

In accordance with the legal framework and the compliance strategy adopted by the Group and approved by the Company's Executive Board, this Plan provides a detailed assessment of our Vigilance approach in 2021 and precisely lists the Vigilance objectives assigned for 2022, based on the procedures and reference texts in force within the Group (International Charter of Fundamental Social Values, United Nations Global Compact and Supplier Code of Conduct).

Details of the actions carried out in 2021 and the objectives projected for 2022 are provided in the Appendix on page 94 of this Document.

2021 Vigilance Plan report: still impacted by the pandemic

In 2021, a fiscal year still marked by the health crisis and its impact on the initially agreed agenda, a major effort was made to ensure the achievement of the Plan's objectives deemed the most important in terms of the Group's overall strategy.

Emphasis was therefore placed on **(i)** the strengthening of risk mapping tools through the development of a new information tool to process all Group/Business lines and Country risk mappings and ensure even more rigorous monitoring of the major risks of the DEPF (Internal Audit), **(ii)** the implementation of corrective action plans following the 2019-2020 bi-annual survey conducted on the compliance of subsidiaries with the International Charter of Fundamental Social Values (Human Resources), **(iii)** monitoring of the e-learning on Ethics and Vigilance training, by achieving the target of 100% of employees connected (i.e., 6,800 employees) at 31 January 2022 having validated the aforementioned modules (Human Resources / Sustainability / Legal / Purchasing, Inventories & Production), **(iv)** the deployment of the onboarding platform for new French employees "Welcome@JCDecaux / on vous attendait" (Human Resources), **(v)** the improved accessibility of the Charters framework to all employees, with 100% of new employees (connected and non-connected) having subscribed to the code of ethics and the International Charter of Fundamental Social Values (Human Resources / Legal), **(vi)** the deployment of training modules in e-learning on Responsible purchasing in 3 languages (Purchasing, Inventories & Production / Sustainability), **(vii)** the signature of the Supplier Code of Conduct by 100% of key suppliers (Purchasing, Inventories & Production) and **(viii)** the update of the Supplier Code of Conduct to incorporate the regulations on personal data outside the European Union and the Group's climate strategy (Purchasing, Inventories & Production / Legal / Sustainability).

However, due to the persistence of the Covid-19 pandemic in many countries where the Group operates, several programmes had to be **(i)** revised or carried out in whole or in part remotely (such as the plans to audit the situation of subsidiaries, subcontractors and suppliers, the "Safety Out Of Home / Safely Home" campaign, the meetings of the Vigilance / Health, Safety and Environment Committees, the awareness-raising campaign for Area Directors and operational managers), or **(ii)** even postponed (in particular: the mapping of specific risks by family of key purchases, the conduct of in-person audits of subcontracting management by the

subsidiaries, the design of a tool for welcoming new employees in non-French subsidiaries).

2022 Vigilance Plan: a marked return to normal

In 2022, a special effort will be made above all to ensure the implementation of the revised or postponed programmes from 2021 (see above). Other important objectives have been defined, sometimes as an extension of the actions already carried out: **(i)** the update to the risk mapping with the new information tool developed in 2021 (Internal Audit), **(ii)** the finalisation of the 2021-2022 bi-annual survey on the subsidiaries' compliance with the International Charter of Fundamental Social Values (Human Resources), **(iii)** the continuation of audits of subsidiaries, with missions partly remotely, partly in the field (Internal Audit / International Operations), **(iv)** the signature of the new Supplier Code of Conduct (2021 version) by 80% of key suppliers (Purchasing, Inventories & Production), **(v)** the validation of training modules in e-learning on Responsible purchasing by 100% of buyers at 30 September 2022 (Purchasing, Inventories & Production / Sustainability) and **(vi)** a reflection on raising awareness on Ethics and Vigilance among employees without access to the intranet (Human Resources).

In 2022, the Group intends to continue to mobilise its teams around the world, to promote the integration of its vigilance approach in its strategy with regard to its employees as well as its suppliers, customers and subcontractors.

2.5.2.2. Our tools & resources

The Vigilance Committee & whistleblowing mechanism

A dedicated body

In order to ensure regular and rigorous monitoring of the Group's Vigilance action, a dedicated internal governance body was created in 2018, the Group Vigilance Committee. Composed of representatives of the main functions concerned (Purchasing - Inventories & Production, Internal Audit, Communication, Sustainability & Quality, International Operations, Legal and Human Resources - International Projects), it is chaired by a member of the Executive Board and meets at least three times a year.

Its action is supplemented by two specialised Committees at Group level: the Environment Committee and the Health and Safety Committee, in charge of initiating and relaying the action plans defined by the Vigilance Committee in their respective areas of expertise (for more details, see 2.5.1. on page 90 of this Document).

Extended responsibilities

The Committee's main duties are: **(i)** drawing up the annual Vigilance Plan and verifying its implementation, **(ii)** monitoring major extra-financial risks, **(iii)** processing the reports received via the whistleblowing procedure deployed on all Group intranet sites, and **(iv)** taking up any issue related to the Group's International Charter of Fundamental Social Values and/or the United Nations Global Compact and/or the whistleblowing mechanism and making any recommendations on this subject to the Executive Board that it deems necessary.

Rigorous monitoring of the Vigilance programme

The Vigilance Committee met three times in 2021, at the beginning of the year to approve the 2021 Vigilance Plan, in July 2021 to review its implementation at mid-year and at the end of the fiscal year to take stock of its implementation and define the areas of the 2022 Vigilance Plan. It was also kept informed by its Secretariat of the alerts received in 2021 and the follow-up to them (see below).

Satisfactory dissemination of the whistleblowing procedure and the collection of alerts

In order to ensure an effective and consistent implementation of the whistleblowing procedure in all Group subsidiaries, in accordance with the French legal and regulatory framework (and local for certain countries), this procedure includes two complementary means of action to alert the Vigilance Committee via its Secretariat: **(i)** a form available on the JCDecaux intranet of each subsidiary, secure and accessible to all employees with a professional email address, and **(ii)** a Corporate hotline for employees without professional Internet access.

In 2021, the Committee examined five alerts received by electronic means, concerning four subsidiaries in Europe, Latin America and Africa. Four of them concerned situations of potential violation of the Vigilance rules in the following areas: wage discrimination, discrimination based on sexual orientation, moral harassment. Rigorous investigations were carried out and their findings were examined by the Committee, which approved them, as well as the related proposals and recommendations; their follow-up is ensured at the following Committee meetings. Lastly, an alert fell within the remit of the Ethics Committee and was sent to it.

This assessment reflects a good overall knowledge of the whistleblowing procedure by the employees and the management, and the proper functioning of the tools concerned.

Reference tools

At JCDecaux, the framework for Vigilance is mostly reflected in three documents: the International Charter of Fundamental Social Values, the Supplier Code of Conduct and principles 7, 8 and 9 of the United Nations Global Compact.

An International Charter of Fundamental Social Values in all Group subsidiaries

In 2012 the Group put in place a Charter referring to international standards such as the Universal Declaration of Human Rights, the International Labour Organisation's Fundamental Conventions, and the Organisation for Economic Cooperation and Development's Guidelines for Multinational Enterprises.

In a context of strong international development, the Group's Executive Board has taken direct responsibility for its proper dissemination and application within the Group: it has thus strongly demonstrated its commitment to human, social and environmental rights, formalised in a document that provides employees with both clear guidelines and principles of behaviour within the Group, while respecting the diversity of working practices and environments that coexist in the various entities.

This Charter applies to all Group employees, who ratify it with their employment contract as soon as they join the Group; they also undertake to promote the application of the values promoted by all their stakeholders, namely the Company and its subsidiaries, as well as their suppliers, subcontractors and partners.

The commitments entered into by the Group concern in particular the following areas: the right to collective bargaining and freedom of association, the condemnation of all forms of forced or compulsory labour, the absence of discrimination at work, the health and safety of employees, working hours, the right to a living wage, the right to paid leave, the right to training, the condemnation of any form of harassment or violence, respect for privacy and the right to protection of personal data, the right to participate in public life, the right to social security, work-life balance.

Translated into 19 languages, the Group's International Charter of Fundamental Social Values is accessible via the intranet of each subsidiary, or on request to the Human Resources Department concerned. It is also the subject of a specific training module validated since 31 January 2022 by 100% of the Group's connected employees.

A demanding Supplier Code of Conduct

The Group also ensures that a Code of Conduct is communicated to its suppliers. It contains the commitments and principles outlined in the International Charter of Fundamental Social Values, which is binding on suppliers and subcontractors.

This Code was reviewed in 2021, in order to include an update concerning the regulations on the protection of personal data for countries outside the European Union as well as the new objectives assigned by the Group's climate strategy.

As of 31 December 2021, 100% of key suppliers had ratified the Supplier Code (2018 edition), with the new 2021 edition of the Code having to be ratified by 80% of key suppliers as of 31 December 2022.

Membership of the United Nations Global Compact

In 2015, the Group also committed to the United Nations Global Compact, and in particular, principles 7, 8 and 9, which notably cover issues relating to the protection of the environment (precautionary principle, initiatives to promote greater environmental responsibility and the use of environmentally friendly technologies).

Through this membership, the JCDecaux Group publicly commits its subsidiaries and employees, and intends to be a reference in its market for its partners and stakeholders.

APPENDIX: THE 2022 VIGILANCE PLAN

Every year since 2018, in accordance with the law of 27 March 2017 on the duty of vigilance of parent companies and ordering companies, the JCDecaux Group mobilises its internal resources to develop its Vigilance Plan.

Published in the Company's Management Report included in the 2021 Universal Registration Document, the 2022 Vigilance Plan is part of the Group's Compliance strategy. Approved by the Executive Board, it takes stock of our Vigilance approach in 2021 and precisely lists the objectives assigned for 2022, based on the Group's Sustainability strategy, as well as on the procedures and reference texts in force at within the Group (in particular the International Charter of Fundamental Social Values, the United Nations Global Compact and the Supplier Code of Conduct).

The following details of the actions carried out in 2021 and the objectives projected for 2022 are based on the following areas of action:

- risk mapping
- the evaluation of subsidiaries, subcontractors and suppliers
- appropriate actions to mitigate risks or prevent serious harm,
- a whistleblowing and alert digital mechanism
- a system for monitoring the measures implemented.

Warning : the execution of the 2021 Vigilance Plan and the preparation of the 2022 Vigilance Plan were impacted by the Covid-19 health crisis, which significantly affected the deployment of the policies and action plans initially planned for 2021. This Document provides a detailed review of changes, postponements or cancellations. These items are shown by the indication **REVISED, while the objectives achieved are indicated by **ACHIEVED**.**

Governance bodies

- Created in 2017, the **Group Vigilance Committee** is more specifically in charge of drawing up the annual Vigilance Plan, monitoring its implementation and processing the alerts made to it. Vigilance Committee also ensures the proper management of Group major extra-financial risks addressed in the Declaration of Extra-Financial Performance (for more details, see Section 2.5.2.2 "Our tools & resources" on p. 92 of this Document).
- Each year, JCDecaux SA's **Executive Board** approves the Vigilance Plan prepared by the Committee and keeps itself regularly informed of its application, as part of the monitoring of the Compliance policy of the Company and the JCDecaux Group.
- The **Supervisory Board** of JCDecaux SA, with responsibility for monitoring the Executive Board's management of the Company, is regularly notified of the main issues facing the Company, including in the areas of social and environmental responsibility.

Dedicated structures & guidelines

		SPECIALISED COMMITTEES	OPERATIONAL DEPARTMENTS	TRANSVERSAL FUNCTIONS	GUIDELINES
HUMAN RIGHTS	GROUP		Human Resources Department–International Projects	<ul style="list-style-type: none"> • The Sustainability and Control Department is jointly responsible with the Group’s Functions for embedding environmental, social and societal issues into their business. • The Group Legal Department is responsible for the Secretariat of the Group Vigilance Committee and the management of Vigilance reports 	<p>EXTERNAL: Principles of the United Nations’s Global Compact (since 2015)</p> <p>INTERNAL: International Charter of Fundamental Social Values (2018)</p>
	SUPPLIERS & SUBCONTRACTORS		Purchasing, Inventories & Production Department	<ul style="list-style-type: none"> • The Internal Audit Department coordinates the Group’s risk mapping which includes extra-financial risks and embeds the issues around Sustainability • The Group IT Department is responsible for developing and maintaining the alert tools. 	<p>Internal: Supplier Code of Conduct (2021)</p>
HEALTH & SAFETY	GROUP	The Group Health & Safety Committee, steered by the International Operations Department, has been overseeing the deployment of Group Health & Safety Policy, through a programme of health and safety audits of subsidiaries since 2014.	International Operations Department	<ul style="list-style-type: none"> • The Sustainability and Control Department is jointly responsible with the Group’s Functions for embedding environmental, social and societal issues into their business. • The Group Legal Department is responsible for the Secretariat of the Group Vigilance Committee and the management of Vigilance reports 	<p>INTERNAL:</p> <ul style="list-style-type: none"> • International Charter of Fundamental Social Values (2018) • Priority “Promoting an exemplary Health & Safety culture” in the Group’s 2030 Sustainability Strategy
	SUPPLIERS & SUBCONTRACTORS		<p>SUPPLIERS & SUBCONTRACTORS: Purchasing, Inventories and Production Department</p> <p>SUBCONTRACTORS: International Operations Department</p>	<ul style="list-style-type: none"> • The Internal Audit Department coordinates the Group’s risk mapping which includes extra-financial risks and embeds the issues around Sustainability • The Group IT Department is responsible for developing and maintaining the alert tools. 	<p>INTERNAL: Supplier Code of Conduct (2021)</p>
ENVIRONMENT	GROUP	Since 2018, the Environment Committee, headed by the International Operations Department, has been monitoring the environmental priorities of the Group’s Sustainability Strategy and making recommendations in this area.	Purchasing, Inventories and Production Department	<ul style="list-style-type: none"> • The Sustainability and Control Department is jointly responsible with the Group’s Functions for embedding environmental, social and societal issues into their business. • The Group Legal Department is responsible for the Secretariat of the Group Vigilance Committee and the management of Vigilance reports 	<p>EXTERNAL: Principles of the United Nations’s Global Compact (since 2015)</p> <p>INTERNAL: “Towards an optimised environmental footprint” ambition of the Group’s Sustainability Strategy for 2030)</p>
	SUPPLIERS & SUBCONTRACTORS		Purchasing, Inventories and Production Department	<ul style="list-style-type: none"> • The Internal Audit Department coordinates the Group’s risk mapping which includes extra-financial risks and embeds the issues around Sustainability • The Group IT Department is responsible for developing and maintaining the alert tools. 	<p>INTERNAL: Supplier Code of Conduct (2021)</p>

(1) RISK MAPPING

HUMAN RIGHTS	
GROUP	SUPPLIERS & SUBCONTRACTORS
<p>Methodology</p> <p>Vigilance risks, and in particular risks specific to each family of key purchases considered as strategic, are incorporated in the Group's risk mapping, the process of which is described in the "Risk management policy" section: Identification of risks.</p> <p>Description</p> <p>Operating in over 80 countries, with 25% of its FTE's located in countries that have not ratified all or part of the Fundamental Conventions of the International Labour Organization, the Group has identified the risk associated with breaches of human rights by employees as significant. The management of this risk is described in the Declaration of Extra-Financial Performance in the chapter "Anchoring respect for fundamental social values".</p> <p>Results 2021/implementation report 2021 & Plan 2022 Internal Audit</p> <p>ACHIEVED A new Group risk management tool was developed in 2021. It will be rolled out in 2022, making it possible to update the Group's risk mapping and a new approach to the mapping of specific risks by family of key purchases.</p>	<p>Methodology</p> <p>Vigilance risks are incorporated in the Group's risk mapping, the process for which is described in the chapter "Risk management policy" section: Identification of risks.</p> <p>Description</p> <p>Suppliers are at the heart of the Group's quality processes. Some of these suppliers are located in countries that have not ratified all the Fundamental Conventions of the International Labour Organisation. The management of this risk is described in the Declaration of Extra-Financial Performance in the chapters "Ensuring ethical conduct and combating corruption" and "Improving their environmental and social footprint with our key suppliers".</p> <p>Results 2021/implementation report 2021 & Plan 2022 Internal Audit</p> <p>ACHIEVED Postponed in 2020 due to the health crisis, the mapping of specific risks by family of key purchases (digital screens, electronic cards, composite, workwear and printing), considered as strategic or particularly at risk, was carried out in 2021.</p> <p>ACHIEVED A new Group risk management tool was developed in 2021. It will be rolled out in 2022, making it possible to update the Group's risk mapping and a new approach to the mapping of specific risks by family of key purchases.</p>
<p>Also refer to:</p> <ul style="list-style-type: none"> - the chapter 'Risk management policy' (p. 146) Section 1. Identification of risks and Section 2. Risk factors - in the 'D.E.F.P.' section (chapter "Guarantee respect for fundamental social values") (p. 73) 	<p>Also refer to:</p> <ul style="list-style-type: none"> - the chapter 'Risk management policy' (p. 146), Section 1. Identification of risks and Section 2. Risk factors - in the section 'D.E.F.P.' (chapter "Team up with key suppliers to improve their environmental and social footprint") (p. 87)
HEALTH & SAFETY	
GROUP	SUPPLIERS & SUBCONTRACTORS
<p>Methodology</p> <p>Vigilance risks are incorporated in the Group's risk mapping, the process for which is described in the chapter "Risk management policy" section: Identification of risks.</p> <p>Description</p> <p>JCDecaux's field staff represent approximately 51% of the Group's total workforce in 2021. These employees are the most at-risk of accidents and incidents, due to their activities which may include working at height, the use of electricity or being close to electrical equipment, driving or being close to roads or railways. The management of this risk is described in the Declaration of Extra-Financial Performance in the chapter 'Promoting an exemplary Health & Safety culture'.</p> <p>Results 2021/implementation report 2021 & Plan 2022 Internal Audit</p> <p>ACHIEVED A new Group risk management tool was developed in 2021. It will be rolled out in 2022, making it possible to update the Group's risk mapping and a new approach to the mapping of specific risks by family of key purchases.</p>	<p>Methodology</p> <p>Vigilance risks are incorporated in the Group's risk mapping, the process for which is described in the chapter "Risk management policy" section: Identification of risks.</p> <p>Description</p> <p>Operations subcontractors are at risk of the same accidents and incidents as JCDecaux's operational and field employees. The management of this risk is described in the Declaration of Extra-Financial Performance in the chapter 'Promote an exemplary Health & Safety culture'.</p> <p>Results 2021/implementation report 2021 & Plan 2022 Internal Audit</p> <p>ACHIEVED Postponed in 2020 due to the health crisis, the mapping of specific risks by family of key purchases (digital screens, electronic cards, composite, workwear and printing), considered as strategic or particularly at risk, was carried out in 2021.</p> <p>ACHIEVED A new Group risk management tool was developed in 2021. It will be rolled out in 2022, making it possible to update the Group's risk mapping and a new approach to the mapping of specific risks by family of key purchases.</p>
<p>Also refer to:</p> <ul style="list-style-type: none"> - the chapter 'Risk management policy' (p.146), Section 1. Identification of risks and Section 2. Risk factors - in the 'D.E.F.P.' section (chapter "Promote an exemplary Health & Safety culture") (p. 76) 	<p>Also refer to:</p> <ul style="list-style-type: none"> - the chapter 'Risk management policy' (p. 146) Section 1. Identification of risks and Section 2. Risk factors - in the section 'D.E.F.P.' (chapter "Promote an exemplary Health & Safety culture") (p. 76)

ENVIRONMENT	
GROUP	SUPPLIERS & SUBCONTRACTORS
<p>Methodology Vigilance risks, and in particular risks specific to each family of key purchases considered as strategic, are incorporated in the Group's risk mapping, the process of which is described in the "Risk management policy" section: Identification of risks.</p> <p>Description Environmental issues are fully integrated into JCDecaux's Sustainability Strategy, but not identified as a key risk (see section "Towards an optimised environmental footprint").</p> <p>Results 2021/implementation report 2021 & Plan 2022 Internal Audit ACHIEVED A new Group risk management tool was developed in 2021. It will be rolled out in 2022, making it possible to update the Group's risk mapping and a new approach to the mapping of specific risks by family of key purchases.</p>	<p>Methodology Vigilance risks are incorporated in the Group's risk mapping, the process for which is described in the chapter "Risk management policy" section: Identification of risks.</p> <p>Description The environmental issues in our supply chain are fully integrated into the priority 'Improving their environmental and social footprint with our key suppliers' but not identified as a key risk (see section "Towards an optimised environmental footprint").</p> <p>Results 2021/implementation report 2021 & Plan 2022 Internal Audit ACHIEVED Postponed in 2020 due to the health crisis, the mapping of specific risks by family of key purchases (digital screens, electronic cards, composite, workwear and printing), considered as strategic or particularly at risk, was carried out in 2021. ACHIEVED A new Group risk management tool was developed in 2021. It will be rolled out in 2022, making it possible to update the Group's risk mapping and a new approach to the mapping of specific risks by family of key purchases.</p>
<p>Also refer to:</p> <ul style="list-style-type: none"> - the chapter 'Risk management policy', Section 1. Identification of risks (p. 146) - in the chapter 'Towards an optimised environmental footprint' (p. 58) 	<p>Also refer to:</p> <ul style="list-style-type: none"> - the chapter 'Risk management policy', Section 1. Identification of risks (p. 146) - in the chapter 'Towards an optimised environmental footprint' (p. 58) - in the chapter 'Team up with key suppliers to improve their environmental and social footprints' (p. 87)

(2) EVALUATION OF SUBSIDIARIES, SUPPLIERS & SUBCONTRACTORS

The JCDecaux Group implements, in particular, using the data supplied by its risk mapping exercise, a regular evaluation of the situation of its subsidiaries, subcontractors and suppliers with which it has an established commercial relationship.

HUMAN RIGHTS	
GROUP	SUPPLIERS & SUBCONTRACTORS
<p>COMPLIANCE OF SUBSIDIARIES WITH THE PRINCIPLES OF THE INTERNATIONAL CHARTER OF FUNDAMENTAL SOCIAL VALUES Human Resources</p> <p>It is assessed through a bi-annual survey of all subsidiaries.</p> <p>RESULTS FOR 2021</p> <p>ACHIEVED The needs identified through the 2019-2020 bi-annual survey were addressed through corrective plans implemented in 2021.</p> <p>PLAN 2022</p> <p>Some corrective action plans will be completed, and the new bi-annual survey launched in 2021 will be finalised in 2022.</p> <p>GROUP EXTRA-FINANCIAL PERFORMANCE Sustainability</p> <p>Social indicators associated with the Group's operations are managed as part of extra-financial reporting.</p> <p>RESULTS FOR 2021</p> <p>ACHIEVED The Group's extra-financial reporting process was audited by an Independent Third Party Organisation (ITO), EY, renewed for 3 years from 2022.</p> <p>REVISED The audit missions were carried out remotely due to the health crisis.</p> <p>ACHIEVED Following its audit, the ITO issued a report without reserves or comments for the fourth consecutive year.</p> <p>PLAN 2022</p> <p>The monitoring of key performance indicators by the relevant Departments will be continued, coordinated by the Department of Quality Control and Sustainability .</p> <p>ANNUAL SELF-ASSESSMENT OF SUBSIDIARIES Internal Audit</p> <p>This is carried out by the Internal Audit Department and incorporates issues around significant extra-financial risks.</p> <p>RESULTS FOR 2021</p> <p>ACHIEVED 75 subsidiaries completed and returned the self-assessment forms, presented to the Audit Committee in March 2021.</p> <p>PLAN 2022</p> <p>75 subsidiaries will again be concerned in the first quarter of 2022.</p> <p>ON-SITE AUDITS OF SUBSIDIARIES Internal Audit</p> <p>These are performed by the Internal Audit Department and include, in particular, a review of the deployment of the International Charter of Fundamental Social Values.</p> <p>RESULTS FOR 2021</p> <p>ACHIEVED Due to the health crisis, a mix of field missions / remote controls was applied: 18 Country control missions were carried out (including 6 on-site, 8 remotely and 4 specific personal data).</p> <p>PLAN 2022</p> <p>The audit strategy implemented in 2021 will be continued in 2022, with 6/8 field missions, 6/7 remote missions and 8/9 specific personal data missions.</p> <p>Also refer to:</p> <ul style="list-style-type: none"> - in the section 'D.E.F.P.' (chapter "Towards an optimised environmental footprint") (p. 58) - the point (1) "Risk mapping" above - the point (3) "Mitigating risks & preventing serious breaches" below 	<p>COMPLIANCE OF KEY SUPPLIERS⁽¹⁾ WITH THE SUPPLIER CODE OF CONDUCT Purchasing</p> <p>Key suppliers are subject to an annual assessment, an on-site audit every three years (for central suppliers), and every five years by the Countries (for the local suppliers), using a scorecard incorporating relevant social and environmental challenges.</p> <p>RESULTS FOR 2021</p> <p>ACHIEVED The amended Supplier Code of Conduct, including local regulations equivalent to the EU GDPR, as well as awareness-raising on the Group's carbon reduction targets, is now available and has been diffused.</p> <p>ACHIEVED 100% of Key suppliers have signed up to the Supplier Code of Conduct (version 2018).</p> <p>PLAN 2022</p> <p>The amended Supplier Code of Conduct (version 2021) will be systematically diffused, with a target of 80% of Key suppliers signing by end 2022.</p> <p><small>⁽¹⁾ Definition of Key suppliers: Suppliers that account for a significant share of total Purchasing, and/or which could cause JCDecaux's liability to be incurred (reputational & ethical risk and social & environmental risk)</small></p> <p>GROUP EXTRA-FINANCIAL PERFORMANCE Sustainability</p> <p>Social indicators associated with the Group's operations are managed as part of extra-financial reporting.</p> <p>RESULTS FOR 2021</p> <p>ACHIEVED The Group's extra-financial reporting process was audited by an Independent Third Party Organisation (ITO), EY, renewed for 3 years from 2022.</p> <p>REVISED The audit missions were carried out remotely due to the health crisis.</p> <p>ACHIEVED Following its audit, the ITO issued a report without reserves or comments for the fourth consecutive year.</p> <p>PLAN 2022</p> <p>The monitoring of key performance indicators by the relevant Departments will be continued, coordinated by the Department of Quality Control and Sustainability .</p> <p>ON-SITE AUDITS OF SUBSIDIARIES Internal Audit</p> <p>They are carried out by the Internal Audit Department and include in particular the subscription by suppliers and subcontractors to the Supplier Code of Conduct.</p> <p>RESULTS FOR 2021</p> <p>ACHIEVED Due to the health crisis, a mix of field missions / remote controls was applied: 18 Country control missions were carried out (including 6 on-site, 8 remotely and 4 specific personal data).</p> <p>PLAN 2022</p> <p>The audit strategy implemented in 2021 will be continued in 2022, with 6/8 field missions, 6/7 remote missions and 8/9 specific personal data missions.</p> <p>Also refer to:</p> <ul style="list-style-type: none"> - in the chapter "Maintain ethical conduct and fight corruption" (p. 84) - the point (1) "Risk mapping" above - the point (3) "Mitigating risks & preventing serious breaches" below

HEALTH & SAFETY	
GROUP	SUPPLIERS & SUBCONTRACTORS
<p>HEALTH & SAFETY AUDIT PROGRAMME FOR SUBSIDIARIES International Operations Its purpose is to assess the maturity of subsidiaries in terms of the Group's Health & Safety standards.</p> <p>RESULTS FOR 2021 REVISED Due to the persistence of the health crisis in several regions of the world, all Health & Safety audits of on-site subsidiaries were frozen.</p> <p>PLAN 2022 A gradual resumption of on-site audits will be implemented if sanitary conditions allow.</p> <p>GROUP EXTRA-FINANCIAL PERFORMANCE Sustainability Health and safety indicators associated with the Group's operations are managed as part of extra-financial reporting.</p> <p>RESULTS FOR 2021 ACHIEVED The Group's extra-financial reporting process was audited by an Independent Third Party Organisation (ITO), EY, renewed for 3 years from 2022. REVISED The audit missions were carried out remotely due to the health crisis. ACHIEVED Following its audit, the ITO issued a report without reserves or comments for the fourth consecutive year.</p> <p>PLAN 2022 The monitoring of key performance indicators by the relevant Departments will be continued, coordinated by the Sustainability and Quality Department.</p> <p>ON-SITE AUDITS OF SUBSIDIARIES Internal Audit These are performed by the Internal Audit Department and include, in particular, a review of the deployment of the International Charter of Fundamental Social Values.</p> <p>RESULTS FOR 2021 ACHIEVED Due to the health crisis, a mix of field missions / remote controls was applied: 18 Country control missions were carried out (including 6 on-site, 8 remotely and 4 specific personal data).</p> <p>PLAN 2022 The audit strategy implemented in 2021 will be continued in 2022, with 6/8 field missions, 6/7 remote missions and 8/9 specific personal data missions.</p>	<p>OPERATIONS SUBCONTRACTORS:</p> <p>SUBCONTRACTOR INSPECTION PROGRAMMES CARRIED OUT LOCALLY BY THE SUBSIDIARIES International Operations</p> <p>RESULTS FOR 2021 REVISED 13 specific audits of subcontracting management were carried out remotely via a questionnaire, due to the persistence of the health crisis.</p> <p>PLAN 2022 The programme of specific audits on the issue of subcontracting will be continued, remotely via a questionnaire or face-to-face depending on health developments.</p> <p>GROUP EXTRA-FINANCIAL PERFORMANCE Sustainability Social indicators associated with the Group's operations are managed as part of extra-financial reporting.</p> <p>RESULTS FOR 2021 ACHIEVED The Group's extra-financial reporting process was audited by an Independent Third Party Organisation (ITO), EY, renewed for 3 years from 2022. REVISED The audit missions were carried out remotely due to the health crisis. ACHIEVED Following its audit, the ITO issued a report without reserves or comments for the fourth consecutive year.</p> <p>PLAN 2022 The monitoring of key performance indicators by the relevant Departments will be continued, coordinated by the Department of Quality Control and Sustainability .</p> <p>SUPPLIERS:</p> <p>COMPLIANCE OF KEY SUPPLIERS⁽¹⁾ WITH THE SUPPLIER CODE OF CONDUCT Purchasing Key suppliers are subject to an annual assessment, an on-site audit every three years (for central suppliers), and every five years by the Countries (for the key local suppliers), using a scorecard incorporating relevant social and environmental challenges.</p> <p>RESULTS FOR 2021 ACHIEVED The amended Supplier Code of Conduct, including local regulations equivalent to the EU GDPR, as well as awareness-raising on the Group's carbon reduction targets, is now available and has been diffused. ACHIEVED 100% of Key suppliers have signed up to the Supplier Code of Conduct (version 2018).</p> <p>PLAN 2022 The amended Supplier Code of Conduct (version 2021) will be systematically diffused, with a target of 80% of Key suppliers signing by end 2022.</p> <p><small>⁽¹⁾ Definition of Key suppliers: Suppliers that account for a significant share of total Purchasing, and/or which could cause JCDecaux's liability to be incurred (reputational & ethical risk and social & environmental risk)</small></p>
<p>Also refer to:</p> <ul style="list-style-type: none"> - in the section 'D.E.F.P.' (chapter "Promote an exemplary Health & Safety culture") (p. 76) - the point (1) "Risk mapping" above - the point (3) "Mitigating risks & preventing serious breaches" below 	<p>Also refer to:</p> <ul style="list-style-type: none"> - in the section 'D.E.F.P.' (chapter "Promote an exemplary Health & Safety culture") (p. 76) - to the chapters "Maintain ethical conduct and fight corruption" and "Team up with suppliers to improve their environmental and social footprints" (p. 84 and p.87 respectively) - the point (1) "Risk mapping" above - the point (3) "Mitigating risks & preventing serious breaches" below

ENVIRONMENT	
GROUP	SUPPLIERS & SUBCONTRACTORS
<p>GROUP EXTRA-FINANCIAL PERFORMANCE Sustainability Environmental indicators associated with the Group's operations are managed as part of extra-financial reporting.</p> <p>RESULTS FOR 2021 ACHIEVED The Group's extra-financial reporting process was audited by an Independent Third Party Organisation (ITO), EY, renewed for 3 years from 2022. REVISED The audit missions were carried out remotely due to the health crisis. ACHIEVED Following its audit, the ITO issued a report without reserves or comments for the fourth consecutive year.</p> <p>PLAN 2022 The monitoring of key performance indicators by the relevant Departments will be continued, coordinated by the Sustainability and Quality Department.</p> <p>ON-SITE AUDITS OF SUBSIDIARIES Internal Audit These are performed by the Internal Audit Department and include, in particular, a review of the deployment of the International Charter of Fundamental Social Values.</p> <p>RESULTS FOR 2021 REVISED Due to the health crisis, a mix of field missions / remote controls was applied: 18 Country control missions were carried out (including 6 on-site, 8 remotely and 4 specific personal data).</p> <p>PLAN 2022 The audit strategy implemented in 2021 will be continued in 2022, with 6/8 field missions, 6/7 remote missions and 8/9 specific personal data missions.</p> <p>Also refer to:</p> <ul style="list-style-type: none"> - in the chapter "Actively contribute to the Planet's carbon neutrality" (p. 58) - in the chapter "Curb our other environmental impacts" (p. 56) - the point (1) "Risk mapping" above - the point (3) "Mitigating risks & preventing serious breaches" below 	<p>COMPLIANCE OF KEY SUPPLIERS⁽¹⁾ WITH THE SUPPLIER CODE OF CONDUCT Purchasing Key suppliers are subject to an annual assessment, an on-site audit every three years (for central suppliers), and every five years by the Countries (for the local suppliers), using a scorecard incorporating relevant social and environmental challenges.</p> <p>RESULTS FOR 2021 ACHIEVED The amended Supplier Code of Conduct, including local regulations equivalent to the EU GDPR, as well as awareness-raising on the Group's carbon reduction targets, is now available and has been diffused. ACHIEVED 100% of Key suppliers have signed up to the Supplier Code of Conduct (version 2018).</p> <p>PLAN 2022 The amended Supplier Code of Conduct (version 2021) will be systematically diffused, with a target of 80% of Key suppliers signing by end 2022.</p> <p>⁽¹⁾ Definition of Key suppliers: Suppliers that account for a significant share of total Purchasing, and/or which could cause JCDecaux's liability to be incurred (reputational & ethical risk and social & environmental risk)</p> <p>Also refer to:</p> <ul style="list-style-type: none"> - to the chapters "Maintain ethical conduct and fight corruption" and "Team up with suppliers to improve their environmental and social footprints" (p. 84 and p.87 respectively) - the point (1) "Risk mapping" above - the point (3) "Mitigating risks & preventing serious breaches" below

(3) MITIGATING RISKS & PREVENTING SERIOUS BREACHES

The JCDecaux Group implements actions to mitigate or prevent risks, in particular those identified in its risk mapping and/or in connection with the evaluation of its subsidiaries, subcontractors and suppliers.

HUMAN RIGHTS	
GROUP	SUPPLIERS & SUBCONTRACTORS
<p>LETTER OF REPRESENTATION FROM COUNTRY DIRECTORS Legal</p> <p>A letter of representation is signed by Country Managing Directors and Chief Financial Officers of subsidiaries each year in which they undertake to uphold the Group’s compliance rules and, in particular, to sign/diffuse the International Charter of Fundamental Social Values by their employees.</p> <p>RESULTS FOR 2021</p> <p>ACHIEVED 100% of Country Managing Directors and Chief Financial Officers signed the 2021 letter of representation.</p> <p>PLAN 2022</p> <p>100% of the Country Managing Directors and Chief Financial Officers must sign the 2022 letter of representation.</p> <p>TRAINING Human Resources</p> <p>A <i>digital learning</i> course (including a presentation of the Group’s Charters and guidelines) is available to all employees with a computer.</p> <p>RESULTS FOR 2021</p> <p>ACHIEVED The module, now available in 13 languages, has been fully deployed and the target of 100% of connected employees having validated this training module was achieved on 31 January 2022.</p> <p>ACHIEVED Moreover, 100% of new employees now follow this training module.</p> <p>REVISED The development of a module suitable for non-connected employees was postponed to 2022.</p> <p>PLAN 2022</p> <p>A module suitable for non-connected employees will be studied and finalised, for gradual implementation.</p>	<p>JCDECAUX SUPPLIER CODE OF CONDUCT Purchasing</p> <p>The Code must be signed by each new supplier and by all of the Group’s Key suppliers⁽¹⁾.</p> <p>RESULTS FOR 2021</p> <p>ACHIEVED 100% of Key suppliers signed the Supplier Code of Conduct (version 2018) in 2021.</p> <p>PLAN 2022</p> <p>Following the update to the Code in 2021 (see point (2) “Evaluation of Subsidiaries, Subcontractors & Suppliers”), the target of 80% of Key Suppliers signing the new version of the Code was set for 31 December 2022.</p> <p><small>⁽¹⁾ Definition of Key suppliers: Suppliers that account for a significant share of total Purchasing, and/or which could cause JCDecaux’s liability to be incurred (reputational & ethical risk and social & environmental risk)</small></p> <p>LETTER OF REPRESENTATION FROM COUNTRY DIRECTORS Legal</p> <p>A letter of representation is signed by Country Managing Directors and Chief Financial Officers each year in which they undertake to uphold the Group’s compliance rules and, in particular, to ensure suppliers sign the Group’s Supplier Code of Conduct.</p> <p>RESULTS FOR 2021</p> <p>ACHIEVED 100% of Country Managing Directors and Chief Financial Officers signed the 2021 letter of representation.</p> <p>PLAN 2022</p> <p>100% of the Country Managing Directors and Chief Financial Officers must sign the 2022 letter of representation.</p> <p>RESPONSIBLE PURCHASING TRAINING Purchasing / Human Resources / Sustainability</p> <p>An initial training course in Responsible Purchasing for the Purchasing teams, incorporating the objectives of the Group’s Sustainability Strategy for the Purchasing processes, including Human Rights, was implemented in 2019.</p> <p>RESULTS FOR 2021</p> <p>ACHIEVED The digital version of the Responsible Purchasing training to guarantee maintained skills and vigilance of Purchasing teams was developed and is now available in 3 languages.</p> <p>PLAN 2022</p> <p>This module will be deployed in 2022, with a target of 100% of buyers having validated it by end December 2022.</p>

HEALTH & SAFETY	
GROUP	SUPPLIERS & SUBCONTRACTORS
<p>THE GROUP HEALTH & SAFETY COMMITTEE International Operations It is steered by the International Operations Department and attended by Regional or local Health & Safety Managers and the QHSE Sustainability Manager and/or the Quality Control and Sustainability Director. Its remit is to agree and monitor the Group's objectives and action plans, the results of Country audits and the quarterly occupational accident reports.</p> <p>RESULTS FOR 2021 ACHIEVED The Committee met five times in 2021 (compared to four times as planned), and strengthened the Group's awareness-raising actions (see "Health & Safety Awareness Campaigns" below).</p> <p>PLAN 2022 Four meetings are scheduled, with a continuation of actions at Group level to improve safety at work.</p> <p>LETTER OF REPRESENTATION FROM COUNTRY DIRECTORS Legal A letter of representation is signed by Country Managing Directors and Chief Financial Officers of subsidiaries each year in which they undertake to uphold the Group's compliance rules and, in particular, to sign/diffuse the International Charter of Fundamental Social Values by their employees.</p> <p>RESULTS FOR 2021 ACHIEVED 100% of Country Managing Directors and Chief Financial Officers signed the 2021 letter of representation.</p> <p>PLAN 2022 100% of the Country Managing Directors and Chief Financial Officers must sign the 2022 letter of representation.</p> <p>HEALTH & SAFETY AWARENESS CAMPAIGN International Operations A health & safety awareness campaign to be carried out aimed at Area and Country Managers.</p> <p>RESULTS FOR 2021 REVISED 21 Area/Country Managing Directors and the operational management of 26 out of 46 subsidiaries (French-speaking, English-speaking and Spanish-speaking) were able to follow the online training launched in September 2021.</p> <p>PLAN 2022 The objective is to achieve a coverage rate of 100% of Area and Country Managers by 2022, and 100% of the operational management of the French, English and Spanish-speaking subsidiaries. The development of the awareness-raising module in German and Chinese will be studied.</p> <p>"SAFETY OUT OF HOME-SAFELY HOME" CAMPAIGN International Operations A campaign aimed at all employees, "Safety out of home, Safely home" has been circulated since April 2017.</p> <p>RESULTS FOR 2021 REVISED The revision of the format of the campaign (with the development of a video series in particular) was partially implemented.</p> <p>PLAN 2022 The programme planned for 2021 will be finalised in 2022.</p>	<p>OPERATIONS SUBCONTRACTORS:</p> <p>DIFFUSION & AUDIT OF HEALTH & SAFETY CLAUSES International Operations All operations subcontractors must sign a contract including detailed health and safety clauses.</p> <p>RESULTS FOR 2021 ACHIEVED The diffusion of model health & safety contractual clauses in subsidiaries, strengthened by the implementation of a qualification process for major subcontractors was completed, supplemented by carrying out 13 remote target audits.</p> <p>PLAN 2022 The programme rolled out in 2021 will be continued in 2022.</p> <p>RESPONSIBLE PURCHASING TRAINING Purchasing / Human Resources / Sustainability An initial training course in Responsible Purchasing for the Purchasing teams, incorporating the objectives of the Group's Sustainability Strategy for the Purchasing processes, including the Health & Safety policy, was implemented in 2019.</p> <p>RESULTS FOR 2021 ACHIEVED The digital version of the Responsible Purchasing training to guarantee maintained skills and vigilance of Purchasing teams was developed and is now available in 3 languages.</p> <p>PLAN 2022 This module will be deployed in 2022, with a target of 100% of buyers having validated it by end December 2022.</p> <p>SUPPLIERS:</p> <p>JCDECAUX SUPPLIER CODE OF CONDUCT Purchasing The Code must be signed by each new supplier and by all of the Group's Key suppliers⁽¹⁾.</p> <p>RESULTS FOR 2021 ACHIEVED 100% of Key suppliers signed the Supplier Code of Conduct (version 2018) in 2021.</p> <p>PLAN 2022 Following the update to the Code in 2021 (see point (2) "Evaluation of Subsidiaries, Subcontractors & Suppliers"), the target of 80% of Key Suppliers signing the new version of the Code was set.</p> <p><small>⁽¹⁾ Definition of Key suppliers: Suppliers that account for a significant share of total Purchasing, and/or which could cause JCDecaux's liability to be incurred (reputational & ethical risk and social & environmental risk)</small></p> <p>LETTER OF REPRESENTATION FROM COUNTRY DIRECTORS Legal A letter of representation is signed by Country Managing Directors and Chief Financial Officers of subsidiaries each year in which they undertake to uphold the Group's compliance rules and, in particular, to sign/diffuse the International Charter of Fundamental Social Values by their employees.</p> <p>RESULTS FOR 2021 ACHIEVED 100% of Country Managing Directors and Chief Financial Officers signed the 2021 letter of representation.</p> <p>PLAN 2022 100% of the Country Managing Directors and Chief Financial Officers must sign the 2022 letter of representation.</p>

ENVIRONMENT	
GROUP	SUPPLIERS & SUBCONTRACTORS
<p>THE GROUP ENVIRONMENT COMMITTEE International Operations Set up in 2018, it is steered by the International Operations Department and is attended by the Quality Control and Sustainability Director and the area and/or country EHS Directors and Operational Managers. Its remit is to make recommendations regarding the delivery of the environmental priorities of JCDecaux's Sustainability Strategy.</p> <p>RESULTS FOR 2021 ACHIEVED It met twice, and the working groups created in 2020 on three themes (electricity consumption, impact of vehicles and waste reprocessing) actively reflected on an enhancement of the Group's new Sustainability Strategy presented at the end of 2021.</p> <p>PLAN 2022 The Environment Committee will meet at least once in 2022, and will participate in the deployment of the new Strategy and its enrichment by the Group's climate strategy.</p> <p>TRAINING Human Resources A <i>digital learning</i> course (including a presentation of the Group's Charters and guidelines) is available to all employees with a computer.</p> <p>RESULTS FOR 2021 ACHIEVED The module, now available in 13 languages, has been fully deployed and the target of 100% of connected employees having validated this training module was achieved on 31 January 2022. ACHIEVED Moreover, 100% of new employees now follow this training module. REVISED The development of a module suitable for non-connected employees was postponed to 2022.</p> <p>PLAN 2022 A module suitable for non-connected employees will be studied and finalised, for gradual implementation.</p>	<p>JCDECAUX SUPPLIER CODE OF CONDUCT Purchasing The Code must be signed by each new supplier and by all of the Group's Key suppliers ⁽¹⁾.</p> <p>RESULTS FOR 2021 ACHIEVED 100% of Key suppliers signed the Supplier Code of Conduct (version 2018) in 2021.</p> <p>PLAN 2022 Following the update to the Code in 2021 (see point (2) "Evaluation of Subsidiaries, Subcontractors & Suppliers"), the target of 80% of Key Suppliers signing the new version of the Code was set.</p> <p>⁽¹⁾ Definition of Key suppliers: Suppliers that account for a significant share of total Purchasing, and/or which could cause JCDecaux's liability to be incurred (reputational & ethical risk and social & environmental risk)</p> <p>LETTER OF REPRESENTATION FROM COUNTRY DIRECTORS Legal A letter of representation is signed by Country Managing Directors and Chief Financial Officers each year in which they undertake to uphold the Group's compliance rules and, in particular, to ensure suppliers sign the Group's Supplier Code of Conduct.</p> <p>RESULTS FOR 2021 ACHIEVED 100% of Country Managing Directors and Chief Financial Officers signed the 2021 letter of representation.</p> <p>PLAN 2022 100% of the Country Managing Directors and Chief Financial Officers must sign the 2022 letter of representation.</p> <p>RESPONSIBLE PURCHASING TRAINING Purchasing / Human Resources / Sustainability Head office Purchasing teams will be trained in particular to raise their awareness of the issue of the Environment when dealing with subcontractors and suppliers.</p> <p>RESULTS FOR 2021 ACHIEVED The digital version of the Responsible Purchasing training to guarantee maintained skills and vigilance of Purchasing teams was developed and is now available in 3 languages.</p> <p>PLAN 2022 This module will be deployed in 2022, with a target of 100% of buyers having validated it by end December 2022.</p>

(4) THE WHISTLEBLOWING MECHANISM

Since 2018, a whistleblowing digital mechanism has been deployed across all Group subsidiaries, as part of the implementation of our Compliance strategy.

PRINCIPLES & PROCEDURES

JCDecaux standards

In addition to the regulations applicable in France on Vigilance, the framework for the whistleblowing and reporting mechanism consists of JCDecaux Group's International Charter of Fundamental Social Values (available in 19 languages) and the principles of the United Nations Global Compact to which the JCDecaux Group joined in 2015.

Implementation Legal / Information Systems

Since 2018, the whistleblowing and reporting mechanism can be activated by all Group employees, either using a form available on the JCDecaux intranet in 19 languages, or by telephone, or directly to the Vigilance Committee's Secretariat at the Company's head office, or locally at the level of each subsidiary, in particular when required by local regulations.

Conditions Legal / Information Systems

This system makes it possible to alert either the line manager or the Secretariat of the Group Vigilance Committee directly. The whistleblower benefits from all legal guarantees of protection and confidentiality applicable to whistleblowers.

GROUP VIGILANCE COMMITTEE

Composition

MEMBERS

Meeting for the first time in 2018, the Group Vigilance Committee is composed of eight members representing the Group's main business lines in connection with the duty of vigilance:

- Purchasing–Inventories & Production
- Internal Audit
- Communication
- Sustainability & Quality
- International Operations
- Legal
- Human Resources

CHAIRMAN

It is chaired by the Group Chief Financial and Administrative Officer, a member of JCDecaux SA's Executive Board.

Missions & operations

DUTIES

It has three main missions:

- prepare and approve the Annual Vigilance Plan, before submitting it to the Executive Board as part of the Company's Annual Management Report, and presenting it to the Supervisory Board of JCDecaux SA
- identify and manage the major risks identified as part of the DEPF
- examine the reports submitted to it after examination by the Committee's Secretariat, and make any recommendations on them or on any matter related to the duty of vigilance.

OPERATION

It meets at least three times a year, and as often as necessary. Its Chairman reports on its work to the Executive Board, the Supervisory Board and the Audit Committee.

Secretariat Legal

Its Secretariat is handled by the Group General Counsel, who keeps a register of reports, which lists all reports received directly or indirectly by the Committee, as well as their processing (investigations carried out locally and/or at Company head office level, responses provided to their authors, legal and operational monitoring).

RESULTS FOR 2021 & OBJECTIVE FOR THE PLAN 2022

Results of the 2021 plan

MEETINGS

ACHIEVED As provided for in the Vigilance Plan, the Vigilance Committee met three times in 2021, in January to adopt the results of the 2020 Vigilance Plan, in March to approve the 2021 Vigilance Plan before publication of the Company's Management Report, then in July to provide a mid-year progress update.

SIGNALEMENTS Legal / Information Systems

ACHIEVED The proper functioning of the whistleblowing mechanism is subject to constant monitoring and maintenance, insofar as it involves information systems present in all our subsidiaries, in a wide variety of areas. In 2021, this operation was fully satisfactory, and made it possible for the alerts to reach the Committee's Secretariat without delay and confidentially.

Five reports were collected in 2021, concerning subsidiaries in Latin America, Sub-Saharan Africa and Europe, the majority of which were sent directly to the Committee's Secretariat (except for one sent to the line manager), and concerning alleged situations, of moral harassment, wage discrimination or discrimination based on sexual orientation.

Four of them are now closed; after investigation, a single report concluded that the situation required the implementation of an appropriate action plan by the subsidiary's management.

Objectives of the 2022 plan

As in 2021, the Vigilance Committee will ensure, in compliance with the French and local legal and regulatory frameworks, that the whistleblowing mechanism operates correctly in the subsidiaries and that it is accessible to all employees, via the local intranet or a telephone messaging service. In addition to its mission of preparing and monitoring the implementation of the annual Vigilance Plan, and identifying and managing major risks as part of the DEPF, it will ensure that the reports are properly processed by the Committee's Secretariat, and will formulate recommendations, if necessary, which will be forwarded to the Executive Board.

(5) SYSTEM TO MONITOR & EVALUATE THE MEASURES IMPLEMENTED

JCDecaux SA regularly monitors and evaluates the measures implemented as part of the annual Vigilance Plan using the control, survey and reporting systems available at all levels of the Group.

CONTROLS & INVESTIGATIONS

Control

ACHIEVED On-site checks and/or document checks (favoured in 2021 due to the health crisis) are carried out by each relevant Operational Department as part of the implementation of the various initiatives of the annual Vigilance Plan:

- by the Human Resources Department – International Projects (bi-annual surveys) for the subsidiaries
- by the International Operations Department with subsidiaries and operating subcontractors (on-site or remote audits)
- by the Purchasing, Inventories and Production Department for the Group's subsidiaries and key suppliers (evaluations and on-site or remote audits)
- by the Group Legal Department (annual letters of representation from Country Managing Directors and Chief Financial Officers)
- by the Department of Quality Control and Sustainability with subsidiaries, in particular through the management of extra-financial performance and the annual audit conducted by an independent third-party body (EY), which made no reservations about the DEFP for the 2021 fiscal year
- by the Internal Audit Department (annual self-assessments of 75 subsidiaries and 18 audit missions carried out in 2021, including 6 on-site, 8 remotely and 4 dedicated specifically to the processing of personal data)
- by the Executive Board who takes note, after each Committee meeting, of the work of the latter presented to it by the Chairman and the Secretary of the Committee, and in particular of reports and their treatment

Surveys

ACHIEVED Investigations are conducted where necessary following the checks performed by Departments responsible for overseeing the implementation of the Vigilance Plan:

- by the Internal Audit Department as part of its audit duties in target countries or regions or remotely
- by the Group Legal Department and the Zone Legal Departments, key contacts for the Country Managers of the subsidiaries, in the context of the signature each year of letters of representation by the Country Managing Directors and Chief Financial Officers and the preparation of the twice-yearly review of disputes and risks consolidated at Group level
- by the Group Vigilance Committee, when investigating any reports or self-referring in the event of information leading it to initiate an investigation
- by the Audit Committee as part of its analysis of the Group's position
- by the Executive Board, which may initiate an investigation following, in particular, the review of the Committee's work

REPORTING

The group vigilance committee's work Legal

ACHIEVED After each Committee meeting and as necessary, its Chairman and Secretary report on the Committee's work to the Executive Board and the Supervisory Board of JCDecaux SA, in particular with regard to the content and implementation of the annual Vigilance Plan.

The audit committee's work Legal

ACHIEVED Its Chairman reports on the Committee's work to the Supervisory Board.

Review of disputes & group risk Legal

ACHIEVED The Group General Counsel presents a review of disputes and Group risks to the Statutory Auditors, the Audit Committee and the Executive Board twice a year.

Sustainability & extra-financial performance management Sustainability

ACHIEVED The Sustainability and Control Department reports quarterly on its work to the Executive Board and annually to the Supervisory Board of JCDecaux SA.

GRI-G4 CONTENT INDEX TABLE (CORE OPTION)

Since 2002, JCDecaux has presented extra-financial information in the Sustainability section of its Universal Registration Document. This is done in line with the Sustainability Reporting Guidelines of the Global Reporting Initiative (GRI). The GRI is an internationally recognised body that publishes guidelines to help firms report on their economic, environmental and social performance.

JCDecaux has chosen to adopt the “core criteria” reporting approach under which certain general and specific information must be disclosed. The table below sets out both types of information for the JCDecaux Group and matches the GRI indicators to the information published for our 2021 fiscal year.

GENERAL STANDARD DISCLOSURES			
GRI G4 - indicators		Page numbers where indicators can be found	External Verification
STRATEGY AND ANALYSIS			
G4-1	Statement from the most senior decision-maker of the organisation about the relevance of Sustainability to the organisation and the organisation’s strategy for addressing it	Pages 6-7	
ORGANISATIONAL PROFILE			
G4-3	Name of the organisation	Cover page	
G4-4	Primary brands, products, and services	Pages 18-21	
G4-5	Location of the organisation’s headquarters	Page 158	
G4-6	Number of countries in which the organisation is located and specify the name of those where the organisation has major operations, or that are particularly affected by the Sustainability issues covered in the report	Page 32	
G4-7	Nature of ownership and legal form	Page 158	
G4-8	Markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries)	Pages 18-21	
G4-9	Scale of the organisation	Cover page	
G4-10	Employment numbers (by type of contracts and by gender)	Pages 71-72	
G4-11	Percentage of total employees covered by collective bargaining agreements	Page 75	
G4-12	Description of the organisation’s supply chain	Page 28	
G4-13	Any significant changes during the reporting period regarding the organisation’s size, structure, share capital, or its supply chain	See pages 14-15 of the 2021 Universal Registration Document	
G4-14	Report whether and how the precautionary approach or principle is addressed by the organisation	Pages 90-105, 146-155	
G4-15	List of externally developed economic, environmental and social charters, principles, or other initiatives to which the organisation subscribes or which it endorses	Pages 28, 40, 73-76, 84-87, 90-105, 146-155	
G4-16	Memberships of associations (such as industry associations) and national or international advocacy organisations	Page 40	
IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES			
G4-17	Entities included in the organisation’s consolidated financial statements	See pages 369-371 of the 2021 Universal Registration Document	
G4-18	Process for defining the report content and the Aspect Boundaries	Pages 24-27, 33-39	
G4-19	Material Aspects identified in the process for defining report content	Pages 24-27, 33-39	
G4-20	Aspect Boundary within the organisation	Pages 24-27, 33-39	
G4-21	Aspect Boundary outside the organisation	Pages 24-27, 33-39	
G4-22	Effect of any restatements of information provided in previous reports, and the reasons for such restatements	N/A	
G4-23	Significant changes from previous reporting periods in the Scope and Aspect Boundaries	See pages 14-15 of the 2021 Universal Registration Document, pages 42-43	Pages 110-112
STAKEHOLDER ENGAGEMENT			
G4-24	List of stakeholder groups engaged by the organisation	Pages 28, 48, 57, 82, 84-89	
G4-25	Basis for identification and selection of stakeholders with whom to engage	Pages 24-28, 33, 48-57, 82-89	

GENERAL STANDARD DISCLOSURES			
GRI G4 - indicators		Page numbers where indicators can be found	External Verification
G4-26	Organisation's approach to stakeholder engagement	Pages 28, 48-57, 82, 84-89	
G4-27	Key themes and concerns raised during discussions with stakeholders and how the company responds	Pages 24-28, 33-39, 48-57, 82-89	
REPORT PROFILE			
G4-28	Reporting period (such as fiscal or calendar year) for information provided	Page 43	Pages 110-112
G4-29	Date of most recent previous report	Page 43	Pages 110-112
G4-30	Reporting cycle (such as annual, biennial)	Page 43	Pages 110-112
G4-31	Contact point for questions regarding the report or its contents	Page 157	
G4-32	Reporting of the 'in accordance' option the organisation has chosen, GRI Content Index for the chosen option, and reference to the External Assurance Report	Page 25	
G4-33	Organisation's policy and current practice with regard to seeking external assurance for the report	Page 25	
GOVERNANCE			
G4-34	Governance structure of the organisation	Pages 116-143	
ETHICS AND INTEGRITY			
G4-56	Organisation's values, principles, standards and norms of behaviour such as codes of conduct and codes of ethics	Pages 18-19, 73-76, 84-87, 90-105, 146-155	

GENERAL STANDARD DISCLOSURES						
GRI G4 - indicators		Page numbers where indicators can be found	Identified Omission(s)	Reasons for Omission	Explanation for Omission	External Verification
CATEGORY: ENVIRONMENT						
MATERIAL ASPECT: ENERGY						
G4-DMA	Description of management approach	Pages 58-66				
G4-EN3	Organisation's energy consumption	Pages 60-61 and see our response to the CDP				Pages 110-112
G4-EN6	Reduction in energy consumption	Pages 60-61 and see our response to the CDP				
MATERIAL ASPECT: EMISSIONS						
G4-DMA	Description of management approach	Pages 58-66 and see our response to the CDP				
G4-EN15	Direct GHG emissions greenhouse gas emissions (Scope 1)	Page 62 and see our response to the CDP				Pages 110-112
G4-EN16	Indirect GHG emissions greenhouse gas emissions (Scope 2) relating to energy	Page 62 and see our response to the CDP				Pages 110-112
G4-EN18	Greenhouse gas emissions intensity	See our response to the CDP				
G4-EN19	Reduction of greenhouse gas emissions	Page 62 and see our response to the CDP				Pages 110-112
MATERIAL ASPECT: EFFLUENTS AND WASTE						

2 OUR SOCIAL, SOCIETAL, AND ENVIRONMENTAL RESPONSIBILITY

GRI-G4 content index table (core option)

GENERAL STANDARD DISCLOSURES						
GRI G4 - indicators		Page numbers where indicators can be found	Identified Omission(s)	Reasons for Omission	Explanation for Omission	External Verification
G4-DMA	Generic Disclosures on Management Approach	Pages 66-68				
G4-EN23	Total weight of waste by type and disposal method	Pages 67-68				
MATERIAL ASPECT: SUPPLIER ENVIRONMENTAL ASSESSMENT						
G4-DMA	Generic Disclosures on Management Approach	Pages 87-89				
G4-EN32	Percentage of new suppliers checked using environmental criteria	Page 87				
CATEGORY: SOCIAL						
SUB-CATEGORY: LABOR PRACTICES AND DECENT WORK						
MATERIAL ASPECT: OCCUPATIONAL HEALTH AND SAFETY						
G4-DMA	Generic Disclosures on Management Approach	Pages 76-79				Pages 110-112
G4-LA6	Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender	Pages 76-79	Information not reported by gender	The information is currently unavailable		Pages 110-112
MATERIAL ASPECT: TRAINING AND EDUCATION						
G4-DMA	Generic Disclosures on Management Approach	Pages 79-81				
G4-LA9	Average hours of training per year per employee by gender, and by employee category	Page 81	Information not reported by gender or employee category	The information is currently unavailable		
MATERIAL ASPECT: DIVERSITY AND EQUAL OPPORTUNITY						
G4-DMA	Generic Disclosures on Management Approach	Pages 71-72, 82-84				
G4-LA12	Composition of governance bodies and breakdown of employees by professional category, gender, age range, minority status and other diversity markers	Pages 71-72	Information on minorities	The existence of specific legal restrictions	French Law No. 78-17 of 6 January 1978, the "French Data Protection" Act (Article 8)	
MATERIAL ASPECT: SUPPLIER ASSESSMENT FOR LABOR PRACTICES						

GENERAL STANDARD DISCLOSURES						
GRI G4 - indicators		Page numbers where indicators can be found	Identified Omission(s)	Reasons for Omission	Explanation for Omission	External Verification
G4-DMA	Generic Disclosures on Management Approach	Pages 87-89				
G4-LA14	Percentage of new suppliers that were screened using labour practices criteria	Page 87				
SUB-CATEGORY: HUMAN RIGHTS						
MATERIAL ASPECT: SUPPLIER HUMAN RIGHTS ASSESSMENT						
G4-DMA	Generic Disclosures on Management Approach	Pages 87-89				Pages 110-112
G4-HR10	Percentage of new suppliers that were screened using human rights criteria	Page 87				
SUB-CATEGORY: SOCIETY						
MATERIAL ASPECT: ANTI-CORRUPTION						
G4-DMA	Generic Disclosures on Management Approach	Pages 73-74, 85-87				Pages 110-112
G4-S04	Communication and training on anti-corruption policies and procedures	Pages 40, 73-74, 85-87				

INDEPENDENT THIRD PARTY'S REPORT ON CONSOLIDATED NON-FINANCIAL STATEMENT

Year ended the December 31, 2021

To the General Assembly,

In our quality as an independent third party, accredited by the COFRAC under the number n° 3-1681 (scope of accreditation available on the website www.cofrac.fr), and as a member of the network of one of the statutory auditors of your entity (hereinafter "entity"), we conducted our work in order to provide a conclusion expressing a limited level of assurance on the compliance of the consolidated non-financial statement for the year ended December 31, 2021 (hereinafter the «Statement») with the provisions of Article R. 225-105 of the French Commercial Code (Code de commerce) and on the fairness of the historical information (whether observed or extrapolated) provided pursuant to 3° of I and II of Article R. 225-105 of the French Commercial Code (hereinafter the «Information») prepared in accordance with the entity's procedures (hereinafter the «Guidelines»), included in the management report pursuant to the requirements of articles L. 225 102-1, R. 225-105 and R. 225-105-1 of the French Commercial Code (Code de commerce).

Conclusion

Based on the procedures performed, as described in "Nature and scope of the work", and on the elements we have collected, we did not identify any material misstatements that would call into question the fact that the consolidated non-financial statement is not presented in accordance with the applicable regulatory requirements and that the Information, taken as a whole, is not presented fairly in accordance with the Guidelines, in all material respects.

Preparation of the non-financial performance statement

The absence of a generally accepted and commonly used framework or established practices on which to base the assessment and measurement of information allows for the use of different, but acceptable, measurement techniques that may affect comparability between entities and over time.

Therefore, the Information should be read and understood with reference to the Guidelines, the significant elements of which are presented in the Statement (or available upon demand at the entity's headquarters).

Limitations inherent in the preparation of the Information

The information may be subject to uncertainty inherent in the state of scientific or economic knowledge and the quality of external data used. Certain information is sensitive to the methodological choices, assumptions and/or estimates made in preparing it and presented in the Statement.

The entity's responsibility

It is the responsibility of the Executive Board to:

- select or establish appropriate criteria for the preparation of the Information;
- prepare a Statement in accordance with legal and regulatory requirements, including a presentation of the business model, a description of the main non-financial risks, a presentation of the policies applied with regard to these risks as well as the results of these policies, including key performance indicators and, in addition, the information required by Article 8 of Regulation (EU) 2020/852 (green taxonomy);
- and to implement the internal control procedures it deems necessary to ensure that the Information is free from material misstatement, whether due to fraud or error.

The Statement has been prepared in accordance with the entity's procedures mentioned above.

Responsibility of the independent third party

On the basis of our work, our responsibility is to provide a report expressing a limited assurance conclusion on:

- the compliance of the Statement with the requirements of article R. 225-105 of the French Commercial Code;
- the fairness of the historical information (observed or extrapolated) provided in accordance with article R. 225 105 I, 3° and II of the French Commercial Code, i.e., the outcomes, including key performance indicators, and the measures implemented considering the principal risks.

As it is our responsibility to form an independent conclusion on the Information as prepared by management, we are not permitted to be involved in the preparation of the Information, as this could compromise our independence.

However, it is not our responsibility to comment on :

- the entity's compliance with other applicable legal and regulatory requirements, in particular the information required by Article 8 of Regulation (EU) 2020/852 (green taxonomy), the French duty of care law and anti-corruption and tax avoidance legislation
- the fairness of the information required by Article 8 of Regulation (EU) 2020/852 (green taxonomy)
- the compliance of products and services with the applicable regulations.

Regulatory provisions and applicable professional standards

The work described below was performed in accordance with the provisions of articles A. 225-1 et seq. of the French Commercial Code, as well as with the professional guidance of the French Institute of Statutory Auditors ("CNCC") applicable to such engagements and with ISAE 3000⁽¹⁾.

Independence and quality control

Our independence is defined by the requirements of article L. 822-11-3 of the French Commercial Code and the French Code of Ethics (Code de déontologie) of our profession. In addition, we have implemented a system of quality control including documented policies and procedures regarding compliance with applicable legal and regulatory requirements, the ethical requirements and French professional guidance.

Means and resources

Our verification work mobilized the skills of five people and took place between July 2021 and February 2021 on a total duration of intervention of about nine weeks.

We called on our specialists in sustainable development and social responsibility to assist us in our work. We conducted six interviews with the people responsible for the preparation of the Statement, including the sustainability, human resources, internal audit, environment and legal departments.

Nature and scope of the work

We planned and performed our work taking into account the risks of material misstatement of the Information.

In our opinion, the procedures we have performed in the exercise of our professional judgment enable us to provide a limited level of assurance:

- we obtained an understanding of all the consolidated entities' activities and the description of the principal risks associated;
- we assessed the suitability of the criteria of the Guidelines with respect to their relevance, completeness, reliability, neutrality and understandability, with due consideration of industry best practices, where appropriate;
- we verified that the Statement includes each category of social and environmental information set out in article L. 225 102 1 III of the French Commercial Code as well as compliance with human rights and anti-corruption and tax avoidance legislation;
- we verified that the Statement provides the information required under article R. 225-105 II of the French Commercial Code, where relevant with respect to the principal risks, and includes, where applicable, an explanation for the absence of the information required under article L. 225-102-1 III, paragraph 2 of the French Commercial Code;
- we verified that the Statement presents the business model and a description of principal risks associated with all the consolidated entities' activities, including where relevant and proportionate, the risks associated with its their business relationships, its their products or services, as well as its their policies, measures and the outcomes thereof, including key performance indicators associated to the principal risks;
- we referred to documentary sources and conducted interviews to
 - assess the process used to identify and confirm the principal risks as well as the consistency of the outcomes, including the key performance indicators used, with respect to the principal risks and the policies presented, and
 - corroborate the qualitative information (measures and outcomes) that we considered to be the most important presented in Appendix 1; concerning certain risks (protection of personal data and privacy, greenhouse gas emissions from vehicles and furniture), our work was carried out on the consolidating entity, for the others risks, our work was carried out on the consolidating entity and on a selection of entities: JCDecaux China, JCDecaux Hong Kong and JCDecaux Dubai;

⁽¹⁾ ISAE 3000 - Assurance engagements other than audits or reviews of historical financial information

2 OUR SOCIAL, SOCIETAL, AND ENVIRONMENTAL RESPONSIBILITY

Independent Third Party's report on consolidated non-financial statement

- we obtained an understanding of internal control and risk management procedures the entity has put in place and assessed the data collection process to ensure the completeness and fairness of the Information;
- for the key performance indicators and other quantitative outcomes that we considered to be the most important presented in Appendix 1, we implemented:
 - analytical procedures to verify the proper consolidation of the data collected and the consistency of any changes in those data;
 - tests of details, using sampling techniques, in order to verify the proper application of the definitions and procedures and reconcile the data with the supporting documents. This work was carried out on a selection of contributing entities listed above and covers between 9% and 18% of the consolidated data selected for these tests (18% of the revenue, 12% of the headcount, 9% of the key suppliers);
- we assessed the overall consistency of the Statement based on our knowledge of all the consolidated entities.

We believe that the work carried out, based on our professional judgement, is sufficient to provide a basis for our limited assurance conclusion; a higher level of assurance would have required us to carry out more extensive procedures.

Paris-La Défense, March 16, 2022

Independent third party
EY & Associés

Eric Mugnier
Partner, Sustainable Development

Appendix 1 : The most important information

SOCIAL INFORMATION

Quantitative Information (including key performance indicators)	Qualitative Information (actions or results)
<ul style="list-style-type: none"> • Frequency rate. • Accident severity rate. 	<ul style="list-style-type: none"> • Deployment of a health and safety management system in subsidiaries (including risk mapping, organisation and establishment of health and safety action plans at country and/or regional level, monitoring and analysis of employee accidents). • Integration of health and safety clauses in subcontractor contracts and inspection programmes.

ENVIRONMENTAL INFORMATION

Quantitative Information (including key performance indicators)	Qualitative Information (actions or results)
<ul style="list-style-type: none"> • Electricity consumption of furniture. • Group greenhouse gas emissions (Scope 1, Scope 2 and deducted emissions related to the purchase of electricity from renewable sources). 	<p>Analysis of the significant greenhouse gas emissions generated by the company's activity, particularly through the use of the goods and services produced.</p>

SOCIETAL INFORMATION

Quantitative Information (including key performance indicators)	Qualitative Information (actions or results)
<p>Percentage of key suppliers who have signed the Supplier Code of Conduct.</p>	<ul style="list-style-type: none"> • Deployment of the International Charter of Fundamental Social Values for employees. • Biennial evaluation of the compliance of local practices with principles set out in the Charter. • Mapping process of human rights risks in purchasing. • Identification of key suppliers. • Deployment of the Supplier Code of Conduct. • Deployment of the tax evasion policy. • Mapping process of risks linked to the hacking of digital furniture.



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3 CORPORATE GOVERNANCE

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3.3. Supervisory Board 124

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This Chapter is the Corporate Governance Report approved by the Supervisory Board, following its submission to the Compensation and Nominating Committee and to the Statutory Auditors. This report is attached to the Management Report.

The procedures implemented in preparing this report are based on work carried out by the Legal Department of the JCDecaux Group.

3.1. PRESENTATION OF THE GOVERNANCE STRUCTURE

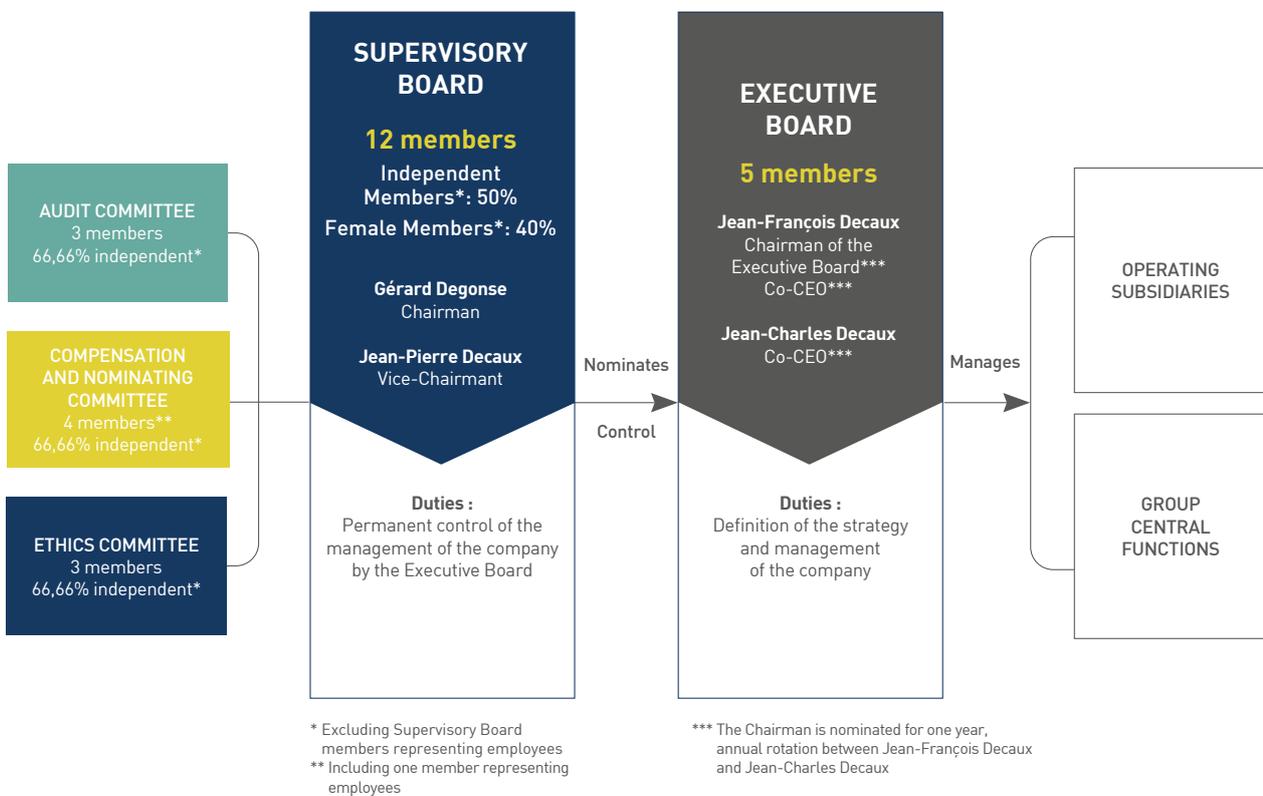
3.1.1. SUPERVISORY BOARD

Since 2000, our Company has been organised as a French corporation (Société Anonyme) with an Executive Board and a Supervisory Board. The selection of the dual board structure was agreed prior to the Company’s initial public offering to better manage, as in any family-owned company, the handover of responsibility between Jean-Claude Decaux, founder of the Company, and his sons Jean-François Decaux, Jean-Charles Decaux and Jean-Sébastien Decaux. This structure was also chosen over a unitary board structure, in particular, to grant the Company’s Executive Board the necessary ability and reactivity to conduct the Group’s current course of business and to respond to the numerous tenders issued by administrations, public and Transport authorities throughout the year. The adaptation of this governance structure to the realities of the Group and its effective flexibility have been fully confirmed

over time, notably in the performance of the Group’s activities in the numerous countries in which it operates.

Note that the General Meeting of Shareholders of 14 May 2020 approved the conversion in the Company’s legal form to a European company with Executive Board and Supervisory Board, which is not effective as at the date of publication of this Document.

A Special Negotiation Group made up of employee representatives from the various European countries in which JCDecaux operates was set up to draw up an agreement that defines the rules for setting up and organising the European Company Committee. At the end of the negotiation period and the formalities relating to the transformation, the latter will be effective.



3.1.2. CORPORATE GOVERNANCE CODE

The Company refers to the AFEP-MEDEF Corporate Governance Code (the "AFEP-MEDEF Code") revised in January 2020.

In line with the "comply or explain" principle provided for in Article L. 22-10-10 of the French Commercial Code and the AFEP-MEDEF Code, the Company states that in fiscal year 2021, it applied all of the recommendations of the AFEP-MEDEF Code.

The Code can be viewed on the MEDEF website at www.medef.com.

3.2. EXECUTIVE BOARD

3.2.1. COMPOSITION

At 31 December 2021, the Executive Board is made up of five members appointed by the Supervisory Board: Jean-Charles Decaux (Chairman of the Executive Board), Jean-François Decaux (Managing Director), Emmanuel Bastide, David Bourg and Daniel Hofer.

Their term of office is three years.

The Chairman is appointed for one year (annual rotation between Jean-François Decaux and Jean-Charles Decaux decided during the Supervisory Board following the Annual General Meeting of Shareholders). In accordance with the articles of association, the Managing Director has the same authority to represent the Company as the Chairman of the Executive Board.



Jean-François Decaux
Chairman of the Executive Board
Co-CEO



Jean-Charles Decaux
Co-CEO



David Bourg
Group Chief Financial,
IT and Administrative Officer



Emmanuel Bastide
Managing Director Asia



Daniel Hofer
Managing Director Germany,
Austria, Central and Eastern
Europe and Central Asia

3.2.2. OFFICES HELD BY MEMBERS OF THE EXECUTIVE BOARD

Almost all offices and positions held by members of the Executive Board in 2021 were in direct or indirect subsidiaries of JCDecaux SA or in companies in the field of outdoor advertising in which the Group held a significant stake. The other offices or positions are held in companies not active in the field of outdoor advertising.



JEAN-FRANÇOIS DECAUX

Chairman of the Executive Board

62 YEARS OLD - FRENCH CITIZEN

BUSINESS ADDRESS:

27 Sale Place, London, W2 1YR
(United Kingdom)

DATE OF FIRST APPOINTMENT AS A MEMBER OF THE EXECUTIVE BOARD:

9 October 2000

DATE OF MOST RECENT RE-APPOINTMENT AS A MEMBER OF THE EXECUTIVE BOARD:

20 May 2021

MATURITY DATE OF TERM OF OFFICE ON THE EXECUTIVE BOARD:

Supervisory Board meeting after the 2024 General Meeting of Shareholders called to approve the financial statements for the fiscal year ended 31 December 2023.

HOLDS:

492,747 shares (of which 1,752 shares held in bare ownership)

Jean-François Decaux joined the Group in 1982 and started and developed the German subsidiary. He also oversaw the development of the United Kingdom, of all of the subsidiaries in Northern and Eastern Europe and then successfully managed the Company's moves into North America, Central Asia and Australia.

Chairman of the Executive Board since 20 May 2021 for a term of one year (i.e. until the Supervisory Board meeting following the 2022 General Meeting of Shareholders called to approve the financial statements for the fiscal year ended 31 December 2021), in accordance with the Company's principle of alternating management responsibilities (annual rotation with Jean-Charles Decaux).

COMPANIES	POSITIONS AND OFFICES HELD
Other offices and positions held in 2021 in group companies	
Media Frankfurt GmbH (Germany)	• Vice-Chairman of the Supervisory Board (1 st appointment: 3 April 2001)
JCDecaux UK Limited. (United Kingdom)	• Director (1 st appointment: 24 September 2013)
AFA JCDecaux A/S (Denmark)	• Chairman of the Board of Directors (1 st appointment: 11 October 2013)
Other offices and positions held in 2021 in companies outside the group	
JCDecaux Holding (SAS) (France)	• Director (1 st appointment: 22 June 1998) • Managing Director (since 3 April 2020)
SCI Congor (France)	• Manager (1 st appointment: 17 January 2000)
Decaux Frères Investissements (SAS) (France)	• Managing Director (1 st appointment: 24 October 2007) • Director (1 st appointment: 24 October 2007)
DF Real Estate (Luxembourg)	• Director (1 st appointment: 17 December 2007)
Apolline Immobilier (SAS) (France)	• Managing Director (1 st appointment: 27 November 2015)
Médiavision et Jean Mineur (France)	• Director (1 st appointment: 22 September 2016)
Offices expired in other companies outside the group over the past five years	
JCDecaux Holding (SAS) (France)	• Chairman (until 3 April 2020) • Managing Director (until 4 April 2019)



JEAN-CHARLES DECAUX

Chief Executive Officer

52 YEARS OLD - FRENCH CITIZEN

BUSINESS ADDRESS:

17 rue Soyer, 92200
Neuilly-sur-Seine (France)

DATE OF FIRST APPOINTMENT AS A MEMBER OF THE EXECUTIVE BOARD:

9 October 2000

DATE OF MOST RECENT RE-APPOINTMENT AS A MEMBER OF THE EXECUTIVE BOARD:

20 May 2021

MATURITY DATE OF TERM OF OFFICE ON THE EXECUTIVE BOARD:

Supervisory Board meeting after the 2024 General Meeting of Shareholders called to approve the financial statements for the fiscal year ended 31 December 2023.

HOLDS:

1,257,884 shares (of which
1,752 shares held in bare ownership)

Jean-Charles Decaux joined the Group in 1989. He created and developed the Spanish subsidiary and then all subsidiaries in France, Belgium, Israel, southern Europe, Asia, Latin America, the Middle East and Africa.

Chief Executive Officer since 20 May 2021 for a term of one year (i.e. until the Supervisory Board meeting following the 2022 General Meeting of Shareholders called to approve the financial statements for the fiscal year ended 31 December 2021), in accordance with the Company's principle of alternating Group management responsibilities (annual rotation with Jean-François Decaux).

COMPANIES	POSITIONS AND OFFICES HELD
Other offices and positions held in 2021 in group companies	
Métrobus (France)	• Director (1 st appointment: 18 November 2005)
JCDecaux France (France)	• Chairman (1 st appointment: 31 December 2011)
JCDecaux Bolloré Holding (France)	• Member of the Executive Board (1 st appointment: 24 May 2011)
Média Aéroports de Paris (France)	• Director (1 st appointment: 7 September 2011)
JCDecaux España S.L.U	• Chairman of the Board of Directors (1 st appointment: 14 March 2003) • Director (1 st appointment: 14 March 2003)
IGPDecaux Spa (Italy)	• Director (1 st appointment: 1 ^{er} December 2001)
JCDecaux Small Cells Limited (United Kingdom)	• Director (1 st appointment: 3 April 2014)
Other offices and positions held in 2021 in companies outside the group	
Eurazeo (listed company) (France)	• Vice-Chairman of the Supervisory Board (since 26 June 2017)
JCDecaux Holding (SAS) (France)	• Director (1 st appointment: 22 June 1998) • Chairman (until 1 April 2021) • Managing Director since 1 April 2021
Decaux Frères Investissements (SAS) (France)	• Managing Director (1 st appointment: 24 October 2007) • Director (1 st appointment: 24 October 2007)
SCI du Mare (France)	• Manager (1 st appointment: 14 December 2007)
HLD (SCA) (France)	• Permanent representative of Decaux Frères Investissements, member of the Supervisory Board (1 st appointment: 25 March 2011)
SCI Clos de la Chaîne (France)	• Manager (1 st appointment: 1 August 2013)
SCI Troisjean (France)	• Manager (1 st appointment: 1 August 2013)
Apolline Immobilier (SAS) (France)	• Managing Director (1 st appointment: 27 November 2015)
BDC SAS (France)	• Director (1 st appointment: 27 July 2016)
Médiavision et Jean Mineur (France)	• Director (1 st appointment: 22 September 2016)
Offices expired in other companies outside the group over the past five years	
JCDecaux Holding (SAS) (France)	• Chairman (until 5 April 2018) • Managing Director (until 3 April 2020)



EMMANUEL BASTIDE

Member of the executive board

53 YEARS OLD - FRENCH CITIZEN

BUSINESS ADDRESS:

JCDecaux Asia - 1501 Berkshire House, 25 Westlands Road, Quarry Bay (Hong Kong)

DATE OF FIRST APPOINTMENT:

1 September 2014

DATE OF MOST RECENT RE-APPOINTMENT:

20 May 2021

TERM EXPIRY DATE:

Supervisory Board meeting after the 2024 General Meeting of Shareholders called to approve the financial statements for the fiscal year ended 31 December 2023.

HOLDS:

4,878 shares

Emmanuel Bastide is a graduate of the École des Mines de Paris (ENSMP).

Emmanuel Bastide began his career as a Works Engineer with SAUR in 1994, and joined JCDecaux in 1998 as Deputy Regional Director Île-de-France Est. In 1999, he was appointed as Head of Development for North Asia, excluding Japan, a position based in Hong Kong.

Promoted in 2001 as Senior Vice-President of MCDcaux in Japan (joint venture of JCDecaux SA and Mitsubishi Corporation, of which JCDecaux holds 60%), he becomes Chairman in 2002.

Since 1 January 2007, Emmanuel Bastide has been the Managing Director Asia of JCDecaux and is in charge of various countries including, but not limited to: China (incl. Hong Kong and Macau), Burma, Japan, Korea, Mongolia, Singapore, Thailand, Vietnam, etc.

COMPANIES	POSITIONS AND OFFICES HELD
Other offices and positions held in 2021 in group companies	
Nanjing Metro JCDecaux Advertising Co., Ltd. (China)	• Director (1 st appointment: 6 January 2011)
Chengdu MPI Public Transportation Advertising Co., Ltd. (China)	• Director (1 st appointment: 7 December 2011)
Chongqing MPI Public Transportation Advertising Co., Ltd. (China)	• Director (1 st appointment: 1 June 2011)
Suzhou JCDecaux Metro Advertising Ltd. (China)	• Director (1 st appointment: 9 November 2012)
JCDecaux (China) Holding Ltd. (Hong Kong)	• Director (1 st appointment: 7 May 2007)
JCDecaux Pearl & Dean Ltd. (Hong Kong)	• Director (1 st appointment: 23 January 2007)
JCDecaux Cityscape Ltd. (Hong Kong)	• Director (1 st appointment: 23 May 2005)
JCDecaux Cityscape Hong Kong Ltd. (Hong Kong)	• Director (1 st appointment: 23 May 2005)
JCDecaux Innovate Ltd. (Hong Kong)	• Director (1 st appointment: 14 March 2007)
JCDecaux Digital Vision (HK) Ltd. (Hong Kong)	• Director (1 st appointment: 8 May 2007)
JCDecaux Vietnam Holding Ltd. (Hong Kong)	• Director (1 st appointment: 17 September 2008)
MCDcaux, Inc. (Japan)	• Director (1 st appointment: 24 April 2014)
Cyclocity®, Inc (Japan)	• Director (1 st appointment: 5 October 2009)
JCDecaux Korea, Inc. (South Korea)	• Director (1 st appointment: 26 October 2001)
JCDecaux Macau Ltd. (Macau)	• Director (1 st appointment: 14 June 2007)
JCDecaux Mongolia LLC (Mongolia)	• Director (1 st appointment: 28 April 2014)
JCDecaux Asia (S) Pte. Ltd. (Singapore)	• Director (1 st appointment: 26 February 2007)
JCDecaux Singapore Pte. Ltd. (Singapore)	• Director (1 st appointment: 26 February 2007)
JCDecaux Out of Home Pte. Ltd. (Singapore)	• Director (1 st appointment: 26 February 2007)
JCDecaux Thailand Co., Ltd. (Thailand)	• Director (until 8 September 2021)
JCDecaux Neonlight Co., Ltd. (Thailand)	• Director (until 8 September 2021)
MNCDecaux Media Utama (Indonesia)	• Director (1 st appointment: 17 December 2015)
FMIDecaux Co., Ltd. (Myanmar)	• Director (1 st appointment: 21 July 2017)
Other offices and positions held in 2021 in companies outside the group	
None	
Offices expired in other companies outside the group over the past five years	
None	



DAVID BOURG

Member of the executive board

52 YEARS OLD - FRENCH CITIZEN

BUSINESS ADDRESS:

17 rue Soyier, 92200
Neuilly-sur-Seine (France)

DATE OF FIRST APPOINTMENT:

15 January 2015

DATE OF MOST RECENT

RE-APPOINTMENT:

20 May 2021

TERM EXPIRY DATE:

Supervisory Board meeting after the 2024 General Meeting of Shareholders called to approve the financial statements for the fiscal year ended 31 December 2023.

HOLDS:

2,025 shares

David Bourg is a graduate of Institut d'Études Politiques de Paris holds a Master's and DEA in Economics from Paris Dauphine.

He began his career in the firm Deloitte & Touche with various positions of responsibility, including Audit Supervisor in Buenos Aires and Audit Manager in Paris. He joined JCDecaux in 2001 as a Business Development

Manager principally responsible for merger & acquisition projects within the Group. He was appointed Chief Financial Officer for Asia in 2005, and Managing Director for Middle East in 2011.

David Bourg has been Group Chief Financial, IT and Administrative Officer since 15 January 2015.

COMPANIES

POSITIONS AND OFFICES HELD

Other offices and positions held in 2021 in group companies

JCDecaux Bolloré Holding (France)

- Member of the Executive Board (1st appointment: 15 January 2015)

Média Aéroports de Paris (France)

- Director (1st appointment: 28 January 2015)

IGP Decaux Spa (Italy)

- Director (1st appointment: 10 March 2015)

JCDecaux Small Cells Limited (United Kingdom)

- Director (1st appointment: 15 January 2015)

JCDecaux Subsaharan Africa Holdings (PTY) LTD (South Africa)

- Director (1st appointment: 18 June 2015)

Other offices and positions held in 2021 in companies outside the group

None

Offices expired in other companies outside the group over the past five years

None



DANIEL HOFER

Member of the executive board

58 YEARS OLD - SWISS CITIZEN

BUSINESS ADDRESS:

Giesshübelstrasse 4,
CH-8045 Zürich (Switzerland)

DATE OF FIRST APPOINTMENT:

1 September 2014

DATE OF MOST RECENT

RE-APPOINTMENT:

20 May 2021

TERM EXPIRY DATE:

Supervisory Board meeting after the 2024 General Meeting of Shareholders called to approve the financial statements for the fiscal year ended 31 December 2023.

HOLDS:

5,000 shares

Daniel Hofer holds an MBA from the University of Rochester (New York) and a Business Administration Doctorate from the University of South Australia (UniSA) in Adelaide.

Daniel Hofer fulfilled several management roles in the media sector before joining NZZ Group (Neue Zürcher Zeitung), one of the leading media companies in Switzerland, as Member of the Executive Board, from 2006 to 2010.

From 1 October 2010, Daniel Hofer assumed the duties of Chief Executive Officer of APG|SGA, the outdoor advertising leading company in Switzerland. He has been Chairman of the Board of Directors of that company since 21 May 2014.

Since 1 September 2014, Daniel Hofer assumes the duties of Managing Director Germany, Austria, Central and Eastern Europe and Central Asia of JCDecaux SA.

COMPANIES	POSITIONS AND OFFICES HELD
Other offices and positions held in 2021 in group companies	
APG SGA SA (listed company) (Switzerland)	<ul style="list-style-type: none"> Chairman of the Board of Directors (1st appointment: 21 May 2014)
JCDecaux Corporate Services GMBH (Switzerland)	<ul style="list-style-type: none"> Manager (1st appointment: 20 August 2014)
Gewista Werbegesellschaft mbH (Austria)	<ul style="list-style-type: none"> Vice-Chairman of the Supervisory Board (1st appointment: 26 September 2014)
JCDecaux Bulgaria holding B.V. (Netherlands)	<ul style="list-style-type: none"> Director type A (1st appointment: 23 December 2014)
JCDecaux Hungary zrt. (Hungary)	<ul style="list-style-type: none"> Member of the Supervisory Board (1st appointment: 12 December 2014)
VBM zrt (Hungary)	<ul style="list-style-type: none"> Member of the Supervisory Board (1st appointment: 24 May 2017)
RTS Decaux JSC (Kazakhstan)	<ul style="list-style-type: none"> Member of the Board of Directors (1st appointment: 11 September 2014)
Big Board Ukraine (BIG BOARD BV) (Ukraine)	<ul style="list-style-type: none"> Member of the Board of Directors (1st appointment: 26 September 2014)
JCDecaux Central Eastern Europe Holding GMBH (Austria)	<ul style="list-style-type: none"> Manager (1st appointment: 12 November 2015)
Other offices and positions held in 2021 in companies outside the group	
None	
Offices expired in other companies outside the group over the past five years	
None	

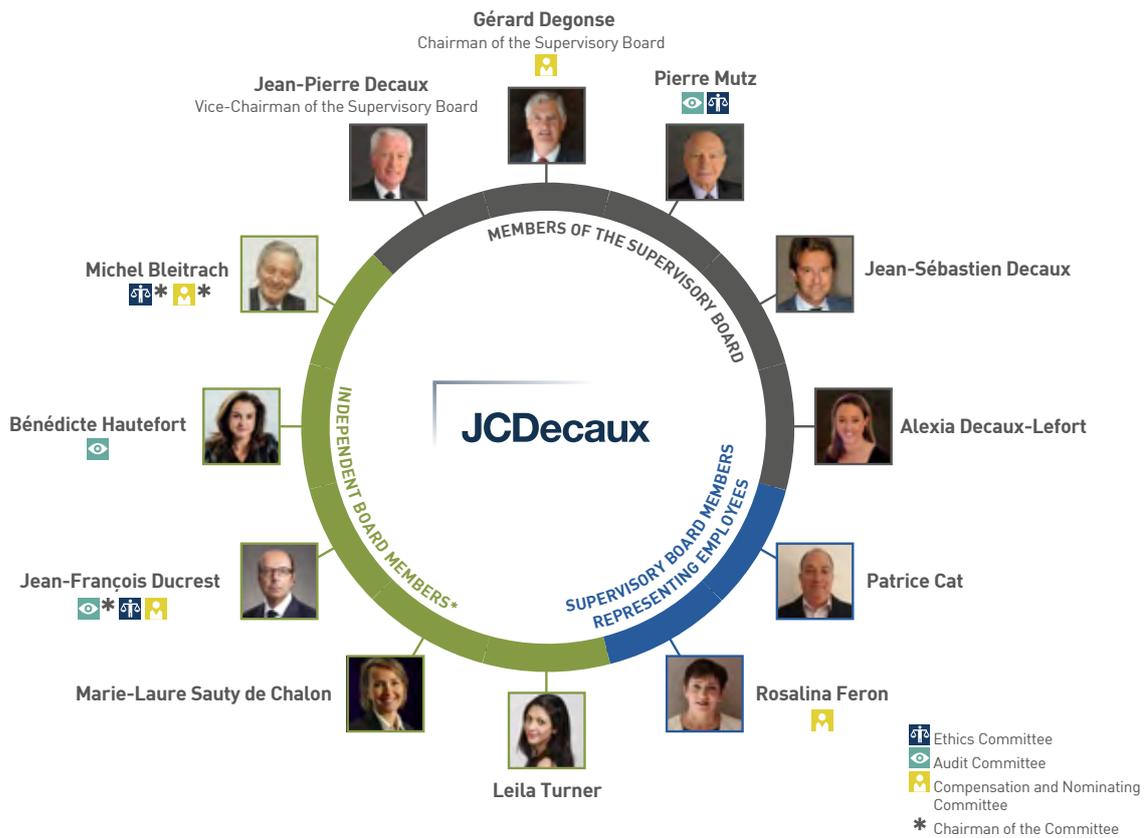
3.2.3. MISSION, OPERATION AND WORK

EXECUTIVE BOARD	NUMBER OF MEETINGS 13	ATTENDANCE RATE 98%
<p style="text-align: center;"><u>DUTIES</u></p> <ul style="list-style-type: none"> • The Executive Board manages the Company, pursuant to the law and to the articles of association. The latter can also meet on ad hoc basis and by conference call. • The Executive Board determines the Company’s business guidelines and ensures their implementation, in accordance with its corporate interests, taking into account the social and environmental challenges of its business. For the overall coordination and implementation of the strategy, it relies on Management Committees in each geographic area or, for larger countries, in each country. <p style="text-align: center;"><u>OPERATION</u></p> <ul style="list-style-type: none"> • The Executive Board meets at least once a month for a full day. • For each Executive Board meeting, a preparatory file is drawn up covering the many items on the agenda. Employees or third parties may be invited to attend Executive Board meetings if necessary. The Statutory Auditors are also heard during meetings held to review the half-yearly and corporate financial statements. A summary of decisions is drawn up to record the proceedings of Executive Board meetings. The Executive Board reports to the Supervisory Board on a quarterly basis. • The Executive Board does not have internal rules of procedure. <p>Dedicated and Secure Digital Platform:</p> <p>Members of the Executive Board have access to a digital governance platform on which they can find all the documentation related to the next meeting as well as the history of the documentation from previous meetings.</p>	<p style="text-align: center;"><u>WORK</u></p> <p>In 2021, the Executive Board met 13 times, with an attendance rate of 98%.</p> <p>The work of the Executive Board focused on:</p> <ul style="list-style-type: none"> • the Company’s business performance (level of commercial activity, outlook for the year and changes in results), • monitoring the Company’s financial outlook and reviewing the financial statements, including the Group’s financing, closing of the half-yearly and annual financial statements, conducting impairment tests, budgeting, financial communication and reviews of the work and conclusions of the Statutory Auditors, • internal or external growth projects and operations, • new calls for tenders, • the Sustainable Development strategy (in particular the 2030 Sustainable Development Strategy, the Green Taxonomy, the Declaration of Extra-Financial Performance), • the IT strategy, the commercial strategy, the airport strategy, research and development projects, the evolution of the IT sector, the digital transformation and the development of programmatics, the VIOOH programmatic platform, the Data strategy, the partnership with S4M, • the half-yearly review of the Group’s risks and litigation, the internal audit review, the review of the intellectual property rights portfolio, the change of governance within the Company and its subsidiaries, the transformation of JCDecaux SA into a European Company, the compliance policy (in particular the work of the Vigilance Committee), the compensation conditions for the Group’s senior executives, the new training programmes developed at JCDecaux Academy, the preparation of all documents for the General Meeting of Shareholders, the remote holding of the General Meeting of Shareholders, the implementation of a bonus share plan. • In the context of the Covid-19 health crisis, the Executive Board also closely monitored the impact both from a health point of view and on the Group’s business and financial position. 	

3.3. SUPERVISORY BOARD

3.3.1. COMPOSITION

As of 31 December 2021, the Supervisory Board was composed of twelve members: Gérard Degonse (Chairman), Jean-Pierre Decaux (Vice-Chairman), Michel Bleitrach, Alexia Decaux-Lefort, Bénédicte Hautefort, Pierre Mutz, Jean-Sébastien Decaux, Jean-François Ducrest, Marie-Laure Sauty de Chalon, Leila Turner (appointed by the General Meeting of Shareholders), Rosalina Feron (appointed member representing employees by the Social and Economic Committee on 15 October 2020) and Patrice Cat (appointed member representing employees by the Social and Economic Committee on 30 September 2021).



Number of members	Independent Board Members*	Attendance rate	Female Board Members*	Average age	Average Tenure
12	50%	100%	40%	58 years	6,5 years

Board Committees



* Excluding Supervisory Board Members Representing Employees

SUMMARY PRESENTATION OF THE SUPERVISORY BOARD AS AT 31 DECEMBER 2021

	PERSONAL INFORMATION				EXPERIENCE	POSITION WITHIN THE BOARD				MEMBERSHIP OF BOARD COMMITTEES
	Age As of 31/12/2021	Gender	Nationality	Number of shares	Number of offices in listed companies	Independence	Date of first appointment	Term expires	Seniority on the Board	
Gérard Degonse (Chairman)	74 years	M	French	17,056	None	X	15/05/2013	AG 2022	8 years	Member of the Compensation and Nominating Committee
Jean-Pierre Decaux (Vice-Chairman)	77 years	M	French	1,574	None	X	09/10/2000	AG 2022	21 years	No
Michel Bleitrach	76 years	M	French	1,000	1	✓	15/05/2013	AG 2022	8 years	Chairman of the Ethics Committee and Chairman of the Compensation and Nominating Committee
Alexia Decaux-Lefort	36 years	F	French	1,000	None	X	15/05/2013	AG 2022	8 years	No
Bénédicte Hautefort	53 years	F	French	1,000	1	✓	11/05/2017	AG 2023	4 years	Member of the Audit Committee
Pierre Mutz	79 years	M	French	1,000	1	X	13/05/2009	AG 2022	12 years	Chairman of the Compensation and Nominating Committee Member of the Audit Committee and member of the Ethics Committee
Jean-Sébastien Decaux	45 years	M	French	3,752*	None	X	14/05/2020	AG 2023	1 year	No
Jean-François Ducrest	56 years	M	French	45,000	None	✓	14/05/2020	AG 2024	1 year	Chairman of the Audit Committee Member of the Ethics Committee
Marie-Laure Sauty de Chalon	59 years	F	French	1,000	2	✓	11/05/2017	AG 2023	4 years	No
Leila Turner	39 years	F	French	1,000	None	✓	11/05/2017	AG 2023	4 years	No
Rosalina Feron (Board member representing employees)	54 years	F	French	0	None	NA	15/10/2020	15/10/2023	1 year	Member of the Compensation and Nominating Committee
Patrice Cat (Board member representing employees)	53 years	M	French	0	None	NA	30/09/2021	30/09/2024	Less than one year	No

In this table, ✓ represents an independence criterion met and X represents an unmet independence criterion

N/A: not applicable

*including 1,752 shares held in bare ownership under the usufruct of Danielle Decaux. Jean-Sébastien Decaux also holds 339,208 shares through Holding des Dhuits.

INDEPENDENCE OF THE MEMBERS OF THE SUPERVISORY BOARD

The Supervisory Board applies the AFEP-MEDEF (article 9.5) criteria to assess the independence of its members, which notably state that members must:

Criterion 1: Employee, corporate officer during the previous five years	Not be or not have been in the previous five years: <ul style="list-style-type: none"> • an employee or executive corporate officer of the Company • an employee, executive corporate officer or director of a company consolidated by the Company • an employee, executive corporate officer or director of the parent company of the Company or of a company consolidated by the parent company.
Criterion 2: Cross directorships	Not be an executive corporate officer of a company in which the Company holds, directly or indirectly, a directorship or in which a designated employee or an executive corporate officer of the Company (currently serving or having served in the previous five years) holds a directorship.
Criterion 3: Significant business relationships	Not be a customer, supplier, investment banker, financing banker or adviser: <ul style="list-style-type: none"> • significant for the Company or its group • or for which the Company or its group represents a significant part of its business. <p>The assessment of whether or not the relationship with the Company or its group is significant is debated by the Board, and the quantitative and qualitative criteria that led to this assessment (continuity, economic dependence, exclusivity, etc.) are explained in the Annual Report.</p>
Criterion 4: Family ties	Not have any close family ties with a corporate officer.
Criterion 5: Statutory Auditor	Not have been a Statutory Auditor of the Company in the past five years.
Criterion 6: Term of office exceeding 12 years	Not have been a director of the Company for more than 12 years. The loss of independent status occurs on the twelfth anniversary of the director's appointment.
Criterion 7: Status of the non-executive corporate officer	A non-executive corporate officer may not be considered independent if he or she receives variable compensation in cash or securities or any compensation related to the performance of the Company or the group.
Criterion 8: Significant shareholder status	Directors representing significant shareholders of the Company or its parent company may be considered independent if such shareholders do not take part in the control of the Company. However, beyond a threshold of 10% of the capital or voting rights, the Board, based on a report of the Compensation and Nominating Committee, systematically questions the classification as independent, taking into account the composition of the capital of the Company and the existence of a potential conflict of interest.

The following table presents the situation of each member of the Supervisory Board during the fiscal year 2020 with regard to the independence criteria of the AFEP-MEDEF Code (with the exception of the members of the Supervisory Board representing employees, who are not counted in determining the proportion of independent members):

Criteria*	Gérard Degonse	Jean-Pierre Decaux	Michel Bleitrach	Alexia Decaux-Lefort	Bénédicte Hautefort	Pierre Mutz	Jean-Sébastien Decaux	Jean-François Ducrest	Marie-Laure Sauty de Chalon	Leila Turner
Criterion 1: Employee, corporate officer in the previous five years	X	✓	✓	✓	✓	✓	X	✓	✓	✓
Criterion 2: Cross-directorships	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Criterion 3: Significant business relationships	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Criterion 4: Family ties	✓	X	✓	X	✓	✓	X	✓	✓	✓
Criterion 5: Statutory Auditor	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Criterion 6: Term of office exceeding 12 years	✓	X	✓	✓	✓	X	✓	✓	✓	✓
Criterion 7: Status of the non-executive corporate officer	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Criterion 8: Significant shareholder status	✓	✓	✓	✓	✓	✓	X	✓	✓	✓

* In this table, ✓ represents an independence criterion met and X represents an unmet independence criterion

The Compensation and Nominating Committee annually verifies that each member of the Supervisory Board meets the independence criteria. The criteria are then reviewed by the Supervisory Board.

In analysing the independence of each member of the Supervisory Board, the latter examined the various relationships potentially existing between its members and the Group, and concluded that no member of the Supervisory Board had any business relationship with the Group of a nature that would undermine their independence.

In 2021, the Supervisory Board noted that, out of a total of ten members (excluding the members of the Supervisory Board representing the employees, who are not factored into the calculation of the proportion of independent members on the Board, in compliance with Article 9.3 of the AFEP-MEDEF Code), five members, i.e. half of the Board, were independent and had no business relationship with the Company.

The members deemed to be independent are Michel Bleitrach, Bénédicte Hautefort, Jean-François Ducrest, Marie-Laure Sauty de Chalons and Leila Turner.

Training of the members of the Supervisory Board

When appointed, each member of the Supervisory Board receives a presentation of the Company, the Group, its business lines and activities.

Likewise, during their terms of office, members of the Supervisory Board regularly receive various presentations, at Board meetings, of the Company's business, changes in IFRS and changes in laws and regulations applying to the Company, as well as presentations relating to current major issue (digital transformation and programmatic, sustainable development strategy among other things).

The members of the Supervisory Board representing employees receive training provided for in Article L. 225-30-2 of the French Commercial Code. The training programme approved by the Supervisory Board includes one or more training sessions conducted by an external body, on general or more specific subjects addressed by the Supervisory Board, as well as one or more training sessions carried out internally by Directors or departmental managers. This programme provides an overview of the role of a member of the Supervisory Board while taking into account the specificities of the Company.

Diversity policy applied to members of the Supervisory Board

The diversity policy of the Supervisory Board of JCDecaux SA, reviewed by the Supervisory Board at its meeting of 10 March 2021, includes the following objectives:

- > balanced overall composition;
- > marked independence of its members;
- > diversity of experiences and areas of expertise;
- > balanced representation of men and women.

The Supervisory Board meeting of 9 March 2022 was able to note the results obtained by applying this policy during the past fiscal year and any changes in the composition to be expected during the 2022 fiscal year.

Balanced overall composition

> In terms of size

In accordance with Article L. 225-69 of the French Commercial Code, the Supervisory Board is made up of a minimum of three members and a maximum of eighteen members.

As of 31 December 2021, the Board of Directors is made up of twelve members, including two members of the Board representing employees.

This is perfectly satisfactory: there are not too many members, thereby facilitating exchanges between them, but enough to allow a range of experiences and enriching discussions.

> In terms of age

In accordance with the law, the Company may set an age limit for members of the Supervisory Board in its articles of association.

As such, Article 16.1 of the Company's articles of association provides that the number of members of the Supervisory Board over the age of 75 may not exceed one-third of members.

The average age of the Supervisory Board is 58 years.

Three members of the Supervisory Board out of twelve, namely Pierre Mutz, Jean-Pierre Decaux and Michel Bleitrach, turned 75 respectively in 2017, in 2019 and in 2020.

In accordance with the articles of association, the General Meeting of Shareholders renews the terms of office of the members of the Board who have reached the age of 75 annually. Each year it may decide whether or not to re-appoint those Board members.

There are no plans to amend the provision of the articles of association according to which the number of Supervisory Board members having turned 75 cannot exceed one third of serving members. This provision allows the Board to benefit from the experience of certain members, irrespective of their age.

Thus, the next General Meeting of Shareholders of 11 May 2022 will be asked to renew the mandate of Gérard Degonse, who will be 75 years old in 2022. If the General Meeting of Shareholders approves this renewal, the number of members of the Supervisory Board over the age of 75 will represent one-third of the members in office.

> In terms of the duration of terms of office

The articles of association provide that the members of the Supervisory Board are appointed for a maximum of four years. In practice, members of the Supervisory Board are appointed for terms of three years, with the exception of those aged over 75 (see above).

The members representing employees are appointed, according to the articles of association, for a maximum of four years by the Social and Economic Committee. In practice, the members representing employees have been appointed for a term of three years. Thus, Rosalina Feron and Patrice Cat were appointed by the Social and Economic Committee for a term of three years.

To ensure better governance, it has been decided to limit the duration of terms of office to three years and to stagger terms of office so as to promote a harmonious renewal of the members of the Supervisory Board and to avoid full renewal at one time. This provision gives the Board greater flexibility to adapt its composition to the needs of the Company and to trends in its markets.

This practice is considered satisfactory by all members of the Supervisory Board.

Marked independence of Board members

JCDecaux SA is majority owned by JCDecaux Holding, which is a family company controlled by three private individuals: Jean-François Decaux, Jean-Charles Decaux and Jean-Sébastien Decaux.

At 31 December 2021, five out of ten members of the Supervisory Board (excluding members representing employees) were independent, i.e. half of the members of the Board.

The members of the Supervisory Board are all fully satisfied with the balance between independent and non-independent members, which goes well beyond the recommendations of the AFEP-MEDEF Code (Article 9.3: "In controlled companies, the proportion of independent directors must be at least one-third")., as well as the way in which the independent members carry out their duties.

This very marked independence of the Supervisory Board gives it the ability to adjust the number of independent members if necessary.

Diversity of experiences and areas of expertise

The diversity of expertise of Supervisory Board members, their ability to grasp the Group's challenges and the interests of stakeholders, particularly shareholders and employees, their integrity and their personal commitment are a guarantee of the quality of the Supervisory Board's discussions.

Some members of the Supervisory Board have knowledge of the Group from the inside for having held various salaried or managerial positions, and are accordingly familiar with its activities. Other members have a good knowledge of the public sector and/or public contracts, financial markets and the media and digital sector which are essential to the Company's activities.

(Biographical information for current members of the Supervisory Board is included in this Universal Registration Document).

The profiles present on the Board are considered sufficiently diversified.

Balanced representation of men and women

As of 31 December 2021, the Supervisory Board had four women out of a total of ten members (not including the Supervisory Board member representing employees, who is not counted when calculating the proportion of women within the Board, in accordance with Article L. 225-79 of the French Commercial Code), i.e. a proportion of 40%, in accordance with Article L. 22-10-21 of the French Commercial Code.

It should also be noted that, in accordance with the provisions of Article L. 225-27-1 of the French Commercial Code, the Social and Economic Committee has appointed a man and a woman as members of the Supervisory Board representing employees.

The Supervisory Board is fully satisfied with the gender balance on the Board, but would not hesitate to consider the appointment of more women if the conditions were met.

Methods of implementation to achieve/Maintain objectives

To ensure that these objectives are achieved and remain so, the Compensation and Nominating Committee and the Supervisory Board each year review the size and composition of the Board in order to adapt its composition to the Company's changing needs. The Committee and the Board also review the status of each member of the Supervisory Board in respect of the independence criteria and the representation of women on the Supervisory Board.

In addition, the Supervisory Board, in its proposals for appointments or renewals made to the General Meeting of Shareholders, ensures the diversity of its members, in terms of qualifications, age, gender, nationality, seniority on the Board and professional experience.

The Supervisory Board remains attentive to the examination of any areas of improvement that may prove to be in the Company's interest or promote its development.

Results achieved during the past year

Although one member of the Supervisory Board lost his status as an independent during the 2021 fiscal year (with regard to one of the criteria imposed by the Afep Medef Code), half of the Supervisory Board remains independent members. The composition of the Board was considered to be fully able to perform its duties during the fiscal year 2021 and no new short-term diversity targets have been set.

3.3.2. TERMS OF OFFICE OF MEMBERS

GÉRARD DEGONSE Chairman of the Supervisory Board



74 YEARS OLD - FRENCH CITIZEN

BUSINESS ADDRESS:

17 rue Soyer, 92200
Neuilly-sur-Seine (France)

DATE OF FIRST APPOINTMENT AS A MEMBER OF THE SUPERVISORY BOARD: 15 May 2013

DATE OF MOST RECENT RE-APPOINTMENT AS MEMBER OF THE SUPERVISORY BOARD: 16 May 2019

DATE OF EXPIRY OF THE TERM OF OFFICE AS MEMBER OF THE SUPERVISORY BOARD: Until the 2022 General Meeting of Shareholders called to approve the financial statements for the fiscal year ended 31 December 2021.

HOLDS: 17,056 shares

Chairman of the Supervisory Board since 15 May 2013, the Supervisory Board, at its meeting of 16 May 2019, renewed his appointment for the duration of his membership of the Board (i.e. until the Supervisory Board meeting following the 2022 General Meeting of Shareholders called to approve the financial statements for the fiscal year ended 31 December 2021).

He was Acting Chief Executive Officer of JCDecaux Holding until 30 June 2017. Before that he was Chief

Financial and Administrative Officer of the JCDecaux Group, where he also served on the Executive Board from 2000 to 2010. Before joining the JCDecaux Group, Gérard Degonse was Finance and Treasury Director with the Elf Aquitaine Group. He was previously Vice President Treasurer and Company Secretary of Euro Disney.

He has also been a member of the Compensation and Nominating Committee since 15 May 2013.

COMPANIES

POSITIONS AND OFFICES HELD

Other offices and positions held in 2021 in group companies

None

Other offices and positions held in 2021 in companies outside the group

Decaux Frères Investissements (SAS) (France) • Director (1st appointment: 2 March 2011)

SCI CARO DES PINS (France) • Manager (1st appointment: 22 March 2018)

Offices expired in other companies outside the group over the past five years

Octo Technology (France) • Member of the Supervisory Board (until 27 September 2019)

JCDecaux Holding (SAS) (France) • Acting Chief Executive Officer (until 30 June 2017)

Lendix (France) • Member of the Supervisory Board (until 30 June 2017)

BDC (France) • Director (until 30 June 2017)

HLDE (Luxembourg) • Member of the Supervisory Board (until 30 June 2017)

SUPERVISORY BOARD ATTENDANCE RATE: 100%

COMPENSATION AND NOMINATING COMMITTEE ATTENDANCE RATE: 100%

JEAN-PIERRE DECAUX Vice chairman of the Supervisory Board



77 YEARS OLD - FRENCH CITIZEN

BUSINESS ADDRESS:

17 rue Soyer, 92200
Neuilly-sur-Seine (France)

DATE OF FIRST APPOINTMENT AS A MEMBER OF THE SUPERVISORY BOARD: 9 October 2000

DATE OF MOST RECENT RE-APPOINTMENT AS MEMBER OF THE SUPERVISORY BOARD: 20 May 2021

DATE OF EXPIRY OF THE TERM OF OFFICE AS MEMBER OF THE SUPERVISORY BOARD: Until the 2022 General Meeting of Shareholders called to approve the financial statements for the fiscal year ended 31 December 2021.

HOLDS: 1,574 shares

Vice-Chairman of the Supervisory Board since 9 October 2000; the Supervisory Board, at its meeting of 20 May 2021, renewed his appointment for the duration of his membership on the Board (i.e. until the Supervisory Board meeting following the 2022 General Meeting of Shareholders called to approve the financial statements for the fiscal year ended 31 December 2021).

During his career with the Group, which he joined from its beginning in 1964, Jean-Pierre Decaux has held

various posts. He was notably Chairman and Chief Executive Officer of S.O.P.A.C.T. (Société de Publicité des Aribus® et des Cabines Téléphoniques) from 1975 to 1988, Chairman and Chief Executive Officer of R.P.M.U. (Régie Publicitaire de Mobilier Urbain) from 1980 to 2001, Managing Director of Decaux SA (now JCDecaux SA) from 1989 to 2000 and Chairman and Chief Executive Officer of S.E.M.U.P. (Société d'Exploitation du Mobilier Urbain Publicitaire) from 1995 to 2001.

COMPANIES

POSITIONS AND OFFICES HELD

Other offices and positions held in 2021 in group companies

None

Other offices and positions held in 2021 in companies outside the group

SCI Bagavi • Manager (1st appointment: nd)

SCI Criluca • Manager (1st appointment: nd)

SCI JPJM • Manager (1st appointment: 15 January 2016)

Offices expired in other companies outside the group over the past five years

None

SUPERVISORY BOARD ATTENDANCE RATE: 100%

MICHEL BLEITRACH (Independent Member) Member of the Supervisory Board   



76 YEARS OLD - FRENCH CITIZEN

BUSINESS ADDRESS:

17 rue Soyer, 92200
Neuilly-sur-Seine (France)

DATE OF FIRST APPOINTMENT:

15 May 2013

DATE OF MOST RECENT

RE-APPOINTMENT:

20 May 2021

TERM EXPIRY DATE:

2022 Annual General Meeting called to approve the financial statements for the fiscal year ended 31 December 2021.

HOLDS: 1,000 shares

Michel Bleitrach is an alumnus of École Polytechnique (X65) and École Nationale des Ponts et Chaussées. He also holds a degree in Economics and an MBA from Berkeley.

He is a Director and Chairman of the Compensation and Nominating Committee of SPIE SA. Michel Bleitrach is Honorary Chairman of the Union des Transports Publics et Ferroviaires. He is Chairman of the Supervisory Board of INDIGO.

Michel Bleitrach was previously Executive Chairman of SAUR and Chairman of the Executive Board of KEOLIS.

He has also been President of the Ethics Committee since 5 December 2018 and President of the Compensation and Nominating Committee since 20 May 2021.

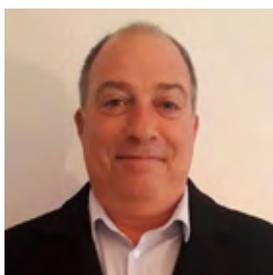
COMPANIES	POSITIONS AND OFFICES HELD
Other offices and positions held in 2021 in group companies	
None	
Other offices and positions held in 2021 in companies outside the group	
SPIE SA (France) (listed company)	• Director (until 14 May 2021)
INDIGO (France)	• Chairman of the Supervisory Board (1 st appointment: 2 July 2014)
Offices expired in other companies outside the group over the past five years	
SOCOTEC (France)	• Director (until 31 December 2019)
ALBIOMA (France) (listed company)	• Vice-Chairman of the Board of Directors (until 30 May 2018)

SUPERVISORY BOARD ATTENDANCE RATE: 100%

COMPENSATION AND NOMINATING COMMITTEE ATTENDANCE RATE: 100%

ETHICS COMMITTEE ATTENDANCE RATE: 100%

PATRICE CAT Member of the Supervisory Board representing the employees (since 30 September 2021)



53 YEARS OLD - FRENCH CITIZEN

BUSINESS ADDRESS:

17 rue Soyer, 92200
Neuilly-sur-Seine (France)

DATE OF FIRST APPOINTMENT BY THE SOCIAL AND ECONOMIC COMMITTEE:

30 September 2021

TERM EXPIRY DATE:

30 September 2024

HOLDS:

Holds no shares

Patrice Cat joined the Group in 1994 as a Billboard Technical Officer (ATA), then from 2004 served as Mobile ATA. Since June 2009, he has held the position of project manager within the Department of Declarations of Intent for the Beginning of Works (DICT), which is in contact with the technical services of the City of Paris.

Patrice Cat was appointed to the Supervisory Board as member representing employees by the by the Works Council on 30 September 2021 for a period of three years. As required by law, Patrice Cat has relinquished his offices as employee representative within the JCDecaux SEU.

COMPANIES	POSITIONS AND OFFICES HELD
Other offices and positions held in 2021 in group companies	
None	
Other offices and positions held in 2021 in companies outside the group	
None	
Offices expired in other companies outside the group over the past five years	
None	

SUPERVISORY BOARD ATTENDANCE RATE: 100%

ALEXIA DECAUX-LEFORT Member of the Supervisory Board**36 YEARS OLD - FRENCH CITIZEN****BUSINESS ADDRESS:**17 rue Soyer, 92200
Neuilly-sur-Seine (France)**DATE OF FIRST APPOINTMENT:** 15 May 2013**DATE OF MOST RECENT****RE-APPOINTMENT:** 16 May 2019**TERM EXPIRY DATE:** 2022 Annual General

Meeting called to approve the financial statements for the fiscal year ended 31 December 2021.

HOLDS: 1,000 shares

Alexia Decaux-Lefort is a graduate of Warwick University in the UK.

Since February 2021, Alexia Decaux-Lefort has held the position of Marketing Manager High Jewellery & Exceptional Creations at Piaget, part of the Richemont International Group, where she began her career in 2008.

COMPANIES**POSITIONS AND OFFICES HELD****Other offices and positions held in 2021 in group companies**

None

Other offices and positions held in 2021 in companies outside the group

None

Offices expired in other companies outside the group over the past five years

None

SUPERVISORY BOARD ATTENDANCE RATE: 100%**JEAN-SÉBASTIEN DECAUX** Member of the Supervisory Board**45 YEARS OLD - FRENCH CITIZEN****BUSINESS ADDRESS:**17 rue Soyer, 92200
Neuilly-sur-Seine (France)**DATE OF FIRST APPOINTMENT:**

14 May 2020

TERM EXPIRY DATE:

2023 Annual General Meeting called to approve the financial statements for the fiscal year ended 31 December 2022.

HOLDS:

3,752 shares (of which 1,752 held in bare ownership) plus 339,208 shares through Holding des Dhuits

Jean-Sébastien Decaux joined JCDecaux in the United Kingdom in 1998.

In 2001, following the agreement between IGP (du Chêne de Vère family), Rizzoli Corriere della Sera and JCDecaux, he was appointed as Managing Director Street Furniture and as Sales and Marketing Director of the Italian company IGPDecaux.

In 2004, he also took over at the helm of the Belgian and Luxembourg subsidiaries. In 2010, Jean-Sébastien Decaux was appointed as Managing Director Southern Europe, a post created to consolidate the operations of Spain, Portugal and Italy within the same regional entity.

From 1 March 2013 to 31 December 2019, Jean-Sébastien Decaux was Managing Director Southern Europe, Belgium and Luxembourg, Managing Director Africa and Israel.

Jean-Sébastien Decaux has set up the Terre & Fils endowment fund, which aims to promote the wealth of the regions and support historical know-how. This endowment fund conducts research and supports associations that maintain local know-how.

COMPANIES**POSITIONS AND OFFICES HELD****Other offices and positions held in 2021 in group companies**

IGPDecaux Spa (Italy)

- Chairman of the Board of Directors (1st appointment: 30 June 2015)

Other offices and positions held in 2021 in companies outside the group

JCDecaux Holding (SAS) (France)

- Managing Director (until 1st April 2021)
- Chairman (since 1 April 2021)
- Director (1st appointment: 22 June 2009)

Decaux Frères Investissements (SAS) (France)

- Managing Director (1st appointment: 24 October 2007)
- Director (1st appointment: 24 October 2007)

Holding des Dhuits (Belgium)

- Director (1st appointment: 30 July 2009)

Apolline Immobilier (SAS) (France)

- Managing Director (1st appointment: 27 November 2015)

Terre & Fils Investissement SAS (France)

- Chairman (1st appointment: 3 July 2019)

Offices expired in other companies outside the group over the past five years

Bouygues Telecom (France)

- Permanent Representative of JCDecaux Holding
- Director (until 11 April 2017)

JCDecaux Holding (SAS) (France)

- Chairman (until 4 April 2019)

SUPERVISORY BOARD ATTENDANCE RATE: 100%

JEAN-FRANÇOIS DUCREST (Independent Member) Member of the Supervisory Board 



56 YEARS OLD - FRENCH CITIZEN

BUSINESS ADDRESS:

17 rue Soyer, 92200
Neuilly-sur-Seine (France)

DATE OF FIRST APPOINTMENT:

14 May 2020

DATE OF MOST RECENT RE-APPOINTMENT:

20 May 2021

TERM EXPIRY DATE:

2024 General Meeting of Shareholders called to approve the financial statements for the fiscal year ended on 31 December 2023.

HOLDS: 45,000 shares

A French citizen and a graduate of the Institut d'Études Politiques de Paris, Jean-François Ducrest has lived in the United States for many years.

A successful fund manager and entrepreneur with many international connections, he has also shown a keen interest in philanthropic actions. Co-founder of an asset management company located in Boston, he has more than 30 years of experience in the financial sector.

He began his career in the brokerage field in 1988 as an analyst at Cheuvreux, a European broker based in Paris. He covered multiple business sectors, including industrial, consumer products and services.

From 1995 until 2001, he held the position of Director in the institutional sales activity of Cheuvreux in the United States, serving institutional clients investing in Europe.

In 2002, Jean-François Ducrest joined the Northern Cross Group as an analyst, and in 2003 became co-founder and portfolio manager of Northern Cross, LCC (Boston).

He currently runs a Family Office which he created in January 2019.

He has also been President of the Audit Committee and Member of the Ethics Committee since 14 May 2020 and Member of the Compensation and Nominating Committee since 20 May 2021.

COMPANIES

POSITIONS AND OFFICES HELD

Other offices and positions held in 2021 in group companies

None

Other offices and positions held in 2021 in companies outside the group

None

Offices expired in other companies outside the group over the past five years

- | | |
|------------------------------------|---|
| Northern Cross LLC (USA) | • Principal (until 31 December 2018) |
| Dimension Capital Management (USA) | • Advisor to the Board (until March 2017) |

SUPERVISORY BOARD ATTENDANCE RATE: 100%

AUDIT COMMITTEE ATTENDANCE RATE: 100%

ETHICS COMMITTEE ATTENDANCE RATE: 100%

COMPENSATION AND NOMINATING COMMITTEE ATTENDANCE RATE: 100%

ROSALINA FERON Member of the Supervisory Board representing the employees 



54 YEARS OLD - FRENCH CITIZEN

BUSINESS ADDRESS:

17 rue Soyer, 92200
Neuilly-sur-Seine (France)

DATE OF FIRST APPOINTMENT BY THE SOCIAL AND ECONOMIC COMMITTEE:

15 October 2020

DATE OF EXPIRY OF THE TERM OF OFFICE:

15 October 2023

HOLDS:

Holds no shares

Rosalina Feron joined the Group in 1989. Since 1 March 2015, she has been IT Procurement Manager within the IT Department.

Rosalina Feron was appointed as a member of the Supervisory Board representing the employees by the Social and Economic Committee meeting of 15 October 2020 for a term of 3 years.

As required by law, Rosalina Feron has relinquished her offices as employee representative within the JCDecaux SEU.

Rosalina Feron was appointed member of the Compensation and Nominating Committee by the Supervisory Board on 2 December 2021.

COMPANIES

POSITIONS AND OFFICES HELD

Other offices and positions held in 2021 in group companies

None

Other offices and positions held in 2021 in companies outside the group

None

Offices expired in other companies outside the group over the past five years

None

SUPERVISORY BOARD ATTENDANCE RATE: 100%

BÉNÉDICTE HAUTEFORT (Independent member) Member of the Supervisory Board **53 YEARS OLD - FRENCH CITIZEN****BUSINESS ADDRESS:**17 rue Soyer, 92200
Neuilly-sur-Seine (France)**DATE OF FIRST APPOINTMENT:**

11 May 2017

DATE OF MOST RECENT**RE-APPOINTMENT:** 14 May 2020**TERM EXPIRY DATE:**

2023 Annual General Meeting called to approve the financial statements for the fiscal year ended 31 December 2022.

HOLDS: 1,000 shares

A graduate of HEC, Bénédicte Hautefort is the founder of EquityStories, a financial communication agency, and co-founder of Scalens, the first European fintech dedicated to listed companies.

She previously worked as an auditor at Arthur Andersen and was the finance and business strategy manager at Péchiney before starting her first financial communication firm, InvestorSight in 2003, then joining Havas Paris in 2011.

Since 2013, she has been a member of the Board of Directors and the Chair of the Audit Committee of the Groupe Flo.

Bénédicte Hautefort has also been a member of the Audit Committee since 11 May 2017.

COMPANIES**POSITIONS AND OFFICES HELD****Other offices and positions held in 2021 in group companies**

None

Other offices and positions held in 2021 in companies outside the group

Groupe Flo (listed company)

• Director (1st appointment: 1 May 2013)**Offices expired in other companies outside the group over the past five years**

None

SUPERVISORY BOARD ATTENDANCE RATE: 100%**AUDIT COMMITTEE ATTENDANCE RATE: 100%****HERVÉ HERCHIN** Member of the Supervisory Board representing the employees (since 30 september 2021)**61 YEARS OLD - FRENCH CITIZEN****BUSINESS ADDRESS:**17 rue Soyer, 92200
Neuilly-sur-Seine (France)**DATE OF FIRST APPOINTMENT****BY THE WORKS' COUNCIL:**

25 October 2018

DATE OF EXPIRY OF THE TERM**OF OFFICE:** 30 September 2021**HOLDS:**

Holds no shares

Hervé Herchin joined the Group in 1989. Since 1 January 2018, he has been Regional Manager for Development and Heritage of the Occitanie region.

Hervé Herchin was appointed to the Supervisory Board as member representing employees by the Workers' Council at its meeting of 25 October 2018 for a period of three years. As required by law, Hervé Herchin has relinquished his offices as employee representative within the JCDecaux SEU.

Hervé Herchin was also a member of the Compensation and Nominating Committee until 30 September 2021.

COMPANIES**POSITIONS AND OFFICES HELD****Other offices and positions held in 2021 in group companies**

None

Other offices and positions held in 2021 in companies outside the group

None

Offices expired in other companies outside the group over the past five years

None

SUPERVISORY BOARD ATTENDANCE RATE: 100%**COMPENSATION AND NOMINATING COMMITTEE ATTENDANCE RATE: 100%**

PIERRE MUTZ Member of the Supervisory Board  



79 YEARS OLD - FRENCH CITIZEN

BUSINESS ADDRESS:

17 rue Soyier, 92200
Neuilly-sur-Seine (France)

DATE OF FIRST APPOINTMENT:

13 May 2009

DATE OF MOST RECENT RE-APPOINTMENT:

20 May 2021

TERM EXPIRY DATE:

2022 Annual General Meeting called to approve the financial statements for the fiscal year ended 31 December 2021.

HOLDS: 1,000 shares

A graduate from the military academy in Saint-Cyr, Pierre Mutz began his career in the Army in 1963, then joined the Prefectural Corps in 1980, where he was Chief of Cabinet to the Commissioner of Police in Paris, Executive Civil Servant, Staff Sub-Manager of the Police Headquarters and Director of Cabinet to the Commissioner of Police in Paris.

He also served as the Prefect of Essonne, from 1996 to 2000, Prefect of the Limousin region and Prefect of Haute-Vienne from 2000 to 2002, Managing Director of the National Gendarmerie from 2002 to 2004, as well as Commissioner of Police of Paris from 2004 to 2007.

He then held the office of Prefect of the Île-de-France region and Prefect of Paris between May 2007 and October 2008.

Pierre Mutz is an Honorary Regional Prefect.

Pierre Mutz is a Commander of the French Legion of Honour and a holder of the Grand Cross of the French National Order of Merit.

Pierre Mutz has also been a member of the Audit Committee since 13 May 2009, Chairman of the Compensation and Nominating Committee up to 20 May 2021 and a member of the Ethics Committee since 5 December 2018.

COMPANIES

Other offices and positions held in 2021 in group companies

None

Other offices and positions held in 2021 in companies outside the group

Eiffage (listed company) (France)

• Advisor to the Chairman (1st appointment: 1 December 2008)

Offices expired in other companies outside the group over the past five years

Groupe Logement Français (France)

• Chairman of the Supervisory Board (until December 2016)

France Habitation (France)

• Director (until June 2016)

SUPERVISORY BOARD ATTENDANCE RATE: 100%

AUDIT COMMITTEE ATTENDANCE RATE: 100%

COMPENSATION AND NOMINATING COMMITTEE ATTENDANCE RATE: 100%

ETHICS COMMITTEE ATTENDANCE RATE: 100%

MARIE-LAURE SAUTY DE CHALON (Independent member) Member of the Supervisory Board



59 YEARS OLD - FRENCH CITIZEN

BUSINESS ADDRESS:

17 rue Soyier, 92200
Neuilly-sur-Seine (France)

DATE OF FIRST APPOINTMENT:

11 May 2017

DATE OF MOST RECENT RE-APPOINTMENT:

14 May 2020

TERM EXPIRY DATE:

2023 Annual General Meeting called to approve the financial statements for the fiscal year ended 31 December 2022.

HOLDS: 1,000 shares

Marie-Laure Sauty de Chalon holds a Master of Law and is a graduate of the Institut d'Études Politiques de Paris.

After working in various advertising sales divisions in the press and television sectors she became head of Carat Interactive in 1997.

In 2001, she became Chairwoman and Chief Executive Officer of Consodata North America.

She became head of the Aegis Media Group for France and Southern Europe in 2004. From June 2010 to May 2018, she was Chairwoman and Chief Executive Officer of the Aufeminin Group.

She founded Factor K in July 2018 and teaches at Institut d'Études Politiques (Sciences Po Paris).

Marie-Laure Sauty de Chalon was also a member of the French Competition Authority between 2014 and 2021.

COMPANIES

Other offices and positions held in 2021 in group companies

None

Other offices and positions held in 2021 in companies outside the group

LVMH (France) (listed company)

• Director (1st appointment: 1^{er} May 2011)

Carrefour (France) (listed company)

• Director (1st appointment: 1^{er} July 2017)

Coorpacademy (France)

• Director (1st appointment: 1^{er} May 2011)

FACTOR K (France)

• Chairwoman (1st appointment: 18 July 2018)

Offices expired in other companies outside the group over the past five years

Aufeminin SA (France) (listed company)

• Chairwoman and Chief Executive Officer (until 27 April 2018)

SARL Aufeminin Productions (France)

• Manager (until 27 April 2018)

goFeminin.de GmbH (Allemagne)

• Co-manager (until 27 April 2018)

soFeminine.co.uk Ltd.(Royaume-Uni)

• Director (until 27 April 2018)

SAS Marmiton (France)

• Chairwoman (until 27 April 2018)

SAS Etoile Casting (France)

• Chairwoman (until 27 April 2018)

SAS Les Rencontres au féminin (France)

• Chairwoman (until 27 April 2018)

My Little Paris (France)

• Member of the Supervisory Board (until 27 April 2018)

SUPERVISORY BOARD ATTENDANCE RATE: 100%

LEILA TURNER (Independent member) Member of the Supervisory Board

Leila Turner is a graduate of the Institut d'Études Politiques de Paris and holds a Master of International Affairs from Columbia University in New York. After a few years in San Francisco dedicated to bringing together large groups and start-ups, Leila Turner joined FABERNOVEL in Paris in 2011 to take part in the launch of an activity dedicated to the development of innovation culture and practices among business leaders.

In 2015, she became CEO of FABERNOVEL INNOVATE, the innovation agency of the FABERNOVEL Group, of which she became a Partner.

Leila Turner joined CHANEL and moved to New York in the summer of 2018. She now holds the position of Head of Incubation and oversees the testing of new brand experiences or services within the Innovation Department.

39 YEARS OLD - FRENCH CITIZEN**BUSINESS ADDRESS:**

17 rue Soyier, 92200
Neuilly-sur-Seine (France)

DATE OF FIRST APPOINTMENT:

11 May 2017

DATE OF MOST RECENT RE-APPOINTMENT:

14 May 2020

TERM EXPIRY DATE:

2023 Annual General Meeting called to approve the financial statements for the fiscal year ended 31 December 2022.

HOLDS: 1,000 shares**COMPANIES****POSITIONS AND OFFICES HELD****Other offices and positions held in 2021 in group companies**

None

Other offices and positions held in 2021 in companies outside the group

None

Offices expired in other companies outside the group over the past five years

None

SUPERVISORY BOARD ATTENDANCE RATE: 100%

3.3.3. MISSION, OPERATION AND WORK

<h2 style="margin: 0;">SUPERVISORY BOARD</h2>	<p style="margin: 0;">NUMBER OF MEETINGS</p> <h1 style="margin: 0;">4</h1>	<p style="margin: 0;">ATTENDANCE RATE</p> <h1 style="margin: 0;">100%</h1>
<p style="text-align: center;"><u>DUTIES</u></p> <ul style="list-style-type: none"> The Supervisory Board's role is the continuous supervision of the Company's strategy and management by the Executive Board. <p style="text-align: center;"><u>OPERATION</u></p> <ul style="list-style-type: none"> The Supervisory Board meets as often as it is in the interests of the Company and at least four times a year. A preparatory file is drawn up for each Board meeting, covering the main points on the agenda. This file is made available on a dedicated, secure digital platform several days prior to the meeting. During the meeting, a detailed presentation of the items on the agenda is made by the Chairman of the Executive Board, the Managing Director and the member of the Executive Board in charge of finance. The Statutory Auditors are also heard during meetings held to review the financial statements. Presentations are followed by questions and discussions before the resolutions are voted on, where applicable. The minutes of the Supervisory Board meetings are provided in a written report, submitted for the approval of its members at the following meeting. Furthermore, in accordance with the Rules of Procedure of the Supervisory Board and Article 11.3 of the AFEP-MEDEF Code, the members of the Supervisory Board may from time to time meet without the members of the Executive Board. In 2021, a meeting of the Supervisory Board was held without the presence of the members of the Executive Board. During this meeting, the following topics were discussed: the organisation of these informal meetings as well as the topics to be addressed, how to help the development of the company in the medium to long term, the evolution of the composition and the organisation of Supervisory Board meetings. In accordance with Article 18.3 of the AFEP-MEDEF Code, during the presentation of the report on the work of the Compensation and Nominating Committee, the Board deliberated on the elements of compensation of the members of the Executive Board without the presence of those members. <p>Dedicated and secure digital platform</p> <p>Members of the Supervisory Board and committees have access to a digital governance platform on which they can find all the documentation related to the next meeting as well as the history of the documentation from previous meetings. They also have access to a range of documents concerning the Group's governance (articles of association, internal regulations, universal registration document, etc.).</p>	<p style="text-align: center;"><u>WORK</u></p> <p>In 2021, the Supervisory Board met four times, in accordance with legal provisions and the articles of association, with an attendance rate of 100% of its members.</p> <p>At Supervisory Board meetings, members from the Executive Board reported on the Group's activities, results and its financial position, draft calls for tenders and significant external growth transactions and, more generally, on the implementation of the Group's strategy and any changes and on the main challenges facing the Group, including in the area of social and environmental responsibility.</p> <p>The following topics were also addressed:</p> <p>Recurring topics</p> <ul style="list-style-type: none"> review of corporate documents, preparation of the General Meeting of Shareholders (review of the agenda, draft resolutions, distribution of results, etc.) setting of the annual amounts of authorisations granted to the Executive Board as well as specific authorisations outside the budgets (guarantees of the operational commitments of the Group's subsidiaries and guarantees relating to the Group's external growth operations). the re-examination of related-party agreements entered into and authorised previously, the execution of which continued during the last fiscal year assessment of the Board's operations training of the Supervisory Board members representing employees the presentation of the Group's risk mapping presentation on CSR strategy and achievements the appointment of the Chairman of the Executive Board and the Managing Director appointments and reappointments to committees the oral reports of the meetings of the Audit Committee, the Compensation and Nominating Committee and the Ethics Committee <p>One-off topics</p> <ul style="list-style-type: none"> evolution of the project to transform JCDecaux SA into a European Company the appointment by the Social and Economic Committee of one of the Supervisory Board members representing employees <p>In the context of the Covid-19 health crisis, the Supervisory Board paid particular attention to the Group's activity during the year.</p>	

Rules of Procedure of the Supervisory Board

The Supervisory Board adopted Rules of Procedure that specify its powers, remit and duties, as well as those of its special Committees, and that lay out the principles underlying its operating rules.

More specifically, the Rules of Procedure require the Supervisory Board to approve any major transactions outside the Company's stated strategy. It is also informed of the Company's strategic decisions (e.g. the budget or major growth initiatives), financial position, cash position and commitments falling under the Company's stated strategy, in particular those involving acquisitions or disposals, large organic growth investments, or external restructurings.

The provisions of the Supervisory Board's Rules of Procedure relating to the prevention of conflicts of interest are set out below.

The Rules of Procedure can be consulted on the Company's website (<https://www.jcdecaux.com/fr/investisseurs/gouvernance#statuts-et-reglement-interieur>).

Assessment of the Supervisory Board

In accordance with the AFEP-MEDEF Code, each year the Supervisory Board devotes an item of the agenda at one of its meetings to a debate on its composition, structure and operation on the basis of a report summarising the responses of each of its members to an individual assessment questionnaire put together by the Compensation and Nominating Committee.

This detailed questionnaire is divided into the following themes:

- (1) assessment of the composition and functioning of the Supervisory Board;
- (2) assessment of the composition and functioning of each of the Board Committees; thus, a section specific to each Committee, allows the members of these Committees to assess their functioning;
- (3) assessment of the personal contribution of the members of the Supervisory Board in which the members of the Supervisory Board assess themselves and assess the contribution of the members during the meetings of the Board as well as the contribution of the Chairpersons of the Supervisory Board and Committees.

The questionnaire includes open-ended questions enabling members of the Supervisory Board to explain their answers and make suggestions for improvement.

All Supervisory Board members completed their questionnaire for the 2021 fiscal year and returned it to the Company.

The results were then presented and discussed by the Compensation and Nominating Committee.

The results of the 2021 assessment showed a positive appraisal of the functioning of the Board and its Committees. As a result, there is a generally very favourable assessment of the functioning of the Board, in which freedom of expression is highlighted as a strength. The Board works in a spirit of cooperation and collegiality, in compliance with the best practices recommended by the AFEP-MEDEF Code.

They also indicated that they were satisfied with the existing assessment system, and the majority of members did not consider it necessary to involve an external body.

For the future, the Supervisory Board has decided to continue the adaptation of its working methods in order to maintain the balance between :

- on the one hand, the control inherent in its supervision and monitoring missions in an increasingly dense regulatory context
- on the other hand, to ensure that the company's managers identify future changes in its environment that can be anticipated and implement the necessary means to ensure its growth and development within a framework that respects its social and environmental obligations

It was decided not to implement the suggestions made by the members of the Board during the 2020 assessment concerning the multiplication of informal meetings of the members of the Board due to the health context, at this stake.

3.3.4. ATTENDANCE RATE OF BOARD MEMBERS

Attendance of members of the Supervisory Board during the 2021 fiscal year

<i>Average attendance</i>	ATTENDANCE AT SUPERVISORY BOARD MEETINGS	ATTENDANCE AT AUDIT COMMITTEE MEETINGS	ATTENDANCE AT COMPENSATION AND NOMINATING COMMITTEE MEETINGS	ATTENDANCE AT ETHICS COMMITTEE MEETINGS
GÉRARD DEGONSE (CHAIRMAN)	100%	N/A	100%	N/A
JEAN-PIERRE DECAUX (VICE-CHAIRMAN)	100%	N/A	N/A	N/A
MICHEL BLEITRACH	100%	N/A	100%	100%
PATRICE CAT *	100%	N/A	N/A	N/A
JEAN-SEBASTIEN DECAUX	100%	N/A	N/A	N/A
JEAN-FRANÇOIS DUCREST **	100%	100%	100%	100%
ALEXIA DECAUX-LEFORT	100%	N/A	N/A	N/A
ROSALINA FERON	100%	N/A	N/A	N/A
BÉNÉDICTE HAUTEFORT	100%	100%	N/A	N/A
HERVÉ HERCHIN ***	100%	N/A	100%	N/A
PIERRE MUTZ ****	100%	100%	100%	100%
MARIE-LAURE SAUTY DE CHALON	100%	N/A	N/A	N/A
LEILA TURNER	100%	N/A	N/A	N/A

N/A: not-applicable

* Member of the Supervisory Board since 30 September 2021

** Member of the Compensation and Nominating Committee since 20 May 2021

*** Member of the Supervisory Board and of the Compensation and Nominating Committee until 30 September 2021

**** Chairman and member of the Compensation and Nominating Committee until 20 May 2021

3.4. THE COMMITTEES

As of 31 December 2021, the Supervisory Board was assisted by three committees:

3.4.1. AUDIT COMMITTEE

MEMBERS				NUMBER OF MEETINGS 4	ATTENDANCE RATE 100 %
	Jean-François Ducrest	Bénédicte Hautefort	Pierre Mutz		
	Chairman-independent member	Independent member			

COMPOSITION

As at 31 December 2021, the Audit Committee is made up of three members: Jean-François Ducrest (Chairman-independent member), Bénédicte Hautefort (independent member), and Pierre Mutz.

Jean-François Ducrest (Chairman) and Bénédicte Hautefort have considerable financial expertise and professional experience, and Pierre Mutz has considerable risk management experience (the profiles and skills of the members of this Committee are presented in detail in section 3.3.2).

Two-thirds of the members of the Committee are independent.

The terms of office of members of the Compensation and Nominating Committee coincide with their terms as members of the Supervisory Board.

DUTIES

The Audit Committee monitors the preparation of financial information and ensures the relevance and consistency of accounting policies applied, especially when in relation to major transactions. It also monitors the effectiveness of internal control and risk management systems and, where applicable, of internal audit procedures relating to the preparation and processing of accounting and financial information.

It examines the risks (particularly financial, legal, operational, social and environmental) and significant off-balance sheet commitments.

It monitors the conditions under which the Statutory Auditors perform their mission by:

- issuing the Supervisory Board with a recommendation on the Statutory Auditors whose appointment or renewal is within the competence of the General Meeting of Shareholders, drawn up in accordance with the provisions of Article 16 of EU Regulation No. 537/2014;
- monitoring the performance by the Statutory Auditors of their engagement; and
- ensuring that the Statutory Auditors comply with the applicable independence criteria.

The Audit Committee approves the provision, by the Statutory Auditors or their network, of services other than the certification of accounts, as mentioned in Article L. 822-11-2 of the French Commercial Code.

OPERATION

The Audit Committee meets at least four times a year, and systematically within a reasonable time before the Supervisory Board meetings called to review the corporate or half-yearly financial statements.

Preparatory meetings on specific topics related to the Committee's work (such as press releases, impairment tests or the review of disputes and risks) are organised prior to these Committees.

To conduct its work, the Audit Committee may call on the assistance of external experts and hear the Group Directors of Finance, Accounting, Treasury, and Internal Audit, the General Counsel, as well as the Statutory Auditors.

For each meeting, a preparatory file is drawn up several days before the meeting and made available on a dedicated digital platform.

At the meeting, each item on the agenda is presented, as applicable, by the Group Chief Financial and Administrative Officer, the Corporate Finance Director, the Consolidation Director, the Group General Counsel, the Director of Internal Audit and/or the Statutory Auditors and is subsequently discussed. Written minutes are drawn up to record the proceedings of Audit Committee meetings. An oral account of the Audit Committee's work is given by its Chairman to the Supervisory Board after each Committee meeting.

WORK

In 2021, the Audit Committee met four times, with a 100% attendance rate by its members.

The following matters were discussed:

- review of the separate financial statements and the annual and half-year consolidated financial statements as well as the review of the accounting policies used
- review of the Group's financial development
- the Statutory Auditors' external audit plan and the review of their additional report
- review of the independence of the Statutory Auditors
- review of litigation and significant legal risks
- the internal audit plan of interventions and actions, risk mapping and internal control
- review of current contracts and agreements with the controlling shareholder and the internal procedure for qualifying related-party and current agreements
- approval of the provision of services other than the certification of financial statements
- Review of the Group cybersecurity policy.

Significant disputes

During the biannual review of litigation and significant risks (notably financial, legal, operational, social and environmental risks) carried out during the fiscal year, no litigation was deemed sufficiently important to have significant effects on the financial position or the profitability of the Company.

3.4.2. COMPENSATION AND NOMINATING COMMITTEE

MEMBERS					NUMBER OF MEETINGS 2	ATTENDANCE RATE 100 %
	Michel Bleitrach Chairman-independent member	Jean-François Ducrest Independent member	Gérard Degonse	Rosalina Feron Member of the Supervisory Board representing employees		

COMPOSITION

As at 31 December 2021, the Compensation and Nominating Committee was composed of four members: Michel Bleitrach (Chairman-independent member), Jean-François Ducrest (independent member), Gérard Degonse and Rosalina Feron (member of the Supervisory Board representing employees).

In accordance with the AFEP-MEDEF Code, no executive corporate officer sits on the Committee which is composed of two thirds of independent members.

The terms of office of members of the Compensation and Nominating Committee coincide with their terms as members of the Supervisory Board.

DUTIES

The Compensation and Nominating Committee reviews all aspects relating to compensation and benefits paid to executive corporate officers, on the basis of which it makes recommendations to the Supervisory Board, and makes recommendations on the amount and terms of allocation of compensation of members of the Supervisory Board. It is also informed of the compensation policy for management.

It also periodically reviews changes in the Supervisory Board's composition so as to propose candidates for new members in line with the AFEP-MEDEF Code.

The Compensation and Nominating Committee each year reviews the succession plan of the members of the Executive Board that it has drawn up to allow it to propose succession solutions to the Supervisory Board in the event of the departure, death or incapacity of members of the Executive Board.

OPERATION

The Compensation and Nominating Committee meets at least twice a year. For each meeting, a preparatory file is drawn up several days before the meeting and made available on a dedicated digital platform.

At the meeting, each item on the agenda is presented and discussed. The Compensation and Nominating Committee may be assisted by specialist external advisors.

With the exception of the Chairman of the Executive Board or the Managing Director and the Chief Financial and Administrative Officer, where applicable, who present to the Compensation and Nominating Committee the achievement by each of the other members of the Executive Board of their qualitative and quantitative targets, as well as any proposals relating to changes in their fixed and variable compensation for the next fiscal year, no other member of the Executive Board attends the Committee meeting pertaining to compensation.

Written minutes are drawn up to record the proceedings of Compensation and Nominating Committee meetings.

An oral account of the Compensation and Nominating Committee's work is given by its Chairman to the Supervisory Board after each Committee meeting. In 2021, in accordance with Article 18.3 of the AFEP-MEDEF Code, members of the Supervisory Board discussed the compensation of executive corporate officers who were not present for this discussion.

WORK

In 2021, the Compensation and Nominating Committee met twice, with a 100% attendance rate.

The following matters were discussed:

- review of the independence of the members of the Supervisory Board
- the questionnaire relating to the assessment of the functioning of the Supervisory Board and its Committees
- review of the Company's policy on professional equality and equal pay
- review of the composition of the Supervisory Board and Committees
- review of the diversity policy applied to members of the Supervisory Board
- review of gender equality objectives within governing bodies
- information on the compensation policy of the main non-corporate officers
- review of the compensation policy for members of the Executive Board and the Supervisory Board
- the fixed and variable compensation of the members of the Executive Board
- the compensation of members of the Supervisory Board and Committees
- review of the succession plan for Executive Board members.

3.4.3. ETHICS COMMITTEE

MEMBERS				NUMBER OF MEETINGS 2	ATTENDANCE RATE 100 %
	Michel Bleitrach Chairman- independent member	Pierre Mutz	Jean-François Ducrest Independent member		

COMPOSITION

As at 31 December 2021, the Ethics Committee was composed of three members: Michel Bleitrach (Chairman - independent member), Pierre Mutz and Jean-François Ducrest (independent member).

DUTIES

The Ethics Committee's remit is to:

- (i) monitor the proper implementation and assess the effectiveness of the ethics system, as well as the application of the Group Code of Ethics
- (ii) establish recommendations, measures and procedures for preventing and detecting acts of corruption and influence peddling
- (iii) establish procedures for the collection of alerts and to protect whistle blowers
- (iv) establish procedures for the fulfilment of the obligations relating to the transparency of relationships between interest representatives and the public authorities
- (v) annually review the provisions of the Company's Corruption Prevention Plan as provided for in Article 17 of French Act No. 2016-1691 of 9 December 2016 on transparency, the fight against corruption and the modernisation of economic life
- (vi) if necessary, take up any question related to the Basic Rules of Ethics laid down in the Group Code of Ethics, namely:
 - prohibition of bribery and influence peddling
 - respect for the rules of free competition, and
 - compliance with the rules on financial and accounting information.
- (vii) to examine, with the most absolute confidentiality, any situation potentially contrary to the Fundamental Ethical Rules which could be brought to its attention in good faith, notably via the internal whistleblowing system, and formulate any recommendations it deems necessary in this respect; and
- (viii) propose any modification of the Group Code of Ethics.

OPERATION

The Committee meets at least twice a year and as often as necessary, depending on the number of alerts received via the internal whistleblowing system or by other means, and brought to its attention. For each meeting, a preparatory file is drawn up several days before the meeting and made available to its members on a dedicated digital platform.

At the meeting, each item on the agenda is presented and discussed.

Within the scope of its powers, the Committee may hear, if it deems it necessary, Board Members, the Group General Counsel, the Director of Internal Audit or any other person it may designate.

WORK

In 2021, the Ethics Committee met twice, with a 100% attendance rate by its members.

The following matters were discussed:

- Review of reports received via the internal alert system at Group or subsidiaries level
- review of reports and potential breaches of the Fundamental Ethical Rules set out in the Group Code of Ethics
- adoption of a specific internal procedure for gifts and invitations in accordance with AFA recommendations

The Committee examined three reports involving employees in Europe and Latin America : two were closed after internal investigation and only one was the subject of a specific action plan after a rigorous investigation.

Moreover, five reports not falling within the competence of the Committee were either redirected to the Group Vigilance Committee or rejected for lack of purpose in relation to the missions of the Ethics Committee or the Group Vigilance Committee.

3.5. CHANGE IN THE COMPOSITION OF THE BOARD AND COMMITTEES

Changes in the composition of the Supervisory Board and its Committees in the 2021 fiscal year

SITUATION AS OF 31 DECEMBER 2021	DEPARTURE	APPOINTMENTS	RE-APPOINTMENTS
SUPERVISORY BOARD	Hervé Herchin (member of the Supervisory Board representing the employees)	Patrice CAT (by the Social and Economic Committee on 30/09/2021)	Jean-François DUCREST (on 20/05/2021 for three years) Michel BLEITRACH (on 20/05/2021 for one year) Jean-Pierre DECAUX (on 20/05/2021 for one year) Pierre MUTZ (on 20/05/2021 for one year)
AUDIT COMMITTEE			Jean-François DUCREST as Chairman (on 20/05/2021 for three years) Pierre MUTZ (on 20/05/2021 for one year)
COMPENSATION AND NOMINATING COMMITTEE	Pierre MUTZ	Jean-François DUCREST (on 20/05/2021 for three years)	Michel BLEITRACH as Chairman (on 20/05/2021 for one year)
ETHICS COMMITTEE			Michel BLEITRACH as Chairman (on 20/05/2021 for one year) Pierre MUTZ (on 20/05/2021 for one year) Jean-François DUCREST (on 20/05/2021 for three years)

The terms of office as members of the Supervisory Board of Gérard Degonse, Michel Bleitrach, Jean-Pierre Decaux, Pierre Mutz and Alexia Decaux expire at the end of the General Meeting of Shareholders of 11 May 2022.

In application of the diversity policy, the General Meeting of Shareholders of 11 May 2022 will be asked to renew the following terms of office:

- Gérard Degonse, for a period of one year*
- Michel Bleitrach, for a term of one year*
- Jean-Pierre Decaux, for a term of one year*
- Alexia Decaux, for a term of three years
- Pierre Mutz, for a term of one year*

(Michel Bleitrach, Jean-Pierre Decaux and Pierre Mutz are aged 75 or over and their term of office is annual, in accordance with Article 16 of the articles of association).

3.6. GENDER DIVERSITY WITHIN GOVERNING BODIES

3.6.1. DIVERSITY POLICY

As part of its efforts to achieve a more balanced gender representation within the Company's total workforce, including at its highest level, the JCDecaux Executive Board, the Compensation and Nominating Committee and the Supervisory Board approved an ambitious plan at the end of 2020, to increase the number of women in its Executive Management Committees (the "Gender Balance Plan").

The concrete and pragmatic Gender Balance Plan, rolled out from 2021, acts both on the Company's culture and the management of the appointment process, in order to improve the representation of women at the highest levels of the Company.

The Gender Balance Plan, rolled out at Group level to ensure a coherent global approach, also includes action levers adapted at a local level to ensure that they are adapted to the practices of the countries in which the Group operates.

The Gender Balance Plan is structured around two objectives:

- Achieve and maintain an average female representation rate in Executive Management Committees equal to or greater than 40% by 2027 at Group level.
- Deploy a Gender Balance Policy at Group level structured around two sub-objectives:

1. 100% of employees and managers with access to the JCDecaux Academy educated on stereotypes and prejudices by 2022
2. Present one female application, whenever possible, for each of the management position filled from 2021.

The governing bodies concerned by the Plan are: the Executive Board of JCDecaux SA, the Executive Committees of the central "Corporate" departments of JCDecaux SA supporting the Group's operations throughout the world, the Executive Committees (or equivalent) of the entities in the countries that constitute more than 80% of the Group's adjusted revenue in a given year.

It should be noted that the percentage of women in JCDecaux's governing bodies stood at 33% in 2021, and is stable compared to 2020.

The percentage of women in management bodies was included in the "ESG" criteria for executive variable compensation in 2021.

3.6.2. RESULTS IN TERMS OF GENDER BALANCE IN THE TOP 10% OF POSITIONS OF RESPONSIBILITY

For the 10% senior management positions with more responsibility, the Company uses as a reference all the beneficiaries of performance shares (apart from the members of the Executive Board), where the proportion of women is 29.2% (93 women among the 318 aforementioned beneficiaries) in 2021.

As a reminder, in 2020, the Company used as a reference all beneficiaries of stock options (excluding members of the Executive Board) and the proportion of women was 26.2% (86 women among the 328 beneficiaries).

This change of reference seems relevant to the Company and is explained by the fact that on 23 July 2021, the Executive Board made use of the authorisation granted by the Combined Extraordinary and Ordinary General Meeting of Shareholders of 20 May 2021 pursuant to the 27th resolution, and decided to allocate bonus shares to certain non-executive employees.

3.7. ETHICS OF MEMBERS OF THE EXECUTIVE BOARD AND THE SUPERVISORY BOARD

Conflicts of interest

The Rules of Procedure of the Supervisory Board contain detailed provisions designed to prevent conflicts of interest. They provide that:

- the members of the Supervisory Board establish each year a sworn statement, in order to prevent conflicts of interest on the existence or not of a situation of conflict of interest or even a potential one
- the members of the Supervisory Board must also inform the Board of any conflict of interest to which they may be subject at the time of each vote, independently of their annual statement
- in cases where they cannot avoid being subject to a conflict of interest, they refrain from attending the discussion or from taking part in any decision on the matters concerned
- the Committees shall take specific action to prevent any conflicts of interest: one of the Compensation and Nominating Committee's primary duty is to provide recommendations concerning the composition of the Supervisory Board, notably in light of the composition of, and changes in, the Company's shareholding structure and the existence of potential conflicts of interest. During the examination of the financial statements, the Audit Committee investigates material transactions where a conflict of interest may have occurred.

In addition, to the best of the Company's knowledge and at the time of writing:

- there is no conflict of interest between the duties of any members of the Executive Board or the Supervisory Board with respect to the Company and their private interests or other duties
- there are no arrangements or agreements with major shareholders, customers or suppliers whereby one of the members of the Company's Executive Board or Supervisory Board has been selected as such
- the members of the Executive Board or the Supervisory Board have not accepted any restrictions concerning the sale of their stake in the Company's share capital.

Nature of family ties between members of the Executive Board and the Supervisory Board

Jean-Pierre Decaux, Vice-Chairman of the Supervisory Board, is the uncle of Jean-Charles Decaux, Chairman of the Executive Board and Jean-François Decaux, Managing Director.

Jean-Sébastien Decaux, member of the Supervisory Board, is the brother of Jean-Charles and Jean-François Decaux.

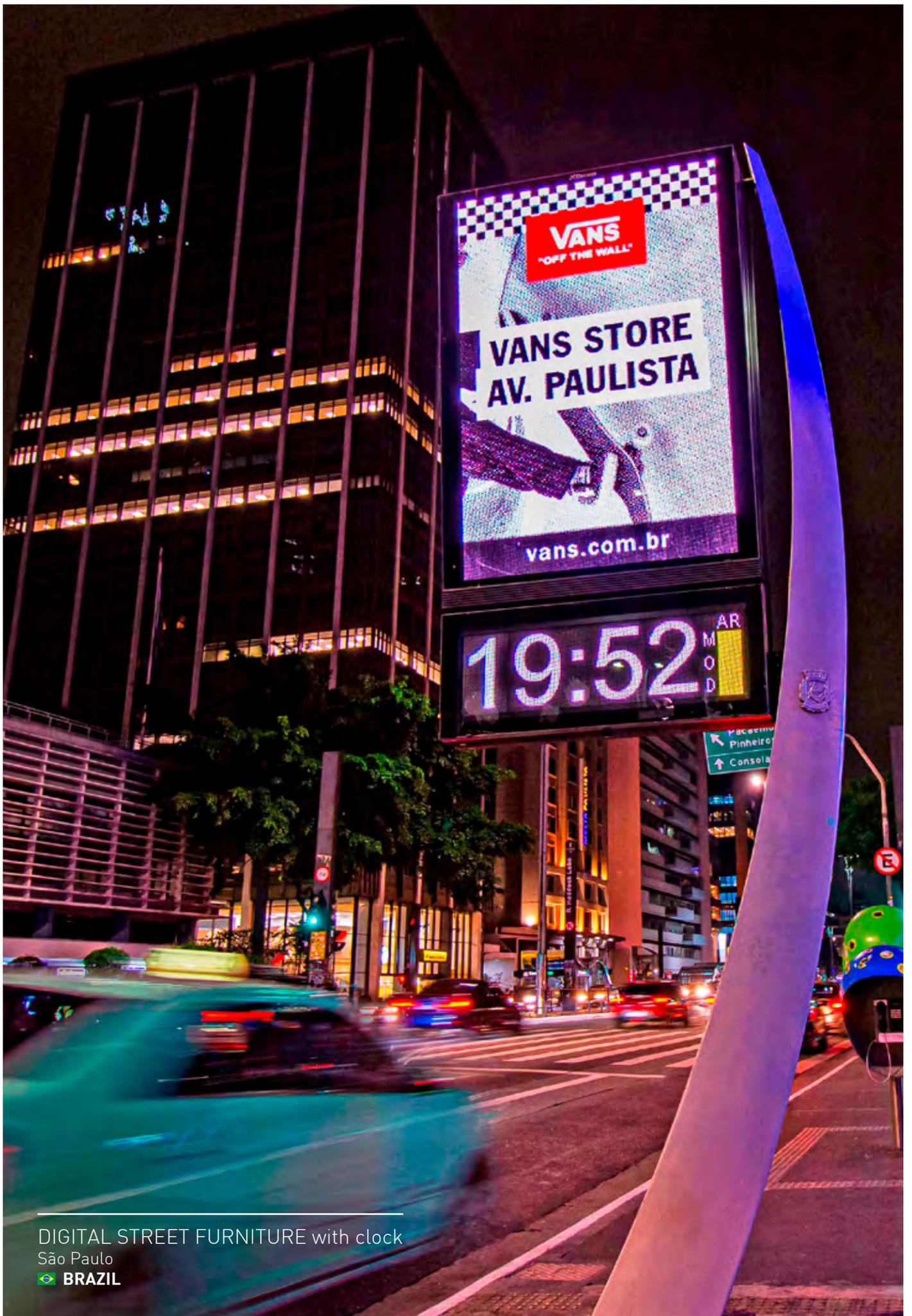
Alexia Decaux-Lefort, member of the Supervisory Board, is Jean-François Decaux's daughter.

Convictions

Each year, the members of the Supervisory Board report to the Company any convictions that may have been handed down to them in the last five years.

To the Company's knowledge, over the past five years, none of the members of the Executive Board or the Supervisory Board:

- has been convicted of fraud
- has been incriminated or publicly sanctioned by any regulatory or statutory authority
- has been disqualified by a court from holding a position as a member of an administrative, management or supervisory body, or from acting in the management or conduct of the affairs of a company
- has been associated, as a member of an administrative, management or supervisory body, with any bankruptcy, receivership or liquidation or court-ordered administration of a company.



DIGITAL STREET FURNITURE with clock
São Paulo
BRAZIL

4

RISK FACTORS AND INTERNAL CONTROL

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4.1. RISK MANAGEMENT POLICY

4.1.1. IDENTIFICATION OF RISKS

To ensure continued business development, the Group must constantly ensure the identification, prevention and proper control of the risks to which it is exposed.

Since 2010, the Group has carried out an annual risk mapping that lists the main risks related to the whole Group's activities (including its subsidiaries), including those initiated by its business relationships, products and services.

THE APPROACH IS BASED ON THE IDENTIFICATION AND ASSESSMENT OF RISKS ACCORDING TO THREE CRITERIA: IMPACT, PROBABILITY OF OCCURRENCE AND ESTIMATED LEVEL OF CONTROL

Thus, each year, the risk mapping is structured around several working groups led by the Internal Audit Department:

- a working group comprising the Group's main Central Directors: Corporate Legal, Finance, Information Systems, Sustainable Development, Investor Relations, the Design Office, Tax, Mergers & Acquisitions, International Operations, Purchasing and Human Resources - International Projects;
- several working groups composed of Country Directors or Zone Managers: all the Group's regions are represented;
- working groups comprising Financial, Legal or Compliance Directors at Country or Area level.

This "Bottom Up" approach makes it possible to identify risks by activities and processes. Each of the risks identified is assessed by the Central Directors (with a functional perspective) and by the Country Directors (with an operating sensitivity and perspective).

Based on the results of the mapping, the risks defined as "major" are the subject of a detailed sheet. More specifically, the detailed extra-financial risk sheets describe the risk, the controls to be adopted, the person responsible, the policies and action plans to be undertaken, and the monitoring to be implemented. They are established in conjunction with the functions in charge of the operational monitoring of the major risks identified and ensure that appropriate action plans are undertaken.

In addition, an annual self-assessment is requested from each of the subsidiaries on the basis of major risks, and its results are monitored at each on-site audit carried out by Internal Audit. Each year, the latter draws up its audit plan, which includes on-site audits and remote controls.

The Executive Board and the Audit Committee regularly monitor the identification and assessment of risks and report to the Supervisory Board.

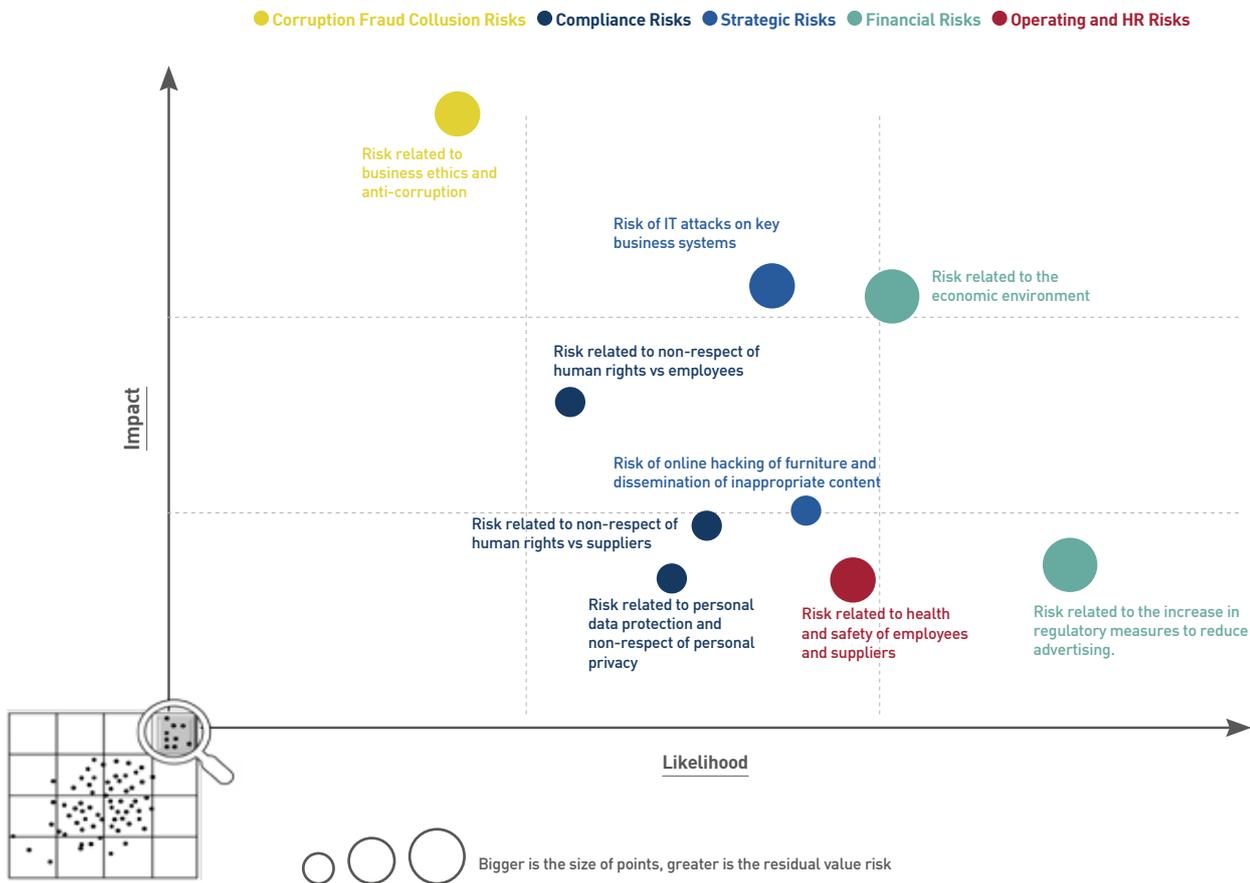
4.1.2. RISK FACTORS

The Group faces a number of internal and external risks that may affect its business, its financial position or whether it achieves its objectives.

As specified in the previous chapter, in accordance with the European Regulation of 14 June 2017, the Group ranks each of the risks identified as specific and material, and then groups them into six major risk categories, which include the main risks dealt with in the Declaration of Extra-Financial Performance.



As part of its 2021 risk review, the Group has identified 106 risks, which the main ones are detailed in the following chapters. The most significant risks are presented in the chart below:



The procedures implemented within the Group for risk management are presented on page 153 of the present document.

4.1.2.1. Risks related to the Group's business

4.1.2.1.1. Focus Covid-19

Since the start of the pandemic, JCDecaux has had to face many challenges covered by several mapping risks:

- General issues:
 - Risk related to the deterioration of the economic environment (major risk detailed below)
 - Risk related to the decline in urban audiences and in the means of transport.
- Numerous operational challenges:
 - Risk related to unavailability / restrictions on access to company premises or facilities
 - Risk related to the implementation of new working conditions and associated safety issues.

- Human issues:
 - Risk related to events that could endanger the lives of employees
 - Risk related to the inability to manage psychological risks and ensure the well-being of teams (following a crisis).
- Financial challenges:
 - Risk related to the default of key customers
 - Risk of liquidity shortage.

The Group has implemented specific actions related to each of these challenges.

4.1.2.1.2. Category: Fraud, Corruption, Collusion

In this category, the Group has identified risks relating to business ethics at various stages of the value chain: in relations with its customers (advertisers, agencies, etc.), with its contracting authorities (cities, local authorities, transport management companies, etc.) or with its suppliers. The risk related to non-responsible tax practices is also included in this category.

The main risk relating to this family is a risk addressed under the Statement of Non-Financial Performance: this is the risk related to business ethics and the fight against corruption.

Risk Factor	IMPACT	LIKELIHOOD	NET RISK ASSESSMENT
4.1.2.1.2. CORRUPTION FRAUD COLLUSION RISKS			
Risk related to business ethics and anti-corruption [DEFP]	***	**	**

Risk presentation

The Group’s activity is closely linked to the quality and integrity of relations with contracting authorities (cities, local authorities, transport management companies, etc.). Its reputation and its history of integrity are essential elements in its business, and helps them access various public and private contracts.

Ethical business conduct is also a key factor in preserving long-term relationships with the Group’s advertisers and partners, and in maintaining its reputation for excellence in the market.

JCDecaux is also particularly vigilant in respect of business ethics when making acquisitions, particularly in countries deemed sensitive in terms of corruption.

Risk management

In 2001, the Group published a Code of Ethics setting out the principles and ethical rules to be followed in conducting the Group’s business.

The Code was reviewed in 2018, as part of the implementation of the Sapin II Law in France, and is communicated to all the Group’s companies and employees.

The Code of Ethics, its method of distribution and the Ethics Committee that oversees its proper implementation, are presented on pages 85 and 86 of the present document.

All information concerning the risk monitoring and management related to business ethics and the fight against corruption is available in the “Maintain ethical conduct and fight against corruption” on page 84 of the present document.

4.1.2.1.3. Category: Risks of compliance with laws and regulations

Several major risks, dealt with in the Declaration of Extra-Financial Performance, fall within this category:

Risk Factor	IMPACT	LIKELIHOOD	NET RISK ASSESSMENT
4.1.2.1.3. COMPLIANCE RISKS			
Risk related to non-respect of human rights/employees [DEFP]	***	**	*
Risk related to non-respect of human rights/suppliers [DEFP]	***	***	*
Risk related to personal data protection and non-respect of personal privacy [DEFP]	***	***	*

RISK RELATED TO NON-RESPECT FOR HUMAN RIGHTS/EMPLOYEES [DEFP]

Risk presentation

The JCDecaux Group operates in more than 80 countries, and 25% of the Group's FTEs are located in countries that have not ratified all the Fundamental Conventions of the International Labour Organization. However, all employees of the Group should have their fundamental human rights respected, as stated in the JCDecaux International Charter of Fundamental Social Values.

Risk management

All information concerning the monitoring and management of human rights risks is available in the chapter "Guarantee respect for fundamental social values", on page 73 of the present document.

RISK RELATED TO NON-RESPECT OF HUMAN RIGHTS/SUPPLIERS [DEFP]

Risk presentation

Suppliers are at the heart of the Group's quality processes. JCDecaux has chosen to entrust the production of its products and solutions to trusted third parties. Some of these suppliers are located in countries that have not ratified all the Fundamental Conventions of the International Labour Organisation. However, JCDecaux requires its suppliers to comply with these international standards through its Supplier Code of Conduct, whose ratification is required.

Risk management

All information concerning the monitoring and management of these risks is available in the chapter "Maintain ethical conduct and fight corruption - Managing our supplier relationships" on page 86 of the present document.

RISK RELATED TO PERSONAL DATA PROTECTION AND NON-RESPECT OF PERSONAL PRIVACY [DEFP]

Risk presentation

In the digital and connected age, data are at the core of JCDecaux's business lines. In the course of its business, which among other things covers Wi-Fi access, self-service bicycles, commercial relations, events, websites, and interactive advertising processes and campaigns, JCDecaux may collect and process personal data relating to thousands of third parties. It is its responsibility to guarantee to protect the privacy and personal data of each of these parties, as well as their rights under applicable law.

- Group policies and procedures dedicated to the personal data protection have been published and implemented across all the entities
- training initiatives (digital learning) have been carried out to raise awareness of these issues among all personnel
- In order to ensure the security of the Information Systems, a Chief Information Security Officer, assisted by a network of regional correspondents and Information Security Managers present in each of the Group's countries, implements JCDecaux's IT Security Policy.

Risk management

In order to reduce the risk associated with non-responsible processing or data breaches, JCDecaux has set up a dedicated system:

- a specific governance structure has been put in place: formation of a "GDPR" steering committee, appointment of a Data Protection Officer (DPO) or Privacy Manager at each subsidiary located within the EU, involvement of the Legal Department in each non-EU country

All information concerning the monitoring and management of these risks is available in the chapter "Ensure that personal data is protected", on page 89 of the present document.

4.1.2.1.4. Category: Financial risks

As a result of its business, the Group may be exposed to varying degrees of financial risks (especially liquidity and financing risk, interest rate risk, foreign exchange rate risk and risks related to financial management, in particular, counterparty risk). All information regarding financial risks is available in the section “Notes to the consolidated financial statements”, pages 260 to 329 of the Universal Registration Document.

The two main risks identified in this family are as follows:

Risk Factor	IMPACT	LIKELIHOOD	NET RISK ASSESSMENT
4.1.2.1.4. FINANCIAL RISKS			
Risk related to the economic environment	***	**	***
Risk related to the increase in regulatory measures to reduce advertising	***	***	***

RISK RELATED TO THE ECONOMIC ENVIRONMENT

Risk presentation

In the event of a worldwide recession, the advertising and communications sector is quite susceptible to business fluctuations as many advertisers may cut their advertising budgets.

The economic crisis following the Covid-19 health crisis is a perfect illustration of this risk of a sudden and unpredictable downturn in the markets.

The Group must also deal with the cyclical nature of the advertising market. Our line of business is strongly linked to changes in the GDP in the countries where the Group operates. A significant increase or downturn in the economic activity of a country may substantially impact the Group’s business and revenue.

Risk management

The Group’s operations in geographically diverse markets minimise the impact of a possible across-the-board decline in the sector, since reactions are disparate and occur at different times on markets in the various countries where it operates. The breakdown of revenue by geographic area is presented on page 10 of the Universal Registration Document.

The Group management and its Finance Department are particularly attentive to cost structures, and adopt action plans to maintain the Group’s profitability.

RISK RELATED TO THE INCREASE IN REGULATORY MEASURES TO REDUCE ADVERTISING

Risk presentation

As a rule, the outdoor advertising industry is subject to significant government regulation at both the national and local level in the majority of countries where the Group operates, relating to the type (analogue/digital display), luminosity, density, size and location of billboards and street furniture in urban and other areas.

Local regulations, however, are generally moving in the direction of reducing the total number of advertising spaces, and/or reducing their size, and local authorities are becoming stricter in applying existing law and regulations. Some advertising spaces, particularly billboards, could therefore have to be removed or relocated in certain countries in the future.

Risk management

In France, where regulatory pressure is strong and long-standing (notably via the Local Advertising Regulations which regulate outdoor facilities), JCDecaux has a dedicated organisation and skills (via the Institutional Relations Department, the Regulatory Coordination Department and a Public Affairs Unit composed of

specialised lawyers) to oversee the application of regulations and monitor any changes in them, in order to anticipate and better manage this risk.

In our other regions, we have not identified any similar pressure at this stage requiring the implementation of an organisation similar to the one present in France.

In addition, with regard to the environment, the main subject of legislative proposals, the Group has taken numerous measures for several years. JCDecaux is the only company in the outdoor advertising sector worldwide to have joined the RE 100 in 2019 (international coalition of companies committed to the 100% renewable energy objective). In 2021, JCDecaux was maintained at the “Leadership” level of the CDP (Carbon Disclosure Project) and is part of the prestigious List A, as in 2019. The Group is also referenced in terms of extra-financial performance in the FTSE4Good index and the MSCI ranking. For many years, the group has been mobilised in terms of environmental commitment, and in 2021 will contribute to collective carbon neutrality for its France subsidiary.

4.1.2.1.5. Category: Strategic risks

Through its activity, the Group may be confronted with several strategic risks: the ability to address changes in business models or the sudden drop in audiences are just some of them, as is the treatment of climate and environmental risks. The main risks of this family are as follows:

Risk Factor	IMPACT	LIKELIHOOD	NET RISK ASSESSMENT
4.1.2.1.5. STRATEGIC RISKS			
Risk of it attacks on key business systems	***	***	**
Risk of online hacking of furniture and dissemination of inappropriate content [DEFP]	***	***	*

CYBER-ATTACK ON THE COMPANY'S MAIN SYSTEMS

Risk presentation

The Group uses complex information systems to support its commercial, industrial and management activities. The main risks are related to the integrity and maintenance of the operational capacity of its systems.

Risk management

The Group's information systems are protected on several levels: data centres are secured, access to software controlled and our billboard systems audited. These protections concern in particular the computer platform used for the preparation and dissemination of digital advertising campaigns. This platform relies on a private network and is operated by the JCDecaux teams in accordance

with strict end-to-end control and audit rules. It is monitored 24/7 in order to detect and deal with any operational anomalies in real time.

In addition, business recovery plans aimed at ensuring the continuity of our operations are tested several times a year. Moreover, in order to improve the security of IT systems on a continuous basis and to limit the consequences of any malfunctions, the various risks (incidents affecting data centres, failure of equipment or telecommunications systems, security breaches, human error, etc.) are regularly assessed. Based on these assessments, the resources in place are strengthened and/or new protective measures developed to clamp down on any attempted security breaches, disclosure of confidential information, data loss or corruption, loss of traceability, etc.

RISK OF ONLINE HACKING OF STREET FURNITURE AND DISSEMINATION OF INAPPROPRIATE CONTENT [DEFP]

Risk presentation

Operating in more than 80 countries, JCDecaux has a digital presence in 63 of these through almost 30,000 street furniture assets. Any external or internal attempt to access the digital screens of the Group's street furniture in order to advertise uncontrolled messages is a major risk, which could affect its results as well as its reputation and its ability to provide a credible digital offering to advertisers. The main risks identified include vandalism or service disruptions. The more offensive and harmful the messages disseminated, the more serious the impacts will be. With the increasing digitisation of its businesses, securing access to the Group's network, computer systems and data is a priority to protect the value of the Company.

Risk management

JCDecaux has implemented a comprehensive IT policy in place for several years to protect itself against the risk of attempts to hack its digital content. Under the Corporate responsibility of the Infrastructure Department, a robust IT security policy has been put in place, with the deployment of architecture principles at Group level and applicable in all countries, as well as 24/7 monitoring and surveillance tools, notably via a SOC provided by Thales, operating procedures and guides, control systems (audits, vulnerability tests, etc.), cybersecurity monitoring work, in order to ensure the coverage of all identified risks.

All information concerning the monitoring and management of these risks is available in the chapter "Safeguard our digital furniture to the highest possible degree", on page 55 of the present document.

4.1.2.1.6. Category: Operating Risks & HR

In this category, the Group has identified the operating risks related to these various activities (in particular when selling advertising spaces or during bill-posting, cleaning and maintenance activities). This category deals in particular with risks related to the development of human capital, the risk of harassment or the risk of losing a key employee of the Company.

The main risk relating to this family is a risk covered by the Statement of Non-Financial Performance.

Risk Factor	IMPACT	LIKELIHOOD	NET RISK ASSESSMENT
4.1.2.1.6. OPERATING & HR RISKS			
Risk related to health and safety of employees and suppliers [DEFP]	***	***	**

Risk presentation

There are more than 400 different skills within JCDecaux, from the design of street furniture to the marketing of advertising space, not forgetting the upkeep and maintenance of furniture and advertising spaces. Operational and field staff, which represented approximately 51% of the Group’s total workforce in 2021, are more exposed to the risks of accidents and incidents through their activities. These may include working at height, the use of electricity or the proximity to electrical equipment, road driving or work close to roads or railways, work in places where the “density” of the public is considerable (airports, railway stations, metro systems, pavements, etc.).

Risk management

All information concerning the monitoring and management of these risks is available in the chapter “Promote an exemplary Health & Safety culture” on page 76 of the present document.

4.1.2.1.7. Category: Exogenous risks

This category includes all the risks related to natural disasters or to external social, political or epidemiological factors.

The Group has operations in many countries and is therefore exposed to the effects of such events.

For instance, in 2019, the Group had to cope with the social protest in Hong Kong and a number of Latin American countries, including Chile.

The Covid-19 crisis had a significant impact on the Group in 2021, in terms of the safety of its employees, the organisation of its Supply Chain and, ultimately, in terms of commercial performance. Thus, from the start of the health crisis, the Group took a series of measures, as part of a business continuity plan, to protect its employees (especially in particularly sensitive areas) but also to ensure, as far as possible, the commitments made to its advertisers and clients).

Additional elements to our financial reports published on 17 March 2022:

Following the outbreak of the war between Russia and Ukraine in February 2022, it should be noted that the JCDecaux Group has no activity in Russia since the sale in 2020 of its 25% stake in Russ Outdoor and has a limited direct exposure to Ukraine. In 2021, revenue in Ukraine of the JCDecaux Group were €3.4 million through its BigBoard joint-venture (50% ownership). Ukraine represents €1.4 million in the total net assets of the Group (including currency effects that would be recognised in profit or loss if we lose control) as of 31 December 2021. The Group remains very attentive to the situation in Ukraine and to the consequences of this war on the global economy and on financial markets.

The Group considers that this presentation covers the main significant risks.

Risks deemed insignificant but presented in accordance with Article 173 of the Energy Transition Act of 17 August 2015 are described under “Our social, societal and environmental responsibility” on page 25 of the present document.

4.2. INSURANCE AND RISK COVERAGE

Insurance Policy

Given the similarity of the Group’s operations in the various countries, its strategy is to cover essential risks centrally under worldwide insurance policies taken out by JCDecaux SA with major international insurers. This is particularly so for risks of damage to property and operating losses, as well as for public liability risks for Group companies and corporate officers.

This strategy enables us both to obtain a significant level of coverage on the basis of worldwide premium rates, but also to ensure that the degree of coverage and deductibles applicable to our companies, both in France and elsewhere, is consistent with the potential risks that have been identified and with our Group strategy for risk coverage.

The Group may also obtain local and/or specific coverage to comply with locally applicable laws and regulations or to meet specific

requirements. Purely local risks, such as covering risks associated with motor vehicles, are covered by each country, under its responsibility.

For essential risks, worldwide coverage is used when there are different conditions and/or limits, or when local guarantees are insufficient.

The insurance management policy is to identify major catastrophic risks by assessing those which would have the most significant consequences for third parties, employees and for the Group.

All material risks are covered under a worldwide Group insurance programme with self-insurance provided only in respect of frequent risks. Accordingly, to obtain the best value for insurance costs

and have full control over risks, the Group self-insures through insurance deductibles, for recurring operating risks and mid-range or low-level risks, essentially through Business Interruption/Casualty, Third-party Liability and Vehicle Fleet policies.

As a matter of policy, the JCDecaux Group does not obtain coverage from insurers unless they have very high credit rating.

The policy described above is provided as an illustration of a situation at a given time, and may not be considered as representative of a permanent situation. The Group's insurance strategy may change at any time depending on the occurrence of insurable events, the appearance of new risks or market conditions.

4.3. INTERNAL CONTROL AND RISK MANAGEMENT

The Director of Internal Audit, together with the Group General Counsel, compiled the report on internal control and risk management procedures introduced by the Company, and reported on it to the Audit Committee and to the Chairman of the Supervisory Board.

The Company's internal control process refers to the reference framework applicable to the internal control plan, supplemented by the Application Guide drawn up under the aegis of the Autorité des Marchés Financiers (French Financial Markets Authority).

This information was presented to the Executive Board which considered it compliant with the plans existing in the Group. It has also sent it to the Statutory Auditors for them to draw up their own report as well as to the Audit Committee and Supervisory Board.

4.3.1. OBJECTIVES OF THE INTERNAL CONTROL SYSTEM

Policies in place within the Group aim to ensure that its activities and the behaviour of its members comply with laws and regulations, internal standards and applicable best practices, as part of the objectives set out by the Company, in order to preserve Group assets, that the financial and accounting information sent both internally and externally provide a true picture of the situation of Group activity and comply with current accounting standards.

Generally, the Group's internal control system should help to control its activities, the efficiency of its transactions and the effective use of its resources.

As with any control system, it cannot, however, provide an absolute guarantee that such risks have been completely eliminated.

Group Internal control system procedures apply to controlled entities and joint ventures and do not apply to non-controlling interests. These procedures result from an analysis of the main operating and financial risks related to the business of the Group and its subsidiaries, including the risks created by its business relationships, products and services.

They are circulated to the personnel concerned and their implementation lies with the Group's operational departments. The Internal Audit Department is responsible for verifying compliance with the procedures adopted and identifying any weaknesses in such procedures.

4.3.2. GENERAL ORGANISATION AND INTERNAL CONTROL SYSTEM PROCEDURES

4.3.2.1. Risk management

The control environment is an important factor in the management of Group's risks.

The main Departments involved in the internal control system

This control environment is based on Operational Departments (Territories and Institutions, Trade and Development, International Operations, Purchasing and Human Resources – International Projects) and Functional Departments (Internal Audit, Group Legal, Corporate Financial Services, Information Systems, Quality Control and Sustainable Development).

Since its initial public offering in 2001, the Company has sought to strengthen the internal control system and develop a culture of risk management. The Internal Audit Department was created in 2004.

It now reports directly to the Chairman of the Executive Board and the Chairman of the Audit Committee.

The Internal Audit Department checks the compliance, relevance and effectiveness of the internal control procedures as part of the audits that it performs in Group entities according to a schedule presented to the Group's Audit Committee. This schedule is monitored by the Audit Committee. The Internal Audit Department's work is based on audits and operating methods that are constantly reviewed and improved. The audits' conclusions are sent to the Executive Board and systematically followed up where necessary. This work and the conclusions are communicated to and exchanged with the Statutory Auditors.

Following the Covid-19 pandemic, the internal audit was unable, in 2020, to carry out the audit plan as initially planned, but as of March 2020, the internal audit proposed to the Audit Committee and the Executive Board to set up remote controls: Controls are carried

out on the business processes presenting the highest risks, making it possible to verify compliance with internal control procedures.

The Legal Department identifies all significant litigation and legal risks for all of the Group companies (type, amounts, proceedings, level of risk) and tracks and monitors these on a regular basis, comparing this information with the information held by the Corporate Financial Services Department and reporting back to the Executive Board, the Audit Committee and the Statutory Auditors twice a year.

The Corporate Financial Services Department tracks the trend in performance of the French and foreign subsidiaries on the basis of the information they report, prepares comparisons among subsidiaries, and carries out specific analyses of costs and investments. Within the Corporate Financial Services Department, a Group of controllers is responsible for the financial monitoring of our foreign subsidiaries. The Finance Directors of the subsidiaries meet on a regular basis to analyse and discuss technical and ethical developments and their responsibilities in terms of controls.

With regard to internal control, the work of the IT Department involves four major areas: securing data and information, harmonising systems, hosting systems and the disaster recovery plan.

The Quality Control and Sustainable Development Departments constantly monitor any changes to standards and regulations within its areas of expertise, and advises, supports, facilitates and raises awareness among the Group's subsidiaries. It guarantees the management of extra-financial risks, and co-constructs policies, action plans and key performance indicators with the associated Operational and Functional Departments. It reports on the maturity of the Group's extra-financial performance in its annual report. For more information please consult the "Our social, societal and environmental responsibility" chapter on page 24 of the present document.

A system of delegations

The Group's operating structure is based on fully operational subsidiaries in France and in other countries where it operates, whose general management is vested by law with all the necessary powers.

Nevertheless, the Executive Board has adopted a system of delegating more specific powers according to function. This system is constantly reviewed and updated to adapt it to changes in the Group's organisation.

In areas of particular sensitivity for the Group, the Executive Board has limited the commitment powers of its French and foreign subsidiaries.

A uniform Group procedure for signing and validating private and public contracts

A Group procedure was established at the beginning of 2011 and updated in 2015 and 2018 in order to strengthen controls and harmonise the handling of certain contracts (so-called "qualified" contracts) binding the Group. Qualified contracts now need to be signed off by two specified people from among a very limited number of identified persons, thus ensuring that these contractual commitments have been inspected and validated by people with different competencies and good knowledge of contractual commitments. In any event, other contracts must be signed by two persons. This procedure applies to all subsidiaries and joint ventures

managed by JCDecaux SA or which JCDecaux SA is responsible for managing. When the financial statements are closed, the Managing Directors and Finance Directors of the subsidiaries are asked to sign letters confirming that this procedure has been applied or to explain why this is not the case.

Internal control bodies

The Executive Board is heavily involved in the internal control system. It exercises its control as part of its monthly meetings. It also refers to existing reports (particularly the work of the Corporate Finance and Administration Department).

The Supervisory Board exercises its control over the Group's management by referring to quarterly reports of the Executive Board's activity that are sent to it and the work of the Audit Committee according to the terms already set out (minutes, reports, etc.).

The Group believes that it has a strong and coherent internal control system, well adapted to the business. However, it will continue to evaluate the system on a regular basis and make any changes deemed necessary.

4.3.3. INTERNAL CONTROL SYSTEM PROCEDURES RELATING TO THE PREPARATION AND PROCESSING OF FINANCIAL AND ACCOUNTING INFORMATION

Process for producing and consolidating financial statements

The process for producing JCDecaux SA's financial and accounting information is intended to provide members of the Executive Board and operating managers with the information they need to manage the Company and its subsidiaries, to enable statutory accounting consolidation, to manage the business through reporting and the budget and to ensure the Group's financial communications.

This process is organised around three cycles: budget, reporting and consolidation. These three cycles apply to all Group legal entities and follow an identical format (scope, definitions, treatment) set out in the "Finance Manual". This manual contains all the current accounting and management principles, rules and procedures applicable within the Group:

- the budget is prepared in autumn and covers closing forecasts for the end of the fiscal year in progress, and the budget for year Y+1. Pre-approved by the Executive Board in December and validated in April Y+1, it is sent out to the subsidiaries following this final validation. In addition to strategic and commercial information, the budget includes an operating income account and a use-of-funds statement prepared according to the same format as the consolidated financial statements
- reporting is carried out at the end of March, May, June, August, September, November and December. It has several parts: an operating statement, investment monitoring, cash reporting and headcount monitoring. In addition to the usual comparisons with previous periods and the budget, the reporting includes an update of the closing forecasts for the current fiscal year
- the consolidated financial statements are prepared at the same frequency as this reporting, and those of each half-year are disclosed to the market. They include an income statement, a statement of financial position, a cash flow statement and, for those disclosed to the market, the notes to the financial statements.

Consolidation is centralised (no consolidation cut-off)

- Revenue is monitored monthly, including performance to date and quarterly forecasts for the current fiscal year.

All of these cycles are under the responsibility of the following Departments within the Corporate Finance and Administration Department:

- the Corporate Financial Services Department, consisting of a Consolidation Department, a Planning and Control Department, in charge of the budget, reporting and international management control, a Treasury Department and an Administration and Management Unit for the Group's reporting system
- the Tax Department.

The Executive Officers who head these Departments have global and interdivisional responsibility for all subsidiaries. The Group Chief Financial and Administrative Officer has functional authority over the Finance Directors of all of the subsidiaries.

When the financial statements are closed mid-year and at the end of the year, the Managing Directors and Finance Directors of the subsidiaries jointly sign "letters of confirmation", which are sent to the Director of Corporate Financial Services. The financial statements are audited twice a year by the Statutory Auditors, in connection with the annual closing (full audit) and half-year closing (limited review) of the consolidated financial statements and company accounts of JCDecaux SA.

As part of the annual year-end closing, subsidiaries within the scope of consolidation are audited. For the half-year closing, targeted audits are conducted on key subsidiaries.

Process for managing published financial information

Apart from the Chairman of the Executive Board, only duly empowered persons are authorised to communicate financial information to the market. This means, in particular, the Deputy Managing Director and all members of the Executive Board, the Communications Department, and the Investor Relations and Financial Communication Department.

Thanks to the contribution of the Operational Departments, the Investor Relations and Financial Communication Department participates in preparing the Company overview and financial results of JCDecaux presented to the Executive Board, as part of an overall process designed to ensure compliance with obligations relating to financial information.

The documents are subject to a control and validation process prior to being circulated involving, in particular, the Planning & Control Department, the Consolidation Department and the Group Legal Department in addition to the Communications Department and Statutory Auditors. Financial press releases (annual, half-year and quarterly) are shared with the Audit Committee before being approved by the Executive Board.

The Investor Relations and Financial Communication Department disseminates and communicates financial information concerning JCDecaux through various means including:

- the Universal Registration Document, half-yearly financial reports and quarterly financial information
- press releases about agreements, mergers and acquisitions
- financial press releases
- presentations for financial analysts and investors.

The Group's Universal Registration Document is filed with the Autorité des Marchés Financiers (French Financial Markets Authority) in accordance with its General Regulation. Beforehand, the document is the subject of verification by the Statutory Auditors aimed at ensuring the consistency of the financial statements and the information relating to the financial position with historical financial information.

The social, environmental and stakeholder information contained in this document is also verified by an independent third-party organisation in compliance with the implementation decree of Article 225 of the Grenelle II Act.

Each major communication topic is the subject of a position paper validated by Group management. The papers are regularly updated and serve as a medium for relations with financial market players.

In order to ensure equal access to investor information, the different communication media are available in French and English and are issued via the following circulation channels:

- information intended for an external public is put online directly at the time of its publication on the website www.jcdecaux.com. However, anybody wishing to receive this information by post can send a request to the Investor Relations and Financial Communication Department, which will send the information to them free of charge
- regulated information is circulated in accordance with the European "Transparency" Directive through a professional communications agency that relays it to news agencies and the media;
- meetings organised for financial analysts are broadcast live and in full online or can be accessed by phone without any access restrictions. A transcript of the meetings is available upon request from the Investor Relations and Financial Communication Department;
- as a general rule, two people travel to other countries or meet with financial market players (in most cases, a member of the Executive Board along with the Investor Relations Manager) in order to guarantee the accuracy of the information provided and ensure equal access

4.4. TAX POLICY

As a global corporation with over 10,700 employees worldwide, JCDecaux operates in more than 80 countries where its subsidiaries' income is taxable. Our objective is to ensure that they pay taxes and file tax returns on time in each jurisdiction in compliance with the governing laws and rules.

The JCDecaux Tax Department, which reports directly to the Group Chief Financial and Administration Officer, a member of JCDecaux's Executive Board, is involved in all relevant aspects of our business, partnering closely with management to provide guidance and ensure the efficiency and compliance of its operations.

We practise transparency to build trusting relationships with the tax authorities and were fully compliant with the BEPS recommendations of the OECD* even before they were issued.

We are committed to ensuring our compliance with and adherence to tax regulations and to interpreting them in a reasonable and consistent manner across all of our operations. We pay tax in the place where the related value is created, and economic activity is conducted. We do not use tax vehicles located in tax havens for tax optimisation purposes.

The application of IFRIC 23 does not present any difficulties for the Group, in that we already have internal procedures in place for identifying potential tax risks and can, where required, control and correct them. In addition, our subsidiaries are regularly the subject of audits by local tax administrations and their statutory auditors.

The JCDecaux Tax Department conducts regular tax reviews of its subsidiaries to ensure that tax regulations are properly taken into account and correctly applied.

The Group's risk mapping, which lists the main risks related to the business of the Group and its subsidiaries, includes risks such as those related to taxation. This mapping is reviewed and validated each year by the Executive Board, the Audit Committee and the Supervisory Board.

We fully understand and support the purpose of the country-by-country reporting to tax authorities and we consider it an opportunity to promote international transparency and strengthen the dialogue and cooperation with local tax authorities. However, JCDecaux does not publicly disclose this information in the interest of fair competition because this information could be used for strategic advantage by our competitors..

* Guidelines of the Organisation for Economic Co-operation and Development on the fight against base erosion and profit shifting.

CONTACT

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General and financial information is available on our website: www.jcdecaux.com.

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