



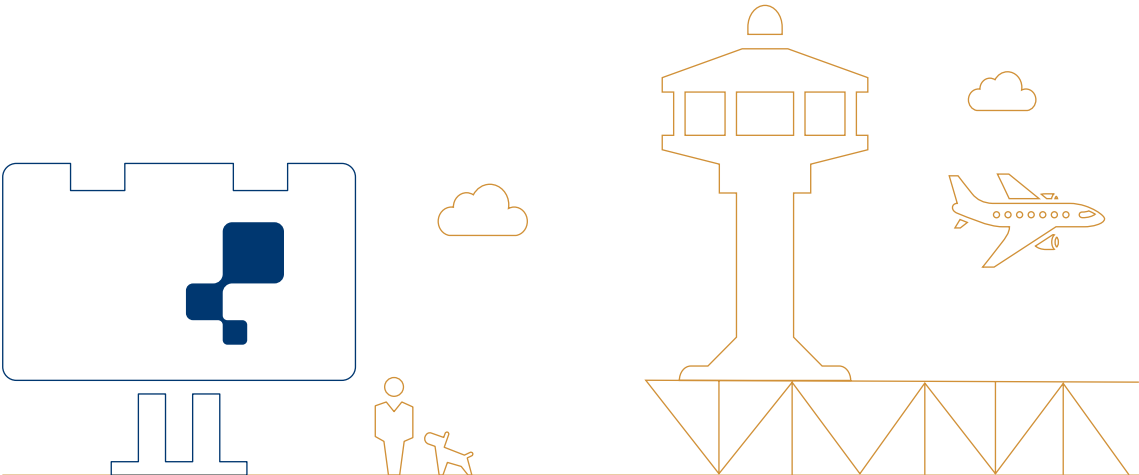
# OUR SUSTAINABLE COMMITMENTS



FOR INTELLIGENT AND RESPONSIBLE  
CITIES AND MOBILITY SERVICES

# AT THE HEART OF OUR MODEL

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# 2813.3

Revenues in million euros\*

# 11 937

employees\*  
in over 60 countries (94.4%  
under permanent contract)

# 3 700

cities of over 10,000  
inhabitants equipped  
with JCDecaux furniture

# 145

 airports

# 276

transport concessions  
excluding airports (metro,  
railway stations and bus/taxi)

### In 1964, Jean-Claude Decaux invented the advertising bus shelter.

Fifty years on, JCDecaux's success still rests on its founding economic model: providing cities and transport companies with products and services financed by advertising space. The company is the n°1 worldwide in outdoor advertising and is now present in over 60 countries, anticipating changes in lifestyle with innovative solutions tailored to the needs of citizens and advertisers.

### Achieving economic growth while respecting people and the environment is at the heart of our model.

Sustainable development is a central element in JCDecaux's competitiveness. Over the years, as its business has expanded, the company has demonstrated its commitment, firstly through proactive quality policies and, more recently, through a comprehensive approach to corporate social responsibility. In order to bring about these changes, we have drawn on our three founding values, shared by all our staff: passion, quality and innovation.

### Our sights are set on the development of cities and transport services : Between 2000 and 2030, urban space will have tripled in size worldwide\*\*.

Such a significant change gives rise to unprecedented challenges. New mobility paradigms are gradually moving us out of the automobile age as we have known it since the 1960s. Information and communications are undergoing an unprecedented digital transformation. Managing energy and natural resources efficiently is increasingly a shared duty. Ways of working and workplaces are being reinvented... JCDecaux's challenge: to support cities in their development through innovative solutions which integrate sustainable development.

Jean-François Decaux  
Co-Chief Executive Officer

Jean-Charles Decaux  
Co-Chief Executive Officer



2014 figures  
\* Adjusted revenues  
\*\* Source: Proceedings of the National Academy of Sciences (PNAS)

# JCDECAUX, ANSWERING URBAN CHALLENGES

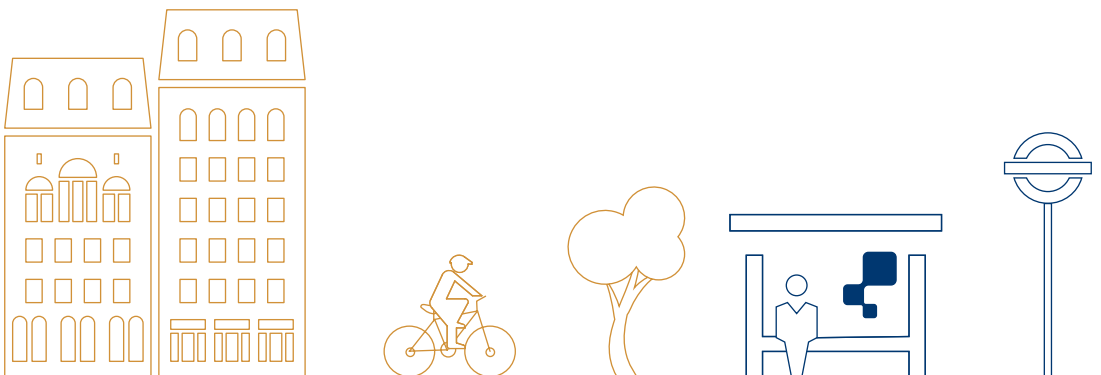
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With expanding spaces and increasing population density, the urban ecosystems of tomorrow will increase the challenges of sustainable development.

Improving quality of life in cities and public transport is a major objective for the future: optimising accessibility, services, the management of resources, etc. This objective of progress is shared by everyone: users of public spaces and local authorities, transport operators, high street businesses and all the economic stakeholders.

In the face of the economic and financial pressures exacerbated by urban development, the challenge is to do more and to do it better with less.

Our economic model, based on income from advertising, enables cities to provide a wider range of high-quality services to their citizens, creates outdoor advertising opportunities and enables them to enhance the environmental dimension of their mobility services without an undue impact on their budgets. We constantly need to be forward-looking in order to provide urban services which are environmentally friendly, highly functional (accessibility, visual appeal, quality, etc.) and consistent with our public service values. This forms part of our innovation-based approach to reducing our ecological footprint and making cities and public transport ever more accessible.

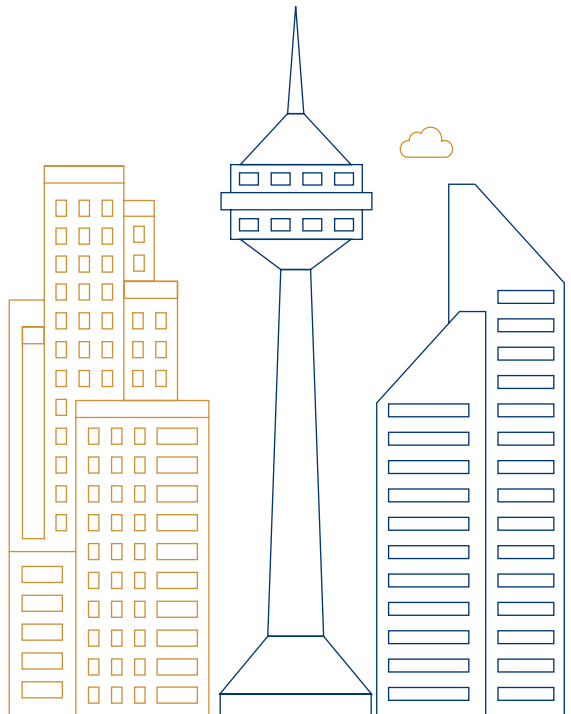


Against this backdrop, shared modes of transport function as a showcase for the changes that are taking place.

They offer safer and cleaner mobility, with connectivity and modularity being the keywords. They are contributing to a burgeoning new economy based on mobility services, underpinned by emerging models of collaborative consumption.

**INVENTING SUSTAINABLE SOLUTIONS TO ANSWER URBAN TRANSFORMATIONS**

This is one of JCDecaux's long-standing commitments. From bus shelters to self-service bicycles, automatic public toilets to the connected aspects of the 'intelligent' city, JCDecaux is anticipating and exploring the novel dimensions which urban spaces are going to assume: the open city, the connected city and the intelligent city. The company, in conjunction with its stakeholders, is thereby actively engaging with the arrival of a more responsible form of urban planning and mobility.



# OUR FOUNDING VALUES

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## Passion

is demonstrated by every employee of the family company through their commitment to meeting the challenges of the 21st century.

This expresses itself in the entrepreneurial mindset and the shared determination to make cities more attractive, more accessible and more sustainable in all the countries where the company operates, in conjunction with internationally renowned architects and designers.

## Quality

is reflected in the standards of excellence which all JCDecaux products and services conform with.

From design to deployment, upkeep and maintenance, we are constantly seeking value, utility and ways to meet the needs and expectations of all our customers. Cities, airports, transport companies, licensing authorities, advertisers and, more broadly, all users benefit from the responsiveness and commitment to improvement for which our company is renowned.



# Innovation

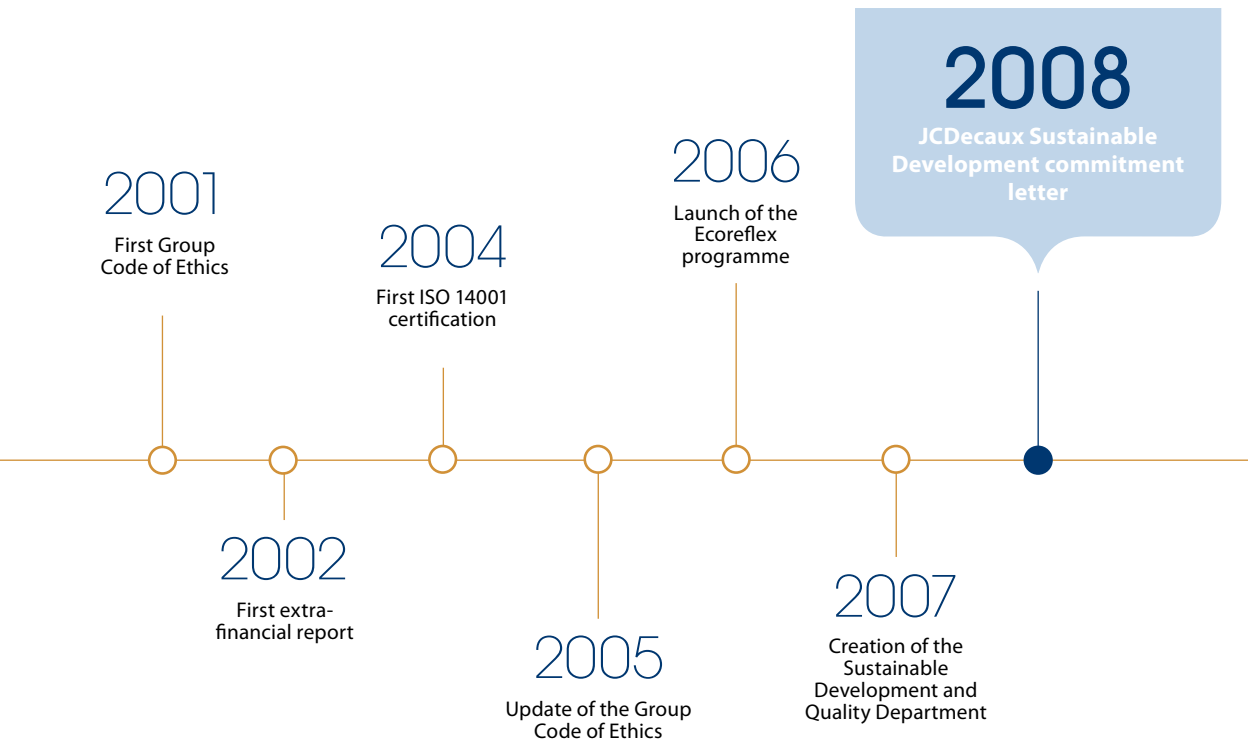
allows us to provide new public information, connectivity and advertising solutions which are inherently more interactive, relevant and flexible.

It pushes us to constantly seek out new products and services in response to new modes of use... or to the new challenges of our age. It is based not only on the potential associated with digital technologies, but also on functional needs associated with accessibility, comfort and well-being.

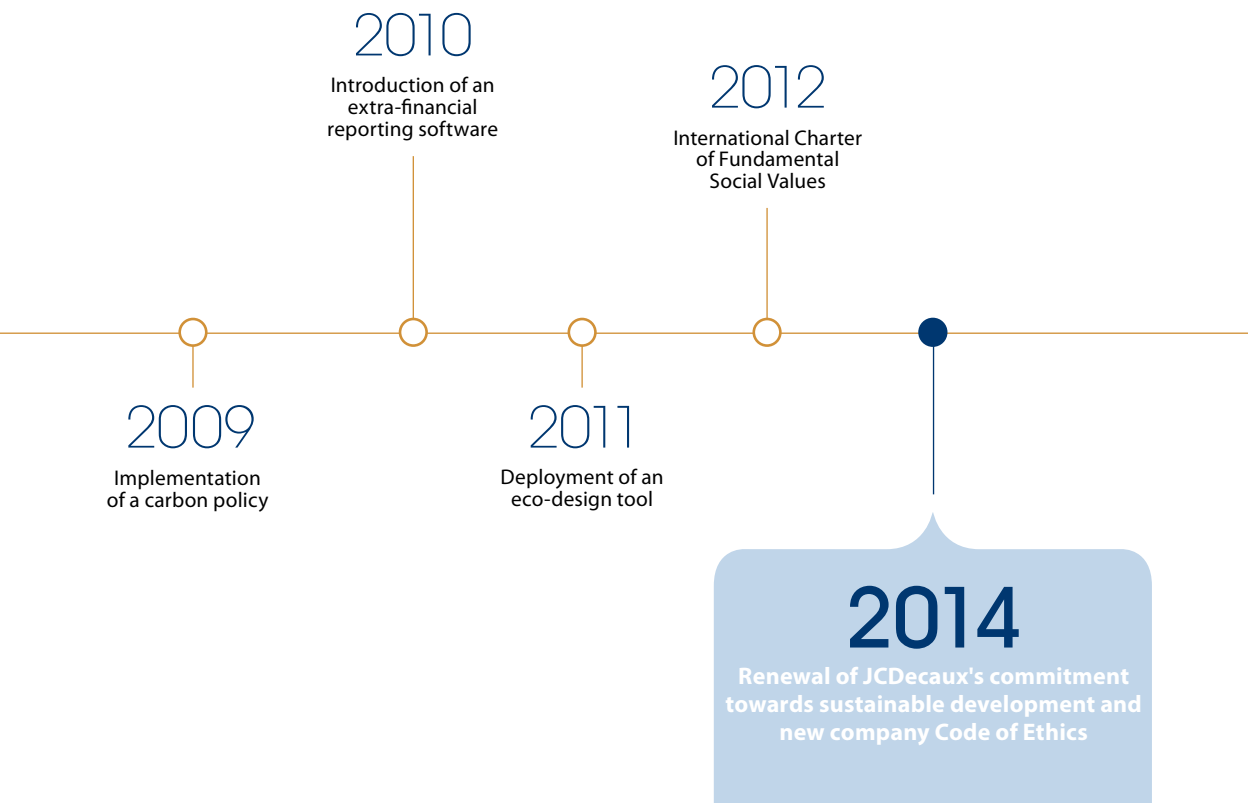


# THE DEVELOPMENT OF OUR CSR\* POLICY

\* Corporate social responsibility







# OUR 6 STRATEGIC PRIORITIES

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## Environment

## Social

1

2

3

### **Reduce our energy consumption.**

Energy consumption constitutes the main environmental impact of the company and pertains, in order of importance, to furniture, vehicles and buildings. Controlling consumption through improvements in the energy efficiency of our products and services is a vector of sustainable growth.

### **Reduce our other environmental impacts.**

Life-cycle assessments (LCA) carried out by JCDecaux have pinpointed other environmental impacts: paper, plastic and waste. Conserving resources requires an optimisation of their use and an innovation-based approach to the materials used, the products developed and the processes put into place.

### **Deploy a Group-wide Health and Safety policy.**

JCDecaux operates over 100 business activities, from the design of urban furniture to the commercialisation of advertising spaces, up keep and maintenance. Objective : to guarantee product quality over the long term while ensuring the safety of our employees. Field staff, who are the most exposed, account for around 55% of the total workforce ; their health and safety are central elements of JCDecaux's social policy.

## Stakeholder

4

### **Establish an ambitious Group-wide social policy.**

JCDecaux's rapid international development and its presence in over 60 countries have made a common approach to social issues essential. It is formalised in the company charters, which set out the rights and duties of employees around the world.

5

### **Reinforce sustainable development in the Purchasing Policy.**

JCDecaux works with numerous suppliers, most of them long-standing, and they are at the heart of our product quality process. Our priority is to develop long-term relationships of trust and to ensure that suppliers share our values and commitment to sustainable development, both at the level of the company and in each individual country.

6

### **Strengthen employees' commitment towards sustainable development.**

For JCDecaux's commitment to sustainable development to succeed, it is essential for all employees to be actively engaged. In their professional spheres and through their day-to-day actions and behaviour, they give a meaning to the commitments and values espoused by the company. Providing staff with the tools to become ambassadors for sustainable development is a major priority.

# OUR AIMS OUR ACHIEVEMENTS

## Our environmental priorities

REDUCE ENERGY CONSUMPTION

of furniture through eco-design

analogue furniture

-15% by 2020

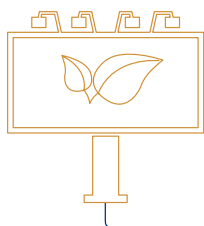
digital furniture\*

-50% LCD screen by 2020

-15% LED screen by 2020

Reference year: 2012

\* Comparison of installed capacity of new products of same size put on the market.



of vehicles

-20%

fuel consumption per 100 km by 2020



REDUCE OUR OTHER ENVIRONMENTAL IMPACTS

Improve recycling and reduce the quantity of waste produced:

90% of paper posters recycled by 2018

90% of sorted waste by 2020

Cover 100% of electricity consumption with green electricity by 2022

### OUR ACHIEVEMENTS\*\*

50 % energy savings on lighting have been achieved through new lighting technologies, LED type.  
798 m<sup>3</sup> of tanks dedicated to collecting rainwater have been installed by JCDecaux around the world.  
60% of the waste generated by JCDecaux around the world is sorted and recycled.  
32% of electricity consumption was covered by green electricity in 2014.

\*\* 2014 figures

# Our social priorities

## DEPLOY A GROUP-WIDE HEALTH AND SAFETY POLICY

100% of countries have a risk matrix in place at the end of 2018

100% of employees trained\* in Health & Safety by 2018

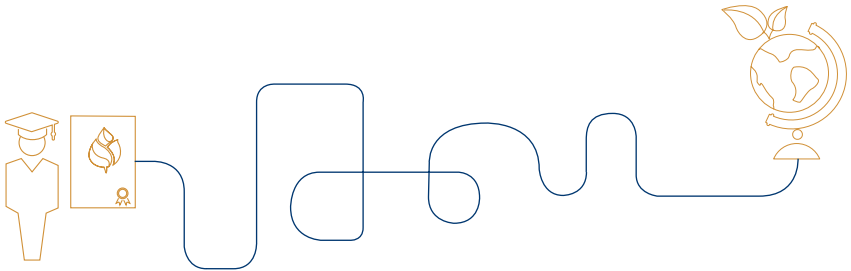
## IMPLEMENT AN AMBITIOUS GROUP-WIDE SOCIAL POLICY

### Common social values for all employees :

- Code of Ethics covering corruption
- International Charter of Fundamental Social Values covering Human Rights

### Train all employees on the company charters :

Code of Ethics and International Charter of Fundamental Social Values



### OUR ACHIEVEMENTS\*\*

94.4% of JCDecaux employees are on permanent contracts, with an average of ten years of service. 70,800 hours of training are provided in the Group. JCDecaux promotes diversity and non-discrimination in its employee recruitment and career development. JCDecaux is an actor in the local economic landscape with, for example, 88 agencies and warehouses in France.

\* Employees identified in the training matrix  
\*\* 2014 figures

## Our stakeholder priorities

REINFORCE SUSTAINABLE DEVELOPMENT  
IN THE PURCHASING POLICY

100%

of suppliers\* have signed the Supplier  
Code of Conduct by end of 2018

100%

of buyers trained on sustainable development  
in purchasing by the end of 2016

STRENGTHEN EMPLOYEES'  
COMMITMENT TOWARDS  
SUSTAINABLE DEVELOPMENT

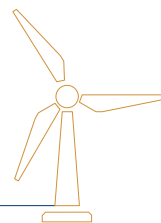
Raise awareness and train  
all company employees  
in sustainable development:

100%

of executive managers by 2016

100%

of employees by 2018



### OUR ACHIEVEMENTS\*\*

JCDecaux integrates accessibility features for persons of reduced mobility into its furniture design.

JCDecaux carried out 2,122 campaigns for local authorities in 2014, supporting them in their cultural, environmental and public information initiatives.

In order to promote the environmental policy of cities, furniture with integrated collection banks has resulted in the collection of 5,300 tonnes of batteries and 24,000 tonnes of glass around the world.

\* Recurrent purchases  
\*\* 2014 figures

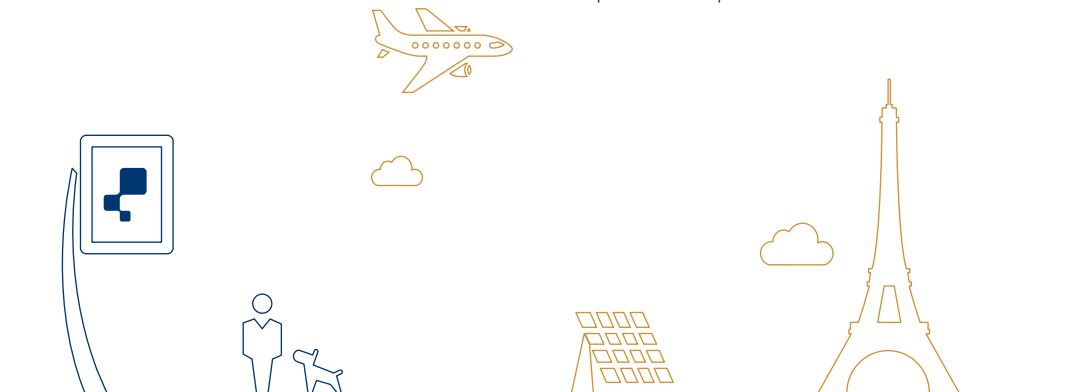
## Focus

### São Paulo

Five years after the adoption of the 'Cidade Limpa' (Clean Town) law, which banned all street advertising, São Paulo, the fifth largest city in the world, has reintroduced outdoor advertising within a regulated framework. In 2012, JCDecaux was thus able to win the tender for the city's digital clocks, combining public service for citizens, modernity and effective advertising.

### Paris

Since October 2014, JCDecaux has been renewing all its bus shelters in Paris. The new furniture, in line with JCDecaux's sustainable development policy and the Climate Plan of the City of Paris, will use new LED technology and consume 35% less energy than the previous models. In addition, 100 bus shelters will be equipped with photovoltaic panels.





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[www.jcdecaux.com](http://www.jcdecaux.com)