

Group Professional Equality Policy

STATEMENT

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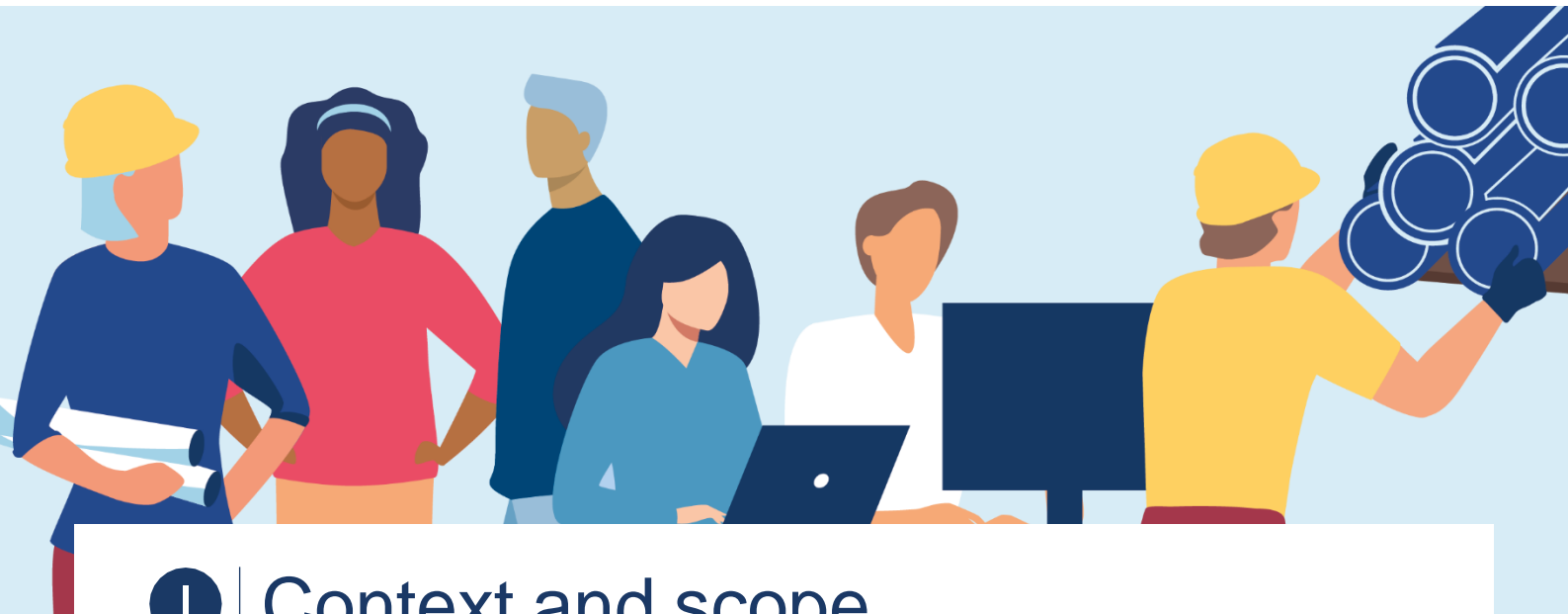
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I | Context and scope of application

Context

The Professional Equality Policy is part of the JCDecaux Group Social Policy. This Policy has been developed considering employees' expectations and the requirements of the CSRD (or European Corporate Sustainability Reporting Directive) and Légifrance. The aim of this Policy is to provide an inclusive approach to equality in the workplace, specifically as it concerns gender.

As outlined in the Group Social Policy and in the International Charter of Fundamental Social Values, JCDecaux's position is that employees create value regardless of gender. As a result, JCDecaux is committed to providing equal opportunities for all employees regardless of gender.

Professional equality refers to the equal treatment of women and men at work and covers the entire life cycle of employees including recruitment, compensation and benefits, training, career management (promotion, internal mobility, etc) as well as termination.

As a reminder, in 2021, JCDecaux set out the Group first Gender Balance Plan aiming to increase the proportion of women at Executive Committee level worldwide.

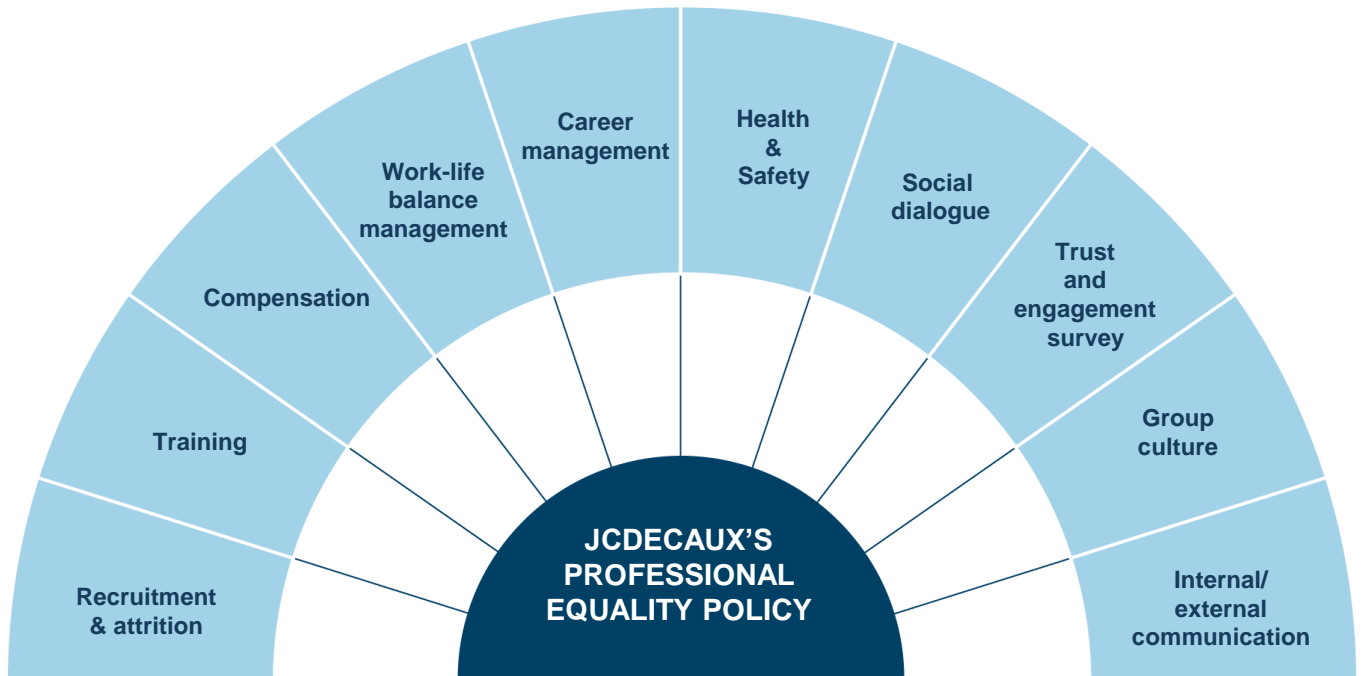
In the 2024 Professional Equality Policy, JCDecaux sets the ambitious objective of increasing the number of women and the opportunities that are available at all levels within the company, notably by taking into consideration the specific constraints that often impact women throughout their professional career (see Appendix for details).

New European regulations require JCDecaux to go a step further. The Corporate Sustainability Reporting Directive (CSRD) now requires JCDecaux to report on social data in a way that is consistent across all European companies and globally, on themes that are "material" for the company. According to the **CSRD double materiality analysis***, **diversity and inclusion** appear as a material topic for JCDecaux. In addition, the upcoming European Directive on Transparency of Compensation & Benefits (to be implemented in 2026 across the EU) calls for companies to level off the field of equal pay for equal work between men and women, through new rules on pay transparency. JCDecaux is thus committed to achieving equal pay for equal work for all employees in the Group.

* An exercise aimed at defining the "material" challenges of a company by taking into account both the impact of the company on society and the environment but also the impact of society and the environment on the economic performance of the company.

JCDecaux is committed to providing equal professional opportunities to all employees regardless of gender.

This diagram shows all the HR processes that affect an employee's life cycle. The deployment of the Group's Professional Equality Policy will be progressively strengthened, as local action plans are implemented by 2030, and in alignment with the objectives of the Group's Policy.



Scope of application

The Professional Equality Policy of JCDecaux applies to the **benefit of all employees of JCDecaux SE and its subsidiaries that are controlled by the Group**. The associates, companies under significant influence and accounted for using the equity method under IFRS, are excluded. For the joint controlled entities accounted for using the equity method under IFRS, the implementation of the Policy should be subject to the validation of the country managing director, the regional managing director (if any) and the member of the Executive Board in charge of the area, in accordance with the Joint-Venture company.

By all employees, it is meant employees in **permanent contracts, fixed-term contracts, and work-study contracts**.

If local regulation imposes rules and practices that are more favourable to employees than those contained in this Policy, the local regulation takes precedence and will be the one which is implemented and which governs the behaviour of the JCDecaux entity in the relevant jurisdiction.

If a local practice is already in place (or is being implemented) in the Business Unit that goes beyond this Policy, the Business Unit shall continue to implement its own practice. This Policy should not be restrictive for Business Units which already have favourable practices in place.

If a suggested practice is perceived as problematic due to local culture/mindset, local organisation or constraints or is not permissible due to a local law or regulation, the local Business Unit has to inform the Sustainability Department in order to fulfil the commitment in a way which is locally compatible and permissible.



II Contents of the Policy

Objectives of the Group Professional Equality Policy

In this context, JCDecaux is committed to **increase the pipeline for female talent at every level of the organisation** through the following objectives to achieve professional equality:

By 2030,

- **Achieve and maintain equal to or greater than 40% of women in “Executive Management” positions *** (vs. 34.4% in 2024)
- **Maintain equal to or greater than 40% of women in “Middle Management” positions** (vs. 40.8% in 2024)
- **Achieve and maintain equal to or greater than 50% of women in “Other Staff” positions** (vs. 49.7% in 2024)
- **Achieve and maintain equal to or greater than 3% of women in the “Field and Poster Preparation” positions** (vs. 2.2% in 2024).

The objectives are based upon the current JCDecaux SE scope and may vary due to possible significant scope evolution.

In addition to:

- 100% of employees and managers -with access to the JCDecaux Academy- are trained on stereotypes and prejudices from 2022 and since then mandatory for all new entrants within 6 months of joining the Group
- Present at least one female application –whenever possible- for each of the management positions filled from 2021.

* Scope of application: The Executive Board of JCDecaux SE, the Corporate Departments – the Directors and N-1, the subsidiaries accounting for more than 80% of the Group’s adjusted revenues.

Associated roadmap

To achieve the objectives mentioned above, the following roadmap has been designed:

Commitment	Action plan	Deadline
Mentoring	Execute a Group mentoring programme of Top-Executive women	2026-2030
Equal pay for equal job <small>CSRD</small>	<ul style="list-style-type: none"> • Achieve implementation of the European Directive on Compensation & Benefits Transparency • Define potential gender pay gap compensation floor • Roll out worldwide 	2026 2027 2028-2030
Training	Tend to parity in the Group training rate by country and by job category	2030
Career management	Develop a career management Policy and implement a system for all countries	2028
Personal leave <small>CSRD</small>	<ul style="list-style-type: none"> • 100% of entitled staff have access to family-related leave (as defined in the Personal Leave Policy by gender and by country) • Measure of the % of entitled staff taking their family-related leave (breakdown by gender and by country) 	2026





III | Deployment and performance monitoring

In 2025, all Business Units shall establish a local professional equality action plan to achieve the Group's objectives described above to be implemented as of Jan 1st, 2025.

The performance monitoring of the objectives of this policy is carried out as part of ESG reporting. Depending on the indicators, the reporting is monitored on a yearly or a quarterly basis. Each Business Unit is responsible for the performance management locally. An overview is conducted at Corporate level to ensure the reliability and the compliance of reported data. Some of the tracked key indicators are reported internally as well as externally.

IV | Enforcement and governance

The governance of this Policy is the same as the governance established for the JCDecaux Group Social Policy.

Appendix

The reasons behind the elaboration of the Professional Equality Policy.

Constraints impacting women around the world according to international studies

The rise in the cost of living is impacting many households worldwide, making a second wage a necessity for parents to achieve a standard of living that meets their needs – from supporting their children’s education, planning for life events or saving towards their retirement. For many people, a second wage has become the first and only source of income for the household, hence the ethical stance taken by JCDecaux to support female employees.

At a country level, the World Economic Forum (WEF) has designed a multifactorial analysis in its Global Gender Gap report in which the relative position of women in each country is determined by the combined score for women’s educational attainment, women’s health and survival, women’s political empowerment and women’s economic participation and opportunities. If a country is not already included in the following table, the Corporate team invites the relevant Managers and HR Departments to examine their country’s relative 2024 positioning and the circumstances that are reflected in the Global Gender Gap analysis to check the suitability of their local female-friendly policies and practices:

<https://www.weforum.org/publications/global-gender-gap-report-2024/>



Country	Number of employees in the JCDecaux's subsidiary (2023)	Global ranking		Score for educational attainment (0-1)		Score for health and survival (0-1)		Score for political empowerment (0-1)		Score for economic participation and opportunities (0-1)	
		Rank	Score	Rank	Score	Rank	Score	Rank	Score	Rank	Score
USA	376	43	0.748	59	0.995	78	0.970	63	0.248	21	0.780
Singapore	138	49	0.739	72	0.993	66	0.971	68	0.220	23	0.774
Portugal	236	32	0.765	76	0.991	62	0.973	38	0.352	34	0.745
Australia	415	26	0.778	78	0.991	89	0.968	29	0.412	38	0.740
Ireland	115	11	0.795	1	1	111	0.964	17	0.482	41	0.732
United Kingdom	532	15	0.792	34	0.999	105	0.965	19	0.472	43	0.731
Belgium	268	10	0.796	1	1	91	0.968	16	0.486	44	0.728
Denmark	108	23	0.780	40	0.998	112	0.964	24	0.432	46	0.727
China	621	107	0.678	123	0.935	145	0.937	114	0.114	45	0.727
Spain	578	18	0.791	39	0.998	98	0.967	18	0.475	48	0.722
France	3,285	40	0.756	1	1	76	0.970	39	0.338	51	0.717
Austria	316	47	0.740	55	0.996	77	0.970	48	0.303	74	0.692
South Africa	183	20	0.787	43	0.998	29	0.979	13	0.497	81	0.676
Panama	122	58	0.724	49	0.997	58	0.973	61	0.252	85	0.674
Brazil	443	57	0.726	73	0.992	1	0.980	56	0.263	86	0.670
Germany	632	6	0.815	82	0.989	64	0.972	5	0.634	88	0.665
Italy	244	79	0.705	60	0.995	95	0.967	64	0.241	104	0.618
Mexico	339	33	0.765	62	0.994	49	0.975	15	0.490	110	0.601
UAE	108	71	0.712	86	0.988	119	0.963	35	0.363	128	0.536
India	178	127	0.643	1	1	142	0.950	59	0.253	142	0.367

Composite indicators based on a weighted average of different sub-indicators allowing year after year and cross-country comparison
1 being the highest score and 0 the lowest

Source: World Economic Forum, Global Gender Gap Index, 2024

A number of women's studies have highlighted the remaining factors impacting women's careers across countries and cultures.

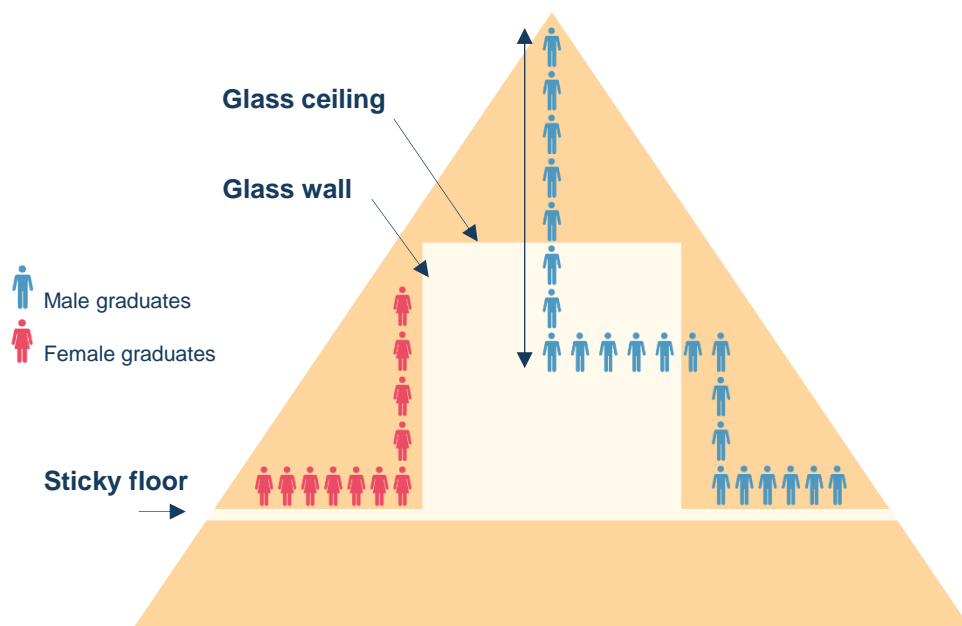
Time is of the essence for women. This is because of the weight of perception on women of childbearing years who may (or may not) become pregnant, because of the care-giving responsibilities for children and aging parents often fall to women, and because of the perception of availability are factors which may slow down or hinder female career development regardless the culture. It can become particularly acute when women reach their fifties and may refuse a promotion - if HR and their direct manager are unaware of their care-giving responsibility for elderly parents. As a result, it is important that these types of situations are considered by HR Departments and by managers at JCDecaux and while managing women's career paths to compensate, optimise and/or provide the right career opportunities at the **right time** for the female employee.

Women tend to have a more "horizontal" career path while those of men tend to be more vertical. In the previous paragraph, we have just described that it can be harder for women to be promoted because of their care giving duties and lack of availability (or perceived lack of availability). As a result, women are more often the recipients of "lateral and similarly weighted promotions" i.e. going from a marketing position to HR or to Communication for example or being bypassed for a Managerial position. For this reason, the Group will recommend that there should be no more than one consecutive lateral promotion for any woman. Also, we will recommend that younger women may actively choose to accelerate their career by seeking opportunities abroad and by sharing their interest ahead of time to enable their HR representative and manager to plan accordingly.

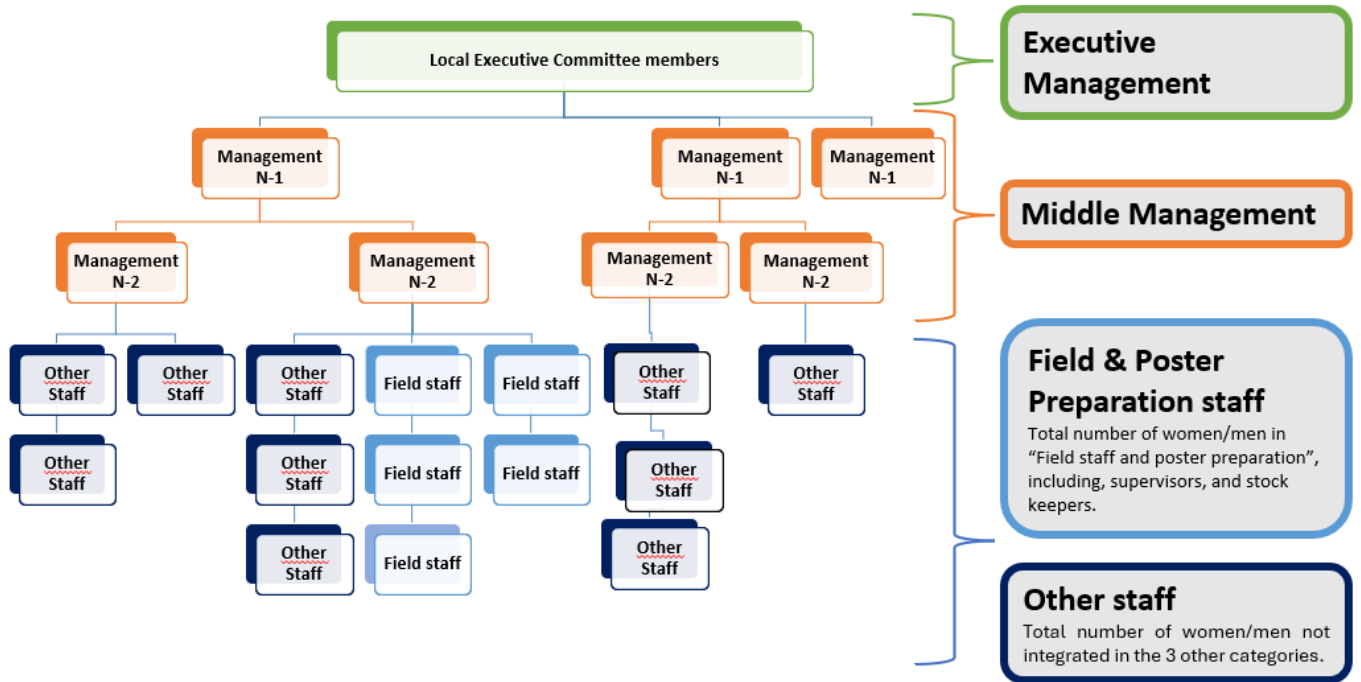
Women lack mentors. A leading business school points out that women are fortunate if they have 3 mentors during their career versus a typical 5 or 6 mentors for men. The result is that women often lack access to the necessary power networks - along with the right path and level of ambition (a recent Deloitte study confirms women do not lack ambition) to achieve high level positions in the organisation if they wish to do so.

And as reminder, **the persistence of masculine models of management and organisation** - based on presenteeism, and employee availability may not always be conducive to family responsibilities for young mothers as well as young fathers. It's important to remember that younger generations of women (and men) have expressed the need for representatives from both genders as role models within the organisation.

JCDecaux is committed to taking these above-mentioned constraints into account in its Group Professional Equality Policy. While extending the gender policy across all areas of the organisation, JCDecaux aims to impulse change in the culture and practices of the organisation to encourage the evolution of JCDecaux, of society and achieve true female-male professional equality throughout the Group.



Performance monitoring in SIA reporting workforce breakdown by employment type



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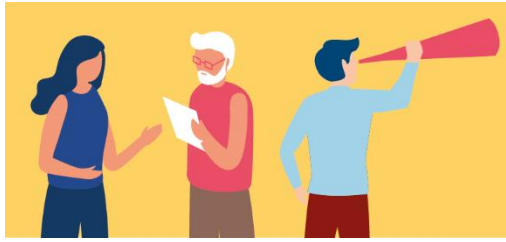
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