

JCDecaux SA
French Corporation (Société Anonyme) with an Executive Board and a Supervisory Board
Head Office: 17, rue Soyot – F-92200 Neuilly-sur-Seine
307 570 747 RCS Nanterre

MANAGEMENT REPORT FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2016

(SOCIAL, ENVIRONMENTAL AND SOCIETAL INFORMATION ONLY)

8/ SOCIAL, ENVIRONMENTAL AND SOCIETAL INFORMATION

JCDecaux is involved in the outdoor advertising sector, with three major business lines: street furniture, transport advertising and large-format billboards. Our business model consists of providing municipalities and transport authorities with products and services financed by advertising. The company's major activities are the development of these products and services, their installation and maintenance throughout the contract and the sale of advertising space to international, national and local advertisers. All these products are manufactured by our predominantly long-term suppliers.

The Group is present in more than 75 countries, 4,435 cities with populations over 10,000 and 230 airports, and has 280 transport contracts in metros, buses, trains and tramways. Since 2014, JCDecaux has deployed the 6 priorities of its sustainable development strategy in all the subsidiaries it manages. These 6 priorities are as follows:

- Reduce our energy consumption
- Reduce our other environmental impacts
- Deploy a Group Health & Safety Policy
- Implement an ambitious Group Social Policy
- Reinforce sustainable development in the Purchasing Policy
- Promote the Group's employees' commitment to sustainable development

This Strategy has been developed under the leadership of the Board, in conjunction with the Group's operational branches. In 2016, the Strategy was deployed in 8 new Group countries – South Africa, Costa Rica, Guatemala, Italy, Panama, Peru, the Dominican Republic and El Salvador. At the end of 2016, this Strategy covered more than 94% of the Group's revenues.

In 2016, the non-financial reporting scope was enlarged to include three new countries, South Africa, Peru and El Salvador and the activities of Cemusa, an entity acquired by JCDecaux in 2015 with a presence in Brazil, the United States, Spain and Italy. The social data of 13 countries in sub-Saharan Africa were also included in the non-financial reporting. Environmental and social information comes from the non-financial reporting scope which covers 96.3% of the Group's revenues.

1. SOCIAL INFORMATION¹

Countries are autonomous in their daily management and they independently manage their human resources with their local directors and HR departments. This organisation allows JCDecaux to adapt to the specific needs of each country where the Group operates.

a) Employment

Total workforce and breakdown of employees by gender, age and geographical area	<p>On 31 December 2016, the total Group headcount was 13,027 employees, i.e. an increase of 173 (+1.3%) compared to 2015, mainly due to the inclusion of the new entities in Latin America: Outfront Latam and Top Media. On a like-for-like basis, the Group's headcount in 2016 was down 248 employees, i.e. a change of -1.9% compared to 2015, mainly due to an internal reorganisation following the acquisition of Cemusa.</p>	<p>Breakdown of employees by type of contract</p>			
		As of December 31	2014	2015	2016
		Fixed-term contract	5.6%	5.9%	6.5%
		Permanent contract	94.4%	94.1%	93.5%
		<p>The proportion of employees on fixed term contracts increased slightly, notably in France, Germany and Spain, and was higher than the Group average in the newly included entities (Cemusa Spain and Peru).</p>			
		<p>Breakdown of employees by gender</p>			
		As of December 31	2014	2015	2016
		Women	29.7%	30.3%	30.9%
		Men	70.3%	69.7%	69.1%
		<p>Non-operational</p>			
	Women	53.2%	53.1%	52.9%	
	Men	46.8%	46.9%	47.1%	
	<p>Breakdown of employees by age</p>				
	As of December 31	2014	2015	2016	
	Under 25	6.0%	6.4%	6.3%	
	25-29	14.1%	14.8%	14.8%	
	30-34	17.3%	16.7%	16.2%	
	35-39	14.7%	14.7%	15.2%	
	40-44	13.9%	13.8%	13.7%	
	45-49	13.2%	13.0%	12.4%	
	50-54	11.2%	11.0%	11.5%	
	55-59	6.9%	6.8%	7.1%	
	60 and over	2.8%	2.8%	2.9%	
	<p>Breakdown of workforce by zone (FTE)²</p>				
	As of December 31	2014	2015	2016	
	France	3,553	3,556	3,533	
	United Kingdom	685	727	722	
	Rest of Europe	3,366	3,809	3,609	
	North America	235	298	312	
	Asia-Pacific	2,037	2,074	2,047	
	Rest of the World	2,061	2,390	2,804	
	Group Total	11,937	12,854	13,027	
	<p>With 3,533 employees in the functions specific to operations in France, and in Group and subsidiary support functions, the workforce in France represents 27% of the Group's overall workforce. Therefore, France's social policy is regularly cited as a model for the Group's social policies.</p>				

¹ The social data presented below is calculated on the basis of the non-financial reporting scope, covering 96.3% of the FTE workforce, excluding the breakdown of the workforce by zone and by business line

² The data on workforce (FTE) is taken from the Group's financial reporting process, with a 100% coverage rate of the Group's FTE workforce (workforce by zone and workforce by business line)

	<p>Breakdown of workforce by business line (FTE)²</p> <table border="1"> <thead> <tr> <th>As of December 31</th> <th>2014</th> <th>2015</th> <th>2016</th> </tr> </thead> <tbody> <tr> <td>Technique</td> <td>6,596</td> <td>7,026</td> <td>6,934</td> </tr> <tr> <td>Sales & Marketing</td> <td>2,646</td> <td>2,930</td> <td>3,057</td> </tr> <tr> <td>Administration & IT</td> <td>2,028</td> <td>2,213</td> <td>2,311</td> </tr> <tr> <td>Contractual Relations</td> <td>514</td> <td>525</td> <td>574</td> </tr> <tr> <td>Research & Development</td> <td>153</td> <td>160</td> <td>151</td> </tr> <tr> <td>Total</td> <td>11,937</td> <td>12,854</td> <td>13,027</td> </tr> </tbody> </table>	As of December 31	2014	2015	2016	Technique	6,596	7,026	6,934	Sales & Marketing	2,646	2,930	3,057	Administration & IT	2,028	2,213	2,311	Contractual Relations	514	525	574	Research & Development	153	160	151	Total	11,937	12,854	13,027																																					
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<p>Remuneration and its evolution</p>	<p>The remuneration policy is established at the subsidiary level in accordance with internal fairness and external competitiveness principles defined by JCDecaux.</p> <p>In France, employee compensation is based on pay scales that take into account objective criteria, such as job profile, qualification and experience. For managers, a policy of variable compensation and bonuses based on individual objectives is generally applied. Bonuses for "performance" are awarded to field staff to incentivise them and reward individual results.</p>	<p>In France, profit-sharing and benefits agreements apply to all employees, except for MédiaKiosk which has its own collective agreements with regards to remuneration.</p>																																																																

	<p>Remuneration evolution for all employees in France is negotiated annually as part of the Compulsory Annual Negotiation process. In 2016, the collective agreement on remuneration was signed on 21 January 2016. It specifies the general increase amount and individual raises for employees, supervisors and managers. Profit sharing principles are specific to each subsidiary.</p>	<p>Profit sharing and benefits paid in France:</p> <p>In thousands of Euro for the tax year:</p> <table border="1"> <thead> <tr> <th></th> <th>2014</th> <th>2015</th> <th>2016</th> </tr> </thead> <tbody> <tr> <td>Profit-Sharing</td> <td>9,812</td> <td>8,445</td> <td>10,110</td> </tr> <tr> <td>Employee Profit - Sharing</td> <td>1,162</td> <td>1,340</td> <td>1,898</td> </tr> <tr> <td>Subscription*</td> <td>259</td> <td>318</td> <td>NC</td> </tr> <tr> <td>Total</td> <td>11,233</td> <td>10,103</td> <td>NC</td> </tr> </tbody> </table> <p>*Amount of the company's contribution in the event Collective Profit-sharing is paid into the Company Savings Plan N/A: amount not available</p>		2014	2015	2016	Profit-Sharing	9,812	8,445	10,110	Employee Profit - Sharing	1,162	1,340	1,898	Subscription*	259	318	NC	Total	11,233	10,103	NC																
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b) Working Conditions																																						
<p>Work time organisation</p>	<p>Each subsidiary is responsible for managing working time in compliance with contractual and legal provisions. Working time in the Group subsidiaries varies depending on the location and populations concerned.</p> <p>Some Group employees may be asked to work non-standard hours, such as night shifts, weekends or public holidays, or flexible hours.</p> <p>In France, the working time of the different entities is organised based on Collective Agreements for the Management and the Reduction of Working Time, which were initially signed in 1998 and updated in 2000 and 2002, depending on the Group's entities. These agreements stipulate that the effective working time for all mobile staff is 35 hours, while administrative and managerial staff can claim Time off in lieu.</p> <p>Breakdown of full/part time employees</p> <table border="1"> <thead> <tr> <th>In % of total staff</th> <th>2014</th> <th>2015</th> <th>2016</th> </tr> </thead> <tbody> <tr> <td>Part-time employees</td> <td>4.3%</td> <td>3.8%</td> <td>4.1%</td> </tr> <tr> <td>Full-time employees</td> <td>95.7%</td> <td>96.2%</td> <td>95.9%</td> </tr> </tbody> </table> <p>Employees working from home</p> <table border="1"> <thead> <tr> <th>In % of total staff</th> <th>2014</th> <th>2015</th> <th>2016</th> </tr> </thead> <tbody> <tr> <td>Employees allowed to telework at least 1 day per week</td> <td>0.6%</td> <td>0.6%</td> <td>0.7%</td> </tr> </tbody> </table>	In % of total staff	2014	2015	2016	Part-time employees	4.3%	3.8%	4.1%	Full-time employees	95.7%	96.2%	95.9%	In % of total staff	2014	2015	2016	Employees allowed to telework at least 1 day per week	0.6%	0.6%	0.7%	<p>The proportion of employees working from home increased in 2016, mainly in France and the United Kingdom. In 2016, teleworking was used in 8 Group countries (Austria, Denmark, Finland, France, the United States, the Netherlands, the United Kingdom and Russia). In France, subsequent to a telework testing phase in 2013 using volunteer employees, an agreement was signed on 22 October 2015 with the social partners to perpetuate the new working method at JCDecaux's SEU.</p> <p>Employees with non-standard working hours</p> <table border="1"> <thead> <tr> <th>In % of total staff</th> <th>2014</th> <th>2015</th> <th>2016</th> </tr> </thead> <tbody> <tr> <td>Employees working on rotating two or three 8-hour shift schedules</td> <td>8.1%</td> <td>8.3%</td> <td>7.7%</td> </tr> <tr> <td>Employees working by night</td> <td>8.2%</td> <td>9.4%</td> <td>8.5%</td> </tr> <tr> <td>Employees working weekends and/or public holidays</td> <td>9.0%</td> <td>8.6%</td> <td>7.4%</td> </tr> </tbody> </table> <p>In 2016, 18 Group countries used rotating schedules. The percentage of employees working at night and on weekends and/or on public holidays was down, mainly as a result of the lower numbers in the United States and Russia. 32 Group countries used night working and 24 Group countries used weekend and/or public holiday working in 2016.</p>	In % of total staff	2014	2015	2016	Employees working on rotating two or three 8-hour shift schedules	8.1%	8.3%	7.7%	Employees working by night	8.2%	9.4%	8.5%	Employees working weekends and/or public holidays	9.0%	8.6%	7.4%
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Absenteeism	Absenteeism rate by reason and geographical area				
	As of December 31				
			2014	2015	2016
	France	Absenteeism rate due to illnesses and accidents*	7.3%	7.2%	8.0%
		Absenteeism rate for other reasons**	2.0%	2.0%	1.7%
	United Kingdom	Absenteeism rate due to illnesses and accidents*	1.6%	1.5%	2.2%
		Absenteeism rate for other reasons**	0.9%	1.0%	1.2%
	Rest of Europe	Absenteeism rate due to illnesses and accidents*	4.9%	5.0%	6.0%
		Absenteeism rate for other reasons**	2.5%	2.3%	2.5%
	North America	Absenteeism rate due to illnesses and accidents*	1.4%	1.5%	1.6%
		Absenteeism rate for other reasons**	6.1%	1.0%	0.9%
	Asia-Pacific	Absenteeism rate due to illnesses and accidents*	1.6%	1.8%	1.9%
		Absenteeism rate for other reasons**	1.4%	1.7%	1.7%
	Rest of the World	Absenteeism rate due to illnesses and accidents*	2.7%	1.5%	1.6%
		Absenteeism rate for other reasons**	3.0%	2.4%	2.2%
Group	Absenteeism rate due to illnesses and accidents*	4.5%	4.2%	4.8%	
	Absenteeism rate for other reasons**	2.2%	2.0%	2.0%	
*includes illnesses, work-related illnesses, disability, accidents at work and commuting accidents					
**includes maternity leave, contractual leave, parental leave and other absences					
Absenteeism rate is presented by reason to take into account the results linked to the deployment of the Health & Safety and Social priorities of the Sustainable Development Strategy.					
The absenteeism rate for illness and accidents increased in 2016, mainly due to an increase in illness (excluding work-related illnesses) in France, the United Kingdom, Spain and Germany. The increase in the United Kingdom was due to an increase in the number of long-term illnesses.					
c) Social dialogue					
Social dialogue organisation, reporting procedures, staff consultation and negotiation with staff	JCDecaux strives to establish, under all circumstances, formal agreements which are equitable for all. Freedom of expression within the Group and social dialogue with personnel representatives are encouraged and contribute to the smooth running of the company and compliance with regulations in terms of social rights.				

	Social dialogue at Group level				Social dialogue in France			
	<i>Unit</i>	2014	2015	2016	<i>Unit</i>	2014	2015	2016
	Staff representatives	575	597	619	Staff representatives	432	436	437
	Meetings with staff representatives	582	633	631	Meetings with staff representatives	480	508	493
	Agreements signed during the year	36	42	53	Agreements signed during the year	17	13	9
	Agreements in force	174	180	197	Agreements in force	63	55	67
	Employees covered by collective agreements	50.9%	49.8%	48.9%	Employees covered by collective agreements	100%	100%	100%
	<p>Details on social dialogue in France (JCDecaux's SEU):</p> <p>JCDecaux SA and JCDecaux France form a Social and Economic Unit (SEU) employing 3,008 (FTE) staff. It is composed of 12 central union delegates and deputies, and 67 site representatives. JCDecaux's SEU benefits from staff representative bodies, common to both companies, i.e.:</p> <ul style="list-style-type: none"> • a Works Council, which meets once a month or more frequently if necessary • 21 workers' committees, which meet once a month or more frequently if necessary • 17 occupational safety, health and working conditions committees (CHSCT), which meet once every three months, or more frequently if necessary <p>In 2016, there were 14 negotiation meetings, 12 meetings of the Works Council, 247 meetings of the workers' committees, 99 CHSCT meetings and 8 ICCHST meetings.</p>							
Collective agreements overview	<p>In 2016, 53 collective agreements were signed during the year and 197 collective agreements were in force in the Group subsidiaries.</p> <p>In France, 8 collective agreements and 1 memorandum of understanding on the following subjects were signed in 2016:</p> <ul style="list-style-type: none"> • 21/01/2016: Agreement relating to the compulsory annual negotiation at JCDecaux's SEU for 2016 • 07/06/2016: Amendment to the Collective Profit sharing agreement - JCDecaux SA and JCDecaux France 							

	<ul style="list-style-type: none"> • 20/10/2016: Agreement on the organisation of social dialogue within JCDecaux’s SEU • 20/10/2016: Agreement on the reduction of JCDecaux’s SEU Works Council and workers’ committee terms of office • 20/10/2016: Agreement on using electronic voting at JCDecaux’s SEU • 22/11/2016: Agreement on extending CHSCT member terms of office at JCDecaux’s SEU • 25/10/2016: Memorandum of understanding on how the 2016 elections of the JCDecaux SA and JCDecaux France Works Council and Workers Committee are organised • 14/12/2016: Amendment to the agreement relating to complementary health fees reimbursement guarantees at JCDecaux’s SEU • 14/12/2016: Amendment to the agreement relating to complementary guarantees for the ‘incapacity, invalidity, death’ contingency fund at JCDecaux’s SEU
d) Health & Safety	
<p>Health and safety at work</p>	<p>Within its Sustainable Development Strategy, JCDecaux deployed a Group-wide Health & Safety policy. The objective of this policy is to ensure the safety of JCDecaux’s employees and to reduce the number of accidents at work and their severity. To this end, health & safety management principles were defined and are currently being deployed within all entities managed by the Group:</p> <ul style="list-style-type: none"> • Implementation of a local health & safety organisation and associated tools • Definition of objectives in terms of reduction in the number of accidents at work looking forward to 2015, 2016 and 2017 • Risk management and, product and equipment safety • Training • Investigations into accidents and incidents at work • Control, audit and continuously improve the Health and Safety management system • Subcontractors management <p>This policy, led in each country by a local organisation in charge of health & safety, is notably underpinned by an action plan and a health & safety manual, in compliance with the measures defined by the Group and local legislation.</p> <p>The Health & Safety Committee, headed by the International Operations Director and comprised of regional or local Health and Safety Managers and the Director of Sustainable Development and Quality, is tasked with defining the Group’s Health & Safety Policy agenda and helps subsidiaries implement the Health & Safety Policy. In 2016, the members of the Health & Safety Committee reviewed and updated all Group Health & Safety procedures and prepared to roll out an awareness-raising campaign on the 8 fundamental rules of safety in 2017.</p> <p>The audit of the maturity of the Health & Safety management system in the countries was initiated in 2014 and continued in 2015 and 2016. In total, at the end of 2016, 38 Group countries or subsidiaries were audited. By the end of 2017, almost all the Group countries will have been audited.</p> <p>To further reinforce the deployment of the Health & Safety Policy in all Group subsidiaries, as of 2017, the area and country Managers’ variable compensation and bonuses will include Health & Safety objectives.</p>

	<p>At end 2016, 6 Group entities or countries were OHSAS 18001 Health and Safety management system certified: Australia, Finland, Hong Kong Transport, Ireland, the Netherlands and the United Kingdom. In 2016, Singapore received Bizsafe certification, the local equivalent of OHSAS 18001. The certified subsidiaries represented 11% of the Group's turnover in 2016.</p> <p>French Health & Safety overview:</p> <p>In September 2015, deployment of the Health & Safety Policy in France was given a boost with the appointment of a Director of Health, Safety and Environment. Improvements in the monitoring of accidents, better training and improved communication all contributed to a stronger Health & Safety initiative and an improved frequency rate in France which dropped from 52.8 in 2015 to 43.7 in 2016. The training provided was reviewed and condensed to make it more suitable for occupations at JCDecaux. In addition, specific training on managing conflictual relationships with the public was initiated in 2016. Best practice and experience sharing was also encouraged in 2016 in concert with the Operations Department (a good ideas competition entitled "DefiDEX" on Safety, regular telephone meetings and dedicated quarterly plenary meetings with the Technical Directors were organised) and the Posters Preparation Workshops (monthly "Safety & Ergonomics" manager meetings were held). In 2017, a repository of the best practices will be shared with all the agencies.</p>																																																																						
<p>Collective agreements signed with trade unions or employee representatives regarding health and safety at work overview</p>	<p>Details on JCDecaux's SEU</p> <p>Update of the "Unique Document on the Assessment of Professional Risks", presented each year to the 17 Occupational Health and Safety Committees (CHSCT). Furthermore, CHSCTs are also consulted annually on the assessment of prevention initiatives implemented on each site, and the improvement of working conditions.</p>																																																																						
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	<p>The frequency rate of work-related accidents dropped significantly in 2016 and was down to 23.2, which proved the effectiveness of the Group Health & Safety policy deployed since 2014. This reduction is mainly due to a fall in the number of work-related accidents in France, Portugal, Australia and Chile. The increase in frequency rate in North America is mainly due to an increase in the number of road accidents.</p> <p>The absenteeism rate for work-related illnesses remained low in 2016 at 0.14%. In light of the diversity of regulations and the absence of legal reporting constraints in some countries, data relating to absences for work-related illnesses can vary significantly from one country to the next.</p>
<p>e) Training</p>	
<p>Policies implemented regarding training</p>	<p>Employees of the Group are offered many training opportunities each year in all areas relating to their activities: management, operations, technique, safety, languages, communication, marketing, sales, office administration, etc. Each subsidiary is responsible locally for its training programmes with regard to the local business needs and developments.</p> <p>Details of the training provided by the Group:</p> <ul style="list-style-type: none"> • International Operations Training <p>Training sessions for the subsidiaries are organised several times a year on a regular basis by internal Operations and Installations Department trainers. The purpose of these sessions is to train field staff on maintaining specific types of furniture: digital, toilet and scrolling ad panels.</p> <ul style="list-style-type: none"> • Sustainable development training <p>A training programme has been drawn up to further integrate sustainable development into company practices as part of the deployment of the Sustainable Development Strategy. This covers:</p> <ul style="list-style-type: none"> ○ Training of the executive management via a dedicated training day. Since 2015, the executive management members of 17 Group countries have been trained in Sustainable Development. ○ The largest number of employees are trained via e-learning training modules on sustainable development issues and JCDecaux's Sustainable Development Strategy. These include advice on actions that can be adopted and is available to all employees equipped with a computer. In 2015 and 2016, these training modules were deployed in France and made available to subsidiaries for local deployment. ○ Buyer training on reinforcing sustainable development in purchasing is provided in the classroom or via webinar. At end 2016, 65 buyers or persons responsible for local purchasing received training on Responsible Purchasing. <ul style="list-style-type: none"> • Compulsory e-learning training on preventing corruption <p>Specific corruption prevention training was deployed in 2016 and is still being rolled out. This training primarily consists of actual cases and simulations on the following subjects: the legislative framework, risks, gifts and invitations, facilitation payments and third-party management. At end February 2017, 82.5% of targeted people underwent this training which will continue to be deployed during the year.</p>

Details on the training policy in France:

- Sales training

The JCDecaux Media Academy is JCDecaux's own internal sales training centre. Intended for all the sales teams, it allows development of media expertise and standardisation of sales cycle practices. The content of the Academy is available in "multimode" where an online preparation phase is followed by Academy training days.

An in-house training course on off-the-shelf computing tools is also available, MOSAIC: invoicing tool; and MY BEEZ: a tool for managing customer and public relations, sales promotion and consolidated customer data.

- Management training courses

The training is based on the Group Managerial Reference System designed by a group representing managers from different occupations and uses scalable teaching formats to develop the 9 talents in the 3 dimensions of COACH, LEADER and PIONEER making up the reference system. In 2016, the 100% classroom-based training workshops were revised to include a digital learning section. 84 managers followed the COACH curriculum in 3 phases: distance sessions made available after a level assessment test, a group training day facilitated by a trainer and a webinar to present the analysis of a case study. Since 2012, 658 managers have undergone this training.

In 2016, a "Local Manager" certification training curriculum was launched with 48 supervisor coaches. The programme consists of 21 days of training over a 12-month period, jointly delivered with the "CESI Entreprise" training organisation and enables trainees to obtain level III certification which is recognised by the National Directory of Professional Certifications.

- Digital Learning training

Digital developments considerably and continually modify information and training uses. The subjects and training media developed on the JCDecaux Academy Digital Learning platform are many and varied - e-learning sessions, expert videos, internal virtual classrooms - and access is simple, rapid, mobile and free.

- Disability Training

Disability training was initiated in 2014 and is now accessible to all JCDecaux France connected employees; it comprises 3 modules on the following subjects: "Representations and Realities", "Integration" and "Job redesign and Job retention".

- Health & Safety training

Every year, more than 1,000 employees are trained in safety, occupational risk prevention, ergonomics and gestures & postures. This domain represents nearly 50% of the training investment.

In 2016, the Health & Safety training provided was reviewed and condensed to make it more suitable for occupations at JCDecaux. In addition to the conventional training on health & safety risk prevention, a new training module was deployed in September 2016 on managing conflictual relationships with the public to help field staff deal with anti-social behaviour. 12 training sessions were delivered in 2016. A "gesture and posture" training session is currently being developed and will be deployed in 2017.

	<ul style="list-style-type: none"> Eco-driving training <p>Since 2003, JCDecaux employees with company vehicles have had to undergo eco-driving training consisting of a theory section and a practical section during which employees can put the eco-driving actions into practice and compare the fuel consumptions of their vehicle using eco-driving and conventional driving techniques. This training is renewed every 5 years for all employees with company vehicles and delivers better fuel consumption while reducing the road accident risk.</p>																										
<p>Total number of training hours</p>	<table border="1"> <thead> <tr> <th style="color: blue;">Employees Training Group</th> <th style="color: blue;">2014</th> <th style="color: blue;">2015</th> <th style="color: blue;">2016</th> </tr> </thead> <tbody> <tr> <td>Training hours</td> <td>70,801</td> <td>84,818</td> <td>96,591</td> </tr> <tr> <td>Training rate* (%)</td> <td>51.6%</td> <td>46.5%</td> <td>50.8%</td> </tr> <tr> <td colspan="4" style="color: blue;">France</td> </tr> <tr> <td>Training hours</td> <td>24,937</td> <td>29,599</td> <td>27,483</td> </tr> <tr> <td>Training rate* (%)</td> <td>59.2%</td> <td>38.5%</td> <td>36.5%</td> </tr> </tbody> </table> <p>*number of persons having undergone at least one training module in the year/registered workforce</p> <p>Despite a drop in the number of training hours and training rate in France, the number of hours of training and training rate of the Group on a like-for-like basis is up (+13% hours of training) and includes the new entities.</p>			Employees Training Group	2014	2015	2016	Training hours	70,801	84,818	96,591	Training rate* (%)	51.6%	46.5%	50.8%	France				Training hours	24,937	29,599	27,483	Training rate* (%)	59.2%	38.5%	36.5%
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<p>f) Equal treatment</p>																											
<p>Measures promoting gender equality</p>	<p>JCDecaux promotes diversity and the principle of non-discrimination between genders through its International Charter of Fundamental Social Values which includes several principles on non-discrimination. A practical guide on implementing the Charter's principles is currently being deployed. This notably includes good practices for preventing discrimination in the recruitment process, pay, access to training and career opportunities.</p> <p style="color: blue;">Breakdown of employees by gender</p> <table border="1"> <thead> <tr> <th style="color: blue;"><i>As of December 31</i></th> <th style="color: blue;">2014</th> <th style="color: blue;">2015</th> <th style="color: blue;">2016</th> </tr> </thead> <tbody> <tr> <td>Women</td> <td>29.7%</td> <td>30.3%</td> <td>30.9%</td> </tr> <tr> <td>Men</td> <td>70.3%</td> <td>69.7%</td> <td>69.1%</td> </tr> <tr> <td colspan="4" style="color: blue;">Non-operational</td> </tr> <tr> <td>Women</td> <td>53.2%</td> <td>53.1%</td> <td>52.9%</td> </tr> <tr> <td>Men</td> <td>46.8%</td> <td>46.9%</td> <td>47.1%</td> </tr> </tbody> </table>	<i>As of December 31</i>	2014	2015	2016	Women	29.7%	30.3%	30.9%	Men	70.3%	69.7%	69.1%	Non-operational				Women	53.2%	53.1%	52.9%	Men	46.8%	46.9%	47.1%	<p>Focus on France:</p> <p>In France, the Management presented the unions with detailed documents demonstrating the strict application of equal treatment for men and women in terms of recruitment, training, promotion, wage policy, etc.</p> <p>Negotiations on professional gender equality started at the end of 2014 and culminated in a three-year agreement signed on 22 April 2015. This agreement is confirmation of the Management and the social partners' commitment to access to employment and job desegregation, vocational training, career advancement and development, working conditions, effective remuneration and the balance between professional life and family responsibilities.</p>	
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<p>Measures promoting the employment and integration of people with disabilities</p>	<p>In 2016, the Group employed 1.6% disabled workers, including 3.3% in France.</p> <p>Details of the measures promoting the employment and integration of people with disabilities in France:</p> <p>To integrate the disability Policy into its daily activities and create favourable conditions for receiving people with disabilities, JCDecaux focuses its actions on the following priorities:</p> <ul style="list-style-type: none"> • raising awareness among and providing information for all employees with regards to the employment of people with disabilities • recruitment and integration of employees with disabilities • implementation of a Policy on, and procedures for, prevention and management of incapacity, staying in work and reclassification • development of specific training <p>In 2016, the National Week for the Employment of Disabled People took place between 14 and 18 November and provided the opportunity for several training, awareness and information actions to be carried out (an internal memo was circulated, a dedicated training portal space was implemented, 'lunch and learn' sessions facilitated by disabled athletes were organised, etc.)</p> <p>JCDecaux took part in several specialised recruitment forums as part of its support for recruiting and integrating disabled people. Since 2013, 33 disabled persons have been taken on, including 3 on permanent contracts, 8 on fixed term contracts, 18 trainees and 4 on work/study contracts.</p> <p>To underline JCDecaux's commitment to disabled employees, Management invited the unions to negotiate an agreement on the topic which should be signed in 2017.</p>
<p>Policy against discrimination</p>	<p>JCDecaux undertook to protect all employees against any form of discrimination via the Group's Ethics Charter which was updated in 2014, and the Group reaffirmed its commitment to a non-discriminating workplace in its International Charter of Fundamental Social Values published in 2012 and updated in 2013. It is based on conventions No. 100 and 111 of the International Labour Organisation (ILO).</p> <p>The measures taken to implement the Charter and country compliance control procedures are presented in the "Promotion and respect of the provisions of ILO's Core Conventions" section.</p> <p>In France, by signing the Diversity Charter in 2008, JCDecaux committed to promoting equal opportunities for women, disabled workers, seniors and visible minorities. Under this Charter, JCDecaux notably commits to training employees and raising awareness amongst them on the issues of diversity, respect and promoting the principle of non-discrimination, and to report on the results of this commitment.</p> <p>As part of the various bicycle sharing schemes in France, the Group committed to community programmes encouraging the social inclusion of vulnerable youth. Please refer to the "Conditions of dialogue with people and organisations" for further information on this subject.</p>

g) Promotion and respect of the provisions of ILO's Core Conventions:	
Respect for the freedom of association and collective bargaining	<p>With its International Charter of Fundamental Social Values, the Group promotes respect of the ILO's Core Conventions, referring to:</p> <ul style="list-style-type: none"> • Conventions No. 87 and No. 98 of the ILO on the freedom of association and collective bargaining • ILO Conventions no. 100 and 111 on the elimination of discrimination in the workplace • ILO Conventions no. 29 and 105 on the elimination of forced and compulsory labour • Conventions No. 138 and No. 182 of the ILO on the abolition of child labour
Elimination of discrimination in employment and occupation	JCDecaux's International Charter of Fundamental Social Values, circulated to the subsidiaries managed by JCDecaux in 2012, and updated in 2013, is available to all employees of every country on the local Intranet sites and the Group's website. Every new employee is given a copy of the Charter upon joining the company. In 2016, the countries that deployed the Charter represent 97% of the Group's revenues.
Elimination of forced or compulsory labour	The compliance of local practices with the principles of the Charter is evaluated through regular assessment reports sent by the countries to the Sustainable Development and Quality Department. The effective deployment of the Charter was initially evaluated in 2013, involving the compliance review of 43 countries, and in the implementation of 23 plans of action in 2014. In 2015, the Charter was deployed in new Group countries and a new evaluation was initiated at the end of 2015 among the 57 countries of the Group where the Charter has been circulated.
Effective abolition of Child labour	This assessment gave rise to 3 plans of action in 3 different countries implemented in 2016.
2. ENVIRONMENTAL INFORMATION ³	
a) General policy on environmental matters	
Organisation of the company to take into account environmental concerns and, if applicable, environmental evaluation and verification approaches	<p>The Group is present in more than 75 countries, 4,435 cities with populations over 10,000 and 230 airports, and has 280 transport contracts in metros, buses, trains and tramways. The Group's environmental impact is therefore dispersed.</p> <p>The Sustainable Development Strategy defines the Group's six priority actions in terms of sustainable development. Two of these actions are designed to directly reduce the environmental impact of the company's activities:</p> <ul style="list-style-type: none"> • Reduce our energy consumption • Reduce our other environmental impacts <p>This strategy also includes two social priorities intended to reduce our indirect environmental impact:</p> <ul style="list-style-type: none"> • Reinforce Sustainable Development in the Purchasing Policy • Promote employees' commitment to Sustainable Development <p>The Sustainable Development Strategy is deployed in most JCDecaux subsidiaries, representing 94% of its revenues in 2016. This strategy is driven throughout the year by the Sustainable Development and Quality Department, the sponsors of each strategic priority, the Operational Departments and sustainable development correspondents in the subsidiaries. The priorities and objectives determined and the results achieved are analysed every quarter. The progress of the Strategy is also reviewed annually by the Executive Board.</p>

³ All environmental data presented below comes from non-financial reporting which covers 96.3% of the turnover

	<p>To support its environmental impact reduction policy and to reach the highest international standards in environmental preservation, JCDecaux encourages the deployment of ISO 14001 certification in the countries in which it operates.</p> <p>As of the end of 2016, 15 Group countries are ISO 14001 certified: Spain (since 2003), Norway (since 2006), France (since 2007), Italy (since 2007), Portugal (since 2007), the UK (since 2008), Sweden (since 2009), Finland (since 2010), Ireland (since 2011), the Netherlands (since 2011), Belgium (since 2012), the USA (since 2013), Australia (since 2014), Denmark (since 2014) and Hungary (since 2014), representing nearly 53% of JCDecaux's turnover.</p>
<p>Training and information for employees on environmental protection</p>	<p>Most Sustainable Development Strategy's priorities include training measures, some of which are directly related to environmental protection. In this regard, the priority:</p> <ul style="list-style-type: none"> • "Reduce our energy consumption" involves eco-driving training for employees with a company vehicle • "Reinforce Sustainable Development in the Purchasing Policy" involves training for buyers and employees involved in purchasing in the integration of sustainable development when dealing with suppliers and purchases • "Promote the Group employees' commitment to sustainable development" involves <ul style="list-style-type: none"> ○ training for Executive Managers in sustainable development ○ the implementation in each country of a programme to raise awareness of good environmental practices aimed at JCDecaux's employees encouraging them to adopt simple and concrete actions every day at work in order to limit their office paper, water and energy footprint, thus contributing to the Group's environmental commitment. In 2016, 21 Group countries implemented an awareness raising programme. ○ raising the sustainable development awareness of JCDecaux employees equipped with a computer, via three e-learning training modules on: "sustainable development: the new driver of value creation", "JCDecaux's Sustainable Development Strategy" and "The deployment of the Sustainable Development Strategy and your action resources". These modules have been deployed in France and were made available to the subsidiaries at the end of 2016. <p>In France, an internal program, called Ecoreflex, was launched in 2006 to raise awareness among employees of good environmental practices using a dedicated and interactive Intranet site, media releases and targeted displays. This program was reinforced in 2014 with a new a dedicated Intranet site and a Bee community (company social network) specific to this program and accessible to the Group's different countries where the program is currently being deployed in compliance with the Sustainable Development strategy.</p>
<p>Resources dedicated to environmental risk and pollution prevention</p>	<p>Please refer to section 1.5.6 of the Management report entitled "ENVIRONMENTAL RISKS"</p>

<p>Financial provisions and risks warranties for environmental matters, on the understanding that this information is not likely to cause serious damage to the entity in the case of an outstanding legal dispute</p>	<p>JCDecaux did not identify any environmental risks requiring a financial provision in the accounts ended 31 December 2016. Please refer to section 1.5.6 of the Management report entitled “ENVIRONMENTAL RISKS”</p>
<p>b) Pollution</p>	
<p>Prevention, reduction or compensation for discharge into the air, water and soil seriously affecting the environment</p>	<p>JCDecaux is involved in the outdoor advertising sector, with three major business lines: street furniture, transport advertising and large-format billboards. Consequently, the environmental risks associated with the Group’s activities are limited (two ICPE sites subject to declaration). The Group does not have any production activities. Glues used in its activities have a very limited impact on the environment. JCDecaux does not use ink, as advertising posters are produced by printers at the advertisers’ request. That is why JCDecaux did not implement specific actions for these matters.</p>
<p>Noise pollution and other forms of pollution specific to an activity</p>	<p>Given the diffuse nature of the Group's activity, the noise pollution generated by its activity is limited. Studies however were carried out by JCDecaux’s Research Department, which facilitated the integration of silent components during the design phase of street furniture to preserve the quality of life of local residents. JCDecaux is compliant with the decree n° 2006 – 1099 of August 31st, 2006, relative to actions against noise pollution, modifying the Public Health Code. Street furniture for glass disposal is soundproof to protect the tranquillity of the neighbourhood.</p>
<p>c) i. Circular Economy - Waste prevention and management</p>	
<p>Measures for waste prevention, recycling, reuse and other forms of recovery and disposal</p>	<p>One of the environmental priorities of the sustainable development strategy is to reduce our environmental impacts, notably reducing the quantity of waste generated and improving waste recycling. Three priorities were therefore defined:</p> <ol style="list-style-type: none"> 1. Paper: at the core of JCDecaux’s business activities. Measures to optimise paper consumption (promote the use of labels such as PEFC and FSC) and to improve its recycling were implemented in the Group’s subsidiaries. 2. Plastic: PVC is commonly used in canvasses. The search for alternative solutions and measures to intensify its recycling are ongoing in the Group’s subsidiaries

3. Other waste (glass, Electric and Electronic Equipment Waste (WEEE), etc.): JCDecaux set the objective of reinforcing its waste management to reduce the amounts generated and increase the portion of waste sorted and recycled, including WEEE.

JCDecaux contributes to the preservation of natural resources through the management of its environmental impacts. This also serves as a springboard for innovation in materials used, products developed and processes implemented.

In addition to these measures, JCDecaux continues to carry out, via the Research Department, street furniture life cycle analyses. Life cycle analyses make it possible to design street furniture in an environmentally friendly manner, notably to select materials applying sustainability and recyclability criteria so as to reduce the amounts of raw materials used and waste generated.

During all phases of the street furniture lifecycle, waste is selectively sorted in each Group's site according to the local regulation applicable and the availability of recycling and recovery channels, especially for billboard recovery, fluorescent tubes, waste packaging materials, iron, aluminium, glass and rubble.

Moreover, JCDecaux's furniture is designed with an average life expectancy greater than 20 years. Consequently, furniture can be refurbished at the end of a contract to be reused for a new contract with the client's agreement. Renovating furniture and reusing components in good condition helps minimise the consumption of raw materials and reduce volumes of waste.

Total amount of waste generated

<i>in tonnes</i>	2014	2015	2016
Total waste generated*	20,773	22,508	21,649
% of waste sorted for recycling**	60.4%	59.3%	61.6%

*Hazardous waste only accounts for 0.9% of the total waste generated.
 **The recycling rate includes both recycling and other forms of recovery.

The volume of waste generated was reduced by 859 tonnes despite the enlarged reporting scope. At the same time, the recycling rate increased to 62% (against 59% in 2015), mainly as a result of the Group countries deploying the Sustainable Development Strategy and achieving waste recycling rates of 64% in 2016.

Actions to combat food waste

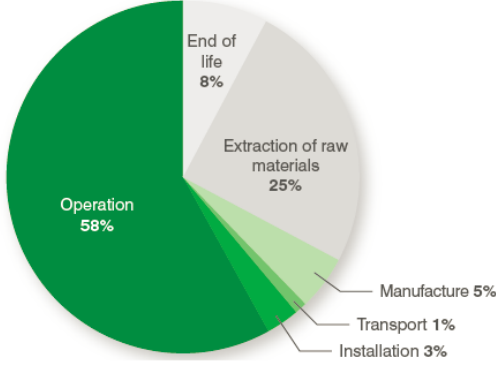
JCDecaux is involved in the outdoor advertising sector, with three major business lines: street furniture, transport advertising and large-format billboards. The environmental impact of Group food wastage is therefore extremely low and confined to a few company canteens within the Group.

c) ii. Circular Economy - Sustainable use of resources																					
Water consumption and water supply taking local constraints into consideration	<table border="1"> <thead> <tr> <th>Water consumption in m3</th> <th>2014</th> <th>2015</th> <th>2016</th> </tr> </thead> <tbody> <tr> <td>Water consumption</td> <td>142,632</td> <td>137,035</td> <td>151,301</td> </tr> <tr> <td>Rainwater consumption</td> <td>6,142</td> <td>6,064</td> <td>4,524</td> </tr> <tr> <td>Total water consumption</td> <td>148,773</td> <td>143,098</td> <td>155,825</td> </tr> </tbody> </table>	Water consumption in m3	2014	2015	2016	Water consumption	142,632	137,035	151,301	Rainwater consumption	6,142	6,064	4,524	Total water consumption	148,773	143,098	155,825	<p>JCDecaux is involved in the outdoor advertising sector, with three major business lines: street furniture, transport advertising and large-format billboards. The environmental impact on water reserves is very limited and, as such, did not require any studies on local water supply constraints.</p> <p>Water is mainly used to clean street furniture during the operating phase and for employees' domestic usage.</p> <p>JCDecaux continues to apply its policy to:</p> <ul style="list-style-type: none"> • reduce its consumption of drinking water • expand its rainwater recovery capacity <p>The furniture and vehicle washing methods are regularly reviewed to reduce the amount of water required while ensuring high quality cleaning. JCDecaux uses two rainwater collection methods:</p> <ul style="list-style-type: none"> • rainwater is collected in tanks by agencies • rainwater is collected from street furniture using water collectors <p>Water collected in tanks by agencies is used to fill the tanks on vehicles used by the maintenance staff to clean street furniture. Because rainwater is naturally soft, it reduces the quantity of detergents and water required for cleaning structures, helping reduce the environmental impact of the Group. The possibility of incorporating rainwater collectors into street furniture is systematically examined. Installing water collectors inside the advertising columns in Paris and in new toilet units also helps reduce water consumption.</p>			
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<p>The total volume of water consumed in 2016 increased by 9%, mainly as a result of the enlarged reporting scope. These new countries consumed 9,857 m³ in 2016.</p> <p>The number of countries that have implemented a rainwater recovery process remained stable.</p>																					
<p>Installed rainwater collection capacity</p> <table border="1"> <thead> <tr> <th>In m3</th> <th>2014</th> <th>2015</th> <th>2016</th> </tr> </thead> <tbody> <tr> <td>Group</td> <td>797.8</td> <td>804.0</td> <td>784.5</td> </tr> </tbody> </table>	In m3	2014	2015	2016	Group	797.8	804.0	784.5													
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Consumption of raw materials, and measures taken to improve the efficiency of raw materials use	<p>JCDecaux does not have any production activity. Its activities are design and sometimes street furniture assembly. JCDecaux's eco-design policy led to energy consumption reductions and street furniture recyclability optimization.</p> <p>JCDecaux has set lighting standards for new furniture installed under new contracts in order to significantly reduce its energy consumption and has developed solutions for improving the energy performance of furniture already installed under existing contracts. Power and luminous intensity and uniformity thresholds have been calculated for each type of furniture. These thresholds are reviewed and the power lowered whenever new lighting technologies become available and are validated.</p> <p>The Group lighting standards were revised in 2015 and again in 2016 to incorporate the technical developments tested and validated by the Research Department. These revisions delivered a drop in installed power in new street furniture and in the 4-tube MUIPs in particular, whose installed power dropped by 49%.</p> <p>The use of LED technology in lighting devices yielded a drop of almost 60% compared to the electricity consumed by ferromagnetic tubes, the</p>																				

	<p>technology hitherto used in street furniture. When the LED technology is coupled with a power modulation system, the reduction in electrical consumption is even more substantial.</p> <p>The eco-design policy also reduces the impact of end-of-life street furniture by using recyclable materials such as glass, wood and steel. For example, the bus shelters installed in Copenhagen since July 2016 are 100% recyclable.</p>																																									
<p>Energy consumption, measures to improve energy efficiency and the use of renewable energy</p>	<p>Electricity consumption</p> <table border="1" data-bbox="324 379 1041 641"> <thead> <tr> <th><i>In MWh</i></th> <th>2014</th> <th>2015</th> <th>2016</th> </tr> </thead> <tbody> <tr> <td>Street Furniture</td> <td>599,808</td> <td>605,372</td> <td>653,335</td> </tr> <tr> <td>Buildings</td> <td>24,707</td> <td>23,064</td> <td>25,667</td> </tr> <tr> <td>Total</td> <td>624,515</td> <td>628,436</td> <td>679,001</td> </tr> <tr> <td>Including % of renewable electricity</td> <td>32.1%</td> <td>37.0%</td> <td>47.1%</td> </tr> </tbody> </table> <p>The electrical consumption of the Group rose 8% in 2016 compared to 2015, mainly because street furniture electrical consumption increased due to the enlarged reporting scope and the winning of the TfL (Transport for London) contract in the United Kingdom, the world's biggest bus shelter advertising contract. Excluding the new entities and the TfL contract, electrical consumption dropped by 2%.</p> <p>Energy consumption</p> <table border="1" data-bbox="324 922 1070 1177"> <thead> <tr> <th><i>In MWh</i></th> <th>2014</th> <th>2015</th> <th>2016</th> </tr> </thead> <tbody> <tr> <td>Street Furniture</td> <td>599,808</td> <td>605,372</td> <td>653,335</td> </tr> <tr> <td>Buildings</td> <td>44,539</td> <td>44,484</td> <td>47,658</td> </tr> <tr> <td>Vehicles</td> <td>113,132</td> <td>114,813</td> <td>120,104</td> </tr> <tr> <td>Total</td> <td>757,479</td> <td>764,668</td> <td>821,096</td> </tr> </tbody> </table> <p>Street furniture electrical consumption accounts for 79% of JCDecaux's energy consumption.</p> <p>The increase in vehicle and building energy consumption is due in large part to the expanded reporting scope. The newly included entities were responsible for 69% of the increase in vehicle and building energy consumption.</p>	<i>In MWh</i>	2014	2015	2016	Street Furniture	599,808	605,372	653,335	Buildings	24,707	23,064	25,667	Total	624,515	628,436	679,001	Including % of renewable electricity	32.1%	37.0%	47.1%	<i>In MWh</i>	2014	2015	2016	Street Furniture	599,808	605,372	653,335	Buildings	44,539	44,484	47,658	Vehicles	113,132	114,813	120,104	Total	757,479	764,668	821,096	<p>JCDecaux set up ambitious environmental measures to reduce its energy consumption. The measures adopted relate to our three energy uses: street furniture, vehicles and buildings, and are deployed in the Group's countries.</p> <p>The electricity consumption of street furniture being the Group's main environmental impact, its reduction is the main priority. JCDecaux's Research and Development Department is therefore working on optimising the energy performance of new and existing street furniture, in particular lighting technologies. JCDecaux's Research and Development Department uses lifecycle analyses (LCA) to identify the environmental impact of components, manufacturing, the usage and the end-of-life treatment of street furniture. Life cycle analyses are completed internally by the Research Department who invested in a dedicated software application in 2011.</p> <p>One of the main street furniture electricity consumption reduction levers relates to lighting systems.</p> <p>The Group's second priority relates to vehicle energy consumption which is the second environmental impact of the Group. To reduce this consumption, measures are implemented throughout the Group, relating to both vehicles and their users:</p> <ul style="list-style-type: none"> - The training of JCDecaux's vehicle drivers on eco-driving - The adoption of new rules when renewing vehicle fleets choosing more ecological vehicles <p>The third priority relates to the energy consumption of JCDecaux buildings, offices and warehouses. The Group adopted a series of measures to reduce their energy consumption.</p> <p>Along with these actions, the Group continues to implement its ambitious programme to source green electricity.</p>
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		<p>In 2016, the proportion of electricity from renewable sources (in supply contracts or purchase of green certificates guaranteeing that electricity comes from renewable sources) reached 47% of the Group's total consumption, in accordance with the objective of progressively increasing renewable energy purchases to reach 100% in 2022. Certificates purchased in 2016 responded to a stringent set of specifications drawn up by the Group's Sustainable Development and Quality Department.</p> <p>The use of renewable energy is also being integrated into innovative street furniture. JCDecaux proposes the integration of renewable energy to supply shelters with solar panels in regions where the climate is suitable. In 2016, 2,167 shelters were equipped with this kind of technology worldwide.</p>																																								
Land use	JCDecaux has very limited impact on soil, due to its exclusively urban activity. Furthermore, the locations of the street furniture are decided by clients (local authorities, transport companies...).																																									
d) Climate Change																																										
Significant greenhouse gas emissions generated as a result of company activity, notably through the use of goods and services it produces	<table border="1"> <thead> <tr> <th colspan="4" style="text-align: left;">Greenhouse gas emissions</th> </tr> <tr> <th style="text-align: left;"><i>in teqCO₂</i></th> <th style="text-align: right;">2014</th> <th style="text-align: right;">2015</th> <th style="text-align: right;">2016</th> </tr> </thead> <tbody> <tr> <td>Street Furniture *</td> <td style="text-align: right;">142,224</td> <td style="text-align: right;">128,510</td> <td style="text-align: right;">110,945</td> </tr> <tr> <td>Buildings *</td> <td style="text-align: right;">9,825</td> <td style="text-align: right;">8,861</td> <td style="text-align: right;">9,368</td> </tr> <tr> <td>Vehicles</td> <td style="text-align: right;">27,834</td> <td style="text-align: right;">28,278</td> <td style="text-align: right;">29,574</td> </tr> <tr> <td>Total emissions *</td> <td style="text-align: right;">179,883</td> <td style="text-align: right;">165,649</td> <td style="text-align: right;">149,887</td> </tr> <tr> <td>Scope 1 ⁽¹⁾</td> <td style="text-align: right;">31,132</td> <td style="text-align: right;">31,772</td> <td style="text-align: right;">33,278</td> </tr> <tr> <td>Scope 2 ⁽²⁾</td> <td style="text-align: right;">148,751</td> <td style="text-align: right;">133,877</td> <td style="text-align: right;">116,609</td> </tr> <tr> <td colspan="4" style="text-align: left;">-----</td> </tr> <tr> <td>Emissions avoided through the purchase of renewable electricity</td> <td style="text-align: right;">70,576</td> <td style="text-align: right;">84,407</td> <td style="text-align: right;">109,460</td> </tr> </tbody> </table> <p>*Published figures include greenhouse gas emissions avoided by purchasing electricity from renewable sources</p> <p>⁽¹⁾ Scope 1: All direct emissions, caused by the burning of fossil fuels (petrol, natural gas, fuel oil, etc.), of resources owned or controlled by the company.</p> <p>⁽²⁾ Scope 2: All indirect emissions caused by the purchase of electricity and district heating.</p>	Greenhouse gas emissions				<i>in teqCO₂</i>	2014	2015	2016	Street Furniture *	142,224	128,510	110,945	Buildings *	9,825	8,861	9,368	Vehicles	27,834	28,278	29,574	Total emissions *	179,883	165,649	149,887	Scope 1 ⁽¹⁾	31,132	31,772	33,278	Scope 2 ⁽²⁾	148,751	133,877	116,609	-----				Emissions avoided through the purchase of renewable electricity	70,576	84,407	109,460	<p>Reducing the Group's carbon emissions requires a reduction in energy consumption. Therefore, JCDecaux implemented ambitious environmental measures to reduce its consumption as part of the Sustainable Development Strategy, and this reduction should automatically lead to a decline in the Group's emissions.</p> <p>As this energy consumption (street furniture, vehicles and buildings) is the primary source of greenhouse gas emissions, its reduction should automatically lead to a reduction in the Group's emissions.</p> <p>JCDecaux uses life-cycle analyses (LCA) to identify the main environmental impacts including greenhouse gas emissions associated with the various phases of the street furniture. The LCAs revealed that the operational phase has the greatest impact in terms of greenhouse gas emissions, irrespective of site or furniture type - MUPIs, 2 m² LCD screens, 8 m² LCD screens, Bicycle Sharing systems and Toilet units.</p>
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	<p>Total greenhouse gas emissions from JCDecaux’s activities continued to drop in 2016, mainly due to the policy of purchasing electricity from renewable sources which accounted for 47% of electrical consumption in 2016 (against 37% in 2015).</p> <p>Excluding the deduction of CO₂ emissions avoided through the purchase of electricity from renewable sources, the Group’s emissions increased by 4% due to the enlarged reporting scope.</p>	<p>Example of the distribution of greenhouse gas emissions over the life-cycle phases of a Foster bus shelter (with a non-transparent roof) assembled and installed in France during a 15-year contract:</p>  <p>The operational phase, which primarily includes furniture and billboard lighting, as well as servicing and maintenance performed by field staff with vehicles, is responsible for the majority of greenhouse gas emissions (58%).</p>
<p>Adaptation to climate change consequences</p>	<p>Please refer to section 1.5.6 of the Management report entitled “ENVIRONMENTAL RISKS”</p>	
<p>e) Preservation of biodiversity</p>		
<p>Measures taken to preserve and develop biodiversity</p>	<p>JCDecaux has very little impact on biodiversity due to its exclusively urban activity. However, JCDecaux is testing the integration of biodiversity into its furniture to bring nature back to the city, thereby contributing to combating atmospheric pollution, urban heat island and soil degradation. JCDecaux installed bus shelters equipped with green roofs in several cities across the world, including Paris and Boston.</p>	
<p>3. INFORMATION REGARDING COMMUNITY AND SOCIAL INVOLVEMENT PROMOTING SUSTAINABLE DEVELOPMENT</p>		
<p>JCDecaux has operations on all 5 continents in more than 75 countries. Human Resources are managed in a decentralised way by each subsidiary, giving the Group greater flexibility to adapt its operating mode to local contexts and regulations, while complying with the Group Codes.</p>		
<p>a) Regional, economic and social impact created by the activity of the company</p>		
<p>Employment and local development</p>	<p>The quality of products and services provided to towns and airports by JCDecaux requires a large range of professions and skills. The Group therefore creates employment wherever it operates and contributes to local economic development. JCDecaux is present in numerous cities in each country where it operates, which means it has an extensive network throughout the world.</p> <p>For example, in France, 93 sites provide maintenance, cleaning and posting activities for the whole of the country and the Bicycle Sharing systems which create a range of local jobs.</p>	

<p>Local communities</p>	<p>The business model of JCDecaux is to provide local communities with products and services such as high-end street furniture. Their installation and maintenance are financed by advertisement space throughout the duration of the contract. The local community and residents benefit from numerous services to ease their daily life with bus shelters, public bathroom facilities, bicycle sharing schemes or billboards dedicated to the community communications.</p> <p>JCDecaux implemented actions to improve the urban environment by:</p> <ul style="list-style-type: none"> - Reducing the number of displays through the use of scrolling billboards or digital screens, - Creating furniture promoting accessibility for all, - Creating furniture with innovative and interactive concepts such as e-village totems proposing different types of content such as the city's cultural agenda, practical information, getting around, art of living, shops, etc. - Integrating experimentation into the furniture to bring biodiversity back to the city via green bus shelter roofs. <p>JCDecaux also contributes to raising local populations' awareness of environmental protection via:</p> <ul style="list-style-type: none"> - The creation of selective waste collection furniture: e.g. batteries, glass, paper - Free billboards for environmental protection information campaigns - The production of posters by the Group's Graphic Design Department to help cities communicate with their inhabitants. The creations address numerous themes such as local businesses, water wastage, dog waste and raise public awareness on responsible habits linked to sustainable development, road safety, or cleanliness in the city. <p>Visual advertising content is subject to a procedure to check compliance with locally applicable laws and regulations. In France, the visuals are submitted to the Legal Department to verify compliance with current laws and regulations. If a visual is deemed by the Legal Department to be immoral or offensive to the general public, it is subject to the approval of the Billboard Ethics Committee, made up of managers from the Legal, Marketing, Communication, Asset management, Sales and Sustainable Development and Quality Departments.</p> <p>This control is also carried out in every subsidiary by an advertising monitoring committee, or by any other means guaranteeing independent judgement of morality and decency criteria. The visuals featuring certain specific themes (alcohol, nudity/lingerie, violence, indirect pornography, ecological virtues of products, tobacco, etc.) are closely examined with a view to assessing compliance with the contract or concession, applicable regulations, good morality and the Group's image.</p> <p>In 2016, 19 Group countries had visuals control procedures taking public sensitivity into account when validating visual advertising content. In total, 3,450 visuals were rejected or had to be reworked in 2016 either because they did not comply with legislation or the Group's Ethics Charter, or because they had the potential to offend certain sections of the public (taking public sensitivity into account). China accounted for a large proportion of the visuals that were refused or reworked.</p>
<p>b) Relationships with people and organisations affected by the Group's activity, in particular "back-to-work" organisations, schools, environmental organisations, consumer protection organisations and local residents</p>	
<p>Conditions of the dialogue with people and organisations</p>	<p>Outdoor advertising is a medium that reaches a huge number of people around the world and is a prime medium for supporting awareness-raising campaigns. Since its creation, JCDecaux has been actively involved in many humanitarian and charitable activities to support major causes such as the fight against disease, support for the disadvantaged, protection of the environment and road safety. Every year, the Group offers real support either in the form of free space on its networks or by making available staff and vehicles.</p>

	<p>The development of universally accessible public toilets is a good example of a participative initiative involving all potential users. In 2011, the Group won the "2011 Autonomy Prize" from the French Paralytics Association (APF) for its automatic universal access toilets for the city of Paris, designed by Patrick Jouin. The design phase of the toilet involved, in a participative approach, the Paris City Hall, the associations representing people with disabilities and visual impairment, JCDecaux teams and the designer Patrick Jouin. This new collaboration led to a universal sanitary model which is accessible to all and was awarded the "2011 Autonomy Prize".</p> <p>JCDecaux attaches considerable importance to the quality of its relationships with Bicycle Sharing systems customers. To reinforce its continuous consultation with bicycle users, the Group created the Bicycle Sharing systems Mediation France unit on 1 October 2011 to facilitate the amicable settlement of disputes between Bicycle Sharing system users and JCDecaux. JCDecaux's Mediation France unit has been referenced by the Consumer Mediation Commission and part of the National Association of Ombudsmen since 2012. In accordance with the provisions of the Consumer Mediation Commission's Mediation Charter, the unit's work is completely independent and impartial. It is comprised of a mediator assisted by two employees and looks after all the Bicycle Sharing systems installed in France: Bicloo (Nantes), Cristolib' (Créteil), Cyclic (Rouen), Le Vélo (Marseille), Velam (Amiens), Vélib' (Paris), Vélocité (Mulhouse, Besançon), Vélostan'lib (Nancy), VélôToulouse (Toulouse), Vélo'v (Lyon) and Vélo2 (Cergy).</p> <p>In 2016, six of JCDecaux's European subsidiaries also put mechanisms in place to facilitate mediation with BS system users.</p> <p><u>France 2016 overview</u></p> <p>Of the 759 mediator referrals in 2016, 587 cases were processed and closed, 35 cases are in process and 137 were redirected to the relevant departments (insurance, customer relations centre, supervision and regulation).</p> <p>In 2016, 92 juveniles took part in the <i>"tu casses, tu ré pares"</i> (if you break it, you repair it) initiative as part of penal compensation measures. These measures have been in place since 2013 and now include the Vélib', Vélo'v and VélôToulouse systems. They enable first-time juvenile offenders who have damaged Bicycle Sharing system equipment to attend Cyclocity workshops, a subsidiary of JCDecaux France, to carry out their share of bicycle repairs. The objective of these measures is to both educate and instruct in order to prevent re-offending and social disruption. On 15 January 2016, these measures were extended to adults when the Justice Minister signed a new national agreement on community work and penal compensation measures.</p> <p>In 2016, in order to continue to improve the mediation process, a satisfaction survey was conducted in partnership with the University of Lyon questioning Bicycle Sharing system users whose Mediation cases were closed in 2015 or 2016. The survey was sent as an anonymous questionnaire and measured customers' feelings before and after going through the Mediation process. In 2017, the Mediation survey will go into greater detail when different questionnaires to be sent at different stages of the Mediation process are rolled out in order to systematically monitor each stage of Mediation.</p> <p>The 2016 annual report of JCDecaux France's Bicycle Sharing Mediation unit will be put online on the different websites of JCDecaux's Bicycle Sharing systems in France in October 2017.</p>
<p>Philanthropic actions and community involvement</p>	<p>In 2016, 30 subsidiaries in the Group's countries implemented actions supporting major causes, mostly in the areas of child protection, health, medical research, equal opportunities, culture and environmental conservation and other fields. These supporting actions can take the form of free advertising displays, financial donations or the provision of personnel or vehicles.</p>

	<p>As far as culture is concerned, JCDecaux continued to support two major graphic design events: the “Graphic Design Festival” which took place from 11 January to 22 February 2016 and the Graphic Design Festival in Paris and Brussels, which took place from 6 January to 16 February 2016. For over 50 years, JCDecaux’s mission has been to beautify the urban landscape. JCDecaux provides a link between cities and their citizens and the world of creativity in the form of advertising and art, and has always been driven by an avant-garde ethos that provides the impetus to call on designers and architects with the greatest reputations to invent street furniture that is as aesthetic as it is innovative. Through its contribution to city beauty, the Group provides a genuine urban showcase for contemporary billboard artists specialising in sophisticated advertising to exhibit their works. JCDecaux continues thereby to perpetuate the French tradition of great poster artists such as Toulouse-Lautrec, Jean-Paul Goude and Savignac who built the visual identity of the major brands.</p> <p>To mark the Graphic Design Festival, JCDecaux made 1,600 street furniture units in Paris and digital screens in London and New York available to exhibit 19 graphic art creations on the subject of Sport entitled “Creative Sport”. This international display initiative was deployed simultaneously by JCDecaux and provided exceptional urban visibility for graphic artists and their creations.</p> <p>As a founder partner of the Graphic Design Festival, JCDecaux made 1,800 street furniture units in Paris and Brussels available, and thereby provided exceptional urban visibility for graphic artists and their creations on the subject of “Celebrate the City”. JCDecaux also created a temporary urban exhibition with 23 totems (46 panels) to “Celebrate the City” on the Champs-Élysées thereby spotlighting 39 works on the most beautiful avenue in the world.</p> <p>After these two events, the posters created by the renowned designers went into the collections of the City of Paris Contemporary art municipal fund.</p> <p>Other examples of support actions carried out by JCDecaux’s subsidiaries:</p> <p>For many years, JCDecaux Spain has been supporting several organisations in the fields of health and the fight against poverty – Médecins sans Frontières (Doctors without Borders), the Red Cross and UNICEF – via free advertising displays.</p> <p>In terms of the environment, JCDecaux China was the first company to support the WWF Earth Hour initiative in China and renewed its support in 2016 through its charitable display of the Earth Hour campaign on 602 street furniture units in Shanghai, Peking, Chongqing, Guangzhou and Ningbo. JCDecaux China’s action contributes to raising awareness of environmental issues in China. JCDecaux China also provided support for the fight against wild animal trafficking in 2016 through its promotion of the “Say No to Illegal Wildlife Trade” initiative between September and October on the JCDecaux Shanghai Metro furniture.</p>
<p>c) Subcontractors and suppliers</p>	
<p>Consideration of social and environmental issues within the Purchasing Policy</p>	<p>As part of its Sustainable Development Strategy, JCDecaux reinforced the integration of sustainable development in its Purchasing Policy to develop long-term trust relations with suppliers at Group level, and locally. To this end, a six-step approach was put in place:</p> <ul style="list-style-type: none"> • Classification of suppliers, at Group level and in each country and identification of key suppliers* • Introduction and signing of the new Supplier Code of Conduct by each supplier • Training of buyers on the integration of Sustainable Development into purchasing practices • Annual evaluation of suppliers and their audit every 3 years • Pre-selection of potential suppliers integrating Sustainable Development criteria • Introduction of sustainable development criteria in JCDecaux tendering

	<p>Since 2014, the Corporate Purchasing Department has referred to JCDecaux's Supplier Code of Conduct which replaces the Suppliers' Ethics Charter. JCDecaux's Supplier Code of Conduct integrates and stipulates, more specifically, JCDecaux's expectations of its suppliers on social, ethical, health and safety, and environmental topics. This document is available on JCDecaux's extranet website dedicated to suppliers, as well as all other documents and technical specifications.</p> <p>The success of the integration of sustainable development into the Purchasing Policy requires that the people in charge of purchasing adhere to it. Thus the buyers and employees in charge of purchasing were trained in strengthening sustainable development in purchasing in 2016 through classroom training sessions in France and webinar training sessions for the buyers based in the subsidiaries.</p> <p>*A key supplier is a supplier that is (i) difficult to replace and whose replacement would entail a long and difficult transition phase and would significantly impact the company's business, and/or (ii) could expose JCDecaux to social and environmental risks</p>
<p>Importance of sub-contracting and integration of CSR into supplier and subcontractor relationships</p>	<p>JCDecaux's "subcontractors" who provide a service in which JCDecaux has internal expertise (e.g.: furniture maintenance, billboards, etc.) are distinguished from our "suppliers" who produce goods and services in which JCDecaux has no expertise (e.g.: production of street furniture subsets). The company's policy is therefore to use subcontractors as little as possible and select, supervise and control suppliers through a Responsible Purchasing Policy. Therefore, the purchase of analogue and digital street furniture represents the company's main purchasing item.</p> <p>To ensure that suppliers are performing well and respecting the Group's Purchasing Policy, JCDecaux implements its Supplier Code of Conduct and carries out systematic annual internal evaluations as well as a supplier audit every 3 years. The annual rating tool used by the Corporate Purchasing Department to measure the financial, quality, logistics, sales and engineering performance of JCDecaux's main suppliers also includes environmental, social and health & safety criteria. With this tool, JCDecaux can identify and track suppliers' efficiency and areas of improvement.</p> <p>The management of the panel of suppliers is complemented by a rigorous pre-selection process of potential suppliers, which includes sustainable development criteria. With this pre-selection tool JCDecaux can determine whether a supplier meets the minimum requirements set to become a member of the panel.</p> <p>Also, JCDecaux will progressively introduce sustainable development criteria into calls for tender sent to suppliers. A complementary feature of this addition is the introduction of sustainable development criteria into the assessment of the bids returned by suppliers.</p>
<p>d) Fairness of practices</p>	
<p>Actions implemented to prevent any kind of corruption</p>	<p>To avoid the risk of corruption, JCDecaux created a number of specific internal documents. The Group's Ethics Charter sets out all the rules to be respected when conducting business to operate in a responsible and sustainable manner vis-à-vis its employees, customers, suppliers, local and regional communities and competitors. Updated in 2014, the new edition of the Ethics Charter:</p> <ul style="list-style-type: none"> - reaffirms the Executive Committee and the Group's commitment to oppose all forms of corruption, - takes into account international laws by integrating notably the "UK Bribery Act", - renders the charter's principles more operational, with for example the integration of a practical guide aimed at employees in the non-public version. <p>The Ethics Charter also establishes an alert procedure via a referral to the Group's Ethics Committee. This procedure allows every employee of an entity who believes they have a cause for complaint due to behaviour that does not conform with the social values contained in the Charter within JCDecaux, to inform the Management of JCDecaux without fear of facing any reprisals.</p>

	<p>Each new employee must sign JCDecaux's Ethics Charter on their first day with the Group. In addition, an initiative was launched in 2016 to make all those employees identified as potentially exposing the Group to ethical risks electronically re-sign the Ethics Charter and the appointment and management of Advisers procedure⁴.</p> <p>The Ethics Charter is complemented by an appointment and management of Advisers procedure which defines the rules applicable when engaging and managing third parties to direct, influence, promote, assist and support the development of the Group. This procedure specifies:</p> <ul style="list-style-type: none"> - the applicable rules prior to engaging Advisers, notably in countries with a high risk of corruption - the rules applicable to setting up a contract <p>In order to improve employee understanding of the principles of the Ethics Charter and the appointment and management of Advisers procedure, and to prevent exposure to corruption, an e-learning training module was deployed in 2016. This training is mandatory for all employees who have been identified as having the potential to expose the Group to ethical risks.</p> <p>All of the topics stated in the Ethics Charter and the appointment and management of Advisers procedure are subject to review by the Internal Audit Department and integrated into risk management procedures.</p>
<p>Measures implemented to promote consumer health and safety</p>	<p>JCDecaux has always been renowned for the quality of its service and equipment, which is one of the Group's core values. JCDecaux has its own Research Department in Plaisir in the Paris region. This Department unit is ISO 9001 certified, guaranteeing that the products designed comply with standards for access and safety and have all the necessary certifications (including the CE mark). To achieve this, the Research Department has a range of tools that allow them to incorporate different aspects such as resilience, performance and appearance, into the early design phase of street furniture. Numerous tests are conducted such as the digital simulation of the performance of the furniture in relation to standard assumptions: temperature, deformation, flows, etc. All study and design research is subject to design reviews and tests as well as quality inspections at every stage of the production cycle, thereby guaranteeing high-quality products safe for consumers. JCDecaux also allows for exceptional usage conditions in product design, including resilience against collapse when people climb on top of bus shelters.</p> <p>To guarantee the safety of the users of Bicycle Sharing systems (BS), the bicycles undergo quality controls performed by the Studies Department during the manufacturing process. While they are in use, the bicycles are controlled and maintained twice a week by cycle technicians in the field. Whenever necessary, the bicycles are also repaired in the workshop by cycle mechanics. The brakes are changed preventively every 24 months, and parts and cables every 6 months. The mechanics and technicians are trained in the Cyclocity training workshop. Every new recruit is given a training course of 1 to 3 weeks, followed by a skills validation cycle throughout their training.</p> <p>Cyclocity also conducts occasional operations to raise the Bicycle Sharing system users' awareness of road safety. Since 2014, JCDecaux has been organising events to introduce the youngest members of the community to bicycle riding. During these events, small bicycles designed by JCDecaux are made available to children who are invited to familiarise themselves with the highway code at a private circuit. In 2016, these events were deployed in Paris, Marseilles, Lyon, Nantes, Besançon, Mulhouse and Nancy.</p>

⁴ "Advisers" in this case refers to any third party used to direct, influence, promote, assist and support the strategic development of the Group or any entity of the Group, its turnover or marketing positioning.

e) Other actions taken to support Human Rights	
<p>Other actions taken to support Human Rights</p>	<p>In addition to the Ethics Charter, JCDecaux developed the Group's International Charter of Fundamental Social Values, applicable to JCDecaux SA and all companies controlled by the Group. This Charter guarantees a common foundation of social values for the Group, reinforcing the protection of fundamental rights for employees and reaffirming the Group's commitment to Human Rights.</p> <p>The Group's International Charter of Fundamental Social Values is inspired by the United Nations' Universal Declaration of Human Rights, the International Labour Organisation's Core Conventions and the Guiding Principles of the Organisation for Economic Co-operation and Development. Rights listed in the Charter include the ILO's eight Core Conventions, as well as employees' rights relating to health and safety, working hours and paid leave.</p> <p>A member of JCDecaux's Executive Board has direct responsibility for the communication throughout the Group of the International Charter of Fundamental Social Values and the values stated herein. Local management in each country where JCDecaux operates is responsible for ensuring compliance and enforcing the principles and standards contained in the Charter.</p> <p>In 2012, JCDecaux disseminated the International Charter of Fundamental Social Values to all its subsidiaries, accompanied by a guide defining the Charter deployment process:</p> <ul style="list-style-type: none"> • The availability of the Charter on the local Intranet • The distribution of the Charter, at the same time as the Ethics Charter, to each new employee • The distribution of the Charter to all employees <p>In 2016, the countries that deployed the Charter represented 97% of the Group's revenues.</p> <p>The evaluation of local practices' compliance with the principles contained in the Charter is presented in the "Promotion and respect of the provisions of ILO's Core Conventions" section</p>

METHODOLOGICAL NOTE

Non-financial reporting, under the responsibility of the Sustainable Development and Quality Department (excluding data on the workforce), allows JCDecaux to monitor a range of environmental and social data. This reporting, which has been in place for several years within the Group, is reviewed annually to reinforce its relevance with regard to internationally recognised standards such as GRI or the ISO 26000 norm and to respond to the French Grenelle II legal obligations.

In 2010, JCDecaux acquired non-financial reporting software to collect and consolidate environmental and social data from the Group's subsidiaries in a more efficient and accurate way. Once consolidated, the data provides the Group's non-financial performance indicators which are used to manage its sustainable development commitments over time.

Reporting scope

All group activities, billboard, street furniture and transport, are integrated into the non-financial reporting scope. However, the activities of suppliers and subcontractors are not included.

The Sustainable Development and Quality Department defines the scope covered by the reporting process based on:

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

Each country or subsidiary of the Group manages the resources made available to collect the data that is required for the data-entry campaigns; and some countries or subsidiaries have to consolidate the data coming from several sites or companies. Every year, every country or company specifies the reporting scope covered by the data reported, specifying the name of the subsidiaries concerned.

A coverage rate is then established and compared with the full scope of the Group. This coverage rate is specified for the published indicators.

Variations in the reporting scope

The variations in the reporting scope are due to creations, acquisitions, disposals or liquidations. Every year, the non-financial reporting scope is reviewed on the basis of the financial reporting scope.

Reporting timetable

Data is collected quarterly for the indicators and entities that contribute the most information, and annually for other indicators and entities. Quarterly data-collection makes the information communicated by the most important subsidiaries more reliable and regular and helps avoid omissions.

Data collection reference table

The list of indicators covered in sustainable development reporting is available in JCDecaux's reporting software. Definitions, calculation methodologies and data sources are also available in this software, as well as in a formalised reference system.

Consolidation and internal controls

The Sustainable Development and Quality Department controls the coherence of the data, comparing the data with previous collection campaigns. Discrepancies deemed significant are analysed. Inconsistencies and errors are reviewed with the countries and corrected, when necessary.

Social and environmental data is consolidated on the basis of accounting consolidation rules. 100% of the value of social and environmental indicators is consolidated when companies are fully consolidated; the value of social and environmental indicators is proportionately consolidated when companies are proportionately consolidated.

External controls

To obtain an external review of data reliability and the thoroughness of the reporting procedures, the EY firm was appointed as an independent statutory auditor to carry out specific verifications within the framework of the

French Grenelle II law, on the information required, listed in article R225-105-1 of the French Code of Commerce.

These audits help:

- Attest that all information required by the article R225-105-1 of the Code of Commerce is presented or, in case of omission, an explanation is provided.
- Verify that the information is presented in all material aspects, in a sincere way.

Adjustments on previous data

Some errors in previous collection campaigns may be detected during the current campaign. In this case, the historical data is adjusted for a better interpretation of results and trends.

Methodological limits for some indicators

Workforce:

Trainees are included in the headcount calculation.

Absenteeism:

Reasons for absence taken into account are: illness, including work stoppage due to illness, work interruptions due to an accident at work, maternity and paternity leave, disability, contractual leave or other reasons.

The number of working days taken into account in the calculation of the absenteeism rate corresponds with the theoretical working days (number of working days in a year x number of registered employees).

The absenteeism rate is the ratio of total number of days of absence by the number of theoretical working days.

Departure rate:

Corresponds with the sum of redundancies and resignations divided by the number of employees registered at the end of each period.

Number of training hours:

Number of training hours completed within the framework of the training plan. This number does not include training or awareness-raising actions not included in the training plan (CIF, DIF, some training sessions in eco-driving, etc.).

Training rate:

In the calculation of the training rate, trainees who participate in several training programmes during the year are counted as 1.

Employees with disability:

The notion of a "person with disability" is defined by local legislation in each country.

Frequency rate of work and commuting accidents:

Accidents that occur during working hours and commuting accidents are taken into account when calculating the frequency rate.

The number of working days lost due to an accident at work are the working days lost in year N.

The number of working hours taken into account is the number of theoretical working hours (number of FTE x number of working days x number of working hours per working day).

Waste:

Household waste and waste managed by sub-contractors is not taken into account.

Electricity consumption of street furniture (MWh):

The electricity consumption is estimated based on the street furniture inventory, detailing information on the power installed and the daily hours of operations for each kind of furniture, whether electricity is charged to JCDecaux or not.

Energy consumption of buildings:

A building's consumption does not take into account consumption that is not directly charged to JCDecaux, for example the consumption that is included in rental charges.

Energy consumption of vehicles: the consumption expressed only takes into account company vehicles.

CO₂ atmospheric emissions:

Direct emissions are calculated based on emission factors of each kind of fuel from the Carbon Audit V6.

Indirect emissions taken into account are the emissions linked to the production of electricity. Each country's electricity emission factor is updated every year, taking into account the latest emission factor published by the International Energy Agency.

This is a free translation into English of the original report issued in the French language and it is provided solely for the convenience of English speaking users. This report should be read in conjunction with, and construed in accordance with, French law and professional standards applicable in France.

JCDECAUX
YEAR ENDED 31 DECEMBER 2016

Independent verifier's report on consolidated social, environmental and societal information presented in the management report

ERNST & YOUNG et Associés

JCDECAUX

YEAR ENDED 31 DECEMBER 2016

Independent verifier's report on consolidated social, environmental and societal information presented in the management report

This is a free translation into English of the original report issued in the French language and it is provided solely for the convenience of English speaking users. This report should be read in conjunction with, and construed in accordance with, French law and professional standards applicable in France.

To the shareholders,

In our quality as an independent verifier accredited by the COFRAC⁵, under the number n° 3-1050, , and as a member of the network of one of the statutory auditors of the company JCDecaux, we present our report on the consolidated social, environmental and societal information established for the year ended on the 31 December 2016, presented in the registration document, hereafter referred to as the “CSR Information,” pursuant to the provisions of the article L.225-102-1 of the French commercial code (*code de commerce*).

Responsibility of the company

It is the responsibility of the Board of Directors to establish a management report including CSR Information referred to in the article R. 225-105-1 of the French commercial code (*code de commerce*), in accordance with the protocols used by the company (hereafter referred to as the “Criteria”), and of which a summary is included in the methodological note and is available on request.

Independence and quality control

Our independence is defined by regulatory requirements, the code of ethics of our profession as well as the provisions in the article L. 822-11 of the French commercial code (*code de commerce*). In addition, we have implemented a quality control system, including documented policies and procedures to ensure compliance with ethical standards, professional standards and applicable laws and regulations.

Responsibility of the independent verifier

It is our role, based on our work:

- to attest whether the required CSR Information is present in the management report or, in the case of its omission, that an appropriate explanation has been provided, in accordance with the third paragraph of R. 225-105 of the French commercial code (*code de commerce*) (Attestation of presence of CSR Information);
- to express a limited assurance conclusion, that the CSR Information, overall, is fairly presented, in all material aspects, in according with the Criteria.

Our verification work mobilised the expertise of four people and was undertaken between July 2016 and February 2017 for an estimated duration of eight weeks.

We conducted the work described below in accordance with the professional standards applicable in France and the Order of 13 May 2013 determining the conditions under which an independent third-party verifier conducts its mission, and in relation to the opinion of fairness, in accordance with the international standard ISAE 3000⁶.

⁵ Scope available at www.cofrac.fr

⁶ ISAE 3000 – Assurance engagements other than audits or reviews of historical information

1. Attestation of presence of CSR Information

Nature and scope of the work

Interviews with the management of relevant departments allowed us to obtain an understanding of the company's strategy on sustainable development based on the social and environmental consequences linked to the company's activities and related to its societal commitments, as well as, where appropriate, resulting actions or programmes.

We have compared the information presented in the management report with the list as provided for in the Article R. 225-105-1 of the French commercial code (*code de commerce*).

In the absence of certain consolidated information, we have verified that the explanations were provided in accordance with the provisions in Article R. 225-105-1, paragraph 3, of the French commercial code (*code de commerce*).

We verified that the information covers the consolidated perimeter, namely the entity and its subsidiaries, as aligned with the meaning of the Article L.233-1 and the entities which it controls, as aligned with the meaning of the Article L.233-3 of the French commercial code (*code de commerce*) with the limitations specified in chapter 2.6.3 "Perimeter and selection of indicators" of the registration document, notably the one concerning the exclusion of Cello Pens activities for the exercise 2015.

Conclusion

Based on this work, and given the limitations mentioned above we confirm the presence in the management report of the required CSR information.

2. Limited assurance on CSR Information

Nature and scope of the work

We undertook interviews with the people responsible for the preparation of the CSR Information in various departments, namely CSR and quality department, Health & Safety and Legal department, the people in charge of the data collection process and, if applicable, with the people responsible for internal control processes and risk management, in order to:

- Assess the suitability of the Criteria for reporting, in relation to their relevance, completeness, reliability, neutrality, and understandability, taking into consideration, if relevant, industry standards;
- Verify the implementation of the process for the collection, compilation, processing and control for completeness and consistency of the CSR Information and identify the procedures for internal control and risk management related to the preparation of the CSR Information.

We determined the nature and extent of our tests and inspections based on the nature and importance of the CSR Information, in relation to the characteristics of the Company, its social and environmental issues, its strategy in relation to sustainable development and industry best practices.

For the CSR Information which we considered the most important⁷:

⁷ *Environmental and societal information:*

- **Quantitative data:** number of ISO 14 001, Electric consumption of furniture (MWh), total energy consumption (MWh), purchase of green electricity (MWh), Total carbon emissions (teqCO₂), total quantity of hazardous and non-hazardous waste produced (t) water consumption (m³).

- **Qualitative data:** the importance of sub-contracting and the consideration taken to social and environmental issues in the purchasing policy and the relationships with suppliers and sub-contractors, the actions undertaken to fight against corruption.

Social information:

- **Quantitative data:** headcounts and their repartition by gender, geographical area and contract type, hirings and dismissals, absenteeism rate, work accident namely their frequency rate and gravity rate.

- **Qualitative data:** measures taken to ensure health and safety.

- At the level of the parent company, we consulted documentary sources and conducted interviews to corroborate the qualitative information (organisation, policies, actions, etc.), we implemented analytical procedures on the quantitative information and verified, on a test basis, the calculations and the compilation of the information, verified their coherence and consistency with the other information presented in the management report.

- At the level of the representative entities that we selected⁸, based on their activity, their contribution to the consolidated indicators, their location and a risk analysis, we undertook interviews to verify the correct application of the procedures and undertook detailed tests on the basis of samples, consisting in verifying the calculations made and linking them with supporting documentation. The sample selected therefore represented 16% of the workforce as at 31 December 2016 and between 8 and 18% of the quantitative environmental data.

For the other consolidated CSR information, we assessed their consistency in relation to our knowledge of the company.

Eventually, we assessed the relevance of the explanations provided, if appropriate, in the partial or total absence of certain information.

We consider that the sample methods and the sizes of the samples that we considered by exercising our professional judgment allow us to express a limited assurance conclusion; an assurance of a higher level would have required more extensive verification work. Due to the necessary use of sampling techniques and other limitations inherent in the functioning of any information and internal control system, the risk of non-detection of a significant anomaly in the CSR Information cannot be entirely eliminated.

Conclusion

Based on our work, we have not identified any significant misstatement that causes us to believe that the CSR Information, taken together, has not been fairly presented, in compliance with the Criteria.

Paris-La Défense, 20 February 2017

Independent Verifier
ERNST & YOUNG et Associés

Eric Mugnier
Partner, Cleantech & Sustainability

Jean-François Belorgey
Partner

⁸ The entities JCDecaux China, JCDecaux Spain and JCDecaux Austria (Gewista)