



2020

SUSTAINABILITY AND CSR REPORT

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

2020  
SUSTAINABILITY AND CSR REPORT\*

COVER PAGE:

Bus shelter displaying messages of support for healthcare workers and health instructions, Paris,  FRANCE

\* Extract from the Universal Registration Document

## HIGHLIGHTS 2020

### RESILIENT FINANCIAL STRUCTURE

Unprecedented adjusted revenue decline due to Covid-19 lockdowns / restrictions

Reactivity to adjust our cost structure, reduce our capex and preserve our cash

Positive Operating Margin & Free Cash Flow / Decrease in net financial debt & strong liquidity

First net loss ever – No dividend proposed related to 2020

Ongoing commitment to adjust costs, working capital and capex on revenue level

### INVESTMENTS FOR FUTURE GROWTH



Pursue digitisation in premium locations



Programmatic trading platform roll-out



Further consolidation opportunities

## KEY FIGURES

2020

Adjusted revenue: €2,312m



Present in **3,670** cities with more than **10,000** inhabitants



A daily audience of more than **840 million** people in more than **80** countries



**10,230** employees



**964,760** advertising panels worldwide



Leader in self-service bike rental scheme: pioneer in eco-friendly mobility

RE 100

1<sup>st</sup> Out-of-Home Media company to join the RE100 (committed to 100% renewable energy)

EURONEXT

JCDecaux is listed on the Eurolist of Euronext Paris and is part of the Euronext 100 and Euronext Family Business indexes






JCDecaux is recognised for its extra-financial performance in the FTSE4Good, MSCI and CDP (Climate Change) rankings

# GROUP PROFILE

JCDecaux is the number one outdoor advertising company worldwide with a total of 964,760 advertising panels in more than 80 countries. The company's adjusted revenue were €2,312 million in 2020.

JCDecaux operates 3 different business segments detailed below:

<p><b>N°1 WORLDWIDE</b></p>  <p><b>STREET FURNITURE</b></p>	<p><b>N°1 WORLDWIDE</b></p>  <p><b>TRANSPORT</b></p>	<p><b>N°1 IN EUROPE</b></p>  <p><b>BILLBOARD</b></p>
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**N°1 worldwide in street furniture**  
(489,500 advertising panels)



**N°1 worldwide in transport advertising** with 156 airports and 249 contracts in metros, buses, trains and tramways (329,790 advertising panels)



**N°1 in Europe for billboards**  
(129,970 advertising panels)



**N°1 in outdoor advertising in Europe**  
(615,530 advertising panels)



**N°1 in outdoor advertising in Asia-Pacific**  
(216,590 advertising panels)



**N°1 in outdoor advertising in Latin America** (66,120 advertising panels)



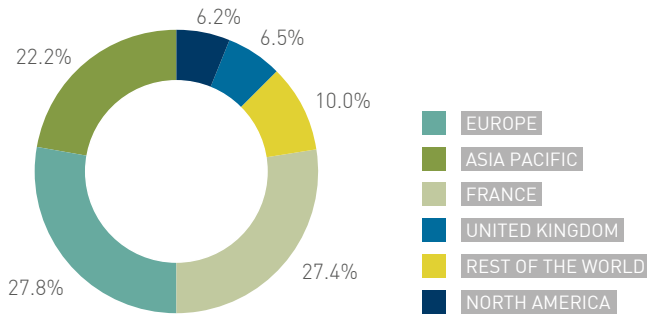
**N°1 in outdoor advertising in Africa**  
(22,500 advertising panels)



**N°1 in outdoor advertising in the Middle East** (15,350 advertising panels)

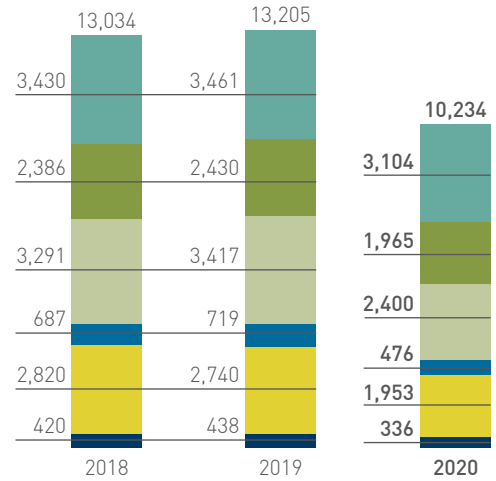
## 2020 KEY FIGURES

MWH OF ENERGY CONSUMPTION  
BY REGION



Group energy consumption  
694,161MWh

EMPLOYEES BREAKDOWN  
BY REGION (FTE\*)



\* FTE : Full-Time Equivalent.

2020 Group workforce  
10 234 FTE\*

## SUSTAINABILITY : OUR 2020 ACHIEVEMENTS



91% of electricity consumption covered by **electricity from renewable sources** (objective: 100% by 2022)



Greenhouse Gas emissions reduced by **64%** compared to 2017



80% of waste sorted recycled



95.7% of employees under **permanent contract**; 96.1% employee in **full-time**



33% of women in JCDecaux's Executive Management Committees



Accidents' frequency rate down for the **6th consecutive year**



Deployment of the **Code of Ethics** and the **Charter of Fundamental Social Values** in **100%** of the countries where JCDecaux operates



86% of countries with a **career management system** in place



100% of key suppliers have signed the **Code of Conduct of Suppliers**

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<sup>1</sup> Declaration of Extra-Financial Performance components are identified in the table of contents by the pictogram <sup>DEFP</sup>

## MESSAGE FROM THE CO-CEOS



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Madam, Sir, Dear Shareholders,

While 2019 was the best year since JCDecaux was founded, 2020 will have been the hardest. When urban audiences began to return when lockdowns were lifted, our performance improved rapidly, in both Street Furniture – as we saw in France and in the Rest of Europe – and Billboard advertising. Transport continues to suffer heavily from the substantial fall in passenger traffic around the world, not only in airports, but also in public transport. At the same time, we have gained valuable insight from the performance of our domestic activities in Mainland China, where audiences have returned to a level close to pre-pandemic levels in the metro and at domestic airports. We have also taken dedicated action to mitigate the impact of this unprecedented crisis on our results by making our cost structure as flexible as possible. We renegotiated a significant number of our contracts via rent

relief or contract extension; we monitored tightly our cost base and we also reduced our investments in order to preserve our free cash flow generation. In addition, following our decision to temporarily suspend dividend payments, we have reinforced our liquidity and enhanced our financial flexibility with the placement of 1 billion euro notes maturing in 2024 and in 2028, which will allow us to be in a stronger position post-crisis.

During this very challenging year, our response to this unprecedented downturn has focused on the health and safety of our employees who have demonstrated exemplary behaviour, with outstanding commitment and solidarity, including salary cuts, despite the challenges they may have faced, professionally and personally, and on our support to healthcare workers to whom we have, but not limited to, given free access to our bike-sharing networks. We also designed and installed hand sanitiser dispensers in bus shelters and public toilets in Paris and Los Angeles in record time, continued to operate and maintain automatic public toilets, and reopened our billboard workshops as soon as possible to enable advertisers to promote their brands once more on our street furniture and reach their target audiences. In addition, for the sake of solidarity, the Executive Board members decided to voluntarily cut their 2020 compensations by 25%, of which a portion was donated to health organisations to show solidarity to face of the pandemic.

Unfortunately, as a result of the rise in the number of Covid-19 cases, the months of greater freedom were followed by more stringent restrictions, making any sort of market forecast impossible. However, a number of the projects implemented in 2020 present real hope for the future.

This is the case for several contract wins: a 10 year street furniture advertising contract signed with Manchester – JCDecaux’s original entry in the UK marketplace – the 15 year contract for street furniture advertising in Bogota (Colombia), the 20 year contract to operate 140 digital clocks in Campinas (Brazil), the renewal and extension, for a period of 20 years, of the contract with Beijing metro (China), and the exclusive 10 year advertising concession at Libreville International Airport (Gabon). We were naturally disappointed by the ending of our advertising contract with the 4 New York airports, including JFK, but it was no longer financially justifiable, given the current context and the difficulty of planning for the recovery in international air traffic.



At the same time, our duty as entrepreneurs is to plan ahead and prepare for the future through, for example, strategic investments that will enable us to return to growth as soon as the effects of the pandemic are behind us. As we have always said, Out-of-Home is a medium in a consolidation phase. This is the case with the acquisition in the first quarter of 2020 of a minority stake in Clear Media Limited, the undisputed leader in bus shelters across China, as part of a consortium of investors. This asset, in which Clear Channel was formerly the majority stakeholder, gave us the opportunity to pursue our expansion in China, the only major country to post a slightly higher GDP in 2020 than in 2019. Additionally, reflecting our fundamental confidence in the potential of France, the acquisition of Abri Services Media, a Street Furniture specialist based in Western France, is part of the same approach: to safeguard the present and prepare for the future. Finally, we have decided to sell our 25% minority stake in Russ Outdoor, given the uncertainty surrounding the consolidation of the Russian OOH media market post-Covid-19.

In the current unprecedented context, and in respect of our commitment to the Global Compact, 2020 was also a remarkable year in terms of Sustainable Development, with the recognition of our decisive action to tackle climate emergency. This is reflected in our inclusion in the Carbon Disclosure Project (CDP) 'A Leadership' ranking status, along with our maximum triple A score in the "Corporate Social Responsibility" rankings of the MSCI (Morgan Stanley Capital International) ratings agency since 2018, positioning JCDecaux as the only best-rated company in the Media & Entertainment sector. On top of covering 100% of our electricity consumption with renewable energies of guaranteed origin in 29 countries, France, continues to lead the way with its ambition to be carbon-neutral by 2021 for all its activities. Our innovations are not left behind and the rollout of the Natural Cooling bus shelter, which follows the Filtreo shelter, furthers our daily mission to deliver sustainable improvements in urban living.

Also, in 2020, we confirmed our ambition of making VIOOH the world's first global programmatic platform, with a level of performance that will accelerate the growth of digital revenue, which now account for 24% of Group adjusted revenue. In the key digital and data field, a range of new initiatives enabled us to improve our ability to meet brand expectations. This is the case for our global partnership with S4M, increasing the efficiency of our media and the complementarity between OOH and mobile, or the JCDecaux Mobility Tracker, managed by the Data Department, whose role is to assess the recovery of audience levels and urban mobility, a subject of strategic importance currently, and one which will be even more critical in the post Covid world. A number of solutions have been implemented locally, such as JCDecaux Impact Drive to Store in France, which assesses OOH advertising efficiency not only for brands but also for different countries.

Ingenuity and determination must continue to guide us in 2021. We are confident in the future, in our ability to bounce back and in the relevance of our media, which has always been able to adapt to changes in society. In keeping with our values, we will continue to show solidarity while increasing our determination to ensure that together with advertisers, agencies, cities, airports and transport companies that trust us, we emerge from the Covid-19 crisis better and stronger than before. We face the pandemic together and together we will rebound.

Finally, we would like to take the opportunity to thank all our stakeholders for the trust you have placed in JCDecaux since our IPO in June 2001.

Jean-Charles Decaux

Chairman of the Executive Board  
Co-CEO

Jean-François Decaux

Co-CEO

## MESSAGE FROM THE CHIEF FINANCIAL & ADMINISTRATION OFFICER, MEMBER OF THE EXECUTIVE BOARD AND IN CHARGE OF THE SUSTAINABILITY & QUALITY DEPARTMENT



Since the company was founded in 1964 by Jean-Claude Decaux, the vision and the purpose of our business model has been clear: designing useful solutions for everyone, funded by advertising, so creating economic and social value that can be shared, benefiting cities, citizens, the business and public community.

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

While the Group reported in 2019 its best performance in terms of revenue since its creation, the results for 2020 were significantly impacted by the ongoing health, economic and social crisis. Despite this, JCDecaux has restated its commitment to the United Nations Global Compact and is pursuing its Sustainable Development Strategy, while continuing to invest in key projects and achieving major environmental, social and societal successes.

Through its Sustainable Development Strategy, daily operations, offer of solutions and active efforts to contribute to the emergence of smart and sustainable cities and mobility services, JCDecaux continues to contribute to 10 of the 17 United Nations' Sustainable Development Goals (SDGs).

As part of its commitment to continuous innovation, JCDecaux develops high-quality, well-designed, sustainable and responsible solutions while reducing its environmental footprint. In 2020 the Group designed and developed a range of innovative Abribus® contributing to the improvement of the quality of life in urban space for residents and users of public transport: the Natural Cooling bus shelter addressing the issue of urban heat islands, and Filtreo® bus shelter, a depolluting shelter equipped with a green roof filtering the surrounding air, reducing passengers' exposure to pollutants and fine particles present in significant quantities on the roadside.

Reducing our environmental impacts is and remains our absolute priority. We have been pursuing this aim for several years, implementing a range of initiatives which have already enabled us to reduce our CO2 equivalent emissions at Group level by over 64% between 2017 and 2020.

Since 2014, JCDecaux has been committed to an ambitious sourcing policy and in 2020, 91% of its electricity consumption was covered by renewable energies, exceeding the target set for 2020 (85%) and on track to achieve the 100% target set for 2022 – a target already reached in 29 Group countries, including France this year.

Nevertheless, facing the climate emergency, we must continue to act and make new resolutions. For this reason, in November 2020, the Group announced its aim of contributing to global carbon neutrality. To this end, it is committed to striking a balance between the emissions generated and the emissions compensated by its activities in France, the birthplace of JCDecaux, by 2021. This pilot project will be gradually rolled out to the other countries in which we operate, in order to achieve a Group-wide balance in the longer term.

Our long-standing commitments and achievements are continuing to bring results: in 2020, JCDecaux was proud to be once again the only international company in the Outdoor Advertising sector to be unanimously recognised for its extra-financial performance. JCDecaux maintained its Leadership status from the CDP (Carbon Disclosure Project), which designates the most advanced and matured companies in the fight against Climate Change. Since 2014, the Group has been featured in the FTSE4Good index set up by the FTSE Russell, increasing its score from 4.5/5 at the end of 2019 to 4.6/5 in 2020, well above the average for the media sector (2.8/5). Finally, JCDecaux maintained the maximum rating delivered by MSCI, making it the only global company on the Media & Entertainment sector and the only company in the "Advertising" subcategory to have obtained a Triple A and be recognised as "leader" in 2020.

JCDecaux reaffirmed its social commitments by continuing the training of employees on the Group's Charters (Code of Ethics, International Charter of Fundamental Social Values, Supplier Code of Conduct). During the 4th edition of the biannual assessment of local practices' compliance with the principles set out in the Social Charter, 100% of participating countries were declared to be compliant, thus ensuring a core set of rights for employees all over the world. Finally, in order to further move towards gender equality at all levels of the company, the Group set out a Gender Balance Plan to improve the part of women in its Executive Management Committees. Implemented as of 2021, this Plan will seek to achieve and maintain an average female representation rate in Executive Management Committees equal to or greater than 40% by 2027 (vs. 33% end of 2020).

Reflecting the commitment of Senior Management, the inclusion of ESG criteria in the compensation of Executives (Region & Country Managing Directors) was renewed in 2020 and will be expanded in 2021 with the inclusion of a new criterion relating to JCDecaux's Gender Balance Plan.

We know that to keep pace with a fast-changing world, it is essential for everyone to be involved. Reaching over 800 million people every day, JCDecaux is well aware of its capacity to influence and believes that Out-of-Home communication has both a role and a responsibility to generate positive impacts and to establish a bond of trust between citizen-consumers and brands.

As a local media that is part of the daily lives of people around the world, JCDecaux has put its communication platform to good use during the COVID-19 epidemic, drawing upon its resources all over the world. Through its street furniture, the Group has brought safety and health information messages to the public, displayed major campaigns to thank and support caregivers and associations involved in the fight of the virus, and provided healthcare workers with soft mobility solutions at no charge. Moreover, in just six weeks, the Group developed hand sanitiser dispensers for use in cities around the world.

For 2021, in response to the ongoing health, economic and social crisis, we are pursuing our commitments and continuing to reaffirm our ambitions: to anchor sustainability even more firmly at the heart of our business model and our activities, to better meet today's and tomorrow's challenges and, in this way, to create even more shared value for everyone, serving both communities and citizens.

David Bourg

Chief Financial & Administration Officer, Member of the Executive Board  
and in charge of the Sustainability & Quality Department



DIGITAL FREE STANDING STREET FURNITURE  
Berlin  
 GERMANY

# COMPANY OVERVIEW

## **One business, three segments**

Our business model <sup>DEFP</sup> 14

Our founding values <sup>DEFP</sup> 14

Distribution of value created for stakeholders <sup>DEFP</sup> 15

Our strategy <sup>DEFP</sup> 16

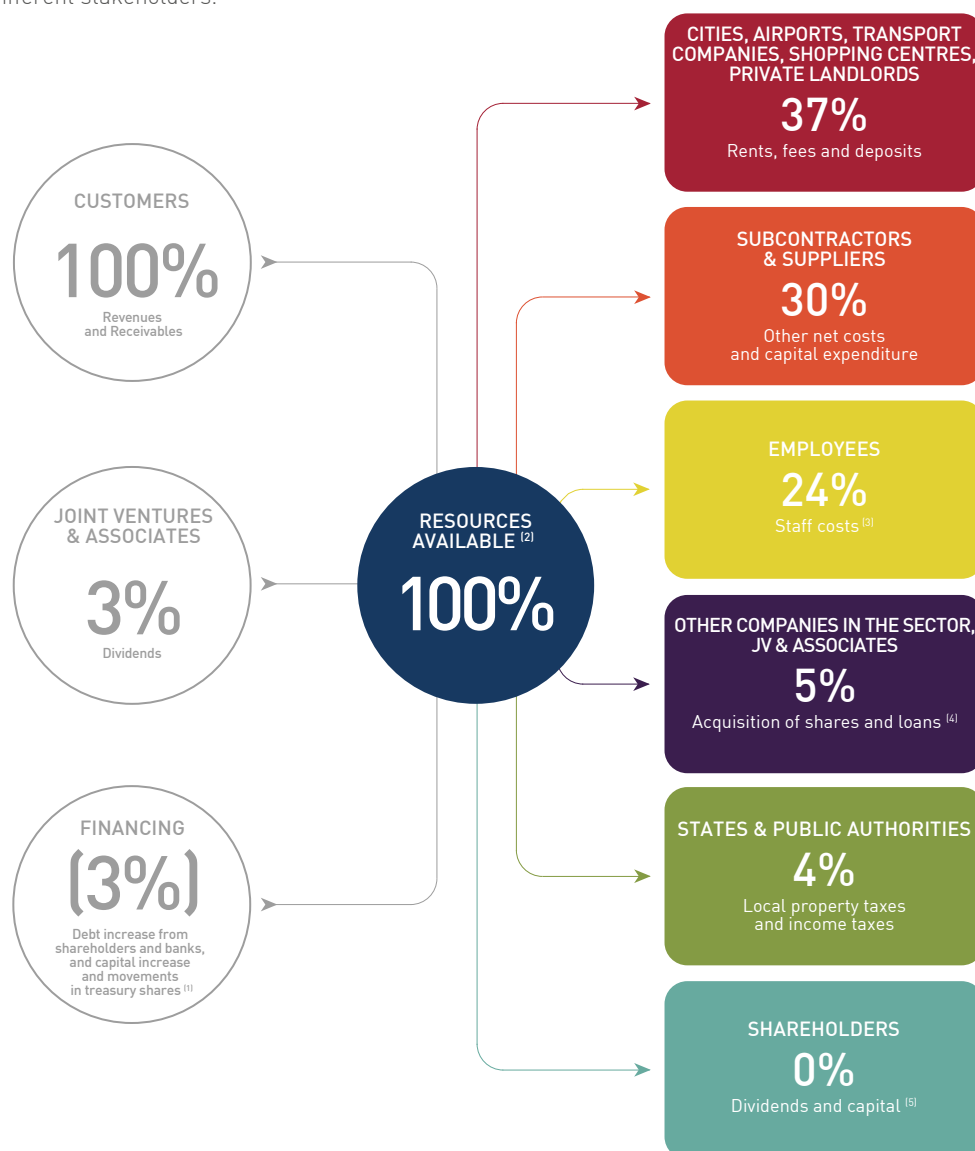


- **Innovation** implies the constant search for new solutions, whether for the design of street furniture, their aesthetics and their ability to integrate into the urban space, or their cutting-edge functionality, in response to new uses and consumption patterns.

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

### 3. DISTRIBUTION OF VALUE CREATED FOR STAKEHOLDERS <sup>DEFP</sup>

JCDecaux operates in over 80 countries, 3,670 cities of more than 10,000 inhabitants, 156 airports and 249 transport contracts in underground systems, buses, trains and tram networks. Our well-designed and innovative furniture make it possible to finance public infrastructure through advertising and develop new solutions to serve citizens. They also contribute to the beautification of the environments where they are placed. JCDecaux's business lines and segments are by their nature anchored in the heart of the regions, local to its installations, the commissioning authorities and advertising customers. In this way, JCDecaux creates economic and social value by creating jobs wherever the company moves in, and so helps develop regional economies. The diagram below shows the distribution of value generated by the company for its different stakeholders.



<sup>(1)</sup> This amount includes the increase in borrowings from banks and shareholders, the increase in capital from the exercise of stock options, net cash acquired/sold and purchase/sale of treasury shares.

<sup>(2)</sup> This amount includes a stock option expense.

<sup>(3)</sup> This amount includes a stock option expense.

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

<sup>(5)</sup> This amount reflects dividends paid to all shareholders, including minority shareholders in controlled entities, as well as capital increases made by minority shareholders in controlled entities.

## 4. OUR STRATEGY <sup>DEFP</sup>

Each day, JCDecaux has a potential to reach over 840 million people around the world through an unequalled network of outdoor advertising displays. Our objective is to continue expanding and strengthening our product line in areas of high population density and high living standards to continue to increase and improve our profitability, which is already among the highest in the industry.

Of course, the Covid-19 pandemic has had a significant impact on the company, whose model is all the more virtuous and efficient as mobility is increased. The crisis has sharply reduced travel both between countries, with the consequences that we know for air traffic, and within countries when decisions on partial or total lockdown have been made by the authorities.

This situation, unprecedented both in terms of its scale and the ability of the political and scientific world to mobilize as never before, showed the extent to which travel of all kinds contributes on a massive and daily basis to the economy and wealth creation. Work, shopping, leisure, tourism... today's activity is based on the ability to promote freedom of movement so that as many people as possible can access the widest possible range of activities that make humanity, at all times.

Consequently, and despite this tragic period in terms of public health, JCDecaux's strategy is to continue its development based on the solid foundations built over the nearly sixty years, for there is no doubt that human genius will restore the conditions for a free and serene life within a short time.

To achieve this goal, the Group's strategy focuses on three main objectives and two major market transformation pillars.

### Three main objectives

- To continue our development through organic growth by winning new advertising contracts with the cities, local governments, malls, metros, stations and airports that we deem to be the most attractive
- to make strategic, targeted acquisitions that enable us to gain a leadership position, or strengthen our existing position in the industry, by developing a national network, thereby building our capacity to achieve better returns on our investments and compete with other media
- to maximise the commercial potential and profitability of our advertising networks in all the countries where we do business.

JCDecaux's strategy in faster-growth economies centres around both organic growth and strategic acquisitions. This will lead to an increase in our share of revenue coming from fast growing\* countries. In 2020, 30% of the Group's total revenue came from these markets, up from 8% in 2004.

We will also be selectively deploying digital technologies that reach a captive and growing audience, not only in obvious locations like airports and metros but also in urban landscapes, where the digitisation of the world's great capitals is now a tangible reality. In 2020, digital revenue accounted for 24.0% of the Group's total

revenue, almost 28% in the Transport business, over 22% in Street Furniture and almost 20% for Billboard.

\* "Faster-growth countries" include Central & Eastern Europe (excl. Austria), the Baltic countries, Russia, Ukraine, Latin America, Asia (China incl. Hong Kong and Macau, Mongolia, Myanmar, Thailand, South Korea, Singapore and India), Africa, the Middle East-East and Central Asia.

### 4.1. Continuing organic growth

We intend to continue building the most attractive advertising network for our advertisers in each of our three lines of business.

To reach this goal, we use the following methods:

- target cities, local governments, airports and other transport systems that offer high commercial potential in each country in order to develop a national advertising network
- create new products and services that meet or anticipate the needs of cities, airports and other transport systems and provide unparalleled maintenance services to win tenders for advertising contracts in these cities, airports and other transport systems
- use its data analysis, marketing and geomarketing tools to build advertising networks adapted to advertisers' communication objectives and budgets (consistent national or regional coverage, targeted networks, time-sharing campaigns, etc.)
- develop a strategy based on data capture and/or acquisition to constantly improve our understanding of regions and consumers, and so continuously improve our service to our customers (see "data" section)
- offer an ever-larger audience to advertisers who can target potential customers both in cities, through a system of street furniture unique in Europe, and on the outskirts of population centres, through a national display network in most European countries
- develop a comprehensive international presence in each of our business segments to respond to the growing demand from international advertisers in this area
- develop operating methods that make it possible to adapt and build networks based on the requirements of our advertisers.

### 4.2. Participating in the consolidation of outdoor advertising

We believe our robust financial structure, solid track record and powerful advertising network give us a significant edge in seizing acquisition and partnership opportunities needed to enter new markets or strengthen our leading position in existing markets.

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

- acquire or establish alliances with companies holding strong positions in their markets
- capitalise on our resources (products, operating expertise, commercial strength) to grow and maximise the potential of these new markets



- develop commercial synergies mainly thanks to the digitisation of our networks
- centralise and reduce costs.

This strategy enables us to grow through external growth in cities where Street Furniture contracts have already been awarded, as well as transit networks, and capitalise on the synergies of these activities nationally, while, at the same time, extending our product range.

### 4.3. Maximising the potential of our advertising network

We will continue to maximise the growth and profitability potential of our network. We rely on our experience in outdoor advertising, our unique geographic coverage, our state-of-the-art product line and our innovative marketing and business approach.

In this way, we seek to:

- retain control of the key locations of our street furniture products and maximise visibility of faces so that we can offer networks to advertisers that ensure the success of their advertising campaigns
- continue our product and marketing innovations, notably in through the selective use of digital, and maintain a pricing policy that reflects the superior quality of our networks
- capitalise on the synergies between our Street Furniture, Billboard and Transport businesses to build international and/or multi-format business offers for major international advertisers
- continue to develop surveys to measure audiences as well as the impact and effectiveness of outdoor advertising in order to enhance the attractiveness of this medium for advertisers and to increase its use:
  - by using sophisticated socio-demographic behavioural, consumer, movement and audience studies of target audiences to build networks that meet the advertising objectives of our customers
  - by developing a real strategy based on data, which represents a major knowledge lever for all survey topics (mobility, attitude, behaviour, ROI, etc.) (see "data" section)
  - by developing and integrating advanced and innovative technologies to meet advertisers' expectations in terms of dynamic, contextualised advertising, thus generating additional value for our offers
  - by providing advertisers with quantitative data on audiences and effectiveness in order to measure the impact of their campaigns on a specific audience.

### 4.4. Data

Since 2018, JCDecaux has had a global data division reporting directly to the Executive Board.

The division focuses on using data to help grow the company, making data a transformation lever. Data is used to respond to competitive tenders, operate contracts and accelerate audience selling.

This means qualifying our assets with unprecedented precision, having a perfect understanding of the nature of the regions where we operate, conducting fine-grained research on mobilities, measuring returns on investment by tracking sales impacts, the footfall of brands, etc. Big data can provide all of this information once it has been processed, modelled and plotted into operationally useful form.

Specifically, audience selling implies growing knowledge about our environments and satisfying our media ecosystem by being able to plan and measure the performance of a campaign based on data.

- Organisation

In 2020, the "DataCorp" team continued its growth while making a strong contribution to the Group's various priorities in an exceptional context.

It is made up of 37 people spread over five complementary and essential areas:

- Development (data science, data analysis and engineering)
- Partnerships (collection of external data sources and identification of new needs)
- Product marketing (value creation through data and adoption of solutions by the markets)
- Key account relationships (development of data programs specific to key accounts)
- Communication.

This structure will make us better able to support the use of big data and step up the creation and sharing of common practice worldwide.

- Partnerships

The "Partnerships" team, set up in 2019, enabled eight partnerships to materialize during its first year. The first on an international scale with S4M, a specialist in mobile marketing and in particular drive-to-store, has made it possible to strengthen the complementarity between Out-of-Home and digital. The others have made it possible to acquire new data sources in order to accelerate the transition to precision marketing. These different sources make it possible to address more intelligently the problems of advertisers and agencies during the planning, activation and measurement phases.

The partnerships developed by the DataCorp team all have an extended coverage of our markets. The JCDecaux/S4M offering is available in nine markets, Attest (surveys) or ForwardKeys (airport data) in more than 40 countries.

- Impact

In 2020, driven by the news, the JCDecaux data team focused on understanding mobility. In order to support the sales teams, it was essential to be able to measure the impact of government measures on the Group's audiences in the various countries.

The Mobility Tracker Index, a composite indicator for measuring mobility, was made available to our 12 main markets in order to engage with our various stakeholders. Updated twice a week, it was widely used.

While the “Mobility tracker” made it possible to monitor audience trends, the partnership with the French company S4M had a positive impact on the activation phase of our local and national campaigns by offering our advertisers the ability to combine the exposure of JCDecaux campaigns with additional amplification on mobile devices.

- Transformation

The use of data has become an essential element in the transformation and acceleration of JCDecaux. Data, through its use, requires a governance and a framework for development that promotes value creation while respecting data protection rules. The DataCorp team is involved in the projects of our 30 main markets and managed more than 80 projects in 2020. The community, which brings together more than 350 people in all the Group’s subsidiaries, is a driving force in the transformation.

This global division is a part of the company’s transformation and an accelerator of the convergence between DOOH and the mobile universe, operating with full respect of the rules applicable, both at national and regional levels.

#### 4.5. Programmatic platform

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As world leader in its sector, JCDecaux has taken the initiative in developing a programmatic platform with the global ambition of unifying the outdoor advertising industry: VIOOH.

This programmatic platform, intended to work independently, will help accelerate the transformation of the media buying process by automating it, based on the web industry model. Thus, it is now possible for advertisers to place their programmatic advertising investments in DOOH in real time, so optimising the sales cycle and allowing Media Owners to link their DOOH to programmatic purchasing platforms (DSP), and so make their digital screens accessible to new digital advertisers.

To make such programmatic trading possible, VIOOH - positioned as a Supply Side Platform (SSP) - has connected its dedicated programmatic Ad Exchange to more than 25 different demand side platforms (DSPs), including current market leaders TheTradeDesk, Mediamath, Xandr, Verizon Media, Vistar Media, Active Agent, Displayce, Hivestack, Splicky, S4M among others. This drive for connections has created the ecosystem to drive programmatic DOOH sales.

In 2020, the VIOOH platform handled more than 550 programmatic deals for 100 top brands, who programmatically bought JCDecaux’s digital OOH inventory on the VIOOH platform in 10 different markets.

Territory, timing, sequencing, target, etc. Thanks to its sophisticated algorithms, VIOOH makes it possible to construct the best outdoor advertising plan for customer, based on a given brief.

The VIOOH team now comprises 105 employees specialising in new technologies, programmatic media sales and modelling. This team of scientists and engineers is, of course, linked with a “business development” team looking to gradually roll out the platform across the leading outdoor advertising markets.

VIOOH is a great advance for the outdoor advertising industry.

Brands see in it a new form of urban media perfectly in tune with advertising targeted in time and in space. Digital advertising spaces in fact allow unrivalled flexibility in terms of content and are an effective complement to the incomparable power of billboard campaigns. It is no longer unusual for an advertiser to have multiple different digital adverts which are broadcast depending on the day and time, geo-location, mobility of the target audience or even depending on the air quality or weather.

This is a new value proposition for JCDecaux that we call “vente aux indicateurs”. The customer’s precise request will drive the details of the street furniture used in its campaign. Thus, each advertiser will have a greater degree of bespoke design, thanks to the multiple data analysis and construction tools that we have developed. Concepts such as “VIOOH Automation” or “VIOOH Exchange” are becoming widely used in our countries of operation to provide this new dimension to both our Advertisers and our City partners.

#### 4.6. Investing in the “Smart and Sustainable city”

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The Digital and Data revolutions have had a lasting impact on our public spaces, the city and all mobility sites. These territories are being transformed, expectations are changing and outdoor advertising is keeping pace with, and anticipating, these changes.

This is why we are now developing a whole new range of technology services for our partners in the IoT universe: sensors of all types (pollution, hydrometry, movement), USB charging points, real-time digital information services, low-emission network antennas, (small cells), free Wi-Fi, etc. All of these new services help provide digital services to the greatest possible number of people in public spaces.

At the same time, the rapid growth of our digital assets across the globe offers concrete opportunities to enhance our model.

Firstly, many cities consider digital street furniture as a necessity in the modern world of communication in which we live. To have a significant share of broadcasting time enables them to transmit real-time and relevant messages to their residents.

At the same time, within the rich sphere of mobility, we are developing a new connectivity product range. JCDecaux is proposing to roll out and manage Wi-Fi products based on our historic model of financing through advertising. The service is free for our partners (local authorities, airports...) and we benefit from advertising on the home page as well as through targeting each individual who registers to use the service. This gives JCDecaux revenue from the mobile dimension of the internet.

Again, the prospects are attractive because one of the primary expectations in a city is network connectivity.

It is within this context that we have developed the JCDecaux Link business which offers telephone operators the ability to improve their reception quality in high demand areas. All operators are in fact looking to increase their capacity in certain sectors which are poorly covered by the large antennas installed on roofs. With our concept of small, low-emission antennas installed in street furniture, we bring a simple, efficient and lasting response to


ensure high speed broadband within an 80-metre radius around the equipped street furniture. In exchange for this service, the operator pays us an annual rent, thus contributing to the virtuous dimension of our model. This activity is set to develop in coming years with the implementation of 5G mobile whose high frequencies offer very high speed data but only at the expense of smaller cells. This will require a dense network of small antennae, as we have seen in the first deployments in the United States.

The “Smart and Sustainable city” means a more sustainable city in which technology is used to improve the quality of life for everyone, within the framework of a committed environmental approach. Our enhanced Street Furniture makes it possible to measure air quality, traffic levels, pedestrian flows, etc. This enables us to provide cities with precious data to understand and improve citizens’ well-being.

To roll out these numerous improvements for the City of tomorrow – which must be co-constructed and inclusive – we have also launched a vast Open Innovation programme to identify, and possibly work in partnership with innovative young companies focused on the Smart City and its multiple dimensions.

JCDecaux is thus firmly focused on the “Smart and Sustainable city” via the strategic development of technology-based services, digital applications and data to cater for new urban uses.



BUS SHELTER displaying messages of support for healthcare workers and health instructions  
Paris  
 FRANCE

# SUSTAINABLE DEVELOPMENT AND CSR (Corporate Social Responsibility)

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## INFORMATION NOTICE AND COMPONENTS OF THE DECLARATION OF EXTRA-FINANCIAL PERFORMANCE

- The scope covered by extra-financial data is 98% of the Group's revenues and 96% of the Group's workforce (in FTE), unless otherwise indicated in the text that accompanies the data presented.
- In accordance with Article L. 225-102-1 of the French Commercial Code, all components of the Declaration of Extra-Financial Performance are available in this report:

COMPONENTS OF THE DECLARATION OF EXTRA-FINANCIAL PERFORMANCE		SECTION OF THE SUSTAINABILITY AND CSR REPORT	CHAPTERS	PAGE	
BUSINESS MODEL		"Our Business Model" and "Founding values"	Company overview	14	
		"JCDecaux in 2020 – key figures"	Sustainable Development and CSR	32	
		"Introduction to our of value chain"	Sustainable Development and CSR	59	
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KEY EXTRA-FINANCIAL RISKS		"Management of Sustainable Development Strategy and integration of extra-financial risks"	Sustainable Development and CSR	29	
		"Risk management policy"	Legal and Tax information	94	
FIGHT AGAINST CORRUPTION	Description of risk	"Risk related to the Group's reputation and non-compliance with business ethics"	Legal and Tax information	96	
	Policies applied, due diligence procedures and results	"Policy on compliance with the Sapin II Law and Due Diligence Law"	Legal and Tax information	103	
		"Focus on Business Ethics"	Sustainable Development and CSR	60	
RESPECT FOR HUMAN RIGHTS	Employees	Description of risk	"Risks related to the non-respect of employees' human rights"	Legal and Tax information	96
		Policies applied, due diligence procedures and results	"Commitment No. 1: deploy JCDecaux's Charters and ensure a basis of fundamental rights for all employees"	Sustainable Development and CSR	46
	Suppliers	Description of risk	"Risks related to failure by suppliers to respect human rights"	Legal and Tax information	97
		Policies applied, due diligence procedures and results	"Strengthen Sustainable Development in the Purchasing Policy"	Sustainable Development and CSR	60

The risks listed below and presented in this chapter are deemed to be material following the risk analysis. Given its activities, JCDecaux does not detail the following themes since these have been assessed as non-material:

- combating food waste,
- tackling food insecurity,
- respect for animal welfare,
- a responsible, equitable and sustainable food policy.

COMPONENTS OF THE DECLARATION OF EXTRA-FINANCIAL PERFORMANCE		SECTION OF THE SUSTAINABILITY AND CSR REPORT	CHAPTERS	PAGE
SOCIAL AND SOCIETAL CONSEQUENCES	Description of risk	“Risks related to the Health & Safety of employees and subcontractors”	Legal and Tax information	99
	Policies applied, due diligence procedures and results	“Deploy a Group-wide Health & Safety Policy”	Sustainable Development and CSR	44
	Description of risk	“Risk related to personal data protection and non-respect of personal privacy”	Legal and Tax information	97
	Policies applied, due diligence procedures and results	“Personal data protection and non-respect of personal privacy”	Sustainable Development and CSR	74
	Description of risk	“Risk of online hacking of furniture and advertising spaces”	Legal and Tax information	98
	Policies applied, due diligence procedures and results	“Digital security of operations”	Sustainable Development and CSR	74
	Other required information:			
	<ul style="list-style-type: none"> <li>Collective agreements entered into within the company and their impact on the economic performance of the company and employee working conditions</li> </ul>	<ul style="list-style-type: none"> <li>Section 5. “Working conditions”</li> </ul>	Sustainable Development and CSR	55
	<ul style="list-style-type: none"> <li>Actions aimed at combating discrimination and promoting diversity and measures taken to support people with disabilities</li> </ul>	<ul style="list-style-type: none"> <li>Section 4. “Diversity and professional equality”</li> </ul>	Sustainable Development and CSR	52
<ul style="list-style-type: none"> <li>Combating food waste, tackling food insecurity, respect for animal welfare, responsible, fair and sustainable food policy</li> </ul>	Non-material themes for JCDecaux’s business			
ENVIRONMENTAL CONSEQUENCES	Description of risk, Policies, due diligence procedures and results	Environmental issues are fully integrated into JCDecaux’s Sustainable Development Strategy (see “Our Environmental Commitment” section but are not identified as a key risk)	Sustainable Development and CSR	33
	Other required information:			
	<ul style="list-style-type: none"> <li>Climate Change consequences of the company’s business and use of the goods and services it produces</li> </ul>	<ul style="list-style-type: none"> <li>“Our energy impact” and “Focus on significant areas of greenhouse gas emissions”</li> </ul>	Sustainable Development and CSR	35-36
<ul style="list-style-type: none"> <li>The Circular Economy</li> </ul>	<ul style="list-style-type: none"> <li>“Our other environmental impacts” and “Focus on the Circular Economy”</li> </ul>	Sustainable Development and CSR	39	
TACKLING TAX EVASION	Description of risk, Policies, due diligence procedures and results	Responsible tax issues are fully integrated into the company’s strategy (see “Tax policy” section), but are not identified as a key risk	Tax Policy	117

The <sup>DEFP</sup> symbol identifies chapters containing information relevant to the Declaration of Extra-Financial Performance.

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

of this chapter. The symbol ✓ identifies the indicators concerned by this report. The symbol 🔍 identifies topics for specific focus.

A content index table mapping GRI® G4 indicators with JCDecaux’s extra-financial information is available on page 120 of the present document.

\*Global Reporting Initiative.

## PERSPECTIVES FOR SMART AND RESPONSIBLE CITIES AND MOBILITY SERVICES <sup>DEFP</sup>

The cross-functional approach of Sustainable Development allows the Company to anticipate future changes that may impact its business, and to study the risks and market opportunities. For JCDecaux, the integration of Sustainable Development in the Company's strategy facilitates the management of risks related to environmental and social challenges and is a driver of innovation and an asset to medium and long-term economic development.



### ACCELERATING GLOBAL URBANISATION AND DEVELOPMENT OF TRANSPORT

#### CHALLENGES

#### PERSPECTIVES FOR JCDECAUX

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

Growth of the outdoor advertising audience in cities



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

**90%** of new urbanities will be in Africa and Asia <sup>(1)</sup>

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



This development creates new opportunities for technological, societal and environmental innovation to anticipate the needs of these "global cities" and the major airports of tomorrow.

**2.4%** annual growth in air traffic over the next five years <sup>(2)</sup>

After an unprecedented decline in 2020 due to the Covid-19 epidemic, mobility and air traffic should gradually resume and return to pre-crisis levels from 2024



Although the Covid-19 epidemic has had an impact on air traffic, increasing global urbanisation and international mobility are not compromised, and will enable JCDecaux to reach a wider audience and offer advertisers global, national and local networks.



### CLIMATE CHANGE AND SCARCITY OF RESOURCES

#### CHALLENGES

#### PERSPECTIVES FOR JCDECAUX

Global greenhouse gas emissions will have to be reduced

by between **40%** and **60%** by 2030 (from their 2010 level) to limit global warming to 1.5°C by 2030 <sup>(3)</sup>

Companies will need to set ambitious GHG reduction targets to cap global warming at 1.5°C



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

First and only outdoor advertising company to join the RE100 <sup>(4)</sup> in 2019. Since 2014, JCDecaux has set itself the goal of covering 100% of its electrical consumption with green electricity by 2022.

The Group also aims to achieve carbon neutrality for its activities in France end 2021 and plans to expand this objective at Group level thereafter.

Natural disasters have been multiplied by **2** in the world in 20 years  
Climate change is the main cause <sup>(5)</sup>

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

For the first time, the five main most likely global risks are environmental <sup>(6)</sup>



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

<sup>(1)</sup> The UN News Centre, World Urbanisation Prospects, The 2018 Revision, Key facts

<sup>(2)</sup> ACI, World Airport Traffic Forecasts 2020-2040

<sup>(3)</sup> GIEC (IPCC), Special report on the impacts of global warming of 1.5°C above pre-industrial levels [...], October 2018

<sup>(4)</sup> RE100: global initiative launched in 2014, bringing together 280 multinationals committed to 100% renewable energy

<sup>(5)</sup> UN News, "'Staggering' rise in climate emergencies in last 20 years, new disaster research shows", 12 October 2020

<sup>(6)</sup> The 2020 edition of The Global Risks Report, World Economic Forum





## DIGITAL TRANSFORMATION

### CHALLENGES

**3.06** billion smartphone users worldwide in 2020<sup>[1]</sup>  
 With the growth in media offerings and the increasing number of communication channels, advertisers are seeking solutions enabling them to better target a connected, mobile audience seeking interactivity

**77%** of the companies committed to digitisation recognise the contribution of digital technologies to their growth<sup>[2]</sup>  
 New opportunities linked to the growth of the digital offering, the "Smart Data" and the "Smart City", are emerging

### PERSPECTIVES FOR JCDECAUX

Outdoor advertising is the only real mass medium able to capture an increasingly mobile and connected global audience.

This positioning, coupled with the convergence of outdoor and mobile marketing (thanks notably to technologies like NFC, Wi-Fi etc.) makes JCDecaux's media more relevant than ever. The powerful combination of its outdoor advertising offering and the benefits of mobile internet enables JCDecaux to offer its advertiser clients an even more effective and impactful service.

The digital transformation holds out the prospect of developing new solutions for yet more interactions, richer and better targeted content, through new forms of augmented reality (digitised panels, connectivity services, creative solutions, etc.), and serving at the same time citizens, cities, transport companies and advertisers.



## CHANGE IN CONSUMPTION PATTERNS AND CITIZENS' EXPECTATIONS

### CHALLENGES

The collaborative sector will be worth **€302** billion worldwide by 2025<sup>[3]</sup>  
 Collaborative solutions are popular with citizens, and cities are positioning themselves as true leaders in collaborative work by providing shared service solutions (soft mobility, concierge services, etc.)

**1.3** billion tonnes of food is wasted each year<sup>[4]</sup>  
 and **45%** of consumers say they avoid using plastic whenever possible<sup>[5]</sup>

**77%** of brands could disappear owing to general indifference<sup>[6]</sup>

### PERSPECTIVES FOR JCDECAUX

This underlying trend, in which being able to use an asset is more important than owning it, bolsters the relevance of JCDecaux's original business model, based on the economy of functionality: the Company provides a full service to its clients while retaining ownership of the street furniture made available to cities and transport companies which it can renew at the end of the contract to give it a second life.

JCDecaux is also leading the way in this area, particularly through its soft and shared mobility solutions and also thanks to its local concierge services in kiosks, boosting the local economy and social interaction.

The overconsumption of natural resources puts enormous pressure on our planet and threatens the safety, health and well-being of populations.

With a potential audience of 840 million people per day, JCDecaux is fully aware of its societal influence on the content disseminated and therefore on the resulting behaviours.

Faced with consumers who are seeking meaning, JCDecaux positions itself as the leading responsible and legitimate outdoor advertising medium, promoting positive and responsible advertising by developing solutions such as JCDecaux UK Social Impact and JCDecaux for Good in France.

Analysing these issues and perspectives means we can anticipate their impacts on JCDecaux's business and come up with concrete operational responses. The key points raised by this analysis have fed into the process of compiling JCDecaux's internal materiality matrix and extra-financial risk analysis universe (for further information see chapters "The reflection of the issues we face: JCDecaux's materiality matrix" and "Management of the Sustainable Development Strategy and integration of extra-financial risks").

<sup>[1]</sup> Smartphone users worldwide 2019-2023, eMarketer

<sup>[2]</sup> Growth & Digital Barometer 2019, Ipsos, 600 respondents from French companies with 20 to 4,999 employees

<sup>[3]</sup> The collaborative city, the urbanistik files by JCDecaux, No. 1

<sup>[4]</sup> United Nations Development Program, Goal 12: Responsible consumption and production

<sup>[5]</sup> Global Consumer Insights Survey 2020, PwC

<sup>[6]</sup> Havas 2019 "Meaningful brands" study carried out on more than 1,800 global brands, 350,000 people, 31 countries

# OUR SUSTAINABLE DEVELOPMENT STRATEGY

## 1. THE REFLECTION OF THE ISSUES WE FACE: JCDECAUX'S MATERIALITY MATRIX

JCDecaux prepared and published its first materiality analysis in 2013. This analysis formed the basis for JCDecaux's Sustainable Development Strategy, rolled out since 2014.

As promised in our previous reports, given the changes in our business (new countries of operation, growing role of digital, etc.) and new expectations among our stakeholders, JCDecaux decided to conduct a new internal materiality study in 2018. The results confirm the relevance of our Sustainable Development Strategy and will feed into the Group's reflections on how its Sustainable Development Strategy can be enhanced to make a relevant contribution to JCDecaux's Corporate Strategy.

In December 2020, the Group decided to repeat the materiality study to ensure that the results of the 2018 study were still in line with the Group's strategic orientations and thus assess, if necessary, the change and the importance of certain issues. This will make it possible to consolidate or adjust the roadmap being enriched, which will be published in the 2021 Universal Registration Document.

### Methodological note on our materiality matrix updated in 2018 and 2020

Our matrix, renewed in 2018, presented 36 issues belonging to six families of issues ("Business", "Licence to operate", "Operations", "Social", "Supply Chain" and "Economic & Social Footprint") and considered as material<sup>(1)</sup> for JCDecaux. This matrix then synthesised the collective view of the Company's top management covering all JCDecaux regions where the Group operated all its three business lines in 2018.

This study highlighted a convergence between the issues considered important both for the Company and for our stakeholders.

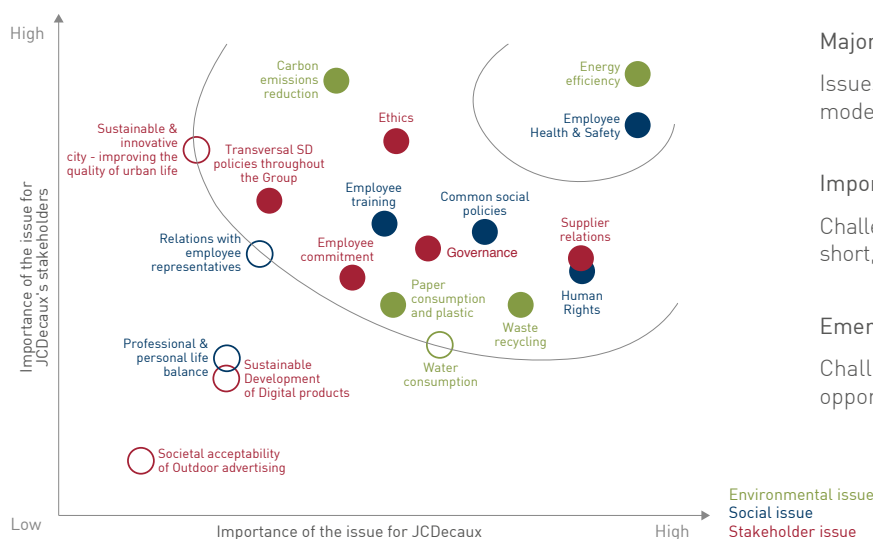
Our materiality process was updated in 2018 in two stages:

- Identification and selection of issues: the issues were identified through an in-depth survey including a review of issues listed in GRI and SASB sector guides, expectations of extra-financial rating agencies, issues prioritised by our direct and indirect competitors and issues highlighted by our media watch
- Evaluation of issues by JCDecaux business lines: the issues identified were assessed using an online questionnaire to the Company's top management, including members of JCDecaux's Executive Board, Regional Directors, Country Heads and functional directors.

This evaluation considers two elements: (a) the importance of the issues for JCDecaux and (b) the importance of the issues for our stakeholders. Each issue was scored on a scale of 0 (no impact or expectations) to 5 (highly significant impact or expectations). For the 2<sup>nd</sup> element of the evaluation, internal respondents were used as "experts" in the areas covered by their roles within the Company, and therefore able to assess their importance for our stakeholders. The main groups of stakeholders considered in our analysis were public and private commissioning authorities, key advertisers, suppliers and partners, citizens and users, associations, NGOs and opinion leaders.

The results of this matrix, updated in 2020, will be presented in the 2021 Universal Registration Document, at the same time as the publication of the enhanced JCDecaux Sustainable Development Strategy for the year 2025-2030.

### Review of 2013 materiality matrix results: foundation of our Sustainable Development Strategy published in 2014



#### Major challenges

Issues at the heart of JCDecaux's changing business model

#### Important challenges

Challenges contributing to the creation of value in the short, medium and long term

#### Emerging challenges







Challenges that may eventually constitute a risk or an opportunity for JCDecaux

<sup>(1)</sup> Issues related to Sustainable Development and material for the company due to the fact that they may present a risk or opportunity which could impact its economic performance and/or expectation of its stakeholders. See the methodological note for further details on the identification, selection and evaluation of issues.

## 2. STRATEGY AND OBJECTIVES

The Sustainable Development Strategy comprises six priorities, balanced between the three pillars of Sustainable Development: environment, social and stakeholders. The objective of this Strategy is to coordinate the Group's action in the field of Sustainable Development.

### Summary table on strategic priorities, objectives and results:

OUR STRATEGIC PRIORITIES	OBJECTIVES	RESULTS			
		2018	2019	2020	Indicator
 <b>REDUCE OUR ENERGY CONSUMPTION</b>	Achieve a 15% reduction in energy consumed by analogue furniture by 2020 (vs. 2012)	+2,7%	+4,6%	(15,5%)	✓
	Propose digital furniture with energy consumption reduced by 50% for LCD screens and 15% for LED screens by 2020	(66%) <sup>[a]</sup> (25%) <sup>[b]</sup> (23%) <sup>[c]</sup>	Unchanged	Unchanged	✓
	Cover 100% of the Group's electricity consumption with renewable electricity by 2022	69%	88%	91%	✓
	Reduce fuel consumption per 100 km by 20% by 2020 (vs. 2012)	(13%)	(13%)	(14%)	●
 <b>REDUCE OUR OTHER ENVIRONMENTAL IMPACTS</b>	100% of the paper posters printed by JCDecaux carry a PEFC, FSC or equivalent label by 2020	87%	89%	99%	●
	90% of paper posters to be recycled by 2020	73%	71%	79%	●
	80% of canvas containing PVC to be recycled in the European Union by 2020	78%	76%	74%	●
	70% of waste to be recycled by 2020	68%	76%	80%	✓
 <b>DEPLOY A GROUP-WIDE HEALTH &amp; SAFETY POLICY</b>	100% of countries to have established a Health & Safety risk identification and assessment procedure by 2018 <sup>[1]</sup>	91%	99%	99%	●
	100% of employees identified in the training matrix to be trained in Health & Safety by 2018 <sup>[2]</sup>	86%	86%	86%	●
	100% of countries have developed an action plan and Health & Safety manual to comply with Group recommendations by 2019 <sup>[3]</sup>	66%	68%	Unchanged	●
 <b>IMPLEMENT AN AMBITIOUS GROUP-WIDE SOCIAL POLICY</b>	100% of countries compliant with the principles of the International Charter of Fundamental Social Values by 2015 <sup>[4]</sup>	100%	No new survey conducted	100%	✓
	Employee training on the Charters to be deployed in 100% of the countries where the Group is in charge of management by 2016	100% <sup>[5]</sup>	100% <sup>[5]</sup>	100% <sup>[6]</sup>	✓
 <b>STRENGTHEN SUSTAINABLE DEVELOPMENT IN THE PURCHASING POLICY</b>	100% of JCDecaux key suppliers to have signed JCDecaux's Supplier Code of Conduct by 2020	71%	88%	100%	✓
	100% of key suppliers to be assessed annually by 2020	46%	69%	68%	●
	100% of direct key suppliers to be audited by 2020 <sup>[7]</sup>	21%	64%	59%	●
 <b>ENCOURAGE EMPLOYEE COMMITMENT TO SUSTAINABILITY</b>	Train all the Group's Executive Management in Sustainable Development by end-2020 <sup>[8]</sup>	57%	67%	69%	●
	100% of countries having deployed the online Sustainable Development training to employees equipped with a computer by 2018 <sup>[8]</sup>	100%	100%	100%	✓

 Achieved
  Mostly achieved
  On track
  Vigilance points

<sup>[a]</sup> LCD indoor <sup>[b]</sup> LED indoor <sup>[c]</sup> LED outdoor

<sup>[1]</sup> Group scope, not including entities where JCDecaux has a minority interest, entities acquired in the past 2 years and entities with revenue of less than €5 million.

<sup>[2]</sup> Extra-financial reporting scope, in % of countries.

<sup>[3]</sup> Scope of entities audited by the Group or having a certified Health & Safety Management System.

<sup>[4]</sup> Scope is all countries replying to the survey, covering 96% of headcount by FTE.

<sup>[5]</sup> % of countries having rolled out digital learning on Sustainable Development in 2018.

<sup>[6]</sup> % of countries that have rolled out the "Ethical and social principles & supplier relations: I commit!"

<sup>[7]</sup> Scope restricted to key suppliers from 2019.

<sup>[8]</sup> Expressed as a % of countries in which the Group is established.

Our ambitious objectives are synonymous with our ongoing review and adaptation in light of challenges facing our activity. Also, it is through continuous improvement and experimentation that we can progress towards our objectives and pragmatically define our road map.

Detailed and descriptive reporting of each of the strategic priorities is presented in the following chapters: "Our environmental commitment", "Our social commitment" and "Our stakeholder commitment".

### 3. JCDECAUX'S SUPPORT OF THE SUSTAINABLE DEVELOPMENT GOALS AND THE UNITED NATIONS GLOBAL COMPACT

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

#### JCDECAUX'S CONTRIBUTION



##### Via our Business Model



##### Via our Sustainable Development Strategy (direct contribution)



Our contribution to the UN's Sustainable Development Goals through our offer of sustainable innovative solutions for cities and transport companies is detailed in the Chapter "Our stakeholder commitment" page 59.

In addition, thanks to its responsible media approach, in particular by supporting major causes (Section 10. "JCDecaux's contribution to society" p. 75) and the implementation of programmes whose objective is to promote and amplify the responsible and positive communication of advertisers (section 5. "Relations with advertisers" p. 70), JCDecaux also supports the SDGs.

In signing the United Nations Global Compact in November 2015, JCDecaux has confirmed its commitment to human rights, employment rights, protecting the environment and the fight

against corruption. The vision of the United Nations Global Compact is to make the world economy more stable and inclusive, in order to benefit people, local communities and markets.



As a signatory of the UN Global Compact, and in line with its Sustainable Development Strategy, JCDecaux is committed to supporting and implementing the ten principles of the Global Compact and to publishing an annual "Communication on Progress" setting out its internal efforts to apply their ten principles. This report is available on the JCDecaux website in the Sustainable Development/Social Priorities section.

## MANAGEMENT OF THE SUSTAINABLE DEVELOPMENT STRATEGY AND INTEGRATION OF EXTRA-FINANCIAL RISKS <sup>DEFP</sup>

### 1. THE SUSTAINABILITY AND QUALITY DEPARTMENT

The scope of action of the Sustainability and Quality Department covers all the Group's activities. It reports directly to a member of the Executive Board, the Chief Financial and Administrative Officer. At least four times a year, it reports to the Executive Board on JCDecaux's extra-financial performance, progress on the priorities of the Sustainable Development Strategy in the countries where the Group operates and proposes new lines of action and direction. It also reports to the Supervisory Board at least annually, on extra-financial performance, past and future actions, and proper management of the Group's environmental, social and stakeholder impacts.

Its main tasks are:

- defining and proposing the Sustainable Development Strategy Roadmap
- leading and coordinating the Strategy's implementation to ensure it is applied within business lines and subsidiaries
- guaranteeing and coordinating management of extra-financial risks and their integration in business practices
- bringing together and supporting business lines and subsidiaries in putting the Group's Sustainable Development Strategy into practice and managing extra-financial risks
- guaranteeing and coordinating the extra-financial reporting and management process and extra-financial communication
- anticipating and responding to internal and external stakeholders' expectations regarding issues related to Sustainable Development
- leading JCDecaux's Quality Control Policy with the Corporate and Functional Departments.

The Sustainability and Quality Department is thus jointly responsible with each of the Company's Functional Departments for integrating environmental, social and stakeholder issues into their business lines. It supports each Functional Department in making the necessary changes to embed Sustainable Development in their practices for the long term.

### 2. DEPLOYMENT OF THE SUSTAINABLE DEVELOPMENT STRATEGY

The Strategy is directed throughout the year by the Sustainability and Quality Department, the Business Line Experts ("the Sponsors") and the network of Sustainable Development Correspondents in the countries where JCDecaux operates. This is achieved in particular through monitoring strategic priorities with the relevant Business Line Experts, holding regular meetings (calls) with Country Directors, Operational Managers and Sustainable Development Correspondents in the countries, as well as country visits by the Chief Sustainability and Quality Officer and meetings with their local teams.

#### Role of the "Sponsors" i.e. the Business Line Experts

The Sponsors are functional or operational experts responsible for operational management and monitoring of strategic priorities. This selection of senior functional or operational managers as sponsors shows the importance the Group attaches to everyone's ownership of Sustainable Development issues and the degree to which they are integrated into the everyday work of the Group. The Sponsors are supported by the Sustainability Department in drawing up the Strategy, targets and monitoring policies, action plans and results.

#### Role of the Sustainable Development Correspondents network in each country

Sustainable Development Correspondents are appointed in all subsidiaries where the Sustainable Development Strategy is deployed. They are members of their country's Management Committee, and serve to raise awareness on the subject and to circulate information locally. They are responsible for implementing and monitoring the action plans of the Sustainable Development Strategy within the subsidiaries.

#### General Calls and Focus Calls, tools for leading the Strategy

The Sustainable Development Strategy is coordinated and rolled out to subsidiaries and departments through regular conference calls with all subsidiaries: General Calls and Focus Calls. The former are intended for directors of local entities and ensure regular review of strategic priorities and their implementation. They are held twice a year; the latter are on specific themes and are open to Sustainable Development Correspondents, Operational Business Line Managers and Experts across all countries. Up to one hundred participants attend each meeting. In 2019, eight Focus Calls were held, particularly related to implementing the new extra-financial performance management tool, responsible purchasing, energy and green electricity issues, including Sustainable Development in our tender process and customer relations.

In 2020, a year considerably impacted by the effects of the Covid-19 health crisis, we focused on two specific moments: a Focus Call on the subject of green electricity bringing together "operations" business line experts from all our regions and a General Call bringing together the directors of local entities and Sustainable Development Correspondents during which information was shared on Sustainable Development news related to "business", "operations" and "social" issues, as well as the management and monitoring of the Group's extra-financial performance.

#### Governance

Since 2017, in order to better anchor our strategy and ensure its practical implementation locally with the subsidiaries, sustainable development criteria have been added to the variable compensation of senior executives (Country and Regional Managing Directors) up to 10%. These criteria are based on objectives related to Health & Safety, the environment and responsible purchasing. From 2021, a new social criterion in connection with the Group's Gender Balance plan will also be added.

### 3. MANAGEMENT OF EXTRA-FINANCIAL RISKS

The process of identifying and measuring extra-financial risks has been part of the Group's risk-mapping process since 2009. To manage these risks, the Sustainability and Quality Department relies on the Group Vigilance Committee and the Corporate Functional and Operational Departments. The issue is steered through the following major annual milestones:

1. Preparation of the extra-financial risk universe, risk mapping and identification of key risks (for further information on the risk-mapping methodology see chapter "Risk management policy")
2. Measurement of the level of coverage, updated (if necessary) and validation of major risk sheets
3. Oversight and leadership of the process.

For 2020, six major extra-financial risks were identified and validated by the Executive Board and the Audit Committee:

- risk related to the Group's reputation and breach of business ethics
- risk related to employees and subcontractors Health & Safety
- risk related to non-respect of employees' human rights
- risk related to non-respect of suppliers' human rights
- risk related to personal data protection and non-respect of personal privacy
- risk related to the online hacking of furniture.

Descriptions of all these risks and the policies put in place and the resulting action plans and outcomes can be found in this document (see concordance table, page 22).

#### FOCUS ON ROLE OF THE VIGILANCE COMMITTEE

Created in 2018, the Vigilance Committee is chaired by the Group Chief Financial and Administrative Officer, a member of the Executive Board whose responsibilities include the Sustainability and Quality Department. It comprises the Corporate Functional and Operational Managers (Purchasing, Internal Audit, Communication, Sustainability and Quality, Legal, International Operations and Human Resources).

The Committee ensures the proper management of Group extra-financial risks, including the correct implementation of the relevant policies and action plans for dealing with the major extra-financial risks identified. In 2020, the Committee met three times.

See chapter 5 "Policy on compliance with the Sapin II law and the Due Diligence law" for more information on the Vigilance Committee's other tasks.

### 4. MANAGEMENT OF EXTRA-FINANCIAL PERFORMANCE

#### Reporting scope

In 2020, extra-financial reporting covered 98% of the Group's consolidated revenue and 96% of the Group's FTEs (vs. 97% of consolidated revenue and 97% of FTEs in 2019).

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

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

#### Reporting process

In 2019, JCDecaux launched a new extra-financial performance management solution, SIA (or "Sustainability Information Analysis") which covers the three pillars of the Sustainable Development Strategy (environmental, social and stakeholder). This application enables the capture, control and consolidation of the indicators, the publishing of reports and the provision of the necessary documentation for data collection and for the control of information feedback.

The reporting from Group subsidiaries is based on the network of correspondents charged with collecting, monitoring and validating extra-financial data at the subsidiary level.

Extra-financial data collection campaigns are conducted quarterly for "flow" indicators (e.g. buildings energy consumption, generated waste, etc.) and annually for "stock" indicators (e.g. breakdown of employees). Quarterly data collection makes the information communicated by the subsidiaries more reliable. Data are closed on 31 December every year.

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

Thus, in addition to the diversity of the Group's activities and the constant evolution of its operational scope, JCDecaux is continuing its efforts to have audited and increasingly reliable data to help steer the Sustainable Development Strategy and extra-financial risks.

\* Please refer to page 122 of the Universal Registration Document for the definition of adjusted data.

### Management of extra-financial performance

To get the most out of the data collected, the Sustainability and Quality Department makes extra-financial performance dashboards available to Corporate and Country management to support the review of action plans and outcomes at the main subsidiaries.

The data is also included in the Universal Registration Document as well as in the Sustainability and CSR Report and further serves to respond to the requirements of extra-financial rating agencies and Socially Responsible Investors.

Details on how indicators are defined can be found in the relevant chapters following the results tables.

### FOCUS SIA: REINFORCED MANAGEMENT OF EXTRA-FINANCIAL PERFORMANCE

To meet stakeholder expectations in terms of transparency, reliability and auditability and to meet legal requirements, JCDecaux launched in 2019 an improved extra-financial performance management tool.

Called SIA for "Sustainability Information Analysis", this tool was successfully rolled out in 2019 across the 60 countries within the scope covered by the Group's extra-financial reporting. It offers three main benefits to users in the subsidiaries and Corporate functions:

- management of Sustainable Development performance is systematised and facilitated at Group, Corporate Functional Department and subsidiary levels with shared performance dashboards
- it strengthens the reliability and accuracy of data and information reported, particularly through a local approval system within subsidiaries, enhanced checks and the review and management of data by Corporate Functional Business Line Experts (Human Resources, Purchasing, International Operations etc.)
- it simplifies access to information and its sharing within the Company.

This new tool now facilitates and improves the management of extra-financial performance at all levels of the Company in order to better implement the Sustainable Development Strategy.

In 2020, a satisfaction survey was launched to measure the level of user satisfaction and better meet their expectations. This survey showed that over 85% of users were fully satisfied with the tool and its functions, which ensures more effective and systematic local extra-financial performance management.

## JCDECAUX IN 2020 – KEY FIGURES <sup>DEFP</sup>

**10,234**

Employees in FTE (95.7% on permanent contracts)

**2,311.8**

million euros of revenue (adjusted)

**694,161**

MWh of energy consumption

**+80**

countries

**3,670**

cities of more than 10,000 inhabitants equipped with JCDecaux furniture

**156**

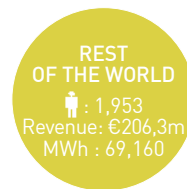
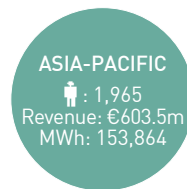
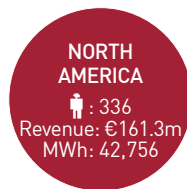
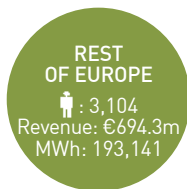
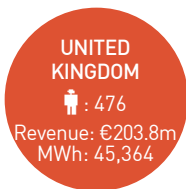
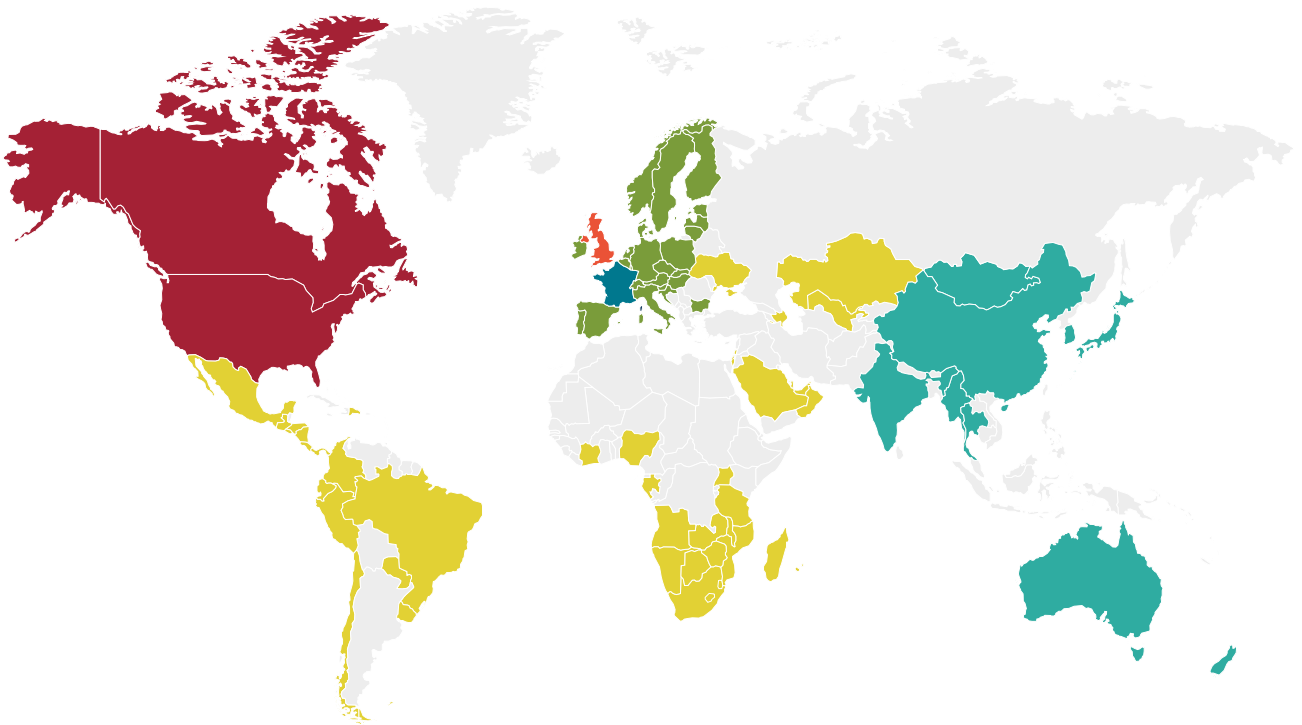
airports equipped with JCDecaux furniture

**249**

transport concessions (excluding airports) equipped with JCDecaux furniture

**+840**

million people of potential audience





## OUR ENVIRONMENTAL COMMITMENT

JCDecaux is committed to reducing the environmental impact all of its operations. The Life Cycle Analyses (LCA) and greenhouse gas emissions' assessments regularly carried out by JCDecaux, using the SimaPro software, standard in this field, have led to the identification of the main environmental impacts of the Company: energy consumption from the operation of its furniture, the materials used for posting campaigns (paper and plastics) and waste management. These three impacts account for 76% of the greenhouse gas emissions over the life cycle of the furniture <sup>(1)</sup>. Two strategic priorities are dedicated to reducing these impacts.

### Environmental risk management


Environmental risk management is included in review of the Group's risks. More detailed reviews are also performed under the ISO 14001 environmental management system which exists in 15 of the Group's countries covering 57% of consolidated revenue in 2020.

The Executive Board performs reviews several times a year of the environmental commitments to evaluate the progress made for each of the priorities and to define the next steps.

#### • Climate Change Strategy

With a presence across all continents in over 80 countries and 3,670 cities with over 10,000 inhabitants, the JCDecaux Group is likely to see its activities affected locally by the main effects of Climate Change: increasingly frequent extreme events, rising sea levels as well as higher temperatures and increasing water scarcity. However, the very broad geographical spread of its business greatly limits the risk of a significant financial impact on the Group.

As a response to these risks and to reduce its own footprint, JCDecaux has drawn up and rolled out policies and action plans based on two priorities:

- i) Mitigating Climate Change: to limit the impact of the Group's activities on Climate Change, JCDecaux began ushering in a Sustainable Development Strategy in 2014. The first priority of the strategy is to reduce the Group's energy consumption, and as such to cut the greenhouse gases generated by its activities. In this context, the Group has announced its objective to achieve carbon neutrality  end of 2021 for all of its activities in France. The Group's approach to the fight against climate change was also rewarded this year by the CDP (Carbon Disclosure Project), a leading agency (Leadership level, A-), a guarantee of the maturity of our environmental approach.
- ii) Adaptation to Climate Change: JCDecaux's assets are insured against the risks of weather events, enabling it to further reduce the risk of financial impact of such events on the Group. Moreover, to ensure that street furniture and systems are adapted to weather events (resistance to climatic variations and increased temperatures), heat resistance tests are performed and mechanical resistance simulations are conducted by the Design Department. Moreover, efforts made to reduce water consumption and recover rainwater lessen JCDecaux's reliance on water resources for the maintenance of street furniture.

#### • Environmental impact

JCDecaux operates in the outdoor advertising industry sector, where it has three main activities, namely street furniture, transport advertising and billboard. The environmental risks related to these activities are very limited and JCDecaux has not identified any material environmental risk to be provisioned in its financial statements for the fiscal year ended 31 December 2020. In France, the Group has only one ICPE site (Classified Installation for the Environment) subject to reporting. It is subject to all of the required controls and monitoring.

The Group implemented a follow-up of the risks related to those sites and regular controls are done in order to reduce these as much as possible. Moreover, JCDecaux encourages the deployment of ISO 14001 certification in all Group subsidiaries. This environmental management system enables environmental risks to be identified and managed.

#### • Frameworks and Regulations

As part of its transition to a sustainable economy, the European Union launched an action plan in March 2018 comprising ten measures, including the creation of a **European Taxonomy** ("EU Taxonomy"). The objective is to establish a unified European classification system for sustainable activities and to define a common language throughout the Union. The JCDecaux Group launched a taxonomy alignment and compliance project at the end of 2020. This will enable it to be able to disclose, in the Universal Registration Document published in 2022, the "sustainable" portion of its revenue, operating costs and investments for activities aligned with the Taxonomy.

In the medium term, JCDecaux is also studying the possibility of referring to the TCFD "Task Force on Climate-related Financial Disclosures". This working group (chaired by Michael R. Bloomberg and supported by more than 1,700 supporters, ranging from industry associations, central banks, governments, regulators and government entities in 77 countries worldwide) aims to achieve transparency on the financial challenges and opportunities involved in climate change for investors, organisations and all their stakeholders. This financial information is provided on a voluntary basis and is structured around four key thematic areas of the organisation's operations: governance, strategy, risk management and measures & objectives. This last point will receive special attention since it first highlights the Group's response to the risks associated with water, energy, land use and waste management, carbon emissions and internal carbon prices; and second, enables estimates of climate-related opportunities, such as revenues from products and services designed for a low-carbon economy.

<sup>(1)</sup> Stages of operation and end of life of our furniture. See "Focus on significant areas of greenhouse gas emissions" for further information.

## FOCUS ON CARBON NEUTRALITY

2021 will be the year in which our Company will achieve carbon neutrality for its activities in France.

We are already able to set this target in France, which is the birthplace of our Group and where the first global climate agreement was adopted, thanks to our historical model based on the careful management of resources, economy of functionality and use, as well as recyclability, and also thanks to the engineering, investment and innovation efforts in business line practices carried out by all employees of our 60 regional sites in recent years.

Life cycle analysis and eco-design principles, all of our electricity needs covered by renewable energies via certificates of guarantee of origin since 2019 – and by 2022 for the entire Group – choice of energy-efficient technologies and smart lighting, vehicle renewal and eco-driving – for the period 2017-2019 alone, these and other actions reduced JCDecaux's greenhouse gas emissions by 26% in France (carbon scopes 1 and 2 – market-based) and by 55% at Group level. Between 2019 and 2020, emissions decreased by -38% and -18% respectively due to the continuation of our efforts and actions and also due to the decline in activity linked to the Covid-19 crisis. See the following pages for more details on our action plans and detailed indicators on the environment.

Over the next few months, and aware of the urgency to act here and now, JCDecaux will take an additional step in France by assessing the most difficult carbon emissions to reduce (scope 3) and implementing reduction actions in order to achieve carbon neutrality in France end of 2021.

It is a voluntary and proactive approach by our Company that is structured around three complementary axes: **MEASURE, REDUCE and OFFSET** to achieve carbon neutrality in our activities.

- 1. MEASURE:** This involves improving the monitoring of the Group's overall carbon footprint and, more specifically, our direct and indirect emissions (Scope 1 & 2<sup>(1)</sup>) and our other indirect emissions (Scope 3<sup>(2)</sup>) related to the complete value chain of our activities in France. For this, more than 40 employees from 17 departments in France are involved.
- 2. REDUCE:** This is the absolute priority of this commitment, made possible thanks to the mix of actions implemented for several years. The results of the carbon assessment (scope 1, 2 and 3) will make it possible to identify or confirm the most significant sources of emissions and priority areas for improvement. It is on this basis that the reduction objectives and action plans will be updated and enriched on the various aspects: awareness, sobriety, energy efficiency, renewable energies, improvement of our carbon accounting, etc.
- 3. OFFSET:** This action lever will be activated at the same time as the reduction lever. The residual emissions will then be offset by using carbon compensation and by supporting carbon reduction or storage projects through investment in the development of technological solutions (bioenergy, etc.) or the strengthening of the role of natural carbon sinks (geological capture and storage, reforestation, etc.). Offsetting remains a complementary step to the reduction efforts already undertaken, which remain the Group's priority.

Although Outdoor Advertising is a sector with low greenhouse gas emissions, JCDecaux has long been committed to reducing its environmental footprint through strong commitments and tangible actions, particularly as part of our Sustainable Development Strategy implemented since 2014. France and certain subsidiaries have already implemented a carbon offsetting approach for emissions linked to fuel consumption.

In the same way as by acting in the crisis for our recovery, we wish to work for the transition towards a more environmentally sustainable economy and society by working on our own transformation. Our ambition of carbon neutrality for France, which will be applied at Group level thereafter, is a perfect illustration of this.

<sup>(1)</sup> Scopes 1 and 2: sum of direct and indirect emissions induced by the combustion of fossil fuels (petrol, natural gas, fuel oil, etc.) and by the consumption of electricity and urban heating.

<sup>(2)</sup> Scope 3: all other sources of emissions, for example the transport of our products from their production site, the consideration of the end of life of our furniture, the travel of our employees, etc.

## 1. REDUCE OUR ENERGY CONSUMPTION <sup>DEFP</sup>

### Our energy impact <sup>DEFP</sup>

#### ENERGY CONSUMPTION ✓

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

In MWh	2018	2019	2020
Furniture*	645,491	708,463	579,438
Vehicles**	111,881	108,284	75,251
Buildings***	50,687	46,840	39,472
<b>TOTAL</b>	<b>808,060</b>	<b>863,588</b>	<b>694,161</b>

#### ELECTRICITY CONSUMPTION ✓

In MWh	2018	2019	2020
Furniture*	645,491	708,463	579,438
Buildings***	28,668	25,620	20,891
<b>TOTAL</b>	<b>674,159</b>	<b>734,083</b>	<b>600,329</b>
% renewable electricity	69%	88%	91%

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

\*\* Vehicle consumption only includes consumption billed to JCDecaux.

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

In 2020, JCDecaux's total energy consumption was down nearly 20% compared to the previous year, mainly due to the consumption of furniture and equipment. This change is mainly due to the decline in activity related to the health crisis (in some cases resulting in the inactivity of our services), to changes in methodology in Australia and Brazil, and finally, to a lesser extent, to the impact of changes in scope: divestiture of the entity Russ Outdoor in Russia and change of consolidation method for the Beijing Metro entity in China.

#### GREENHOUSE GAS EMISSIONS ✓

JCDecaux's greenhouse gas emissions come from its energy consumption

In kTEQ CO <sub>2</sub>	2018	2019	2020
Furniture*	57.7	26.7	25.7
Vehicles	27.6	26.6	18.5
Buildings*	11.5	10.3	7.6
<b>TOTAL EMISSIONS</b>	<b>96.9</b>	<b>63.6</b>	<b>51.8</b>
Scope 1 **	31.2	30.1	21.2
Scope 2 ***	65.7	33.5	30.3
Deducted emissions related to the purchase of renewable electricity	158.2	218.7	164.0

NB : emissions shown in the table above take into account renewable energy purchases.

\* Net emissions, after deduction of green electricity.

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

\*\*\* Scope 2: total indirect emissions induced by consumption of electricity and urban heating, as defined in the energy consumption table. The emission factors per country published by the IEA (International Energy Agency) are used to calculate emissions, from which emissions covered by renewable sources certificates are deducted (the so-called market-based approach).

Total greenhouse gas emissions from JCDecaux's operations fell significantly in 2020 (down 18% vs. 2019) to 51.8 kTEQ CO<sub>2</sub>. This decrease is certainly explained by the reduction in activity this year due to the Covid-19 crisis and constant improvements related to energy efficiency (buildings, vehicles) but, above all, by the Group's proactive policy of purchasing electricity from renewable sources.

Coverage of the Group's electricity consumption by green electricity rose from 88% in 2019 to 91% in 2020: almost 50% of the countries in which the Group operates have already achieved 100% coverage. The performance for 2020 is in line with the commitment made by JCDecaux in 2014, and renewed as part of our membership of the RE100 in 2019<sup>(1)</sup>, to cover 100% of our needs by 2022.

Since the launch of this policy in 2014, JCDecaux's net emissions have been cut by over a third (185.5 kTEQ CO<sub>2</sub> in 2013). In 2020, purchasing electricity from renewable sources enabled JCDecaux to avoid the equivalent of 164.0 kTEQ CO<sub>2</sub> in emissions. Stripping out the effect of CO<sub>2</sub> emissions from renewable energy purchases, the Group's total gross "location-based" emissions would have been 215.8 kTEQ CO<sub>2</sub>, down by 24% on the previous year.

<sup>(1)</sup> RE100: global initiative bringing together more than 280 multinationals committed to using 100% renewable energy

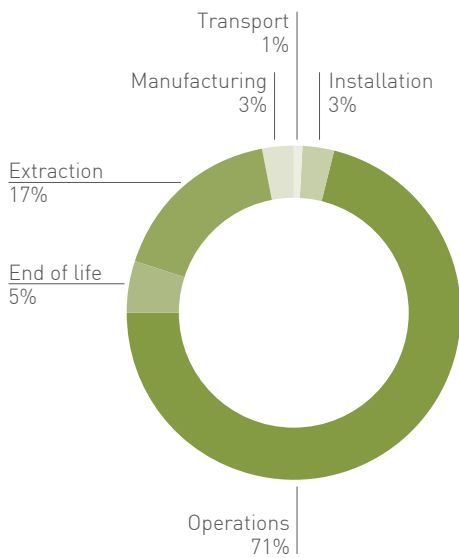
✓ Indicators which have been verified by an external independent third party (limited assurance)

**FOCUS ON SIGNIFICANT AREAS OF GREENHOUSE GAS EMISSIONS <sup>DEFP</sup> ✓**

JCDecaux’s Research and Development Department conducts Life-Cycle Analysis (LCA) on furniture using the software SimaPro, the leader in this area, which relies on global databases that are regularly updated.

JCDecaux furniture is classified into families: bus shelters (Atribus®), Street Furniture for Information 2 sq.m. (MUPI®), Billboards (Senior®), self-service bicycles, digital screens, etc. JCDecaux focuses on the so-called furniture families “in operation”. This means furniture families which consume electricity and/or need maintenance and/or a posting. This type of furniture represents 54% of the total furniture. The remaining furniture has a limited environmental impact (e.g. benches, public litter bins, fencing, signage, etc.).

The LCAs performed cover at least one furniture installation out of the 6 most utilised families\* in operation. These families cover 74% of the total furniture in operation. This work\*\*, summarised in the graph below, enables a better understanding of the breakdown of greenhouse gas emissions over the life cycle of the furniture:



The extraction phase represents 17% of emissions and includes the extraction and production of the raw material (steel, glass, etc.). At this phase, JCDecaux has limited room for action given the demands we set with respect to the safety, design and quality of our products and services. However, JCDecaux promotes the possibility and necessity of renovating furniture at the end of the contract to extend their duration of use.

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

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

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

The operation phase accounts for 71% of emissions for the total life cycle. It includes the posting, upkeep and maintenance, including the energy consumption of vehicles and the electricity for the operation of the furniture. In this phase, the electricity consumption of the furniture is the most important item. In light of this, JCDecaux has defined action plans to reduce the energy consumption of furniture and vehicles as part of the Sustainable Development Strategy.

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

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

\* Atribus®, MUPI® 2 sq.m., Senior®, 2 sq.m. LCD screens, self-service bicycles and toilets.

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

## Commitment No.1: reduce furniture electricity consumption

### Our challenges

The increase in our activities in more than 80 countries worldwide means that we have a network of more than 600,000 furniture items in operation<sup>(1)</sup>.

Furniture energy consumption represents 83% of JCDecaux's energy consumption.

### Our actions

JCDecaux is taking action to reduce its energy consumption and carbon emissions through a number of drivers: energy efficiency measures in the design and use of furniture, offsetting of emissions related to consumption by purchasing green energy and offsetting carbon.

JCDecaux has defined lighting standards based on LED technology for its analogue furniture, whether new or already in place. Consumption thresholds by furniture type have been determined, in terms of power, intensity and light uniformity for each family and type of furniture. Using LED technology makes it possible to reduce electricity consumption by more than 60% compared to fluorescent tubes with ferromagnetic ballast and 50% compared to fluorescent tubes with electronic ballast. In 2020, 62% of the countries in which JCDecaux operates had partially renewed the lighting technologies in their existing furniture, by replacing the existing lighting with LED lighting.

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

Digital furniture represents 20% of total furniture consumption in 2020. To limit this consumption, this type of furniture is installed according to a selective and premium strategy, and is selected by the Corporate Purchasing Department on the basis of strict quality and energy efficiency criteria.

JCDecaux also pursues an ambitious renewable energy purchasing policy, to cover 100% of electricity consumption by 2022. The renewable-source guarantee certificates meet a stringent set of specifications: purchased electricity must have been produced in the year it was purchased, locally if possible, and exclude large-scale hydraulic works (+10MW). For more than ten years, JCDecaux has also proposed the integration of photovoltaic solar panels in its furniture, when the specifications allow it and its effectiveness has been demonstrated. In 2020, 2,941 pieces of furniture used this technology worldwide, i.e. +7% compared to 2019. This increase is mainly due to the new contract with the city of Bilbao in Spain for which 180 bus poles equipped with solar devices were installed in 2020.

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

### Strategic objectives and results

OBJECTIVES	INDICATORS	2018	2019	2020	COMMENTS AND NEXT STEPS
Reduce the energy consumption of analogue furniture by 15% by 2020 (vs. 2012)*	Change in the electricity consumption of analogue furniture (vs. 2012)	+2.7%	+4.6%	-15.5%	<p>✓</p> <p>In 2020, the electricity consumption of analogue furniture decreased significantly vs. 2012 mainly due to the decline in activity related to the Covid-19 impact, which in some cases resulted in the inactivity of some of our services.</p> <p>&gt;&gt; Next step: as part of the next enhancement to the strategy, this objective will be re-assessed with respect to the Group's challenges and activities.</p>
Propose digital furniture with energy consumption reduced by 50% for LCD screens and 15% for LED screens by 2020 **	Change in theoretical consumption of screens LCD by sq.m.	-66% (LED indoor, vs. 2012)	Result unchanged	✓	<p>Objective reached for indoor LCD screens.</p> <p>&gt;&gt; Next step: as part of the next enhancement to the strategy, these objectives will be reassessed with respect to changes in technical solutions.</p>
	Change in theoretical consumption of screens LED by sq.m.	-25% (LED indoor, vs. 2012) -23% (LED outdoor, vs. 2012)	Result unchanged	✓	Objective reached.
Cover 100% of the Group's electricity consumption with electricity from renewable sources by 2022 ✓	Share of electricity consumption covered by renewable sources**	69%	88%	91%	<p>✓</p> <p>In 2020, JCDecaux set a new record percentage for its electricity consumption from renewable sources: 91%. Almost 50% of countries are at 100%.</p> <p>&gt;&gt; Next step: continue the roll-out of the Renewable Electricity Purchase Policy to achieve the target set at 100% for 2022.</p>

\* The scope of this objective applies only to analogue furniture representing 80% of our furniture portfolio.

\*\* Change in the theoretical electricity consumption of new screens per sq.m. (given that the size of the screens has evolved since 2012) and iso luminance.

\*\*\* Calculated on the basis of total electricity consumption (furniture and buildings).

## Commitment No. 2: reduce energy consumption of vehicles

### Our challenges

Present in more than 80 countries, JCDecaux entities worldwide have a fleet of more than 5,000 vehicles mainly used for cleaning, posting, maintenance and for transporting furniture.

Fuel consumption represents over 10% of the Group's annual energy consumption.

### Our actions

When renewing and developing its vehicle fleet, JCDecaux promotes the selection of vehicles with the least environmental impact (fuel consumption and CO<sub>2</sub> emissions) based on the available solutions and the needs of the activity. Wherever technically possible, operational employees are equipped with clean vehicles (electric, NGV, LPG, flexifuel and hybrid).

From 2006, JCDecaux has developed its own eco-driving programme intended for all employees using a company car. This regularly renewed training programme consists in changing

drivers' behaviour for a gentler style of driving, in order to reduce both fuel consumption and the number of accidents. Eco-driving is deployed in 57% of the Group's countries representing more than 80% of vehicles involved in an eco-driving programme.

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

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

The energy savings achieved in our vehicle fleets are the result of a number of actions: eco-driving, fleet development and renewal, optimisation of logistics rounds, etc. The actions undertaken lead to certain energy savings, but also to some flat effects. Thus, these actions must be reviewed, enriched and regularly updated to ensure continuous progress.

### Strategic objective and result

OBJECTIVE	INDICATOR	2018	2019	2020	COMMENT AND NEXT STEP
Reduce fuel consumption per 100 km by 20% by 2020 (vs. 2012)	Change in fuel consumption per 100 km*	(13%)	(13%)	(14%)	<p>&gt;&gt; Next step: continue the deployment of eco-driving training across the Group and continue the renewal of the vehicle fleet favouring vehicles' with less environmental impact.</p> <p>As part of the enhancement of the Strategy, this objective will be reviewed.</p>

\* Historical kilometres data have been adjusted.

## Commitment No. 3: reduce energy consumption of buildings

### Our challenges

Buildings' energy consumption represents 6% of the Group's energy consumption.

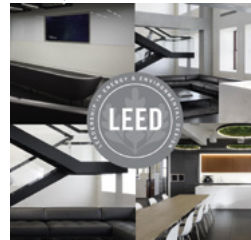
### Our actions

For the buildings owned by JCDecaux (15% of the buildings occupied by the Group) subsidiaries must carry out an energy audit to implement optimisation and energy efficiency action plans in their buildings.

For rented buildings, discussions are held with the owners to assess energy consumption and means to reduce it.

When seeking new offices, the buildings' energy performance is systematically reviewed.

### Example



JCDecaux's North American subsidiary has been LEED (Leadership in Energy and Environmental Design) certified for its offices in the Empire State Building, New York. LEED is the world's most widely recognised environmental quality standard for buildings. After ambitious energy renovation and retrofitting work, the Empire State Building announced in early 2021 that it would cover all of its energy consumption for the next three years with electricity from renewable sources (Wind turbines).

### Results

Our results on energy consumption of buildings can be found under "Our energy impact", page 35. A specific action plan was defined for 2015 as part of this commitment. Details and results can be found in our previous publications.

**2. REDUCE OUR OTHER ENVIRONMENTAL IMPACTS** <sup>DEFP</sup>

**Our other environmental impacts** <sup>DEFP</sup>

WASTE GENERATED

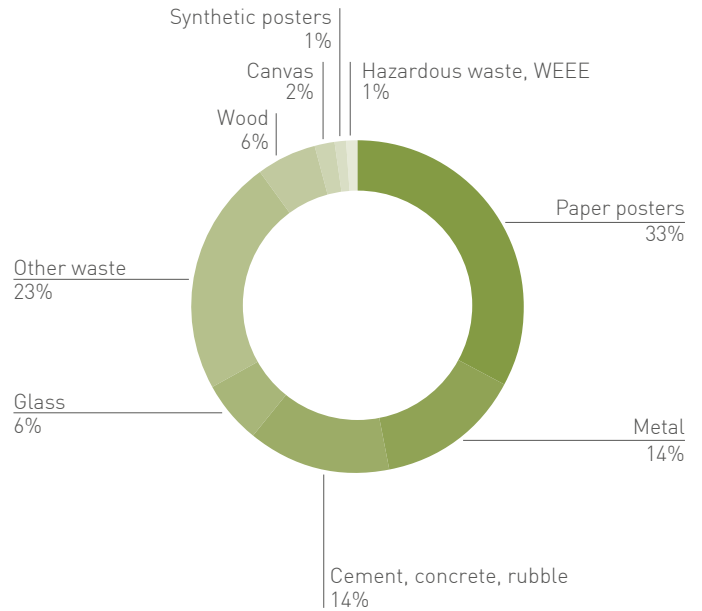
<i>In tonnes</i>	2018	2019	2020
Total waste generated*	22,353	23,880	18,595
% of waste sorted for recycling**	68.1%	75.9%	80.0%

\* Hazardous waste only represents 0.9% of the total waste generated.  
 \*\* The recycling rate also includes other forms of recovery.  
 NB: household waste and waste managed by sub-contractors is not included in the waste total.

In 2020, the slowdown in activity due to the crisis led to a sharp drop in the volume of waste generated, i.e. (22%) compared to 2019.

The overall recycling rate has risen significantly: it reached 76% in 2019 and exceeded the target set for 2020 to reach 80%, which shows that practices are firmly anchored in all our regions.

**Breakdown of waste sorted by type**



**FOCUS ON THE CIRCULAR ECONOMY** <sup>DEFP</sup>

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

JCDecaux therefore promotes the possibility and necessity of renovating the furniture at the end of the contract to extend their duration of use and thus significantly reduce the environmental impact linked to the extraction of raw materials and the manufacture of new furniture. Street furniture can be reused several times and last for around 30 years. To support this practice, JCDecaux put in place

“The Store”, an online tool available for all the Group’s subsidiaries since 2013. It enables countries with re-usable furniture in stock (Atribus® bus shelters, self-service bicycles, etc.) to put them online. Furniture can then be reserved by subsidiaries wishing to offer renovated furniture to cities, where the specifications allow. In 2020, 1,040 furniture items were exchanged through The Store, including 543 self-service bicycles, docks and stations. This figure was down compared to 2019 due to the discontinuation of the exchange of bicycle furniture during the year due in particular to the absence of a new bicycle rental contract won this year.

Excluding the impact of these self-service vehicles, the volumes traded were almost stable this year compared to 2019, despite the decline in activity. The total number of furniture exchanged between 2016 and 2020 amounts to more than 13,405.

## Commitment No.1: improve the use and recycling of paper posters

### Our paper challenges

Paper posters are at the heart of JCDecaux's business, as the majority of furniture is non-digital.

Paper accounts for 33% of the waste sorted by JCDecaux.

### Our actions

For paper posters printed by JCDecaux (approximately 30% of total paper posters displayed), the paper used must be labelled PEFC, FSC or a local equivalent depending on the country. These third-party certifications guarantee a responsible management process of the forest from which the wood used to manufacture posters is taken. All paper posters must be recycled or recovered (energy).

### Strategic objectives and results

OBJECTIVES	INDICATORS	2018	2019	2020	COMMENTS AND NEXT STEPS
100% of the paper posters printed by JCDecaux must carry a PEFC, FSC or equivalent label by the end of 2020*	% of labelled ordered paper posters	87%	89%	99%	● >>Next step: continue the deployment to maintain the target at 100% in 2021.
90% of paper posters to be recycled by 2020*	% of recycled paper posters	73%	71%	79%	● >>Next step: continue to implement the systematic recycling of paper posters.

\* Objectives revised in 2017.

## Commitment No. 2: increase PVC recycling

### Our challenges

Canvases are an integral part of JCDecaux's business as part of the Billboard advertising business. PVC plastic is used for certain large-format furniture and canvases.

The proportion of PVC canvases is not significant in the total volume of waste sorted (2% of canvas, of which about 62% are PVC, i.e. 1.2% of the volume of waste sorted).

In addition, between 2018 and 2019, the volume of PVC canvases ordered by our customers fell by 8% at Group level (17% in the European Union). Between 2019 and 2020, the reduction in the volume of PVC canvas ordered is very significant: -38% at Group level (47% in the European Union), due to the reduction in our activities as a result of the health crisis.

### Our actions

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

### Strategic objective and result

OBJECTIVE	INDICATOR	2018	2019	2020	COMMENT AND NEXT STEP
80% of PVC canvases recycled in European Union countries by the end of 2020*	% of PVC canvases recycled or reused in the European Union countries	78%	76%	74%	● The recycling rate of PVC canvas is slightly down this year. >>Next step: As part of the next enhancement of the Strategy, this objective will be reviewed and updated.

\* Objectives revised in 2017.



### Commitment No. 3: increase other waste recycling

#### Our challenges

Our activity generated more than 18,500 tonnes of waste in 2020. More than 15 types of waste generated are recycled.

#### Our actions

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

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

#### Strategic objective and result

OBJECTIVE	INDICATOR	2018	2019	2020	COMMENT AND NEXT STEP
Reach 70% of waste recycled by 2020*	% of waste sorted for recycling or energy recovery	68%	76%	80%	<p>✓</p> <p>The recycling rate increased significantly in 2020 and stands at 80%, exceeding the target of 70%.</p> <p>&gt;&gt;Next step: continue the improvement of recycling practices in all countries.</p>

\* Objectives revised in 2017.

### Commitment No. 4: encourage the deployment of the ISO 14001 Environmental Management System

JCDecaux encourages the deployment of the ISO 14001 certification in all Group subsidiaries. At end-2020, 15 countries were certified ISO 14001 compliant – Australia, Belgium, Brazil, Denmark, Spain, the United States, Finland, France, Hong Kong, Hungary, Italy, Norway, the Netherlands, Portugal and the United Kingdom – representing 57% of JCDecaux's revenue.

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

## 3. WATER MANAGEMENT

#### Our impact

##### WATER CONSUMPTION

In m <sup>3</sup>	2018	2019	2020
Total water consumption	167,386	163,978	133,446
Including rainwater consumption	3,476	3,021	2,068

Water consumption decreased significantly compared to 2019, i.e. a drop of 19%, mainly due to the decline in our activity this year.

#### Our actions

The cleaning methods of furniture and vehicles are regularly reviewed to reduce the quantity of water used whilst ensuring high quality washing. To further save water resources, JCDecaux uses two methods to recover rainwater:

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

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

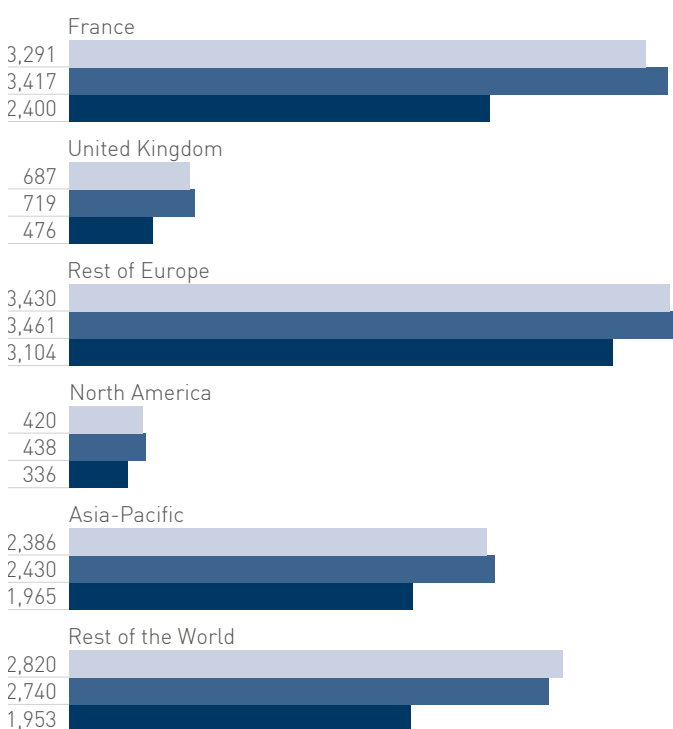
## OUR SOCIAL COMMITMENT

JCDecaux, with over 10,000 employees worldwide, considers its social commitment to them as key to its success. The diversity of its products and services requires a large range of skills and competencies within the Company. JCDecaux therefore creates a range of different jobs locally, wherever the group is located, in more than 80 countries, 3,670 cities of more than 10,000 inhabitants, 156 airports and 249 transport contracts in metros, buses, trains and tram networks.

Since its creation, JCDecaux has been pursuing a strong policy of job retention, job creation and recruitment on permanent contract. Between 2001 and 2020, the workforce increased 40%, average annual growth of 2%. This year, as a result of the Covid-19 crisis, which severely affected JCDecaux's activities in all regions where the Group operates, the number of full-time equivalent employees (FTE) decreased significantly (10,234 in 2020 vs. 13,205 in 2019). However, it should be noted that the proportion of employees on permanent contracts increased in 2020 to stand at 95.7% (compared to 94.5% in 2019). Lastly, the average length of service increased in 2020 to 9.7 years at Group level (vs. 9.2 in 2019), and to 13.3 years in France (vs. 13.1 in 2019).

### BREAKDOWN OF HEADCOUNT BY REGION (FTE)\*

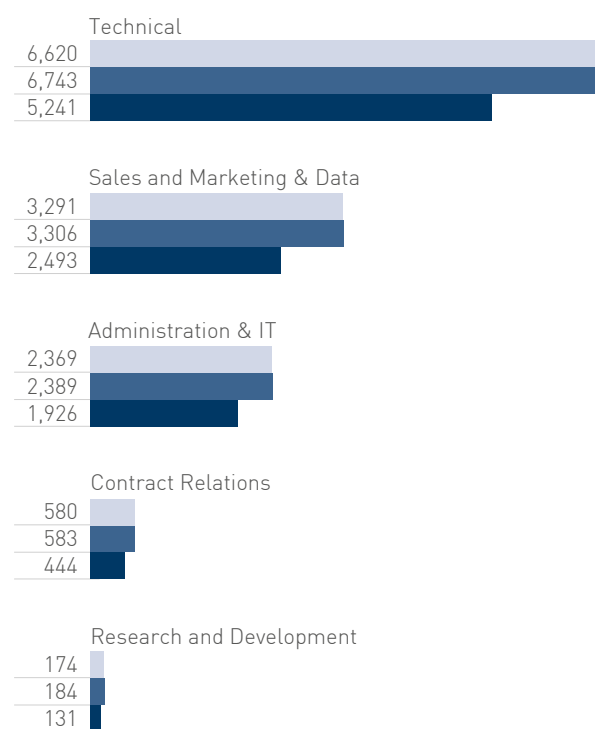
Number of people\*\* at 31 December



■ 2018 ■ 2019 ■ 2020

### BREAKDOWN OF HEADCOUNT BY FUNCTION (FTE)\*

Number of people\*\* at 31 December



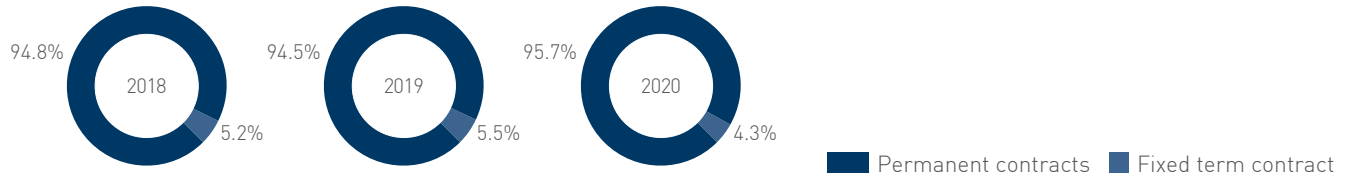
As of 31 December 2020, JCDecaux's total headcount was 10,234 employees, i.e. a decrease of 2,971 people compared to 2019 (+22.5%). This decrease is due to the impact of part-time unemployment measures, part-time work arrangements and other similar mechanisms for 1,291 people. The remainder of the decrease (1,218 people) is explained notably by the departure of employees not replaced and restructuring plans (following the Covid-19 crisis, loss of contracts, or reorganisations planned prior to the health crisis).

On a like-for-like basis, the headcount in 2020 was down by 2,509, i.e. a decrease of -19% compared to 2019. Three scope effects were noted in 2020, and had an impact of -462 people: the divestiture of Russ Outdoor in Russia, the change in consolidation method for the Beijing metro, partially offset by the acquisition of Abri Services in France.

\* FTE: Full Time Equivalent

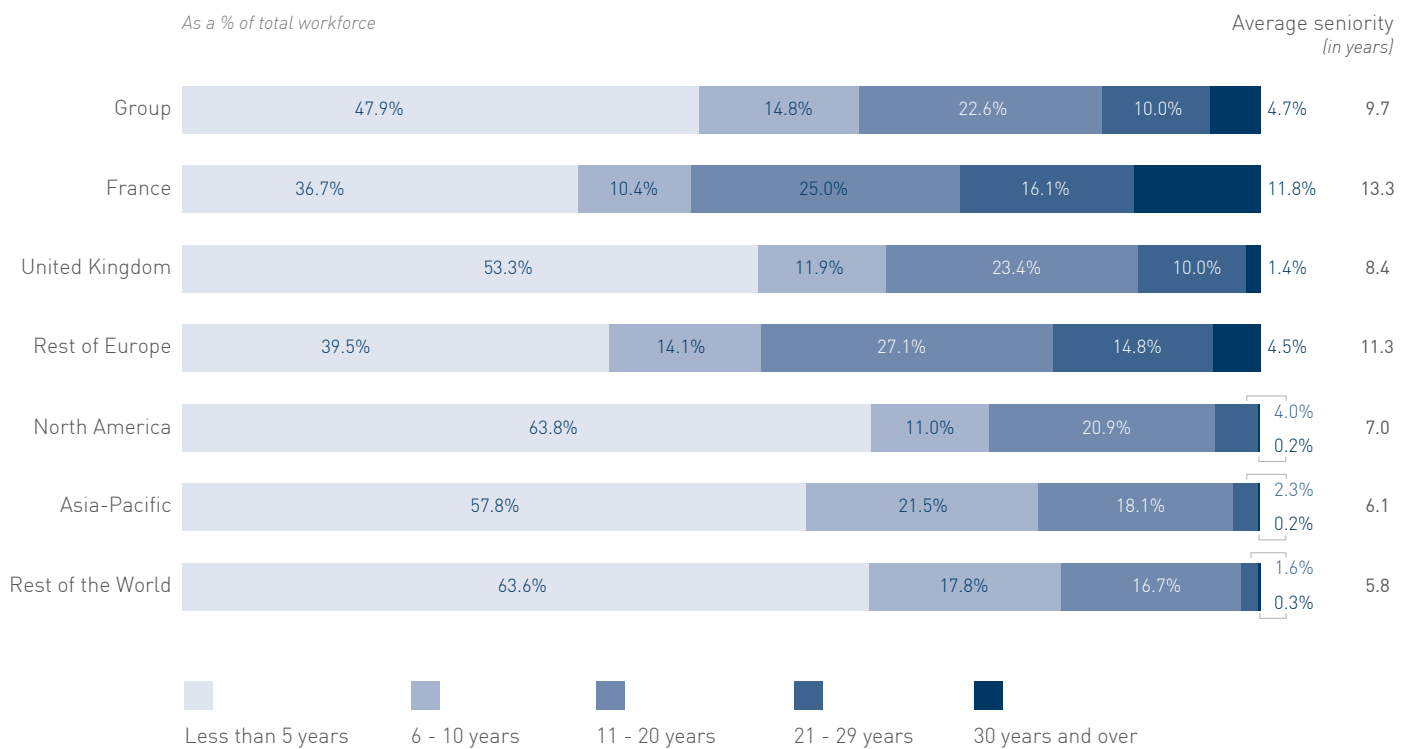
\*\* The data on the breakdown of FTEs by region and by function are based on the Group's financial data reporting, with a coverage rate of 100% of the Group's workforce (FTE). The data for 2020 take into account partial activity measures.

BREAKDOWN OF EMPLOYEES BY TYPE OF CONTRACT



In 2020, 95.7% of employees were on permanent contracts. This rate rises to 100% in 36 countries. The lowest rate within the Group was 58%.

BREAKDOWN OF EMPLOYEES BY LENGTH OF SERVICE



The Group's subsidiaries monitor their social policies and manage their human resources locally through the local human resources departments or managers. This organisation allows JCDecaux to adapt to the needs and characteristics of each country in which the Group is present whilst deploying the two social priorities set out in the Sustainable Development Strategy, namely: deploy a Group-wide Health & Safety Policy led by the International Operations Department, and implement an ambitious Social Policy across the Group led by the France and International HR Projects Department.



## 1. DEPLOY A GROUP-WIDE HEALTH & SAFETY POLICY <sup>DEFP</sup>

### Our commitment: deploy a Group-wide Health & Safety Policy <sup>DEFP</sup>

#### Our challenges

The operating and field personnel, who represented about 51% of the Group's total headcount in 2020, are the most exposed to risks of accidents and incidents through their activities which may include working at height, the use of electricity or being close to electrical equipment, driving on the road or close to roads or railways and working in areas heavily used by the public.

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

#### Our actions

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

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

The Group supports its subsidiaries. It makes recommendations and provides guidelines, particularly through the Group Health & Safety Committee. This Committee, steered by the International Operations Director is composed of Regional or local Health & Safety Managers and the QHSE Sustainable Development Manager and/or the Chief Sustainability and Quality Officer.

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

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

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

In 2020, the targeted actions aimed to make employees more autonomous and participatory through the continuation of the Safety Out-Of-Home-Safely Home campaign (launched in 2017) as well as the dedicated awareness-raising training for Regional and Country Managing Directors (campaign launched in 2018). The programme has been delayed in order to focus on the development, dissemination and implementation of Covid-19 management protocols, but also on their adaptation to the evolutions of the pandemic, knowledge of the virus and legislative constraints. However, a Health & Safety awareness session for all Group managers and operational supervisors was created and launched on our e-learning platform at the very end of 2020. This campaign will continue in 2021.

Our audit process was launched in 2014. In 2018, the Group started a new cycle of entity audits. The entities to be audited are determined according to the risk level: recent acquisition, weak local regulation, numerous and/or serious accidents, potential under-declaration, follow-up audits. The programme of physical audits in subsidiaries was also strongly impacted by travel restrictions and containment measures related to the pandemic (four audits carried out before the crisis). A self-assessment questionnaire was circulated to our subsidiaries to ensure that the risks related to Covid-19 were properly covered by the protocols implemented locally.

At the same time, it should be noted that some subsidiaries have implemented an OHSAS 18001 or ISO 45001 certification process. This is the case for six Group subsidiaries – Spain, Finland, Hong Kong Transport, Ireland, the Netherlands and the United Kingdom. Singapore received the Bizsafe certification which is the local equivalent of the OHSAS 18001 standard. All certified subsidiaries together represented 15% of the Group's FTE in 2020.

Refer to Section 6. "Relations with users" for more information on users' health and safety.

#### Assessment

The frequency rate of employees' occupational accidents was 13.1 per million hours worked in 2020, a significant decline on the previous year (17.6). It has improved for the 6<sup>th</sup> consecutive year, confirming or likely to confirm the effectiveness of the Group Health & Safety policy deployed since 2014. However, the health crisis has profoundly affected our activities both in terms of adapting our safety protocols and the breakdown of risk. It is difficult to know the exact extent of the impact of the crisis on the change in the frequency rate.

The severity rate slightly fell and stood at 0.6 days per thousand hours worked, with an improvement in results in France and Rest of the World

OCCUPATIONAL ACCIDENTS RESULTING IN LOST DAYS ✓

At 31 December	FREQUENCY RATE*			SEVERITY RATE*		
	2018	2019	2020	2018	2019	2020
France	40.2	37.8	28.9	2.0	1.8	1.5
United Kingdom	6.2	5.2	4.7	0.1	0.1	0.1
Rest of Europe	17.0	15.2	13.6	0.4	0.4	0.5
North America	23.6	19.7	20.7	1.0	0.9	0.8
Asia-Pacific	7.0	4.0	2.6	0.3	0.2	0.2
Rest of the World	14.4	12.9	6.7	0.2	0.5	0.1
<b>GROUPE</b>	<b>19.9</b>	<b>17.6</b>	<b>13.1</b>	<b>0.7</b>	<b>0.7</b>	<b>0.6</b>

- \* : - The frequency rate of occupational accidents resulting in lost days (excluding commuting accidents) per million theoretical hours worked.
- The severity rate represents working days lost due to an occupational accident (excluding commuting accidents) per thousand theoretical hours worked.
- The theoretical hours worked are calculated as follows: number of FTE x number of theoretical days worked x number of theoretical hours worked per day.

Strategic objectives and results

OBJECTIVES	INDICATORS	2018	2019	2020	COMMENTS AND NEXT STEPS
100% of countries had drawn up a risk identification procedure and Health & Safety risk evaluation matrix at end-2018	% of countries with a system for identifying risks*	91%	99%	99%	<p>This concept is now well incorporated into the various Group entities.</p> <p>The follow-up from now on will be through audits. Emphasis is placed particularly on the analysis of the risks in non-routine activities.</p>
100% of employees identified in the training matrix were trained in Health & Safety at end-2018	% of countries having put a training matrix in place**	86%	86%	86%	<p>This concept is now well incorporated into the various Group entities.</p> <p>The follow-up from now on will be through audits.</p>
100% of countries developed an action plan and Health & Safety manual in line with Group's recommendations by 2019	% of entities with a comprehensive Health & Safety management system in place***	66%	68%	Unchanged	<p>All Group entities have a Health &amp; Safety system in place. Further improvements are expected from a number of entities in less mature markets.</p> <p>As the audit programme has been put in stand by in 2020, we have no way of quantifying the evolution of the health and safety management systems compared to 2019.</p>

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

\*\* Scope of the extra-financial reporting, representing 96% of the FTEs in 2020.

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

## 2. IMPLEMENT AN AMBITIOUS GROUP-WIDE SOCIAL POLICY <sup>DEFP</sup>

### Commitment No. 1: deploy JCDecaux Charters, and ensure a basis of fundamental rights for all employees <sup>DEFP</sup>

#### Our challenges

34% of the Group's headcount is located in countries where the level of perceived corruption is high (score lower than 60 according to the NGO Transparency International).

24% of the Group's headcount is located in countries that have not ratified all the ILO fundamental conventions.

#### Our actions

JCDecaux created a common social base for its employees formalised by the Group's Charters, which set out employees' rights and responsibilities worldwide.

JCDecaux's Code of Ethics seeks to formalise the codes of business conduct for all Group employees, based on the three Fundamental Ethical Rules concerning the fight against corruption and influence peddling, prohibition of anti-competitive practices and the obligation of accuracy and transparency in accounting and financial matters. The Code was first published in 2001 and translated into 19 languages. It has been updated on a number of occasions (2005, 2009, 2014 and 2018) and also provides a whistleblowing procedure for Group employees, in accordance with France's "Sapin II Law" of 9 December 2016.

JCDecaux's International Charter of Fundamental Social Values describes the Group's commitment to respecting human rights, and strengthens the protection of fundamental social rights for all employees, particularly regarding Health & Safety, length of working time and paid holidays, and condemnation of all forms of forced or compulsory labour, child labour, discrimination at work, harassment or violence. Initially published in 2012, and updated in 2013 and 2018, this Charter includes an alert procedure in compliance with the "Due Diligence" Law of 27 March 2017. JCDecaux formalises its commitment to actively support the Universal Declaration of Human Rights and the Guiding Principles relating to companies and to the United Nations Human Rights, the International Labour Organisation's Fundamental Conventions, and the Guidelines of the Organisation for Economic Cooperation and Development for multinational companies. This Charter, translated into 19 languages, is deployed in all Group countries.

Members of the JCDecaux Executive Board are directly responsible, through HR France and the International HR Projects and Legal Departments, to circulate all the Charters and the values they convey throughout the Group. Local management in each country in which JCDecaux operates is responsible for ensuring compliance and enforcing the principles and standards set out in the Charters. These Charters are available on the JCDecaux website and the intranet in each country.

To promote the understanding of the principles set out in the International Charter of Fundamental Social Values, since 2017, JCDecaux has developed practical guides showing concrete examples, key points and best practices to illustrate each of the principles presented in the Charter and to help the countries to put the principles in place locally.

Training is also offered to employees to further facilitate the implementation of the Charters. In 2016, online training on corruption prevention was carried out in all Group subsidiaries. In 2018 another online training programme, this time addressing Sustainable Development, was deployed to all Group subsidiaries.

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

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

The training programme "Ethical and social principles & supplier relations: I commit!" was deployed in October 2019 on the JCDecaux Academy e-learning platform for all "connected" employees online in the countries. Employees can do their own training and sign their commitment to respect the principles set out in the Group's Charters (The Code of Ethics, The International Charter of Fundamental Social Values, Supplier Code of Conduct). This course, available in 13 languages, must be followed by 100% of "connected" employees, i.e. more than 9,000 employees in over 80 countries worldwide where JCDecaux operates, by the end of 2021. This target, which was initially set for the end of 2020, has been postponed to the end of 2021 given the impacts of the Covid-19 crisis.

As of 31 December 2020, the completion rate of this training course by online signatories was 31%.

In addition to this training and commitment system, an assessment of the compliance of local practices with the principles set out in the International Charter of Fundamental Social Values is carried out every two years.

The assessment is carried out in the form of an online questionnaire inspired by the "Human Rights Compliance Assessment" by the Danish Institute for Human rights. This questionnaire requires subsidiaries to give information on the local practices related to the principles set out in the Charter. Where local practices are non-compliant, the subsidiary concerned must implement a corrective action plan.

To date, four surveys have been carried out:

- In 2013, the first survey resulted in the implementation of 23 action plans in 2014
- At the end of 2015, the second survey identified non-alignments leading to the implementation of corrective actions in four Group entities
- At the end of 2018, the third survey, with an expanded questionnaire following feedback from the two previous surveys, collected responses from 56 Group entities, covering 97% of FTEs at the end of 2017. This assessment identified 17 entities with non-alignments, mainly related to the principles of non-discrimination and working time. The entities in question undertook to implement corrective action plans for which the existence and implementation would be verified during the fourth survey
- At the end of 2019/early 2020, the fourth edition of the biannual survey was launched with a questionnaire changed following feedback from previous campaigns: some questions were clarified to improve the understanding of respondents and others have been added to cover the 17 principles of the Charter. This survey made it possible to assess the practices of 77 Group entities, covering 99% of FTEs at the end of 2019, and to verify the implementation of the action plans reported by the subsidiaries during the 2018 survey. This survey identified 15 entities with non-alignments ✓ related to working hours principles, the establishment of collective bargaining and the prevention of violence and harassment.

The prevention of violence and harassment in the workplace is integrated into the principles of the Group's International Charter of Fundamental Social Values and was the subject of four non-alignments detected during the 2019/2020 survey. In order to better

cover the risk of "violence and harassment", which emerged from the Group's risk mapping, the HR Department is currently working on a project to raise awareness on psycho-social risks for all of the Group's "connected" employees. This awareness-raising pathway should be rolled out in several languages on the JCDecaux Academy Digital Learning platform in the course of 2021.

In addition, a fifth survey will be launched at the end of 2021 to ensure the implementation of the corrective action plans to which the entities presenting non-alignments committed in 2020 and to detect any non-alignment with the principles of the Charter.

At the same time, the HR Department for France and International HR Projects continues to support the Region and Country Directors, who are responsible for deploying the means to ensure commitments are met.

The HR Department France and International HR Projects is also relying on the Internal Audit team to check countries' compliance with the Charter. They notify them of points of vigilance where more specific controls are needed.

The results of the biannual surveys are systematically presented to the Executive Board and the Vigilance Committee, as well as to the Region and Country Directors and are subject to verification by the Independent Third-Party Organisation which audits the information reported by the Group as part of its Declaration of Extra-Financial Performance.

The HR Department for France and International HR Projects, the Sustainability and Quality Department, the Legal Department and the Internal Audit Department work together to ensure compliance with all the Charters in the Group's subsidiaries. This review is part of the checks undertaken by the internal auditors when they audit subsidiaries.

### Strategic objectives and results

OBJECTIVES	INDICATORS	2018	2019	2020	COMMENTS AND NEXT STEPS
100% of countries compliant with the principles in the JCDecaux's International Charter of Fundamental Social Values since 2015	% of compliance of countries with the International Charter of Fundamental Social Values	100%	No new survey	100%*	✓ » Next step: Continue follow-up on compliance through the subsidiaries' letters of representation and internal audit controls. A new compliance assessment questionnaire is also launched every two years.
Deploy training on the two Charters in 100% of Group countries	% of countries having rolled out the training	100%**	100%**	100%***	✓ At the end of 2019, an online training to Charters Corpus was implemented through JCDecaux Academy platform, available in 13 languages with the objective to get 100% of employees trained by the end of 2021. End 2020, 31% of "connected" employees was already trained.

\* Scope of the countries which responded to the assessment survey, representing 99% of the Group's FTEs on the assessment date.

\*\* Percentage of countries having rolled out Sustainable Development digital learning training.

\*\*\* Percentage of countries that have rolled out the "Ethical and social principles & supplier relations: I commit!" in digital learning.

## Commitment No. 2: development of employees

### Our challenges

JCDecaux operates in more than 80 countries through entities of varying size, from over 2,000 employees in France down to a few dozen employees in smaller subsidiaries.

The management of Human Resources is decentralised within each subsidiary, which gives the Group significant flexibility to best adapt its operating mode according to the local context and regulations.

### Our actions

To develop its human capital and to ensure its employees' well-being, initiatives were implemented locally by JCDecaux subsidiaries. JCDecaux has capitalised on these initiatives and in 2016 deployed a good social practices guide based on a mapping carried out between 2014 and 2015. This guide notably contains recommendations on: the welcome and integration of new employees, conducting satisfaction surveys, the re-integration of employees after leaves of absence and the prevention of resignations through departure interviews and analyses. Between 2017 and 2020, 32 Group countries carried out employee satisfaction surveys.

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



JCDecaux North America, JCDecaux Brazil and Infoscreen Austria are certified "Great Place to Work®". This certificate, which identifies companies where it is a great place to work, is based on a survey conducted anonymously among the employees. A detailed questionnaire enables their opinion to be obtained on five key dimensions: credibility, respect, fairness, pride and conviviality. The results of this survey make up two-thirds of the final score. The last third is attributed after an assessment of the managerial practices implemented in the company.

The summary of the various results can be consulted on: <https://www.greatplacetowork.com>

JCDecaux France was awarded the "Happy at Work for Starters" certificate in 2019, for a second successive year. JCDecaux is ranked 7<sup>th</sup> of 400 companies taking part in the survey. This certificate awards companies' excellence in reception, management and support for employees less than 28 years old. The results of the anonymous survey conducted by ChooseMyCompany give a score of 78.8% for pride in belonging to the Group and a sense of confidence, 76.5% for satisfaction in the means given to them to achieve the objectives set, and 75.9% for a balance between missions, responsibilities, personality and know-how of the employees.

JCDecaux France received the HappyTrainees Label whenever it took part in the survey over five successive years. In 2019, the last time the company took part, a score of 3.85 out of 5 was awarded based on the spontaneous ratings of interns and work-study trainees.



In 2018, so that the Company is even more attractive to young graduates, JCDecaux also launched the programme "Trainee Abroad" with the aim of attracting young graduates seeking international experience within a major group. This programme will enable JCDecaux to develop its employer brand to a greater extent and to attract the profiles of the future. For a period of six months, this work placement will enable potential applicants for future vacancies within subsidiaries or "VIE" (international volunteer) assignments. In 2020, the Group carried out six VIE missions (two of these young people were subsequently able to sign a local contract).

Training is also an essential component of employee development and a key factor in the Company's success. To support the digital transformation of the Company and strengthen its operational excellence, a broad range of training courses is made available to employees by the Group and its subsidiaries. Please refer to section 3. "Training" for details of training and results in 2020.

Individualised and transparent career management is also part of employee development. It enables short or medium-term needs to be anticipated in terms of skills and types of positions, in line with the Company's development and employees' career paths. In 2020, 86% of Group countries implemented a career management system.

For example, in France, the Human Resources team supports Managers and Employees via online career management tools (Scope + and YOUS). The annual review and professional interview are strategic meetings for the employee: an opportunity to review the past year, discuss skills development, projects and targets for the future, as well as development possibilities.

In May 2020, JCDecaux launched its digital integration platform "Welcome@JCDecaux - We were expecting you!" to support the remote integration of all new employees who have joined the Group. All new hires, regardless of their job or department, are now invited to follow their personalised pre-integration pathway on the portal to prepare for their arrival. Almost 110 persons have already benefited from this new onboarding system in France.

JCDecaux also promotes internal mobility within subsidiaries and between subsidiaries. Since it set up its first operations abroad in 1967 in Belgium, JCDecaux has capitalised on internal mobility in different countries where the Group operates.

To strengthen this mobility, in February 2018, JCDecaux launched a simple and effective tool for international mobility called "Ready to move". Since it opened, this platform was visited by nearly 2,000 employees, of whom 150 stated interest, making it possible to run 15 international mobility projects.

With regard to France, about one-third of vacant "management" positions are filled internally.



### 3. TRAINING

#### Our actions

JCDecaux offers training:

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

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

We increasingly place HR projects in a context of the Group's strong international development as was evident the many actions run in 2019 to promote employee engagement and development. These included the opening up of a new digital learning platform, the JCDecaux Academy, previously only accessible in France, to 10,000 learners in 83 countries. It reached a record connection rate of 89% in 2019, reflecting its growing success, although the connection rate was only 53% in 2020 as a direct consequence of the Covid-19 health crisis.

The JCDecaux Academy offers training based around a shared core program:

- mandatory training on the GDPR and Cyber-security, as well as on the Group's Charters (Code of Ethics, The International Charter of Fundamental Social Values, Supplier Code of Conduct) and on Sustainable Development to ensure their understanding and application
- seasonal programmes covering themes such as active listening, time and priority management, digital ecology and open innovation
- a Finance programme: "Adopt financial reflexes to manage your activity"
- a library of office automation tutorials
- a selection of inspiring TEDx videos.

But the JCDecaux Academy also offers:

- training programmes specifically tailored to business lines, in cooperation with or on request from the heads of each business line, in mixed format (digital and face-to-face) or 100% remote learning (e.g. JCDecaux Sales Academy, Projects Department, DataCorp, Health & Safety, etc.)
- support for each subsidiary or country based on their local needs or business lines, to help them integrate their own programmes or training content into the platform and run them wholly independently.

In 2020, the JCDecaux Academy facilitated the support of employees facing the Covid-19 crisis with:

- a training programme to effectively organise remote work (organisation of working time, communication, collaborative work and management)
- a training programme on managing in times of uncertainty and maintaining a positive attitude
- a mandatory training course in France on the health protocol and barrier gestures, training made available to all subsidiaries (rolled out by Italy).

In addition to this platform, the Group provides other types of training to subsidiaries:

- operations (International Operations): training course are organised regularly, several times a year, for the subsidiaries. The aim is to train field employees on the maintenance of specific furniture: digital furniture, scrolling panels and toilets.

In France, as part of the management of employment to deal with the Covid-19 crisis, the Government has set up, via the National Employment Fund, the FNE-Formation, which is a system dedicated to training employees placed in partial or long-term partial employment in order to respond to the decline in local activities due to the Covid-19 epidemic.

From May to December 2020, 106 training projects supported by the FNE were launched. This support was strengthened for 916 employees (more than 10,000 hours of training, for a total amount of more than €688 thousand) who had individual projects or who were part of the nine collective projects aimed at developing new core skills such as distance selling techniques, negotiation techniques, convincing and impactful pitching and oral presentation techniques, as well as remote project management.

## Assessment

### EMPLOYEES TRAINING

GROUP	2018	2019	2020
Training hours	134,325	175,478	77,678
of which JCDecaux Academy *	nd	22%	16%
Number of participants **	nd	45,530	47,747
of which JCDecaux Academy *	nd	62%	74%
Training rate excluding JCDecaux Academy ***	nd	nd	50%
JCDecaux Academy training rate ****	nd	nd	47%

\* Launch of the JCDecaux Academy in 2019.

\*\* Total number of training participants during the year. Since the same person may take part in several training sessions, they are counted as one trainee for each training course.

\*\*\* Number of people who received at least one training course during the year/ registered headcount.

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

The number of Group training hours increased significantly in 2018 and again in 2019 thanks to the integration of digital training in its monitoring, but also to the opening of the digital learning platform to all Group countries.

Several training courses had also contributed to this increase. These include training in Sustainable Development, the new GDPR regulation (+8,800 hours) and cybersecurity (+16,800 hours), or the "Ethical and social principles & supplier relations: I commit!" training. Soft skills, professional or seasonal training courses diversify and feed the training offer around soft skills and acculturation topics.

In 2020, the number of training hours decreased due to the global health crisis and the measures taken in many of the Group's countries which had an impact on working hours. However, JCDecaux has developed and made available to employees a number of remote training programmes to support employees during this period, such as: "Covid-19: adopting the right actions together", "Teleworking: how to organise", "Maintain a positive attitude" and "Managing in uncertain times". However, there was little communication on the mandatory training courses published in 2019, which may explain a drop in the connection rate.

## FOCUS ON THE TRAINING POLICY IN FRANCE

### MANAGEMENT

Based on the Group's Managerial Standard designed by a representative group of managers in different business lines, the course offers, under evolving teaching formats, development of nine talents in the three fields (COACH, LEADER and PIONEER) which make up this standard. A 100% digital training programme is permanently open to all employees and French users of the JCDecaux Academy. Ten two-day in-person sessions are offered each year, with collective coaching in active listening, empathy and assertiveness. These workshops are well-attended and by end-2020, over 500 employees had benefited from the programme since its launch in 2012.

In 2019, some twenty local sales managers completed the first certified training programme. They received certificates attesting their skills in "Business organisation and day-to-day team management" and "Developing and supporting employees" (*Certification Management Opérationnel Référence CNCP 629*). The programme was run again in 2020 and addressed the issues of developing and maximising sales efficiency. As our work-study policy expanded, all tutors were invited to take a training programme in tutoring techniques, delivered via a MOOC online course accessible over 12 months from the time they sign up to the 8-hour in-person training session.

The Time2Change programme to support managerial change in the form of co-development workshops was launched in France in June 2020. The objective of this system is to help managers find their own solutions and put them into practice, create reconnection, restore confidence, mobilise collective energy and capitalise on the unprecedented experience, but also activate levers of SINCERITY, CARE, SOLIDARITY, OPTIMISM. At the end of 2020, 137 managers had started this programme.

### BUSINESS

#### Sales positions

The JCDecaux Sales Academy is JCDecaux France's own sales training centre. Intended for all of the sales teams, it allows development of media expertise and standardisation of sales cycle practices. The training content of the Academy is offered in a "multimodal" format, where an online preparation phase is followed by in-person training sessions. An in-house training course on "off-the-shelf" business computing tools (invoicing tool, customer management, public relations, sales promotion and consolidated customer data) is also available.

In 2020, additional 100% distance modules were offered to all France sales teams:

- Distance selling techniques
- Digital advertising
- Knowing how to negotiate.

### OPERATIONS

#### Operational positions

A specific in-house training programme lasting two days has been developed since 2017 to foster skills development among operational employees and train them in operating techniques and the maintenance and care for the digital devices they use. Inventory managers have also received training tailored to their work. Since its launch in 2017, 253 people were trained and 3,346 hours of training were delivered.

In 2018 and 2019, a specific training programme was put in place to support the deployment of the "Shop window walkway", a new scaffolding structure for working at height when posting high billboards. High-level bill posters and managers were trained in the safe use of this new equipment (294 interns). Managers completed their technical instruction with a training programme to help them lead this change in working practice within their teams.

#### Health & Safety

Each year, more than 1,000 employees are trained in safety, professional risk prevention, ergonomics, movements and postures. In 2020, in compliance with health measures, we maintained the mandatory training levels of our employees, i.e. nearly 500 trainees were trained (any entity, excluding Cyclocity®). Health & Safety training evolves year-by-year to take account of changes to the business and regulations. In 2019, the following modules were added to the Safety training catalogue: AIPR (qualification for working in proximity to power/cable networks, etc.), hoisting, awareness and introduction to managing psychosocial risks, ergonomics and materials handling. Two internal safety trainer posts were created, reinforcing the Company's ability to deliver high-quality programmes throughout France and ensure programmes were tailored to the specific needs of our business.

#### Eco-driving

Since 2003, JCDecaux employees with a company vehicle must complete an eco-driving training course consisting of a theory part and a practical part during which the employee uses eco-driving moves and compares the fuel consumption of the vehicle in eco-drive and traditional modes. This training enables both fuel consumption and driving accidents to be reduced. It is completed by all new employees equipped with a new vehicle and it is repeated every five years.

#### Disability

A disability training course, launched in 2014, is now accessible to all employees equipped with a computer. It includes 3 modules on the following topics: "Representations and Reality", "Inclusion" and "Managing Positions and Staying in Work".

## 4. DIVERSITY AND PROFESSIONAL EQUALITY <sup>DEFP</sup>

### Our actions

#### Diversity and non-discrimination

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

Thus, JCDecaux is focused on creating working conditions in which all employees can thrive and fulfil their potential. This means a policy of non-discrimination in hiring, compensation, access to training and career management.

#### Examples



In France, by signing the Diversity Charter in 2008, JCDecaux committed to favouring equality for women, disabled workers, seniors and visible minorities. Under this Charter, JCDecaux is committed to raising awareness of and training employees on

diversity, respecting and promoting the principle of non-discrimination and communicating and explaining the results of this commitment.

Cyclocity®, the self-service bicycle subsidiary of JCDecaux France, has since 2013 developed an innovative programme for detainees with the objective of preparing them for their professional reintegration at the end of their detention. With the approval of the Prison Administration, Cyclocity® set up prison workshops for the integration through economic activity of detainees, by repairing Vélo'v and VéloToulouse bicycles. The aim of these workshops is to teach a new skill to those involved with a view to their possible recruitment in the Company.

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

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

#### Employment of disabled persons

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

#### Examples

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

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

In 2019, JCDecaux teams in France mobilised to play an active part in the national DuoDay, which supports employment for people with disabilities by introducing them to a career or employer during a day working alongside an employee. 37 employees volunteered and 20 "duos" were formed. Three of those who took part were offered job opportunities. Other initiatives to support people with disabilities included visits by school groups in Plaisir and Lyon and awareness-raising workshops.

A 3-year agreement was reached with all unions representing employees in JCDecaux SEU on 4 April 2017. This agreement includes provisions relating to the recruitment and inclusion of disabled people in the ordinary working environment and helping them sustain employment, developments on partnerships with companies from the sheltered sector and internal and external information and awareness-raising actions on disability.

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

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

#### Gender equality

At JCDecaux, women represented 33% of the total workforce and 52.3% of the sedentary workforce (excluding operational and field employees) in 2020. The low representation of women in the Group's overall workforce is due to the under-representation of women in the operational, technical and IT business lines, which represent a large majority of JCDecaux's activities.

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

To further facilitate access to employment for women, JCDecaux also supports family leave and the right to protection on the arrival of a new child in line with the ILO Convention No. 103 (the maternity protection convention), and measures promoting work-life balance. This is one of the principles constituting the Group's International Charter of Fundamental Social Values, implemented since 2012 (see page 46 for more information).

With the aim of further promoting the representation of women at all levels of the Company, and particularly in positions of Executive Management, the Group has developed a Gender Balance Plan for its Executive Management Committees by 2027. Refer to the Focus on Group's Gender Balance Plan [Q](#) below for more information.

#### Examples

In France, negotiations on professional gender equality, started at the end of 2014, led to the conclusion of a three-year agreement on 22 April 2015. Under the agreement, Group management and social partners reaffirm their commitment to non-discriminatory access to employment, diversity in employment, occupational training, professional promotion and career development, working conditions, compensation and work-life balance.

Furthermore, every year Group management provides the trade union organisations with documents with details and figures proving strict gender equality with regard to recruitment, training, promotion, wage policy, etc. Data in the three most recent reports particularly show that the proportion of women managers (25% at 31 December 2020) is almost equal to the proportion of women in the total workforce (30%). These reports also show that the proportion of women promoted increased in the past four years (from 22% to 40%), and that the proportion of women hired (43% of permanent contracts in 2020) is greater than the proportion of women in the workforce (30% at 31 December 2020).

In France in 2019, the Law for the Freedom to Choose a Future Career placed a gender equality obligation on companies and created the Equal Pay index. This is calculated annually from five indicators: remuneration, salary increases, promotions, maternity leave, gender balance of top management. Our index was calculated and published in March 2020. The Company scored 93 out of 100 compared to a legal minimum of 75.

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

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

## FOCUS ON THE GROUP'S GENDER BALANCE PLAN

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

The concrete and pragmatic Gender Balance Plan, which will be implemented in 2021, will act both on the Company's culture and the management of the appointment process, in order to improve the representation of women at the highest levels of the Company.

The Gender Balance Plan will be rolled out across the Group to ensure a consistent overall approach. The action levers associated with this Plan will also be adapted at a more local level to ensure that they are adapted to the practices of the countries in which the Group operates.

The Gender Balance Plan is structured around two objectives:

- A quantitative objective: Achieve and maintain an average female representation rate in Executive Management Committees equal to or greater than 40% by 2027 at Group level
- A qualitative objective: Deploy an ambitious Gender Balance Policy structured around two sub-objectives:
  1. 100% of employees and managers with access to the JCDecaux Academy educated on stereotypes and prejudices by the end of 2022
  2. Present one female application, whenever possible, for each of the management position filled from 2021.

JCDecaux's Executive Management Committees have been defined in the Gender Balance Plan. In summary, the Executive Management Committees concerned by the Gender Balance Plan are:

- The Executive Board of JCDecaux SA
- The Executive Committees of the Corporate Departments of JCDecaux SA supporting the Group's operations around the world
- The Executive Committees (or equivalent) of the entities of the countries that account for more than 80% of the Group's adjusted revenue in a given year, which are companies controlled directly or indirectly by JCDecaux exclusively or jointly and in which JCDecaux has an interest of over 50%, and who have actual responsibility for the conduct of the business of the entity concerned.

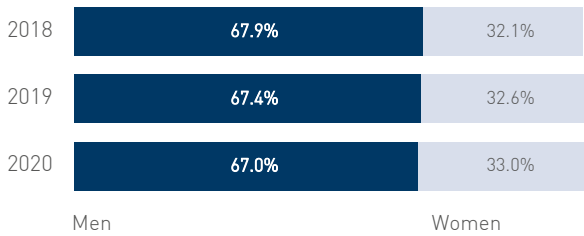
As part of the social pillar of the enriched Sustainability Strategy, the publication of which is scheduled in the 2021 Universal Registration Document, the appointment of women in management positions has been included as a new social performance indicator in the "ESG" criteria of the variable compensation for Executive Management.

The objectives and key performance indicators of the Gender Balance Plan will be included in the SIA extra-financial performance management and monitoring tool in 2021 (see page 31 for more details). This will allow the Group to manage the issues of gender balance internally and to report on the progress of this Plan annually to the Executive Board and in the Group's Universal Registration Document / Sustainability and CSR Report.

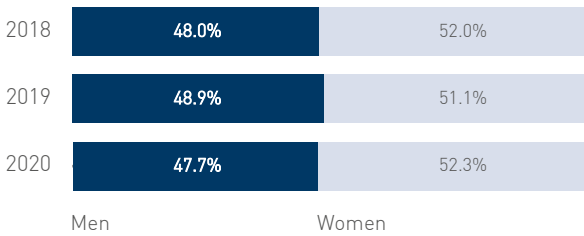
**Assessment**

**BREAKDOWN OF EMPLOYEES BY GENDER**

**Total headcount**

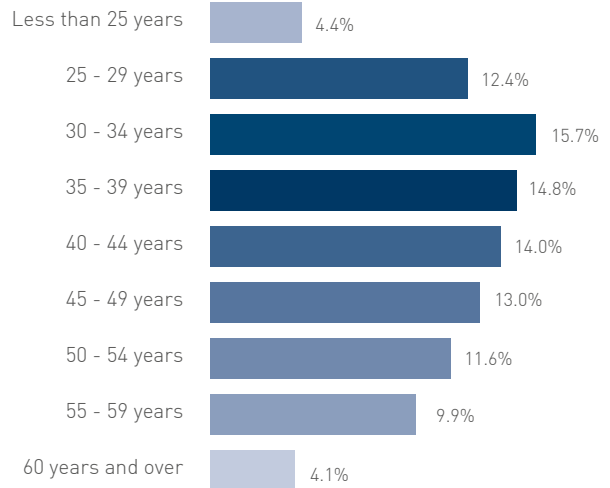


**Headcount excluding non-operational employees**



**BREAKDOWN OF EMPLOYEES BY AGE**

**As a % of total workforce**



The predominant share of men amongst operational staff is due to the fact that it is mainly men who apply for operational positions. This work involves moving heavy loads for mounting and dismounting activities, and working alone, out of doors and outside traditional office hours (very early in the morning/very late at night) for posting and cleaning activities.

Initiatives were taken by certain Group entities to further encourage gender diversity within operational employees (see illustrations above).

**EMPLOYEES WITH A DISABILITY**

For 2020, the figures are not yet known given the reform that has come into force on the modalities, calculation methods and reporting schedule of our Obligation to Employ Disabled Workers (OETH).

In 2019, 1.6% of the Group's employees had a disability and this figure was 3.2% in France.

## 5. WORKING CONDITIONS <sup>DEFP</sup>

### Compensation

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

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

#### Example

In France, JCDecaux ensures respect for the principle of professional equality in compensation, avoiding any pay gap between men and women on the same pay scale. Employee compensation is based on pay scales that take into account objective criteria, such as job profile, qualification and experience. For managers, a strategy of variable compensation and bonuses based on individual objectives is generally used. At the same time, bonuses for "performance quality" are awarded to field staff to incentivise them and reward individual results.

Changes in all employees' compensation in France is negotiated each year as part of the Annual Mandatory Negotiation (NAO). In 2019, Group management and Trade Unions reached a majority agreement providing for a basic salary rise for all employees and a number of related issues.

In France, Company profit-sharing agreements cover all employees.

### PROFIT-SHARING AND BENEFITS PAID IN FRANCE\*

<i>In thousands of euros</i>	2018	2019	2020
Profit sharing	8,718	10,461	0
Employee profit-sharing	495	1,176	215
Company contribution**	507	6	N/A
<b>TOTAL</b>	<b>9,720</b>	<b>11,643</b>	<b>215</b>

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

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

N/A: Figure not currently available.

### Organisation of work time

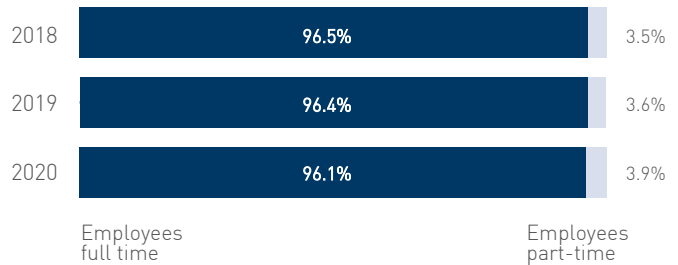
Each subsidiary is responsible for managing the working time of its employees in compliance with contractual and legal provisions, as well as with the principles set out in the International Charter of Fundamental Social Values. Working time in Group subsidiaries varies depending on the location and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

In France, the organisation of working time in the various entities is based on collective Organisation and Reduction of Work Time agreements initially signed in 1998 and updated in 2000 and 2002, depending on the Group entities.

These agreements provide that actual working time of mobile personnel is 35 hours per week; administration and management personnel benefit from Reduction of Working Time days.

### BREAKDOWN OF EMPLOYEES BY FULL/PART-TIME

*As a % of total workforce*



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

### BREAKDOWN OF EMPLOYEES WITH ATYPICAL WORK SCHEDULES

<i>As a % of total workforce</i>	2018	2019	2020
Employees alternating 2x8 or 3x8 work schedules	10.1%	9.8%	10.1%
Employees working nights	8.8%	8.8%	7.4%
Employees working weekends and/or public holidays	5.3%	5.9%	4.2%

In 2020, the Group used alternate work schedules in 28% of the countries where it operates.

Nightwork is practised in 51% of the countries where the Group operates and 38% use weekend and/or public holiday work.

### BREAKDOWN OF EMPLOYEES WORKING FROM HOME

<i>As a % of total workforce</i>	2018	2019	2020
Employees authorised to work remotely at least 1 day/week	1.6%	2.2%	34.5%

To cope with the health situation, regulatory constraints and the various lockdowns put in place to fight against the Covid-19 pandemic around the world, the Group has resorted to remote working in practically all regions in which it operates. Employees, whose professional activity allowed it (8,000 people), practiced 100% teleworking thanks to the technologies and collaborative tools developed in the Group for several years. This transformation took place over a few weeks without any disruption to operations: the 250 software programs used by the Group continued to be operated without major problems. In addition, collaborative uses have multiplied by more than ten times to reach 100,000 virtual conversations/meetings per month.

Thus, in 2020, teleworking was practiced in more than 42 Group countries. In total, more than 34.5% of the total workforce in 2020 teleworked at least one day per week, compared with 2.2% in 2019. It should be noted that non-operational staff ("office") represent just under 50% of the Group's overall headcount.

The Group has begun discussions on maintaining the practice of remote working in a more sustained manner in the future.

For example, in France, teleworking became the norm for all office employees from March 2020. A survey on the practice of teleworking was sent to French employees who have practiced remote working for at least four weeks in order to define the needs and expectations of employees working from home, with the aim of signing a new collective agreement on teleworking and fully integrate this new mode of organisation.

## Employees joining and leaving

### RECRUITMENT RATE BY REGION

<i>At 31 December</i>	2018	2019	2020
France	9.5%	8.7%	4.0%
United Kingdom	16.2%	18.7%	4.4%
Rest of Europe	7.0%	7.0%	5.1%
North America	29.4%	31.1%	10.0%
Asia-Pacific	27.3%	20.9%	8.1%
Rest of the World	16.2%	18.7%	5.1%
<b>GROUP</b>	<b>14.0%</b>	<b>13.6%</b>	<b>5.4%</b>

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

The Group departure rate fell again this year from 15.3% in 2019 to 14.7%.

This decrease is due to the drop in departures in three areas of the Group in 2020: the United Kingdom, the Rest of Europe and Asia-Pacific.

This decrease is due both to the effectiveness of the talent retention strategies implemented in recent years in several Group entities (United Kingdom, Ireland, Australia, etc.) as well as the effects of the Covid-19 context on the labour market (uncertain labour market, decrease in the number of opportunities, hiring freeze, job insecurity for newly arrived employees, etc.) and on the organisation of work for employees (working time arrangements, partial activity and partially or fully paid unemployed, teleworking, etc.).

The recruitment rate has fallen significantly due to the effects of the Covid-19 crisis in all of the Group's regions, as the entities have had to freeze the majority of hires.

After the establishment in 2013 of a work-from-home test phase with volunteer employees from JCDecaux France, an agreement was signed on 22 October 2015, with the social partner which allows to sustain this new organisation of work within JCDecaux SEU (Social and Economic Unit). Keen to further facilitate work organisation, the Group management and the Trade Union representatives signed an amendment on 28 March 2018 to enable volunteer employees, in positions permitting it, to work from home more easily.

### DEPARTURE RATE (RESIGNATIONS AND REDUNDANCIES) BY REGION

<i>At 31 December</i>	2018	2019	2020
France	14.6%	6.5%	7.8%
United Kingdom	20.7%	18.1%	8.4%
Rest of Europe	11.5%	10.4%	9.9%
North America	28.2%	27.2%	29.4%
Asia-Pacific	22.4%	22.3%	18.9%
Rest of the World	26.3%	25.3%	27.5%
<b>GROUP</b>	<b>18.3%</b>	<b>15.3%</b>	<b>14.7%</b>

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



## Absenteeism

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

BREAKDOWN OF ABSENTEEISM BY CAUSE AND REGION		2018	2019	2020
France	Breakdown of absenteeism for illnesses and accidents*	8.2%	8.0%	6.7%
	Breakdown of absenteeism for other reasons**	1.7%	1.2%	1.2%
United Kingdom	Breakdown of absenteeism for illnesses and accidents*	2.2%	2.2%	1.3%
	Breakdown of absenteeism for other reasons**	1.3%	0.8%	1.6%
Rest of Europe	Breakdown of absenteeism for illnesses and accidents*	5.8%	5.2%	5.2%
	Breakdown of absenteeism for other reasons**	2.3%	2.4%	2.3%
North America	Breakdown of absenteeism for illnesses and accidents*	2.1%	1.8%	3.4%
	Breakdown of absenteeism for other reasons**	0.5%	0.4%	1.1%
Asia-Pacific	Breakdown of absenteeism for illnesses and accidents*	1.8%	1.9%	1.5%
	Breakdown of absenteeism for other reasons**	1.6%	1.5%	2.0%
Rest of the World	Breakdown of absenteeism for illnesses and accidents*	1.5%	2.2%	1.3%
	Breakdown of absenteeism for other reasons**	1.5%	1.6%	1.5%
Group	Breakdown of absenteeism for illnesses and accidents*	4.5%	4.4%	4.0%
	Breakdown of absenteeism for other reasons**	1.7%	1.6%	1.7%

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

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

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

The absenteeism rate in the Group and the regions was stable in 2020.

The absenteeism rate for illness and accidents is structurally high in France. The Health, Safety and Environment France Department has identified the main causes of absences and conducted in-depth work on the subject based on prevention, the availability of new tools and training, particularly with the help of an ergonomics specialist, and support measures when returning to work after a long absence. In 2020, this rate decreased from 8% to 6.7%. This decrease is explained by the positive and concrete effects of the prevention policy in the Company with a decrease in the frequency rate for the sixth consecutive year, combined on the one hand with a decrease in road traffic, an indirect consequence of the Covid-19 prevention strategy (lockdowns, teleworking in companies on the national territory) and on the other hand, the limitation of certain interventions.

## Employee relations

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

## STAFF REPRESENTATIVES, MEETINGS AND AGREEMENTS

At 31 December	GROUP			FRANCE		
	2018	2019	2020	2018	2019	2020
Staff representatives (number of terms of office)	568	304	340	406	142	159
Meetings with staff representatives	612	551	451	486	369	151
Agreements signed in the year	73	84	79	19	19	9
Agreements in force	241	293	275	78	99	92
% of employees covered by a collective agreement	50%	53%	47%	100%	100%	100%

JCDecaux operates in more than 80 countries (in which collective trade union agreement relating to our business sector do not always exist) with entities of varying size, from over 2,000 employees in France down to a few dozen employees in the smallest subsidiaries. Therefore, depending on local contexts, it is possible that the employees of certain subsidiaries are not covered by collective trade union agreements or company agreements.

In 2019, the significant reduction in the number of employee representative terms of office reflects a change to regulations in France, which led to the Workers' Council, Occupational Safety and Health Committees and Employee delegates being replaced by a single Social and Economic Committee (SEC).

### Examples

#### JCDecaux SEU

The company JCDecaux SA, together with JCDecaux France, comprises a Social and Economic Unit (SEU), combining 2,221 employees (in FTE). It is composed of thirteen union representatives. In accordance with current legislation, the existing staff representative bodies at JCDecaux SEU merged. The Workers' Council, Occupational Safety and Health Committee and Employee delegates were merged into a single body: the Social and Economic Committee (SEC).

In December 2019, JCDecaux SEU held workplace elections to put in place the new shared bodies for the two companies:

- a Social and Economic Committee (SEC) which meets monthly or more often if necessary
- a Health, Safety and Working Conditions Committee (CSSCT), which meets quarterly or more often if necessary
- Local Representatives (LRs) and Local Union Representatives (LURs) at sixteen sites, who meet four times a year or more often if necessary.

In 2020, there were 15 negotiation meetings, 21 Social and Economic Committee (CSE) meetings, 76 Local Representatives (PR) meetings and 17 CSSCT meetings. Five collective agreements were signed on the following subjects: night work, exceptional measures related to the Covid-19 pandemic, long-term partial activity and the collective termination plan.

#### Cyclocity®

The role of self-service bicycles and bicycles more generally, in cities, has once again been strengthened, given the unprecedented health context in 2020.

Despite this situation, 2020 was marked by the gradual deployment of new self-service bicycle stations and new bicycle systems in Lyon and Nantes, including a global bicycle offer unprecedented in France on Bicloo (self-service bicycle schemes, long-term bike rental, reduced mobility bicycles, bicycle parks, etc.).

This new business line generated new positions and reassignment and training for some of the existing teams. Cyclocity® France hired 7 employees on permanent contracts and 5 on fixed-term contracts.

To encourage the employment of people alienated from the job market, Cyclocity®, with the help of specialist partners, has hired 7 people, including 4 on permanent contracts under professional insertion programmes.

In 2020, nearly 500 hours of training were provided, some of which were part of the FNE: nearly 20 Cyclocity employees benefited from this programme.

As of 31 December 2020, Cyclocity France had 150 employees (98% on permanent contracts).

#### Média Aéroports de Paris

In a difficult context that saw the collapse of air traffic worldwide, 2020 at Média Aéroports de Paris was marked by the signing of two collective agreements on the following topics, by order of signature:

- agreement on mandatory biannual negotiations signed on 10 March 2020
- agreement on exceptional measures taken in the context of the Covid-19 epidemic signed on 15 April 2020.

Negotiations with a view to reaching a long-term partial activity agreement were the subject of meetings in 2020 and will continue in 2021 with the aim of reaching an agreement to cope with the sustainable decline in air traffic.

In 2020, there were numerous SEC meetings held in order to regularly communicate on the situation related to the health crisis, the implementation of the partial activity and its consequences as well as the protocols for resumption of face-to-face activity for teams. A total of 13 meetings, including 8 extraordinary were held.

#### MédiaKiosk

On 1 May 2020, MédiaKiosk, its previously wholly-owned subsidiary, was merged into JCDecaux France. This transfer is part of the evolution of the JCDecaux Group, to which MédiaKiosk has belonged since 1 November 2011.

MédiaKiosk employees are now integrated into the equivalent departments of JCDecaux (Sales, Marketing and Development Department, Operations Department and Billboard Operations Department).

However, it was decided to maintain the "MédiaKiosk" brand, which helps to maintain the reputation of the activity among partners in the press sector (publishers, messengers, kiosks, etc.), local authorities and institutions.

The specific activity of managing and running the network of kiosks and kiosk operators in France, reporting to the Territories and Institutions Department, remains under the direction of Marc Bollaert (Chief Executive Officer of MédiaKiosk).





## OUR STAKEHOLDER COMMITMENT

### 1. INTRODUCTION TO OUR VALUE CHAIN <sup>DEFP</sup>

JCDecaux is at the heart of an ecosystem of players, comprising a multitude of stakeholders – principals (local authorities and cities, airports and transport companies, shopping malls, private landlords, etc.), the general public and users of furniture, advertisers (media agencies, advertisers and international, national and local brand names), suppliers and subcontractors, partners (Joint Ventures, telecommunication operators mainly for the installation of Small Cells, start-ups, etc.), the financial community (investors, rating agencies, etc.) and associations, NGOs, and opinion leaders – with widely varied priorities. JCDecaux aims to meet their expectations as best as possible, always in compliance with the rules of business ethics, and to continue to enhance the Group’s positioning as a world leader in Outdoor Advertising.

The dialogue between JCDecaux and its stakeholders is led locally, mainly by management and the Regional Departments of the countries where the Group operates. This approach enables the Group to get as close as possible to its stakeholders and consequently to better identify their expectations and concerns.

The value-chain presented below illustrates JCDecaux’s determination to be as close as possible to its stakeholders. There are more than 400 different professions within JCDecaux, ranging from the design of street furniture, to the marketing of advertising space, not forgetting upkeep and maintenance. Control of all steps of the value-chain helps ensure optimal quality of the products and services offered by JCDecaux over the long term.

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

More specifically, as part of its Sustainable Development Strategy, JCDecaux has set two Corporate priorities to bolster integration of Sustainable Development in its relationships with its suppliers and employees.

## FOCUS ON BUSINESS ETHICS <sup>DEFP</sup>

The core components of our action aiming to ensure compliance with business ethics (including the Code of Ethics, the Ethics Committee and training measures) are described in the legal section on page 103.

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

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

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



## 2. STRENGTHEN SUSTAINABLE DEVELOPMENT IN THE PURCHASING POLICY <sup>DEFP</sup>

**Our commitment: strengthen the integration of Sustainable Development in Purchasing <sup>DEFP</sup>**

### Our challenges

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

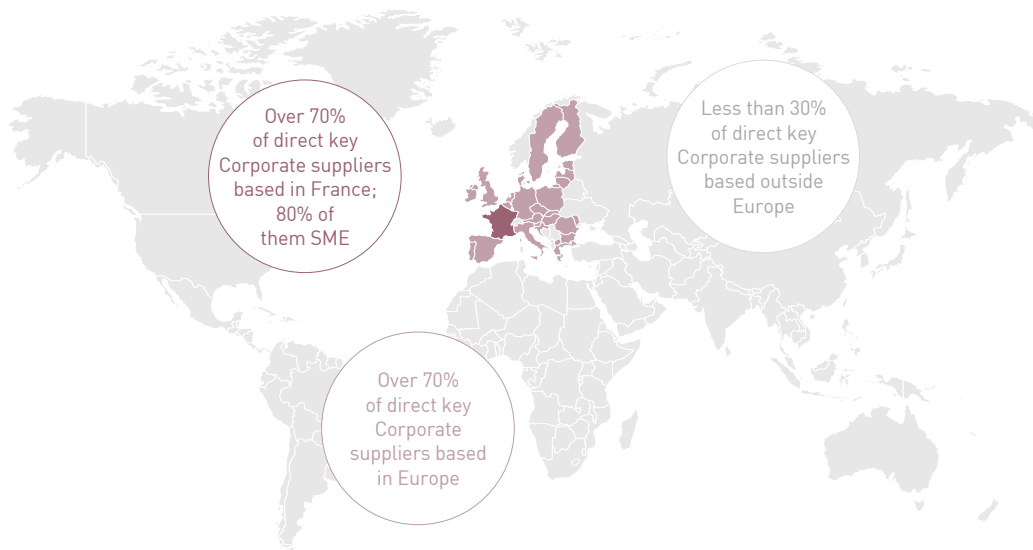
At JCDecaux, "suppliers" produce goods and services for which JCDecaux does not have the skills (e.g. production of sub-assemblies for street furniture) and "contractors" provide a service for which JCDecaux has skills in house (e.g. upkeep of furniture, displays, etc.). The Company's policy is to subcontract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

### Our actions

Our priority is to develop long-term trust-based relationships and ensure that our suppliers share our values and commit themselves, alongside us, to promote Sustainable Development. This allows us to manage risks, strengthen our relationships with suppliers and encourage the sharing of innovation.

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

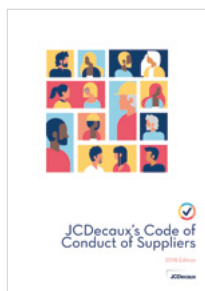
JCDecaux prefers **regional and local supply** chains whenever possible. New, innovative or high value-added furniture (digital items, public toilets and self-service bicycles) are fitted together at JCDecaux's own expert assembly workshop in Greater Paris in France which works directly with the R&D Department, and is ISO 9001 (Quality Management System) and ISO 14001 (Environmental Management System) certified. For the production of components of this type of furniture, we call on a network of suppliers that meet strict criteria, chiefly SMEs with which we have maintained long-standing ties, and based for the most part in France (see diagram below).



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

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

Measures enhancing the Sustainable Development Policy in Purchasing are focused first and foremost on key suppliers, i.e. any supplier deemed strategic because they account for a significant share of total purchasing and/or because of the extent to which JCDecaux may be liable for their actions (reputational and ethical risks); and/or because of the extent to which JCDecaux may be liable for their actions (social and/or environmental risks).



The Supplier Code of Conduct was rolled out in 2014 and updated in 2018 to take into account new demands linked to regulatory changes (Vigilance, Sapin II Law and GDPR). It makes clear what JCDecaux expects from its suppliers on social, ethical, health and safety and environmental topics. The Code is based on leading internationally recognised standards: guidelines of the Organisation for Economic Co-operation and Development (OECD), the Universal Declaration of Human Rights of the United Nations (UN) and the eight Fundamental Conventions of the International Labour Organisation (ILO).

To ensure its spread and application, the Code of Conduct has been included in the Group's General Terms and Conditions of Purchase since 2016.

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

The successful integration of Sustainable Development in the Purchasing Policy requires the full understanding and support of the persons in charge of purchasing. A training programme on Sustainable Development in purchasing processes was introduced in 2016. To maintain the skills of the Corporate Purchasing team, a training programme was rolled out in the first quarter of 2020. This face-to-face training was adapted to an e-learning and will be deployed in the third quarter of 2021 in all of the Group's regions. Purchasing correspondents identified in each subsidiary will be required to follow this training.

In addition to these measures, and in order to prevent supply chain risks as well as to respond to new legislation such as the French "Due Diligence" <sup>(1)</sup> and the Modern Slavery Act <sup>(2)</sup> in the United Kingdom, risk mapping was applied in 2016 to five purchasing categories considered strategic or presenting a particular risk, namely digital screens, circuit boards, composite material, work clothes and printing. An update to this mapping is planned for 2021.

<sup>(1)</sup> JCDecaux's Vigilance Plan can be found in part 5.2.1 of the Legal Section, page 105 of this document

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

**Strategic objectives and results**

OBJECTIVES	INDICATORS	2018	2019	2020		COMMENTS AND NEXT STEPS
100% of key suppliers had signed the Code of Conduct of Suppliers by 2020 ✓	% of key suppliers having signed the Code of Conduct of Conduct	71%	88%	100%	✓	>> Next step: Continue to roll out the Supplier Code of Conduct to JCDecaux's new key suppliers to maintain the achievement of the target in 2021.
100% of key suppliers to be annually assessed by the end of 2020 <sup>(1)</sup>	% of key suppliers which have been evaluated	46%	69%	68%	●	Target reduced this year due to the health crisis >> Next step: strengthen and accelerate the roll-out of annual assessments of key suppliers. The target is 80% by 2021; initially planned for 2020, it has been postponed to deal with the current pandemic.
100% of key direct suppliers to be audited by 2020*	% of key direct suppliers audited	21%*	64%	59%	●	Target reduced this year due to the health crisis >> Next step: Resume the roll-out of audit procedures for key direct suppliers as soon as the health crisis allows.
100% of buyers trained in Sustainable Development in purchasing by 2016	% of buyers trained	100%	Result unchanged	100%**	✓	>> Next step: adaptation of the Responsible Purchasing training, conducted in person in 2020, in an e-learning format via the JCDecaux Academy for all buyers.

\* In 2018, the audit scope covered all key suppliers. From 2019, it focused on direct key suppliers.

\*\* 100% of Corporate buyers trained in responsible purchasing.

<sup>(1)</sup> Scope of extra-financial reporting covers 98% of consolidated revenue.

### 3. STRENGTHEN OUR EMPLOYEES' COMMITMENT TO SUSTAINABLE DEVELOPMENT

#### Commitment No. 1: deploy an employee awareness-raising programme on the environment

##### Our actions

For JCDecaux's commitment towards Sustainable Development to be a success, it is vital that all its employees support it. In their work and through their everyday actions, they give meaning to the commitment and values conveyed by the Group. JCDecaux is

encouraging all the Group's countries to create local awareness-raising programmes for their employees. A dedicated guide explaining how to put in place this type of programme has been developed and communicated to all the countries.

In 2020, 20 JCDecaux entities rolled out this type of programme; this was the case specifically in the following countries:





As part of their programmes, some of the Group's entities organise initiatives for teams that combine awareness raising on sustainable development and mobilising for major causes. For more details, refer to the section "JCDecaux's contribution to society" on page 75.

#### Commitment No. 2: improve knowledge and understanding of Sustainable Development

##### Our actions

In order to achieve objectives set by the Group for its Sustainable Development Strategy, employees' commitment is crucial. Employees must therefore be made aware and trained in Sustainable Development so that they fully participate in deploying the Strategy and contributing to the Company's success in the long term.

##### Strategic objectives and results

OBJECTIVES	INDICATORS	2018	2019	2020	COMMENTS AND NEXT STEPS
Train all the Group's Executive Management in Sustainable Development by end-2020*	% of entities that have put in place a Sustainable Development training course for Executive Management (2015 to 2020 combined)	57%	67%	69%	 >> Next step: This objective should have been achieved with the holding of an international seminar in 2020 but this had to be cancelled. A new orientation for an Executive Management training system will be defined as part of the enhancement of the current strategy.
Raise employee awareness via online training (e-learning) in Sustainable Development at end-2018*	% of countries having deployed online Sustainable Development training (2018 to 2020 combined)	100%**	100%**	100%**	 A total of 9,603 employees equipped with a computer took the Sustainable Development training by end-2019.

\* Objectives revised in 2017.

\*\* Group scope.

#### Commitment No. 3: improve knowledge on the business model, history and values of JCDecaux

##### Our actions

It is important that each employee of the Group fully understands the business model, history and values of JCDecaux, to make them ambassadors of the Company. The Group's business model is presented in the "One business, three segments" section on page 14 of this document.

Each new employee is therefore made aware of JCDecaux's business model when he or she joins the Group (induction seminar, welcome booklet, etc.). A note presenting the Company's business model is also made available to all employees on the Group's intranet.

## 4. RELATIONS WITH CITIES, TRANSPORT COMPANIES AND OTHER LOCAL STAKEHOLDERS

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

Improving the quality of life in urban areas and public transport is a major goal shared by users of public spaces, local authorities, transport providers and all economic stakeholders. Inventing sustainable solutions to keep pace with urban change and the United Nations Sustainable Development Goals is at the centre of our activities and of our business model. From Atribus® (bus shelters) to Self-service Bicycle Systems, automatic public toilets to objects connected to the “smart” city, JCDecaux anticipates and explores the new dimensions that will furnish urban spaces and tomorrow’s mobility.



JCDecaux develops relevant and innovative solutions on behalf of its principals and for citizens

<p>OUR UNDERTAKINGS</p>	<ul style="list-style-type: none"> <li>• Promoting communication with our mandators (cities, transport companies, etc.) for citizens and travelers:                     <ul style="list-style-type: none"> <li>&gt;&gt; reservation of some of the panels of the furniture for their own communication (e.g. one digital panel out of six is reserved for the communication of British Airport Authorities in London airports)</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>&gt;&gt; Information updates in real time via digital media (e.g. bus times)</li> <li>• Developing furniture reserved for or accessible to the world of culture (e.g. columns and flagpoles used for cultural billboards)</li> <li>• Supporting the press and the plurality of information thanks to the kiosks</li> </ul>
<p>GOING FURTHER</p>	<ul style="list-style-type: none"> <li>• Making it possible to broadcast alert messages to warn, for example, of incidents such as natural disasters, kidnappings, pollution peaks, bad weather and traffic jams (services using digital furniture as communication media and currently proposed by JCDecaux in Australia, China, the United States, France, Hong Kong and the United Kingdom)</li> <li>• Facilitating access to emergency services by incorporating defibrillators in furniture (e.g. in Austria and France)</li> <li>• Enabling cities to monitor and analyse outdoor air quality by incorporating sensors in furniture (e.g. street furniture in Nice, experiment launched in Tokyo) and also to inform the population as in Colmar, La Rochelle or since 2007 in Clermont-Ferrand. It should be noted that this information, made available in several French cities, will change in early 2021 with the arrival of the new Atmo air quality index, which comes into force on 1 January 2021</li> <li>• Facilitating access to street-based digital services through e-Village® digital service screens on which interactive maps of the area can be viewed, local services such as restaurants and shops found and directions and transport assistance obtained (more than 500 screens installed in the world, including in France, the United Kingdom, Belgium, Serbia, Dubai and South Korea)</li> </ul>	<ul style="list-style-type: none"> <li>• Facilitating communication between cities and their citizens by encouraging connected signage through Push interactivity. One example currently being rolled out is Greater Lyon’s Toodego mobile website, which lets travellers know when their bus will arrive and the number of bicycles available at a particular Vélo’v station. Also, the Lagos gantry billboard alerts drivers to accidents and traffic conditions pulling in information from smart sensors on key routes and powered by solar PV panels</li> <li>• Conveying positive messages and involving the local population to promote local areas (e.g. the “Segnali d’Italia” campaign by the cities of Naples and Parma in Italy, where the objective was the promotion of places, people and businesses that contribute to the excellence and singularity of their territory, launched in Turin in 2020; the organisation in France in March 2019 of a national photography competition on the theme “the city before us” to encourage citizen photographers to value their territories through a ground-breaking and positive project)</li> </ul>

CONTRIBUTION TO SUSTAINABLE DEVELOPMENT GOALS





JCDecaux simplifies the general public's everyday life by designing useful and convenient furniture accessible to everybody

OUR UNDERTAKINGS

- Creating furniture that is accessible to all: an adapted design to enable people with disabilities to benefit from our services and products (e.g. Jouin toilets and all Abribus® bus shelters) are accessible to people in wheelchairs, the height of the benches is designed for

people with reduced mobility, the height between the base unit and the floor of the furniture is designed so that with their canes, the visually impaired can be alerted to the obstacle, etc.)

GOING FURTHER

- Fostering a comfortable and friendly atmosphere by adding seating to urban street furniture whenever possible (e.g. seating around trees and benches behind Abribus® bus shelters in Paris)
- Providing useful services to the general public and travellers:
  - >> USB ports built into furniture for charging a mobile, for example (in particular in Paris, Edinburgh, London, Nantes as well as in the airports at Dubai, Lima, Lisbon and Shanghai)
  - >> encourage internet access and digital inclusion through the development of small cells (some passenger shelters in Amsterdam, Brazilia and Delhi) and Wi-Fi services
  - >> make possible the development of new local services via our kiosks (example of the participative concierge service "Lulu dans ma rue" which occupies six kiosks in Paris and one kiosk in Clichy with the aim of promoting social ties and developing a service for local residents; example of the Meudon kiosk (France) transformed into a self-service store for fresh local produce in partnership with La Clayette to promote local producers)
  - >> make journeys and waiting times more pleasant by experimenting with leisure, cultural and tourist services such as book boxes, which work as communal libraries, or terminals distributing short stories to read on the way (e.g.: Grenoble Abribus®)

- Developing services for people with disabilities:
  - >> Call buttons can be built into furniture to trigger public address announcements, as well as labels with raised lettering to enable blind persons to read written information (e.g., the Paris Abribus® bus shelters)
  - >> Audible information can also be activated using a standardised remote control for the visually impaired, as in the bus shelters in Nantes or Amiens (France)
  - >> Self-service Bicycle Customer Relation Centres accessible by telephone with a built-in camera for hearing-impaired users, who know sign language, to communicate with advisers (available for all Self-service Bicycle Stations in France)

CONTRIBUTION TO SUSTAINABLE DEVELOPMENT GOALS







JCDecaux acts to embellish our cities and make them more attractive and welcoming

OUR UNDERTAKINGS

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

GOING FURTHER

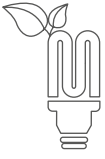
- Adapting the lighting of our digital furniture in urban environments: a study of the perception of digital screens by the general public in Nice showed that the public found the lighting satisfactory by day and by night (97% of answers were favourable); study carried out in October 2018 in partnership with the independent Future Thinking research agency, covering a sample of 301 peoples
- Giving back to nature its place in the city via the planting of roofs or walls of Atribus® bus shelters or large format furniture. At the end of 2020, nine of the countries where the Group operates had installed green furniture (Colombia, Austria, Finland, France, Norway, the Netherlands, the Czech Republic, the United Kingdom and Sweden), and many are considering a wider deployment
- Devising measures against vandalism such as protective varnish and embossed decorations like spikes and waves to prevent graffiti and illegal billboards (e.g. Bellini MUPI® skirts)
- Turning some of our furniture into spaces for art works: the "Portrait of Britain" contemporary art project in the United Kingdom, a modern art project in Ukraine, "the city before us" photography competition in France, installation of digital artworks in collaboration with the Métropole de Nantes in France, 16 photographic works by Elle Pérez posted by the New York Public Art Fund on 100 JCDecaux Atribus® bus shelters, a tribute to caregivers through a very large format exhibition of 500 caregivers' portraits on the facade of the Paris Opera, in partnership with the "Protège ton soignant" association, a display on 500 bus shelters in New York City of the "Art on the Grid" campaign – an exhibition designed by the Public Art Fund and 50 New York artists in response to the pandemic.

OUR LATEST INNOVATIONS

- Reducing passenger exposure to pollutants and fine particles in the air:
  - >> We have developed the Filtreo™ concept which offers a virtuous solution. We enhance the natural anti-pollutant properties of mosses and incorporate technologies that meet the aims of Sustainable Development: ventilation with low energy consumption and smart management system that makes sure the system only works when needed; ventilated air passes through the green layer and is then blown through the shelter to cool passengers waiting for their bus with a healthier air. The first prototypes are due to be tested in a major French city in February 2021
  - >> The Natural Freshness Shelter offers city dwellers an island of freshness during periods of high temperatures thanks to its cooling system using water evaporation, inspired by a natural process. The Natural Freshness shelter incorporates a honeycomb panel, which is kept humid, through which the hot air flows. In contact with it, the air cools thanks to evaporation. This 100% autonomous solution combines solar energy and rainwater harvesting and avoids the use of air conditioning or misting. A first prototype was tested in the Yvelines in the Paris region in summer 2020
- Designing street furniture that is both fashionable and environmentally friendly: this is the case of the Self-Service Bicycle Station in Nantes, where the solar power supply is built completely into a mast of sophisticated design, or Atribus® in Abidjan, which are both advertising supports and self-sufficient in energy thanks to a solar roof designed for equatorial climates

CONTRIBUTION TO SUSTAINABLE DEVELOPMENT GOALS



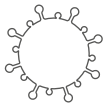


JCDecaux develops solutions with a reduced environmental footprint

<p>OUR UNDERTAKINGS</p>	<ul style="list-style-type: none"> <li>• Resisting planned obsolescence by promoting sustainability and the circular economy with furniture made of sustainable and quality materials that can be recycled and reused for new contracts. Furniture can be reused several times and last for a good 30 years</li> </ul>	<ul style="list-style-type: none"> <li>• Making LED lighting a regular feature of analogue street furniture for new and renewed contracts</li> <li>• Selecting high-quality digital screens with a built-in probe to automatically match the lighting on the screen to the natural lighting (a feature widely used in the Group that optimises the power consumption of screens while guaranteeing optimal visual results)</li> </ul>
<p>GOING FURTHER</p>	<ul style="list-style-type: none"> <li>• Modulating the lighting intensity to reflect night time for analogue street furniture (e.g. street furniture in Copenhagen, bus shelters and kiosks in Paris, bus shelters in Nantes, Lyon, etc.)</li> <li>• Switching street furniture off, particularly at night (a number of Group countries have adopted this practice, including: Germany, Austria, China, France, Italy, India, Mexico, United Kingdom)</li> <li>• Developing solar-powered solutions by incorporating photovoltaic panels on our street furniture:             <ul style="list-style-type: none"> <li>&gt;&gt; Energy self-sufficient advertising furniture solutions (e.g. Atribus® bus shelters in Abidjan)</li> <li>&gt;&gt; Energy self-sufficient non-advertising displays (e.g. 20 self-service bicycle stations in Nantes – self-sufficient docking stations and docking points, and non-advertising bus shelters in Boston, New York, Uccle, Nantes, Perpignan, Strasbourg – roof lighting)</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>&gt;&gt; Hybrid power solutions making it possible to limit energy consumption by using a portion of solar energy (e.g. Atribus® bus shelters in Paris or Tram shelters in Nice)</li> <li>&gt;&gt; Energy self-sufficient road traffic sensors powered by photovoltaic panels (deployed in Lagos), or more recently occupancy sensors for individual bicycle parking areas in Nantes, providing real-time information on the availability of parking spaces via battery-powered equipment autonomous for several years, developed specifically for the Nantes bicycle market</li> </ul>
<p>OUR LATEST INNOVATIONS</p>	<ul style="list-style-type: none"> <li>• Researching low-energy digital solutions:             <ul style="list-style-type: none"> <li>&gt;&gt; e-paper displays that consume electricity only when their content is updated: after an initial experiment in 2017, roll-out launched at the end of 2020 of 90 service screens in Grenoble bus shelters, which will broadcast both information on waiting times for buses and local news for each of the city's municipalities</li> </ul> </li> </ul>	

CONTRIBUTION TO SUSTAINABLE DEVELOPMENT GOALS





JCDecaux, a proactive citizen player in the fight for resilience in the context of the Covid-19 crisis

GOING FURTHER

- **Providing solutions to fight against the spread of the virus:** in the summer of 2020, nearly 2,000 hand sanitizers were installed on JCDecaux’s public toilets and Atribus® bus shelters in Paris, allowing everyone to disinfect their hands while on the move. In just six months, more than 70 million disinfection procedures were carried out by Parisians and visitors. These same hydroalcoholic solution dispensers have been installed in the cities of Madrid, Milan, Hamburg, Göteborg and Manchester. This initiative has also been exported around the world, notably to Bogota and Los Angeles
- **Supporting local shops:** in France, JCDecaux has launched the free “Mes Commerces” solution for closed shops offering take-out. This solution was supported by a billboard campaign (10,000 panels and 2,600 cities). Thus, JCDecaux combined its media power, the regional anchoring of its Street Furniture and the digital expertise of its teams, to offer a unique national system, supplementing the local solutions and free of charge for retailers and customers
- **Supporting culture in times of crisis:** JCDecaux has mobilised to support the reopening of cinemas by graciously relaying its “Tous au Cinéma” campaign on more than 500 Morris columns and more than 600 billboards in Paris and the Paris region
- **Making initiatives visible in a post-Covid-19 context:** in Italy, the campaign “Diamo spazio alla Fiducia” or, “Let’s give way to trust” highlighted various topics such as the construction site of the Morandi Bridge, scientific research and Italian citizens themselves. This campaign also made it possible to highlight start-ups: 3Bee, an agritech startup that develops artificial intelligence systems to protect biodiversity and Isinna, which manufactured emergency valves using 3D printing and Decathlon Easybreath masks
- **Paying tribute:** in Australia, JCDecaux launched a thank you campaign for its operational employees who continued to work in the field even during travel restrictions and lockdowns to ensure an essential and quality service to users who did not have other ways of getting around



- **Making it easier for healthcare staff to travel:** in March 2020 JCDecaux offered them a one-year subscription to its self-service bicycle systems throughout France

CONTRIBUTION TO SUSTAINABLE DEVELOPMENT GOALS





JCDecaux develops solutions that contribute to protecting the environment

OUR UNDERTAKINGS	<ul style="list-style-type: none"> <li>• Promoting the use of public transport by means of bus shelters</li> <li>• Encouraging eco-friendly modes of transport (walking, cycling) through appropriate signage and, of course, self-service bicycle systems (equipped</li> </ul>	<p>with electric assistance or not); JCDecaux’s self-service bicycle systems are present in 76 cities in 13 countries (see Focus on “Soft and shared mobility thanks to self-service bicycle systems” on page 69 for more information)</p>
GOING FURTHER	<ul style="list-style-type: none"> <li>• Installing furniture for the selective collection of certain waste (batteries, glass, paper, etc.) (several Group countries have installed this type of furniture: Germany, Spain and Uruguay)</li> <li>• Developing Self-Service Bike systems (“VLS”) offering a completely new user experience since 2018, enabling the direct release of the bike using the app, combined with bikes that are lighter both physically and design-wise. 2019 saw both the ramp-up of the all-electric system in</li> </ul>	<p>Luxembourg – with more than four times the use of the mechanical version – and the introduction in Brussels in November of 1,800 hybrid bikes, which can be used either with electric assistance or purely mechanically. In early 2020, JCDecaux deployed the Vélo’v Hybride service in Greater Lyon, which, with some 2,500 bicycles made available to its subscribers, now offers Lyon residents the possibility of switching freely from mechanical self-service bicycles to electrically-assisted bicycles</p>

CONTRIBUTION TO SUSTAINABLE DEVELOPMENT GOALS



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

This support is characterised in particular by:

- the proposal, in our responses to certain invitations to tender from local authorities, of innovative and sustainable solutions designed and deployed by local start-ups or Very Small Businesses.

As evidenced by the following two partnerships:

- partnership with “Ecomégot”, a start-up with the “Entreprise Sociale et Solidaire” label, which designs and manufactures modules for collecting cigarette butts through insertion devices, conducts waste collection using eco-friendly channels, and has developed several methods for picking up and reusing the materials collected. 22 cigarette butt terminals were deployed at tram stops in Grenoble in February 2020
- partnership with “ShortEdition” also being rolled out in Grenoble for the installation of short story distributors in Abribus® bus shelters, intended to enhance passenger waiting times or journeys, naturally backed up by a digital version accessible via a QR Code on all public transport stops in the Metropolis
- the deployment of solutions dedicated to optimising our internal processes, as illustrated by the following partnerships:
  - partnership with “Startup Flow” to deploy an in-house collaborative platform to manage, qualify and share start-up sourcing in the Group. Startup Flow is used in 20 areas to control the operational relationship with start-ups relevant for the Group
  - partnership with the start-up “PlayPlay”, enabling us to provide our local government clients with a platform for creating digital content.

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

This system offers:

- Simplified contracts and managed contractual deadlines
- Assurance that pilots are compensated
- IT technical support offered to start-ups to facilitate the integration of their offer in the company (security, hosting, cloud, etc.)
- Payment terms including a commitment of 30 days after receipt of invoice.

## FOCUS ON SOFT AND SHARED MOBILITY THANKS TO SELF-SERVICE BICYCLE SYSTEMS

A genuine supplement to public transport, self-service bicycles and medium and long-term rental bicycles are a means of improving the quality of life in towns and cities, and optimising mobility, while keeping up to date with current environmental and public health concerns. They are also part of a shift in consumption patterns towards the sharing of goods and services between users. The success of the services designed and operated by JCDecaux is based on its desire, from the outset, to democratise the service by making it easier to use (appropriate pricing, tied to transport cards) and by guaranteeing high quality service. By digitising its services through intuitive applications and new customer pathways, JCDecaux is once again setting the market standard.

**18 years of international experience**

**350,000 long-term subscribers and 951,759 occasional users in 2020**

**Over 25,000 bicycles made available in 76 cities and 13 countries**

**Over 728 million journeys made since 2003, in other words 40 million trips each year**

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

### Constant innovation

After installing the first electrically-assisted, station-recharging bicycles in Luxembourg, deploying the new Vélo'v service in Lyon and biclooPlus in Nantes in a few hours, launching the integrated bicloo offer and integrating the VéloCité service into the MaaS "Compte Mobilité" application in 2019 – thus doubling the active subscriber base in 2020 – JCDecaux once again demonstrated our leading technological position and the robustness of our innovations with the installation of eVillo, our first fleet of hybrid bicycles in Brussels. This includes 1,800 electric bicycles containing a portable and personal battery that the user chooses whether or not to use while riding. 2,500 hybrid Vélo'v bikes arrived in Greater Lyon in February 2020, making it the largest service of electrically assisted bicycles with a portable battery in the world.

### Open data strategy

As of January 2021, our open data platform has more than 3,000 active users. Convinced of the usefulness and potential of public data, since 2013 JCDecaux has made part of the data from its bicycle systems available free of charge worldwide under an open license and in real time on an online platform (location of stations, availability of bicycles and parking spaces, etc.). As part of an approach to encourage innovation, this data can be reused by anyone to experiment with new representations or to provide innovative and useful services to users through the creation of applications, for example. The opening up of this data also responds to the process of freedom of access to information in which most local authorities are committed.

### Examples of self-service bicycle systems:



### Examples of self-service bicycle systems:



The largest hybrid bicycle service in the world, convertible into electric bikes thanks to a portable battery

Market renewal with first fleet of hybrid bikes, convertible to electric bikes thanks to a portable battery

One of the first capitals to have a fully electric self-service bicycle service

Renewal of the entire fleet to a new generation of lighter, more ergonomic bicycles, with a new user experience and a new application

## 5. RELATIONS WITH ADVERTISERS

In an increasingly virtual world, JCDecaux media have set the pace for outdoor advertising and serve as an important point of contact between citizen-consumers, brands and economic stakeholders. We believe that outdoor advertising can be a force for good in society, and we aim to promote responsible advertising and stimulate economic activity through our media, which reach over 840 million people worldwide every day.

### Contributing to the dynamism of economies and small local businesses

JCDecaux enables market participants to speak to local, regional and global audiences alike and address their customers and stakeholders.

In France, with a new brand base lie "Les plus belles scènes de la ville" (The most beautiful scenes of the city) inspired by the world of theatre and entertainment, JCDecaux aims to show that the most public, grassroots and everyday form of advertising offers a stage suitable for every advertiser, whether a local retailer or a major international brand. The platform is the only one to offer firms and businesses the possibility to speak to their audiences on a daily basis at both the individual and group levels. JCDecaux makes outdoor advertising accessible to all advertisers through technology that enables each to buy a personalised piece of the public space.

To further broaden the reach of local market participants in our digital era, JCDecaux teams are setting up ways to facilitate local and regional billboard campaigns through open, modular platforms. This is the case of Monaffiche.be in Belgium and EasyWay in France. Thanks to these sites, JCDecaux enables local businesses to choose and activate the best locations for their communication.

MONAFFICHE.BE

easyway

In 2020, JCDecaux mobilised to help local merchants overcome the decline in their activities due to travel constraints during lockdowns and curfews implemented to fight the Covid-19 epidemic. To support local shops in France, for example, JCDecaux has launched the free solution "Mes Commerces" for closed shops offering take-out. This solution was supported by a billboard campaign (10,000 panels and 2,600 cities). Thus, JCDecaux combined its media power, the regional anchoring of its Street Furniture and the digital expertise of its teams, to propose a unique national system, supplementing the local solutions and free of charge for retailers and customers.

Another way JCDecaux supports entrepreneurship is by helping young firms get noticed through its Nurture programme in France, the United Kingdom, Germany, the Netherlands and Italy.

Selected start-ups receive personalised data support, creative mentoring and privileged access to JCDecaux media.

### Awareness raising and structuring commitments at ecosystem level in France

In November 2020, the Communication Department, the AACC, the UDECAM and the Union des Marques (UDM) launched a major process of reflection on the future challenges facing this sector.

Aware of the expectations of the French people on the role of advertising in the ecological transition, the General Communications Forum, which brings together agencies, the media, brands, professional organisations, unions and citizens, met during the 1<sup>st</sup> quarter of 2021 to present commitments and best practices.

In this context, and faced with the urgency of the climate situation, the members of the *Union de la Publicité Extérieure* (Outdoor Advertising Union – UPE) – of which JCDecaux is an active member – wished to show their active participation and collective contribution to this initiative by engaging in a credible, sustainable and transparent manner. Despite the economic climate – which makes it the medium most impacted after cinema by the Covid-19 crisis – the UPE set up a multidisciplinary CSR Commission in November 2020 to work on a carbon trajectory and common, tangible and ambitious commitments in the Outdoor Communication sector.

We note that a similar dynamic has been initiated for brands and advertisers. The Union des Marques, as part of its FAIRe program, dedicated to responsible communication and marketing, has launched a guide to help advertisers showcase responsible consumer behaviour in their messages. Through these actions, the UDM continues to attract new members (companies and brands) aware of their role in raising public awareness towards the adoption of more sustainable behaviours and lifestyles.

### Enhance responsible and positive advertising

In keeping with the UN Sustainable Development Goals, and in response to conscientious consumers – 70% of whom want a more sustainable and environmentally-friendly lifestyle and 45% of whom choose responsible brands first<sup>(1)</sup> – JCDecaux positions itself as the leading provider of outdoor advertising media promoting responsible and positive advertising through various programmes, including:

#### JCDecaux Social Impact (United Kingdom)

This brand-awareness programme has been running since 2017. Its aim is to promote advertising solutions that have a strong social and societal impact. Two examples of recent partnerships that resulted in advertising campaigns are set out below, one on the environment and the other on public health:

- Campaign with BNP Paribas, Chiltern Railways and AirLab in London, launched in October 2018 for one year and extended by an additional year in light of its success: as part of the World Cities Day organised by the United Nations under its Sustainable Development Objectives, the BNP Group, in partnership with JCDecaux and start-up AirLab, created four "clean air" zones in Marylebone station around street furniture equipped with filters designed to improve air quality. This initiative highlights the increasing importance of this issue in urban areas and the solutions to address it. In 2019, the campaign helped raise public awareness of air quality issues by supporting the "BreatheLife" programme;
- This was an 8-day campaign with City to Sea, Robeco UK, Chilly's in London, during the "National Refill Day" in June 2019 to raise awareness and encourage people to switch from single-use plastics to reusable containers, helping to reduce plastic pollution in the UK. This campaign also provided an opportunity to promote the various water points available in the city.

<sup>(1)</sup> Oeko Tex study of a panel of over 11,000 consumers in 10 countries (Australia, Brazil, Canada, China, Germany, India, Japan, Spain, Switzerland and the United States) in 2017.

### “JCDecaux for Good” (France)

According to the *Observatoire Cetelem-Harris* Interactive survey published in February 2018, 79% of French people feel that media have an important role to play in shaping responsible behaviour. The stakes are even higher for those involved in outdoor advertising: the most recent Value&Values study conducted in 2019 by the Iligo Institute in partnership with JCDecaux showed that audiences in regular contact with this medium attached more importance to “Solidarity” and “CSR”.

Following on from the “JCDecaux UK Social Impact Program”, in 2018 JCDecaux France set up a programme to promote positive advertising within its network of advertisers, media agencies, and creative agencies.

This includes the organisation of events such as:

- The “JCDecaux Open House”: an event organised by JCDecaux which every year brings together players from the outdoor advertising ecosystem such as brands, media and creative agencies, research institutes, communication specialists, urban experts, specialised press and students in creative and advertising schools to discuss topics related to Sustainable Development
- The “Explore Positive Change Days”: working days with brands and their agencies in order to come up with innovative solutions to their communication issues and CSR projects in connection with raising public awareness.

The teams from the Red Cross, its media agency Mindshare and LA RUE/INSPIRING OUTDOOR gathered for a whole day at the Plaisir Sainte-Apolline research centre (in the Paris region, in France) during an Explore Days session, defined a two-stage mechanism to promote the association’s actions, increase its visibility and increase donations:

- original events in 12 French cities on the occasion of World First Aid Day developed in collaboration with students from the *École Sup de Création* school
- a large-scale national programme to promote the National Days through the dissemination, on the one hand, of the Red Cross campaign on 230 of its Monoprix DOOH screens and, on the other hand, the mobilisation of Parisian kiosks to this great operation: 15 kiosks with an association flag on the roof and a money box at the counter to collect donations.
- Participation and speaking at events such as the “Sustainable Brands” and the “Cannes Lions”.

Unlike the last two years, the context of the Covid-19 health crisis and its impacts did not allow us to organise large-scale events or take part in public speaking in 2020.

However, we can note the launch of the CSR Manifesto in November 2020 “JCDecaux, a responsible player since its creation, and for ever” for our advertiser clients, which traces JCDecaux’s sustainable commitments in terms of ethics, employment and environmental management.



### Some examples of initiatives rolled out by Group subsidiaries with brands from 2017 to 2020

- Raising awareness of coffee capsule recycling with Café Royal and JCDecaux France in the cities of Paris, Lille and Nice in France: adaptation of 90 kiosks and 83 Atribus® bus shelters to tell the story of the coffee life cycle through a sensory and educational experience. Another achievement on the same subject in 2019: awareness-raising on the sorting of coffee capsules, now made possible in yellow bins in Paris thanks to Nespresso and JCDecaux
- Raising awareness of plastic recycling with Romerquelle and JCDecaux Gewista in Austria: through the installation of a recycling and distribution stand for the brand’s water bottles, passers-by were encouraged to recycle their empty plastic bottles. They received a code in exchange, allowing them to buy a new bottle of water free of charge
- Raising awareness of bee protection with MacDonald and JCDecaux Sweden, through the installation of six large “bee hotels” for solitary bees behind a large advertising billboard
- Raising awareness of the importance of plants and trees in the urban landscape with A1 Telekom and JCDecaux Slovenia: locals were invited to take plants from vertical urban gardens and place them on their balconies or in gardens to provide insects with food sources in the city
- In Norway, Friviling Oslo and JCDecaux raised awareness about the exclusion and loneliness experienced by the elderly through an interactive Atribus® bus shelter fitted with a screen and a coffee machine, whereby an elderly person living alone can suggest a coffee and have a video chat with people waiting for the bus
- In Finland, the Helsinki Police Department and JCDecaux raised awareness of domestic violence against women with the “You cannot hide the signs of violence” campaign. This initiative included bus shelters fitted with posters of a woman whose facial bruises come to light as night falls and the Atribus® bus shelter lights come on.

## 6. RELATIONS WITH USERS

JCDecaux gives great importance to its relations with the end users of its products and services. In order to maintain their long-term trust and, as a result, the stakeholder acceptability of its business activities, JCDecaux ensures above all, the safety of its installations, and puts in place advertising content control procedures and mediation with users.

### Users' health and safety

JCDecaux built its reputation on the quality of its services and equipment. This is one of the Group's core values. JCDecaux has its own R&D Department. This research unit is ISO 9001 and ISO 14001 certified, guaranteeing that products designed comply with standards for access and safety and have all necessary approvals. In this respect, numerous simulations (resistance, performance, etc.) and tests (thermal resistance...) are conducted enabling the integration of different criteria at the furniture design stage in order to guarantee the safety of furniture. Quality inspections are then conducted at each stage of the production cycle thus guaranteeing high-quality products without any danger for users. After being installed, all furniture is subject to regular on-site checks, in addition to stricter and deeper and more systematic checks of electrical installations at varying intervals.

### Safety of self-service bicycle users and learning

Self-service bicycle systems are checked and maintained twice a week by on-site cycle technicians. When necessary, bicycles are repaired in the workshop by cycle mechanics. Brakes are replaced as a preventive measure every 24 months, and the sheaths and cables every 6 months, by mechanics and technicians trained at the Cyclocity® school workshop at JCDecaux.

Regular initiatives to raise awareness of road safety amongst self-service bicycle users and sessions to help citizens get back in the saddle are also provided in partnership with associations. JCDecaux also supports events to introduce young people to cycling. During these events, small bicycles designed by JCDecaux are made available to children to enable them to familiarise themselves with road safety rules on a closed circuit.

### System for monitoring the impact of low-emission antennas (Small cells) on the health of the general public and workers

Because connectivity is crucial to building Smart Cities, JCDecaux is producing street furniture that can be fitted with Small Cells. Small Cells are small narrow-range antennae built into street furniture that allow telecoms operators to extend the coverage of their mobile voice and data networks in the densest urban centres, thus benefiting cities and citizens.

Fast mobile networks have become a major strategic priority in making cities more attractive and competitive. With its extensive network of street furniture, JCDecaux can integrate solutions into the urban environment in ways that are pleasing to the eye, that respect advertising concession contracts and local urban planning laws, and that comply with radiofrequency exposure limits.

JCDecaux complies with national and international regulations on the level of exposure to radio-frequency fields (thresholds set by the WHO) for all its Small Cells equipment. Independent bodies measure and check radiofrequency exposure levels for users and workers on site.

Although there are two exposure thresholds – one for the public and one for workers – JCDecaux applies the “public threshold” across the board to guarantee the highest level of safety for all parties.

The pilot projects run by the Group with mobile operators in France since 2016 were an opportunity for the AFNR (the *Agence Nationale des Fréquences*) to assess the impact of these solutions on network speeds and radiofrequency exposure. In its report, published in December 2018, the ANFR found that small cells resulted in download speeds that were three times faster and reduced public exposure to radio waves due in particular to the shorter distances between these and users and the less powerful emissions from smartphones, which were reduced by between two and five times, with the added benefit of increasing battery life.

JCDecaux Link has supported operators and Group subsidiaries since 2015 in the deployment of small cells, with projects already rolled out in 13 countries where the Group operates (Germany, Brazil, Chile, Spain, United States, France, Italy, Luxembourg, Mongolia, Panama, the Netherlands, Portugal and Japan) on behalf of major operators such as AT&T, Vodafone, Verizon, Orange, Telefónica and América Móvil. In 2020, JCDecaux will begin to support operators in the deployment of 5G with low-emission solutions.

### Mediation with users of the “Mobilité Douce JCDecaux France” systems

JCDecaux places great importance on the quality of its relationships with users of its alternative mobility systems (self-service bicycles, long-term bicycle hire and parking spots for bicycles). This is why a mediation unit was set up in 2011.

The purpose of consumer mediation is to settle disputes between users of a service and a company by promoting their amicable settlement. This body is completely independent and impartial and works in compliance with the provisions of the Mediation Charter. It is composed of a mediator assisted by an employee and covers all JCDecaux soft mobility systems in France.

Its role is to restore relations between service users and Cyclocity® (the JCDecaux subsidiary running the service) when these break down.

The advantages of mediation over legal action include taking circumstances into account, listening to both sides, treating both parties equally and not incurring legal costs.

The JCDecaux France Soft Mobility Mediator is a member of the *Association Nationale des Médiateurs*.



## 2020 review of mediation in France

Of all the submissions to the Mediator in 2020, 106 cases have been processed and closed, and 45 are still open. Around 30 cases not allocated to mediation were redirected to the relevant services (insurance, customer relations centre, operations).

Following the renewal of the Lyon and Nantes contracts in 2018 resulting in the implementation of the new soft mobility systems operated by JCDecaux in Lyon, Nantes and Mulhouse, the Mediator played a role of advisor in supporting customers across a range of various issues. JCDecaux France has diversified beyond self-service bike schemes into other eco-friendly modes of transport, such as long-term bicycle rentals or parking facilities for bicycles on roadsides or at construction sites.

In an unprecedented context where soft mobility solutions have been particularly sought after by the French people, we confirm the high expectations of soft mobility users in France, who are increasingly turning to the Mediator for information and advice on the various offers and innovations proposed by JCDecaux France.

The Mediator has therefore deepened its mission of providing advice and information to customers of the Group's various mobility systems and has improved the quality of its responses to better take account of the context.

In addition, for 2020, the Soft Mobility Mediator was fully involved in supporting operational staff in order to improve internal procedures for the medium and long-term offering to effectively meet customer expectations.

It was able to make recommendations on the management of issues related to long-term subscriptions and related disputes.

## Mediation and Covid-19 Crisis

In the context of an unprecedented health crisis, the Mediator was called upon to support the customer relations centre.

It was of great help for the management and effectiveness of the commercial measures implemented by JCDecaux in April 2020 for healthcare staff.

We are delighted that more than 1,500 free subscriptions have been offered by JCDecaux France.

In addition, in these times of health, social and economic crisis, the Mediator has adapted the delivery of its opinions and shown goodwill towards certain users facing penalties.

## Mediation and rehabilitation

In January 2016, JCDecaux signed a national agreement on community service with the Ministry of Justice, extending to adults the criminal reparation "You break, you repair" programme initiated in 2013.

Based on the observation of a shared desire to continue the collaboration set up in 2013 and 2016, a real reflection process was put in place in 2019 by JCDecaux France Soft Mobility Mediator in partnership with the French *Agence du Travail d'Intérêt Général et de l'Insertion Professionnelle* (French Community Service and Professional Insertion Agency), just created and reporting to the Ministry of Justice. The main objective of this collaboration was to remove the obstacles present in the agreement of 2016 preventing the development of the reception of people in community service (TIG) or unpaid work (TNR) at JCDecaux.

This work led by the JCDecaux France Soft Mobility Mediator paid off on 12 November 2019 with the signing of a new national partnership agreement, in the presence of Nicole Belloubet, Minister of Justice, to promote community service ("TIG") and preventive actions to fight recidivism and exit from delinquency.

The Covid-19 pandemic of 2020 and its share of unforeseen events did not make it possible to implement the national partnership agreement as quickly as hoped for within our agencies. Repeated lockdowns and the resulting internal organisational measures have delayed this work, as the reception of TIG in our workshops is not possible in such a context.

Nevertheless, an internal dialogue has been undertaken with the regional contacts of the TIG agency to begin work on implementing the agreement locally, particularly in Lyon, Nantes and Toulouse.

2021 will be an opportunity to make the agreement signed in November 2019 fully effective and will be decisive in the success of this partnership.

## 7. ADVERTISING DISPLAY

### Monitoring advertising content

All JCDecaux entities must make sure that procedures are in place to check that displays comply with applicable regulations and must ensure that displays with socially or culturally sensitive content, such as alcohol, nudity-underwear, the human image, violence, indirect pornography, claims of environmental benefits, tobacco, and products targeting children, are very carefully examined. In 2020, 45 of the Group's countries had a displaying control procedure taking into account the sensitivity of the general public in addition to the verification of legal compliance. Over 27,200 displays in total were internally flagged for revision or were rejected in 2020 due to their non-compliance with the relevant laws or the Group Code of Ethics or their potential to offend public sensitivities, representing 17% of the displays checked during the year. Due to the decline in activity this year, this figure is down by 27% compared to last year. 92% of the visuals reworked or rejected in this way are related to the Group's activity in China, due to the growing number of digital visuals to be checked in this country.

In France, JCDecaux has an Advertising Code of Ethics that aims to set out the principles according to which it conducts its advertising. Among other things it enshrines decency, loyalty, truth, objectivity and not giving offence, social responsibility and protecting children and teenagers, and environmental protection. Any display that might fall foul of the Group's rules or ethics is sent to the Legal Department for a compliance check. If a display is identified by the Legal Department as potentially violating the Code of Ethics, it is submitted to the Advertising Ethics Committee, made up of the heads of the Legal, Marketing, Communications, Regions and Institutions, Sales-Marketing & Business Development, Strategy & New Uses, and Sustainability and Quality Departments. If an ad is rejected, the campaign must be reviewed and may also be submitted to the ARPP, the French advertising industry's self-regulatory body.

## 8. DIGITAL SECURITY OF OPERATIONS <sup>DEFP</sup>

JCDecaux distributes digital campaigns in 53 countries through almost 30,000 active furniture items. Any external or internal attempt to access the digital screens of the Group's street furniture in order to advertise uncontrolled messages is a major risk, which could affect its results, reputation and its ability to provide a credible digital offering to advertisers. The main risks identified include vandalism or service disruptions. The more offensive and harmful the messages disseminated, the more serious the impacts will be.

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

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

This policy also includes the fundamental principles of "security by design" (private networks, server continuity/integrity, data protection and access management), and "security as code" (OWASP top 10).

It also provides for regularly raising staff awareness of IT risks: monthly newsletters are sent out, and mandatory cybersecurity training is in place. At the end of 2020, all employees had been trained.

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

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

## 9. PROTECTION OF PERSONAL DATA AND PRIVACY POLICY <sup>DEFP</sup>

In the digital and connected age, data are at the core of JCDecaux's business lines. As part of the fabric of cities and citizens' lives, it is need to lead the way on data. Putting ethical guidelines in place for collecting and processing data, especially personal data, is thus a priority for the Group.

As part of its businesses, including Wi-Fi, bicycle schemes, commercial relations, events and websites, etc., JCDecaux may collect and process personal data relating to third parties such as its customers, prospective customers, partners, service providers, suppliers, users or job applicants. In their capacity as employers, Group companies also process the personal data of employees and other staff members. JCDecaux guarantees the privacy and personal data protection of every stakeholder, and ensures that they can exercise their rights in accordance with applicable regulations.

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

A dedicated steering committee has been set up for this purpose. It includes the main Corporate departments concerned (Legal, Information IT/CISO, Data Corp, Communication and Internal Audit), and is chaired by the Group Chief Financial and Administrative Officer, who is a member of the Executive Board. In addition to its initial compliance missions and ongoing monitoring of compliance, the Committee aims to identify and address the main issues and challenges related to personal data.

A Group Data Protection Officer (DPO) was appointed in 2018 for the Group's French entities, replacing the Data Protection Correspondent appointed in 2010. The DPO is in charge of leading the GDPR Steering Committee as well as a network of appointed GDPR Contacts within each Department and entity in France.

This DPO also performs duties at Corporate level consisting of raising awareness, advising, assisting and coordinating the compliance of the other Group subsidiaries. As such, it coordinates the network of DPOs/Privacy Managers who have been appointed in each European country to manage personal data matters and implement compliance actions, both locally and in accordance with Group directives.

A series of policies, procedures and tools dedicated to the protection of personal data have also been developed by the GDPR Steering Committee. This documentation includes in particular internal and external personal data protection policies, information notice templates, model processing agreements for subcontractors, procedures relating to data processing compliance, the management of individuals' rights and personal data breaches.

Prepared at Corporate level, this documentation was sent out to the Group's subsidiaries to assist them in ensuring compliance.

A compliance survey of European subsidiaries was conducted in 2018 through a self-assessment questionnaire, which aimed to assess their understanding of the subjects and compliance with applicable regulations. Following this survey, an action plan was drawn up and sent to each country subsidiary, targeting the actions to be implemented and improvements to be made.

Starting in the second half of 2021, the DPO France, Internal Audit Department and Corporate IT Department plan to carry out specific GDPR/Security checks at the European subsidiaries, in addition to the questionnaires on personal data and GDPR, which are already included in the general Internal Audit assessment grid.

In order to ensure the security of the Information Systems, a Chief Information Security Officer, assisted by a network of regional correspondents and Information Security Managers present in each of the Group's countries, implements JCDecaux's IT Security Policy. This network also organises the active watch and regular audits (internal and external) of JCDecaux's Information Systems, as well as those of the Group's key suppliers. Any new service provider that processes personal data on behalf of JCDecaux as a data processor is subject to prior security and GDPR compliance checks, and the contracts entered into with such service providers include a GDPR clause or agreement pursuant to GDPR provisions.

All Group applications affected by the GDPR comply with a set of strengthened technical and structural measures to ensure the proper security of personal data, including data encryption, data minimisation, server isolation, strict access control and regular updates. Automatic and manual surveillance systems carry out daily systems checks and glitches or faults are immediately escalated to the internal security team.

The approach implemented by JCDecaux has so far proved effective. Since 2016, no leaks or theft of personal data have been recorded.

Communication and awareness-raising initiatives were carried out with employees to help them understand the various issues and risks pertaining to personal data as well as the Group's values and requirements on the matter. Accordingly, a GDPR e-learning module was made compulsory for "connected" employees at all JCDecaux European subsidiaries, a specific intranet community was set up to discuss matters pertaining to personal data, and several documents were sent out.

## 10. JCDECAUX'S CONTRIBUTION TO SOCIETY

### Distribution of value created for stakeholders

JCDecaux operates in over 80 countries, 3,670 cities of more than 10,000 inhabitants, 156 airports and 249 transport contracts in underground systems, buses, trains and tram networks. JCDecaux consequently contributes to economic development and creates jobs where the Company has its operations. JCDecaux's activities and businesses are, by nature, rooted in the regions closest to furniture implementation. JCDecaux therefore employs local field personnel and works with local contractors.

How the economic value created by JCDecaux is distributed to its stakeholders is described in section "Company overview" of this document.

Whenever possible, street furniture is made by local suppliers (see section "Strengthen Sustainable Development in Purchasing Policy" on page 60 for further information).

Lastly, through its responsible Tax Policy, JCDecaux has confirmed its commitment to pay taxes where value is created and to not use local tax structures in so-called "tax havens" for tax planning purposes (see the section on "Tax Policy" on page 117 for further information), thus contributing to local value creation.

### Actions to support major causes

Outdoor advertising is a medium that reaches over 840 million people around the world every day, and is a prime means of promoting topics of general interest. Since its founding, and aware of the power of its media to shape opinions, JCDecaux has been involved in many activities to support major causes such as road safety, protecting the environment, combating disease, helping the disadvantaged and protecting endangered species. Every year, JCDecaux contributes to supporting the UN Sustainable Development Goals by donating space on its advertising panels and by sponsoring worthy causes, thus helping to find solutions to the social, environmental and societal challenges of today and tomorrow.

At the international level JCDecaux supports two major charitable causes in particular: road safety and the protection of endangered animal species.



Since March 2017, JCDecaux Group has supported the global campaign #3500LIVES, dedicated to Road Safety, in partnership with the International Automobile Federation (Fédération Internationale de l'Automobile – FIA). This positive, universal and impactful campaign aims to encourage cyclists, pedestrians, motorcyclists and drivers to observe road safety rules that are simple, easy to apply and effective.

The 12 "golden rules" are promoted by 15 high-profile ambassadors – athletes, racing drivers, artists and more – giving freely of their time to a cause they believe in. International institutions such as the International Olympic Committee also spread the word. The campaign emphasises what everyone can do to make roads safer for all users with its slogan, "Sign up, stay safe, save lives".

The #3500LIVES campaign has been translated into over 30 languages and in 2020 ran in 1,157 cities and 79 countries where JCDecaux operates (up from 900 cities in 2018). It appeared on over 75,740 advertising panels and was seen more than 2.8 billion times in 2019. In 2020, the campaign was displayed on more than 112,212 advertising panels (vs. 75,740 in 2019).



Since 2018, JCDecaux has also been committed to a “Partnership for the Wild” with WildAid, an international non-profit association that works to combat the illegal wildlife trade through efforts to reduce demand for banned goods such as elephant tusks, rhino horn and shark fins. For several years now JCDecaux has sponsored WildAid and its work in China in particular. Through this long-term international partnership – expressed in the slogan “When the buying stops, the killing can too” – JCDecaux and WildAid aim to alert consumers to the devastating impact of buying products sourced from endangered wildlife and thus encourage them to change their purchasing habits.

The campaign has been translated into six languages, was run in a dozen or so countries in 2019 in Africa, the United States and Asia thanks to world-famous ambassadors such as Prince William, Jackie Chan, Yao Ming, David Beckham and Sir Richard Branson. At Beijing Airport, posters featuring former basketball superstar Yao Ming (see image above) served to inform the public of China’s recent ban on trading ivory. Likewise, calls to protect sharks have been sent out in Hong Kong and Thailand.

To take its commitment to wildlife even further, in March 2019 the Group joined “The Lion’s Share”, an initiative led by the United Nations Development Programme (UNDP) aiming to raise more than \$100 million a year over the next three years to protect wildlife and promote animal welfare, by asking advertisers to contribute 0.5% of their media spending to the fund whenever an animal appears in an advertisement. As a communication partner, JCDecaux, represented by Jean-Sébastien Decaux, addressed the United Nations General Assembly during Climate Week 2019 regarding our commitment to “The Lion’s Share”.

More locally, in 2020 the entities of 35 Group’s countries set up initiatives to support major causes at the community level.

This support is reflected, for example, by the free posting of messages from associations or NGOs, but also by the implementation of campaigns in partnership with local players (associations, governments, etc.) to raise awareness of major environmental, social or societal causes, as shown by these projects carried out in 2020:

- Raising awareness on waste management and a clean city: partnership between the Indian government’s initiative “Swachh Bharat Abhiyan” (or “Clean India Mission”) and JCDecaux India
- Supporting ending the use of plastic bags: partnership between the Oman Environmental Authority and JCDecaux Oman
- Highlighting solidarity projects during the European Disability Employment Week: poster campaign by JCDecaux France in collaboration with Cafés Joyeux in Bordeaux, to support solidarity cafes-restaurants that train and employ disabled waiters and cooks
- Supporting the local economy in France: “Les Vitrines de Blois”, the Office of Commerce and Craftsmanship of Bourges, etc.

As a local media outlet, present in the daily life of citizens around the world, it was obvious that JCDecaux would use its communication capacity and mobilise in all its regions to face the Covid-19 epidemic. This mobilisation has resulted in both the implementation of initiatives to inform and protect citizens via its street furniture:

- Relaying barrier gestures and information messages to citizens
- Extensive thank-you and support campaigns for caregivers
- Installation of hydroalcoholic gel dispensers on our furniture (see section “Relations with cities, transport companies and other local stakeholders” for more information).



Spain



Ireland



France

Some JCDecaux entities also made it easier for their employees to get involved in worthy local causes by organising volunteer days during working hours between 2019 and 2020:

- in January 2019, 40 JCDecaux Singapore employees joined an educational day on water and environmental pollution organised with "Waterways Watch Society", an NGO dedicated to water protection. Together they cleaned up a portion of the Kallang River
- in September 2019, employees at the Milan and Rome offices of the IGPDecaux Italy subsidiary were invited to participate in "la staffetta sostenibile", a team-building event focusing on Sustainable Development and involving three activities: i) the creation of a video clip by the team, raising awareness of the need to reduce environmental impacts at work, ii) a proposed weekly diet guaranteeing healthy and sustainable food in the workplace, and iii) decorating the office with Christmas decorations made using reused or recycled materials
- every year, JCDecaux UK employees regularly take part in charitable and social events through the "One Team" program. A programme that both works in favour of local communities and creates team cohesion.

#### Climate action partnerships



As an official partner of the COP21 and signatory of the French Business Climate Pledge from 2015, JCDecaux renewed its commitment to the climate at the three annual editions of the One Planet Summit, in the continuity of the French Business Climate Pledge, with representatives from over

50 countries and international bodies such as the UN, the World Bank and the European Commission.

At the 3<sup>rd</sup> edition in Nairobi in March 2019, JCDecaux announced our support for the creation of a Global Alliance for Smart Cities in Africa (GASCA), specifically through the provision of solutions to meet challenges relating to connectivity and energy access.

JCDecaux also continues to support "C40 Cities Climate Leadership Group" events, an organisation that brings together the mayors of the world's largest cities to discuss and draft measures to address Climate Change. In particular, the Group provided over 200 advertising faces between 2017 and 2019 during events in San Francisco, Mexico City, Paris, New York and Copenhagen, aiming to give greater visibility to the C40's actions and help in the fight against Climate Change.

Illustrations of innovative billboards for climate impact projects



- In 2019, during the New York Climate Week: display of the campaign to raise awareness of the effects of Climate Change "Warning Global Warming" by contemporary Danish artist Per Arnoldi. This campaign was also redisplayed at the C40 Mayors Summit in Copenhagen in October 2019 and the COP 25 in Madrid in December 2019



In 2019, as one of the founding companies of the "Grande Cause Environnement", a citizen consultation bringing together more than 500,000 contributors in France and initiated by the civic tech Make.org (European and independent digital platform for conducting large-scale citizen consultations), JCDecaux has contributed to the massive mobilisation of French people through a free campaign visible on 5,500 panels throughout France and has encouraged French employees who wished it to share their ideas and proposals in terms of protecting the environment

- In 2020, JCDecaux offered Time For The Planet (a young citizen investment fund dedicated to the climate) the display of one of their shocking campaign "Pissing in the shower will not suffice..." throughout France, thus making itself known by the general public (thousands of shares of the campaign photo on a shelter and more than 2 million views on social networks) and facilitating its fundraising (+€250 thousand in one month).

In 2019, JCDecaux was also the first and only outdoor advertising firm to join the RE100, a global initiative involving more than 280 multinational companies, led by NGOs The Climate Group and the CDP, to encourage companies to switch from fossil fuels to renewable energy. In this regard and from 2014, JCDecaux has set the goal of supplying 100% of its energy needs with green electricity by 2022. In 2020, nearly 50% of the countries in which the Group operates already achieved this target, including France, reaching a coverage rate of 91% at Group level.



## JCDECAUX'S PRESENCE IN INTERNATIONAL EXTRA-FINANCIAL RATING INDICES

Every year, JCDecaux provides detailed and exhaustive information on its sustainable commitments and extra-financial results in its Universal Registration Document / Sustainability and CSR Report. This information, which is validated annually as part of the Group's publication and is audited by an independent third party, enables us to provide a detailed report to all stakeholders on the Group's progress in its Sustainable Development approach.

With ratings agencies regularly approaching JCDecaux with regard to its extra-financial results, in 2018 the Group decided to answer to three extra-financial ratings organisations known for their expertise in their areas:

CARBON DISCLOSURE PROJECT (CDP) CLIMATE CHANGE	MSCI ESG*	FTSE4GOOD INDEX SERIES
		
Score A-	Score AAA	Score 4,6/5
<p>Since 2011, JCDecaux declares its performance to the CDP. In 2020, the Group maintained its Leadership ranking with a score of A-.</p> <p>This rating remains significantly higher than the average of companies in the sector (C) and much better than that of the majority of companies responding to the CDP, of which 74% obtain a C or D score (all companies and sectors combined).</p>	<p>Since 2013, JCDecaux has been rated by MSCI and in 2020, JCDecaux once again holds the best score (AAA) on all environmental, social and governance criteria.</p> <p>Scored AAA since 2018, JCDecaux is the only global company in the Media &amp; Entertainment panel and the only company in the "Advertising" subcategory to have obtained a Triple A and be recognised by MSCI as "leader" in 2020, with an overall score of 6.7/10, well above the industry average of 4.2/10 in 2020.</p>	<p>Since 2014, the Group has been included in the FTSE4Good index with an overall performance up in 2020 (4.6 vs. 4.5 at end-2019) due to an increase in governance criteria (4.7 vs. 4.3 at the end of 2019) whilst maintaining its score of 5/5 on environmental criteria.</p> <p>The Group's performance is well above the average performance of companies in the Media sector of 2.8/5.</p>

JCDecaux is proud to be the only outdoor advertising firm to be rated by all three of these leading organisations.



JCDecaux also continues to be included in the ISS CORPORATE ESG RESPONSIBILITY agency's "Prime" list since 2013, making it one of the 15% of companies that have achieved this status in the rating universe.

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



MARTELL  
COGNAC  
FONDEE EN 1765

马爹利 XO  
敢为一刻  
致胜之时

AOTO. 机场动量 JCDecaux



ICONIC LED SCREEN of 32sqm  
Shanghai Hongqiao airport  
CHINA



# LEGAL AND TAX INFORMATION

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## CORPORATE GOVERNANCE

### 1. REPORT BY THE SUPERVISORY BOARD ON CORPORATE GOVERNANCE

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

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

#### Governance structure

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

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

#### 1.1. AFEP-MEDEF Corporate Governance Code

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

In line with the "comply or explain" principle provided for in Article L. 22-10-10 of the French Commercial Code and the AFEP-MEDEF Code, the Company states that in fiscal year 2020, it applied all of the recommendations of the AFEP-MEDEF Code.

The Code can be viewed on the Medef website at [www.medef.com](http://www.medef.com).

#### 1.2. Governance structure

##### 1.2.1. The Executive Board

###### 1.2.1.1. Composition

At 31 December 2020, the Executive Board is made up of five members appointed by the Supervisory Board: Jean-Charles Decaux (Chairman of the Executive Board), Jean-François Decaux (Chief Executive Officer), Emmanuel Bastide, David Bourg and Daniel Hofer.

Their term of office is three years.

The Chairman is appointed for one year (annual rotation between Jean-François Decaux and Jean-Charles Decaux decided during the Supervisory Board following the Annual General Meeting of Shareholders). In accordance with the articles of association, the Chief Executive Officer has the same authority to represent the Company as the Chairman of the Executive Board.

###### 1.2.1.2. Duties

The Executive Board manages the Company, pursuant to the law and to the articles of association.

The Executive Board determines the Company's business guidelines and ensures their implementation, in accordance with its corporate interests, taking into account the social and environmental challenges of its business. For the overall coordination and implementation of the strategy, it relies on Management Committees in each geographic area or, for larger countries, in each country.

###### 1.2.1.3. Operation

The Executive Board meets at least once a month for a full day.

For each Executive Board meeting, a preparatory file is drawn up covering the main items on the agenda. Employees or third parties may be invited to attend Executive Board meetings if necessary. The Statutory Auditors are also heard during meetings held to review the half-yearly and corporate financial statements. A summary of decisions is drawn up to record the proceedings of Executive Board meetings. The Executive Board reports to the Supervisory Board on a quarterly basis.

The Executive Board does not have internal rules of procedure.

###### 1.2.1.4. Work

In 2020, the Executive Board met 14 times, with an attendance rate of 100%.

The Executive Board's work concerns the Company's business operations (level of commercial activity, outlook for year and evolution of results), the net financial income (loss), the approval of half-year and corporate financial statements, Statutory Auditor's reviews, budget, financial communication, internal or external development projects and operations, new calls for tenders, the Sustainable Development strategy (in particular the Declaration of Extra-Financial Performance), the IT strategy and the commercial strategy, research and development projects, changes in the information technology sector, the digital transformation and programmatics, Group financing, the half-yearly review of Group risks and litigation, the internal audit review, the review of the portfolio of intellectual property rights, changes in governance within the Company and its subsidiaries, the compliance policy (notably the work of the Vigilance Committee), the terms and conditions of the compensation of the Group's senior executives, and the preparation of all documents issued for the General Meeting of Shareholders.

During the fiscal year, the Executive Board also approved the project to convert the Company into a European Company as well as the gender diversity policy within the governing bodies.

In the context of the Covid-19 health crisis, the Executive Board also closely monitored the impact both from a health point of view and on the Group's business and financial position.

## 1.2.2. The Supervisory Board

### 1.2.2.1. Composition

As at 31 December 2020, the Supervisory Board is made up of twelve members: Gérard Degonse (Chairman), Jean-Pierre Decaux (Vice Chairman), Michel Bleitrach, Alexia Decaux-Lefort, Bénédicte Hautefort, Pierre Mutz, Jean-Sébastien Decaux, Jean-François Ducrest, Marie Laure Sauty de Chalon, Leila Turner (appointed by the General Meeting of Shareholders), Hervé Herchin (appointed employee representative by the Workers' Council on 25 October 2018) and Rosalina Feron (appointed employee representative by the Social and Economic Committee on 15 October 2020).

#### SUMMARY PRESENTATION OF THE SUPERVISORY BOARD AS AT 31 DECEMBER 2020

	PERSONAL INFORMATION				EXPERIENCE	Independence	POSITION WITHIN THE BOARD			MEMBERSHIP OF BOARD COMMITTEES
	Age As of 31/12/2020	Gender	Nationality	Number of shares	Number of offices in listed companies		Date of first appointment	Term expires	Seniority on the Board	
Gérard Degonse (Chairman)	73 years	M	French	17,056	None	X	15/05/2013	GM 2022	7 years	Member of the Compensation and Nominating Committee
Jean-Pierre Decaux (Vice-Chairman)	76 years	M	French	1,574	None	X	09/10/2000	GM 2021	20 years	No
Michel Bleitrach	75 years	M	French	1,000	2	✓	15/05/2013	GM 2021	7 years	Chairman of the Ethics Committee and Member of the Compensation and Nominating Committee
Alexia Decaux-Lefort	35 years	F	French	1,000	None	X	15/05/2013	GM 2022	7 years	No
Bénédicte Hautefort	52 years	F	French	1,000	1	✓	11/05/2017	GM 2023	3 years	Member of the Audit Committee
Pierre Mutz	78 years	M	French	1,000	1	✓	13/05/2009	GM 2021	11 years	Chairman of the Compensation and Nominating Committee Member of the Audit Committee and member of the Ethics Committee
Jean-Sébastien Decaux	44 years	M	French	3,752*	None	X	14/05/2020	GM 2023	Less than one year	No
Jean-François Ducrest	55 years	M	French	45,000	None	✓	14/05/2020	GM 2021	Less than one year	Chairman of the Audit Committee Member of the Ethics Committee
Marie-Laure Sauty de Chalon	58 years	F	French	1,000	2	✓	11/05/2017	GM 2023	3 years	No
Leila Turner	38 years	F	French	1,000	None	✓	11/05/2017	GM 2023	3 years	No
Hervé Herchin (Board member representing employees)	60 years	M	French	0	None	N/A	25/10/2018	25/10/2021	2 years	Member of the Compensation and Nominating Committee
Rosalina Feron (Board member representing employees)	53 years	F	French	0	None	N/A	15/10/2020	15/10/2023	Less than one year	No

In this table, ✓ represents an independence criterion met and X represents an unmet independence criterion

N/A: not applicable

\*Including 1,752 shares held in bare ownership under the usufruct of Danielle Decaux. Jean-Sébastien Decaux also holds 339,208 shares through Holding des Dhuits.

## INDEPENDENCE OF THE MEMBERS OF THE SUPERVISORY BOARD

The Supervisory Board applies the AFEP-MEDEF criteria to assess the independence of its members, which notably state that members must:

<b>Criterion 1: Employee, corporate officer during the previous five years</b>	<p>Not be or not have been in the previous five years:</p> <ul style="list-style-type: none"> <li>• an employee or executive corporate officer of the Company</li> <li>• an employee, executive corporate officer or director of a company consolidated by the Company</li> <li>• an employee, executive corporate officer or director of the parent company of the Company or of a company consolidated by the parent company.</li> </ul>
<b>Criterion 2: Cross directorships</b>	Not be an executive corporate officer of a company in which the Company holds, directly or indirectly, a directorship or in which a designated employee or an executive corporate officer of the Company (currently serving or having served in the previous five years) holds a directorship.
<b>Criterion 3: Significant business relationships</b>	<p>Not be a customer, supplier, investment banker, financing banker or adviser:</p> <ul style="list-style-type: none"> <li>• significant for the Company or its group</li> <li>• or for which the Company or its group represents a significant part of its business.</li> </ul> <p>The assessment of whether or not the relationship with the Company or its group is significant is debated by the Board, and the quantitative and qualitative criteria that led to this assessment (continuity, economic dependence, exclusivity, etc.) are explained in the Annual Report.</p>
<b>Criterion 4: Family ties</b>	Not have any close family ties with a corporate officer.
<b>Criterion 5: Statutory Auditor</b>	Not have been a Statutory Auditor of the Company in the past five years.
<b>Criterion 6: Term of office exceeding 12 years</b>	Not have been a director of the Company for more than 12 years. The loss of independent status occurs on the twelfth anniversary of the director's appointment.
<b>Criterion 7: Status of the non-executive corporate officer</b>	A non-executive corporate officer may not be considered independent if he or she receives variable compensation in cash or securities or any compensation related to the performance of the Company or the group.
<b>Criterion 8: Significant shareholder status</b>	Directors representing significant shareholders of the Company or its parent company may be considered independent if such shareholders do not take part in the control of the Company. However, beyond a threshold of 10% of the capital or voting rights, the Board, based on a report of the Compensation and Nominating Committee, systematically questions the classification as independent, taking into account the composition of the capital of the Company and the existence of a potential conflict of interest.

The following table presents the situation of each member of the Supervisory Board during the fiscal year 2020 with regard to the independence criteria of the AFEP-MEDEF Code (with the exception of the members of the Supervisory Board representing employees, who are not counted in determining the proportion of independent members):

Criteria *	Gérard Degonse	Jean-Pierre Decaux	Michel Bleitrach	Alexia Decaux-Lefort	Bénédicte Hautefort	Pierre Mutz	Jean-Sébastien Decaux	Jean-François Ducrest	Marie-Laure Sauty de Chalon	Leila Turner
<b>Criterion 1: Employee, corporate officer in the previous five years</b>	X	✓	✓	✓	✓	✓	X	✓	✓	✓
<b>Criterion 2: Cross-directorships</b>	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
<b>Criterion 3: Significant business relationships</b>	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
<b>Criterion 4: Family ties</b>	✓	X	✓	X	✓	✓	X	✓	✓	✓
<b>Criterion 5: Statutory Auditor</b>	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
<b>Criterion 6: Term of office exceeding 12 years</b>	✓	X	✓	✓	✓	✓	✓	✓	✓	✓
<b>Criterion 7: Status of the non-executive corporate officer</b>	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
<b>Criterion 8: Significant shareholder status</b>	✓	✓	✓	✓	✓	✓	X	✓	✓	✓

\* In this table, ✓ represents an independence criterion met and X represents an unmet independence criterion

The Compensation and Nominating Committee annually verifies that each member of the Supervisory Board meets the independence criteria. The criteria are then reviewed by the Supervisory Board.

In analysing the independence of each member of the Supervisory Board, the latter examined the various relationships potentially existing between its members and the Group, and concluded that no member of the Supervisory Board had any business relationship with the Group of a nature that would undermine their independence.

In March 2020, the Supervisory Board had noted that, out of a total of ten members (excluding the members of the Supervisory Board representing the employees, who are not factored into the calculation of the proportion of independent members on the Board, in compliance with Article 9.3 of the AFEP-MEDEF Code), five members, i.e. half of the Board, were independent and had no business relationship with the Company.

The members deemed to be independent are Michel Bleitrach, Bénédicte Hautefort, Pierre Mutz, Marie-Laure Sauty de Chalon and Leila Turner.

The Supervisory Board also considered that if the appointment of Jean-François Ducrest were to be approved by the General Meeting of Shareholders of 14 May 2020, he would be considered to be an independent member of the Supervisory Board.

Therefore, since 14 May 2020, the Supervisory Board is made up of six independent members out of its ten members (excluding members of the Supervisory Board representing employees).

### Training of the members of the Supervisory Board

When appointed, each member of the Supervisory Board receives a presentation of the Company, the Group, its business lines and activities.

Likewise, during their terms of office, members of the Supervisory Board regularly receive various presentations, at Board meetings, of the Company's business, changes in IFRS and changes in laws and regulations applying to the Company, as well as presentations relating to current major issue (digital transformation and programmatics, sustainable development strategy among other things).

The members of the Supervisory Board representing employees receive training provided for in Article L. 225-30-2 of the French Commercial Code. The training programme approved by the Supervisory Board includes one or more training sessions conducted by an external body, on general or more specific subjects addressed by the Supervisory Board, as well as one or more training sessions carried out internally by Directors or departmental managers. This programme provides an overview of the role of a member of the Supervisory Board while taking into account the specificities of the Company.

#### 1.2.2.2. Duties

The Supervisory Board's role is the continuous supervision of the Company's management by the Executive Board.

#### 1.2.2.3. Operation

The Supervisory Board meets as often as it is in the interests of the Company and at least four times a year.

A preparatory file is drawn up for each Board meeting, covering the main points on the agenda. This file is made available on a dedicated, secure digital platform several days prior to the meeting. During the meeting, a detailed presentation of the items on the agenda is made by the Chairman of the Executive Board, the Chief Executive Officer and the member of the Executive Board in charge of finance. The Statutory Auditors are also heard during meetings held to review the financial statements.

Presentations are followed by questions and discussions before the resolutions are voted on, where applicable.

The minutes of the Supervisory Board meetings are provided in a written report, submitted for the approval of its members at the following meeting.

Furthermore, in accordance with the Rules of Procedure of the Supervisory Board and Article 11.3 of the AFEP-MEDEF Code, the members of the Supervisory Board may from time to time meet without the members of the Executive Board. In 2020, the meeting initially organized without the members of the Executive Board did not take place due to the health situation.

However, in accordance with Article 18.3 of the AFEP-MEDEF Code, during the presentation of the report on the work of the Compensation and Nominating Committee, the Board deliberated on the elements of compensation of the members of the Executive Board without the presence of those members.

### Rules of Procedure of the Supervisory Board

The Supervisory Board adopted Rules of Procedure that specify its powers, remit and duties, as well as those of its special Committees, and that lay out the principles underlying its operating rules.

More specifically, the Rules of Procedure require the Supervisory Board to approve any major transactions outside the Company's stated strategy. It is also informed of the Company's strategic decisions (e.g. the budget or major growth initiatives), financial position, cash position and commitments falling under the Company's stated strategy, in particular those involving acquisitions or disposals, large organic growth investments, or external restructurings.

The provisions of the Supervisory Board's Rules of Procedure relating to the prevention of conflicts of interest are set out below in section 1.2.9.

The Rules of Procedure can be consulted on the Company's website (<https://www.jcdecaux.com/fr/investisseurs/gouvernance#statuts-et-reglement-interieur>).

#### 1.2.2.4. Work

In 2020, the Supervisory Board met six times, in accordance with legal provisions and the articles of association, with an attendance rate of 100% of its members.

At Supervisory Board meetings, members from the Executive Board reported on the Group's activities, results and its financial position, draft calls for tenders and significant external growth transactions and, more generally, on the implementation of the Group's strategy and any changes and on the main challenges facing the Group, including in the area of social and environmental responsibility.

The following subjects were also discussed:

- recurring topics such as reviews of corporate documents, preparation of the General Meeting of Shareholders (review of the agenda, draft resolutions, appropriation of earnings, etc.), setting the amounts of the annual budgets for authorisations granted to the Executive Board as well as specific authorisations outside the envelopes (guarantees relating to operational commitments of the Group's subsidiaries and guarantees relating to the Group's external growth transactions), the review of the regulated agreements entered into and authorized previously, the execution of which continued during the last fiscal year, the assessment of the Board's functioning, the training of the members of the Supervisory Board representing the employees, the presentation of the Group's risk mapping, the presentation on the corporate social and environmental responsibility, the appointment of the Chairman of the Executive Board and the Chief Executive Officer and the oral accounts of the meetings of the Audit Committee, the Compensation and Nominating Committee and the Ethics Committee
- more ad hoc matters such as the 2019 investor relations report, the update of the AFEP-MEDEF code, the draft plan to increase the number of women in governing bodies, changes in the law relating to capital increases reserved for employees, the proposed conversion into a European Company, a presentation of VIOOH, the reappointment of the Vice-Chairman of the Supervisory Board, the appointments and reappointments of members of the Committees, the appointment by the Social and Economic Committee of a second member of the Supervisory Board representing employees and the amendment of the Rules of Procedure.

In the context of the Covid-19 health crisis, the Supervisory Board paid particular attention to the Group's activity during the fiscal year and the proposal not to pay a dividend at the 2020 General Meeting of Shareholders. During the year, two specific supervisory boards meetings had been held on the special matter of the Covid-19 health crisis.

### Assessment of the Supervisory Board

In accordance with the AFEP-MEDEF Code, each year the Supervisory Board devotes an item of the agenda at one of its meetings to a debate on its composition, structure and operation on the basis of a report summarising the responses of each of its members to an individual assessment questionnaire put together by the Compensation and Nominating Committee.

This detailed questionnaire is broken down into several topics and comprises open-ended questions, allowing members of the Supervisory Board to explain their answers and make suggestions for improvement, as well as one section specific to each committee, allowing committee members to assess how they operate.

One section is also dedicated to assessing the personal contribution of members of the Supervisory Board in which these members assess their own contribution and that of their colleagues at Board meetings, as well as the contribution of the Chairman of the Supervisory Board and of the committees.

In 2020, a section of the questionnaire on the functioning of the Supervisory Board in times of health crises was added.

All Supervisory Board members completed their questionnaire for the 2020 fiscal year and returned it to the Company.

The Board members were impressed with the transparency of the information provided to them at Board meetings, the quality of the input at meetings and the involvement and commitment of all members of the Board.

They also expressed their continued satisfaction with the existing assessment system, and do not consider it necessary to involve an external body.

The Board has identified the following areas for improvement:

- Organise, on a more regular basis, either face-to-face or by conference call, meetings of the members of the Board (apart from the members of the Executive Board) so that the latter can discuss various topics (functioning of the SB, CSR issues, risks, etc.).

Suggestions made by members of the Supervisory Board as part of the 2019 assessment were taken into account in 2020. Thus, provisional agendas are now available to members of the Supervisory Board from one year to the next.

### 1.2.3. The Committees

As of 31 December 2020, the Supervisory Board was assisted by three committees:

#### Audit Committee

##### Composition

As at 31 December 2020, the Audit Committee is made up of three members: Jean-François Ducrest (Chairman-independent member), Bénédicte Hautefort (independent member), and Pierre Mutz (independent member).

Jean-François Ducrest (Chairman) and Bénédicte Hautefort have considerable financial expertise and professional experience, and Pierre Mutz has considerable risk management experience (the profiles and skills of the members of this Committee are presented in detail in pages 253 and following of the Universal Registration Document).

All Committee members are independent.

The terms of office of members of the Audit Committee coincide with their terms as members of the Supervisory Board.

##### Duties

The Audit Committee monitors the preparation of financial information and ensures the relevance and consistency of accounting policies applied, especially when in relation to major transactions.

It also monitors the effectiveness of internal control and risk management systems and, where applicable, of internal audit procedures relating to the preparation and processing of accounting and financial information.

It examines the risks (particularly financial, legal, operational, social and environmental) and significant off-balance sheet commitments.

It monitors the conditions under which the Statutory Auditors perform their mission by:

- issuing the Supervisory Board with a recommendation on the Statutory Auditors whose appointment or renewal is within the competence of the General Meeting of Shareholders, drawn up in accordance with the provisions of Article 16 of EU Regulation No. 537/2014
- monitoring the performance by the Statutory Auditors of their engagement; and
- ensuring that the Statutory Auditors comply with the applicable independence criteria.

The Audit Committee approves the provision, by the Statutory Auditors or their network, of services other than the certification of accounts, as mentioned in Article L. 822-11-2 of the French Commercial Code.

#### Operation

The Audit Committee meets at least four times a year, and systematically within a reasonable time before the Supervisory Board meetings called to review the corporate or half-yearly financial statements.

Preparatory meetings on specific topics related to the Committee's work (such as press releases, impairment tests or the review of disputes and risks) are organised prior to these Committees.

To conduct its work, the Audit Committee may call on the assistance of external experts and hear the Group Directors of Finance, Accounting, Treasury, and Internal Audit, the General Counsel, as well as the Statutory Auditors, outside the presence of the corporate officers.

For each meeting, a preparatory file is drawn up several days before the meeting and made available on a dedicated digital platform.

At the meeting, each item on the agenda is presented, as applicable, by the Group Chief Financial and Administrative Officer, the Corporate Finance Director, the Consolidation Director, the Group General Counsel, the Director of Internal Audit and/or the Statutory Auditors and is subsequently discussed.

Written minutes are drawn up to record the proceedings of Audit Committee meetings. An oral account of the Audit Committee's work is given by its Chair to the Supervisory Board after each Committee meeting.

#### Work

In 2020, the Audit Committee met four times, with a 100% attendance rate by its members.

The following matters were discussed:

- corporate financial statements and the consolidated corporate and half-yearly financial statements, accounting policies applied, changes in the Group's financial position, the Statutory Auditors' planned audit of the financial statements, review of litigation and significant legal risks, the planned audits by the Internal Audit Department, risk-mapping and the internal control system, ongoing contracts and agreements held with the controlling

shareholder, the independence of Statutory Auditors and the approval of services other than the certification of accounts, an analysis of the agreements between a Company subsidiary and the controlling shareholder, a presentation of the application of IFRS 16 within the Group.

#### Significant disputes

During the biannual review of litigation and significant risks (notably financial, legal, operational, social and environmental risks) carried out during the fiscal year, no litigation was deemed sufficiently important to have significant effects on the financial position or the profitability of the Company.

#### The Compensation and Nominating Committee

##### Composition

As at 31 December 2020, the Compensation and Nominating Committee had four members: Pierre Mutz (Chairman and independent member), Michel Bleitrach (independent member), Gérard Degonse and Hervé Herchin (member of the Supervisory Board representing employees).

In accordance with the AFEP-MEDEF Code, no executive corporate officer sits on the Committee and is composed of two thirds of independent members.

The terms of office of members of the Compensation and Nominating Committee coincide with their terms as members of the Supervisory Board.

##### Duties

The Compensation and Nominating Committee reviews all aspects relating to compensation and benefits paid to executive corporate officers, on the basis of which it makes recommendations to the Supervisory Board, and makes recommendations on the amount and terms of allocation of compensation of members of the Supervisory Board. It is also informed of the compensation policy for management.

It also periodically reviews changes in the Supervisory Board's composition so as to propose candidates for new members in line with the AFEP-MEDEF Code.

The Compensation and Nominating Committee each year reviews the succession plan of the members of the Executive Board that it has drawn up to allow it to propose succession solutions to the Supervisory Board in the event of the departure, death or incapacity of members of the Executive Board.

##### Operation

The Compensation and Nominating Committee meets at least twice a year.

For each meeting, a preparatory file is drawn up several days before the meeting and made available on a dedicated digital platform.

At the meeting, each item on the agenda is presented and discussed.

The Compensation and Nominating Committee may be assisted by specialist external advisors.

With the exception of the Chairman of the Executive Board or the Chief Executive Officer and the Chief Financial and Administrative Officer, where applicable, who present to the Compensation and Nominating Committee the achievement by each of the other members of the Executive Board of their qualitative and quantitative targets, as well as any proposals relating to changes in their fixed and variable compensation for the next fiscal year, no other member of the Executive Board attends the Committee meeting pertaining to compensation.

Written minutes are drawn up to record the proceedings of Compensation and Nominating Committee meetings.

An oral account of the Compensation and Nominating Committee's work is given by its Chair to the Supervisory Board after each Committee meeting. In 2020, in accordance with Article 18.3 of the AFEP-MEDEF Code, members of the Supervisory Board discussed the compensation of executive corporate officers who were not present for this discussion.

## Work

In 2020, the Compensation and Nominating Committee met twice, with a 100% attendance rate. The following matters were discussed:

- the independence of members of the Supervisory Board, the questionnaire to assess the operations and composition of the Supervisory Board, the Company's gender and pay equality policy, the review of the composition of the Supervisory Board and the governing bodies, the review of the diversity policy as applied to members of the Supervisory Board, information on the compensation policy for senior management, review of the compensation policy for members of the Executive Board and Supervisory Board, review of the compensation policy for members of the Supervisory and Executive Boards, the fixed and variable compensation of members of the Executive Board, setting the objectives underpinning certain components of the compensation, the compensation of members of the Supervisory Board and Committees, and the review of the Executive Board member succession plan.

## The Ethics Committee

### Composition

As at 31 December 2020, the Ethics Committee was composed of three members: Michel Bleitrach (Chairman - independent member), Pierre Mutz (independent member) and Jean-François Ducrest (independent member).

### Duties

The Ethics Committee's remit is to:

- (i) monitor the proper implementation and assess the effectiveness of the ethics system, as well as the application of the Group Code of Ethics
- (ii) issue recommendations, and establish measures and procedures to prevent and detect acts of corruption and influence peddling

(iii) establish procedures for the collection of alerts and to protect whistle blowers

(iv) establish procedures for the fulfilment of the obligations relating to the transparency of relationships between interest representatives and the public authorities

(v) annually review the provisions of the Company's Corruption Prevention Plan as provided for in Article 17 of French Act No. 2016-1691 of 9 December 2016 on transparency, the fight against corruption and the modernisation of economic life

(vi) if necessary, take up any question related to the Basic Rules of Ethics laid down in the Group Code of Ethics, namely:

- prohibition of bribery and influence peddling
- respect for the rules of free competition, and
- compliance with the rules on financial and accounting information.

(vii) to examine, with the most absolute confidentiality, any situation potentially contrary to the Fundamental Ethical Rules which could be brought to its attention in good faith, notably via the internal whistleblowing system, and formulate any recommendations it deems necessary in this respect; and

(viii) propose any modification of the Group Code of Ethics.

## Operation

The Committee meets at least twice a year and as often as necessary, depending on the number of alerts received via the internal whistleblowing system or by other means, and brought to its attention.

For each meeting, a preparatory file is drawn up several days before the meeting and made available to its members on a dedicated digital platform.

The Group General Counsel is entrusted with the Committee's secretariat.

At the meeting, each item on the agenda is presented and discussed.

Within the scope of its powers, the Committee may hear, if it deems it necessary, the Group General Counsel, the Director of Internal Audit or any other person it may designate.

## Work

In 2020, the Ethics Committee met twice, with a 100% attendance rate by its members.

The following matters were discussed:

- the review of reports and cases of potential breaches of the Fundamental Ethical Rules in the Group's Code of Ethics, the updating of the Group's mergers & acquisitions procedure, an update on the AFA Practical Guide on Gifts and Invitations.

The Committee reviewed six alerts, of which three were dropped and two were closed following an investigation by the Committee's Secretariat, assisted by the relevant local Departments or an external consultant.



#### 1.2.4. Changes in the composition of the Supervisory Board and its Committees in 2020

SITUATION AS OF 31 DECEMBER 2020	DEPARTURE	APPOINTMENTS	RE-APPOINTMENTS
<b>SUPERVISORY BOARD</b>	Pierre- Alain PARIENTE Xavier de SARRAU	Jean-Sébastien DECAUX (on 14/05/2020 for three years)  Jean-François DUCREST (on 14/05/2020 for one year)	Bénédicte HAUTEFORT (on 14/05/2020 for three years)  Marie-Laure SAUTY DE CHALON (on 14/05/2020 for three years)  Leila TURNER (on 14/05/2020 for three years)  Jean-Pierre DECAUX (14/05/2020 for one year) Pierre MUTZ (14/05/2020 for one year)
<b>AUDIT COMMITTEE</b>	Xavier de SARRAU	Jean-François DUCREST as Chairman of the Committee (on 14/05/2020 for one year)	Bénédicte HAUTEFORT (on 14/05/2020 for three years) Pierre MUTZ (on 14/05/2020 for one year)
<b>COMPENSATION AND NOMINATING COMMITTEE</b>	-	-	Pierre MUTZ (on 14/05/2020 for one year)
<b>ETHICS COMMITTEE</b>	Xavier de SARRAU	Jean-François DUCREST as a member of the Committee (on 14/05/2020 for one year)	Pierre MUTZ (on 14/05/2020 for one year)

The terms of office as members of the Supervisory Board of Michel Bleitrach, Jean-Pierre Decaux, Jean-François Ducrest and Pierre Mutz expire at the end of the General Meeting of Shareholders of 20 May 2021.

In application of the diversity policy described in point 1.2.6, below, the General Meeting of Shareholders of 20 May 2021 will be asked to renew the following terms of office:

- Michel Bleitrach, for a term of one year\*
- Jean-François Ducrest, for a term of three years
- Jean-Pierre Decaux, for a term of one year\*
- Pierre Mutz, for a term of one year\*.

(\*Michel Bleitrach, Jean-Pierre Decaux and Pierre Mutz are aged 75 or over and their term of office is annual, in accordance with Article 16 of the articles of association).

#### 1.2.5. Attendance of members of the Supervisory Board during the 2020 fiscal year

<i>Average attendance</i>	ATTENDANCE AT SUPERVISORY BOARD MEETINGS	ATTENDANCE AT AUDIT COMMITTEE MEETINGS	ATTENDANCE AT COMPENSATION AND NOMINATING COMMITTEE MEETINGS	ATTENDANCE AT ETHICS COMMITTEE MEETINGS
GÉRARD DEGONSE (CHAIRMAN)	100%	N/A	100%	N/A
JEAN-PIERRE DECAUX (VICE-CHAIRMAN)	100%	N/A	N/A	N/A
MICHEL BLEITRACH	100%	N/A	100%	100%
ALEXIA DECAUX-LEFORT	100%	N/A	N/A	N/A
BÉNÉDICTE HAUTEFORT	100%	100%	N/A	N/A
PIERRE MUTZ	100%	100%	100%	100%
PIERRE-ALAIN PARIENTE *	100%	N/A	N/A	N/A
XAVIER DE SARRAU *	100%	100%	N/A	100%
MARIE-LAURE SAUTY DE CHALON	100%	N/A	N/A	N/A
LEILA TURNER	100%	N/A	N/A	N/A
HERVÉ HERCHIN	100%	N/A	100%	N/A
JEAN-FRANÇOIS DUCREST **	100%	100%	N/A	100%
JEAN-SEBASTIEN DECAUX **	100%	N/A	N/A	N/A

N/A: not applicable

\* Member of the Supervisory Board until 14 May 2020

\*\* Member of the Supervisory Board from 14 May 2020

### 1.2.6. Diversity policy applied to members of the Supervisory Board

The diversity policy of the Supervisory Board of JCDecaux SA, reviewed by the Supervisory Board at its meeting of 4 March 2020, includes the following objectives:

- > balanced overall composition
- > marked independence of its members
- > diversity of experiences and areas of expertise
- > balanced representation of men and women.

The Supervisory Board meeting of 10 March 2021 was able to note the results obtained by applying this policy during the past fiscal year and any changes in the composition to be expected during the 2021 fiscal year.

#### Balanced overall composition

##### > In terms of size

In accordance with Article L. 225-69 of the French Commercial Code, the Supervisory Board is made up of a minimum of three members and a maximum of eighteen members.

As of 31 December 2020, the Board of Directors is made up of twelve members, including two members of the Board representing employees. A second member representing employees joined the Supervisory Board on 15 October 2020, in order to comply with the Pacte law.

This is perfectly satisfactory and is considered to be an optimal number: there are not too many members, thereby facilitating exchanges between them, but enough to allow a range of experiences and enriching discussions.

##### > In terms of age

In accordance with the law, the Company may set an age limit for members of the Supervisory Board in its articles of association.

As such, Article 16.1 of the Company's articles of association provides that the number of members of the Supervisory Board over the age of 75 may not exceed one-third of members.

Three members of the Supervisory Board out of twelve, namely Pierre Mutz, Jean-Pierre Decaux and Michel Bleitrach, turned 75 respectively in 2017, in 2019 and in 2020.

In accordance with the articles of association, the General Meeting of Shareholders renews the terms of office of the members of the Board who have reached the age of 75 annually. Each year it may decide whether or not to re-appoint those Board members..

There are no plans to amend the provision of the articles of association according to which the number of Supervisory Board members having turned 75 cannot exceed one third of serving members. This provision allows the Board to benefit from the experience of certain members, irrespective of their age.

##### > In terms of the duration of terms of office

The articles of association provide that the members of the Supervisory Board are appointed for a maximum of four years. In practice, members of the Supervisory Board are appointed for terms of three years, with the exception of those aged over 75 (see above).

The members representing employees are appointed, according to the articles of association, for a maximum of four years by the Social and Economic Committee (formerly the Workers' Council). In practice, the members representing employees have been appointed

for a term of three years. As such, Hervé Herchin was appointed by the Workers' Council as a member of the Supervisory Board representing the employees on 25 October 2018, for a term of three years and Rosalina Feron was appointed by the Social and Economic Committee on 15 October 2020, for a period of three years.

To ensure better governance, it has been decided to limit the duration of terms of office to three years and to stagger terms of office so as to promote a harmonious renewal of the members of the Supervisory Board and to avoid full renewal at one time. This provision gives the Board greater flexibility to adapt its composition to the needs of the Company and to trends in its markets.

This practice is considered satisfactory by all members of the Supervisory Board.

#### Marked independence of Board members

JCDecaux SA is majority owned by JCDecaux Holding, which is a family company controlled by three private individuals: Jean-François Decaux, Jean-Charles Decaux and Jean-Sébastien Decaux.

As at 31 December 2020, six out of ten members of the Supervisory Board (excluding members representing employees) were independent, i.e. one more member than in 2019 and more than half of the members of the Board.

The members of the Supervisory Board are all fully satisfied with the balance between independent members and non-independent members, which goes well beyond the recommendations of the AFEP-MEDEF Code, as well as the way in which independent members assume their responsibilities.

This very marked independence of the Supervisory Board gives it the possibility to adjust the number of its independent members if necessary and in particular to retain a current member of the Supervisory Board who would lose his or her independence. Thus, the Board could continue to benefit from the expertise and skills of a non-independent member while maintaining a true balance between independent and non-independent members.

At the next General Meeting of Shareholders of 20 May 2021, it will be proposed to renew the term of office of Pierre Mutz, who would henceforth be considered as a non-independent member of the Board with regard to one of the independence criteria imposed by the AFEP-MEDEF Code according to which an independent director "has not been a director of the company for more than twelve years". If the General Meeting of Shareholders approves this appointment, six out of the ten Supervisory Board members will be independent (excluding the member representing employees).

### Diversity of experiences and areas of expertise

The diversity of expertise of Supervisory Board members, their ability to grasp the Group's challenges and the interests of stakeholders, particularly shareholders and employees, their integrity and their personal commitment are a guarantee of the quality of the Supervisory Board's discussions.

Some members of the Supervisory Board have knowledge of the Group from the inside for having held various salaried or managerial positions, and are accordingly familiar with its activities. Other members have a good knowledge of the public sector and/or public contracts, financial markets and the media and digital sector which are essential to the Company's activities.

(Biographical information for current members of the Supervisory Board is included in the Universal Registration Document).

The profiles present on the Board are considered sufficiently diversified.

### Balanced representation of men and women

As of 31 December 2020, the Supervisory Board had four women out of a total of ten members (not including the Supervisory Board member representing employees, who is not counted when calculating the proportion of women within the Board, in accordance with Article L. 225-79 of the French Commercial Code), i.e. a proportion of 40%, in accordance with Article L. 22-10-21 of the French Commercial Code.

It should also be noted that, in accordance with the provisions of Article L. 225-27-1 of the French Commercial Code, the Social and Economic Committee has appointed a man and a woman as members of the Supervisory Board representing employees.

The Supervisory Board is fully satisfied with the gender balance on the Board, but would not hesitate to consider the appointment of more women if the conditions were met.

### Methods of implementation to achieve/maintain objectives

To ensure that these objectives are achieved and remain so, the Compensation and Nominating Committee and the Supervisory Board each year review the size and composition of the Board in order to adapt its composition to the Company's changing needs. The Committee and the Board also review the status of each member of the Supervisory Board in respect of the independence criteria and the representation of women on the Supervisory Board.

In addition, the Supervisory Board, in its proposals for appointments or renewals made to the General Meeting of Shareholders, ensures the diversity of its members, in terms of qualifications, age, gender, nationality, seniority on the Board and professional experience.

The Supervisory Board remains attentive to the examination of any areas of improvement that may prove to be in the Company's interest or promote its development.

### Results achieved during the past year

In fiscal year 2020, the Board was enriched with two new members (including an independent member) and an additional member of the Supervisory Board representing the employees. The composition of the Board was considered to be fully able to perform its duties during the fiscal year 2020 and no new short-term diversity targets have been set.

### 1.2.7. Gender diversity policy within Executive Management Committees

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

The concrete and pragmatic Gender Balance Plan, which will be implemented in 2021, will act both on the Company's culture and the management of the appointment process, in order to improve the representation of women at the highest levels of the Company.

The Gender Balance Plan will be rolled out across the Group to ensure a consistent overall approach. The action levers associated with this Plan will also be adapted at a more local level to ensure that they are adapted to the practices of the countries in which the Group operates.

The Gender Balance Plan is structured around two objectives:

- A quantitative objective: Achieve and maintain an average female representation rate in Executive Management Committees equal to or greater than 40% by 2027 at Group level
- A qualitative objective: Deploy a Gender Balance Policy at Group level structured around two sub-objectives:
  1. 100% of employees and managers with access to the JCDecaux Academy educated on stereotypes and prejudices by 2022
  2. Present one female application, whenever possible, for each of the management position filled from 2021.

JCDecaux's Executive Management Committees have been defined in the Gender Balance Plan. In summary, the Executive Management Committees concerned by the Gender Balance Plan are:

- The Executive Board of JCDecaux SA
- The Executive Committees of the Corporate Departments of JCDecaux SA supporting the Group's operations around the world
- The Executive Committees (or equivalent) of entities in countries that account for more than 80% of the Group's adjusted revenue in a given year, which are companies controlled directly or indirectly by JCDecaux exclusively or jointly and in which JCDecaux has an interest of over 50%, and who have actual responsibility for the conduct of the business of the entity concerned.

It should be noted that the percentage of women in JCDecaux's Executive Management Committees was 34% in 2019 and 33% in 2020.

As part of the social pillar of the enriched Sustainability Strategy, the publication of which is scheduled in the Universal Registration Document for 2021, the appointment of women in management positions has been included as a new social performance indicator in the ESG criteria of the variable compensation for Executive Management.

The objectives and key performance indicators of the Gender Balance Plan will be included in the SIA extra-financial performance management and monitoring tool in 2021 (see page 31 for more details). This will make it possible to manage the issues of gender balance internally and to report on the progress of this plan annually to the Executive Board and in the Group's Universal Registration Document / Sustainability and CSR Report.

### 1.2.8. Results in terms of gender balance in the top ten positions of responsibility

For the 10% senior management positions with more responsibility, the Company uses as a reference all the beneficiaries of stock options (apart from the members of the Executive Board), where the proportion of women is 26.2% (86 women among the 328 aforementioned beneficiaries) in 2020, versus 27% in 2019 (86 women among the 319 beneficiaries).

### 1.2.9. Ethics of members of the Executive Board and the Supervisory Board

#### Conflicts of interest

The Rules of Procedure of the Supervisory Board contain detailed provisions designed to prevent conflicts of interest. They provide that:

- the members of the Supervisory Board establish each year a sworn statement, in order to prevent conflicts of interest on the existence or not of a situation of conflict of interest or even a potential one
- the members of the Supervisory Board must also inform the Board of any conflict of interest to which they may be subject at the time of each vote, independently of their annual statement
- in cases where they cannot avoid being subject to a conflict of interest, they refrain from attending the discussion or from taking part in any decision on the matters concerned
- the Committees shall take specific action to prevent any conflicts of interest: one of the Compensation and Nominating Committee's primary duty is to provide recommendations concerning the composition of the Supervisory Board, notably in light of the composition of, and changes in, the Company's shareholding structure and the existence of potential conflicts of interest. During the examination of the financial statements, the Audit Committee investigates material transactions where a conflict of interest may have occurred.

In addition, to the best of the Company's knowledge and at the time of writing:

- there is no conflict of interest between the duties of any members of the Executive Board or the Supervisory Board with respect to the Company and their private interests or other duties
- there are no arrangements or agreements with major shareholders, customers or suppliers whereby one of the members of the Company's Executive Board or Supervisory Board has been selected as such
- the members of the Executive Board or the Supervisory Board have not accepted any restrictions concerning the sale of their stake in the Company's share capital.

#### Nature of family ties between members of the Executive Board and the Supervisory Board

Jean-Pierre Decaux, Vice-Chairman of the Supervisory Board, is the uncle of Jean-Charles Decaux, Chairman of the Executive Board and Jean-François Decaux, Chief Executive Officer.

Jean-Sébastien Decaux, member of the Supervisory Board, is the brother of Jean-Charles and Jean-François Decaux.

Alexia Decaux-Lefort, member of the Supervisory Board, is Jean-François Decaux's daughter.

#### Convictions

Each year, the members of the Supervisory Board report to the Company any convictions that may have been handed down to them in the last five years.

To the Company's knowledge, over the past five years, none of the members of the Executive Board or the Supervisory Board:

- has been convicted of fraud
- has been incriminated or publicly sanctioned by any regulatory or statutory authority
- has been disqualified by a court from holding a position as a member of an administrative, management or supervisory body, or from acting in the management or conduct of the affairs of a company
- has been associated, as a member of an administrative, management or supervisory body, with any bankruptcy, receivership or liquidation or court-ordered administration of a company.

### 1.2.10. Regulated agreements and commitments

#### Standard agreements assessment procedure

In accordance with Article L. 22-10-12 of the French Commercial Code, the Supervisory Board has set up a procedure to regularly assess whether the so-called standard agreements meet these conditions.

This procedure recalls the definition of regulated agreements and agreement on current transactions signed under normal conditions and provides an internal means of identification by the Group Legal Department to qualify agreements to which JCDecaux SA is a party, regulated agreements or standard agreements.

It also provides for an annual review by the Audit Committee, and then by the Supervisory Board, of so-called standard agreements signed under normal conditions between the Company and one of its corporate officers or one of its shareholders holding more than 10% of the voting rights or with a company that has key executive officers in common with JCDecaux SA.

The purpose of this procedure is also to recall the legal procedure for monitoring regulated agreements.

This procedure is reviewed annually by the JCDecaux SA Supervisory Board, following the recommendation of the Audit Committee, in order to take into account, in particular, any changes to laws and regulations, changes in best practice in this area and any implementation difficulties that occurred during the fiscal year.

#### Regulated agreements and commitments granted by the Company

The Statutory Auditors' special report on page 359 of the Universal Registration Document acknowledges the absence of regulated agreements during the fiscal year 2020. This report also lists the regulated agreements already approved by the General Meeting of Shareholders.

To the Company's knowledge, there are no service contracts between the Company and any corporate officers conferring benefits at the end of such contract. During the fiscal year just ended, no loan or guarantee was made or granted by the Company to members of the Executive Board or Supervisory Board.

Agreements entered into between an executive or significant shareholder and a subsidiary

To the Company's knowledge, no agreements falling under the scope of paragraph 2 of Article L. 225-37-4 of the French Commercial Code were signed in 2020.

### **1.3. Information on members of the Executive Board and the Supervisory Board**

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#### **1.3.1. Offices held by members of the Executive Board**

Almost all offices and positions held by members of the Executive Board in 2020 were in direct or indirect subsidiaries of JCDecaux SA or in companies in the field of outdoor advertising in which the Group held a significant stake. The other offices or positions are held in companies not active in the field of outdoor advertising.

For any additional information, please refer to the Universal Registration Document 2020.

## RISK MANAGEMENT POLICY

### 1. IDENTIFICATION OF RISKS

To ensure continued business development, the Group must constantly ensure the identification, prevention and proper control of the risks to which it is exposed.

Risk management is based on a risk map, which lists the main risks related to the activity of the Group and its subsidiaries, including those stemming from its business relationships, products and services.

Each year, the Group carries out a process designed to identify and assess the risks to which it is exposed. This task is performed by several working groups led by the Director of Internal Audit:

- a working group comprising the Corporate, Legal, Finance, Information Systems, Sustainable Development & Quality, Investor Relations, Design Office, Taxation, Merger & Acquisitions, International Operations, Purchasing and Human Resources - International Project Directors
- several working groups comprising Country Directors or Area Managers
- working groups comprising Financial, Legal or Compliance Directors at Country or Area level.

Each year, these working groups review the risks identified and make the necessary adjustments (additions, modifications or deletions). The risks identified are then assessed based on three criteria:

- the probability of occurrence, which expresses the possibility of the occurrence of the risk on a scale of probabilities ranging from "very unlikely" to "frequent/high probability of occurring"
- the severity, which measures the extent of the consequences, i.e. the severity of the impacts envisaged in the event of the occurrence of the risk on a scale ranging from "minor consequences" to "critical consequences"
- the residual risk, which corresponds to the level of risk remaining after the application of control measures (corrective and/or preventive) the entity has put in place.

Each of the risks identified is assessed by the Central Directors (with a functional perspective) and by the Country Directors (with an operating sensitivity and perspective).

Based on the results of the mapping, the risks defined as "major" are the subject of a detailed sheet. More specifically, the detailed extra-financial risk sheets describe the risk, the controls to be adopted, the person responsible, the policies and action plans to be undertaken, and the monitoring to be implemented. They are established in conjunction with the functions in charge of the operational monitoring of the major risks identified and ensure that appropriate action plans are undertaken.

In addition, an annual self-assessment is requested from each of the subsidiaries on the basis of major risks, and its results are monitored at each on-site audit carried out by Internal Audit. This department draws up an audit plan each year that includes inspections of 15 to 20 countries per year.

The Executive Board and the Audit Committee regularly monitor the identification and assessment of risks and report to the Supervisory Board.

## 2. RISK FACTORS

The Group faces a number of internal and external risks that may affect its business, its financial position or whether it achieves its objectives.

As specified in the previous chapter, in accordance with the European Regulation of 14 June 2017, the Group ranks each of the risks identified as specific and material, and then groups them into six major risk categories, which include the main risks dealt with in the Declaration of Extra-Financial Performance.

### - Fraud, Corruption, Illicit Agreement

Risk related to business ethics and anti-corruption [DEFP]

### - Compliance with laws and regulations

Risk related to the non-respect of employees' human rights [DEFP]

Risk related to non-respect of human rights/suppliers [DEFP]

Risk related to personal data protection and non-respect of personal privacy [DEFP]

### - Strategic risks

Risk of online hacking of furniture and dissemination of inappropriate content [DEFP]

### - Financial risks

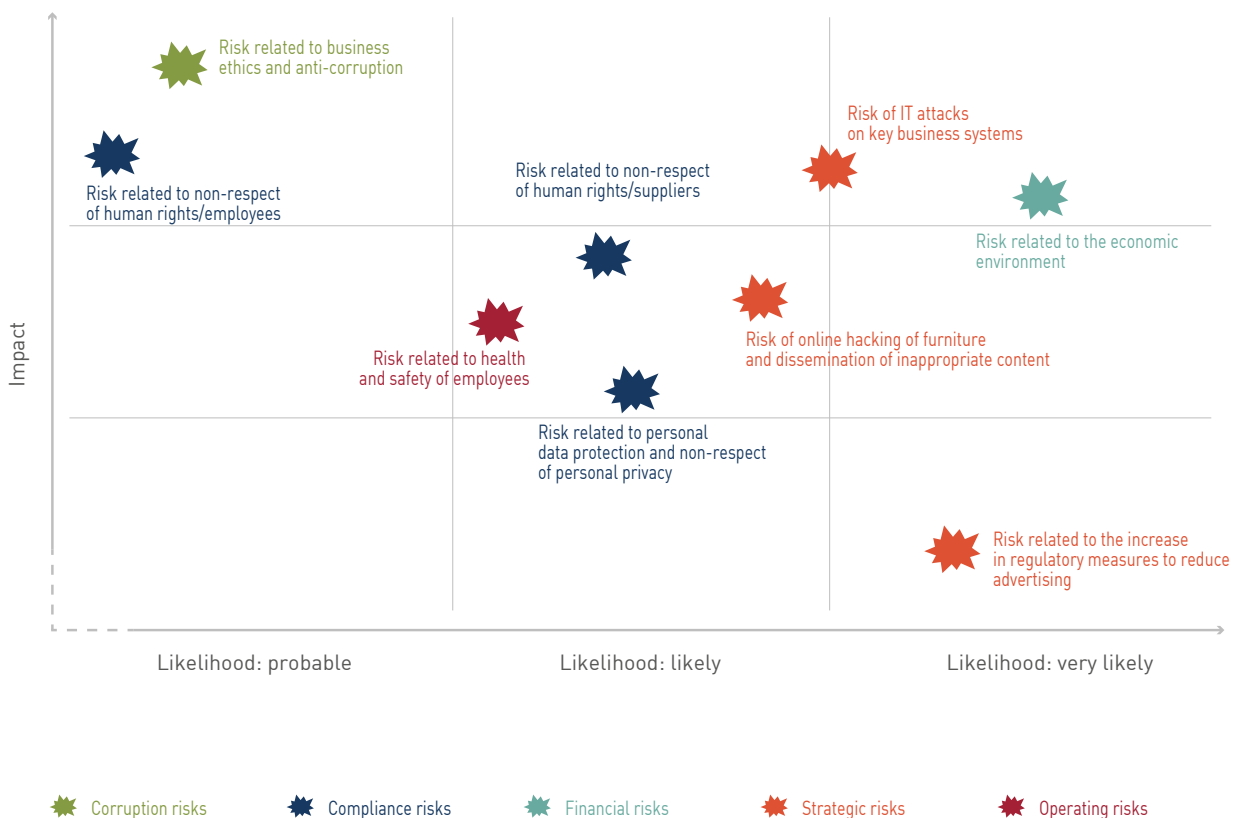
Risk related to the economic environment

### - Operating risks

Risk related to the health and safety of employees and subcontractors [DEFP]

### - Exogenous risks.

The Company's main risks are presented in the graph below and described in detail in the following chapters:



The Group has carried out a review of the risks that could have a material adverse effect on its business, financial position or results (or on its ability to achieve its objectives) and considers that those presented are the most significant.

The Company's internal control procedures describe the organisation and procedures introduced within the Group to manage risks on page 100 of this document.

## 2.1 Risks related to the Group's business

### Covid-19

In the JCDecaux risk mapping, several risks "cover" the current situation:

- General risks:
  - Risks related to the economic environment (major risk detailed above)
  - Risk related to a drop in urban and/or transport audiences
  - Risk related to the inability to manage new ways of organising work (particularly teleworking) in terms of IT and HR
- Material/operating risks:
  - Risk related to the inability to access advertising assets or operating sites.
- Human risks:
  - Risk related to events that could endanger the lives of employees (health events in particular)
  - Risk related to the inability to manage psychological risks and ensure the well-being of teams (following a crisis).

#### 2.1.1. Category: Fraud, Corruption, Illicit Agreement

In this category, the Group has identified risks relating to business ethics at various stages of the value chain: in relations with its customers (advertisers, agencies, etc.), with its contracting authorities (cities, local authorities, transport management companies, etc.) or with its suppliers.

The main risk associated with this category is one dealt with in the Declaration of Extra-Financial Performance: risks related to the Group's reputation and non-compliance with business ethics.

JCDecaux risk categories	<b>FRAUD, CORRUPTION, ILLICIT AGREEMENT</b>
RISK IDENTIFIED	<b>RISK RELATED TO BUSINESS ETHICS AND ANTI-CORRUPTION [DEFP]</b>
DESCRIPTION OF RISK	<p>The Group's activity is closely linked to the quality and integrity of relations with contracting authorities (cities, local authorities, transport management companies, etc.). Its reputation and its history of integrity are essential elements in its business, and helps them access various public and private contracts.</p> <p>Ethical business conduct is also a key factor in preserving long-term relationships with the Group's advertisers and partners, and in maintaining its reputation for excellence in the market.</p> <p>JCDecaux is also particularly vigilant in respect of business ethics when making acquisitions, particularly in countries deemed sensitive in terms of corruption.</p>
RISK MONITORING AND MANAGEMENT	<p>In 2001, the Group published a Code of Ethics setting out the principles and ethical rules to be followed in conducting the Group's business.</p> <p>The Code was reviewed in 2018, as part of the implementation of the Sapin II Law in France, and is communicated to all the Group's companies and employees.</p> <p>The Code of Ethics, its method of distribution and the Ethics Committee that oversees its proper implementation, are presented on page 88 of this document.</p> <p>All information concerning the monitoring and management of risks related to business ethics and the fight against corruption, is available under "Policy ensuring compliance with the Sapin II Law and Due Diligence Law" on page 103 of this document.</p>

#### 2.1.2. Category: Compliance with laws and regulations

Several major risks, dealt with in the Declaration of Extra-Financial Performance, fall within this category:

- Risk related to non-respect of human rights/employees
- Risk related to non-respect of human rights/suppliers
- Risk related to personal data protection and non-respect of personal privacy.

JCDecaux risk categories	<b>COMPLIANCE WITH LAWS AND REGULATIONS</b>
RISK IDENTIFIED	<b>RISK RELATED TO NON-RESPECT FOR HUMAN RIGHTS/EMPLOYEES [DEFP]</b>
DESCRIPTION OF RISK	<p>The JCDecaux Group operates in more than 80 countries, and 24% of the Group's FTEs are located in countries that have not ratified all the Fundamental Conventions of the International Labour Organisation. However, all employees of the Group should have their fundamental human rights respected, as stated in the JCDecaux International Charter of Fundamental Social Values.</p>
RISK MONITORING AND MANAGEMENT	<p>All information concerning the monitoring and management of these risks to human rights is available under "Commitment No. 1: deploy the JCDecaux Charters, and ensure a basis of fundamental rights for all employees", on page 46 of this document.</p>



RISK IDENTIFIED	<b>RISK RELATED TO NON-RESPECT OF HUMAN RIGHTS/SUPPLIERS [DEFP]</b>
DESCRIPTION OF RISK	Suppliers are at the heart of the Group's quality processes. JCDecaux has chosen to entrust the production of its products and solutions to trusted third parties. Some of these suppliers are located in countries that have not ratified all the Fundamental Conventions of the International Labour Organisation. However, JCDecaux requires its suppliers to comply with these international standards through its Supplier Code of Conduct, whose ratification it requires.
RISK MONITORING AND MANAGEMENT	All information relating to the monitoring and management of these risks is available under "Strengthening sustainable development in purchasing", on page 60 of this document.
RISK IDENTIFIED	<b>RISK RELATED TO PERSONAL DATA PROTECTION AND NON-RESPECT OF PERSONAL PRIVACY [DEFP]</b>
DESCRIPTION OF RISK	In the digital and connected age, data are at the core of JCDecaux's business lines. In the course of its business, which among other things covers Wi-Fi access, self-service bicycles, commercial relations, events, websites, and interactive advertising processes and campaigns, JCDecaux may collect and process personal data relating to thousands of third parties. It is its responsibility to guarantee to protect the privacy and personal data of each of these parties, as well as their rights under applicable law.
RISK MONITORING AND MANAGEMENT	In order to reduce the risk associated with non-responsible processing or data breaches, JCDecaux has set up a dedicated system: <ul style="list-style-type: none"> <li>• a specific governance structure has been put in place: formation of a "GDPR" steering committee, appointment of a Data Protection Officer (DPO) or Privacy Manager at each subsidiary located within the EU, involvement of the Legal Department in each non-EU country</li> <li>• Group policies and procedures dedicated to the personal data protection have been published and implemented across all the entities</li> <li>• training initiatives (digital learning) have been carried out to raise awareness of these issues among all personnel</li> <li>• In order to ensure the security of the Information Systems, a Chief Information Security Officer, assisted by a network of regional correspondents and Information Security Managers present in each of the Group's countries, implements JCDecaux's IT Security Policy.</li> </ul> All information concerning the monitoring and management of these risks is available in chapter "9. Personal data protection and respect of personal privacy", on page 74 of this document.

### 2.1.3. Category: Financial risks

As a result of its business, the Group may be exposed to varying degrees of financial risks (especially liquidity and financing risk, interest rate risk, foreign exchange rate risk and risks related to financial management, in particular, counterparty risk). All information regarding financial risks is available in the section "Notes to the consolidated financial statements" pages 141 to 206 of the Universal Registration Document. The main risk identified in this category is as follows:

JCDecaux risk categories	<b>FINANCIAL RISKS</b>
RISK IDENTIFIED	<b>RISKS RELATED TO THE ECONOMIC ENVIRONMENT</b>
DESCRIPTION OF RISK	In the event of a worldwide recession, the advertising and communications sector is quite susceptible to business fluctuations as many advertisers may cut their advertising budgets. The economic crisis following the Covid-19 health crisis is a perfect illustration of this risk of a sudden and unpredictable downturn in the markets. The Group must also deal with the cyclical nature of the advertising market. Our line of business is strongly linked to changes in the GDP in the countries where the Group operates. A significant increase or downturn in the economic activity of a country may substantially impact the Group's business and revenue.
RISK MONITORING AND MANAGEMENT	The Group's operations in geographically diverse markets minimise the impact of a possible across-the-board decline in the sector, since reactions are disparate and occur at different times on markets in the various countries where it operates. The breakdown of revenue by geographic area is presented on page 32 of this document. The Group management and its Finance Department are particularly attentive to cost structures, and adopt action plans to maintain the Group's profitability.

#### 2.1.4. Category: Strategic risks

As a result of its business, the Group may face several strategic risks (in particular, reliance on key executive officers, the attractiveness of the employer brand or the ability to deal with changes in the business model).

Among the three main risks in this category, the risk of "online hacking of furniture and dissemination of inappropriate content" is addressed under the Declaration of Extra-Financial Performance.

JCDecaux risk categories	<b>STRATEGIC RISKS</b>
RISK IDENTIFIED	<b>CYBER-ATTACK ON THE COMPANY'S MAIN SYSTEMS</b>
DESCRIPTION OF RISK	The Group uses complex information systems to support its commercial, industrial and management activities. The main risks are related to the integrity and maintenance of the operational capacity of its systems.
RISK MONITORING AND MANAGEMENT	<p>The Group's information systems are protected on several levels: data centres are secured, access to software controlled and our billboard systems audited. These protections concern in particular the computer platform used for the preparation and dissemination of digital advertising campaigns. This platform relies on a private network and is operated by the JCDecaux teams in accordance with strict end-to-end control and audit rules. It is monitored 24/7 in order to detect and deal with any operational anomalies in real time.</p> <p>In addition, business recovery plans aimed at ensuring the continuity of our operations are tested several times a year. Moreover, in order to improve the security of IT systems on a continuous basis and to limit the consequences of any malfunctions, the various risks (incidents affecting data centres, failure of equipment or telecommunications systems, security breaches, human error, etc.) are regularly assessed. Based on these assessments, the resources in place are strengthened and/or new protective measures developed to clamp down on any attempted security breaches, disclosure of confidential information, data loss or corruption, loss of traceability, etc.</p>
RISK IDENTIFIED	<b>RISK OF ONLINE HACKING OF STREET FURNITURE AND DISSEMINATION OF INAPPROPRIATE CONTENT [DEFP]</b>
DESCRIPTION OF RISK	<p>Operating in more than 80 countries, JCDecaux has a digital presence in 47 of these through almost 30,000 street furniture assets. Any external or internal attempt to access the digital screens of the Group's street furniture in order to advertise uncontrolled messages is a major risk, which could affect its results as well as its reputation and its ability to provide a credible digital offering to advertisers. The more offensive and harmful the messages disseminated, the more damaging the impacts will be.</p> <p>With the increasing digitisation of its businesses, securing access to the Group's network, computer systems and data is a priority to protect the value of the Company.</p>
RISK MONITORING AND MANAGEMENT	<p>JCDecaux has implemented a comprehensive IT policy in place for several years to protect itself against the risk of attempts to hack its digital content.</p> <p>Under the Corporate responsibility of the Infrastructure Department, a robust IT security policy has been implemented, with the application of principles governing architecture, a monitoring tool, procedures, action plans and a set of tools (checks, vulnerability assessments, etc.) to ensure digital security by covering all of the risks identified.</p> <p>All information relating to the monitoring and management of these risks is available under "Billboard policy and control", on page 73 of this document.</p>
RISK IDENTIFIED	<b>RISK RELATED TO THE INCREASE IN REGULATORY MEASURES TO REDUCE ADVERTISING</b>
DESCRIPTION OF RISK	<p>As a rule, the outdoor advertising industry is subject to significant government regulation at both the national and local level in the majority of countries where the Group operates, relating to the type (analogue/digital display), luminosity, density, size and location of billboards and street furniture in urban and other areas. Local regulations, however, are generally moving in the direction of reducing the total number of advertising spaces, and/or reducing their size, and local authorities are becoming stricter in applying existing law and regulations. Some advertising spaces, particularly billboards, could therefore have to be removed or relocated in certain countries in the future.</p> <p>In France, in 2020, several bills were tabled and it is expected that some existing regulations will be tightened. The same is true in certain other countries: in London, for example, the Mayor has decided to ban junk food advertisements on TFL (Transport for London); in Amsterdam, a bill aims to ban advertising for fossil fuels.</p> <p>The outdoor advertising market is also subject to local and national regulations in most countries where the Group operates. These relate to the content of outdoor advertising (in particular, bans and/or restrictions in certain countries on tobacco and alcohol advertising). On alcohol advertising, regulation varies widely from one EU country to another, including in some cases a total ban on billboards or only allowing advertising in a limited perimeter or near points of sale. For example, since a law promulgated in October 2018, alcohol advertising has been banned within 200 metres of schools and crèches and in public transport in Ireland. However, the majority of EU Member States have adopted laws that restrict the content, presentation and/or timing of some advertising. The advertising of alcoholic beverages is also regulated outside the European Union.</p>

RISK MONITORING AND MANAGEMENT	<p>In France, where regulatory pressure is strong and long-standing (notably via the Local Advertising Regulations which regulate outdoor facilities), JCDecaux has a dedicated organisation and skills (via the Institutional Relations Department, the Regulatory Coordination Department and a Public Affairs Unit composed of specialised lawyers) to oversee the application of regulations and monitor any changes in them, in order to anticipate and better manage this risk.</p> <p>In our other regions, we have not identified any similar pressure at this stage requiring the implementation of an organisation similar to the one present in France.</p> <p>In addition, with regard to the environment, the main subject of legislative proposals, the Group has taken numerous measures for several years. JCDecaux is the only company in the outdoor advertising sector worldwide to have joined the RE 100 in 2019 (international coalition of companies committed to the 100% renewable energy objective). In 2020, JCDecaux was maintained at the leadership level of the CDP (Carbon Disclosure Project) for the second year in a row. The Group is also referenced in terms of extra-financial performance in the FTSE4Good index and the MSCI ranking. In France, the continuous mobilisation in terms of environmental commitment, for many years, will enable JCDecaux to achieve carbon neutrality for all of its activities in France in 2021.</p>
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### 2.1.5. Category: Operating risks

In this category, the Group has identified the operating risks related to these various activities (in particular when selling advertising spaces or during bill-posting, cleaning and maintenance activities).

The main risk associated with this category is one dealt with in the Declaration of Extra-Financial Performance: Risks related to the health and safety of employees and subcontractors.

JCDecaux risk categories	OPERATING RISKS
RISK IDENTIFIED	RISKS RELATED TO THE HEALTH AND SAFETY OF EMPLOYEES AND SUPPLIERS [DEFP]
DESCRIPTION OF RISK	<p>There are more than 400 different skills within JCDecaux, from the design of street furniture to the marketing of advertising space, not forgetting the upkeep and maintenance of furniture and advertising spaces. Operational and field staff, which represented approximately 51% of the Group's total workforce in 2020, are more exposed to the risks of accidents and incidents through their activities. These may include working at height, the use of electricity or the proximity to electrical equipment, road driving or work close to roads or railways, work in places where the "density" of the public is considerable (airports, railway stations, metro systems, pavements, etc.).</p>
RISK MONITORING AND MANAGEMENT	<p>All information concerning the monitoring and management of these risks is available under "Our commitment: Deploy a Group-wide Health &amp; Safety Policy", on page 44 of this document.</p>

### 2.1.6. Category: Exogenous risks

This category includes all the risks related to natural disasters or to external social, political or epidemiological factors.

The Group has operations in many countries and is therefore exposed to the effects of such events.

For instance, in 2019, the Group had to cope with the social protest in Hong Kong and a number of Latin American countries, including Chile.

The Covid-19 crisis is having a material impact on the Group, mainly because of its prevalence in China and Hong Kong since February 2020 and its subsequent spread to other areas where the Group is active. It affects the safety of the Group's employees, the organisation of the supply chain and sales performance. The Group has therefore been obliged to take a number of measures as part of a business continuity plan to protect employees (particularly in heavily exposed areas such as Wuhan and Tianjin) and also to guarantee, as much as possible, delivery of commitments to its advertisers and agents.

The Group considers that this presentation covers the main significant risks.

Risks deemed insignificant but presented in accordance with Article 173 of the Energy Transition Act of 17 August 2015 are described under "Sustainable Development" on page 22 of this document.

## 2.2. Insurance - risk coverage

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### Insurance Policy

Given the similarity of the Group's operations in the various countries, its strategy is to cover essential risks centrally under worldwide insurance policies taken out by JCDecaux SA with major international insurers. This is particularly so for risks of damage to property and operating losses, as well as for public liability risks for Group companies and corporate officers.

This strategy enables us both to obtain a significant level of coverage on the basis of worldwide premium rates, but also to ensure that the degree of coverage and deductibles applicable to our companies, both in France and elsewhere, is consistent with the potential risks that have been identified and with our Group strategy for risk coverage.

The Group may also obtain local and/or specific coverage to comply with locally applicable laws and regulations or to meet specific requirements. Purely local risks, such as covering risks associated with motor vehicles, are covered by each country, under its responsibility.

For essential risks, worldwide coverage is used when there are different conditions and/or limits, or when local guarantees are insufficient.

The insurance management policy is to identify major catastrophic risks by assessing those which would have the most significant consequences for third parties, employees and for the Group.

All material risks are covered under a worldwide Group insurance programme with self-insurance provided only in respect of frequent risks. Accordingly, to obtain the best value for insurance costs and have full control over risks, the Group self-insures through insurance deductibles, for recurring operating risks and mid-range or low-level risks, essentially through Business Interruption/Casualty, Third-party Liability and Vehicle Fleet policies.

As a matter of policy, the JCDecaux Group does not obtain coverage from insurers unless they have very high credit rating.

The policy described above is provided as an illustration of a situation at a given time, and may not be considered as representative of a permanent situation. The Group's insurance strategy may change at any time depending on the occurrence of insurable events, the appearance of new risks or market conditions.

## 3. INTERNAL CONTROL AND RISK MANAGEMENT

The Director of Internal Audit, together with the Group General Counsel, compiled the report on internal control and risk management procedures introduced by the Company, and reported on it to the Audit Committee and to the Chairman of the Supervisory Board.

The Company's internal control process refers to the reference framework applicable to the internal control plan, supplemented by the Application Guide drawn up under the aegis of the Autorité des Marchés Financiers (French Financial Markets Authority).

This information was presented to the Executive Board which considered it compliant with the plans existing in the Group. It has also sent it to the Statutory Auditors for them to draw up their own report as well as to the Audit Committee and Supervisory Board.

### 3.1. Internal control objectives

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Policies in place within the Group aim to ensure that its activities and the behaviour of its members comply with laws and regulations, internal standards and applicable best practices, as part of the objectives set out by the Company, in order to preserve Group assets, that the financial and accounting information sent both internally and externally provide a true picture of the situation of Group activity and comply with current accounting standards.

Generally, the Group's internal control system should help to control its activities, the efficiency of its transactions and the effective use of its resources.

As with any control system, it cannot, however, provide an absolute guarantee that such risks have been completely eliminated.

Internal control procedures apply to controlled entities and joint ventures and do not apply to non-controlling interests. These procedures result from an analysis of the main operating and financial risks related to the business of the Group and its subsidiaries, including the risks created by its business relationships, products and services.

They are circulated to the personnel concerned and their implementation lies with the Group's operational departments. The Internal Audit Department is responsible for verifying compliance with the procedures adopted and identifying any weaknesses in such procedures.

### 3.2. Risk management

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The control environment is an important factor in the management of the Group's risks.

The main Departments involved in the internal control system

This control environment is based on Operational Departments (Territories and Institutions, Trade and Development, International Operations, Purchasing and Human Resources – International Projects) and Functional Departments (Internal Audit, Group Legal, Corporate Financial Services, Information Systems, Quality Control and Sustainable Development).

Since its initial public offering in 2001, the Company has sought to strengthen the internal control system and develop a culture of risk management. The Internal Audit Department was created in 2004. It now reports directly to the Chairman of the Executive Board and the Chairman of the Audit Committee.

The Internal Audit Department checks the compliance, relevance and effectiveness of the internal control procedures as part of the audits that it performs in Group companies according to a schedule presented to the Group's Audit Committee. This schedule is monitored by the Audit Committee. The Internal Audit Department's work is based on audits and operating methods that are constantly reviewed and improved. The audits' conclusions are sent to the Executive Board and systematically followed up on where necessary. This work and the conclusions are communicated to and exchanged with the Statutory Auditors.

Following the Covid-19 pandemic, the internal audit was unable, in 2020, to carry out the audit plan as initially planned, but as of March 2020, the internal audit proposed to the Audit Committee and the Executive Board to set up remote controls: these remote controls were carried out in several countries. Controls are carried out on the business processes presenting the highest risks, making it possible to verify compliance with internal control procedures.

The Legal Department identifies all significant litigation and legal risks for all of the Group companies (type, amounts, proceedings, level of risk) and tracks and monitors these on a regular basis, comparing this information with the information held by the Corporate Financial Services Department and reporting back to the Executive Board, the Audit Committee and the Statutory Auditors twice a year.

The Corporate Financial Services Department tracks the trend in performance of the French and foreign subsidiaries on the basis of the information they report, prepares comparisons among subsidiaries, and carries out specific analyses of costs and investments. Within the Corporate Financial Services Department, a Group of controllers is responsible for the financial monitoring of our foreign subsidiaries. The Finance Directors of the subsidiaries meet on a regular basis to analyse and discuss technical and ethical developments and their responsibilities in terms of controls.

With regard to internal control, the work of the IT Department involves four major areas: securing data and information, harmonising systems, hosting systems and the disaster recovery plan.

The Quality Control and Sustainable Development Department constantly monitors any changes to standards and regulations within its areas of expertise, and advises, supports, facilitates and raises awareness among the Group's subsidiaries. It guarantees the management of extra-financial risks, and co-constructs policies, action plans and key performance indicators with the associated Operational and Functional Departments. It reports on the maturity of the Group's extra-financial performance in its annual report. For more information please consult the "Sustainable Development and CSR" chapter on page 22 of this document.

#### A system of delegations

The Group's operating structure is based on fully operational subsidiaries in France and in other countries where it operates, whose general management is vested by law with all the necessary powers.

Nevertheless, the Executive Board has adopted a system of delegating more specific powers according to function. This system is constantly reviewed and updated to adapt it to changes in the Group's organisation.

In areas of particular sensitivity for the Group, the Executive Board has limited the commitment powers of its French and foreign subsidiaries.

#### A uniform Group procedure for signing and validating private and public contracts

A Group procedure was established at the beginning of 2011 and updated in 2015 and 2018 in order to strengthen controls and harmonise the handling of certain contracts (so-called "qualified" contracts) binding the Group. Qualified contracts now need to be signed off by two specified people from among a very limited number of identified persons, thus ensuring that these contractual commitments have been inspected and validated by people with different competencies and good knowledge of contractual commitments. In any event, other contracts must be signed by two persons. This procedure applies to all subsidiaries and joint ventures managed by JCDecaux SA or which JCDecaux SA is responsible for managing. When the financial statements are closed, the Managing Directors and Finance Directors of the subsidiaries are asked to sign letters confirming that this procedure has been applied or to explain why this is not the case.

### 3.3. Internal control bodies

The Executive Board is heavily involved in the internal control system. It exercises its control as part of its monthly meetings. It also refers to existing reports (particularly the work of the Corporate Finance and Administration Department).

The Supervisory Board exercises its control over the Group's management by referring to quarterly reports of the Executive Board's activity that are sent to it and the work of the Audit Committee according to the terms already set out (minutes, reports, etc.).

The Group believes that it has a strong and coherent internal control system, well adapted to the business. However, it will continue to evaluate the system on a regular basis and make any changes deemed necessary.

## 4. INTERNAL CONTROL SYSTEM AND RISK MANAGEMENT PROCEDURES INTRODUCED BY THE COMPANY WITH REGARD TO PREPARING AND PROCESSING ACCOUNTING AND FINANCIAL INFORMATION

#### Process for producing and consolidating financial statements

The process for producing JCDecaux SA's financial and accounting information is intended to provide members of the Executive Board and operating managers with the information they need to manage the Company and its subsidiaries, to enable statutory accounting consolidation, to manage the business through reporting and the budget and to ensure the Group's financial communications.

This process is organised around three cycles: budget, reporting and consolidation. These three cycles apply to all Group legal entities and follow an identical format (scope, definitions, treatment) set out in the "Finance Manual". This manual contains all the current accounting and management principles, rules and procedures applicable within the Group:

- the budget is prepared in the autumn and covers closing forecasts for the end of the fiscal year in progress, and the budget for year Y+1. Pre-approved by the Executive Board in December and validated in April Y+1, it is sent out to the subsidiaries following this final validation. In addition to strategic and commercial information, the budget includes an operating income account and a use-of-funds statement prepared according to the same format as the consolidated financial statements
- reporting is carried out at the end of March, May, June, August, September, November and December. It has several parts: an operating statement, investment monitoring, cash reporting and headcount monitoring. In addition to the usual comparisons with prior periods and budget, the reports include an updated forecast of the closing forecasts
- the consolidated financial statements are prepared at the same frequency as this reporting, and those of each half-year are disclosed to the market. They include an income statement, a statement of financial position, a cash flow statement and, for those disclosed to the market, the notes to the financial statements. Consolidation is centralised (no consolidation cut-off).

All of these cycles are under the responsibility of the following Departments within the Corporate Finance and Administration Department:

- the Corporate Financial Services Department, consisting of a Consolidation Department, a Planning and Control Department, in charge of the budget, reporting and international management control, a Treasury Department and an Administration and Management Unit for the Group's reporting system
- Tax Department.

The Executive Officers that head these Departments have global and interdivisional responsibility for all subsidiaries. The Group Chief Financial and Administrative Officer has functional authority over the Finance Directors of all of the subsidiaries.

When the financial statements are closed mid-year and at the end of the year, the Managing Directors and Finance Directors of the subsidiaries jointly sign "letters of confirmation", which are sent to the Director of Corporate Financial Services. The financial statements are audited twice a year by the Statutory Auditors, in connection with the annual closing (full audit) and half-year closing (limited review) of the consolidated financial statements and company accounts of JCDecaux SA.

As part of the annual year-end closing, subsidiaries within the scope of consolidation are audited. For the half-year closing, targeted audits are conducted on key subsidiaries.

#### Process for managing published financial information

Apart from the Chairman of the Executive Board, only duly empowered persons are authorised to communicate financial information to the market. This means, in particular, the Deputy Chief Executive Officer and all members of the Executive Board, the Communications Department, and the Investor Relations and Financial Communication Department.

Thanks to the contribution of the Operational Departments, the Investor Relations and Financial Communication Department participates in preparing the Company overview and financial results of JCDecaux presented to the Executive Board, as part of an overall process designed to ensure compliance with obligations relating to financial information.

The documents are subject to a control and validation process prior to being circulated involving, in particular, the Planning & Control Department, the Consolidation Department and the Group Legal Department in addition to the Communications Department and Statutory Auditors. Financial press releases (annual, half-year and quarterly) are shared with the Audit Committee before being approved by the Executive Board.

The Investor Relations and Financial Communication Department disseminates and communicates financial information concerning JCDecaux through various means including:

- the Universal Registration Document, half-yearly financial reports and quarterly financial information
- press releases about agreements, mergers and acquisitions
- financial press releases
- presentations for financial analysts and investors.

The Group's Universal Registration Document is filed with the Autorité des Marchés Financiers (French Financial Markets Authority) in accordance with its General Regulation. Beforehand, the document is the subject of verification by the Statutory Auditors aimed at ensuring the consistency of the financial statements and the information relating to the financial position with historical financial information.

The social, environmental and stakeholder information contained in this document is also verified by an independent third-party organisation in compliance with the implementation decree of Article 225 of the Grenelle II Act.

Each major communication topic is the subject of a position paper validated by Group management. The papers are regularly updated and serve as a medium for relations with financial market players.

In order to ensure equal access to investor information, the different communication media are available in French and English and are issued via the following circulation channels:

- information for the general public is directly published on the following website [www.jcdecaux.com](http://www.jcdecaux.com). However, anybody wishing to receive this information by post can send a request to the Investor Relations and Financial Communication Department, which will send the information to them free of charge
- regulated information is circulated in accordance with the European "Transparency" Directive through a professional communications agency that relays it to news agencies and the media
- meetings organised for financial analysts are broadcast live and in full online or can be accessed by phone without any access restrictions. A transcript of the meetings is available upon request from the Investor Relations and Financial Communication Department
- as a general rule, two people travel to other countries or meet with financial market players (in most cases, a member of the Executive Board along with the Investor Relations Manager) in order to guarantee the accuracy of the information provided and ensure equal access.

## 5. POLICY ON COMPLIANCE WITH THE SAPIN II LAW AND DUE DILIGENCE LAW

Through the adoption of its Code of Ethics in 2001, its International Charter of Fundamental Social Values in 2012 and its Supplier Code of Conduct in 2014, JCDecaux is committed to a comprehensive approach that is both responsible and ethical towards its employees, customers, suppliers, grantors and competitors. To this end, it has set out and implemented a strategy for compliance with the latest legislative and regulatory development (especially the Sapin II laws and the Due Diligence law). The Group continues to implement its compliance plan and update it regularly, incorporating changes in the legal and regulatory framework applicable to all its subsidiaries.

### 5.1. Compliance with the Sapin II Law of 9 December 2016

#### 5.1.1. JCDecaux's business ethics framework

In accordance with the anti-corruption guidelines imposed under the Sapin II Law, the measures that have been or are being implemented by the Group include: a Code of Conduct; an alert system; risk mapping; procedures for evaluating customers, first-tier suppliers and intermediaries; accounting control procedures; a training programme; disciplinary procedures and an internal control and evaluation system.

Since 2001, the Group has set down the ethical principles and rules to be followed in the conduct of its business in a Code of Ethics. The Code was last updated in 2018 in order to include the changes brought about by the Sapin II Law, especially with regard to reporting procedures and the fight against influence peddling.

The members of the Executive Board of JCDecaux, in liaison with Group Legal Department, are directly responsible for communicating the Code of Ethics and its values to all Group subsidiaries. Local management in each country in which JCDecaux operates is responsible for ensuring compliance and enforcing the principles and standards set out in:

- firstly, the Fundamental Ethical Rules of JCDecaux, which prohibit any form of corruption, active or passive, and influence peddling, and ensure compliance with the rules of the free market and of financial and accounting reporting. The Group Ethics Committee, composed of members of the Supervisory Board of JCDecaux SA, is responsible for ensuring compliance with these rules which are essential to the Group's existence and success (see section 5.1.2 below)
- and secondly, a Code of Good Conduct includes in the "Code of Ethics", on the Group's dealings with the authorities, its suppliers and customers, as well as the rights and responsibilities of its employees. The rules it contains must be implemented by each Group company, in accordance with applicable national regulations. Compliance with them is the responsibility of the senior management of each subsidiary, both in France and elsewhere.

The Code of Ethics is available on the website [www.jcdecaux.com](http://www.jcdecaux.com) and the Group's various intranet. This document is supplemented by several internal procedures:

- concerning the engagement and management of Advisers, which sets out the measures to be taken to avoid corruption by these third parties, particularly in countries deemed to be high-risk, where an in-depth survey is obligatory prior to engaging an Adviser. "Adviser" in this case refers to any third parties used to guide, influence, promote, assist and support the development of the Group's strategy, revenue or marketing positioning. This

procedure also applies to new partners in joint ventures, new subcontractors and significant subcontractors

- incorporating the anti-corruption checks required as part of the merger and acquisition process
- it oversees the signing of contracts, in order to secure and standardise the signing process throughout the Group, and
- specifically for the Group's operations in the French market, regarding lobbying disclosure requirements.

The Code of Ethics and the Group's procedures are widely communicated throughout the Group in order to make employees fully aware of them. There is a practical guide in the Company's internal version of the Code of Ethics that explains each rule and principle to help employees have a deeper understanding of them. This internal version of the Charter can be accessed via JCDecaux's Intranet in the Group's 19 main working languages or upon request from the Human Resources Department of each of the Group's companies. Each new employee must sign the Code of Ethics, while a process ensure that all employees connected to the internal information system undergo training on the Group's ethical values and sign the Ethics Charter electronically (see below).

Since November 2018, a reporting system has been implemented and updated in all the Group's subsidiaries via its intranets and extranets and by means of a dedicated telephone line. Three alerts were reported in fiscal year 2020 (two were closed after investigation, one was closed after processing).

Every year since 2018, the Internal Audit Department has prepared mapping and an evaluation process setting out all the risks covered under the Sapin Law, taking into account the relevant geographical regions and business processes. The mapping process is set out in pages 95 and following.

Procedures for evaluating the position of first-tier suppliers have been implemented. These procedures are described in the chapter on "Strengthen Sustainable Development in Purchasing Policy" in the Sustainable Development section of this document. Analogous measures relating to customers and intermediaries are in the process of being evaluated before they are implemented.

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

To ensure that employees fully understand and follow the Group's ethical rules, a training module followed by a test was put in place in autumn 2019. Aimed at almost 8,000 employees whose roles could engage the liability of JCDecaux, including in entities in which the Group is a minority shareholder, it is mainly made up of specific case studies and role plays on the following topics: applicable legislative framework, risks, gifts and invitations, facilitation payments and third-party management. At the end of this training campaign, whose completion was initially planned for September 2020 and has been postponed until September 2021 due to the health crisis, 100% of the targeted and connected people must have followed this module, which is already distributed on a systematic basis to new employees. Non-connected employees must have followed a specific training and commitment process by September 2022.

At the closing of the annual financial statements, the CEOs and CFOs of the subsidiaries are asked to sign letters confirming that new employees have been provided with a copy of the Code of Ethics and related procedures or, if this is not the case, an explanation of why this has not transpired.

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

### 5.1.2. The Ethics Committee

All information relating to the Ethics Committee is available under "Corporate governance", on page 88 of this document.

## 5.2. Compliance with the Due Diligence Law of 27 March 2017

The Group has implemented the necessary due diligence to prepare and publicise its Vigilance Plan in the Universal Registration Document, as it is presented in the Company's Management Report.

This document sets out, in relation to the various obligations imposed by law, the framework procedures and documents in force at the Group and provides a progress report on their circulation and application. These procedures and documents include the Group's International Charter of Fundamental Social Values, available in 19 languages, the United Nations Global Compact, which the Group signed up to in 2015 and the Supplier Code of Conduct, available in 9 languages.

The Vigilance Plan also contains updates on the work of the Group's Vigilance Committee, the internal due diligence governance body. Consisting of representatives of the main functions concerned (Purchasing, Internal Audit, Communication, Sustainable Development, Human Resources Department – International Projects, International Operations and Legal), the Committee is chaired by a member of the Executive Board and meets three times a year, with two main purposes: (i) to draft the annual Vigilance Plan and check its implementation and (ii) examine any reports received via the alerts procedure introduced in 2018 across all of the Group's intranet sites. Its work is supplemented by the work of two specialist committees: the Environment Committee and the Health & Safety Committee, which is responsible for producing and circulating the action plans in their respective areas.

In 2020, a fiscal year marked by the health crisis and its impact on the agenda initially set, a major effort was made to achieve some of the most important objectives of the Plan. Emphasis was placed on (i) finalising a biannual survey on compliance with the International Charter of Fundamental Social Values, (ii) the continued deployment of the Group training module, (iii) strengthening accessibility of the Group's Charters for all employees, with new translations, (iv) improved monitoring of lobbyists and (v) development of a module to combat violence and harassment. Due to the Covid-19 pandemic, several programmes had to be revised or carried out remotely (such as audit plans for the situation of subsidiaries - subcontractors and suppliers, meetings of the Vigilance, Health & Safety and Environment Committees), or even postponed (in particular, digital training objectives on human rights and responsible purchasing, Human Resources awareness modules on the Group's guidelines, training for Area Directors and operational managers).

In 2021, a special effort will be made, above all, to ensure the implementation of delayed programs as described above, and also as regards (i) the deployment of a new risk mapping tool, (ii) taking into account regulations equivalent to the GDPR in the subsidiaries concerned, (iii) the integration of carbon neutrality, (iv) the continuation of specific training programmes provided to new Group employees, existing connected employees, and employees without access to the intranet.

In 2021, the Group intends to continue its efforts to incorporate its due diligence in its strategy with regard its employees, suppliers, customers and subcontractors.



### 5.2.1.1. The Vigilance Plan

		HUMAN RIGHTS		HEALTH & SAFETY		ENVIRONMENT	
	GROUP	SUPPLIERS & SUBCONTRACTORS	GROUP	SUPPLIERS & SUBCONTRACTORS	GROUP	SUPPLIERS & SUBCONTRACTORS	
GOVERNANCE BODIES		<ul style="list-style-type: none"> <li>The Group Vigilance Committee, set up in 2017, is more specifically responsible for drafting the annual Vigilance Plan and handling reports (see points (4) and (5) of the document for its composition, its mission and its methods of processing reports)</li> <li>Each year the Executive Board of JCDecaux SA approves the Vigilance Plan as part of its monitoring of the compliance policy of the Company and the JCDecaux Group</li> <li>The Supervisory Board of JCDecaux SA, with responsibility for monitoring the Executive Board's management of the Company, is regularly notified of the main issues facing the Company, including in the areas of social and environmental responsibility.</li> </ul>					
SPECIALISED BODIES			<p>The Group Health &amp; Safety Committee, steered by the International Operations Department, has been overseeing the deployment of Group Health &amp; Safety Policy, through a programme of health and safety audits of subsidiaries since 2014.</p>		<p>Since 2018, the Environment Committee, headed by the International Operations Department, has been monitoring the environmental priorities of the Group's Sustainable Development Strategy and making recommendations in this area.</p>		
LEAD OPERATIONAL DEPARTMENTS	Human Resources Department - International Projects	Purchasing, Inventories and Production Department	International Operations Department	Subcontractors: International Operations Department Suppliers & subcontractors: Purchasing, Inventories and Production Department	International Operations Department	Purchasing, Inventories and Production Department	
GROUP-WIDE DEPARTMENTS	<ul style="list-style-type: none"> <li>The Department of Quality Control &amp; Sustainable Development is thus jointly responsible with each of the Group's Departments for embedding environmental, social and societal issues into their business. It supports each of these Departments in steering policies to increasingly incorporate sustainable development in their practices</li> <li>The Group Legal Counsel holds the Secretariat of the Group Vigilance Committee, and manages Vigilance reports that reach the committee through the alert and report collection system (see point (5))</li> <li>The Internal Audit Department coordinates the Group's risk mapping which includes extra-financial risks, and embeds the issues around sustainable development in its control processes (audits and country assessments).</li> </ul>						
GROUP CHARTERS & STANDARDS	<p><b>External:</b> Principles of the United Nations' Global Compact (since 2015)</p> <p><b>Internal:</b> International Charter of Fundamental Social Values (2018)</p>	<p><b>Internal:</b> Supplier Code of Conduct (2018)</p>	<p><b>Internal:</b> - International Charter of Fundamental Social Values (2018) - Health &amp; Safety Priority of the Group Sustainable Development Strategy (2014)</p>	<p><b>Internal:</b> Supplier Code of Conduct (2018)</p>	<p><b>External:</b> Principles of the United Nations' Global Compact (since 2015)</p> <p><b>Internal:</b> Environmental Priorities of the Group Sustainable Development Strategy (2014)</p>	<p><b>Internal:</b> Supplier Code of Conduct (2018)</p>	

**WARNING :** the execution of the 2020 Vigilance Plan and the preparation of the 2021 Vigilance Plan were impacted by the Covid-19 health crisis, which significantly affected the deployment of the policies and action plans initially planned for 2020. A precise status report can be found in this document, specifically covering the modifications, delays and cancellations with regard to the assessment programmes for subsidiaries, suppliers and subcontractors, as well as risk mitigation or prevention actions. These items are shown by the indication "REVISED".

## 1. RISK MAPPING

Each year since 2018, the JCDecaux Group's Internal Audit Department has established a mapping and assessment procedure for the risks referred to in the law of 27/03/2017, taking into consideration the geographical areas and the business line processes concerned.

HUMAN RIGHTS	
GROUP	SUPPLIERS & SUBCONTRACTORS
<p><b>Methodology</b></p> <p>Vigilance risks are incorporated in the Group's risk mapping, the process for which is described in the chapter "Identification of risks".</p> <p><b>Description</b></p> <p>Operating in over 80 countries, with 24% of its FTE's located in countries that have not ratified all or part of the Fundamental Conventions of the International Labour Organisation, the Group has identified the risk associated with breaches of human rights by employees as significant. The management of this risk is described in the Declaration of Extra-Financial Performance in the chapter "Commitment No. 1: Deploy the JCDecaux Charters, and ensure a basis of fundamental rights for all employees".</p>	<p><b>Methodology</b></p> <p>- vigilance risks are incorporated in the Group's risk mapping, the process for which is described in the chapter "Identification of risks"</p> <p>- REVISED the completion of specific risk mappings according to purchasing categories considered as strategic or presenting a particular risk was postponed due to the health crisis (digital screens, electronic cards, composite, work clothes and printing).</p> <p><b>Description</b></p> <p>Suppliers are at the heart of the Group's quality processes. Some of these suppliers are located in countries that have not ratified all the Fundamental Conventions of the International Labour Organisation. The management of this risk is described in the Declaration of Extra-Financial Performance in the chapter "Strengthen Sustainable Development in Purchasing Policy".</p>
<p><b>Also refer to:</b></p> <ul style="list-style-type: none"> <li>- the chapter "Identification of risks" (p. 94)</li> <li>- the chapter «Risk factors» (p. 95)</li> <li>- in the D.E.F.P. section (chapter "Commitment no.1") (p. 37)</li> </ul>	<p><b>Also refer to:</b></p> <ul style="list-style-type: none"> <li>- the chapter "Identification of risks" (p. 94)</li> <li>- the chapter «Risk factors» (p. 95)</li> <li>- in the D.E.F.P. section (chapter «Strengthen Sustainable Development in Purchasing Policy») (p. 60)</li> </ul>
HEALTH & SAFETY	
GROUP	SUPPLIERS & SUBCONTRACTORS
<p><b>Methodology</b></p> <p>Vigilance risks are incorporated in the Group's risk mapping, the process for which is described in the chapter "Identification of risks".</p> <p><b>Description</b></p> <p>JCDecaux's field staff represent approximately 51% of the Group's total workforce in 2020. These employees are the most at-risk of accidents and incidents, due to their activities which may include working at height, the use of electricity or being close to electrical equipment, driving or being close to roads or railways, or others. The management of this risk is described in the Declaration of Extra-Financial Performance in the chapter "Our social commitment: deploy a Group-wide Health &amp; Safety Policy".</p>	<p><b>Methodology</b></p> <p>- vigilance risks are incorporated in the Group's risk mapping, the process for which is described in the chapter "Identification of risks"</p> <p>- REVISED the completion of specific risk mappings according to purchasing categories considered as strategic or presenting a particular risk was postponed due to the health crisis (digital screens, electronic cards, composite, work clothes and printing).</p> <p><b>Description</b></p> <p>Operations subcontractors are at risk of the same accidents and incidents as JCDecaux's operational and field employees. The management of this risk is described in the Declaration of Extra-Financial Performance in chapter "Our social commitment: Deploy a Group-wide Health &amp; Safety Policy".</p>
<p><b>Also refer to:</b></p> <ul style="list-style-type: none"> <li>- the chapter "Identification of risks" (p. 94)</li> <li>- the chapter «Risk factors» (p. 95)</li> <li>- in the D.E.F.P. section (chapter «Our social commitment: Deploy a Group-wide Health &amp; Safety Policy») (p. 44)</li> </ul>	<p><b>Also refer to:</b></p> <ul style="list-style-type: none"> <li>- the chapter "Identification of risks" (p. 94)</li> <li>- the chapter «Risk factors» (p. 95)</li> <li>- in the D.E.F.P. section (chapter «Our social commitment: Deploy a Group-wide Health &amp; Safety Policy») (p. 44)</li> </ul>

ENVIRONNEMENT	
GROUP	SUPPLIERS & SUBCONTRACTORS
<p><b>Methodology</b> Vigilance risks are incorporated in the Group's risk mapping, the process for which is described in the chapter "Identification of risks".</p> <p><b>Description</b> Environmental issues are fully integrated into JCDecaux's Sustainable Development Strategy (see "Our Environmental Commitment") but are not identified as a key risk (see "Environmental risks").</p>	<p><b>Methodology</b> - vigilance risks are incorporated in the Group's risk mapping, the process for which is described in the chapter "Identification of risks" - REVISED the completion of specific risk mappings according to purchasing categories considered as strategic or presenting a particular risk was postponed due to the health crisis (digital screens, electronic cards, composite, work clothes and printing).</p> <p><b>Description</b> Environmental issues in our supply chain are fully integrated into JCDecaux's Sustainable Development Strategy (see "Strengthen Sustainable Development in Purchasing Policy") but are not identified as a key risk (see "Environmental risks").</p>
<p><b>Also refer to:</b></p> <ul style="list-style-type: none"> <li>- the chapter "Identification of risks" (p. 94)</li> <li>- the chapter "Environmental risks" (p. 33)</li> <li>- the chapter "Our Environmental Commitment" (p. 33).</li> </ul>	<p><b>Also refer to:</b></p> <ul style="list-style-type: none"> <li>- the chapter "Identification of risks" (p. 94)</li> <li>- the chapter "Environmental risks" (p. 33)</li> <li>- the chapter «Strengthen Sustainable Development in Purchasing Policy» (p. 60).</li> </ul>

## 2. EVALUATION OF SUBSIDIARIES, SUBCONTRACTORS & SUPPLIERS

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

HUMAN RIGHTS	
GROUP	SUPPLIERS & SUBCONTRACTORS
<p><b>COMPLIANCE OF SUBSIDIARIES WITH THE PRINCIPLES OF THE INTERNATIONAL CHARTER OF FUNDAMENTAL SOCIAL VALUES</b></p> <p>It is assessed through a biannual survey.</p> <p><b>RESULTS FOR 2020</b></p> <p>The 2019/2020 biannual survey was finalised to identify any need for corrective action plans.</p> <p><b>2021 PLAN</b></p> <p>Corrective action plans will be drawn up and deployed.</p> <p><b>GROUP'S EXTRA-FINANCIAL PERFORMANCE</b></p> <p>Social indicators associated with the Group's operations are managed as part of extra-financial reporting.</p> <p><b>RESULTS FOR 2020</b></p> <p>This Group's extra-financial reporting process was audited by an independent third-party body, the EY firm.</p> <p><b>REVISED</b> The audit missions were carried out at a distance due to the health crisis. Conclusion without reserves or comments.</p> <p>The new extra-financial performance management tool (SIA), launched at the end of 2019, is now operational.</p> <p><b>2021 PLAN</b></p> <p>To continue monitoring of key performance indicators by the relevant Departments, coordinated by the Quality Control and Sustainable Development Department. A consultation to choose a new independent third party responsible for mandatory audit is on-going.</p> <p><b>ANNUAL SELF-EVALUATION BY SUBSIDIARIES</b></p> <p>This is carried out by the Internal Audit Department and incorporates issues around significant extra-financial risks.</p> <p><b>RESULTS FOR 2020</b></p> <p>75 subsidiaries filled out and returned the self-assessment forms in December 2020.</p> <p><b>2021 PLAN</b></p> <p>75 subsidiaries will again be concerned in the first quarter of 2021.</p> <p><b>ON-SITE AUDITS OF SUBSIDIARIES</b></p> <p>These are performed by the Internal Audit Department and include, in particular, a review of the deployment of the International Charter of Fundamental Social Values.</p> <p><b>RESULTS FOR 2020</b></p> <p><b>REVISED</b> Due to the health crisis, only one foreign mission was carried out, and three missions in France.</p> <p><b>2021 PLAN</b></p> <p>The 2021 audit plan is currently being reassessed, based on a combination of on-site and remote missions, to adapt to the health context.</p>	<p><b>COMPLIANCE OF KEY SUPPLIERS* WITH THE SUPPLIER CODE OF CONDUCT</b></p> <p>Key suppliers are subject to an annual assessment, an on-site audit every three years (for central suppliers), and every five years by the Countries (for the key local suppliers), using a scorecard incorporating relevant social and environmental challenges.</p> <p><b>RESULTS FOR 2020</b></p> <p><b>REVISED</b> The audit missions for the Group's key suppliers were postponed due to the health crisis. The Supplier Code of Conduct is now available in nine languages.</p> <p><b>2021 PLAN</b></p> <p>Subject to the impact of the health crisis, the audit of key suppliers will continue to focus on direct key suppliers and be carried out every three years.</p> <p>An updated Supplier Code of Conduct will be finalised, to incorporate the equivalent local regulations to the GDPR.</p> <p><b>GROUP'S EXTRA-FINANCIAL PERFORMANCE</b></p> <p>Indicators for monitoring the integration of sustainable development in purchasing processes are managed as part of extra-financial reporting.</p> <p><b>RESULTS FOR 2020</b></p> <p>This Group's extra-financial reporting process was audited by an independent third-party body, the EY firm.</p> <p><b>REVISED</b> The audit missions were carried out remotely due to the health crisis. Conclusion without reserves or comments. The new extra-financial performance management tool (SIA), launched at the end of 2019, is now operational.</p> <p><b>2021 PLAN</b></p> <p>To continue monitoring of key performance indicators by the relevant Departments, coordinated by the Quality Control and Sustainable Development Department. A consultation to choose a new independent third party responsible for mandatory audit is on-going.</p> <p><b>ON-SITE AUDITS OF SUBSIDIARIES</b></p> <p>These are performed by the Internal Audit Department and include, in particular, a review of the deployment of the Supplier Code of Conduct.</p> <p><b>RESULTS FOR 2020</b></p> <p><b>REVISED</b> Due to the health crisis, only one foreign mission was carried out, and three missions in France.</p> <p><b>2021 PLAN</b></p> <p>The 2021 audit plan is currently being reassessed, based on a combination of on-site and remote missions, to adapt to the health context</p> <p><small>* Definition of key suppliers Suppliers that account for a significant share of total Purchasing, and/or which could cause JCDecaux's liability to be incurred (reputational and ethical risk), and/or because of the extent to which JCDecaux could be liable for their actions (social and environmental risk).</small></p>
<p><b>Also refer to:</b></p> <ul style="list-style-type: none"> <li>- in the D.E.F.P. section (chapter «Commitment no.1») (p. 46)</li> <li>- the point (1) "Risk mapping" above</li> <li>- the point (3) "Mitigating risks &amp; preventing serious breaches" below</li> </ul>	<p><b>Also refer to:</b></p> <ul style="list-style-type: none"> <li>- the chapter "Responsible purchasing" (p. 60)</li> <li>- the point (1) "Risk mapping" above</li> <li>- the point (3) "Mitigating risks &amp; preventing serious breaches" below</li> </ul>

HEALTH & SAFETY

GROUP

**SUBSIDIARIES' HEALTH AND SAFETY AUDIT PROGRAMME**

Its purpose is to assess the maturity of subsidiaries in terms of the Group's health and safety standards.

**RESULTS FOR 2020**

**REVISED** Due to the health crisis, the objective of auditing 20 subsidiaries was reviewed, with four missions carried out (including three in Africa).

**2021 PLAN**

A target of a maximum of eight physical audits has been set for 2021, as well as ten audits on the issue of subcontracting, via a questionnaire.

**GROUP'S EXTRA-FINANCIAL PERFORMANCE**

Health and safety indicators associated with the Group's operations are managed as part of extra-financial reporting.

**RESULTS FOR 2020**

This Group's extra-financial reporting process was audited by an independent third-party body, the EY firm.

**REVISED** The audit missions were carried out remotely due to the health crisis. Conclusion without reserves or comments.

The new extra-financial performance management tool (SIA), launched at the end of 2019, is now operational.

**2021 PLAN**

To continue monitoring of key performance indicators by the relevant Departments, coordinated by the Quality Control and Sustainable Development Department. A consultation to choose a new independent third party responsible for mandatory audit is on-going.

**Also refer to:**

- in the D.E.F.P. section (chapter «Our social commitment: Deploy a Group-wide Health & Safety Policy») (p. 44)
- the point (1) "Risk mapping" above
- the point (3) "Mitigating risks & preventing serious breaches" below

SUPPLIERS & SUBCONTRACTORS

**OPERATIONS SUBCONTRACTORS:**

**SUBCONTRACTOR INSPECTION PROGRAMMES CARRIED OUT LOCALLY BY SUBSIDIARIES**

**RESULTS FOR 2020**

**REVISED** Due to the health crisis, the objective of auditing 20 subsidiaries and their policy towards subcontractors was reviewed, with four missions carried out (including three in Africa).

**2021 PLAN**

Ten specific audit missions on the issue of subcontracting will be conducted remotely via a questionnaire, due to the persistence of the health crisis.

**GROUP'S EXTRA-FINANCIAL PERFORMANCE**

Health and safety indicators associated with the Group's operations are managed as part of extra-financial reporting.

**RESULTS FOR 2020**

This Group's extra-financial reporting process was audited by an independent third-party body, the EY firm.

**REVISED** The audit missions were carried out remotely due to the health crisis. Conclusion without reserves or comments.

The new extra-financial performance management tool (SIA), launched at the end of 2019, is now operational.

**2021 PLAN**

To continue monitoring of key performance indicators by the relevant Departments, coordinated by the Quality Control and Sustainable Development Department. A consultation to choose a new independent third party responsible for mandatory audit is on-going.

**SUPPLIERS:**

**COMPLIANCE OF KEY SUPPLIERS WITH THE SUPPLIER CODE OF CONDUCT**

Key suppliers are subject to an annual assessment, an on-site audit every three years by Corporate (for Central Purchasing), and every five years by the Countries (for the key local suppliers), using a scorecard incorporating relevant social and environmental challenges.

**RESULTS FOR 2020**

**REVISED** The audit missions for the Group's key suppliers were postponed due to the health crisis.

The Supplier Code of Conduct is now available in nine languages.

**2021 PLAN**

Subject to the impact of the health crisis, the audit of key suppliers will continue to focus on direct key suppliers and be carried out every three years.

An updated Supplier Code of Conduct will be finalised, to incorporate the equivalent local regulations to the GDPR.

**Also refer to:**

- in the D.E.F.P. section (chapter «Our social commitment: Deploy a Group-wide Health & Safety Policy») (p. 44)
- the chapter "Responsible purchasing" (p. 60)
- the point (1) "Risk mapping" above
- the point (3) "Mitigating risks & preventing serious breaches" below

ENVIRONMENT	
GROUP	SUPPLIERS & SUBCONTRACTORS
<p><b>GROUP-WIDE HEALTH &amp; SAFETY AUDITING PROGRAMME</b> Its aim is to assess the maturity of subsidiaries in terms of the Group's Environment Strategy.</p> <p><b>EXTRA-FINANCIAL PERFORMANCE</b> Environmental indicators associated with the Group's operations are managed as part of extra-financial reporting.</p> <p><b>RESULTS FOR 2020</b> This Group's extra-financial reporting process was audited by an independent third-party body, the EY firm. <b>REVISED</b> The audit missions were carried out remotely due to the health crisis. Conclusion without reserves or comments. The new extra-financial performance management tool (SIA), launched at the end of 2019, is now operational.</p> <p><b>2021 PLAN</b> To continue monitoring of key performance indicators by the relevant Departments, coordinated by the Quality Control and Sustainable Development Department. A consultation to choose a new independent third party responsible for mandatory audit is on-going.</p> <p><b>ON-SITE AUDITS OF SUBSIDIARIES</b> They are carried out by the Internal Audit Department.</p> <p><b>RESULTS FOR 2020</b> <b>REVISED</b> Due to the health crisis, only one foreign mission was carried out, and three missions in France.</p> <p><b>2021 PLAN</b> The 2021 audit plan is currently being reassessed, based on a combination of on-site and remote missions, to adapt to the health context.</p> <p><b>Also refer to:</b></p> <ul style="list-style-type: none"> <li>- the chapter "Reduce our energy consumption" (p. 35)</li> <li>- the chapter "Reduce our other environmental impacts" (p. 39)</li> <li>- the point (1) "Risk mapping" above</li> <li>- the point (3) "Mitigating risks &amp; preventing serious breaches" below</li> </ul>	<p><b>COMPLIANCE OF KEY SUPPLIERS WITH THE SUPPLIER CODE OF CONDUCT</b> Key suppliers are subject to an annual assessment, an on-site audit every three years by Corporate (for Central Purchasing), and every five years by the Countries (for the key local suppliers), using a scorecard incorporating relevant social and environmental challenges.</p> <p><b>RESULTS FOR 2020</b> <b>REVISED</b> The audit missions for the Group's key suppliers were postponed due to the health crisis. The Supplier Code of Conduct is now available in nine languages.</p> <p><b>2021 PLAN</b> Subject to the impact of the health crisis, the audit of key suppliers will continue to focus on direct key suppliers and be carried out every three years. An updated Supplier Code of Conduct will be finalised, to incorporate the equivalent local regulations to the GDPR.</p> <p><b>Also refer to:</b></p> <ul style="list-style-type: none"> <li>- the chapter "Responsible purchasing" (p. 60)</li> <li>- the point (1) "Risk mapping" above</li> <li>- the point (3) "Mitigating risks &amp; preventing serious breaches" below</li> </ul>

### 3. MITIGATING RISKS & PREVENTING SERIOUS BREACHES

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

HUMAN RIGHTS	
GROUP	SUPPLIERS & SUBCONTRACTORS
<p><b>LETTER OF REPRESENTATION FROM COUNTRY DIRECTORS</b></p> <p>A letter of representation is signed by Country Directors of subsidiaries each year in which they undertake to uphold the Group's compliance rules and, in particular, to sign and fully familiarise themselves with the International Charter of Fundamental Social Values.</p> <p><b>RESULTS FOR 2020</b></p> <p>100% of Country Directors signed the letter of representation in 2020.</p> <p><b>2021 PLAN</b></p> <p>100% of Country Directors to sign the letter of representation in 2021.</p> <p><b>TRAINING</b></p> <p>A digital learning course on Sustainable Development (including a presentation of the Group's Charters and standards) is available to all employees with a computer.</p> <p><b>RESULTS FOR 2020</b></p> <p><b>REVISED</b> The module is now available in thirteen languages, but its deployment with connected employees has fallen behind schedule (31% at end December 2020).</p> <p>100% of new employees now follow this training module.</p> <p><b>REVISED</b> The face-to-face training programme for employees without a computer connection has been postponed.</p> <p><b>2021 PLAN</b></p> <p>The target of 100% of connected employees having followed the training module is set for 31/12/2021.</p> <p>With regard to employees without a connection, this target is set at 31/12/2022.</p>	<p><b>JCDECAUX SUPPLIER CODE OF CONDUCT</b></p> <p>The Code must be signed by each new supplier and by all of the Group's key suppliers.</p> <p><b>RESULTS FOR 2020</b></p> <p>100% of key suppliers signed the Code of Conduct in 2020.</p> <p><b>2021 PLAN</b></p> <p>Roll-out of the Code of Conduct will continue in 2021 to meet the target of 100% of key suppliers. 80% of key suppliers should be assessed in 2021 (target reinstated in the bonus in 2021).</p> <p><b>LETTER OF REPRESENTATION FROM COUNTRY DIRECTORS</b></p> <p>A letter of representation is signed by Country Directors of subsidiaries each year in which they undertake to uphold the Group's compliance rules and, in particular, to ensure suppliers sign the Group's Supplier Code of Conduct.</p> <p><b>RESULTS FOR 2020</b></p> <p>100% of Country Directors signed the letter of representation in 2020.</p> <p><b>2021 PLAN</b></p> <p>100% of Country Directors to sign the letter of representation in 2021.</p> <p><b>PURCHASING TEAM TRAINING</b></p> <p>Training for Purchasing teams on embedding sustainable development in the Purchasing process, including human rights, was delivered in 2019.</p> <p><b>RESULTS FOR 2020</b></p> <p><b>REVISED</b> The digital version of the Responsible Purchasing training to guarantee maintained skills and vigilance of Purchasing teams has been postponed until 2021 due to the health crisis.</p> <p><b>2021 PLAN</b></p> <p>The digital Responsible purchasing training, initially planned for 2020, will be implemented in 2021.</p>

## HEALTH & SAFETY

### GROUP

#### THE GROUP-WIDE HEALTH & SAFETY COMMITTEE

It is steered by the International Operations Department and attended by Regional or local Health & Safety Managers and the QHSE Sustainable Development Manager and/or the Quality Control and Sustainable Development Director. Its remit is to agree and monitor the Group's objectives and action plans, the results of Country audits and the quarterly occupational accident reports.

##### RESULTS FOR 2020

**REVISED** Due to the health crisis, the Committee met three times in 2020 (compared to four times as planned), and strengthened the Group's awareness-raising actions.

##### 2021 PLAN

Four meetings are scheduled, with a continuation of actions at Group level to improve safety at work.

#### LETTER OF REPRESENTATION FROM COUNTRY DIRECTORS

A letter of representation is signed by Country Directors of subsidiaries each year in which they undertake to uphold the Group's compliance rules and, in particular, the Group's Health & Safety Policy.

##### RESULTS FOR 2020

100% of Country Directors signed the letter of representation in 2020.

##### 2021 PLAN

100% of Country Directors to sign the letter of representation in 2021.

#### HEALTH & SAFETY AWARENESS CAMPAIGN

A health & safety awareness campaign to be carried out aimed at Area and Country Managers.

##### RESULTS FOR 2020

**REVISED** An online training programme was launched in nine pilot subsidiaries, with its addition to an e-learning platform being postponed to 2021 due to the health crisis.

##### 2021 PLAN

The objective is to achieve a coverage rate of 100% of Area and Country Managers by 2021, and 100% of the operational management of the French, English and Spanish speaking subsidiaries.

#### "SAFETY OUT OF HOME/SAFELY HOME" CAMPAIGN

A campaign aimed at all employees, "Safety out of home, safely home" has been circulated since April 2017.

##### RESULTS FOR 2020

**REVISED** The planned actions were postponed due to the health crisis.

##### 2021 PLAN

The programme initially planned for 2020 will be implemented in 2021.

### SUPPLIERS & SUBCONTRACTORS

#### OPERATIONS SUBCONTRACTORS:

##### CIRCULATION OF HEALTH AND SAFETY CLAUSES

All operations subcontractors must sign a contract including detailed health and safety clauses.

##### RESULTS FOR 2020

**REVISED** Due to the health crisis, the circulation of standard contractual health and safety clauses to subsidiaries, strengthened by the implementation of a process for the qualification of major subcontractors, was only partially implemented.

##### 2021 PLAN

The circulation effort will continue in 2021, supplemented by remote target audits.

##### TRAINING

The Purchasing teams at head office are trained to raise their awareness about issues of supplier Health & Safety in particular.

##### RESULTS FOR 2020

**REVISED** The digital version of the Responsible Purchasing training to guarantee maintained skills and vigilance of Purchasing teams has been postponed until 2021 due to the health crisis.

##### 2021 PLAN

The digital Responsible purchasing training, initially planned for 2020, will be implemented in 2021.

#### SUPPLIERS:

##### JCDECAUX SUPPLIER CODE OF CONDUCT

The Code must be signed by each new supplier and by all of the Group's key suppliers.

##### RESULTS FOR 2020

100% of key suppliers signed the Code of Conduct in 2020.

##### 2021 PLAN

Roll-out of the Code of Conduct will continue in 2021 to meet the target of 100% of key suppliers. 80% of key suppliers should be assessed in 2021 (target reinstated in the bonus in 2021).

#### LETTER OF REPRESENTATION FROM COUNTRY DIRECTORS

A letter of representation is signed by Country Directors of subsidiaries each year in which they undertake to uphold the Group's compliance rules and, in particular, to ensure suppliers sign the Group's Supplier Code of Conduct.

##### RESULTS FOR 2020

100% of Country Directors signed the letter of representation in 2020.

##### 2021 PLAN

100% of Country Directors to sign the letter of representation in 2021.

##### TRAINING

The Purchasing teams at head office have been trained to raise awareness of the issue of suppliers' health & safety procedures.

##### RESULTS FOR 2020

**REVISED** The digital version of the Responsible Purchasing training to guarantee maintained skills and vigilance of Purchasing teams has been postponed until 2021 due to the health crisis.

##### 2021 PLAN

The digital Responsible Purchasing training, initially planned for 2020, will be implemented in 2021.



ENVIRONMENT

GROUP

**THE ENVIRONMENT COMMITTEE**

Set up in 2018, it is steered by the International Operations Department and is attended by the Quality Control and Sustainable Development Director and the area and/or country EHS Directors and Operational Managers. Its remit is to make recommendations regarding the delivery of the environmental priorities of JCDecaux's Sustainable Development Strategy.

**RESULTS FOR 2020**

**REVISED** The Committee did not meet due to the health crisis, but working groups were created on three topics (electricity consumption, impact of vehicles and waste processing).

**2021 PLAN**

The Environment Committee will meet at least once in 2021, and the approach initiated in 2019/2020 will be restructured.

**TRAINING**

A digital learning course on Sustainable Development (including a presentation of the Group's Charters and standards) is available to all employees with a computer.

**RESULTS FOR 2020**

**REVISED** The module is now available in thirteen languages, but its deployment with connected employees has fallen behind schedule (31% at end December 2020).

100% of new employees now follow this training module.

**REVISED** The face-to-face training programme for employees without a computer connection has been postponed.

**2021 PLAN**

The target of 100% of connected employees having followed the training module is set for 31/12/2021.

With regard to employees without a connection, this target is set at 31/12/2022.

**SUPPLIERS & SUBCONTRACTORS**

**JCDECAUX SUPPLIER CODE OF CONDUCT**

The Code must be signed by each new supplier and by all of the Group's key suppliers.

**RESULTS FOR 2020**

100% of key suppliers signed the Code of Conduct in 2020.

**2021 PLAN**

Roll-out of the Code of Conduct will continue in 2021 to meet the target of 100% of key suppliers. 80% of key suppliers should be assessed in 2021 (target reinstated in the bonus in 2021).

**LETTER OF REPRESENTATION FROM COUNTRY DIRECTORS**

A letter of representation is signed by Country Directors of subsidiaries each year in which they undertake to uphold the Group's compliance rules and, in particular, to ensure suppliers sign the Group's Supplier Code of Conduct.

**RESULTS FOR 2020**

100% of Country Directors signed the letter of representation in 2020.

**2021 PLAN**

100% of Country Directors to sign the letter of representation in 2021.

**TRAINING**

Head office purchasing teams will be trained in particular to raise their awareness of the issue of the Environment when dealing with subcontractors and suppliers.

**RESULTS FOR 2020**

**REVISED** The digital version of the Responsible Purchasing training to guarantee maintained skills and vigilance of Purchasing teams has been postponed until 2021 due to the health crisis.

**2021 PLAN**

The digital Responsible Purchasing training, initially planned for 2020, will be implemented in 2021.

## 4. SYSTEM FOR ALERTING AND REPORTING

A system for alerting to or reporting potential or realised risks has been rolled out since 2018 across all Group subsidiaries.

### PRINCIPLES AND PROCEDURES

#### JCDecaux standards

JCDecaux's guidelines on alerts and reporting consist of the JCDecaux Group's International Charter of Fundamental Social Values (available in 19 languages) and the principles of the United Nations Global Compact to which the JCDecaux Group signed up in 2015.

#### Implementation

Since 2018, any Group employee has been able to use the alert and reporting system, either by filling out a form available in 19 languages on the JCDecaux intranet or by telephone, or centrally at the head office or locally when required by local regulations.

#### Terms and conditions

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

### GROUP VIGILANCE COMMITTEE

#### Composition

The Group's Vigilance Committee, which met for the first time in 2018, is made up of eight members representing the Group's main businesses where due diligence applies (Purchasing, Audit, Communication, Quality Control and Sustainable Development, International Operations, Legal & Human Resources). It is chaired by the Group Chief Financial and Administrative Officer, a member of JCDecaux SA's Executive Board.

#### Duties

Its remit is twofold: to draw up an annual Vigilance Plan to be submitted to JCDecaux SA's Executive Board and Supervisory Board and to investigate and process the reports it is sent by the Committee Secretariat via the alert system (see below).

#### Secretariat

Its Secretariat, held by the Group General Counsel, keeps a record of alerts, including all reports to the Committee, how they are handled (responses to the person making the report, legal and operational follow-up).

### RESULTS FOR 2020 AND 2021 PLAN

#### Results for 2020

In the second half of 2018, the Group rolled out the alert and reporting procedure in connection with due diligence, by providing employees across all subsidiaries with a procedure and form now accessible in 19 languages. The Vigilance Committee met three times in 2020 (compared to twice in 2019), in February to adopt the results of the Vigilance Plan for 2019, in March to approve the Vigilance Plan for 2020, then in July to review implementation of the Vigilance Plan.

Two reports were collected in 2020, unrelated to the competence of the Committee. The latter was informed of them and validated their processing by other Group bodies.

#### 2021 Plan

As in 2020, the Vigilance Committee will ensure, in compliance with the local legal and regulatory framework, that the alert and reporting procedure is rolled out effectively across subsidiaries and is accessible to all employees via the local intranet or a telephone messaging service.

Other than drafting and implementing the annual Vigilance Plan, its remit includes the proper handling of alerts by the Committee Secretariat and making any recommendations to the Executive Board.

## 5. SYSTEM TO MONITOR & EVALUATE THE MEASURES IMPLEMENTED

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

### CONTROLS AND INVESTIGATIONS

#### Control

On-site checks and/or document checks (favoured in 2020 due to the health crisis) are carried out by each relevant Operational Department as part of the implementation of the various initiatives of the annual Vigilance Plan:

- by the Human Resources Department – International Projects (biannual surveys) for the subsidiaries
- by the International Operations Department with subsidiaries and operating subcontractors (on-site or remote audits)
- by the Purchasing, Inventories and Production Department for the Group's subsidiaries and key suppliers (evaluations and on-site or remote audits)
- by the Legal Department (annual letters of representation)
- by the Quality Control and Sustainable Development Department with subsidiaries, in particular through the management of extra-financial performance and the annual audit conducted by an independent third-party body (EY), which has made no reservations about the DEFP over the last three fiscal years
- by the Internal Audit Department (annual self-assessments of 75 subsidiaries and completion of four on-site audits in 2020).

#### Surveys

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

- by the Internal Audit Department as part of its audit duties in target countries or regions or remotely
- by the Group General Counsel and Area Legal Departments, key contacts of subsidiary Country Directors of subsidiaries as part of a two-yearly review of disputes and risks consolidated at Group level
- by the Group Vigilance Committee when investigating any reports or self-referring
- by the Audit Committee as part of its analysis of the Group's position
- by the Executive Board.

### REPORTING

#### The Group Vigilance Committee's work

Every year, as needed, its Chairman reports on the Committee's work to JCDecaux SA's Executive Board and Supervisory Board, in particular in relation to the annual Vigilance Plan (Plan for the coming/current year and report on the implementation of the previous year).

#### The Audit Committee's work

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

#### Review of disputes & Group risks

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

#### Sustainable Development Strategy and managing Extra-Financial Performance

The Quality Control and Sustainable Development Department reports quarterly on its work to the Executive Board and annually to the Supervisory Board of JCDecaux SA.

### RESULTS FOR 2020 AND 2021 PLAN

Refer in particular to:

- the procedures and programmes for the evaluation of subsidiaries, subcontractors and suppliers provided for in this document and detailed under point (2) above "Evaluation of subsidiaries, subcontractors and suppliers" (p. 108)
- the risk mitigation and prevention actions provided for in this document under point (3) above "Mitigating risks & preventing serious breaches" (p. 111)

### 5.2.2. The International Charter of Fundamental Social Values of JCDecaux, the Supplier Code of Conduct & the principles of the United Nations Global Compact

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

In 2012 the Group put in place a Charter referring to international standards such as the Universal Declaration of Human Rights, the International Labour Organisation's Fundamental Conventions, and the Organisation for Economic Cooperation and Development's Guidelines for Multinational Enterprises. In a context of strong international growth, the Group expressed its steadfast commitment to fundamental social values by formalising this in a Charter, which provides clear guidelines and principles of conduct within the Group while respecting the diversity of commercial and cultural practices that co-exist in the different entities.

Updated in 2013, the Charter applies to all Group employees who also undertake to promote its values among all stakeholders, namely JCDecaux SA's subsidiaries and their suppliers, subcontractors and partners.

The Group's commitments cover the following areas: the right to collective bargaining and freedom of association, condemnation of all forms of forced or obligatory labour, condemnation of child labour, absence of discrimination in the workplace, the health and safety of workers, duration of working times, the right to a decent wage, the right to paid leave, the right to training, condemnation of any form of harassment or violence, priority reassignment of employees in the event of restructuring, respect for privacy and the right to personal data protection, the right to participate in public life, the right to social security, work-life balance, family leave, the right to protection in the event of the arrival of a child. Implementation of the Charter is of fundamental importance for the Group: the members of the Executive Board have taken direct responsibility for its proper communication within the Group.

JCDecaux Group's International Charter of Fundamental Social Values is accessible via JCDecaux's Intranet and on request from the Human Resources Department of each of the Group companies. Furthermore, each new employee (executive) receives a copy of the Charter when hired.

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

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

### 5.2.3. Group Vigilance Committee

The Group Vigilance Committee was created in 2018, as part of the establishment of the Group's first Vigilance Plan and the implementation of its provisions.

#### Duties

The Vigilance Committee is responsible for (i) the investigation and processing of reports it receives via the alert and reporting system, (ii) the annual review of the Vigilance Plan and the follow-up on the previous fiscal year's plan, as well as (iii) any issues relating to the Group's International Charter of Fundamental Social Values and/or the United Nations Global Compact and/or the alert and reporting system.

To ensure the consistent implementation of the whistleblowing and reporting procedure throughout the Group's subsidiaries, and in compliance with the whistleblowing procedure in place with regard to the Sapin II Law, this procedure comprises two complementary methods of alerting the Vigilance Committee via its Secretariat: a form available on the JCDecaux intranet of each subsidiary, fully secure and accessible by all employees with a workplace email address, and a secure and dedicated telephone number for employees without workplace internet access. In accordance with regulations, the corresponding due diligence regarding personal data protection has been carried out.

#### Composition

The Group Vigilance Committee has eight members representing the Group's main business lines concerned with due diligence (Purchasing, Internal Audit, Communication, Quality Control and Sustainable Development, International Operations, General Counsel, Human Resources). It is chaired by the Group Chief Financial and Administrative Officer, a member of the Executive Board.

#### Operation

The Group Vigilance Committee meets as often as is necessary, and at least once per year. Its Chairman reports to the Executive Board on the work of the Committee once per year, and whenever necessary.

The operation of the Vigilance Committee is defined by Rules of Procedure.

The Group General Counsel is entrusted with the Committee's secretariat.

#### Work

The Vigilance Committee met three times in 2020, once at the start of the year to approve the 2020 Vigilance Plan in the middle of the year, for a mid-year review of the situation and at the end of the fiscal year to assess its implementation. Its Secretariat also notified it of two reports in 2020, both outside the Committee's authority.

## TAX POLICY<sup>DEFP</sup>

As a global corporation with over 10,000 employees worldwide, JCDecaux has activities in more than 80 countries where its subsidiaries' income is taxable. Our objective is to ensure that they pay taxes and file tax returns on time in each jurisdiction in compliance with the governing laws and rules.

The JCDecaux Tax Department, which reports directly to the Group Chief Financial and Administration Officer, a member of JCDecaux's Executive Board, is involved in all relevant aspects of our business, partnering closely with management to provide guidance and ensure the efficiency and compliance of its operations.

We practise transparency to build trusting relationships with the tax authorities and were fully compliant with the BEPS recommendations of the OECD\* even before they were issued.

We are committed to ensuring our compliance with and adherence to tax regulations and to interpreting them in a reasonable and consistent manner across all of our operations. We pay tax in the place where the related value is created, and economic activity is conducted. We do not use tax vehicles located in tax havens for tax optimisation purposes.

The application of IFRIC 23 does not present any difficulties for the Group, in that we already have internal procedures in place for identifying potential tax risks and can, where required, control and correct them. In addition, our subsidiaries are regularly the subject of audits by local tax administrations and their statutory auditors.

The JCDecaux Tax Department conducts regular tax reviews of its subsidiaries to ensure that tax regulations are properly taken into account and correctly applied.

The Group's risk mapping, which lists the main risks related to the business of the Group and its subsidiaries, includes risks such as those related to taxation. This mapping is reviewed and validated each year by the Executive Board, the Audit Committee and the Supervisory Board.

We fully understand and support the purpose of the country-by-country reporting to tax authorities and we consider it an opportunity to promote international transparency and strengthen the dialogue and cooperation with local tax authorities. However, JCDecaux does not publicly disclose this information in the interest of fair competition because this information could be used for strategic advantage by our competitors.

\* Guidelines of the Organisation for Economic Co-operation and Development on the fight against base erosion and profit shifting.



Synchronised DIGITAL BUS SHELTERS  
London  
 **UNITED KINGDOM**

# OTHER INFORMATION

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## GRI-G4 CONTENT INDEX TABLE (CORE OPTION)

Since 2002, JCDecaux has presented extra-financial information in the Sustainable Development section of its Universal Registration Document as well as in its Sustainability and CSR Report (since 2019). This is done in line with the Sustainability Reporting Guidelines of the Global Reporting Initiative (GRI). The GRI is an internationally recognised body that publishes guidelines to help firms report on their economic, environmental and social performance.

JCDecaux has chosen to adopt the “core criteria” reporting approach under which certain general and specific information must be disclosed. The table below sets out both types of information for the JCDecaux Group and matches the GRI indicators to the information published for our 2020 fiscal year.

GENERAL STANDARD DISCLOSURES			
GRI G4 - indicators		Page numbers where indicators can be found	External Verification
STRATEGY AND ANALYSIS			
G4-1	Statement from the most senior decision-maker of the organisation about the relevance of Sustainable Development to the organisation and the organisation’s strategy for addressing it	Pages 8-9	
ORGANISATIONAL PROFILE			
G4-3	Name of the organisation	Cover page	
G4-4	Primary brands, products, and services	Pages 16-18	
G4-5	Location of the organisation’s headquarters	Page 128	
G4-6	Number of countries in which the organisation is located and specify the name of those where the organisation has major operations, or that are particularly affected by the Sustainable Development issues covered in the report	Pages 32	
G4-7	Nature of ownership and legal form	Page 128	
G4-8	Markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries)	Pages 16-18	
G4-9	Scale of the organisation	Cover page	
G4-10	Employment numbers (by type of contracts and by gender)	Page 43	
G4-11	Percentage of total employees covered by collective bargaining agreements	Page 57	
G4-12	Description of the organisation’s supply chain	Page 59	
G4-13	Any significant changes during the reporting period regarding the organisation’s size, structure, share capital, or its supply chain	See pages 14-15 of the URD	
G4-14	Report whether and how the precautionary approach or principle is addressed by the organisation	Pages 94-116	
G4-15	List of externally developed economic, environmental and social charters, principles, or other initiatives to which the organisation subscribes or which it endorses	Pages 28, 46-47, 59, 94-116	
G4-16	Memberships of associations (such as industry associations) and national or international advocacy organisations	Page 28	
IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES			
G4-17	Entities included in the organisation’s consolidated financial statements	See pages 347-349 of the URD	
G4-18	Process for defining the report content and the Aspect Boundaries	Pages 22-27	
G4-19	Material Aspects identified in the process for defining report content	Pages 22-27	
G4-20	Aspect Boundary within the organisation	Pages 22-27	
G4-21	Aspect Boundary outside the organisation	Pages 22-27	
G4-22	Effect of any restatements of information provided in previous reports, and the reasons for such restatements	N/A	
G4-23	Significant changes from previous reporting periods in the Scope and Aspect Boundaries	See pages 14-15 of the URD, page 30	Pages 124-125



GENERAL STANDARD DISCLOSURES			
GRI G4 - indicators		Page numbers where indicators can be found	External Verification
<b>STAKEHOLDER ENGAGEMENT</b>			
G4-24	List of stakeholder groups engaged by the organisation	Pages 59-77	
G4-25	Basis for identification and selection of stakeholders with whom to engage	Pages 22 ,26, 59-77	
G4-26	Organisation's approach to stakeholder engagement	Pages 59-77	
G4-27	Key themes and concerns raised during discussions with stakeholders and how the company responds	Pages 22, 27, 59-77	
<b>REPORT PROFILE</b>			
G4-28	Reporting period (such as fiscal or calendar year) for information provided	Page 30	Pages 124-125
G4-29	Date of most recent previous report	Page 30	Pages 124-125
G4-30	Reporting cycle (such as annual, biennial)	Page 30	Pages 124-125
G4-31	Contact point for questions regarding the report or its contents	Page 127	
G4-32	Reporting of the 'in accordance' option the organisation has chosen, GRI Content Index for the chosen option, and reference to the External Assurance Report	Page 23	
G4-33	Organisation's policy and current practice with regard to seeking external assurance for the report	Page 23	
<b>GOVERNANCE</b>			
G4-34	Governance structure of the organisation	Pages 82-93	
<b>ETHICS AND INTEGRITY</b>			
G4-56	Organisation's values, principles, standards and norms of behaviour such as codes of conduct and codes of ethics	Pages 16, 46-47, 60, 94-116	

GENERAL STANDARD DISCLOSURES						
GRI G4 - indicators		Page numbers where indicators can be found	Identified Omission(s)	Reasons for Omission	Explanation for Omission	External Verification
<b>CATEGORY: ENVIRONMENT</b>						
<b>MATERIAL ASPECT: ENERGY</b>						
G4-DMA	Description of management approach	Pages 35-38				
G4-EN3	Organisation's energy consumption	Page 35 and see our response to the <a href="#">CDP</a>				Pages 124-125
G4-EN6	Reduction in energy consumption	Pages 35-38 and see our response to the <a href="#">CDP</a>				
<b>MATERIAL ASPECT: EMISSIONS</b>						
G4-DMA	Description of management approach	Pages 35-38 and see our response to the <a href="#">CDP</a>				
G4-EN15	Direct GHG emissions greenhouse gas emissions (Scope 1)	Page 35 and see our response to the <a href="#">CDP</a>				Pages 124-125
G4-EN16	Indirect GHG emissions greenhouse gas emissions (Scope 2) relating to energy	Page 35 and see our response to the <a href="#">CDP</a>				Pages 124-125
G4-EN18	Greenhouse gas emissions intensity	See our response to the <a href="#">CDP</a>				
G4-EN19	Reduction of greenhouse gas emissions	Page 35 and see our response to the <a href="#">CDP</a>				Pages 124-125

GENERAL STANDARD DISCLOSURES						
GRI G4 - indicators		Page numbers where indicators can be found	Identified Omission(s)	Reasons for Omission	Explanation for Omission	External Verification
MATERIAL ASPECT: EFFLUENTS AND WASTE						
G4-DMA	Generic Disclosures on Management Approach	Pages 39-41				
G4-EN23	Total weight of waste by type and disposal method	Page 39				
MATERIAL ASPECT: SUPPLIER ENVIRONMENTAL ASSESSMENT						
G4-DMA	Generic Disclosures on Management Approach	Pages 60-61				
G4-EN32	Percentage of new suppliers checked using environmental criteria	Page 61				
CATEGORY: SOCIAL						
SUB-CATEGORY: LABOR PRACTICES AND DECENT WORK						
MATERIAL ASPECT: OCCUPATIONAL HEALTH AND SAFETY						
G4-DMA	Generic Disclosures on Management Approach	Pages 44-45				Pages 124-125
G4-LA6	Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender	Pages 44-45	Information not reported by gender	The information is currently unavailable		Pages 124-125
MATERIAL ASPECT: TRAINING AND EDUCATION						
G4-DMA	Generic Disclosures on Management Approach	Pages 49-51				
G4-LA9	Average hours of training per year per employee by gender, and by employee category	Page 50	Information not reported by gender or employee category	The information is currently unavailable		
MATERIAL ASPECT: DIVERSITY AND EQUAL OPPORTUNITY						
G4-DMA	Generic Disclosures on Management Approach	Pages 52-54				
G4-LA12	Composition of governance bodies and breakdown of employees by professional category, gender, age range, minority status and other diversity markers	Page 54	Information on minorities	The existence of specific legal restrictions	French Law No. 78-17 of 6 January 1978, the "French Data Protection" Act (Article 8)	
MATERIAL ASPECT: SUPPLIER ASSESSMENT FOR LABOR PRACTICES						
G4-DMA	Generic Disclosures on Management Approach	Pages 60-61				
G4-LA14	Percentage of new suppliers that were screened using labour practices criteria	Page 61				

GENERAL STANDARD DISCLOSURES						
GRI G4 - indicators		Page numbers where indicators can be found	Identified Omission(s)	Reasons for Omission	Explanation for Omission	External Verification
<b>SUB-CATEGORY: HUMAN RIGHTS</b>						
MATERIAL ASPECT: SUPPLIER HUMAN RIGHTS ASSESSMENT						
G4-DMA	Generic Disclosures on Management Approach	Pages 60-61				Pages 124-125
G4-HR10	Percentage of new suppliers that were screened using human rights criteria	Page 61				
<b>SUB-CATEGORY: SOCIETY</b>						
MATERIAL ASPECT: ANTI-CORRUPTION						
G4-DMA	Generic Disclosures on Management Approach	Pages 47, 60				Pages 124-125
G4-S04	Communication and training on anti-corruption policies and procedures	Pages 28, 47, 60				

## INDEPENDENT THIRD PARTY'S REPORT ON THE CONSOLIDATED DECLARATION OF EXTRA-FINANCIAL PERFORMANCE PRESENTED IN THE MANAGEMENT REPORT

For the fiscal year ended 31 December 2020

To the General Meeting of Shareholders,

In our capacity as an independent third party, accredited by COFRAC under number 3-1681 (the scope of which can be viewed at [www.cofrac.fr](http://www.cofrac.fr)) and as a member of the network of one of the statutory auditors of your entity (hereinafter "entity"), we hereby submit our report on the consolidated declaration of extra-financial performance for the fiscal year ended 31 December 2020 (hereinafter the "Declaration"), included in the Management report pursuant to the provisions of Articles L. 225-102 1, R. 225-105 and R. 225-105-1 of the French Commercial Code.

### Responsibility of the entity

Pursuant to legal and regulatory requirements, the Executive Board is responsible for preparing the Declaration including a presentation of the business model, a description of the principal extra-financial risks, a presentation of the policies implemented considering those risks and the outcomes of said policies, including key performance indicators.

The Declaration has been prepared in accordance with the entity's procedures (hereinafter the "Criteria"), the main elements of which are presented in the Declaration and available on request from the entity's head office.

### Independence and quality control

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

### Responsibility of the independent third party

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

- the compliance of the Declaration with the provisions of Article R. 225-105 of the French Commercial Code
- the fairness of the information provided in accordance with Article R. 225-105-I, 3° and II of the French Commercial Code, i.e., the outcomes of policies, including key performance indicators, and the measures implemented considering the principal risks, hereinafter the "Information".

However, it is not our responsibility to express an opinion on the entity's compliance with other applicable legal and regulatory provisions, in particular with regard to the vigilance plan and combating corruption and tax evasion, or on products' and services' compliance with applicable regulations.

### Nature and scope of the work

Our work described below was carried out in accordance with the provisions of Articles A. 225 1 et seq. of the French Commercial Code, the professional doctrine of the Compagnie Nationale des Commissaires aux Comptes relating to this intervention and the international standard ISAE 3000<sup>(1)</sup>:

- We noted the operations of all entities included within the consolidation scope, and the presentation of the main risks
- We assessed the suitability of the Criteria with respect to their relevance, completeness, reliability, neutrality and understandability with due consideration of industry best practices, where appropriate
- We verified that the Declaration includes each category of social and environmental information set out in Article L. 225-102-1 III of the French Commercial Code, as well as information set out in the second paragraph of Article L. 22-10-36 regarding human rights and the fight against corruption and tax evasion
- We verified that the Declaration included the information provided for in section II of Article R. 225-105 of the French Commercial Code with regard to the main risks and that it includes, where applicable, an explanation of the reasons for the absence of any information required by the second paragraph of section III of Article L. 225-102-1 of the French Commercial Code
- We verified that the Declaration presents the business model and the main risks associated with the activities of all entities included in the consolidation scope, this included, where relevant and proportionate, any risks relating to their business relationships, products or services, policies, and measures and outcomes, including key performance indicators relating to said risks

<sup>(1)</sup> ISAE 3000 - Assurance engagements other than audits or reviews of historical financial information.

## OTHER INFORMATION

Independent Third Party's report on the consolidated declaration of extra-financial performance presented in the management report

- We consulted documentary sources and conducted interviews in order to:
  - assess the process for selecting and validating the main risks as well as the consistency of results, including the key performance indicators applied with respect to the main risks and policies presented, and
  - substantiate the qualitative information (actions and outcomes) presented in Appendix 1 that we considered most important. For certain risks (personal data protection and privacy, digital street furniture hacking, and distribution of inappropriate content), our work was carried out at the level of the consolidating entity; for other risks, work was conducted at consolidating entity level and at a selection of subsidiaries: JCDecaux Australia and New Zealand, JCDecaux Belgium and Luxembourg and JCDecaux Brazil;
- We took note of the internal control and risk management procedures set up by the entity, and assessed the collection process in order to verify the completeness and fairness of Information
- For the key performance indicators and other quantitative outcomes that we considered to be the most important presented in Appendix 1, we implemented:
  - analytical procedures to verify the proper consolidation of the data collected and the consistency of their trends
  - substantive tests using sampling techniques, in order to verify the proper application of the definitions and procedures and reconcile the data with the supporting documents. This work was carried out with a selection of contributing entities as listed above, covering 7%-11% of the selected consolidated data for these tests (11% of revenues, 7% of employees, 10% of street furniture energy consumption)
- We assessed the overall consistency of the Declaration based on our knowledge of all the entities included in the consolidation scope.

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

### Means and resources

Our audit assignment required the skills of four people, and was conducted between July 2020 and March 2021 over a total duration of nine weeks.

We conducted two interviews with the persons responsible for the preparation of the Declaration, representing the Sustainability Department, the Human Resources Department in France and International HR projects.

### Conclusion

Based on our work, we have not identified any significant misstatements leading us to question the compliance of the declaration of extra-financial performance with applicable regulatory provisions, and that the Information, taken together, is fairly presented, in compliance with the Criteria Standard.

Paris-La Défense, 11 March 2021

Independent third-party organisation  
ERNST & YOUNG et Associés

Béatrice Belle  
Partner

Eric Mugnier  
Sustainable Development Partner

## APPENDIX: INFORMATION CONSIDERED AS THE MOST IMPORTANT

SOCIAL INFORMATION	
QUANTITATIVE INFORMATION (INCLUDING THE KEY PERFORMANCE INDICATORS)	QUALITATIVE INFORMATION (MEASURES OR OUTCOMES)
Frequency rate and accident severity rate of employees	<p>The deployment of a health and safety management system in the subsidiaries (the risk mapping, the organisation and establishment of health and safety action plans at the national and/or regional level, the monitoring of employee accidents and their analysis)</p> <p>The integration of health and safety clauses in contracts with subcontractors and inspection program</p>
ENVIRONMENTAL INFORMATION	
QUANTITATIVE INFORMATION (INCLUDING THE KEY PERFORMANCE INDICATORS)	QUALITATIVE INFORMATION (MEASURES OR OUTCOMES)
<p>The electrical consumption of furniture</p> <p>The Group's greenhouse gas emissions (Scope 1, Scope 2 and deducted emissions linked to the purchase of renewable energy)</p>	<p>The analysis of the significant areas of greenhouse gas emissions generated by the activity of the entity, notably through the use of goods and services it produces</p>
SOCIETAL INFORMATION	
QUANTITATIVE INFORMATION (INCLUDING THE KEY PERFORMANCE INDICATORS)	QUALITATIVE INFORMATION (MEASURES OR OUTCOMES)
<p>The number of entities with non-alignments with the Charter</p> <p>The percentage of key suppliers who have signed the Supplier Code of Conduct</p>	<p>The deployment of the International Charter of Fundamental Social Values for employees</p> <p>The process of biennial assessment of the compliance of subsidiaries' practices with the principles of the Charter</p> <p>The process of risk mapping regarding human rights in purchases</p> <p>The identification of key suppliers</p> <p>The deployment of the Supplier Code of Conduct</p>

## CONTACT

For all question on this Report, please send an email to the following: [sustainability@jcdecaux.com](mailto:sustainability@jcdecaux.com).

General and financial information is available on our website: [www.jcdecaux.com](http://www.jcdecaux.com).

This document has been designed and produced by  
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