



Group Social Policy STATEMENT

December 2023

JCDecaux



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I | Pledge of the Executive Board

JCDecaux, with over 11,000 employees worldwide, considers its social commitment to them as key to its success. While the Group decided firstly to decentralise the HR policy to better account local specificities, we now firmly believe that providing a foundation of common social practices around the Globe is the most beneficial approach and will ensure we are evolving how we support our people.

We are committed to being a **responsible and attractive employer** wherever we operate so that every colleague is treated equally and set up to succeed at JCDecaux. To achieve this, we pledge to implementing a **Group-wide Social Policy** built on **three strategic pillars**:

We value ALL our people

- Ensuring **Human Rights and fundamental social values**
- Providing a **sustainable employment**
- Promoting a **speak-up environment (employee dialogue)**
- Offering **benefits & compensation** and implement a **wage policy**
- Fostering a culture where **diversity and inclusion** are celebrated

We care about our people

- Implementing a **Health & Safety** Policy and embed **wellbeing at work**
- Providing **Social protection**
- Offering **Personal leave**
- Taking **measures to protect against any form of violence and harassment** in the workplace
- Considering **employee satisfaction**
- Facilitating **smart working**

We support our people's growth and development

- Setting up **recruitment standards** and improved **candidate experience**
- **Onboarding** newcomers
- Favouring **training & upskilling**
- Improving **career management**

This policy statement **applies to the benefit of all employees of the companies of JCDecaux SE and controlled by the Group**. Each Business Unit has the responsibility to establish its own Social Policy in line with the aforementioned commitments and local challenges.

For and on behalf of the Executive Board of Directors, on December 13th, 2023.

Jean-François Decaux

Co-Chief Executive Officer



Jean-Charles Decaux

Co-Chief Executive Officer





Genesis of the Social Policy

The Social Policy of JCDecaux sets out a **common foundation of human resources commitments** for JCDecaux SE and all the Business Units controlled by the Group (see III. Scope of application).

It has been developed in reference to the standards set by the **International Labour Organisation (ILO)**, the results of several in depth **benchmarking of other companies with a worldwide scope**, the conclusions of **public studies made by consulting firms** on the expectations of employees and candidates in current post covid labour market, the **recommendations of extra-financial rating agencies** and the **topics and requirements of the Corporate Sustainability Reporting Directive (CSRD)**.

The strategic priorities, action plans and objectives contained in this Policy have been defined in **working groups** involving **Human Resources experts**, besides France, in six countries of the Group: UK, US, Australia, Germany, Spain and Italy. The work done in these **International HR working groups** has been based on the references stated in the paragraph above and on the results of several **internal studies and questionnaires** on which other Human Resources experts in Business Units participated - representing all the areas where the Group operated at the time: Africa, Middle East, Latin and Central America, North America, Europe, Asia, and Pacific. This process allowed the Group to get the vision and inputs of varied internal stakeholders representing Group's workforce.

The contents of this Policy have been reviewed by all Human Resources contributors and validated - at the highest level of the Group - by the members of **JCDecaux Executive Board**.

This Policy aims to mitigate the social risks encountered by the Group, enhance positive impacts, and reduce negative impacts on its own workforce while seizing opportunities.

This Policy is destined to evolve in light of new applicable regulations and to always better meet the expectations of external and internal stakeholders.



Scope of application

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

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

Freelancers, contractors, and consultants are currently not included in the scope, this will be reviewed in 2026.

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

If a local practice already implemented or in course of implementation in the Business Unit goes way beyond this basic set of benefits, the Business Unit shall pursue the implementation of its best practices. This Policy should not be restrictive for entities which have already favourable social practices.

If a commitment is perceived as an issue due to local culture/mindset, local organisation or constraints or is not permissible due to a local law or regulation, the local entity shall inform the Sustainability Department to deploy the commitment in a manner which is locally compatible and permissible.



IV | Commitments

1. We value ALL our people

The first pillar of this Policy aims to ensure equal treatment and opportunities for all as well as adequate working conditions wherever the location of employment. With thousands of employees worldwide, the responsibility of the Group to be a fair, responsible, and an attractive employer is of the outmost importance. JCDecaux is committed to ensure that ALL its employees are valued no matter who they are and where they work.

1.1. Ensuring Human Rights and fundamental social values

JCDecaux is committed to ensuring a core set of fundamental rights for all its employees wherever they are located through the [JCDecaux International Charter of Social Fundamental Values](#). This Charter was deployed in all Business Units in 2012 and is subject to a biannual internal survey to verify the application of the principles contained in it.

Some countries where JCDecaux is implanted have not ratified all the International Labour Organisation's fundamental conventions, meaning that human rights and fundamental social values may potentially not be respected, or their respect may not be promoted by local jurisdictions (percentage of workforce concerned by this matter reported in the annual [Universal Registration Document](#)). JCDecaux is committed to doing its utmost to ensure that its employees benefit in any case from the rights and values contained in this Policy as part of their employment within the Group.

A system for alerting to or reporting potential or realised violations of the principles contained in the [JCDecaux International Charter of Social Fundamental Values](#) has been rolled out since 2018 in all Group subsidiaries. Accessible through [jcdecaux.com](#) or the subsidiary's website, every employee of the JCDecaux Group as well as every third-party is entitled to action this procedure, to alert either the line manager or the Secretariat of the Group Vigilance Committee directly. The whistle-blower benefits from all legal safeguards and full confidentiality. JCDecaux is committed to collecting and examining all alerts.

1.2 Providing a sustainable employment

JCDecaux guarantees the job sustainability of its workforce by favouring and maintaining permanent and full-time contracts.

1.3 Promoting a speak-up environment (employee dialogue)

This commitment is in relation with JCDecaux's capacity to ensure that its employees' voices are heard by management and that managers and employees or employees' representatives can get together to discuss working conditions, employee rights and wants freely.

Through this Policy, JCDecaux commits to ensuring that there are available and safe places within the company so that any employee or employee representative can freely discuss working conditions.

1.4 Offering benefits & compensation and implement a wage policy

According to global surveys conducted by consulting firms the past few years, wage is part of the essential criteria for an employee when it comes to join or stay in a company.

JCDecaux is engaged in offering calibrated and fair benefits according to the positions and salary grids. The Group is committed to paying employees at least equal or above the minimum wage to meet their basic needs.

1.5 Fostering a culture where diversity and inclusion are celebrated

Diversity and inclusion are not only morally important but also provide a commercial benefit to the Group. Diverse profiles of employees bring other ways of thinking and is a performance and innovation driver. Through this commitment, JCDecaux is willing to cover gender equality, employment of persons with disabilities, non-discrimination, and inclusion of diversity, especially with respect to racial and ethnic origin, colour, sex, sexual orientation, gender identity, disability, age, religion, political opinion, national extraction or social origin, and any other forms of discrimination covered by national and international regulations and laws.

2. We care about our people

The second pillar of this Policy is focused on the care provided to Group's employees. Through the priorities of this pillar, JCDecaux is committed to ensuring that employees feel safe and heard and that they find their balance.

2.1. Implementing a Health & Safety Policy and embed wellbeing at work

JCDecaux utmost priority is to prevent injury and ill-health that may impact any employee or contractor working on behalf of JCDecaux as well as any partner or member of the public affected by our activities. JCDecaux is committed to providing safe assets and working conditions. This is why the Group deployed in 2014 a [Group-wide Health & Safety Policy](#) and implements a Health & Safety management system in each of its subsidiaries.

JCDecaux's responsibility to promote and protect the physical and psychological health of its employees includes the necessity to manage psychosocial risks. Psychosocial hazards are increasingly recognised as significant challenges to health, safety, and wellbeing at work. For this reason, it was decided to associate wellbeing at work with health and safety, even though wellbeing transcends into every aspect of our social approach.

2.2 Providing Social protection

JCDecaux is committed to providing social protection to its employees as per commitments taken in its JCDecaux International Charter of Social Fundamental Values.

2.3 Offering Personal leave

JCDecaux is conscious that sometimes time away from work for personal events is necessary and encourages employees to take this time away either for themselves or their families. That is why the Group has developed a Personal Leave Policy.

In this Policy, JCDecaux is committed to providing a **parental policy** covering **natural birth** and **adoption** with offering:

- **14 weeks fully paid** for the **primary parent** (being defined as the parent with the principal role of caring for the child).
- **3 weeks fully paid** for the **secondary parent** (being defined as the other parent which is not defined as the primary parent).

All parents will be able to take **3 days fully paid** to **take care of their sick child** of less than 12 years old.

A **bereavement leave** in case of death in the family will also be **fully paid** according to the link of the employee with the deceased person:

- **5 days** for child and spouse/partner.
- **3 days** for parents.
- **1 day** for grandparents and siblings.

For own **wedding or civil partnership**, the employee will benefit from a leave of **3 days fully paid**.

For modalities and conditions, refer to the Personal Leave Policy.

2.4 Taking measures to protect against any form of violence and harassment in the workplace

JCDecaux condemns all sort of violence and harassment in the workplace and is committed to take measures to tackle it and act on it if any cases were reported externally or internally.

2.5 Considering employee satisfaction

JCDecaux is committed to understanding how its people feel and to adapt action plans locally to meet employees' concerns and needs.

2.6 Facilitating smart working

JCDecaux is committed to establishing smart working practices across the Group to improve employees' quality of life at work. Though work in office must remain the priority and the modalities of smart working must be defined by local management.

Smart working can bring a better balance of life as it has a direct impact on work conditions: work environment, work schedule and employee-employer mutual trust. The implementation of this strategic priority will depend on the type of employment, as some occupational activities within the Group may be incompatible with the principles of smart working.

3. We support our people's growth and development

This third pillar is focused on the responsibility of JCDecaux as an employer from employees' first experience as candidates, to the development of their skills and careers. JCDecaux is committed to providing the best conditions for employees to thrive and evolve.

3.1 Setting up recruitment standards and improved candidate experience

Employer branding is a key component of the Social Policy. JCDecaux is committed to defining recruitment standards to ensure a fair and respectful recruitment process and improve the overall candidate experience. After setting clear standards and communicating it to all the entities, the Group will raise awareness and train HR teams and managers to ensure that these standards are understood and applied.

3.2 Onboarding newcomers

JCDecaux is committed to ensuring that all Group entities have an onboarding pathway with a common framework to make sure that all newcomers wherever they are, will have the same level of understanding of the Group and is properly welcomed. The Group will deploy a Group-wide onboarding process as well as tools meeting the 4Cs-rules for a successful onboarding: Culture, Connection, Compliance and Clarification.

3.3 Favouring training & upskilling

The strength of a company is its people. JCDecaux considers training as a key factor of its success and an essential component of employee professional and personal development. The Group is committed to providing adequate training and upskilling programmes to all employees. Through its Social Policy, the Group also aims to strengthening its historical engagement in education and culture by favouring student training, hosting interns, and work-study students.

3.4 Improving career management

Career management enables short- or medium-term needs to be anticipated in terms of skills and types of positions, in line with the Group's evolution and employees' career development. JCDecaux will keep on promoting internal and international mobility as well as co-optation and improve career management throughout the Group by deploying appropriate guidance and tools.





V | Deployment

The level of maturity of JCDecaux entities has been considered and the deployment of this Social Policy will be progressive. This Policy is destined to evolve in time to incorporate new ambitions in light of progress, stakeholders' expectations, applicable regulations and available internal resources.

Detailed roadmap is available in the annual [Universal Registration Document](#) and internally an operational roadmap has been shared with all entities. **Strategic objectives** with clear deadlines were defined for each of the pillars of this Policy:

We value ALL our people

Commitment	Objectives	Deadline
Human Rights & fundamental social values	<ul style="list-style-type: none"> All countries respect the fundamental social values of the Group All new employees are trained in / informed about the International Charter of Social Fundamental Values 	Yearly Yearly
Sustainable employment	Reduce job insecurity	On-going
Employee dialogue	All countries define the modalities of a dialogue including that there are available and safe places within the company so that any employee can freely discuss working conditions	By 2025
Benefits & compensation - wage policy	<ul style="list-style-type: none"> All countries implement a bonus programme based on performance All countries offer competitive compensation & benefits packages calibrated to similar roles within the local marketplace Encourage teams to take an equity stake Ensure an adequate wage for all our employees 	By 2025 By 2027 By 2030 By 2030
Diversity & inclusion	GENDER BALANCE <ul style="list-style-type: none"> 40% women in executive management committees All countries ensure equal pay 	By 2027 By 2030
	DISABILITIES All employees trained on stereotypes and prejudices in all countries	By 2026
	NATIONALITIES AND ETHNIC MINORITIES All employees trained on stereotypes and prejudices in all countries	By 2028
	YOUNG AND SENIOR WORKERS All employees trained on stereotypes and prejudices in all countries	By 2028
	LGBTQIA+ All employees trained on stereotypes and prejudices in countries where the law permits it	By 2030



We care about our people

Commitment	Objectives	Deadline
Health & Safety and wellbeing at work	<ul style="list-style-type: none"> All countries have a Health & Safety management system in place Initiatives on wellbeing at work are shared with all countries All countries implement an action plan on mental health (training of managers, guide on practices, policy, process) Reduce by 25% the accident frequency (vs 2019) 	On-going By 2025 By 2026 By 2030
Social protection	<ul style="list-style-type: none"> All countries respect the fundamental social values of the Group All new employees are trained in / informed about the International Charter of Social Fundamental Values 	Yearly Yearly
Personal leave	All countries establish a personal leave policy containing at minimum Group's personal leave requirements	By 2025
Measures against violence and harassment in the workplace	<ul style="list-style-type: none"> All countries have deployed the anti-harassment policy All managers trained on toxic behaviours and anti-harassment practices 	By 2025 By 2027
Employee satisfaction	All countries conduct an anonymous satisfaction survey at least every year and containing the minimum themes required by the Group (except countries already equipped)	By 2026

We support our people's growth and development

Commitment	Objectives	Deadline
Recruitment standards & candidate experience	All HR and managers trained on Group's candidate experience minimum requirements	By 2027
Onboarding	All countries deploy the onboarding programme tools provided at Group level (guidance, digital onboarding, printable onboarding)	By 2025
Training / Upskilling	All employees completed at least one training course during the year	By 2030
Career management	<ul style="list-style-type: none"> All countries have a career management system incorporating training topics All countries make yearly reviews integrating work and personal objectives 	By 2028 By 2028

Please note that a deadline of "By X" means that the objective must be completed by the end of the calendar year cited. E.g. By 2025 means by December 31, 2025.



VI | Enforcement and governance of the Social Policy

The implementation of this Social Policy is of crucial importance to JCDecaux. It involves several different bodies and stakeholders working hand in hand to ensure the adequate deployment and the reach of the objectives.

The **Executive Board** has the direct responsibility of the implementation of this Policy which was defined and validated by its members.

At Corporate level, the **Sustainability Team** is responsible for leading, animating and coordinating the Policy. The Sustainability Team is supported in its missions by the **France HR & International HR Projects Team** and by the Human Resources experts of the **six JCDecaux entities** which contributed to the definition of the Policy (the **International HR working group**): JCDecaux Australia/New Zealand, JCDecaux UK, JCDecaux USA, JCDecauxWall (Germany), IGPDcaux (Italy) and JCDecaux Spain.

A **Corporate HR Department** to accelerate the deployment and monitoring of the Group Social Policy, led by the France HR and International HR Projects Department, will be established at the latest from 2026.

The **local management** in each jurisdiction in which JCDecaux does business is responsible for ensuring the deployment of this Policy and for reporting its progress according to the detailed roadmap. Social subjects must be at the agenda of **local Executive Committee** meetings at least twice a year to review social subjects and the advancement on the action plans as per the defined Policy roadmap.

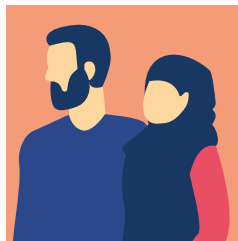


An **International Human Resources Committee** chaired by the Chief Sustainability Officer and composed of Chief People Officers of diverse entities will gather at least once a year to check the advancement of the action plans, review global trends of reporting, share practices and resources, lead common work on some projects.

The **Internal Audit Team** is responsible for verifying the proper local deployment of action plans during on-site visits.

The **Ethics and ESG Committee** of JCDecaux SE will be informed of this Policy, its broad contents and deployment plan on the first committee session of 2024. The progress made as well as extra-financial results will be reported to this Committee, at least once a year.

Performance indicators allowing the Group and entities to track their progress will be progressively added to the Group extra-financial reporting (SIA) accordingly to the deployment roadmap and action plans. Progress will be published externally in JCDecaux Universal Registration Document.



Group Social Policy Statement

December 2023

JCDecaux