

2022



STATEMENT OF NON-FINANCIAL PERFORMANCE

CHAPTER 6

• ***Europcar***
moving your way

• ***GOLDCAR***

•  **ubeeqo**



• ***fox***
rent a car

6.1 INTRODUCTION

6.1.1 Europcar Mobility Group's value creation model

Macro trends

Mobility: an essential need for individuals and societies... but unsustainable for the planet

It accounts for 25% of worldwide GHG emissions and for 30% in Europe, at a time when they are increasing instead of reducing as they should, in line with the Paris Agreement target.

To cope with this alarming trend, states and cities are taking measures

In the EU, ban of ICE vehicles in 2035 (outside the EU, several states are currently considering taking similar measures).

In parallel, Clean Air Zones, Low Emission Zones, Ultra Low Emission Zones and Zero Emission Zones are developing at a fast pace, making cities less and less ICE vehicles friendly.

As a consequence, new mobility ecosystems are emerging!

In these new ecosystems, green, shared mobility services for individuals and businesses are taking the lion share, as they are naturally complement to public transport. This applies to soft mobility solutions, but also to 4-wheeled mobility.

For leading mobility players such as Europcar Mobility Group, adapting to the above is paramount.

It will become an increasingly important "social and environmental license to operate", at a time when dedicated, sustainable mobility services are a critical part of the solutions towards a low-carbon world.

Our assets

A leading position

More than **70 years** of service expertise (B2C, B2B)

**Source: Euromonitor, 2022*

N° 1 European vehicle rental company

27 % market shares* in Europe, with strong brands (Europcar, Goldcar)

Positioning as a « mobility service company »

Operating over a broad range in the mobility value chain

From vehicle maintenance / repair to customer services, including fleet management and financing services

A dense global network

140 countries around the world
>16 corporate countries
>120 franchise countries
>4 alliance countries

1426 stations
>796 directly owned stations
>630 franchise stations

A complete territorial network in each country in which we operate directly

60 % of our stations in cities

8 % in railway stations

32 % in airports

A powerful, modern and flexible fleet

255,850 vehicles on average in our fleet in 2022

A modern fleet, equipped with the latest engines, mostly acquired on a buyback model

A diversified offer distributed through directly owned channels

Rental:
>for a few hours (carsharing)
>for several days, weeks (short-term rental)
>for one month or more (subscription)

To ensure the distribution of our services:
- More than 140 digital points of "direct to brand" contact offered to our customers,
- In addition to our physical platforms (stations, call centers...)

A mix of talents to operate a daily service

8,860 employees committed to the satisfaction of our customers

67 % in operations and stations
33 % in support functions (incl. 496 employees in digital positions)

Our transformation is driven by our vision



Our strategic initiatives focus on 3 pillars to bring our vision to life



Value creation

Customers

>69.1m rental days

Net Promoter Score
46,4 for the Group
54,6 for Europcar

Employees

8,860 employees (96% permanent, 4% non-permanent)

58% men / 42% women

€416,1m in salaries and bonuses

79% of employees received a training in 2022

Suppliers and partners

Over **18,000** suppliers

€945.2m in purchase in 2022

Planet

>2022 carbon footprint = 2,479,921tCO₂e

>**6% of green vehicles** (EVs and PHEVs) in fleet*

>ISO 14001 certified subsidiaries: 5

>Contribution to 8 United Nations Sustainable Development Goals

Shareholders** (as of 31/12/2022)

>Green Mobility Holding: 99, 82%

>Europcar Mobility Group: 0,17%

>Employees: 0,01%

Relying on our long-term purpose, our values and our CSR commitments



OUR PURPOSE

Offering attractive alternatives to vehicle ownership, in a responsible and sustainable manner

OUR VALUES

- Customer focus
- Feeling valued
- Open communication
- Working together

OUR CSR COMMITMENTS

Make Mobility Accessible
Act for the Environment
Be a Responsible Employer
Share our Business Ethics

*% of green vehicles on the perimeter of commitment defined in the framework of the Group's Sustainability-Linked Bond (Belgium, Denmark, Finland, France, Germany, Ireland, Italy, Luxembourg, Norway, Portugal, Spain, UK)

**In accordance with some agreements, Europcar Mobility Group is not allowed to pay dividends (i) for the fiscal year ended December 31, 2019 and for the fiscal year ended December 31, 2020 ; And for the fiscal years starting on and after December 31, 2021, the payment of dividends depends on its debt to equity ratio.

6.1.2 Commit Together, our Corporate Social Responsibility program

In 2017, our Group initiated a structured Corporate Social Responsibility (CSR) approach with the Commit Together program in order to share its commitments with all its stakeholders.

This program, which was approved by the Group's governance bodies, followed the consultation and an analysis of the CSR expectations of its principal stakeholders (employees, suppliers, customers, investors and franchisees) as well as an analysis of the related impacts, risks and opportunities.

Commit Together was revised in 2018 to bring it completely in line with the Group's Purpose, to offer attractive alternatives to owning an individual vehicle, in a responsible and sustainable manner:

Responsibly:

- by contributing to the safe mobility of people and goods,
- by making mobility flexible and accessible to all,
- by providing a natural complement to public transport and micro-mobility solutions;

Sustainably:

- by being part of the solution toward a low carbon world,
- by being an integral part of the value chain of companies and organizations and by contributing to local economies.

At the heart of our Group's DNA – through its historical business – is the desire to promote responsible, sustainable mobility. Through Commit Together, we have committed to achieving progress by setting goals, making commitments and involving our stakeholders in this momentum.

By focusing on four main priorities, the Commit Together program supports the Group's Purpose, as well as the Group's Vision and strategy.

6.1.3 The Commit Together program's contribution to the United Nations Sustainable Development Goals (SDGs)

In 2005, the Group was the first operator in the vehicle rental sector to adhere to the principles of the United Nations Global Compact. Every year since then, the Group has reaffirmed its commitment to adhere to all 10 principles–based on the Universal Declaration of Human Rights, the ILO Declaration, the Rio Declaration on Environment and Development, and the United Nations Convention against Corruption – and to contribute to the achievement of the 17 United Nations Sustainable Development Goals (SDG).

Specifically, the Group has committed to help achieve the following goals where it believes it can take relevant action:

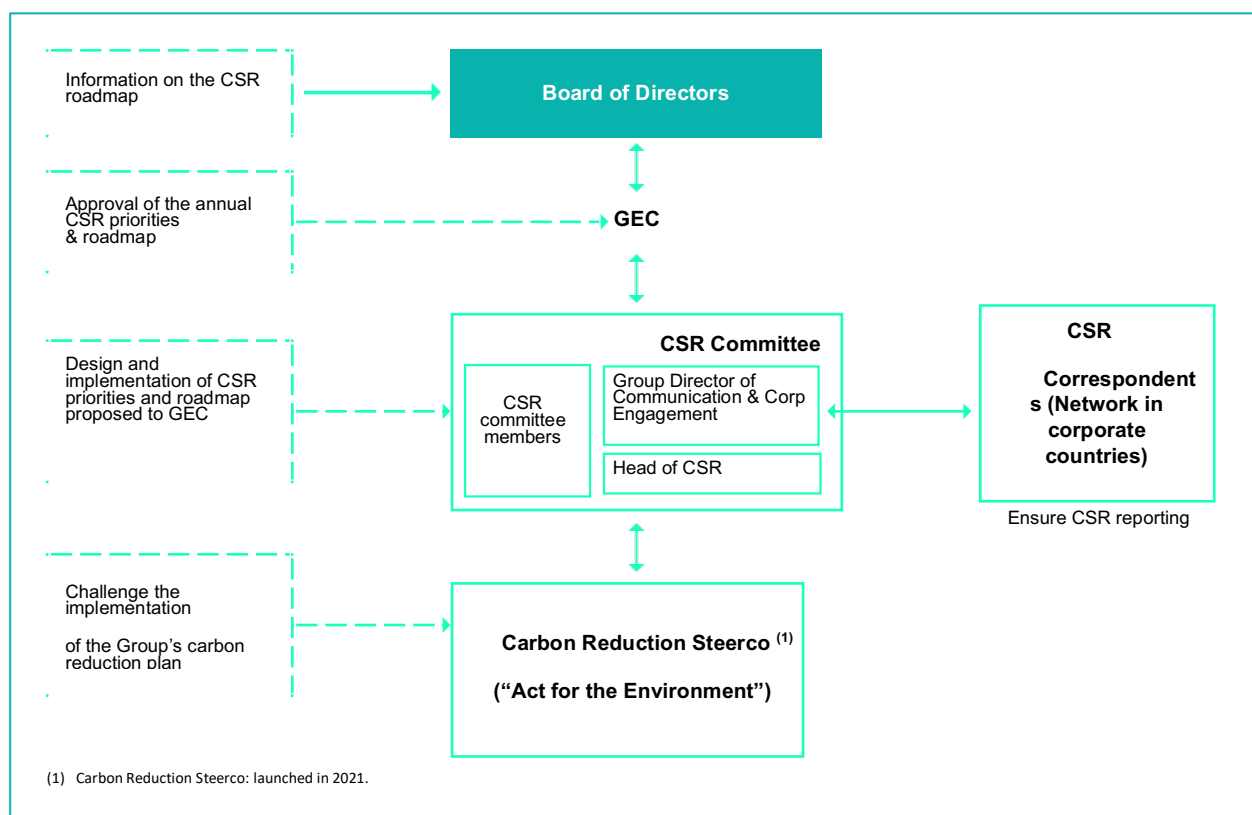
COMMIT TOGETHER PROGRAM



Make mobility accessible									
Ensuring the accessibility of our offers and services					✓	✓	✓		
Social initiatives in favor of accessible mobility					✓				
Be a responsible employer									
Implement a dynamic Human Resource Management		✓		✓					
Develop a social policy fostering dialog		✓		✓					
Make diversity a driver of the Group's performance		✓		✓					
Attract talents, develop them and support employees career paths	✓			✓					
Act for the environment									
Measure the Group's carbon footprint						✓	✓		
Rolling out a comprehensive carbon reduction plan						✓	✓		✓
Managing our resources in a responsible manner			✓			✓		✓	
Share our business ethics									
Propose a service that complies with the highest safety standards					✓				✓
Source responsibly							✓		
Exercise a duty of care				✓					
Combat corruption				✓					
Share our business ethics				✓					


6.1.4 CSR organization and governance




The *Commit Together* program relies on a dedicated organization structure and a form of governance that allows the Group to set the priorities of the program and manage its implementation.



6.1.5 The Group's ESG performance

In 2022, as a result of its ongoing implementation of the *Commit Together* program, the Group has significantly improved its non-financial ratings to an outstanding level.

Brand	Description	Rating	2022 Rankings
	CDP is the largest environmental reporting platform dedicated to companies and cities. The rating scale allows these actors to measure and manage their environmental impacts.	A Scoring scale from D- to A	Europcar Mobility Group has been recognized for leadership in corporate transparency and performance on climate change by global environmental non-profit CDP, securing a place on its annual 'A List'. Based on data reported through CDP's 2022 Climate Change questionnaire, Europcar Mobility Group is one of a small number of companies that achieved an 'A' - out of more than 15,000 companies score.

Brand	Description	Rating	2022 Rankings
	<p>EcoVadis proposes a full CSR rating service through a global SaaS (Software as a Service) platform.</p> <p>EcoVadis ratings focus on a wide range of non-financial management systems with particular emphasis on the following themes: Environment, Social & Human Rights, Ethics and Responsible Purchasing. Companies are rated on essential issues depending on their size, location and sector of activity.</p>	<p>76 Scoring scale on 100</p>	<p>Europcar Mobility Group has reached the top 1% of company rated by Ecovadis with a score of 76 (+4 pts compared to 2021).</p>
	<p>MSCI ESG rates companies based on their exposure to ESG risks and the way in which these risks are managed, and how they stand compared to their peers.</p>	<p>AAA Scoring scale from CCC to AAA</p>	<p>Upgrade in rating from AA in February 2021 to AAA April 2022.</p> <p>The upgrade reflects improvements in Europcar's carbon mitigation strategy. It has set a new SBTi approved target to reduce Scopes 1 & 2 CO₂ emissions by 46% and Scope 3 emissions (includes use of its vehicles by customers) by 27.5%, both by 2030 (vs. 2019 baseline).</p>
	<p>Sustainalytics measures companies' ability to proactively manage the environmental, social and governance-related risks associated with their activities. Based on a structured, objective and transparent methodology, it provides an assessment on companies' ability to mitigate risks and capitalize on opportunities.</p>	<p>12.0 Rating scale from 40+ to 0 (inverted) scale: 0 = negligible risk and 100 = severe risk)</p>	<p>Upgrade in rating from 12.1 in 2021 to 12.0 in 2022.</p> <p>In 2022 Europcar is part of the "2023 Top-Rated ESG Companies List".</p> <p>#4 out of 309 Companies under the category "Transportation" #574 out of 15627 Companies evaluated by Sustainalytics.</p>

EUROPCAR MOBILITY GROUP MAINTAINS ITS “ADVANCED” LEVEL OF THE UN GLOBAL COMPACT



The United Nations Global Compact, is one of the largest international initiatives for commitment to sustainable development. With more than 13,000 participants in 170 countries, nearly 70 local networks around the world ensure a close relationship with members and national mobilization. In 2005, Europcar Mobility Group was the first operator in the vehicle rental sector to adhere to the principles of the United Nations Global Compact.

Every year since then, the Group has reaffirmed its commitment to adhere to all Ten Principles – based on the Universal Declaration of Human Rights, the ILO Declaration, the Rio Declaration on Environment and Development, and the United Nations Convention against Corruption – and to contribute to the achievement of the 17 United Nations Sustainable Development Goals (SDG).

In 2022, Europcar Mobility Group announced that its annual reporting (Communication on Progress, COP) was qualified for the “Advanced” level for the second consecutive year, the highest level of reporting, which establishes the adoption of a range of good practices linked to the Global Compact principles.

As such, the Group is part of a privileged forum for dialog, reflection and collective learning, in order to continue to make progress on the “Advanced” level criteria.

6.1.6 Green Taxonomy

Since Europcar Mobility Group is no longer listed on 31 December 2022, it is no longer subject to the Green Taxonomy obligations.

The Group will be again subject to Taxonomy obligations in the context of the implementation of the CSRD (FY 2024).

In that perspective, the Group will work on its alignment study over the course of 2023.

6.2 GROUP'S MAIN NON-FINANCIAL RISKS AND CHALLENGES

6.2.1 Introduction

In 2022, the Group conducted its annual update of its main non-financial risks and challenges map in line with the legal provisions governing the disclosure of non-financial performance (French law No. 2018-898), the fight against corruption ("Sapin 2" – law No. 2016-1691), the duty of care (law No. 2017-399) and the United Nations Sustainable Development Goals.

To this end, the CSR team conducted interviews with internal and external stakeholders.

The non-financial risks have been classified in the following risk areas: Health & Safety, Environment, Human Rights, Franchisees, Fundamental Freedom and Ethics. They have been rated on the following criteria: inherence, impact, likelihood and mitigation measures.

After the classification exercise, 13 macro-risks have been considered as "main CSR risks". These risks are presented in the table below, along with their associated policies and mitigation measures.

A cross-reference table is presented in Section 4.7 of this Chapter. The methodological details are presented in Section 4.8 of this Chapter.

6.2.2 Main non-financial risks

Category	Type of risk	Risk Description / Scenario
Environment	Contribution to climate change	<p>Refers to the:</p> <ul style="list-style-type: none"> > impact of Europcar Mobility Group's activities on air quality and public health. <p>Please see section 5.2 Group actions as regards environmental responsibility</p> <ul style="list-style-type: none"> > risk of potential misleading communication about environmental actions that could lead the company of being accused of greenwashing (e.g., deceptive commercial practices, misleading advertising, etc.) by a consumer association. <p>Please see section 6.5.2.2 Roll out a carbon reduction plan to keep the Group's carbon trajectory on track - § Change Management</p>
	Harm to local/protected areas and biodiversity	<p>Refers to the:</p> <ul style="list-style-type: none"> > prevention of a potential environmental impact due to an industrial accident related to fuel use (leakage, explosion, pollution...). For instance, a fuel or oil leak in one of Europcar Mobility Group's stations can lead to long-term soil and/or groundwater contamination or a fire leading to the destruction of houses near the station. > risk of damaging biodiversity if the Group does not consider its protection while carrying out its activities (e.g., land artificialisation by constructing a storage shed for vehicles). <p>Please see section 6.5.2.3 Managing our resources in a responsible manner</p>

Category	Type of risk	Risk Description / Scenario
Environment	Ineffective water and waste management	<p>Refers to the prevention of a potential environmental impact due to inappropriate management of:</p> <ul style="list-style-type: none"> > water use in vehicle's cleaning could lead to an overconsumption > recycling and waste process in stations leading to pollution caused by the activity of the Group. <p>Please see section 6.5.2.3 Managing our resources in a responsible manner</p>
Ethics	Breach to Group Code of Ethics	<p>Refers to the potential risk of non-compliance with the Group Code of Ethics and Commitments that comes from:</p> <ul style="list-style-type: none"> > employees - due to a lack of training and dissemination of the Group's Ethics and Compliance policies and procedures > business partners (subcontractor, supplier, car manufacturer) in the conduct of its activities. <p>Please see sections 6.2.4 Exercise a duty of care and 6.2.6 Share our Business Ethics</p>
Human Rights	Personal Data Protection	<p>Refers to a potential failure to comply with GDPR: for instance, a user's personal data remains stored in a vehicle when returned after a rental or cyber-attack. Consequently, it may cause a breach of data protection by the Group or a stakeholder (e.g., B2B Client).</p> <p>Please see sections 6.2.4 Exercise a duty of care and 6.2.6 Share our Business Ethics</p>
	Right to alert	<p>Refers to a potential failure to protect whistleblowers from retaliatory measures following an alert related to duty of care matters (e.g., a breach of the right to unionize in a subsidiary).</p> <p>Please see sections 6.2.4 Exercise a duty of care and 6.2.6 Share our Business Ethics</p>
	Violation of social regulations	<p>Refers to a potential liability of the Group due to the:</p> <ul style="list-style-type: none"> - existence of a hidden labor force in the value chain: Europcar Mobility Group works with cleaning companies for its stations and/or vehicles. In this context, a cleaning provider could employ a hidden labor force to carry out a task on the behalf of the Group. - non-compliance with social laws & norms in the value chain in case a supplier/subcontractor does not respect local or international legislation on labor rights (overtime, minimum wage, etc.) <p>Refers to the risk of precarious working conditions since the Group uses a large number of fixed-term contracts</p> <p>Please see section .6 4.2. Be a Responsible Employer</p>

Category	Type of risk	Risk Description / Scenario
Fundamental freedoms	Discrimination	<p>Refers to a potential liability of the Group in the case of employee discrimination</p> <ul style="list-style-type: none"> - Europcar Mobility Group or one of its subsidiaries discriminates against an employee regarding origin, gender, family status, pregnancy, physical appearance, surname, place of residence, health, disability etc. - Subcontractors' employees are discriminated against in comparison to group employees. <p>Please see section 6.4.2. Be a Responsible Employer</p>
	Violation of trade union rights	<p>Refers to a risk of potential tensions within the Group caused by a lack of social dialogue.</p> <p>Social dialogue differs from one country to another, especially in countries where the practice is rare and/or repressed (e.g., USA, China).</p> <p>Please see section 6.4.2.2 Develop a social policy fostering dialog</p>
Health & Safety	Psychosocial risks	<p>Refers to potential psychosocial risks related to the conditions and/or organization of work.</p> <p>Thus, a significant number of employees could suffer long-time absence due to:</p> <ul style="list-style-type: none"> > an excessive pressure at work, poor working conditions and/or an abnormally heavy workload related to Group's corporate restructuring (e.g., burn-out, bore-out, mental breakdown, etc.). > psychological consequences of serious and repeated incidents with clients (e.g., physical injuries, insults, threats). <p>Or, a significant number of employees of a subcontractor (e.g., call centers) suffer long-term absence due to the psychological consequences of their poor working conditions.</p> <p>Please see section 6.4.2. Be a Responsible Employer</p>
	Breach to duty of safety	<p>Refers to the risk of damage to (suppliers/subcontractor's) employees' physical health and safety in the conduct of their activity for the Group.</p> <p>For instance, as an illustrative example, the purchasing department sources uniforms for the group, including some franchises. In this context, employees of a uniform manufacturer could get seriously injured (e.g., permanent disability) in the conduct of the activity because of a failure in the safety conditions of a factory.</p> <p>Or if an employee got seriously injured (e.g., permanent disability) due to a failure in the safety conditions of a station (e.g., electrical installations non-compliant with safety standards, altercation with a customer).</p> <p>Or referring to a potential risk of damage to client's physical health and safety. E.g. if a customer is the victim of an accident with a car rented by Europcar Mobility Group that does not meet safety standards and/or failure of on-board systems that could cause or not prevent an accident.</p> <p>Please see section 6.4.2.2 Develop a social policy fostering dialog - § Health & Safety policy</p>
	Harassment	<p>Refers to the risk that employees of a service or a subsidiary of Europcar Mobility Group could suffer act of harassment from their management and/or coworkers.</p> <p>Please see section 6.4.2. Be a Responsible Employer</p>

Category	Type of risk	Risk Description / Scenario
Duty of care	Franchisees	<p>Refers to the potential risk that the Group fails its duty of care with regard to the behavior of one of its franchisees. The franchisees run their business independently and the Group cannot interfere with the conduct of their business. They independently source numerous needs such as cleaning services or handlers and they manage their own health and safety issues. Nevertheless, in case of failure, Europcar's brand may significantly be impacted by a serious harm to duty of care caused by the activity of a franchisee.</p> <p>A related policy will be defined in 2023, along with a key performance indicator to monitor it.</p> <p>As a reminder, franchisees are not currently taken into account in the extra-financial reporting</p>

6.2.2.1 2022 key performance indicators

	Key Performance Indicator	2021 Results	2022 Results	Trend
1	Greenhouse gas emissions Include scope 1, 2 and 3 and the methodology follows the GHG Protocol	2,626,737 tCO ₂ eq*	2,479,921 tCO ₂ eq*	↓
2	Average emissions of CO ₂ e/km from vehicles For this indicator, the scope is the Group's total fleet excluding US, because of a different methodology used to calculate CO ₂ emissions.	147 gCO ₂ e/km*	141 gCO ₂ e/km*	↓
3	Number of country subsidiaries having a ISO 14001 certification	5 subsidiaries	5 subsidiaries	=
4	Proportion of Plug-in hybrid and electric vehicles in the fleet	2%	6%** 5.34%***	↑
5	Number of kilometers covered by plug-in hybrid and electric vehicles in the fleet	73 million km	254 million km	↑
6	Proportion of vehicles washed without water nor movement Among stations participating to the "Quick Turnaround" program (see section 5.2.3 Managing our resources in a responsible manner), accounting for 30% of the total number of rentals	Not available	13%	↑
7	Frequency rate of work-related accidents	11.84	11.19	↓
8	Total workforce and breakdown of employees according to gender	Total Workforce: 8,781 Female: 3,685 Male: 5,096	Total Workforce: 8,860 Female: 3,717 Male: 5,143	↑
9	Hires and Departures	Hires: 2,529 Departures: 2,846	Hires: 2,924 Departures: 3,008	↑
10	Total of wages and bonuses	€320.9m	€416.1m	↑
11	Proportion of employees who have received training during the year	95%	79%	↓
12	Proportion of employees covered by collective agreements [NEW]	-	84%	-
13	Proportion of medium or high risk suppliers (i.e. critical) that have been evaluated on their CSR performance	0%	1%	↑
14	Share of new employees having completed the compliance e-learning [NEW]	83.5%	54%*****	-
15	Net Promoter Score (NPS)**** The Net Promoter Score for the Europcar brand is monitored historically as a key performance indicator	52.1	54.6	↑

* excluding US (because of a different methodology used to calculate CO₂ emissions)

** % of green vehicles on the perimeter of commitment defined in the framework of the Group's Sustainability-Linked Bond (Belgium, Denmark, Finland, France, Germany, Ireland, Italy, Luxembourg, Norway, Portugal, Spain, UK)

*** % of green vehicles in the Group's total fleet, all corporate countries

**** for the Group, all brands combined, the NPS was 41.1 in 2021 and 46.4 in 2022.

***** due to technical issues, the data for this KPI was not reliable enough. However, a dedicated team is currently working on its reliability and it will be updated over the course of 2023.

Note: the Group has completely relaunched its Compliance training programme and, with this in mind, has postponed part of the training for newcomers to the first quarter of 2023.

Note - Since the Covid pandemic and the war in Ukraine, car manufacturers have been facing a shortage of semiconductors, limiting their production capacity. The entire vehicle leasing industry is impacted by this shortage, which is leading market players to extend vehicle detention periods in order to meet their customers' needs.

In this context, we have chosen not to carry forward the "average detention period of vehicles in fleet" KPI to 2022, considering that it was no longer relevant in a context where we cannot guarantee rapid vehicle renewals.

6.3 MAKE MOBILITY ACCESSIBLE

6.3.1 Group's convictions regarding accessible mobility

MAKE MOBILITY ACCESSIBLE

We are convinced that **mobility is a driver of social inclusion**, and in this sense, we consider access to mobility as a key factor. This is why Europcar Mobility Group proposes a range of offers that is diversified enough to cover all customer needs and budgets.

At the same time, the Group develops social initiatives in favor of accessible mobility, for both people with reduced mobility and, more generally, for people with a critical need for mobility, whether for structural or occasional reasons.



2022 HIGHLIGHTS

In the context of the war in Ukraine, as an expression of our solidarity, some of our countries (Germany, France, Spain and Portugal) provided vehicles for free to local associations and NGOs involved in humanitarian actions, thus making mobility accessible for people leaving Ukraine or for people wanting to help (see section 3.2.2 Social initiatives in favor of accessible mobility).

In addition, our Group also made an important donation to the UNHCR, the UN Refugee Agency.

Every year, the Group supports various associations and NGOs in the countries where it operates with its subsidiaries, whether through financial support, material and logistical



support or volunteering and sponsorship of skills. In 2022, our CSR correspondents were invited to an internal Challenge, in order to identify and reward the best philanthropic actions in countries, in line with the "Make Mobility Accessible" focus (see section 3.2.2 Social initiatives in favor of accessible mobility).

6.3.2 Group's action in the area of accessible mobility

6.3.2.1 Ensuring the accessibility of our offers and services

In addition to its wide range of services and vehicles, Europcar Mobility Group is keen to provide innovative offers that are accessible to all customer categories, whatever their needs and budgets.

Customers concerned	Offer details
Students	<p>In France, Italy and Germany, Europcar has service offerings tailored specifically for students, with cheap rates for passenger- and light-commercial vehicle rentals to facilitate their frequent home relocations.</p> <p>In Portugal, the Europcar brand also provides rentals of motorbikes, scooters and bicycles in order to expand its customer base and meet the needs of everyone.</p>
Families	<p>In Spain, Italy and Denmark, Europcar has developed a family rental offering that comes with a specially tailored package (insurance, baby seats, additional steering wheel, GPS, and other features).</p>
People with reduced mobility	<p>In the United Kingdom and Australia, Europcar offers special vehicles or vehicles with manual gears on the steering wheel for people with reduced mobility.</p> <p>In the United Kingdom, Europcar offers a stick-shift option in automatic vehicles for customers with reduced mobility who can use their hands.</p> <p>In Australia, Europcar offers 6 vehicles that can carry up to 6 passengers, including one in a wheelchair. Australia also provides a free of charge vehicle to the Starlight Children's Foundation, in addition to discounted rates to them for their "make a wish" program where they support families with ill children to take holidays.</p> <p>Europcar in France partners with Wheeliz, a peer-to-peer car rental platform catering to people with reduced mobility. It therefore directs the rental needs of customers with reduced mobility to this partner.</p> <p>In Denmark, initiatives are being developed for hidden disabilities notably designing web features that helps and guides people with special needs. The digital journey is backed by station assets and specialized offerings, such as service for pick up / collection of the vehicle.</p>
Cost-sensitive customers	<p>Goldcar, the leading player in low-cost vehicle rentals in Europe, offers a very attractively priced rental experience aimed at budget-conscious families and individuals looking to balance their holiday budget.</p>

	<p>In the United States, the Fox Rent A Car brand has expanded the Group's offering with a value for money positioning ("good quality/price ratio").</p> <p>On the New-Zealand and Australia markets, the Keddy range also meets the needs of customers seeking the best service at the best price.</p> <p>Through its Europcar brand, the Group regularly proposes "One Way" offerings starting at 1 euro for specific journeys. This offer is a "win-win": for the customer, a journey at nominal charge and these journeys mean the Group is able to save the cost of transferring vehicles previously used for one-way trips back to their original station.</p> <p>In Germany, this service is offered in collaboration with two partners FlipCar and Movacar: reservations are made via an app, the car is collected from a Europcar branch and customers can also build up additional bonuses (which can be exchanged for free trips or for premium vehicles the next time a reservation is made).</p>
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6.3.2.2 Social initiatives in favor of accessible mobility

Historically, our Group has always strived to facilitate mobility. When it started its activity in 1949, it was all about allowing mobility to people who cannot afford to buy a car – simply because at that time cars were not affordable to all. *« If you can't afford to buy a car, why not rent one when you need it? »*: upon this vision, Raoul-Louis Mattei founded the company that would later become the Compagnie Internationale Europcars, then Europcar, then Europcar Mobility Group.

Today, we are committed to helping, when and where we can, disadvantaged people - be it for physical, geographical or social reasons - and who are potentially exposed to difficulties if they cannot access mobility solutions.

We have expressed this strong commitment to accessible mobility in international crises in recent years:

- by launching, in the early hours of the Covid-19 crisis, a vast solidarity program - "Together" - which made available thousands of vehicles for free to health staff and front line workers in the fight against the pandemic,
- more recently, our countries were mobilized to lend vehicles to associations supporting populations affected by the war in Ukraine.

While the war was raging in Ukraine in 2022, thousands of NGOs and associations were mobilized to help Ukrainian people, providing them with food and medicine or helping them to leave the war zones.

As an expression of solidarity, Europcar Mobility Group (Germany, France, Spain and Portugal) have made a small contribution by providing vehicles to support associations in their daily actions.

These vehicles (primarily vans but also buses) were used to supply the refugees at the border with medicine, food and relief supplies, but also to take the refugees from the Polish border to towns that are willing to safely receive them.

In addition to this, employees of the group have given some of their time to pack boxes with first aid bags for the Ukrainian community.



In 2022, the Group CSR team invited all corporate countries to take part in a challenge called "Make Mobility Accessible Challenge" in order to reward the best **philanthropic actions in line with the theme "Make Mobility Accessible"**. The initiatives listed below were part of the challenge and reflect the way in which our countries translate and implement locally a global commitment to solidarity made by the Group.



Motability is a non-profit organization that operates a scheme in the UK that enables disabled people, or their families and carers, to lease motability solutions using their disability benefit. They are a provider of leased cars to individuals in the UK who suffer from a disability.

Europcar Mobility Group UK partners with Motability since 2009, providing replacement vehicles for their customers in scenarios where a lease vehicle might be off the road. On the other hand, we provide support actions like surveying customers, development of training modules, customer satisfaction, optional vehicle health check, EV's rolled out etc...

Finally, there are roughly 70 rentals per year of vehicles equipped with hand controls, which are essential to some Motability customers.



Associação Salvador is a non-profit organization founded in 2003 by Salvador Mendes de Almeida (nb - Salvador is quadriplegic since 1998, due to a motorcycle accident). Their mission is to promote the integration of physically disabled people in society and to improve their quality of life, developing projects in the following areas: Knowledge, Social Integration and Awareness.

Every year, they directly support over 300 persons with physical disabilities from all over Portugal, through: direct aid (services and equipment), integration into the labour market, adapted sports,

inclusive events, sharing knowledge, school awareness programmes, for preschool children up to University students.

Since 2016, Europcar Mobility Group Portugal has participated in the activity of the association by providing direct aid (services and equipment) for inclusive events, and making Leisure inclusive by adapting 9 seaters for wheelchair passengers.



Starlight Children's Foundation is Australia's broadest reaching children's charity and is recognized as an integral part of the healthcare system. They work in partnership with health professionals to bring the fun, joy and laughter that is essential to sick kids' health and wellbeing. Starlight brightens the lives of seriously ill and hospitalized children and young people through a range of programs, including Wishgranting and Starlight Express Rooms, which are available in every major children's hospital in Australia.

Since 2016, Europcar Mobility Group Australia has formed a partnership with Starlight Children's Foundation (Starlight), as the official car rental supplier to the charity. The partnership supports over 200 families every year by providing transport on their Starlight Wish: safe means of transport for wish families, transport between hospitals for medical care and for sick children in order to reduce financial costs associated with transport.

The brand provides exclusive discounted rates for Wish Families, exclusive discounted fixed corporate rates for high value clients and continues to use a contracted Europcar Starlight branded vehicle.

Staff engagement is also playing an important role in the partnership, with team members having the opportunity to get involved in fundraising and volunteering activities.



Cop1 - Solidarités Étudiantes is an independent, non-partisan association with a simple goal: to provide assistance to students in need and to young people in general.

Since 2021, Europcar Mobility Group France is supporting this association by providing light commercial vehicles for free in order to equip the volunteers who mobilize every week to organize free distributions of unsold goods and food.

This association also provides many basic necessities (hygiene products, Covid supplies, sanitary protection, clothes and school supplies). In the near future, an opening is also planned in Le Havre.

And the 2022 Make Mobility Accessible Challenge winner is:



Fundacion Randstad is a non-profit organization whose mission is to contribute to equal employment opportunities for people with disabilities through awareness, training and transition to employment.

Its vision is to achieve equal employment opportunities for people with disabilities, their full inclusion in companies and in society.

Europcar Mobility Group Spain and Randstad Foundation have been collaborating since 2018 in actions that enhance the labor integration of people with disabilities, through awareness actions, talks, conferences and volunteering.

Late 2021, Europcar Mobility Group Spain and Randstad Foundation have reached an agreement so that 10 people with disabilities can get their driving license during 2022. The initiative, which has the support of Autoescuela Gala, is called Recondue tu Futuro, and has been tailored to ten people with disabilities, users of Fundación Randstad.

6.4 BE A RESPONSIBLE EMPLOYER

6.4.1 The Group's convictions on social responsibility and human capital

BE A RESPONSIBLE EMPLOYER

The Group is convinced that its performance is closely linked to the **diversity, the development and the commitment** of its employees.

These three pillars are the foundations upon which the Group's responsibility as an employer relies on and focuses its efforts, while it ensures that any major societal changes affecting the workplace are incorporated as and when they arise.



2022 HIGHLIGHTS

- Extension of the e-learning modules dedicated to diversity and inclusion.
- 22 e-learning projects developed by employees during the first EuroLearning contest.
- Roll out of the first global Team Opinion Survey: Speak Up!. Excellent participation rate at 82%.

6.4.2 Group action as regards human resources management

6.4.2.1 Implement a dynamic human resources management

Through directly owned subsidiaries, Europcar Mobility Group is present in 13 European countries (France, Italy, Spain, Portugal, UK, Ireland, Germany, Belgium, Luxembourg, Netherlands, Finland, Norway, Denmark), as well as in 3 countries outside Europe (Australia, New Zealand and the United States).

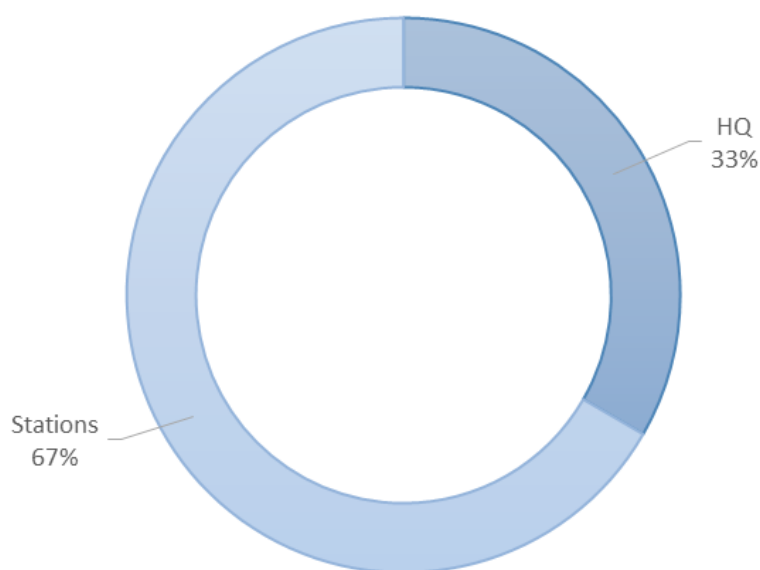
At December 31st, 2022, the Group had a staff of 8,860 employees (permanent and non-permanent) working in its 16 subsidiaries (namely "corporate countries").

Europcar Mobility Group's workforce is **primarily concentrated in rental locations** (accounting for approximately two-thirds of its workforce), located in railway stations, airports and major urban centers.

The following key applies to the tables and charts below:

Workforce distribution headquarters/rental stations**

Workforce at December 31, 2022



* = Permanent only

** = Permanent and non-permanent

Distribution of workforce by country**
Physical headcounts at December 31, 2022

Total	8,860	100%
Group HQ	415	4.68%
Australia	433	4.89%
Belgium	85	0.96%
Denmark	294	3.32%
Finland	165	1.86%
France	1,076	12.14%
Germany	1,633	18.43%
Ireland	309	3.49%
Italy	441	4.98%
Luxembourg	15	0.17%
New Zealand	69	0.78%
Norway	47	0.53%
Other countries	80	0.90%
Portugal	693	7.82%
Spain	1,245	14.05%
United Kingdom	770	8.69%
United States	1,090	12.30%

* = Permanent only ** = Permanent and non-permanent

Note: The Shared Service Center teams, located in Lisbon, are included in the Portugal headcounts. Product and Tech Organisation (PTO) headcounts are included in the headcounts of the countries they are present.

Distribution of Workforce between Permanent / Non-Permanent Workforce at December 31 And Organization of Work (Key 2022 Figures)

At December 31, 2022, **96% of the 8,860 employees were permanently employed** (on open-ended or similar contracts) and **4% were non-permanent** (i.e. they had fixed-term or similar contracts).

One of the major challenges of the Group in terms of workforce management is the annual and within-weekly (working week versus weekend) seasonality of its operations, which results in significant variations in its activity and accordingly requires optimal management of its teams.

To ensure a high quality of service, manage customers' flows during peak seasons as well as fleet variations, Europcar Mobility Group uses a variety of employment contracts (open-ended + fixed-term + seasonal staff, etc.), as well as part-time working.

	2022
Proportion of permanent part-time employees*	12%
Overtime during the year (in hours)**	359,037
Total of seasonal staff	5,343

* = Permanent only ** = Permanent and non-permanent

Work in the Group is organized depending on the local context and business needs of the countries, in compliance with local regulations and the International Labor Organization Conventions.

The Group always sought to promote new forms of work-time organization where possible, to make work more flexible and improve the quality of its employees' life at work. Specifically, home-office agreements for headquarters-based employees have been set up over the past two years for all headquarters across corporate countries

Distribution of Workforce between Managers/Non-Managers* Workforce at December 31

At December 31st, 2022, **2,175 employees held the status of "Manager"**, representing 26% of the permanent employees across corporate headquarters and stations.

	2022	
Managers	2,175	26%
Non-managers	6,335	74%

* = Permanent only ** = Permanent and non-permanent

6.4.2.2 Develop a social policy fostering dialog

Europcar Mobility Group's labor policy is based on three pillars: constructive labor relations, constant attention to employee health and safety, adequacy of remuneration in relation to contribution and performance.

As a result of its international presence, the Group must comply with a wide range of local labor laws. These are often more stringent than the directives of the International Labor Organization, which it complies with. This was reaffirmed in late 2016 with the publication of the Group's Code of Ethics & Commitments.

This year, aside from a few individual cases, the Group has not been penalized for breaches of labor laws in any of the countries where it operates.

Labor relations and collective bargaining

Labor relations at Europcar Mobility Group are maintained through constant dialog between management teams, employees and employee representative bodies. The Group commits to promote close relations between managers and their teams to ensure a constructive climate at work.

In every country that has a legal framework for employee relations, Europcar Mobility Group complies with local law and regulations. This is the case, for example, in Germany, France, Spain, Italy, Belgium and Denmark, where labor relations are organized through employee representative bodies or works councils.

When it is not regulated, social dialogue is managed through the organization of regular team meetings, conferences, employee surveys, or weekly/monthly newsletters.

As of December 31st, 2022, 11 of the 16 corporate countries, corresponding to 77% of the Group's permanent and non-permanent employees, were represented by such bodies.

Labor relations regarding transnational projects are ensured by a European Works Council (EWC). Only countries with a certain number of employees can have one or more representatives in this Council, according to the size of their workforce. In 2022, the European Works Council met four times.

In 2022, 94 collective agreements were in place in 10 of the 16 corporate countries.

As of December 31st, 2022, 7,452 employees, corresponding to 84% of the Group's permanent and non-permanent employees, were covered by these collective agreements.

These agreements cover inter alia the following topics:

- work time (leave, teleworking, reduction in work time, etc.);
- compensation, savings and other benefits (quality of life at work: food, lunch vouchers, discounts);
- gender equality in the workplace;
- health and safety.

Health and safety policy

The Group is committed to protecting the health and safety of its employees wherever it operates, and to maintaining low workplace-accident frequency and severity rates.

Workplace accidents & absenteeism	2022
Number of work-related accidents**	200
Number of days lost time due to work-related accidents**	4,105
Number of fatal work-related accidents in the year**	0
Work-related accident frequency rate** (1) *	11.19
Work-related accident severity rate** (2)	0.25
Absenteeism rate	6.40%

* = Permanent only ** = Permanent and non-permanent

(1) This is the number of accidents for 1,000,000 hours worked.

(2) This is the number of days off per 1,000 worked hours.

While its activities do not a priori give rise to any particular occupational disease, Europcar Mobility Group is nevertheless aware of the potential health/safety risks and possible work-arduousness factors to which its employees could be exposed, whatever their profiles (psycho-social risks, musculoskeletal disorders, cold, noise, etc.).

In all its corporate countries, the Group complies with local laws and regulations on occupational health and safety and has created dedicated committees where required.

To anticipate and mitigate risk factors, the Group has introduced mandatory wearing of individual protective equipment in stations and has implemented the regulatory, standards-related and/or proactive measures and procedures listed below:

- regulatory measures: in France and Belgium (13% of Group Headcount), the Group complies with the requirement governing the organization of committees or other dedicated structures (frequency of meetings, reporting and sharing of data, etc.). The Group's subsidiaries that are subject to these requirements are also required to keep an updated 'Single Risk Assessment Document' that includes an inventory, assessment details, and the actions taken to mitigate the potential risks associated with its operations;
- standards-related measures and third-party bodies: where these are not governed by local regulations, Europcar Mobility Group has established – depending on the country – either certification procedures or partnerships with third-party bodies to define its health and safety policies. For instance, Europcar Mobility Group Spain has opted for ISO 45001 certification (ISO standard for management systems of occupational health and safety), while Europcar Mobility Group Portugal uses a specialist organization to assess risks, ensure compliance with work-space requirements, and raise awareness among employees;

→ proactive measures: in other Corporate Countries, dedicated procedures have been put in place as required to assess, analyze and mitigate occupational health and safety risks. In the UK, for instance, procedures are documented and disseminated in a House Book which includes full support and guidance to managers on measures to ensure a safe working environment. In Australia and New-Zealand, regular inspections are carried out and training is provided to all employees upon joining the Company.

Following the Covid-19 pandemic, several health protection measures - including the provision of face masks in case of need - have been maintained, both at headquarters and in the stations.

Local initiatives have also been undertaken, such as the continued availability of a psychological support unit for Group and France headquarters-based employees, and access to a telemedicine platform for virtual visits with doctors.

Moreover, the Group is developing initiatives that support the promotion of physical activity and sport. The Headquarters in Paris give access to a very low fare sports gym facilities and showers. A secured parking lot is also available for bikers that commute to work as well as showers.

Compensation policy and social security

Europcar Mobility Group has structured its compensation policy in accordance with local regulations and collective bargaining agreements in each Corporate Country, building compensation on conditions in the local job market. Where relevant, the Group also offers its employees a compensation package based on individual and Group's performance.

The compensation policy in place includes a fixed-pay component plus, where relevant, a variable-pay component – indexed on monthly, quarterly and annual individual performance depending on the country and job – plus a Group compensation component based on the Group's performance.

In 2022, paid salaries and bonuses amounted to 416 million euros.

Procedures to report variable compensation differ from one country to another. As a result, depending on the country, the amount of wages and salaries may include overtime pay.

Europcar Mobility Group complies systematically with all local regulations and obligations and with any internal and collective agreements on social security coverage, whatever the local award criteria (age, seniority, type of contract, etc.). Wherever required by law, the Group provides its employees with solutions that at least match, and where possible exceed, legal requirements to promote loyalty among its employees.

6.4.2.3 Make diversity a driver of the Group's performance

Europcar Mobility Group has made the diversity of its workforce - without distinction of gender, age, origin, disability, sexual orientation - one of its key assets.

A series of fundamentals structure the Group's approach to diversity:

- Our Code of Ethics and Commitments defines the professional behaviors expected from all Group stakeholders ; one of the key objectives of these professional behaviors being the access to equal opportunities for all;
- Europcar Mobility Group is also a signatory to the corporate Diversity Charter, demonstrating its commitment to cultural, ethnic and social diversity within its organization;
- In 2005, the Group signed the United Nations Global Compact, one of the major international initiatives promoting the commitment to Human Rights, international labor standards, the environment and the fight against corruption. Four of its ten fundamental principles refer to international labor standards, including a specific commitment to elimination of all discrimination in employment.

To enforce these commitments and principles, Europcar Mobility Group develop specific programs and initiatives.

Gender equality

Europcar Mobility Group pays close attention to equality within its teams and monitors the accessibility of jobs to women and men alike, both at the recruitment stage and during their subsequent careers within the Group.

This commitment is affirmed in and communicated through the Group's Code of Ethics & Commitments, which states that gender may not, under any circumstances, be a criterion for selection, promotion or compensation within Europcar Mobility Group.

Gender breakdown Workforce at December 31	2022	
Men**	5,143	58%
Women**	3,717	42%
Male managers*	1,262	58%
Female managers*	913	42%
Male members of the Supervisory Board	4	66.7%
Female members of the Supervisory Board	2	33.3%
Male members of the Group Executive Committee	9	-
Female members of the Group Executive Committee	1	-

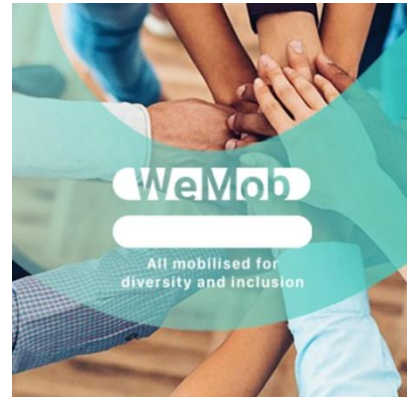
* = Permanent only ** = Permanent and non-permanent

Two main levers have been leveraged to pursue the dynamics of feminisation in the company: the WeMob network and the policy of increasing the number of women in the Group's management bodies.

WeMob network

Europcar Mobility Group's women's network (WeMob for "We are Mobilized for diversity and inclusion") was created in April 2019. Its main purpose is to increase awareness of gender issues among the Group's employees and empower women.

WeMob deploys a number of initiatives in the Group's corporate countries (eg: conferences, networking events...), including a mentoring program specifically designed for women who need a guiding hand in their work life to gain confidence and dare more.



In 2022, members of the WeMob mentored 50 employees (45 women and 5 men) across 10 corporate countries. It was the 3rd year in a row, with a significant increase of mentees (19 in 2021).

All Mentors were volunteers, at Senior Management level. All through the year, mentors help mentees with their personal development: help them find their strengths, recognise their successes, encourage them to be more proactive in building better work relationships, to network and communicate more, and go beyond their comfort zone.

Women in management bodies

Following one of the recommendations of the Compensation and Nominations Committee on July 24, 2020, the Executive Committee launched in 2021 a training plan to raise awareness of diversity and inclusion, particularly with regard to access for women to management positions.

An initial wave of training reached 150 senior managers at Group and Country level in 2021 and has been extended to 329 managers in 2022. This training relies on five e-learning modules:

- introduction to diversity, inclusion and equity;
- first steps toward a diverse, inclusive and equitable workplace
- combating unconscious bias in the workplace;
- understanding gender bias;
- bridging the gender gap as a manager.

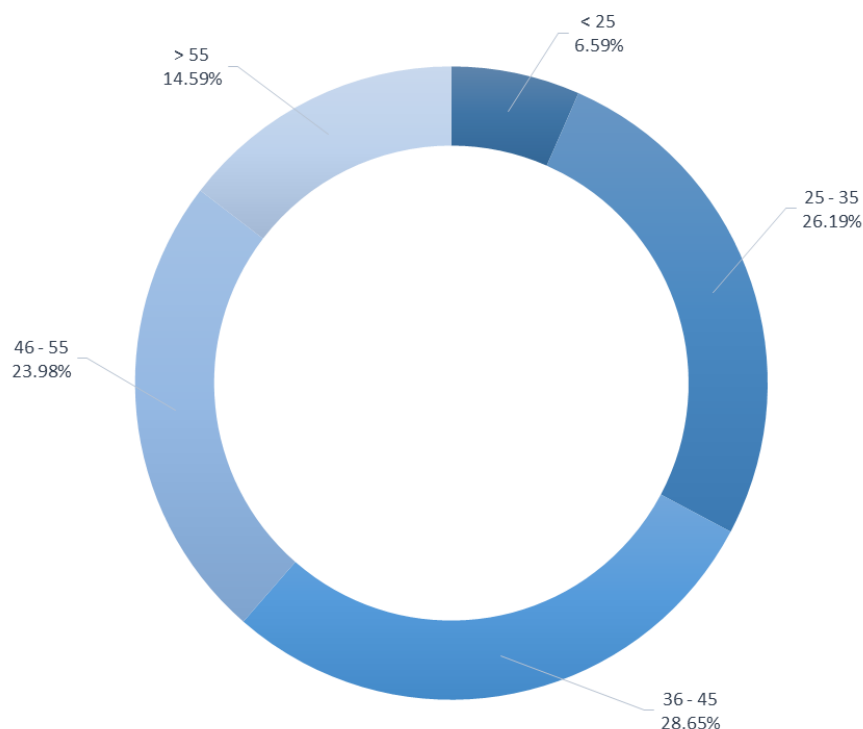
Diversity in employee profiles

Beyond gender diversity, Europcar Mobility Group is convinced that embracing all sources of diversity is a key success factor, in so far as it mirrors the diversity of our customers.

Age

Breakdown of workforce by age*

Physical headcount at December 31st, 2022



* = Permanent only

** = Permanent and non-permanent

The breakdown by age demonstrates the Group's will to integrate young employees while retaining the most senior employees.

Disability

At December 31, 2022, the number of employees with disabilities accounted for 1% of the Group's total workforce; a figure which shows that the Group can still make significant progress.

Anti-discrimination

Everywhere it operates, Europcar Mobility Group complies with local laws and regulations to fight discrimination and prevent any form of provocation, harassment or intimidation.

In addition to the "Code of Ethics & Commitments", most of the Group's corporate countries also have formal internal non-discrimination policies, and implement appropriate action plans.

Most of the time, the action plans in countries (eg: USA, UK, Spain, Australia, New-Zealand) rely on dedicated training modules ("Preventing Discrimination, Harassment and Bullying" and "Diversity Training").

Lastly, at the Group level, an anti-harassment referent was appointed at the end of 2019 to handle harassment-related issues.

6.4.2.4 Attract talents, develop them and support employees' career paths

Talent attraction and talent management are considered by Europcar Mobility Group as key performance enablers for its innovation capacity and quality of service. In 2022, **2,924 employees joined the Group** (versus 2,529 in 2021).

Hires and departures over the year**	2022
Hires	2,924
Number of voluntary departures	1,917
Number of departures initiated by employer	799
Number of departures for other reasons (end of contract, retirement)	292
Internal mobility	869

* = Permanent only ** = Permanent and non-permanent

Performance and Development Management

The Group seeks to support employees throughout their careers and offer to all of them the opportunity to develop their skills through job opportunities and dynamic training policies adapted to their needs.

In 2022, the use of the digital solution for Performance and Development Reviews has been extended to all headquarters employees and specifically in France, to all employees.

A particular effort was made in the area of training. In order to reach as many people as possible, Europcar Mobility Group implemented a Learning and Content Management System (LCMS) platform, which is gradually deployed all over the Group.

All employees had their own user license. The platform was made available to all subsidiaries in the first quarter of 2022.

Europcar Mobility Group chose the 360Learning platform notably for its ability to allow any employee wishing to pass on their knowledge, whatever their position or level, to create their own training module(s) without any expertise in e-learning standards.

- In 2022, the Group HR team launched a contest - named EuroLearning contest - to encourage the creation of internal training contents in order to optimize the full use of 360 Learning. All employees could compete individually or as a team. The theme of the contest was "How to better serve our clients".
- More than 50 employees participated in this competition. They worked together to produce 22 e-learning projects, which demonstrate the creativity of our teams and their willingness to share their knowledge.
- In December 2022, a jury composed of GEC members and external specialists in digital learning elected the winner of the EuroLearning, among 5 finalists.
- The final projects selected have been included in the training modules offer of the Group.

Training performed during the year	2022
Number of employees who have received training**	6,993
Proportion of employees who have received training**	79%
Number of training hours**	77,183
Number of employees trained among the seasonal workforce	4,837
Number of training hours for seasonal workforce	16,538
Total number of apprentices and interns	201
Number of apprentices and interns recruited during the year after their apprenticeship / internship	19

* = Permanent only ** = Permanent and non-permanent

6.4.2.5 Measure and develop employee engagement

The Group has the ambition to maintain and develop a high level of engagement within its workforce, regardless of function, role or geography.

In 2022, the Group rolled out its first global Team Opinion Survey: Speak Up!.

More than 7,300 of our employees participated in the survey and expressed their views. And 6,100 of them also wrote at least one comment, resulting in 8,500 comments!

This participation rate (82%) and this level of contribution with lots of rich comments and suggestions speak for themselves: it demonstrates the sense of belonging of our employees and their willingness to participate in the improvement of the Group.

Top Executives and managers will now dwell on priority areas that deserve attention and action plans to be implemented in 2023.



6.5 ACT FOR THE ENVIRONMENT

6.5.1 Group convictions on environmental responsibility

ACT FOR THE ENVIRONMENT

By the very nature of its activities, our Group contributes to achieving a low carbon world by **offering attractive alternatives to car ownership**, contributing in this way to the reduction of the number of cars on the roads and in our cities.

In addition, the Group's vision is to become a leader in dedicated, sustainable mobility in the years to come. This involves implementing specific initiatives aimed **at reducing the Group's carbon footprint**.



2022 HIGHLIGHTS

- In 2022, Europcar Mobility Group became the first mobility service company to have its ambitious carbon reduction objectives approved by the SBTi (Science Based Targets initiative). In this framework, Europcar Mobility Group is committed to reducing its absolute scope 1 and 2 GHG emissions (direct emissions) by 46.2% by 2030 from a 2019 base year, and its absolute scope 3 GHG emissions (indirect emissions) by 27.5% over the same timeframe. The approval of these carbon reduction targets reinforces the Group's strategy, which aims at actively contributing to the low-carbon transition, by encouraging the shift from vehicle ownership to usage, while empowering its customers in increasingly using green mobility solutions.
- This followed the successful issuance of a Sustainability-Linked financial Bond in 2021, in which the Group committed to "greenify" its fleet, targeting to have 20% of green vehicles (Electric vehicles and rechargeable hybrid) by the end of 2024.
- As part of its comprehensive Carbon Reduction Plan, our Group has stepped up its efforts in terms of training and internal awareness on climate change. 113 Senior Managers, including all the Group Executive Committee members, attended the "Climate Fresk" workshop. The Group also continued to use the Engage Now platform to challenge employees' knowledge, particularly on the subject of eco-driving.

- Last but not least, 2022 has been marked by outstanding ESG ratings achieved by our Group, acknowledging its industry leadership in environmental transparency and action: CDP 'A' list, EcoVadis Platinum medal (Top 1%), AAA rating (Leader) by MSCI Inc., 12.0 rating (low risk) by Sustainalytics.

6.5.2 Group actions in the area of environmental responsibility

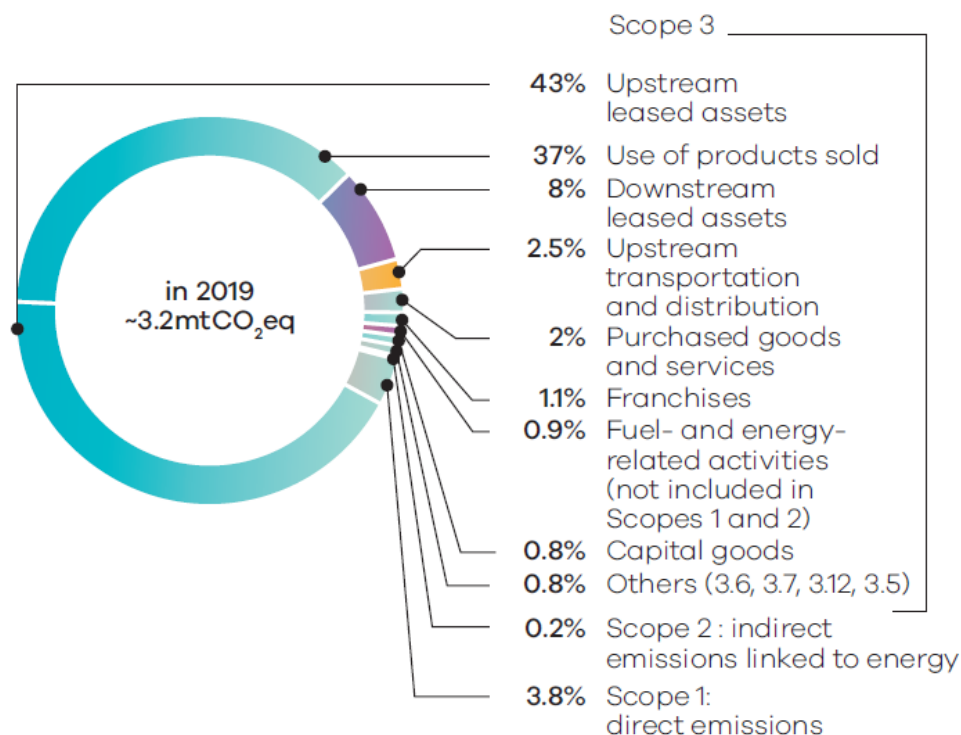
6.5.2.1 Measuring the Group's carbon footprint

The Group's carbon footprint accounts for:

- Scopes 1 & 2: emissions arising directly as a result of the Group's operations (energy consumption, administration, fleet transfers, in-station vehicle preparation and washing...), including those of its subcontractors (repairs, vehicle preparation and washing by service providers...),
- Scope 3: and indirect emissions linked to the activities of its customers – (vehicle use, fuel consumption, vehicle end-of-life, etc.).

Group carbon balance for 2019 (reference year)

Carbon balance for 2019, the Group's reference year, depicted in the chart below by emission category according to the GHG Protocol.



Group carbon balance for 2022

The carbon balance presented in the table below shows Europcar Mobility Group's greenhouse gas emissions broken down by source.

NOTA BENE

- 2020 is not presented in the table below, because 2019 has been chosen as the base line. Furthermore, 2020 was an unusual year in terms of emissions due to the COVID impact.
- One of the Group corporate countries - United States of America - has been excluded from the Group's carbon footprint calculation because the standard for carbon emissions per vehicle is not the same in the US than in other countries within the group.

Indeed, the methodology used to estimate gCO₂e/km follows the Environmental Protection Agency (EPA) procedure, whereas all other countries are using the Worldwide harmonized Light vehicles Test Procedures (WLTP). Therefore it is not possible to add emissions together.

Local teams will be working with the Group in 2023 to identify solutions to set up a double reporting, allowing to report consolidated data from all countries plus a specific US report. They will also be working on improving the reliability of energy and fuel consumption.

in tCO ₂ e	2019 (Baseline)	2021*	2022*	Trend vs 2021	Trend (vs 2019 Baseline)	SBTi Target (2030)
Scope 1	119,604	94,524	61,446	-35%	- 49%	-
Scope 2	7,572	5,938	4,809	-19%	- 36%	-
Total Scopes 1 & 2	127,176	100,462	66,255	-34%	- 48%	- 46.2%
Scope 3	3,090,035	2,526,275	2,413,666	-4%	- 22%	- 27.5%
TOTAL	3,217,211	2,626,737	2,479,921	-6%	- 23%	-

tCO₂e = tons of CO₂ equivalent *excluding USA

The Group's overall carbon balance was down -23% compared to 2019, the reference year, a decrease mainly due to:

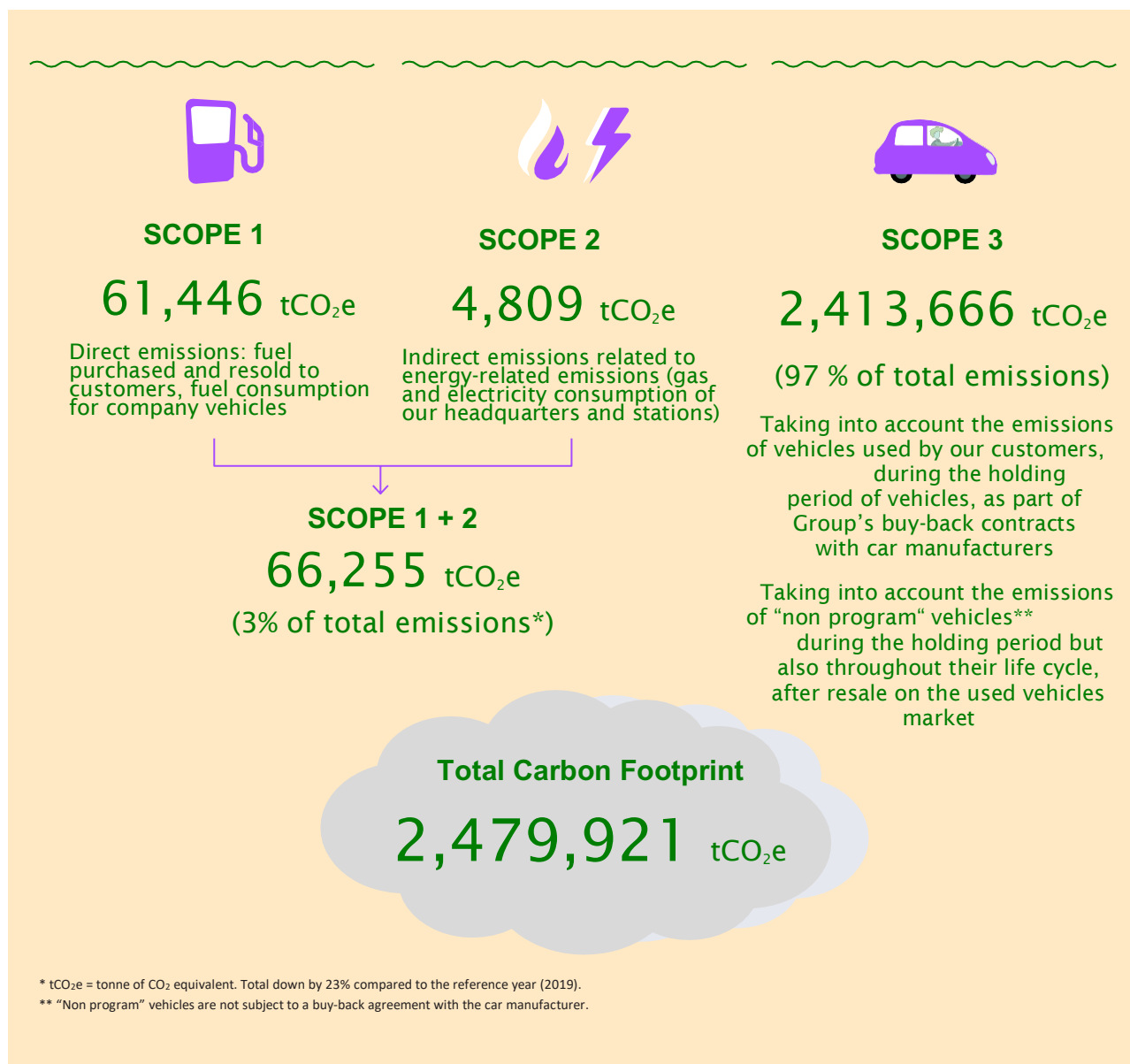
Scope 1 & 2:

→ less fuel sold to customers and less fuel consumed internally

Scope 3:

- the reduction in the number of vehicles in the fleet on average,
- the increase of the proportion of electric and plug-in hybrid vehicles in the fleet,
- more kilometers driven in electric and plug-in hybrid vehicles,
- overall less emissive vehicles in the fleet.

GHG emissions balance sheet 2022 (Scopes 1, 2 & 3): breakdown by source and excluding USA



Carbon Balance Categories	Description	Percentage of total carbon balance*
Scope 1 (direct emissions)	Fuel sold to customers + fuel consumption of company vehicles + natural gas consumption	2.48%
Scope 2 (indirect energy-related emissions)	Energy consumption (electricity)	0.19%
Scope 3 (other indirect emissions)	Emissions related to the use of "non program" vehicles and the remaining emissions after their resale (Well-to-Wheel)	54.46%
	Emissions related to the use of buy-back vehicles (Well-to-Wheel)	38.37%
	Other emissions related to our activities (Franchisees, Transportation and distribution of vehicles)	2.34%
	Purchases of goods and services (computer equipment excluded)	1.28%
	Upstream of Scope 1	0.63%
	Use of computer equipment and occupancy of buildings	0.15%
	End of life treatment of vehicles	0.05%
	Waste production in offices and in stations	0.04%
	Business travels	0.01%

The main source of greenhouse gas emissions (GHG) is the use of our vehicles by our customers and the remaining emissions of "non program" vehicles after their resale (Well-to-Wheel), accounting for 92.83% of the Group's total GHG emissions. Consequently, the reduction of these emissions is considered as the Group's priority in reducing its overall carbon footprint.

The Group's CO₂ reduction target – according to the Science Based Targets methodology

By applying the method proposed by the Science Based Targets initiative, which the Group joined in 2019, Europcar Mobility Group was able to measure the reduction in its carbon footprint required to achieve compatibility with a sustainable future and the goals of the Paris Agreement, which sets out a global framework to avoid dangerous climate change by limiting global warming to a level well below +2°C compared to preindustrial levels and pursuing efforts to limit it to +1.5°C.

This reduction target is variable with respect to the Group's direct emissions (Scopes 1 and 2) – mainly its energy consumption levels and its indirect emissions (Scope 3) – mainly the use of vehicles by its customers.

After an initial dialog phase with the SBTi in 2021, the Group's carbon inventory was revised, making it more exhaustive and closer to the GHG Protocol. As such, the Group's reduction targets were revised upwards, more in line with the Group's ambition.

The reductions required to achieve this target (by 2030, with 2019 as the baseline year) are as follows:

- -46.2% for its direct emissions (Scopes 1 and 2); corresponding to a +1.5°C scenario;
- -27.5% for its indirect emissions (Scope 3); corresponding to a Well Below +2°C scenario.

REDUCTION OBJECTIVES VALIDATED BY THE SCIENCE BASED TARGETS INITIATIVE

All targets for reducing greenhouse gas emissions (Scopes 1, 2 and 3) submitted by Europcar Mobility Group were deemed to comply with the SBTi criteria and recommendations (version 4.2).

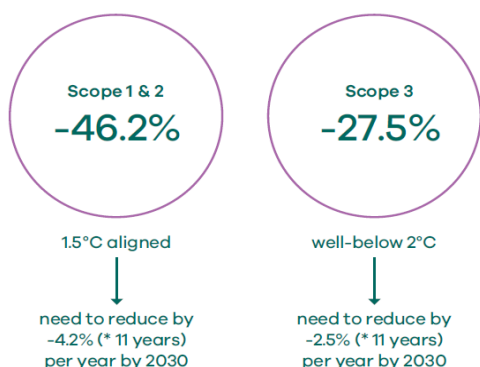


The SBTi specifically ranked the ambition of Scopes 1 and 2 objectives and determined that it was in line with a trajectory of 1.5°C.

Bolstered by this validation stage, Europcar Mobility Group therefore undertakes to:

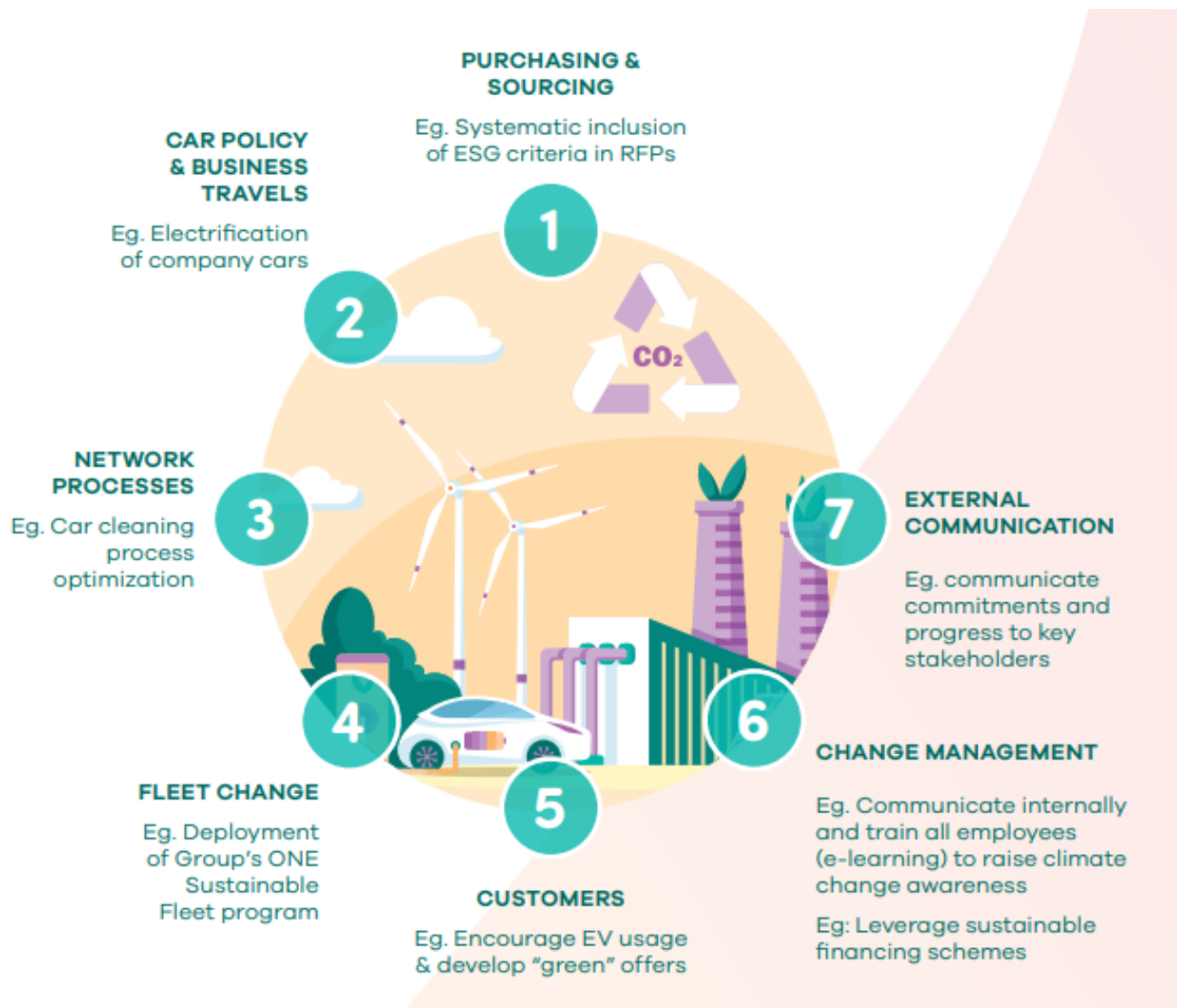
- reduce the absolute greenhouse gas emissions of Scopes 1 and 2 by 46.2% between now and 2030 compared to the 2019 reference year;
- reduce the absolute greenhouse gas emissions of Scope 3 by 27.5% over the same period.

2030 carbon emissions targets – Scope 1,2 & 3



6.5.2.2 Rolling out a comprehensive carbon reduction plan

After joining the Science Based Targets initiative in 2019, the Group strengthened its approach to sustainable mobility in 2021 with the launch of a systemic carbon reduction plan.



This carbon reduction plan for 2030 covers all of the Group's emissions-intensive activities and is based on seven workstreams, the most important of which is the electrification of its fleet (Fleet Change).

Here are the main highlights of the plan in 2022:

Purchasing & Sourcing

The purpose of this area of the carbon reduction plan is to include CSR criteria in the selection of suppliers with which the Group has business relationships by evaluating the environmental, social and value-chain performance of suppliers with a significant CSR risk. To do this, in 2021 the Group set up a platform, in partnership with EcoVadis, to assess, on the one hand, the supplier's inherent CSR risk and on the other hand to measure the supplier's CSR performance. The aim of this sustainable procurement programme is to include CSR criteria in the business decision notably in calls for tender and to support the supplier in managing its CSR performance throughout the business relationship.

Fleet Change

This area of the carbon reduction plan is consistent with actions conducted by the Group for several years and, as such, sets the tone of the "One Sustainable Fleet" program focused on fleet electrification:

1. With regard to Internal Combustion Engines, the Group will continue its efforts to offer a rental fleet with the latest vehicles, thus meeting the latest fuel consumption and greenhouse gas emission standards.

At December 31, 2022, the average emission of CO₂/km for the fleet was 141 g (Tank-to-wheel)¹ as opposed to 147 g in 2021. This decrease in average fleet grammage is due to:

- an increase of plug-in hybrids and electric vehicles within the fleet,
- a decrease of emissions of CO₂/km for each vehicle thanks to the purchase of new vehicles, less emissive.

2. With regard to electric vehicles, plug-in hybrids, the Group is continuing its "One Sustainable Fleet" program aimed at the electrification of its fleet: in 2022, the proportion of electric vehicles, plug-in hybrids vehicles (emitting less than 50gCO₂/km) is 5.34% (vs.1.66% in 2021) ; 6% on the perimeter of commitment defined in the framework of the Group's Sustainability-Linked Bond (Belgium, Denmark, Finland, France, Germany, Ireland, Italy, Luxembourg, Norway, Portugal, Spain, UK)

Incorporating more and more green vehicles (electric and plug-in hybrids) is indeed a major factor in changing the fleet profile and reducing the Group's Scope 3 CO₂ emissions. There are several aspects to this program: close collaboration with car manufacturers to expand the Group's fleet in electric and rechargeable hybrid vehicles; efforts to train Group employees on the specific features of electric/rechargeable hybrid vehicles so that they can make recommendations and give advice to customers (1,600 employees trained in this context at the end of 2022); and the equipment of our charging station infrastructure.

One of the main drivers for the success of the program is the Group's ability to guarantee our customers a dense network of easy-to-use electric-vehicle (EV) charging facilities. With this in mind, at the end of 2020 Europcar Mobility Group signed a partnership with Shell Recharge Solutions, one of the leading suppliers of charging solutions in Europe.

In the context of this partnership, Shell Recharge Solutions provides Europcar Mobility Group with a comprehensive ecosystem of solutions for its charging infrastructure: smart and easy-to-use charging points as well as access to Shell Recharge Solutions' Business Hub platform for monitoring, managing and controlling the entire charging infrastructure. In addition, with Shell Recharge Solutions, customers who rent an electric vehicle at one of the Group's stations receive a recharge card, giving them access to the largest charging network across Europe (with more than 450,000 charging points).

The installation of charging points in Europcar network stations, which began in January 2021, continued throughout 2022, reaching 406 stations equipped at the end of 2022.

¹ The term, "Tank-to-Wheel" (TTW) refers to a subrange in the energy chain of a vehicle that extends from the point at which energy is absorbed (charging point; fuel pump) to discharge (being on the move). As such, the term, TTW, describes the use of fuel in the vehicle and the emissions while the vehicle is being driven, while the term, "Well-to-Tank" (WTT), refers to the subrange of fuel supply . from production of the energy source (gasoline, diesel, electricity, natural gas) to fuel supply (transport to the charging point or fuel pump).

Change Management

The Group is determined to reduce its carbon emissions significantly, which implies appropriate change management. As such, it wishes to use all the levers and tools at its disposal to support change.

1. Sustainable finance:

In September 2021 the Group launched a €500 million sustainability-linked bond to refinance its fleet on the basis of green criteria. For Europcar Mobility Group, along with the transformation of the Group's business model, the use of sustainable financial instruments acts as a powerful driver of engagement for internal and external stakeholders. The objective of this bond issue is to proactively manage fleet-related debt in relation to the €1.7 billion securitization program, which was refinanced last June. This objective was fulfilled on the basis of strong, sustainable performance targets:

- the gradual reduction in emissions from the Group's rental fleet, to reach average emissions of 93 g CO₂/km for cars and 144 g CO₂/km for trucks by the end of 2024;
- 20% green vehicles (average emissions below 50g CO₂/km) within this same fleet by the end of 2024.
- the perimeter of the sustainability-linked bond is set for the following countries: Belgium, Denmark, Finland, France, Germany, Ireland, Italy, Luxembourg, Norway, Portugal, Spain and the UK.

V.E. (Vigeo Eiris, a subsidiary of Moody's) provided the "Second Party Opinion" for this transaction, assessing the relevance of the sustainable performance indicators chosen by the Group as well as the ambitious nature of the related objectives, issuing the "Advanced" rating* for both. This bond issue – the first of its kind for Europcar Mobility Group SA and the first in the vehicle rental sector – was a success, with a quadruple subscription rate and a very competitive coupon.

After the issuance of the sustainability-linked bond in 2021, the Group is actively tracking its progress (within the framework of the bond - cf list of countries):

- average emissions of cars = 119 gCO₂/ km,
- average emissions of vans = 195 gCO₂/ km,
- % of EVs and PHEVs = 6%

2. Trainings – raising employee awareness on climate issues

In addition to training staff at stations on the specific features of electric and rechargeable hybrid vehicles ("One Sustainable Fleet" program), the Group wishes to support its ambitions in terms of carbon reduction through an effort to train and raise its employees' awareness of climate issues.

In some Corporate Countries, employees already benefit from dedicated training programs set up by the HR and country communication departments, using local CSR representatives: in Belgium, for example, every new employee is made aware of the environment during their Welcome Day. In Australia and New Zealand, employees receive e-learning training via Europcar University, and in Italy, Germany and France, tools are available on local intranet sites. A best practices guide is also distributed to Goldcar employees to implement simple everyday actions.

Going further in this direction, in June 2021 the Group signed a partnership with We Now – a greentech specialist in climate transition, certified a Solar Impulse Efficient Solution by the Bertrand Piccard Foundation – which develops training content and a platform – Engage Now – to provide information, train and specifically take action to promote the climate through the principles of “gaming”. The aim of this partnership is to be able to use all or some of the contents of the platform, to assemble and deploy an ad hoc program in 2022, to raise awareness and train Europcar Mobility Group employees. On the occasion of the 2022 European Sustainable Development and Mobility Weeks, the Group used the Engage Now platform to conduct an Eco-driving challenge among its employees. The aim of this challenge was to push a weekly e-learning content on different aspects of Eco-driving and to finish by a quiz to evaluate what has been learned during the challenge. For each quiz completed, a tree was planted by the French National Forest Office.

Another tool used to raise awareness amongst all employees, from top management to staff in stations was the Climate Fresk workshops. In 2022, 113 employees received this training, including the Group Executive Committee members and the Group Senior Leaders team. This workshop will be extended to other management levels in 2023. Internal facilitators have been trained to spread the word within the Group.

3. Anti-greenwashing guide

In 2022, an anti-greenwashing guide was developed by Group Legal & Communications / Brand Management teams in order to help to steer and design communications on electric vehicles and plug-in hybrids, while avoiding the legal and reputational risks linked to greenwashing. This guide was targeting sales and marketing teams and has been distributed to Group Senior Leaders as well.

6.5.2.3 Managing our resources in a responsible manner

In addition to issues related to greenhouse gas emissions, the Group is also taking action to reduce its direct environmental footprint, especially in stations, where this impact is concentrated. Three environmental issues are being particularly targeted: **water consumption, energy consumption and production and treatment of waste.**

In parallel, the Group has initiated a workstream to evaluate its impact on **biodiversity.**

In terms of land occupation, the Group has areas used permanently for headquarters and the network, and parking lots are actively managed according to the activity. The sizes and types of premises occupied by the Group (underground or above-ground) are such that land occupation and use is not a significant issue for the Group in terms of environmental impact.

Environmental Footprint	2022 Consumption ³
Water (in m ³)	294,514
Total energy, excluding fuel (MWH)	30,068**
Including renewable energies (MWH)	22,481*
In-house fuel consumption (L)	4,869,174**

* purchasing of renewable electricity contracts include Denmark, France, Germany, Spain, and United-Kingdom

** excluding United States of America

All of the figures shown above are for the Group's direct in-house consumption. They cover the Corporate Countries scope and do not include the franchise network or suppliers (who are outside the scope of the annual CSR report).

The costs related to water and energy consumption are, for a number of stations, included in the premises' rental charges, and it is difficult to obtain more detailed information.

Use of renewable energy and internal fuel consumption management

Europcar Mobility Group is fully aware of the issues raised as a result of the energy it consumes and the greenhouse gas emissions it generates, and constantly seeks to increase the share of renewable energy in its global energy consumption profile.

In 2022, the Group consumed 30,068 MWh of energy across stations (88%) and headquarters (12%): among them 22,481 MWh is coming from renewable energy contracts. All major corporate countries in Europe are now purchasing renewable energy for their consumption of electricity: this is going to be extended to all corporate countries in the near future.

Europcar Mobility Group also wants to optimize energy consumption within its network by encouraging best practices. Stations undergo regular energy audits, notably when qualifying for or renewing their environmental certifications.

As part of that process, Europcar Mobility Group UK has introduced a 5-year LED replacement program, which was put on hold during the pandemic in 2020 and 2021. In 2022 this program resumed in order to replace lights in all sites. This initiative is also being initiated by other brands like Goldcar, which also began replacing traditional lighting with LEDs in its stations. Many headquarters and stations are also reducing their consumption of energy by turning off lights outside of business hours, as well as installing motion sensors to automatically turn lights on and off.

The Group considers fuel storage as the main environmental risk factor. It pays particular attention to maintaining its tanks and warning systems (leak detectors, alarms) and to training its teams to prevent leaks and to respond in the event of an accidental spill. All Group facilities comply with local regulations on storing and operating fuel storage tanks. The deployment of ISO 14001 certification – environmental management system – also strengthens prevention against the risk of leaks and the training of personnel in the event of an incident.

On December 31, 2022, five Corporate Countries were ISO 14001 certified. Europcar Mobility Group Germany goes even further by renewing once again this year the ISO 50001 certification on energy management practices.

Washing of vehicles: an environmental priority for the group

Washing vehicles consumes large quantities of water as well as energy and chemical products. It is done either in-house by the Group's vehicle preparers when stations have dedicated facilities, or outsourced when there are no in-station car-wash facilities. The Group is not subject to special restrictions on water use, even though it operates in warm countries and/or countries subject to hydric stress.

Two exceptions are in France and the United States, where water restrictions may be ordered by the government during exceptional situations. No penalty has been imposed on Europcar Mobility Group for its water use in 2022.

In 2022, Europcar Mobility Group consumed 294,514m³ of water (excluding USA), 94% of which was in the stations, generally linked to car washing in between rentals. To cut its water consumption, the Group streamlines the number of vehicles "going through" automatic vehicle washes. Since 2020, at the end of each rental, an assessment determined whether the car needed a full wash or if a dry manual wash was sufficient. At the end of 2021, a program called "Quick Turnaround" was launched and a dedicated report was created within operations for better granularity in monitoring the water consumption of the station network. 204 stations amongst the 796 corporates stations participated in the reporting process, which covers 33% of the total numbers of rentals in 2022. Within that scope, 12% of the vehicles were washed without water and movement after the rental. Thanks to this process, 41,837m³ of water was saved.

Furthermore, some stations are equipped with water recycling systems to limit the water taken from the supply networks. Other local initiatives have also been undertaken: Goldcar (Spain) is now working with suppliers that use waterless car-wash techniques, and monitors water consumption at its offices and facilities. In Portugal, contracts with car wash suppliers include clauses requiring them to recycle a certain percentage of water. Thanks to these initiatives together with the reporting program, 66,049m³ of water was recycled in 2022, the equivalent of 18 olympic pools.

Lastly, Europcar Mobility Group aims to promote environmental best practices wherever it operates, particularly when it comes to improving waste treatment.

	2022
Waste Treatment (metric tons)	Consolidated Group Data*
Quantity of hazardous was produced	656.86
Quantity of hazardous was recycled, reused or transformed in energy	510.6
Quantity of non-hazardous was produced	962.95
Quantity of hazardous was recycled, reused or transformed in energy	361.75

* Excluding USA

Waste produced by the Group can be classified into two categories (hazardous and non-hazardous). Classification and treatment depend on local regulations that the Group conscientiously complies with, through special local procedures and its environmental management systems mandated under ISO 14001 certification.

Regarding waste classified as “hazardous,” the Group basically generates waste sludge from its stations’ hydrocarbon separators, batteries, IT waste, toners and neon tubes. On the other hand, “non-hazardous” waste was mainly office waste and paper.

Several pilot initiatives have been launched to constantly increase the recycling rate of waste produced by the Group and promote a circular economy for their treatment. To this end, the Europcar network in France started sorting waste in its largest stations, which has allowed it to recycle most of the waste produced through dedicated channels.

Biodiversity

In 2022, a workshop focusing on Biodiversity was organized in order to start brainstorming around the impact of our activity on ecosystems and vice versa. The objective was to raise awareness on the evolution of European legislation (EU Taxonomy, CSRD...) and how it will tackle topics linked to biodiversity in the near future.

At the end of the workshop, a list of exhaustive priorities areas and locations was established along the supply chain. For the upstream emissions, key environmental impacts associated with soil occupancy, mineral scarcity, water and soil pollution were discussed.

As for the use of our vehicles, themes like air and water pollution, global warming potential and noise pollution have been reviewed. Finally, the management of our fleet at the end of its life was assessed together with the storage and the treatment of car equipment.

6.6 Share our Business Ethics

6.6.1 The Group's convictions on business ethics

SHARE OUR BUSINESS ETHICS

We take pride in our values and constantly strive to adhere to our business ethics, which is a **key factor for enhancing our customers' trust and loyalty and that of our partners.**

The Group wishes to further **involve its stakeholders, both internal and external, through the commitments made in its Code of Ethics** and by increasingly integrating CSR into its supplier relationships. This intent is reflected in the dedicated tools and programs we use, and in our regular training/awareness campaigns.



2022 HIGHLIGHTS

- Update of the Group's Code of Ethics & Commitments to ensure consistency among the practices of its employees, suppliers and franchisees in meeting Europcar Mobility Group's expectations regarding business ethics.
- Dedicated e-learning program launched to train Group's new employees on the various matters related to financial sanctions, the rules applicable to ethics and corruption and the protection of personal data.
- Effective implementation of the CSR module within the Third Party Assessment tool. Buyers have been trained to use it properly and integrate the assessment result in their business decision.

6.6.2 Group actions in the area of business ethics

6.6.2.1 Propose a service that complies with the highest safety standards

As a reminder, the Group is one of the largest purchasers of European vehicles and the leading player in the European vehicle rental industry.

In 2022, the Group took delivery of some 145,446 vehicles and operated a fleet, with an average size of 255 850 vehicles. The breakdown between passenger vehicles and light commercial vehicles was as follows: 82% passenger vehicles and 18% vans (light commercial vehicles and heavy trucks).

Prior to rental, vehicles are inspected and verified as required by teams trained in-house to the Group's own standards and checkpoints (tire pressure, liquid levels, indicators and lights, etc.). If vehicles fail and need repairs, minor adjustments are carried out on-site, and more serious repairs are completed by approved independent firms.

Finally, vehicles have required safety equipment (high-visibility vest, reflector triangle, etc.) and additional equipment may be rented in the agency (child seats, snow chains, snow tires, etc.) to give customers an optimal level of safety and comfort behind the wheel, in compliance with local regulations.

If a vehicle has an accident or breakdown while rented out, the Group offers an assistance service and constantly looks for the best solutions to ensure that its customers are taken care of efficiently.

6.6.2.2 Target a high level of customer satisfaction

Europcar Mobility Group wants to ensure a high level of satisfaction by offering customers high-quality mobility products and solutions that meet the ever-changing demands of the market.

To strengthen its leadership position, the Group has also adopted tools and implemented actions to foster dialog with customers so that it can respond to customer demands as fully as possible, and measure and track customer satisfaction.

Foster dialog with Customers

The Group provides its customers with a wide range of communication channels (telephone, email, FAQs, website, social media, etc.) enabling interactions and direct exchanges at every stage of the customer experience, whether before, during or after rental, including B2B bookings, requests and complaints.

Customer interactions strategy and operations follow-up are managed through a centralized steering at the Group level focusing on KPIs and overall quality delivery improvements.

A Group-wide customer satisfaction measurement tool: the Net Promoter Score

In 2011, the Group implemented a tool to monitor customer satisfaction, known as the Net Promoter Score. The tool uses a recognized methodology to establish a differential between the number of "promoters" and the number of "detractors" of a brand. Customers are asked to rate the likelihood that they would recommend one of our brands to their friends

or family on a scale of 0 to 10. Scores below 6 are categorized as "detractors", while scores of 9 and 10 are categorized as "promoters". The Net Promoter Score is the difference between the proportion of "promoters" and the proportion of "detractors".

All Group employees have an interest in this indicator as it is linked to a portion of their variable compensation. Rental stations' scores are reviewed weekly and action plans implemented based on NPS reviews.

The results and the implemented action plans are analyzed by the Customer Engagement Department to identify and rapidly adopt appropriate solutions.

6.6.2.3 Source responsibly

Local suppliers and subcontractors

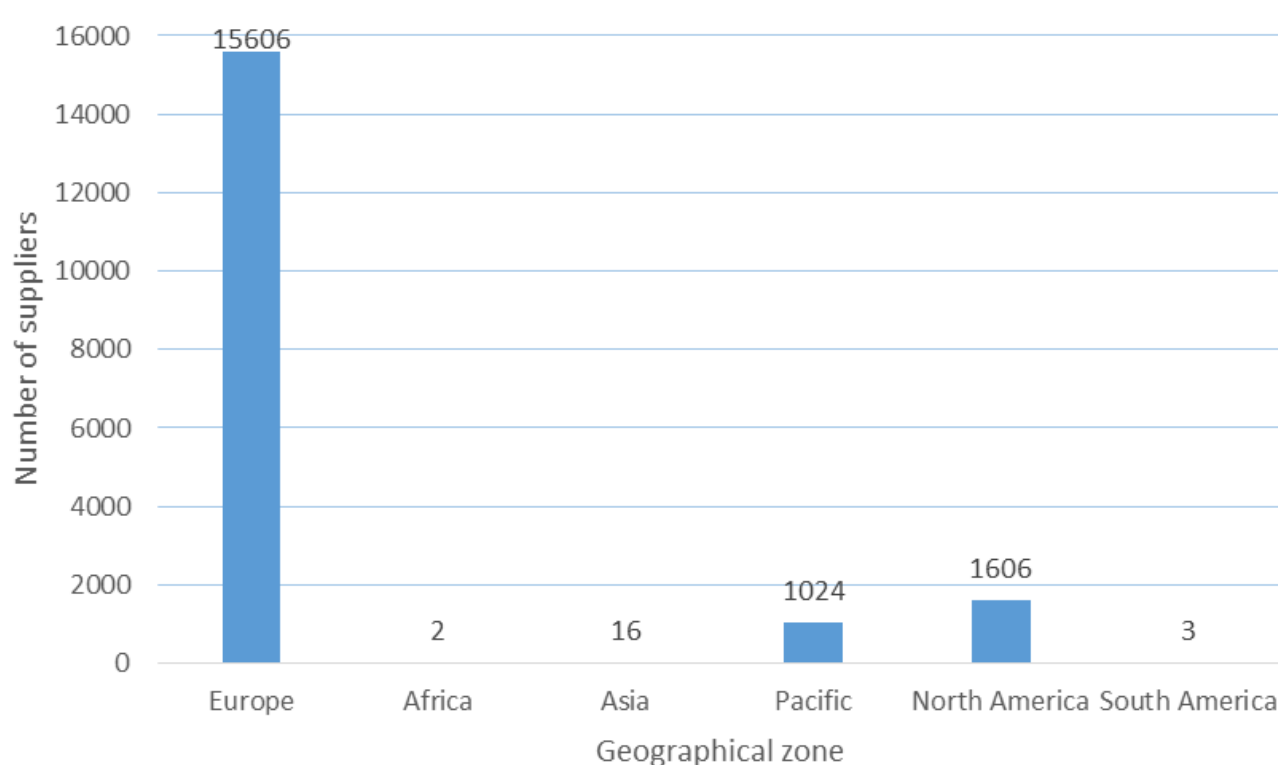
Purchases constitute one of the key vectors for Europcar Mobility Group to achieve its strategic objectives and in the quality of mobility solutions offered by the Group. The Group is committed to maintaining stable relationships with suppliers wherever it operates. It achieves this by promoting dialogue and by regularly assessing the proportion of the supplier's revenue from the Group to avoid any dependency risk.

Europcar Mobility Group has organized its purchases into two broad categories. On the one hand, the Fleet Management Department manages vehicle purchases from recognized manufacturers as well as the expenses related to putting them in service (registration, insurance, etc.).

On the other hand, the Group Purchasing Department, through its network of Group buyers and local buyers in Corporate Countries, meets current purchasing requirements and fulfills the operational needs associated with vehicle maintenance and care throughout the network of stations. They concentrate a large portion of the potential risk factors related to Europcar Mobility Group's supply chain. A dedicated policy has been formalized for these risk factors.

By the nature of its business, Europcar Mobility Group makes the vast bulk of its non-fleet purchases (99.88% of its suppliers) in the geographical regions where it operates, making it a major provider of local employment. Few purchases are made outside the Group's direct operations: indeed purchases are made in Africa, South America and Asia accounting respectively for 0.01%, 0.02% and 0.09% of the non-fleet purchases, thereby limiting the potential social risks associated with those regions.

Number of direct suppliers per geographical zone



Non-fleet purchases represent approximately one fourth the Group's annual consolidated revenue. Many of the Group's suppliers are under contract (close to 18,257 on December 31, 2022). Selecting local suppliers is part of the Group's CSR policy: from an economic and social point of view, prioritizing short-circuit supply chains allows the Group to create value with our local stakeholders, and from an environmental point of view, to contribute to reducing transport-related GHG emissions.

The Group wants to create shared value with its commercial partners by focusing particular attention on their appreciation of the social and environmental aspects and issues in their businesses. Europcar Mobility Group is aware of the many regulatory and legal changes to which it must respond, and takes action to comply with them.

In its contracts, the Group seeks to include compliance terms relating to the principles described in its Code of Ethics. This is a set of ethical, concrete and detailed principles that define the professional behaviors expected from all Group stakeholders.

6.6.2.4 Exercise a duty of care

Europcar Mobility Group implements actions and initiatives to comply with its obligations in respect of companies' duty of care (law No. 2017-399) as part of a continuous improvement process.

As part of its regulatory watch operations, the mapping of risks was updated in 2022, highlighting the principal processes in place to manage them.

Beyond meeting its legal and regulatory obligations, the objective is to anticipate and minimize the risks that can arise in the Europcar Mobility Group value chain and to assist stakeholders (suppliers, Franchisee...) to move to better consideration of the CSR criteria in their practices and offers.

In 2022, a CSR module has been included in the third party assessment process and a dedicated assessment applies to all new potential high or medium risk's suppliers. As of December 31, 2022, 1% of critical suppliers have been evaluated on their CSR performance using Ecovadis rating methodology and tools.

Lastly, new suppliers continue to be added to the Group's Approved Supplier List, which was established in 2020. All suppliers in the list are subject to due diligence.

The Group's P2P (Purchase to Payment) purchasing processes are currently being reviewed with a view to standardizing them across the Group.

Further to the launch of the Product & Tech Transformation program to accelerate the integration of multiple information systems into a single standardized system, a study is now being conducted to assess the feasibility of introducing a single purchasing management tool within the Group.

As mentioned above, the Group includes its "Code of Ethics & Commitments" statement with invitations to tender and supplier agreements. Finally, as part of its improved third party evaluation process, the Group will assess the CSR performance for potential new suppliers using Ecovadis rating tool to check the Group's CSR requirements.

A whistleblowing mechanism is also being rolled out across the Group.

6.6.2.5 Combat corruption

The fight against corruption is also a Group priority. This work, which is in line with the Group's "Compliance" program, enabled Europcar Mobility Group to build a set of rules and formalize a specific organization to anticipate and effectively combat all forms of corruption.

6.6.2.6 Share our business ethics

Europcar Mobility Group intends to promote business ethics in all the stages of its value chain and in all its commercial (customer, supplier, franchisee, B2B customer) and social (employee) relationships. Accordingly, the Group has thus developed a "Compliance program" supported by a dedicated organizational structure (composed of Compliance officers and a Compliance Committee) and a multi-annual action plan.

In 2022, the Group updated its Code of Ethics & Commitments, which is available on line (<https://europcar-mobility-group.com/compliance>), to ensure consistency among the practices of its employees, suppliers and franchisees in meeting Europcar Mobility Group's expectations regarding business ethics.

Forty-eight (48) commitments and 12 objectives are listed in this document, which formalizes the Group's requirements. These commitments and objectives relate, in particular, to compliance with national and international regulations and laws, respect for human dignity and Human Rights, protection of the health and safety of its employees, preservation of the environment, protection of personal data, the fight against conflicts of interest, and support for all internal and external initiatives that promote social and environmental progress. These key principles are based on a certain number of laws and international references, such as the Universal Declaration on Human Rights, international labor conventions (Nos. 29, 87, 105 and 138, among others), the United Nations Global Compact, and the OECD directives for multinational companies.

An anti-bribery guide is added to the "Code of Ethics & Commitments" to make all Group employees aware of anti-corruption issues.

A comprehensive whistle-blowing procedure completes this arsenal, enabling employees and all stakeholders to anonymously report any practices that might be a violation of the law or the Group's principles. This program enables the Group to comply with the French anti-corruption requirements of the Sapin 2 law.

The Group also takes its tax obligations very seriously, including matters relating to the fight against tax evasion.

Europcar Mobility Group has introduced years ago a governance structure and procedures to ensure data protection and privacy is taken into account in processes, contracts and procedures. 2022 has been marked by the reinforcement of data privacy by design and by default to anticipate and mitigate any risks.

A dedicated e-learning program has been launched to train Group new employees on the various issues and matters related to financial sanctions, the rules applicable to ethics and corruption and the protection of personal data.

6.7 CROSS-REFERENCE TABLE OF SPECIFIC INFORMATION EXPECTED IN THE STATEMENT OF NON-FINANCIAL PERFORMANCE

The reporting indicators shown in this Chapter correspond to the issues and risks identified under the law on Non- Financial Performance Reporting (DPEF – law No. 2018-898). They also allow the Group to demonstrate its commitment to the Ten Principles (Pr.) and Sustainable Development Goals (SDG) of the United Nations Global Compact relevant to Europcar Mobility Group.

	Statement of Non-Financial Performance (SNFP)	Global Compact Principles (Pr.)/ Sustainable Development Goals (SDGs)	GRI	Section
General information on Europcar			102-1	1.1
Name, legal form, location			102-2	1.4
			102-3	1.4
			102-4	1.4
			102-5	1.4
Business model and presentation of activities	6.1.1		102-2	6.1.1
Products, services, brands, markets	6.1.1		102-6	1.1
			102-7	1.1
			102-9	1.1
			102-10	1.1
Declaration of the highest executive body			102-14	
Corporate Social Responsibility policy			102-15	6.1.2
Materiality analysis			102-21	
Mapping of non-financial risks	6.2.2			6.2
Social consequences of the activity	6.4		102-8	
Attract talents, develop them and support employees' career paths	6.4.2.4	SDG 4		
Implement a dynamic Human Resources Management	6.2.1	SDG 5		
		SDG 8		
		SDG 10		
Develop a social policy fostering dialog	6.4.2.2	SDG 5		6.4

		SDG 8		
		SDG 10		
Make diversity a driver of the Group's performance	6.4.2.3	SDG 5		6.4
Training		SDG 4		6.4.2.4
Percentage of employees trained *	6.4.2.4			
Training policies			102-27	6.4.2.4
			404-2	
			404-3	
Total number of training hours			404-1	6.4.2.4
Equal treatment		Pr.6		6.4.2.3
Measures taken to promote gender equality	6.4.2.3	SDG 5	401-3	6.4.2.3
			405-1	
Measures taken to promote employment and inclusion of disabled persons	6.4.2.3	SDG 10	405-1	6.4.2.3
Anti-discrimination policy	6.4.2.3	SDG 5	405-1	6.4.2.3
			406-1	
Promotion and respect for the provisions of the ILO's fundamental conventions		Pr.1 and 4 SDG 8		6.4.2.3
Respect for the freedom of association and right to collective bargaining			407-1	6.4.2.2
Elimination of discrimination in matters of employment and occupation		SDG 5	406-1	6.4.2.3
Elimination of forced or compulsory labor			409-1	N/A. See Note on methodology
Effective abolition of child labor			408-1	N/A. See Note on methodology
Environmental consequences of the activity				
Implement a full range of actions to reduce the Group's carbon footprint	6.5.2.2	SDG 11		
		SDG 13		
		SDG 17		
Group actions in the area of environmental responsibility	6.5.2	SDG 6		
		SDG 11		

		SDG 13		
		SDG 17		
Rolling out a comprehensive carbon reduction plan	6.5.2.2	SDG 6		6.5.2.2
		SDG 13		
Environmental information: key performance indicators (*) and other environmental data				
General Environmental Policy	6.5.1	Pr.7 to 9	102-14	6.5.1
		SDG 13		
Company organization to take environmental questions into account	6.5.2.2			6.5.2.2
Training and information regarding environmental protection	6.5.2.2			6.5.2.2
Resources dedicated to environmental risk and pollution prevention				6.5.2.3
Amount of environmental risk provisions and guarantees			201-2	6.5.2.2
Number of country subsidiaries having a ISO 14001 certification *	6.5.2.3			6.5.2.3
Pollution and Waste Management	6.5.2.3			6.5.2.3
Prevention, reduction or remediation measures for air, water, and soil discharges severely affecting the environment	6.5.2.3		306-3	6.5.2.3
Proportion of rechargeable hybrid and electric vehicles in the fleet in 2021 *	6.2.2.1			6.2.2.1
Number of kilometers and proportion covered by rechargeable hybrid and electric vehicles during the year *	6.2.2.1			6.2.2.1
Prevention measures, recycling and waste elimination			306-2	6.5.2.3
			306-3	
			306-4	
Taking noise pollution and any other form of pollution specific to an activity into account				N/A. See Note on methodology
Sustainable Use of Resources				
Water consumption and water supply depending on local constraints	6.5.2.3	SDG 6	303-1	6.5.2.3
			303-3	
			306-1	
			306-3	
			306-5	

Consumption of raw materials and measures taken to improve the efficiency of their use			301-1	N/A.
			301-2	See Note on methodology
Energy consumption, the measures taken to improve energy efficiency and use of renewable energy			302-1	6.5.2.3
			302-2	
			302-4	
			302-5	
Ground use			304-1	6.5.2.3
Proportion of vehicles washed without water and without being moved *				6.5.2.3
Climate change	6.5.2	SDG 11		6.5.2
		SDG 13		
Greenhouse gas emissions *	6.5.2.1		305-1	6.5.2.1
			305-2	
			305-3	
			305-5	
Average emissions of CO ₂ e/km from vehicles*	6.5.2.2			
Adapting to the consequences of climate change				N/A. See Note on methodology
Protection of Biodiversity	6.5.2.3			5.2.3
Measures taken to protect and increase biodiversity			304-1	5.2.3
			304-2	
			304-3	
			304-4	
			306-5	
Respect for Human Rights, combating corruption, and customer satisfaction	6.6			
Source responsibly	6.6.2.3	SDG 8		
Exercise a duty of care	6.6.2.4	SDG 8		
Share our business ethics	6.6.2.6	SDG 8		
Combat corruption	6.6.2.5	SDG 8		
Propose a service that complies with the highest safety standards	6.6.2.1			
Target a high level of customer satisfaction	6.6.2.2			

Societal information: key performance indicators * and other societal data				
Territorial, economic and social impacts of the Company's activity			204-1	6.4.2.1
Regarding employment and regional development			413-1	6.4.2.1
				6.6.2.3
On neighboring or local populations				6.4.2.1
				6.6.2.3
Relationships maintained with persons or organizations interested in the Company's activity				
Conditions for dialog with these persons or organizations	6.6.2.2		102-21	6.6.2.2
			102-43	
Social initiatives in favor of accessible mobility	6.3.2.2		203-1	6.3.2.2
Sub-contractors and suppliers				
Taking account of social and environmental issues in the purchasing policy	6.6.2.3	Pr.1, 2 and 5	308-2	6.6.2.3
		SDG 8	408-1	
			412-1	
			414-1	
			414-2	
Importance of sub-contractors and consideration of suppliers' and sub-contractors' corporate social responsibility (CSR)	6.6.2.3		102-9	6.6.2.3
			308-1	
			308-2	
			408-1	
			412-1	
			414-1	
			414-4	
Proportion of medium or high risk suppliers (i.e. critical) that have been evaluated on their CSR performance*	6.6.2.4			6.6.2.4
Fair trade practices				
Action taken to prevent corruption	6.6.2.5	Pr.10	102-16	6.6.2.5
			102-17	
			205-1	
			205-2	
			205-3	
Customer safety and protection measures	6.6.2.1		102-2	6.6.2.1
			416-1	

Combating tax evasion	6.6.2.6			6.6.2.6
Customer satisfaction				
Net Promoter Score (NPS) *	6.6.2.2			6.6.2.2

6.8 METHODOLOGICAL NOTE

6.8.1 Period and Scope of the CSR Reporting

The CSR Reporting period is the 2022 calendar year (from January 1, 2022 to December 31, 2022).

For information purposes, in this Chapter, and unless otherwise indicated, 2022 figures are for Corporate Countries held between January 1, 2022 and December 31, 2022.

The scope of the CSR reporting covers the Holding companies, the Shared Services Center, Product and Tech Organisation and the Corporate Countries (France, Germany, United Kingdom, United States of America, Italy, Spain, Portugal, Belgium, Ireland, Denmark, Finland, Norway, Luxembourg, Australia and New Zealand).

The published data are consolidated at Group level, apart from the data on workforce distribution by country. They do not include the franchisee networks.

Note:

- the scope of publication is not exhaustive for all indicators, in particular for key performance indicators;
- fleet indicators covered 93% of fleet vehicles as of December 31, 2022, with the exception of the United States of America.
- due to technical issues, the data for the indicator "Share of new employees having completed the compliance e-learning" was not reliable enough. However, a dedicated team is currently working on its reliability and it will be updated over the course of 2023.
- the energy and fuel consumption for the United States were not included by lack of reliability. A work is in progress to publish reliable data for next year.

6.8.2 Organization of the CSR reporting campaign

The organization of the CSR reporting campaign is detailed in a protocol showing all the processes and methodologies of the CSR reporting campaign. This protocol was distributed to each contributor in the form of an explanatory document and presented at a kick-off meeting.

Data collection

CSR reporting is organized and coordinated by the Group Head of CSR in collaboration with the CSR correspondents of the holding companies and the Corporate Countries. At the level of each subsidiary, data collection is managed by the responsible teams, and mainly concerns Human Resources, Operations, Fleet and Management Audit teams.

Collection tool

To collect and consolidate the data, and ensure the traceability of the data and processes, Europcar Mobility Group used Sirsa's online non-financial information collection software, Reporting 21. This software was rolled out across all the entities subject to CSR Reporting requirements, and has helped around a hundred contributors to input CSR Reporting data.

Audit and consolidation of the data

1. Internally

In each entity, data are checked by the teams responsible for reporting the information. Automatic consistency checks are carried out by the collection software and then manually by the team charged with analyzing and consolidating data at Group level: comparing data between countries, comparing against historical data, localized control ratios (such as on the price of resources). Checks are also carried out by both head office teams and by service provider SIRSA, throughout the campaign and at each key stage. This verification work entails numerous exchanges with the Corporate Countries to ensure the consistency and robustness of the information communicated.

2. Verification of the data by an independent third party organization

Mazars, one of the Company's Statutory Auditors, has been appointed as Independent Third-Party by Europcar Mobility Group to issue a report on the Statement of Non-Financial Performance published in the management report presented in this Universal Registration Document pursuant to the law on Non-Financial Performance Reporting (DPEF in French; law No. 2018-898).

This year, audits took place in two parts in order to ensure a better quality of data: in November 2022, the data of the third quarter were reviewed by Mazars and in January data for the full year were audited.

6.8.3 Choice of indicators

To produce its CSR reports, Europcar Mobility Group has defined a list of indicators based on its main risks and opportunities.

This list contains quantitative and qualitative indicators, broken down into five major categories: Environment, Fleet, Social, Societal and Supply Chain. As such, all the Group's material issues in terms of compliance and dialog with stakeholders are covered, and baseline information can be collected in order to define and steer a CSR strategy.

Notes on methodology and main limiting factors

The entities within the scope of CSR Reporting are in countries with substantially different laws and practices.

The choice of indicators and their definitions are discussed upstream with the different contributors from the various entities to produce indicators that are as closely tailored as possible to circumstances on the ground.

Notes on the definitions of certain indicators

- unlike the workforce productivity data monitored by the Group, the workforce data in the CSR reports includes employees on long-term leave;
- the absenteeism rate does not include employees on maternity and paternity leave;
- the energy and water indicators do not include consumption for vehicle washing by external service providers;
- training indicators include employees who left the company during the year;

Notes on the greenhouse gas emissions footprint

The GHG emission assessment is an update of the assessment drawn up by the specialist consultancy firm Carbone 4, and now has been automated in Reporting 21. It was produced based on available data collected during the 2022 CSR reporting campaign.

For CO₂ emissions, the Group's internal consumption of energy (mainly electricity and gas) and fuel (diesel and gasoline) were considered. Carbon emission factors specific to each country were applied for electricity consumption, and identical factors were applied for other items. When available, the emission factors used come from the ADEME database.

Please note that one of our corporate countries - United States of America - was excluded from the Group's carbon footprint calculation because:

- the standard for carbon emissions per vehicle is not the same as for all the other countries within the group. Indeed, the methodology used to estimate gCO₂e/km are following the Environmental Protection Agency (EPA) procedure, whereas all others countries are using the Worldwide harmonized Light vehicles Test Procedures (WLTP). Therefore it would not be possible to add emissions together as they are using different methods.
- the legislation in the USA is different from the rest of the corporate countries where the group operates, which makes it difficult to harmonize the data.

Teams are working locally to make sure that their data will be included in 2023's sustainability report.

Notes on the exclusion of certain data required by the law on the statement of non-financial performance

In view of its activity as a vehicle rental and mobility solutions provider, Europcar Mobility Group has excluded the indicators and data relating to:

- the circular economy,
- the fight against food waste,
- the fight against food insecurity, respect for animal welfare, and responsible, fair and sustainable food

6.9 REPORTS BY THE INDEPENDENT THIRD PARTY

EUROPCAR MOBILITY GROUP

The limited company with a capital of 50,156,401€

Head office: Metropolitan Building, 13 ter Blvd. Berthier, 75017 Paris

RCS 489 099 903

Report by one of the independent third-party organization on the verification of the consolidated non-financial statement included in the management report

For the year ended December 31, 2022

This is a free translation into English of the independent third-party organization's report issued in French and is provided solely for the convenience of English-speaking readers. This report should be read in conjunction with, and construed in accordance with, French law and professional standards applicable in France.

To the shareholders

In our capacity as independent third-party organization, member of Mazars Group and accredited by COFRAC Inspection under number 3-1058 (scope of accreditation available on www.cofrac.fr), we have performed work to provide a reasoned opinion that expresses a limited level of assurance on the historical information (observed and extrapolated) of the consolidated extra-financial performance statement, prepared in accordance with the entity's procedures (hereinafter the "Statement") for the financial year ended December 31, 2022 (hereinafter respectively the "Information" and the "Statement"), presented in the management report of the group in application of the provisions of Articles L. 225-102-1, R. 225-105 and R. 225-105-1 of the Commercial Code.

Conclusion

For Fox Rent a Car (USA), we observed a lack of ability to deliver the appropriate level of information relating to energy and fuel consumption and associated greenhouse gas emissions. Fox Rent a Car represents 12% of the Group's workforce.

Based on the procedures we performed, as described in the "Nature and scope of our work" and the evidence we collected, except for the effect of the matter described above, nothing has come to our attention that causes us to believe that the consolidated non-financial statement is not presented in accordance with the applicable regulatory requirements and that the Information, taken as a whole, is not presented fairly in accordance with the Guidelines, in all material respects.

Comments

Without modifying our conclusion and in accordance with article A. 225-3 of the French Commercial Code, we have the following comments:

- We draw attention to the fact that the indicator "Share of new employees having completed the compliance e-learning" is being made more reliable, as stated in paragraph "6.8 Methodological note" of the Statement."

Preparation of the non-financial performance statement

The lack of a commonly used framework or established practice on which to base the assessment and evaluation of information allows for the use of alternative accepted methodologies that may affect comparability between entities and over time.

The Statement has been prepared in accordance with the entity's procedures (hereinafter the "Guidelines"), the main elements of which are presented in the Statement and are available on request from the entity's head office.

Restrictions due to the preparation of the Information

The Information may contain inherent uncertainty about the state of scientific or economic knowledge and the quality of external data used. Some of the Information is dependent on the methodological choices, assumptions and/or estimates made in preparing the information and presented in the Statement.

The entity's responsibility

The Board of Directors is responsible for:

- selecting or setting appropriate criteria for the preparation of the Information;
- preparing the Statement with reference to legal and regulatory requirements, including a presentation of the business model, a description of the principal non-financial risks, a presentation of the policies implemented considering those risks and the outcomes of said policies, including key performance indicators;
- and implementing internal control procedures deemed necessary to the preparation of information, free from material misstatements, whether due to fraud or error.

Responsibility of the independent third-party organization

Based on our work, our responsibility is to provide a report expressing a limited assurance conclusion on:

- the compliance of the Statement with the requirements of article R. 225-105 of the French Commercial Code;
- the fairness of Information (observed or extrapolated) provided in accordance with article R. 225 105 I, 3° and II of the French Commercial Code, i.e., the outcomes, including key performance indicators, and the measures implemented considering the principal risks (hereinafter the "Information").

As it is our responsibility to express an independent conclusion on the Information prepared by management, we are not authorized to be involved in the preparation of such Information, as this could compromise our independence.

This is not our responsibility to express an opinion on:

- the entity's compliance with other applicable legal and regulatory requirements;
- the compliance of products and services with applicable regulations.

Regulatory provisions and applicable professional standards

The work described below was performed with reference to the provisions of articles A. 225-1 et seq. of the French Commercial Code, as well as with the professional guidance of the French Institute of Statutory Auditors ("CNCC") applicable to such engagements [and with ISAE 3000 (Assurance engagements other than audits or reviews of historical financial information)].

Independence and quality control

Our independence is defined by the requirements of article L. 822-11-3 of the French Commercial Code and the French Code of Ethics (Code de déontologie) of our profession. In addition, we have implemented a system of quality control including documented policies and procedures regarding compliance with applicable legal and regulatory requirements, the ethical requirements and the professional doctrine of the French National Association of Auditors.

Means and resources

Our work was carried out by a team of 6 people between September 2022 and March 2023 and during 7 weeks.

We conducted about ten interviews with the people responsible for preparing the Statement, representing the Communication and CSR, Risk and Compliance, Human Resources, Purchasing, Customer Satisfaction and Fleet departments.

Nature and scope of our work

We planned and performed our work considering the risks of significant misstatement of the Information.

We estimate that the procedures we have carried out in the exercise of our professional judgment enable us to provide a limited assurance conclusion:

- we obtained an understanding of all the consolidated entities' activities and the description of the principal risks associated;
- we assessed the suitability of the criteria of the Guidelines with respect to their relevance, completeness, reliability, neutrality and understandability, with due consideration of industry best practices, when appropriate;
- we verified that the Statement includes each category of social and environmental information set out in article L. 225 102 1 III;
- we verified that the Statement provides the Information required under article R. 225-105 II of the French Commercial Code, where relevant with respect to the principal risks, and includes, where applicable, an explanation for the absence of the Information required under article L. 225-102-1 III, paragraph 2 of the French Commercial Code;

- we verified that the Statement presents the business model and a description of principal risks associated with all the consolidated entities' activities, including when relevant and proportionate, the risks associated with their business relationships, their products or services, as well as their policies, measures and the outcomes thereof, including key performance indicators associated to the principal risks;
- we referred to documentary sources and conducted interviews to:
 - assess the process used to identify and confirm the principal risks as well as the consistency of the outcomes, including the key performance indicators used, with respect to the principal risks and the policies presented, and;
 - corroborate the qualitative information (measures and outcomes) that we considered to be the most important presented in Appendix 1. Concerning certain risks "Breach to Group Code of Ethics", "Personal Data Protection", "Violation of social regulations in the value chain", and "Violation of trade union rights", our work was carried out on the consolidating entity, for the others risks, our work was carried out on the consolidating entity and on a selection of entities;
- we verified that the Statement covers the scope of consolidation, i.e., all the consolidated entities in accordance with article L. 233-16 of the French Commercial Code [if applicable: within the limitations set out in the Statement];
- we obtained an understanding of internal control and risk management procedures implemented by the entity and assessed the data collection process to ensure the completeness and fairness of the 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 any changes in those data;
 - tests of details, 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 on a selection of contributing entities (see Appendix 1) and covers between 14% and 100% of the consolidated data relating to the key performance indicators and outcomes selected for these tests;
- we assessed the overall consistency of the Statement based on our knowledge of all the consolidated entities.

We are convinced 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 out more extensive procedures.

The CNCC considers that the translation is not signed, as it is a free translation into English of the original report drawn up in French. Indeed, the signature is the graphic means by which a person identifies himself in a document and by which he expresses his approval of the content of the document. Moreover, the affixing of a signature on a report confers on it the quality of being an original. In this particular case, the original is the French version of the report.

Appendix 1: Information considered most important

Qualitative information (actions and results) in relation to the main risks

- Climate change and acceptability of mobility solutions;
- Environmental footprint and regulatory pressure;
- Human resources and talent management;
- Corporate culture and ownership of the Group's strategy;
- Suppliers and supply chain;
- Anti-corruption and fraud;
- New uses and customer expectations.

Quantitative indicators including key performance indicators

Topics	Key performance indicators and other information	Audited scope
Fleet	Proportion of Plug-in hybrid and electric vehicles in the fleet	→ United Kingdom
	Number of kilometers covered by plug-in hybrid and electric vehicles in the fleet	→ United States - Fox Rent a Car
	Average emissions of CO ₂ e/km from vehicles	→ Italy
Environment	Greenhouse gas emissions from energy and fuel consumption	→ United Kingdom
		→ United States - Fox Rent a Car
	Proportion of vehicles washed without water nor movement	→ Italy
	Number of country subsidiaries having a ISO 14001 certification	→ Group

Topics	Key performance indicators and other information	Audited scope
Human Resources	Workforce and gender distribution	→ United Kingdom → United States - Fox Rent a Car
	Hirings and departures	
	Proportion of employees who have received training during the year	
	Frequency rate of work-related accidents	
	Proportion of employees covered by collective agreements	→ Group
Societal	Proportion of medium or high risk suppliers that have been evaluated on their CSR performance	→ United Kingdom → United States - Fox Rent a Car
	Net Promoter Score	→ Group

