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Additional information

9.1 Investor relations and documents available to the public

9.1 Investor relations and documents available to the public

In addition to the General Meeting and the events organized to present the annual results, Edenred keeps both individual and institutional shareholders informed of the latest developments in a highly responsive manner. This information is tailored to the specific needs of different types of shareholders and financial analysts while constantly complying with the principle of equal access to information.

Edenred maintains an open dialogue with its institutional shareholders ahead of the General Meeting in order to identify their governance concerns as well as changes in their voting policies regarding the Group's proposed resolutions.

The Company's press releases and historical financial information are available on the Edenred website (www.edenred.com in the

"Investors/Shareholders" section) and the website of the French financial markets authority (Autorité des marchés financiers – AMF – www.amf-france.org). Copies may also be obtained from the Company's registered office, 14-16, boulevard Garibaldi – 92130 Issy-les-Moulineaux, France.

The bylaws and the minutes of General Meetings, the financial statements of the Company and the Group, the Statutory Auditors' Reports and all other corporate documents are available for consultation in paper format at the Company's registered office. This information is also available in the "Investors/Shareholders" section of edenred.com on the "Governance" and "Annual General Meeting" pages.

9.1.1 Meetings with investors

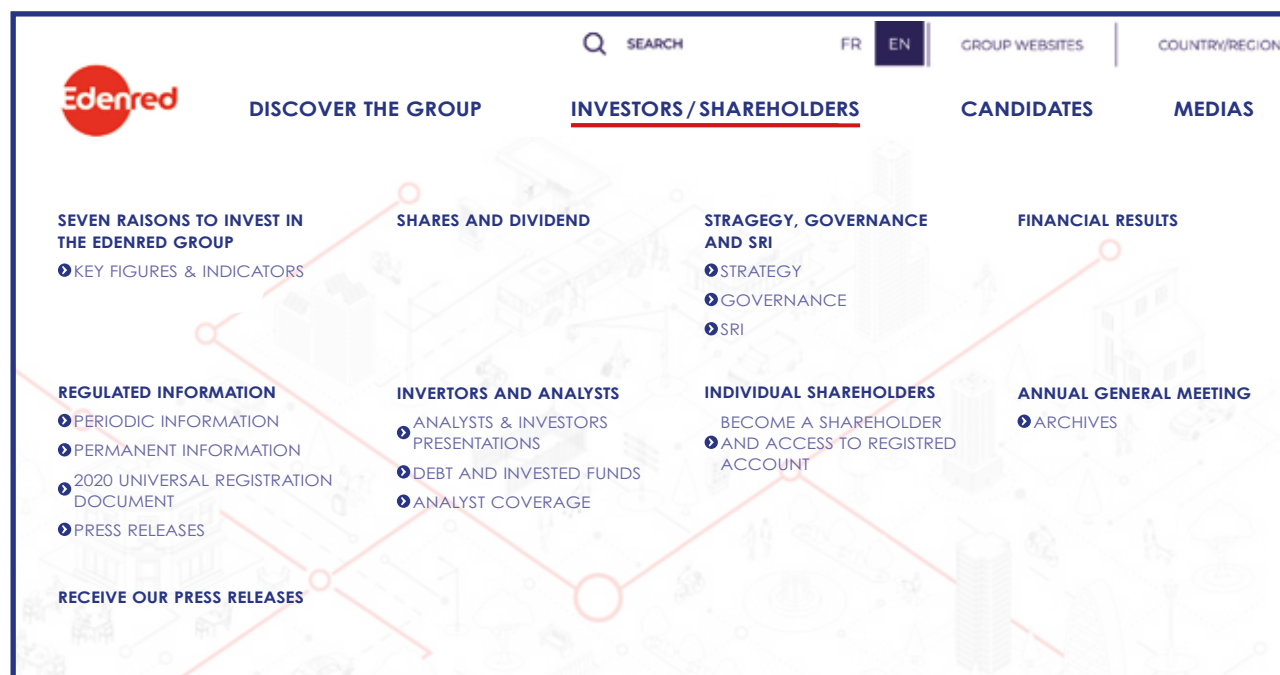
In 2021, Edenred met 1,352 representatives of 412 financial institutions, held 20 roadshows and participated in 16 investor conferences. All these events took place virtually due to ongoing public health concerns. As in the prior year, the virtual format made

it easier for investors to take part, meaning a similar number of institutions and representatives were reached as in 2020.

A webinar with the Executive Vice-President, Finance and two in-person meetings with individual shareholders were also held.

9.1.2 Optimized and accessible investor and shareholder publications

The Edenred website has been optimized for viewing on smartphones and tablets. All of the Group's financial news and publications are available in the "Investors/Shareholders" section of edenred.com, which is organized into nine topics:



Statutory documents are available for consultation at Edenred SE's registered office, 14-16 boulevard Garibaldi – 92130 Issy-les-Moulineaux, France, as well as in the "Investors/Shareholders" section of edenred.com.

Regulatory filings are issued electronically through a professional disclosure service that complies with the criteria set out in the AMF's General Regulations. The filings are also available on the corporate website.

9.1.3 Contacts

FINANCIAL COMMUNICATION & INVESTOR RELATIONS DEPARTMENT

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 Regulated Information Distribution & Shareholder Relations Manager
 Email: relations.actionnaires@edenred.com

9.2 Persons responsible for the Universal Registration Document and the audit of the accounts

RFA

9.2.1 Persons responsible

9.2.1.1 Person responsible for the Universal Registration Document

Bertrand Dumazy, Chairman and Chief Executive Officer of Edenred.

9.2.1.2 Statement by the person responsible for the Universal Registration Document

I hereby declare that, to the best of my knowledge, the information contained in this Universal Registration Document is in accordance with the facts and that this Universal Registration Document makes no omission likely to affect its import.

I further declare that, to the best of my knowledge, (i) the financial statements have been prepared in accordance with the applicable accounting standards and give a true and fair view of the assets and liabilities, financial position and results of Edenred and its consolidated companies, and (ii) the Management Report (cross-reference table in Chapter 9) presents a fair view of the business, results and financial position of Edenred and its consolidated companies and provides a description of the main risks and uncertainties to which they are exposed.

Bertrand Dumazy, Chairman and Chief Executive Officer of Edenred
Issy-les-Moulineaux, March 30, 2022

9.2.2 Statutory Auditors

Statutory Auditors

Deloitte & Associés

Patrick E. Suissa

6, place de la Pyramide 92908 Paris-La Défense Cedex, France

Appointed for six years at the May 3, 2018 General Meeting.

Ernst & Young Audit

Pierre Jouanne

La Défense 1 1-2, place des Saisons 92400 Courbevoie, France

Appointed for six years at the May 4, 2016 General Meeting.

Alternate auditors

Auditex

La Défense 1 1-2, place des Saisons 92400 Courbevoie, France

Appointed on the same basis and for the same period as Ernst & Young Audit.

9.3 Fees paid to the Statutory Auditors

The table of fees paid by the Group for 2020 and 2021 is available in chapter 7, Note 11.4, page 302.

9.4 Information on holdings

Information relating to the undertakings in which the Company holds a proportion of the capital likely to have a significant effect on the assessment of its own assets and liabilities, financial position or

profits and losses is provided in the notes to the consolidated financial statements (see Note 12 "List of consolidated companies at December 31, 2021" to the financial statements, page 304).

9.5 Third-party information

Not applicable.

9.6 Information incorporated by reference

In accordance with Delegated Regulation (EU) 2019/980 of March 14, 2019, supplementing Regulation (EU) 2017/1129 of the European Parliament and of the Council, the Universal Registration Documents below incorporate the following information by reference:

2020 Universal Registration Document ⁽¹⁾

The 2020 Universal Registration Document was filed on March 29, 2021 with the Autorité des marchés financiers (D.21-0213 registration). It includes:

- the consolidated financial statements and corresponding Statutory Auditors' Report presented on pages 214 to 295 of Edenred's 2020 Universal Registration Document;
- the financial review presented on pages 36 to 50 of Edenred's 2020 Universal Registration Document;
- sections of these documents that are not mentioned above are either not applicable to investors or are covered in another part of this document.

2019 Universal Registration Document ⁽²⁾

The 2019 Universal Registration Document was filed on March 25, 2020 with the Autorité des marchés financiers (D.20-0175 registration). It includes:

- the consolidated financial statements and corresponding Statutory Auditors' Report presented on pages 184 to 266 of Edenred's 2019 Universal Registration Document;
- the financial review presented on pages 61 to 75 of Edenred's 2019 Universal Registration Document;
- sections of these documents that are not mentioned above are either not applicable to investors or are covered in another part of this document.

(1) Access to the 2020 Universal Registration Document:

<https://www.edenred.com/en/sites/default/files/pdf/documentations/information-reglementee-et-communiqués/edenredurden2020mel210329.pdf>

(2) Access to the 2019 Universal Registration Document:

<https://www.edenred.com/sites/default/files/pdf/documentations/archive-assemblee-generale/edenredur2019vadef.pdf>



9.7 Regulatory filings

The following information was published or announced by Edenred between January 1, 2021 and February 28, 2022:

- press release dated March 2, 2021: 2020 annual results;
- press release dated March 10, 2021: Sage expands partnership with Corporate Spending Innovations, an Edenred Company, to deliver new Vendor Payments offering;
- press release dated March 25, 2021: 2020 dividend recommended to the General Meeting on May 11, 2021 – Timeline and process;
- press release dated March 29, 2021: Availability of the 2020 Universal Registration Document;
- press release dated March 29, 2021: Appointments and renewals to Edenred's Board of Directors to be proposed at the General Meeting on May 11, 2021;
- press release dated April 20, 2021: Availability of preparatory documents for the 2021 Combined General Meeting;
- press release dated April 22, 2021: First-quarter 2021 revenue;
- press release dated May 11, 2021: Edenred's 2021 General Meeting approves all resolutions;
- press release dated May 12, 2021: Payment of the 2020 dividend – Timeline and process;
- press release dated July 1, 2021: Appointment to Edenred's Executive Committee;
- press release dated June 7, 2021: Results of the 2020 dividend reinvestment plan;
- press release dated June 9, 2021: Edenred launches an inaugural offering of Sustainability-Linked Bonds Convertible into New shares and/or Exchangeable for Existing Shares (OCEANE) due 2028 for a nominal amount of approximately €400 million;
- press release dated June 9, 2021: Edenred successfully placed its first sustainability-linked convertible bonds for a nominal amount of approximately €400 million;
- press release dated July 27, 2021: First-half 2021 results;
- press release dated July 27, 2021: Edenred and Gecina are working to transform the lunch break experience with the "virtual canteen";
- press release dated October 21, 2021: Third-quarter 2021 revenue;
- press release dated December 21, 2021: Cameroon selects Edenred's digital solutions to optimize management of its new subsidy program for local coffee and cocoa farmers;
- press release dated January 6, 2022: Appointments to Edenred's Executive Committee: Chief Operating Officer, Employee Benefits Solutions, and Chief Operating Officer, Payment Solutions & New Markets;
- press release dated February 22, 2022: 2021 annual results;
- press release dated February 22, 2022: Edenred strengthens its Beyond Fuel offering with the acquisition of Greenpass, an issuer of e-toll solutions in Brazil.

Access Edenred's regulatory filings:

<https://www.edenred.com/en/investors-shareholders/regulated-information/press-releases>

9.8 Universal Registration Document cross-reference table

The table below provides cross references between the information required under Annex 1 (with referral to Annex 2) of Commission Delegated Regulation (EU) 2019/980 of March 14, 2019 supplementing Regulation (EU) 2017/1129 of the European

Parliament and of the Council, and repealing Commission Regulation (EC) no. 809/2004, and the relevant sections and pages in this Universal Registration Document.

NO.	KEY INFORMATION	SECTION(S)	PAGE(S)
1	Persons responsible		
1.1	Persons responsible for the information in the Universal Registration Document	9.2.1 Persons responsible	390
1.2	Declaration by those responsible for the document	9.2.1 Persons responsible	390
1.3	Statement or report attributed to a person as an expert	7.1 – 7.3 – 5.6 – 8.4 Auditors' Reports	232, 313, 154, 382
1.4	Third-party information and statement by experts and declarations of any interests	9.5 Third-party information	391
1.5	Statement by the issuer	9.2.1 Persons responsible	390
2	Statutory Auditors		
2.1	Name and address of the issuer's auditors	9.2.2 Statutory Auditors	390
2.2	Names of auditors who resigned, were removed or were not re-appointed during the period covered	N/A	
3	Risk factors	4 Risk factors and management	69
4	Information about the Company		
4.1	Legal and commercial name	3.1 The Company	54
4.2	Place of registration, registration number and Legal Entity Identifier (LEI)	3.1 The Company	54
4.3	Date of incorporation and the length of life	3.1 The Company	54
4.4	Domicile and legal form of the issuer, legislation under which the issuer operates, country of incorporation, address and telephone number of its registered office and website	3.1 The Company	54
5	Business overview		
5.1	Principal activities	Introduction: Business lines serving people at work across 46 countries 1.1 A global player operating in promising markets	8 22
5.1.1	Description of the nature of the issuer's operations and its principal activities	1.1 A global player operating in promising markets	22
5.1.2	Significant new products and/or services that have been introduced	1.2 Strategy and 2022 targets	26
5.2	Principal markets	1.1 A global player operating in promising markets	22
5.3	Important events in the development of the issuer's business	7.2 Note 3 "Significant events" and Note 2 "Acquisitions, development projects and disposals"	248, 247
5.4	Strategy and objectives	Introduction: A strategic plan built around three drivers, underpinned by strong commitments 1.2 Strategy and 2022 targets	14 26
5.5	Extent of dependence on patents or licenses, industrial, commercial or financial contracts or new manufacturing processes	1.7 Intellectual property	34
5.6	The basis for statements made by the issuer regarding its competitive position	1.1 A global player operating in promising markets	22
5.7	Investments		
5.7.1	Description of the issuer's material investments for each financial year for the period covered by the historical financial information	7.2.4 Consolidated statement of cash flows	241

NO.	KEY INFORMATION	SECTION(S)	PAGE(S)
5.7.2	Description of any material investments that are in progress		
5.7.3	Information relating to the joint ventures and undertakings in which the issuer holds a proportion of the capital likely to have a significant effect on the assessment of its own assets and liabilities, financial position or profits and losses	7.2 Note 5.4 "Investments in equity-accounted companies"	264
5.7.4	Description of any environmental issues that may affect the issuer's utilization of tangible fixed assets	N/A	
6	Organizational structure		
6.1	Description of the Group and the issuer's position within the Group	1 Presentation of the Group	21
		2. 2.1 Description of the business	46
		7.2 Note 12 "List of consolidated companies at December 31, 2021"	304
6.2	List of significant subsidiaries	Information on holdings	391
		7.2 Note 12 "List of consolidated companies at December 31, 2021"	304
7	Operating and financial review		
7.1	Review of the development and performance of the issuer's business and of its position for each year and interim period for which historical financial information is required	2.1 Results of operations	36
7.1.1	Analysis of the development and performance of the issuer's business	1 Presentation of the Group	21
		2 Financial review	37
7.1.2	Issuer's likely future development and activities in the field of research and development	N/A	
7.2	Operating results	2.1.2 Analysis of consolidated financial results	37
7.2.1	Significant factors, including unusual or infrequent events or new developments, materially affecting the issuer's income from operations	2.1.2 Analysis of consolidated financial results	37
7.2.2	Material changes in net sales or revenues and reasons for such changes	2.1.2 Analysis of consolidated financial results 7.2 Note 4.2 "Total revenue"	37 253
8	Capital resources		
8.1	Information concerning the issuer's capital resources (both short and long term)	2.1.4 Liquidity and financial resources	41
8.2	Sources and amounts of the issuer's cash flows	2.1.4 Liquidity and financial resources	41
8.3	Information on the borrowing requirements and funding structure of the issuer	2.1.4 Liquidity and financial resources	41
8.4	Information regarding any restrictions on the use of capital resources	2.1.4 Liquidity and financial resources	41
8.5	Information regarding the anticipated sources of funds	2.1.4 Liquidity and financial resources	41
9	Regulatory environment		
	Description of the regulatory environment that the issuer operates in and that may materially affect its business, together with information regarding any governmental, economic, fiscal, monetary or political policies or factors that have materially affected, or could materially affect, directly or indirectly, the issuer's operations	1.5 Regulatory environment	31
10	Trend information		
10.1	Most significant recent trends in production, sales and inventory, and costs and selling prices since the end of the last financial year to the date of the Universal Registration Document Any significant change in the financial performance of the Group since the end of the last financial period for which financial information has been published to the date of the Universal Registration Document, or an appropriate negative statement	1.2 Strategy and 2022 targets 7.2 Note 3.4 "Subsequent events"	26 248

NO.	KEY INFORMATION	SECTION(S)	PAGE(S)
10.2	Any known trends, uncertainties, demands, commitments or events that are reasonably likely to have a material effect on the issuer's prospects for at least the current financial year	7.2 Note 3.3 "Subsequent events"	248
11	Profit forecasts or estimates	N/A	
12	Administrative, management and supervisory bodies and senior management		
12.1	Information about the activities of the following persons, statement that they have not been convicted of any fraudulent offenses and corporate offices: <ul style="list-style-type: none"> ▪ members of the administrative, management or supervisory bodies; and ▪ any senior manager who is relevant to establishing that the issuer has the appropriate expertise and experience for the management of the issuer's business 	6.1.1.1 Presentation of the Board of Directors 6.1.1.2 Absence of conflicts of interest and convictions, and service contracts	162 179
12.2	Administrative, management and supervisory bodies and senior management conflicts of interest Any arrangement or understanding with major shareholders, customers, suppliers or others, pursuant to which any person referred to in item 12.1 was selected as a member of the administrative, management or supervisory bodies or as a member of senior management Details of any restrictions agreed by the persons referred to in item 12.1 on the disposal within a certain period of time of their holdings in the issuer's securities	6.1.1.2 Absence of conflicts of interest and convictions, and service contracts 6.1.1.1 Presentation of the Board of Directors N/A	179 162
13	Remuneration and benefits of the persons referred to in item 14.1		
13.1	Amount of remuneration paid and benefits in kind granted by the issuer and its subsidiaries	6.2 Corporate officers' compensation	200
13.2	Total amounts set aside or accrued by the issuer or its subsidiaries to provide pension, retirement or similar benefits	6.2 Corporate officers' compensation	200
14	Board practices	6.1.1 The Board of Directors	161
14.1	Date of expiration of the current term of office of the members of the administrative, management or supervisory bodies	6.1.1.1 Presentation of the Board of Directors	162
14.2	Information about members of the administrative, management or supervisory bodies' service contracts	6.1.1.2 Absence of conflicts of interest and convictions, and service contracts	179
14.3	Information about the issuer's Audit Committee and Remuneration Committee	6.1.1.12 Committees of the Board of Directors	186
14.4	Statement as to whether or not the issuer complies with the applicable corporate governance regime(s)	6.1 Corporate governance	159
14.5	Potential material impacts on the corporate governance, including future changes in the Board and committees composition (in so far as this has been already decided)	6.1 Corporate governance	159
15	Employees		
15.1	Number of employees at the end of the period or the average for each financial year for the period covered by the historical financial information and breakdown of persons employed	5.2.1.6 Summary table of employee data – Group	117
15.2	Shareholdings and stock options With respect to each person referred to in item 12.1, information as to their share ownership and any options over such shares in the issuer	3.2.2 Employees' interests in Edenred's capital 6.1.1.1 Presentation of the Board of Directors	57 162
15.3	Arrangements for involving the employees in the capital of the issuer	3.2.2 Employees' interests in Edenred's capital	57
16	Major shareholders		
16.1	Name of any person other than a member of the administrative, management or supervisory bodies who, directly or indirectly, has an interest in the issuer's capital or voting rights which is notifiable under the issuer's national law	3.2.1 Ownership of shares and voting rights	55
16.2	Different voting rights	3.2.1 Ownership of shares and voting rights	55

NO.	KEY INFORMATION	SECTION(S)	PAGE(S)
16.3	Statement of whether the issuer is directly or indirectly owned or controlled and description of the measures in place to ensure that such control is not abused	N/A	
16.4	Arrangements which may result in a change in control of the issuer	3.2.1 Ownership of shares and voting rights	55
16.5	Public offer made during the current or previous financial year	6.3.1.7 Public offer for the Company's shares initiated by a third party during the current or previous financial year and items that could have an impact in the event of a public tender offer	226
16.6	Shareholders' pacts	3.2.1 Shareholders' agreement(s) on the securities making up the Company's capital	55
17	Related-party transactions	2.1.9 Main related-party transactions 7.2 Note 11.2 "Related-party transactions"	45 301
18	Financial information concerning the issuer's assets and liabilities, financial position and profits and losses		
18.1	Historical financial information	7.2 Consolidated financial statements and notes	237
18.1.1	Audited historical financial information covering the latest three financial years and Audit Report in respect of each year	7.1 Statutory Auditors' Report on the consolidated financial statements	232
18.1.2	Change of accounting reference date	N/A	
18.1.3	Accounting standards	7.2 Note 1.4 "Basis of preparation of financial statements"	237
18.1.4	Change of accounting framework	N/A	
18.1.5	National accounting standards	7.4.3 Note 1 "Summary of accounting policies"	323
18.1.6	Consolidated financial statements	7.2 Consolidated financial statements and notes 7.4 Parent company financial statements and notes	237 317
18.1.7	Age of financial information	7.2 Note 1.4 "Basis of preparation of the financial statements"	246
18.2	Interim and other financial information	N/A	
18.3	Auditing of historical annual financial information	7.1 Statutory Auditors' Report on the consolidated financial statements	232
18.3.1	Statement that the historical financial information has been audited	7.1 Statutory Auditors' Report on the consolidated financial statements	232
18.3.2	Other information in the Universal Registration Document which has been audited by the auditors	7.3 Statutory Auditors' Report on the parent company financial statements	313
18.3.3	Where financial information in the Universal Registration Document is not extracted from the issuer's audited financial statements, statement of the source of the information and that the information is unaudited	N/A	
18.4	Pro forma financial information	N/A	
18.5	Dividend policy	3.3 Dividends	63
18.6	Legal and arbitration proceedings	4.2 Legal and arbitration proceedings	81
18.7	Significant change in the issuer's financial position since the end of the last financial period	2.1.11 Subsequent events	46
19	Additional information		
19.1	Share capital	3.1 The Company	54
19.1.1	Amount of issued capital, total authorized share capital, number of shares issued, par value per share, and reconciliation of the number of shares outstanding at the beginning and end of the year	3.1 The Company 6.3.4 Changes in share capital	54 228
19.1.2	Shares not representing capital	6.3.3 Shares not representing capital	227
19.1.3	Number, book value and face value of shares in the issuer held by the issuer itself or by subsidiaries of the issuer	3.2.1 Ownership of shares and voting rights	55
19.1.4	Convertible securities, exchangeable securities or securities with warrants	N/A	
19.1.5	Information about and terms of any acquisition rights and/or obligations over authorized but unissued capital or an undertaking to increase the capital	N/A	

NO.	KEY INFORMATION	SECTION(S)	PAGE(S)
19.1.6	Information about any capital of any member of the Group which is under option or agreed to be put under option	N/A	
19.1.7	History of share capital for the period covered by the historical financial information	6.3.4 Changes in share capital	228
19.2	Memorandum and articles of association	6.1.1 The Board of Directors	161
19.2.1	Corporate objects and purposes	3.1 The Company	54
19.2.2	Rights, preferences and restrictions attached to each class of existing shares	6.3.1 Description of the Company's shares	224
19.2.3	Description of any provision of the issuer's articles of association, statutes, charter or bylaws that would have an effect of delaying, deferring or preventing a change in control of the issuer	N/A	
20	Material contracts	2.1.6 Material contracts	45
21	Documents available	9.1 Investor relations and documents available to the public	388
2.1.2	Analysis of consolidated financial results		
7.2	Note 4.2 "Total revenue"		

9.9 Annual Financial Report cross-reference table

The Universal Registration Document contains all of the information required to be included in the Annual Financial Report governed by Article L.451-1-2 of the French Monetary and Financial Code, in accordance with Article 222-3 of the AMF's General Regulations. To make this information easier to find, the following cross-reference table lists it by main topic.

NO.	KEY INFORMATION	PAGE(S)
1	Parent company financial statements	317
2	Consolidated financial statements	237
3	Management Report (within the meaning of the French Monetary and Financial Code)	398
3.1	Information provided in compliance with Articles L.225-100-1 and L.22-10-35 of the French Commercial Code	
	Business analysis	36
	Earnings analysis	37
	Balance sheet analysis	41
	Key financial and non-financial performance indicators	17
	Information on financial risks related to the impacts of climate change and presentation of associated measures	81
	Main risks and uncertainties	45
	Main characteristics of internal control and risk management procedures relating to the preparation and processing of financial and accounting information	83
3.2	Information provided in compliance with Article L.225-211 of the French Commercial Code	
	Share buyback	55
4	Statement by the persons responsible for the Annual Financial Report	390
5	Statutory Auditors' Reports on the parent company and consolidated financial statements	317, 232

9.10 Management Report cross-reference table

The following cross-reference table identifies the information that must be included in the management Report, pursuant to the French Commercial Code applicable to French companies with Boards of Directors.

NO.	KEY INFORMATION	SECTION(S)	PAGE(S)
1	Group's position and activity		
1.1	Position of the Company over the past financial year and objective and exhaustive analysis presenting a fair view of the business, results and financial position of the Company and the Group, particularly its debt, in terms of the size and the complexity of the business	2.1 Financial review – Consolidated results	36
1.2	Key financial performance indicators	2.1 Financial review – Consolidated results	36
1.3	Key non-financial performance indicators relating to the Company's specific activity, including information on environmental and employee matters	5.5 Monitoring key performance indicators	151
1.4	Subsequent events	2.1.11 Subsequent events	46
1.5	Identity of the main shareholders, holders of voting rights at general meetings, and any changes that took place during the past financial year	3.2.1 Ownership of shares and voting rights	55
1.6	Existing branches	N/A	
1.7	Material acquisitions of equity interests in companies headquartered in France	2.2.8 Relations with subsidiaries 7.4 Note 24 "Subsidiaries and affiliates"	50 340
1.8	Disposals of cross-shareholdings	N/A	
1.9	Foreseeable development of the Company and the Group and outlook	1.2.2 Outlook and 2022 Targets	28
1.10	Research and development activities	2.1.10 Research and development activities	46
1.11	Five-year financial summary	7.4.3 Parent company financial statements – Note 25	322
1.12	Information on supplier and client payments	2.2.3	45
1.13	Amount of inter-company loans granted and Statutory Auditor's Report	N/A	
2	Internal control and risk management procedures		
2.1	Description of the main risks and uncertainties to which the Company is exposed	2.1.8 Main risks and uncertainties	47
2.2	Information on the financial risks related to the impacts of climate change and presentation of the measures the Company is taking to reduce these by deploying a low-carbon strategy in all the components of its business	5.3.1 Reducing the carbon footprint, the consumption of energy and natural resources and waste production	125
2.3	Main characteristics of internal control and risk management procedures deployed by the Company and by the Group relating to the preparation and processing of financial and accounting information	4.4.2 Summary description of internal control procedures	83
2.4	Indications of objectives and policy regarding each main category using hedge accounting, and the exposure to risks relating to prices, credit, liquidity and cash flow (use of financial instruments by the Company)	4.1.1 Financial risks	71
2.5	Anticorruption processes	5.4.1 Ethically developing activities and partnerships throughout the value chain 4.1.2.5 Risks related to corruption, money laundering and/or terrorist financing schemes	138 75
2.6	Oversight arrangements and report on their effective implementation	4.1.2.5 Risks related to corruption, money laundering and/or terrorist financing schemes	75

NO.	KEY INFORMATION	SECTION(S)	PAGE(S)
3	Report on corporate governance		
	Information on compensation		
3.1	Corporate officers' compensation policy	6.2.1 Corporate officers' compensation policy (ex ante vote)	200
3.2	Compensation and benefits of any kind paid or awarded during the period to each corporate officer	6.2.2 Information referred to in Article L.22-10-9 (I.) of the French Commercial Code relating to all compensation paid during, or awarded for, the 2021 financial year to corporate officers in respect of their duties (global ex post vote)	209
3.3	Split between fixed and variable compensation	6.2.2 Information referred to in Article L.22-10-9 (I.) of the French Commercial Code relating to all compensation paid during, or awarded for, the 2021 financial year to corporate officers in respect of their duties (global ex post vote)	209
3.4	Use of the possibility of requesting the return of variable compensation	N/A	
3.5	Commitments of any kind entered into by the Company for the benefit of the corporate officers, corresponding to items of compensation or benefits due, or likely to be due upon appointment to a new position, termination/removal from office, or subsequently	6.2.2 Information referred to in Article L.22-10-9 (I.) of the French Commercial Code relating to all compensation paid during, or awarded for, the 2021 financial year to corporate officers in respect of their duties (global ex post vote)	209
3.6	Compensation paid or awarded by an entity included in the consolidation scope as defined in Article L.233-16 of the French Commercial Code	N/A	
3.7	Ratios of the compensation and benefits paid to each corporate officer to the mean and median compensation of the Company's employees	6.2.2 Information referred to in Article L.22-10-9 (I.) of the French Commercial Code relating to all compensation paid during, or awarded for, the 2021 financial year to corporate officers in respect of their duties (global ex post vote)	209
3.8	Annual changes in compensation, Company performance, mean and median compensation of the Company's employees and the abovementioned ratios over the last five years	6.2.2 Information referred to in Article L.22-10-9 (I.) of the French Commercial Code relating to all compensation paid during, or awarded for, the 2021 financial year to corporate officers in respect of their duties (global ex post vote)	209
3.9	Explanation of how total compensation complies with the Group's approved compensation policy, including how it contributes to long-term performance and how the performance criteria have been applied	6.2.2 Information referred to in Article L.22-10-9 (I.) of the French Commercial Code relating to all compensation paid during, or awarded for, the 2021 financial year to corporate officers in respect of their duties (global ex post vote)	209
3.10	How the vote at the most recent General Meeting was taken into account, in accordance with section II of Article L.225-100 (through December 31, 2020), and with section I of Article L.22-10-34 of the French Commercial Code (from January 1, 2021)	6.2.2 Information referred to in Article L.22-10-9 (I.) of the French Commercial Code relating to all compensation paid during, or awarded for, the 2021 financial year to corporate officers in respect of their duties (global ex post vote)	209
3.11	Deviation from the procedure for implementing the compensation policy and any exceptions	N/A	
3.12	Application of the provisions of the second paragraph of Article L.225-45 of the French Commercial Code (suspension of payment of compensation to directors in the event that the composition of the Board fails to comply with diversity criteria)	N/A	
3.13	Options awarded to and retained by corporate officers	N/A	
3.14	Free shares awarded to and retained by corporate officers	6.2.4 Additional information relating to corporate officers' compensation (not subject to a shareholder vote)	221

NO.	KEY INFORMATION	SECTION(S)	PAGE(S)
Information about governance			
3.15	List of all the directorships and positions held by each of the corporate officers during the year	6.1.1.1 Presentation of the Board of Directors	162
3.16	Agreements between a corporate officer or major shareholder with a subsidiary of the Company	6.1.1.11 Related-party agreements	186
3.17	Summary table of authorizations to issue new shares granted by shareholders to the Board of Directors	6.1.5.3 Summary table of authorizations and delegations in force granted by the General Meeting and their utilization in 2021 and early 2022 (until February 21, 2022)	198
3.18	Executive Management organization	6.1.2 Executive Management	192
3.19	Composition, conditions, preparation and organization of the work of the Board of Directors	6.1.1.1 Presentation of the Board of Directors	162
3.20	Application of the principle of gender balance on the Board of Directors	6.1.1.1 Presentation of the Board of Directors	162
3.21	Any restrictions that the Board places on the powers of the Chief Executive Officer	6.1.2.3 Restrictions on the powers of the Chief Executive Officer	192
3.22	Reference to a Corporate Governance Code and application of the "comply or explain" principle	6.1 Corporate governance	159
3.23	Conditions and procedures for participating in General Meetings	6.1.5 General Meetings	196
3.24	Procedure for assessing agreements in force – Implementation	6.1.1.11 Related-party agreements	186
3.25	Information likely to have an impact in the event of a public tender offer or exchange offer: <ul style="list-style-type: none"> • structure of the Company's share capital; • limitations in the bylaws on the exercise of voting rights and transfer of shares or clauses in agreements brought to the attention of the Company in application of Article L. 233-11 of the French Commercial Code; • direct or indirect equity interests in the Company of which it is aware, pursuant to articles L. 233-7 and L. 233-12 of the French Commercial Code; • list of holders of any securities carrying special control rights and a description of these rights – control mechanisms provided for in any employee share ownership system when the employee does not exercise the control rights; • agreements between shareholders of which the Company is aware that could give rise to restrictions on the transfer of shares and the exercise of voting rights; • rules for appointing and replacing members of the Board of Directors and amending the Company's bylaws; • powers of the Board of Directors, in particular as regards share issuance and buybacks; • agreements entered into by the Company that would change or terminate in the event of a change of control of the Company, except where this disclosure, other than in the case of legal disclosure requirements, would seriously harm its interests; • agreements providing for the payment of compensation for loss of office or other termination benefits to members of the Board of Directors or to employees if they stand down, resign, are removed from office or terminated other than for gross misconduct or if their employment ends due to a public tender offer or exchange offer. 	6.3.1.7 Public offer for the Company's shares initiated by a third party during the current or previous financial year and items that could have an impact in the event of a public tender offer	226
3.26	For French joint-stock companies with a Supervisory Board: Observations of the Supervisory Board on the Report of the Executive Board and on the financial statements for the period.	N/A	
4 Capital and ownership structure			
4.1	Structure, changes in the Company's capital and disclosure thresholds	3.2.1 Ownership of shares and voting rights	55
4.2	Purchase and sale by the Company of its own shares	3.2.3 Buyback and sale by Edenred of its own shares	60
4.3	Employee share ownership on the last day of the reporting period (proportion of capital)	3.2.2 Employees' interests in Edenred's capital	57

NO.	KEY INFORMATION	SECTION(S)	PAGE(S)
4.4	Any adjustments for securities giving access to the share capital or stock options in the event of purchases/sales of treasury shares or financial transactions	N/A	
4.5	Disclosures concerning transactions in the Company's shares by managers and related persons	3.4.2 Corporate officers' and executives' dealings in the Company's shares	66
4.6	Dividends paid over the previous three years	3.3.1 Dividends paid over the past three financial years	63
5	Non-financial performance statement		
5.1	Business model	Introduction	11
5.2	Description of the principal risks associated with the Company or Group's activities, including where relevant and proportionate, the risks associated with its business relationships, its products or services	5.1.4 Risk analysis 5.1.3 Materiality assessment	97 96
5.3	Information on the manner in which the Company takes into account the social, societal and environmental impact of its operations, and the impacts thereof with regard to the respect for human rights and the fight against corruption (description of the policies applied and due diligence work performed to prevent, identify and mitigate the main risks relating to the Company or Group's business activity)	5.1.4 Risk analysis 5.2.1.3 Labor and human rights 5.4.1 Ethically developing activities and partnerships throughout the value chain 4.1.2.5 Risks related to corruption, money laundering and/or terrorist financing schemes	97 114 138 75
5.4	Outcome of policies applied by the Company, including key performance indicators	5.5 Monitoring key performance indicators 5.2.1.6 Key figures	151 117
5.5	Social information (employment, organization of work, health and safety, labor relations, training, gender equality)	5.2 PEOPLE: improve quality of life	106
5.6	Environmental information (general environmental policy, pollution, circular economy, climate change)	5.3 PLANET: preserve the environment	125
5.7	Societal information (societal commitments to sustainable development, subcontracting and suppliers, fair trade)	5.4 PROGRESS: create value responsibly	138
5.8	Information related to the fight against corruption	5.4.1.1 Priority issue: business ethics	138
5.9	Information on initiatives to promote human rights	5.2.1.3 Labor and human rights	114
5.10	Specific disclosures:		
	◦ the Company's policy for mitigating the risk of technological accidents;	5.2.1.3.2 Promoting workplace health and safety	115
	◦ the Company's ability to cover its civil liability for property and persons arising from the operation of its facilities;	5.2.1.3.2 Promoting workplace health and safety	115
	◦ resources provided by the Company for compensating victims in the event of a technological accident for which it may be liable.	5.2.1.3.2 Promoting workplace health and safety	115
5.11	Collective agreements signed by the Company and their impact on its economic performance and employee working conditions	5.2.1.3.1 Fostering social dialogue	114
5.12	Certification of the independent third party concerning the information presented in the non-financial performance statement	5.6 CSR independent third-party entity report	154
6	Other information		
6.1	Additional tax-related information	7.2 Consolidated financial statements – Note 10.3 "Claims and litigation" 1.5.1 Income tax and payroll tax rules	299 31
6.2	Injunctions or fines for anticompetitive practices	7.2 Consolidated financial statements – Note 10.3 "Claims and litigation"	299

9.11 Cross-reference table for the registry office

Pursuant to Article L.232-23 of the French Commercial Code, the following cross-reference table lists the information included in the 2021 Universal Registration Document by topic.

KEY INFORMATION REQUIRED	PAGE(S)
Financial statements	
Parent company financial statements	317
Statutory Auditors' Report on the parent company financial statements	313
Consolidated financial statements	237
Statutory Auditors' Report on the consolidated financial statements	232
Management Report	398
Proposed appropriation of profit	365

9.12 GRI and SASB cross-reference table

The Global Reporting Initiative (GRI) is an international organization involving companies and other stakeholders to establish a framework for reporting on the different levels of a Company's sustainability performance. The Sustainability Accounting Standards Board (SASB) is also a sector-based standard-setting initiative. Edenred comes under standards for the Software & IT Services industry. The purpose of these bodies is to disseminate guidelines to

help companies produce standardized reports on environmental, economic and social matters. This report is aligned with the Global Reporting Initiative (GRI) standard. It has been prepared in accordance with the updated 2021 GRI standards. The table below cross-references the information in this document with criteria from the GRI guidelines.

GRI	DISCLOSURE 2021	SECTION(S)	PAGE	GLOBAL COMPACT PRINCIPLES
GRI 1: Foundation 2021				
GRI 2: General Disclosures 2021				
2-1	Organizational details	3.1.1 The Company	54	
2-2	Entities included in the organization's sustainability reporting	7.2.6 Notes to the consolidated financial statements – Note 12	304	
2-3	Reporting period, frequency and contact point	5.1.2 Methodology	95	
		9.6 Information incorporated by reference	391	
2-4	Restatements of information	5.1.2 Methodology	95	
2-5	External assurance	5.6 CSR independent third-party entity report	154	
2-6	Activities, value chain, and other business relationships	Business lines serving people at work across 46 countries	11	
		1.1 A global player operating in promising markets	22	
		5.4.1.1 Business ethics	138	
2-7	Employees	5.2.1.6 Key figures	117	Principle 6: Businesses should uphold the elimination of discrimination in respect of employment and occupation.
2-8	Workers who are not employees	No information		
2-9	Governance structure and composition	6.1.1 The Board of Directors	161	
2-10	Nomination and selection of the highest governance body	6.1.1 The Board of Directors	161	
2-11	Chair of the highest governance body	6.1.1 The Board of Directors	161	

Additional information
9.12 GRI and SASB cross-reference table

GRI	DISCLOSURE 2021	SECTION(S)	PAGE	GLOBAL COMPACT PRINCIPLES
2-12	Role of the highest governance body in overseeing the management of impacts	5.1.3 Materiality assessment	96	
		6.1.1 The Board of Directors	161	
2-13	Delegation of responsibility for managing impacts	6.1.1 The Board of Directors	161	
2-14	Role of the highest governance body in sustainability reporting	5.1.1 Governance	93	
2-15	Conflicts of interest	6.1.1.2 Absence of conflicts of interest and convictions	179	
2-16	Communication of critical concerns	4. Risk factors and management 5.1.1 Governance	70	
2-17	Collective knowledge of the highest governance body	6.1.1.1 Presentation of the Board of Directors – Skills matrix	164	
2-18	Evaluation of the performance of the highest governance body	6.1.1.9 Assessment	185	
2-19	Remuneration policies	6.2.2 Information referred to in Article L. 22-10-9 (I) of the French Commercial Code relating to all compensation paid during, or awarded for, the 2021 financial year to corporate officers in respect of their duties (global ex post vote)	209	
2-20	Process to determine remuneration	6.2.1 Corporate officers' compensation policy (ex ante vote)	200	
2-21	Annual total compensation ratio	Not relevant due to currency volatility		
2-22	Statement on sustainable development strategy	Message from the Chairman and CEO	6	
2-23	Policy commitments	4.1 Risks and measures to manage the risks	70	Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.
		5.4.1.1 Business ethics	138	
2-24	Embedding policy commitments	5.1.1 Governance	93	
2-25	Processes to remediate negative impacts	Not applicable – Edenred is a service company		
2-26	Mechanisms for seeking advice and raising concerns	5.4.1.1 Business ethics	138	Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.
2-27	Compliance with laws and regulations	10.3 Claims, litigation and tax risk	299	
2-28	Membership associations	5.2.2.1 Promoting well-being through healthy and sustainable nutrition	148	
2-29	Approach to stakeholder engagement	5.4.3.3 Stakeholder dialogue	147	
2-30	Collective bargaining agreements	5.2.1.3 Labor and human rights	114	Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.

GRI	DISCLOSURE 2021	SECTION(S)	PAGE	GLOBAL COMPACT PRINCIPLES
GRI 3: Material Topics 2021				
3-1	Process to determine material topics	5.1.2 Methodology	95	
3-2	List of material topics	5.1.4 Risk analysis	97	
3-3	Management of material topics	5.1.3 Materiality assessment	96	
GRI 201: Economic performance				
103-1; 103-2; 103-3		1.2 Strategy	26	
		2.1 Consolidated results	36	
201-1	Direct economic value generated and distributed	Introduction: A responsible, sustainable and profitable value creation model	11	
		2.1 Consolidated results	36	
		5.2.3.1 Social and economic contribution	120	
201-2	Financial implications and other risks and opportunities due to climate change	5.1.4 Risk analysis	97	Principle 7: Businesses should support a precautionary approach to environmental challenges.
201-3	Defined benefit plan obligations and other retirement plans	7.2.6 Notes to the consolidated financial statements – Note 9.2	244	
GRI 203: Indirect economic impact				
103-1; 103-2; 103-3		5.2.2.2 Key progress indicators	124	
		5.5 Monitoring key performance indicators	151	
203-1	Infrastructure investments and services supported	5.2.2 Social and economic contribution	120	
203-2	Significant indirect economic impacts	5.2.2 Social and economic contribution	120	
		5.4.3 Guaranteeing responsible digitization of payment solutions and services, and their availability	142	
GRI 205: Anti-corruption				
103-1; 103-2; 103-3		4.1.2.5 Risks related to corruption, money laundering and/or terrorist financing schemes	75	Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.
		5.4.1.2 Key progress indicators	140	
		5.5 Monitoring key performance indicators	151	
205-1	Operations assessed for risks related to corruption	4.1.2.5 Risks related to corruption, money laundering and/or terrorist financing schemes	75	
		5.4.1.1 Business ethics	138	
205-2	Communication and training about anti-corruption policies and procedures	4.1.2.5 Risks related to corruption, money laundering and/or terrorist financing schemes	75	
		5.4.1.1 Business ethics	138	
GRI 206: Anti-competitive behavior TC-SI-520a.1. Legal actions for anti-competitive behavior, anti-trust, and monopoly practices				
103-1; 103-2; 103-3		4.1.2.3 Risks related to competition law	74	
		5.4.1.2 Key progress indicators	140	
		5.5 Monitoring key performance indicators	151	
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	4.1.2.2 Risks related to competition law	74	
		7.2.6 Notes to the consolidated financial statements – Note 10	244	

GRI	DISCLOSURE 2021	SECTION(S)	PAGE	GLOBAL COMPACT PRINCIPLES
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103-1; 103-2; 103-3		4.1.1.2 Tax risk	72	
		5.4.1.2 Key progress indicators	140	
		5.5 Monitoring key performance indicators	151	
207-1	Approach to tax	5.4.1.1 Business ethics	138	
		4.4 Internal control and risk management procedures	83	
207-2	Tax governance, control and risk management	4.4 Internal control and risk management procedures	83	
		4.1.1.2 Tax risk	72	
GRI 301: Materials				
103-1; 103-2; 103-3		5.3.3.3 Key progress indicators	137	Principle 9: Businesses should encourage the development and diffusion of environmentally friendly technologies.
		5.5 Monitoring key performance indicators	151	
301-1	Materials used by weight or volume	5.3.3.2 Improving and reducing the use of raw materials	136	
301-2	Recycled input materials used	5.3.3.1 Eco-design	131	
GRI 302: Energy TC-SI-130a.1 Energy consumption				
103-1; 103-2; 103-3		5.3.1.3 Key progress indicators	132	Principle 9: Businesses should encourage the development and diffusion of environmentally friendly technologies.
		5.5 Monitoring key performance indicators	151	
302-1	Energy consumption within the organization	5.3.1.1 Energy efficiency	125	
302-3	Energy intensity	5.3.1.1 Energy efficiency	125	
302-4	Reduction of energy consumption	5.3.1.1 Energy efficiency	125	
GRI 303: Water TC-SI-130a.2 Water consumption				
103-1; 103-2; 103-3		5.5 Monitoring key performance indicators	151	Principle 8: Businesses should undertake initiatives to promote greater environmental responsibility.
303-1	Water withdrawal by source	5.3.1.2 Other issues	131	
303-2	Water sources significantly affected by withdrawal of water	5.3.1.2 Other issues	131	
GRI 304: Biodiversity				
304-2	Significant impacts of activities, products, and services on biodiversity	5.3.1.2 Other issues	131	Principle 8: Businesses should undertake initiatives to promote greater environmental responsibility.

GRI	DISCLOSURE 2021	SECTION(S)	PAGE	GLOBAL COMPACT PRINCIPLES
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103-1; 103-2; 103-3		5.3.1.3 Key progress indicators	132	Principle 9: Businesses should encourage the development and diffusion of environmentally friendly technologies.
		5.5 Monitoring key performance indicators	125	
305-1	Direct (Scope 1) GHG emissions	5.3.1.1 Energy efficiency	125	
305-2	Energy indirect (Scope 2) GHG emissions	5.3.1.1 Energy efficiency	125	
305-3	Other indirect (Scope 3) GHG emissions	5.3.1.1 Energy efficiency	125	
	GHG emissions			
305-4	GHG emissions intensity	5.3.1.1 Energy efficiency	125	
305-5	Reduction of GHG emissions	5.3.1.1 Energy efficiency	125	Principle 7: Businesses should support a precautionary approach to environmental challenges.
305-6	Emissions of ozone-depleting substances (ODS)	5.3.1.2 Other issues	131	
305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	5.3.1.2 Other issues	131	
GRI 306: Waste				
103-1; 103-2; 103-3		5.5 Monitoring key performance indicators	151	Principle 8: Businesses should undertake initiatives to promote greater environmental responsibility.
306-1	Water discharge by quality and destination	5.3.1.2 Other issues	131	
306-2	Waste by type and disposal method	5.3.1.2 Other issues	131	
GRI 307: Environmental compliance				
103-1; 103-2; 103-3		5.5 Monitoring key performance indicators	151	Principle 7: Businesses should support a precautionary approach to environmental challenges.
307-1	Non-compliance with environmental laws and regulations	5.3.1.1 Environmental management	125	
GRI 308: Suppliers environmental assessment				
103-1; 103-2; 103-3		5.5 Monitoring key performance indicators	151	Principle 8: Businesses should undertake initiatives to promote greater environmental responsibility.
308-1	New suppliers that were screened using environmental criteria	5.4.1.1 Business ethics	138	
308-2	Negative environmental impacts in the supply chain and actions taken	5.3.1.1 Energy efficiency	125	
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401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	5.2.1.4 Workplace environment	116	

GRI	DISCLOSURE 2021	SECTION(S)	PAGE	GLOBAL COMPACT PRINCIPLES	
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		5.2.1.6 Key figures	117		
403-6	Promotion of worker health	5.2.1.3 Labor and human rights	114		
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403-9	Work-related injuries	5.2.1.3 Labor and human rights	114		
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403-10	Work-related ill health	5.2.1.3 Labor and human rights	114		
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GRI 404: Training and education					
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		5.2.1.5 Key progress indicators	117		
404-1	Average hours of training per year per employee	5.2.1.6 Key figures	117		
404-2	Programs for upgrading employee skills and transition assistance programs	5.2.1.1 Priority issue: talent management	106		
404-3	Percentage of employees receiving regular performance and career development reviews	5.2.1.1 Priority issue: talent management	106		
GRI 405: Diversity and equal opportunities TC-SI-330a.3 Diversity					
103-1; 103-2; 103-3		5.5 Monitoring key performance indicators	151		Principle 6: Businesses should uphold the elimination of discrimination in respect of employment and occupation.
		5.2.1.5 Key progress indicators	117		
405-1	Diversity of governance bodies and employees	5.2.1.2 Promoting diversity	111		
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GRI 407: Freedom of association and collective bargaining					
103-1; 103-2; 103-3		5.5 Monitoring key performance indicators	151	Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	5.2.1.3 Labor and human rights	114		
GRI 408: Child labor					
103-1; 103-2; 103-3		5.5 Monitoring key performance indicators	151	Principle 5: Businesses should uphold the effective abolition of child labor.	
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GRI 409: Forced or compulsory labor					
103-1; 103-2; 103-3		5.5 Monitoring key performance indicators	151	Principle 4: Businesses should uphold the elimination of all forms of forced and compulsory labor.	
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GRI	DISCLOSURE 2021	SECTION(S)	PAGE	GLOBAL COMPACT PRINCIPLES
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412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	5.4.1.1 Business ethics	138	
GRI 413: Local communities				
103-1; 103-2; 103-3		5.2.3.2 Key progress indicators	124	Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights.
		5.5 Monitoring key performance indicators	151	
413-1	Operations with local community engagement, impact assessments, and development programs	5.2.3.1 Social and economic contribution	120	
GRI 414: Supplier social assessment				
103-1; 103-2; 103-3		5.5 Monitoring key performance indicators	151	Principle 2: Business should make sure they are not complicit in human rights abuses.
414-1	New suppliers that were screened using social criteria	5.4.1.1 Business ethics	138	
GRI 416: Customer health and safety				
103-1; 103-2; 103-3		5.2.2.2 Key progress indicators	124	
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GRI 419: Socioeconomic compliance				
103-1; 103-2; 103-3		5.5 Monitoring key performance indicators	151	
419-1	Non-compliance with laws and regulations in the social and economic area	5.2.1.3 Labor and human rights	114	
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TC-SI-220a.1		5.4.2 Ensuring IT security and data protection	140	
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TC-SI-230a.2.		5.4.2 Ensuring IT security and data protection	140	
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European Company
Share capital: €499,176,118
Registered office : 14-16 boulevard Garibaldi
92130 Issy-les Moulineaux - France

Registered on the Nanterre trade and Companies Register
under n° 493.322.978 R.C.S Nanterre

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