

2022 ESG report

Creating a better world through
our people-powered platform



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Materiality is used within this document to describe issues relating to environmental, social and governance (ESG) strategies that we consider to be of high or medium importance in terms of stakeholder interest. Materiality, for the purposes of this document, should not, therefore, be read as equating to any use of the word under the securities or other laws of the U.S. or any other jurisdiction, or as used in the documents the Company files from time to time with the Securities and Exchange Commission (SEC). No part of this ESG Report will be taken to constitute an invitation or inducement to invest in the Company.

Additionally, terms such as “ESG,” “impact” and “sustainability” can be subjective in nature, and there is no representation or guarantee that these terms will reflect the beliefs, policies, frameworks or preferred practices of any particular investor or other third party, or reflect market trends. Any ESG, climate or impact goals, commitments, incentives and initiatives outlined in this ESG Report are, unless explicitly stated otherwise, purely voluntary, not binding on our business and/or management, and do not constitute a guarantee, promise or commitment regarding actual or potential positive impacts or outcomes. Statistics and metrics relating to ESG matters are estimates and may be based on assumptions or developing standards. The United Nations Sustainable Development Goals (SDGs) are aspirational in nature. The analysis involved in determining whether and how certain initiatives may contribute to the SDGs is inherently subjective and dependent on a number of factors. There can be no assurance that reasonable parties will agree on a decision as to whether certain projects or investments contribute to a particular SDG. Accordingly, investors should not place undue reliance on the Company’s application of the SDGs, as such application is subject to change at any time and at the Company’s sole discretion.

Except where specifically noted otherwise, the reporting period for this ESG Report focuses primarily on fiscal year 2022 activities. All references to a year throughout the ESG Report refer to CCOH’s fiscal years, unless “calendar year” is specified. This ESG Report was published on November 8, 2022, and the information in this ESG Report is only as current as the date indicated. The Company assumes no obligation to update the information herein.

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From our CEO: Foreword



Clear Channel Outdoor Holdings, Inc. (CCOH) is focused on delivering our ongoing priorities of revenue expansion, strengthening our balance sheet, free cash flow generation and investments in profitable growth.

We are also proud to be a trusted business partner to many towns, cities and advertisers that share our socially responsible values.

We recognize that our activities have the potential for positive and negative impacts on the environment of local, national and global communities. We are committed to making a difference. Our developments in our product portfolio-enable us to innovate as we strive to (a) meet the needs of cities and citizens, (b) deliver useful and socially responsible mobility solutions, (c) support our communities through our strategic partnerships, and (d) elevate our business partners' and clients' efforts to reduce their own climate impact and meet their own targets, including goals for protecting the environment and reducing carbon emissions.

In 2022, CCOH continued our advances to publicly recognize our long-standing, internal efforts around our business in environmental, social and governance (ESG) programs by Creating a Better World through Our People-Powered Platform:

- We were awarded a Prime Institutional Shareholder Services Inc. (ISS) ESG Corporate Rating;
- We published our global Environmental Policy committing to achieving Carbon Net Zero by 2050 at the latest, with some key business units on track to achieve Carbon Net Zero in Scopes One and Two by 2030;
- We improved our measurement of energy use and carbon emissions across CCOH;
- We increased our benefits offerings for our employees worldwide, encouraging a responsible approach to wellness and work-life balance;
- We clarified the importance of our compliance program in our overarching compensation guidelines; and
- We renewed our commitment as a signatory to the United Nations Global Compact, which we joined in 2021. The principles of the United Nations Global Compact are reflected in our Code of Business Conduct and Ethics, our Supplier Code of Conduct and our underlying policies, and in our ESG commitment to Creating a Better World through Our People Powered-Platform, aligning with the United Nations Sustainable Development Goals.

Our markets and business units around the world are at different levels of maturity in our ESG journey, and our local efforts and focus may vary in accordance with local legal requirements and the needs of each community. However, together, we are united in a common purpose – Creating a Better World through Our People-Powered Platform – to improve the communities where we operate, through innovation, dedication and good governance.

We are proud of the progress we have made—even where there is further to go. We are happy to publicly share the initiatives outlined in this ESG Report with all our stakeholders so that we continue to track and hold ourselves accountable to our commitment to doing business that is good for people and the planet, as well as our financial results.

Scott Wells

President, Chief Executive Officer
Clear Channel Outdoor Holdings, Inc.

Overview



Clear Channel Outdoor Holdings, Inc., and ESG

Clear Channel Outdoor Holdings, Inc. (CCOH) (NYSE: CCO) drives innovation in the Out-of-Home advertising industry. Our dynamic advertising platform is broadening the pool of advertisers using our medium through the expansion of digital billboards and displays, the integration of data analytics, and programmatic capabilities that deliver measurable campaigns that are simpler to buy. By leveraging the scale, reach and flexibility of our diverse portfolio of assets, we connect advertisers with millions of consumers every month across more than 500,000 print and digital displays in 24 countries (as of October 2022).

CCOH operates in three regions—Clear Channel Outdoor Americas (CCOA) (the US and Caribbean business division), the Clear Channel Europe division (covering markets in Europe & Asia) and Latin America. CCOH employs more than 4,200 people globally (as of August 2022).

As a significant global Out-of-Home (OOH) company, we consider that we play an important role in helping communities address the challenges, big and small, that affect people’s daily lives. Our program, titled “Creating a Better World through Our People-Powered Platform,” has developed over the years, starting in 2020 (when we published our Human Rights Policy

and launched our Global Environment Program); 2021 (when we joined the UN Global Compact and completed life cycle assessments of several key products); and 2022 (when, among other initiatives detailed in this ESG Report, we issued our Group Environment Policy, reported our United Kingdom (UK) business carbon emissions through the Carbon Disclosure Project (CDP), expanded our Employee Value Proposition, and added key ESG considerations to our overarching compensation guidelines).

Our ESG focus areas:

Environmental

Conservation of the natural world

- Climate change and mitigation
- Carbon Net Zero targets
- Materiality assessments
- Board competence in sustainability
- Combating air & water pollution
- Biodiversity
- Forest conservation
- Energy efficiency
- Waste management
- Water preservation



Social

Consideration of people & relationships

- Disaster support during & following the COVID-19 pandemic
- Health and safety/wellness
- Diversity & inclusion
- Employee engagement
- Community relations
- Privacy & information security
- Labor standards, including embedding human rights for our people and in our supply chain



Governance

Standards for running a company

- Board composition
- Audit committee structure
- Lobbying
- Political contributions
- Whistleblower schemes
- Anti-bribery & corruption measures
- Financial reporting & Sarbanes-Oxley compliance
- Advertising standards
- Governance in our third-party relationships
- Human capital oversight



Our values

This ESG Report reflects our divisional Values of Integrity (in CCOA) and Fairness (in CC Europe and CC LatAm), which (i) have ethics as the bottom line, and (ii) require that our people seek opportunities to take ownership of challenges and provide ethical solutions.

This ESG Report has also been developed with reference to commitments we have made as a signatory to the UN Global Compact, our Code of Business Conduct and Ethics, our internal policies and procedures, our Supplier Code of Conduct, and our international, federal and state legal and regulatory obligations.



Sustainable development goals



We support the Sustainable Development Goals



In this ESG Report, we have identified specific Sustainable Development Goals (SDGs) that align directly with CCOH's ESG strategy and the solutions we provide our customers. The SDGs, set up in 2015 by the UN General Assembly, are a collection of interlinked global goals designed to be a "shared blueprint for peace and prosperity for people and the planet, now and into the future."



Governance of ESG at Clear Channel Outdoor Holdings, Inc.

The CCOH Board of Directors includes members with expertise and/or competence in sustainability and cyber security governance. The biographical data of our Board members is included in our proxy statement. Ultimate responsibility and oversight for ESG initiatives of CCOH lie with the Nominating and Corporate Governance Committee of the Board, in accordance with its Charter.

Risk, including in relation to climate—see page 18 matters, is overseen by the Audit Committee of the Board. Human capital management initiatives are overseen by the Compensation Committee of the Board.

Executive oversight of our regional ESG programs is coordinated by the Global Compliance Office (compliance@clearchannel.com).

With respect to ESG and Compliance initiatives, the CCOH General Counsel and the Compliance and Privacy functions report directly to the Nominating and Corporate Governance Committee of the Board, and to the Audit Committee, in accordance with the CCOH Compliance Charter.

The Compliance, Privacy and Cyber Security teams provide quarterly deep dive briefings to the Nominating and Corporate Governance Committee and the Audit Committee focused on misconduct investigations, hotline reports, control gaps, training initiatives, data analysis, industry trends, and ESG risk identification and mitigation with input from stakeholders in Strategy, Communications & Marketing, Business Development, Product, Procurement, HR, Internal Audit, Legal, Finance, and Operations.

Senior leaders in divisional governance committees oversee and sponsor our local ESG programs in coordination with the group programs. New leaders benefit from executive onboarding sessions, which cover ethics, compliance and matters pertinent to their role.



Our sustainable business model

Clear Channel Outdoor Holdings, Inc. (CCOH), is more than a media owner. We are a partner to cities, brands, airports and transport systems, and seek to provide enhanced services to our partners, citizens, municipalities and advertisers alike.

While our US, European and Latin American businesses have many similarities, the communities where we operate have diverse priorities, requirements and sustainable facilities available to them.

In all our regions, ESG is part of our DNA:

The corporate CCOH mission is to connect brands and consumers by delivering innovative advertising insights and solutions while enhancing our communities. Similarly, the divisional Clear Channel Europe and Clear Channel Latin America mission is to create the future of media through data-driven digital innovations and infrastructure that are environmentally and socially conscious, as a Platform for Brands and a Platform for Good.

Despite the worldwide health, geopolitical and socioeconomic crises the world has faced from 2020 through 2022, we remain determined to serve stakeholders, cities and citizens worldwide in a way that anchors ESG within our business model and demonstrates our belief that, with preparation and commitment, it is possible to successfully combine digital transformation, economic growth, and sustainable, ethical business.

Materiality assessments

We are in the process of compiling Materiality Assessments in line with the Global Reporting Initiative (GRI) Reporting Standards, evaluating key material topics that represent ESG opportunities, risks and priorities.

For example, Clear Channel Switzerland identified material interests and requirements of stakeholders, including those of landlords, legislators, advertisers, employees and consumers, reflecting the impact on Clear Channel and relevance for stakeholders but also the Swiss management team's recognition of the maturity of various programs.





The impact of our products and services

Creating a Better World through our People-Powered Platform combines our corporate missions and recognizes that anywhere in the world that we work, we can work together and find new and impactful ways to make OOH advertising a platform for good.

We continue to look at the social and environmental impacts of our services and continue to strategically strive for an increasingly beneficial product portfolio.

1. Providing community infrastructure

Globally, nationally and locally, we are taking a proactive role in making neighborhoods better places to live. We invest in community infrastructure and street furniture that is designed to last, be maintained, renovated and recycled, and that delivers revenue back into the local economy. Our street furniture is designed to help urban centers become more climate-resilient, support local government strategy and help it meet future legislative commitments.

Our products are structurally robust, designed with extreme weather events in mind and with features that can assist cities with specific climate change events. For example, some of our infrastructure and street furniture have been designed to absorb heavy rainwater to help mitigate local flooding, provide natural cooling to help with “urban heat islands” and even help governments alert citizens of imminent threats like earthquakes, using location-based dynamic emergency messaging.

Examples of our solutions:

- In 2021 and 2022, we rolled out Living Roofs bus shelters in the UK, Sweden, Denmark and the Netherlands. We seek to encourage sustainable public transportation and local information services with our bus shelters, information points, clocks and international bike-sharing programs.
- Our panels contribute to improved citizen mobility by providing live traffic updates, local wayfinding and transit information.
- We pioneered advertiser-funded public bike-sharing schemes, which as of the date of this ESG Report, operated over 20,000 bikes in 10 cities globally.
- We are developing new products to improve the sustainability of our cities and regions, including electric car charging stations, bike-storage facilities, automated parcel kiosks, vertical meadows, Living Roofs/”Bee Bus Stops,” solar panels and air quality sensors.
- We often offer tree-planting solutions when we install new displays, for example, in London and Paris. Through our Trees for Cities collaboration across the UK, we have planted hundreds of trees in urban areas.

2. Funding public services

CCOH is as much a public utility provider as it is a media business. We operate street furniture, including bus shelters across the world on behalf of local and transit authorities, supporting millions of bus journeys each year. When we commence a contract, we work to deliver to local authorities and the local community bus shelters that are clean and appropriately well-lit to provide a safer environment. Advertising revenues allow us to provide that community infrastructure and a valuable source of income for municipality partners.

Revenues driven by advertising displays not only go into cleaning and maintaining shelters, but also a portion is paid back to the municipalities through revenue share agreements, rent and business rates.



3. Helping governments, advertisers and our non-profit partners elevate public and charity messaging

We offer partners the ability to use our digital and printed displays to provide customer information and support their own sustainable development awareness strategies. Our displays have been used to alert the public to health and safety incidents, bad weather (including through award-winning messages providing details of shelters for homeless people when the temperature dips), traffic jams, COVID-19 messaging, and even alerts when blood donations in hospitals are running low (including providing information on where to give blood and what blood types are needed).

We help governments, advertisers and our non-profit partners communicate with citizens on a local and global scale, using the unique mass reach of our medium to reach as many stakeholders as possible, including during disasters.

We have donated millions of dollars' worth of advertising space each year to non-profits, sustainable environmental charities and governmental organizations for the purpose of providing public information and environmental and safety alerts.





Through partnerships with the Ad Council and Project Yellow Light, CCOA has posted public service announcements on hundreds of printed billboards and over 1,200 digital billboards. Our Missing Person advertisements have been credited with generating tips that have led to four missing children being returned home safely in the past two years.

Examples of our initiatives:

- Clear Channel Italy marked the International Day for the Elimination of Violence against Women with their own campaign across their DOOH network. The strikingly creative campaign sought to raise awareness of this serious issue, as the number of crimes against women has unfortunately risen in Italy in 2021 and 2022.
- Clear Channel Belgium took on breast cancer by supporting Pink Ribbon's "Pink March" 2022 with a nationwide DOOH campaign.
- Clear Channel Ireland is continuing its partnership with the Special Olympics in 2022 for the 19th year.
- Clear Channel Latvia supports the Civil Partnership Rights movement, which is seeking to drive greater public support and high voting numbers but also (for the first time in Latvia) a Civil Union Bill supported by the Latvian government.
- Clear Channel UK seeks to spotlight the issue of public sexual harassment (PSH) by supporting Plan International and Our Streets Now in their efforts to make PSH a crime in the UK.
- In 2022, Clear Channel Singapore delivered a targeted and measurable campaign with OutSmart Connect to raise awareness of pneumonia, the second-largest infection in Singapore, and encourage people, including those who work in the health industry, to get vaccinated, in association with Pfizer.
- In 2022, Clear Channel Singapore delivered an overnight reach across our digital assets within 1 km from hospitals and clinics to target clinic visitors and a healthcare-seeking audience. A total of 1.12 million impressions were served.
- CCOH runs individual DOOH tributes across

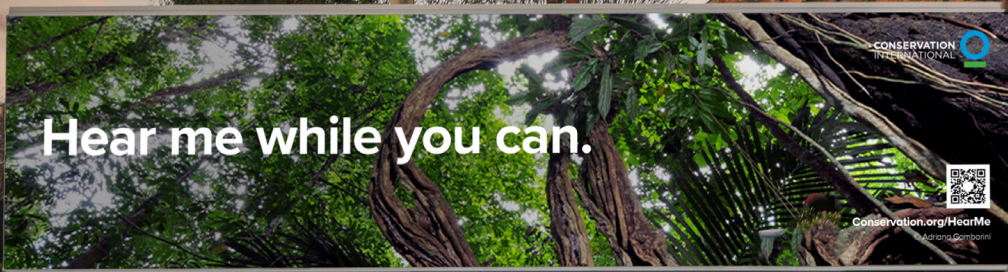
our network, remembering legends, social icons, world leaders, entertainers, athletes, etc., for their contributions to their craft and for using their talent and struggles to inspire a better world. In 2022, CCOA remembered, for example, former Congressman/former US Secretary of the Department of Transportation Norman Mineta, actor/activist Sidney Poitier and actor Betty White, while Clear Channel UK ran commemorative creatives in collaboration with JC Decaux to mark the passing of Queen Elizabeth II.

4. Innovating technology for a more ethical, sustainable future

We are proud of our long history of leading innovation to deliver solutions that help build a more ethical, sustainable future. Our innovations are centered on two key areas: first, enhancing our infrastructure to make it more sustainable so that we can better serve our communities; and second, pushing the boundaries of the technology behind our digital panels to enhance the effectiveness of our medium so that important campaign messages land stronger. Examples of our commitments:

Bee Bus Stops

Clear Channel UK recently announced a new five-year partnership with The Wildlife Trust to bring "Bee Bus Stops" to more locations across the UK, aiming for 150 by the end of 2022.



In 2021, we partnered with Conservation International to “help give Nature a Voice” at COP26, running their "Hear Me While You Can" campaign across our digital estate in Europe, North and South America, and Asia, with a simultaneous reach to millions of people.

Living Roofs

Clear Channel’s Living Roofs have been assessed by the Royal Society of Wildlife Trusts (RSWT), which advised on the species and Middlemarch, an environmental consultancy recommended by the RSWT, which performed an ecological assessment of the Living Roof. The result was a net positive biodiversity score and an endorsement of the product, and Living Roofs were classified as having “High Strategic Significance.”¹

Launched in Europe in 2019 across sites in the UK, Sweden, Denmark and the Netherlands, the Living Roof was purpose-designed to increase biodiversity and drive associated benefits of urban greening for the well-being of citizens. Elevated gardens, beautiful flowers and lush colors help with urban greening, and have the potential to provide several biodiversity benefits, including sedum and flowering species for bees/pollinators, and by acting as food sources for insects and small birds in otherwise barren urban areas.

The Living Roof upon which the Carbon Trust performed a Life Cycle Assessment to ISO14064, has the potential to provide additional sustainable urban drainage. Supplier tests show a rate of rainwater attenuation

between 40 and 98% (depending on saturation) absorbs 90% of rainwater,² helping to alleviate runoff during heavy rain and contributing to strategies to reduce localized flood risk. Our most common size could absorb up to 280 liters of water. Living Roofs also have the potential to help naturally dissipate urban heat and contribute to cleaner air.

The Living Roof includes plants pre-grown in deep substrata for healthy roots/longevity and includes built-in drainage. Plants sit within a purpose-designed, integrated roof/tray system that uses 100% recycled materials. Recyclable plant trays are made from UK-sourced recycled and recyclable plastic; the coir is biodegradable and made from coconut husk waste; the soil substrate is biodegradable and made from UK-sourced green waste; the gravel is made from upcycled carbon-rich pumice waste from UK power stations; and the timber surround (recyclable) is Forest Stewardship Council® (FSC®)-sourced with a non-toxic treatment and water-based timber stain.

The low-maintenance, long-lasting Living Roof is designed to actively contribute to local ecosystems and communities. We assess our products in conjunction with the Carbon Trust.

¹Middlemarch Environmental Report, November 2021
²Source: The Carbon Trust 2021



In 2021, we launched our Vertical Meadow. This is Clear Channel Europe’s new green wall system developed with ecologists and the London Wildlife Trust. Once installed, it is designed to grow into a meadow of wildflowers to help beautify urban environments.

Vertical Meadows encourage local biodiversity by creating spaces for plants and flowers that attract wildlife while reintroducing native wildflowers to the local neighborhood for bees, butterflies and other pollinating insects, as well as small birds. The mix of annual and perennial wildflowers and wild grass changes year-round and creates a wild garden effect, with different densities for different environmental conditions.

Billboards to duffel bags

In 2022, CCOA collaborated with HiRoad Insurance in advertising their "insurance-for-good experience" program. HiRoad chose to work with CCOA to repurpose billboard vinyl. We collaborated with Rareform to upcycle the billboard vinyl and craft one-of-a-kind duffel bags to share with HiRoad employees and clients, and work with Homeward Bound Arizona (a charity that helps homeless families), filling bags with an aggregate \$10,000 in essential items, including diapers, toiletries, school and art supplies, toys, and backpacks.



#ChangeTheGame live football ticker

As part of the #ChangeTheGame initiative in 2022, Clear Channel Switzerland broadcast dynamic HTML5 visuals around the Union of European Football Associations (UEFA) Women’s European Cup with Credit Suisse, the main partner of the Swiss Football Association. The campaign provided game results in real time by using Clear Channel’s screens as a live ticker. Credit Suisse’s campaign shows an example of the variety of possibilities using DOOH. The different variations can be booked programmatically, automatically and directly.

Dang Nguyen, Global Head Strategy, Brand & Advertising at Credit Suisse: “With our initiative #ChangeTheGame, we combine our commitment to equal opportunities and make it visible. This is done not only by aligning of the premiums for the Swiss women’s national teams in the football sector, but also with creative implementation showing support in the stadium and off the pitch.”

Plastic bag counter

Clear Channel Mexico and Farmacias Similares came together to launch a campaign on the threat of daily global plastic use to marine species, with a counter on our screens counting the number of plastic bags saved by Farmacias Similares’ discontinuation of the bags in its establishments.

5. Our role in helping conserve energy through the energy crisis

OOH represents a small fragment of total energy use across our communities. We're a public, one-to-many medium, efficiently reaching millions of people with a relatively small number of displays. The energy usage of the entire UK Out of Home industry represents approximately 1/50th of the energy consumed by domestic appliances on standby mode¹ across all UK households and less than 0.04% of the UK's total energy usage². Digital Out-of-Home displays represent just 0.03% of the UK's 100 million digital screens³.

However, we recognize the part we have to play in reducing consumption. As part of our progress toward a Carbon Net Zero future, we are employing measures and investing in technologies that reduce our energy consumption.

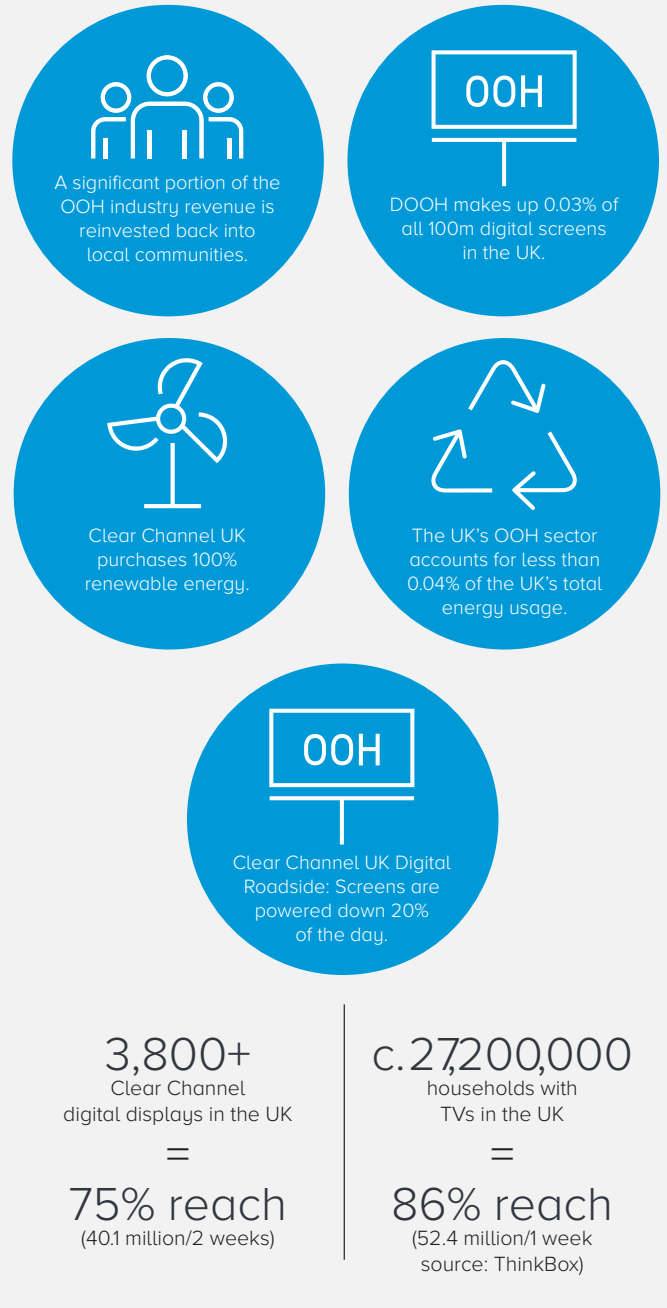
Clear Channel UK, is replacing fluorescent lighting with bespoke LED alternatives, reducing digital advertising display hours, introducing solar lighting on bus shelters and installing more energy-efficient digital displays.

What we're doing to be better

Clear Channel UK aims to ensure that our displays are only on when they need to be. We operate nighttime dimming where possible across our estate. Our UK Storm estate (premium large format) has operated reduced hours from November 2022. Our UK malls, supermarket and socialite networks—which constitute 34% of our UK screens—only operate during the opening hours of the venue where the display is installed. At the start of 2022 we reprogrammed our Adshel Live and Billboard Live estates to switch to a low-energy standby mode, between the hours of midnight and 5 am each day. This change increased downtime from two hours to four hours.⁴

¹Source: Cambridge Architectural Research, Loughborough University and Element Energy report;
²Source: BEIS Report 2020 (Clear Channel estimate);
³Source: The Drum (Clear Channel estimate);
⁴Where local restrictions allow

Snapshot of energy use: the UK Business Unit



Our ESG priorities in action: Environment

Our environmental program

The CCOH Environmental Program Team develops initiatives aimed at mitigating the impacts of climate change and the environmental challenges facing our communities and our industry. We strive to invest in community infrastructure initiatives, promote greater environmental responsibility internally and industry-wide, and encourage the development and diffusion of environmentally friendly technologies and innovative eco-projects to support our own and our partners' commitments to the reduction of global emissions.

We believe that stakeholders across CCOH and in our supply chain play a part in our global environmental program.

In 2022, we published our global Environmental Policy and established an environmental program framework based on the ISO 14001 standard, which focuses on continual improvement and the evaluation of environmental risks. Our net zero commitment is also key to Clear Channel's strategy.

We continued to roll out our Supplier Code of Conduct and environmental contractual obligations to key suppliers and began our rollout of detailed Environmental Impact Assessments for key players in our supply chain.

The road to Carbon Net Zero

CCOH acknowledges the importance that current science places on limiting global average temperature increases to below 2-degree Celsius compared to preindustrial times. To achieve that, current climate science shows that global greenhouse gas emissions need to reach net zero in the second half of this century.¹ We support the 2016 Paris Agreement as a global policy response to that challenge.

CCOH has pledged to meet Carbon Net Zero by 2050 in alignment with the 2016 Paris Agreement.

Certain key business units are on track to achieve Carbon Net Zero across direct emissions (Scopes 1 and 2) by 2030 and Carbon Net Zero across all operations (Scopes 1, 2 and 3) by 2045.

¹<https://www.un.org/en/climatechange/net-zero-coalition>



Sustainable development goals



Carbon Net Zero target setting and reporting

We are proud of our progress in emission reduction to date, but we understand the need to go further.

We are committed to our journey to a group-wide Carbon Net Zero future by 2050 at the latest and are setting divisional greenhouse gas emission and energy use reduction targets and actioning those through local environmental implementation plans.

Certain business units have a target of Carbon Net Zero in Scopes 1 and 2 by 2030 and in Scope 3 by 2045.

To define these targets, we have inventoried greenhouse gas emissions data (under the Operational Control model under the Greenhouse Gas Protocol) relating to our Scope 1, 2 and 3 emissions (see definition on page 21) across all of CCOH. We have begun our public reporting of carbon emissions via the CDP public disclosure process, starting with the UK as a pilot program.

We have begun to include recommended, and in some instances, contractually required environmental targets for our core suppliers and are monitoring the environmental impact of our product portfolio.



Environmental program governance

Our environmental program, as with all of our ESG initiatives, is overseen by the Nominating and Corporate Governance Committee of the Board, which receives quarterly updates on environmental program strategy, policies and practices in order to manage risk, lay a foundation for sustainable growth and effectively communicate ESG initiatives to stakeholders. It is chaired by a CCOH board member with ESG competence and attended by three additional board members.

As examples of climate-related decisions, the CCOH Nominating and Corporate Governance Committee approved the adoption of the group-wide Environmental Policy (January 2022), CCOH becoming a signatory of the UN Global

Compact (joined in April 2021), and global data collection for Scope 1,2 and 3 emissions data (from June 2020). Climate risk is overseen by the CCOH Audit Committee and forms part of our Enterprise Risk Management program.

Our Compliance and Internal Audit teams continue to support our environmental program in data verification, advisory and governance/assurance activities and supplier audits across all our regions.

The environmental program leadership team includes senior executive management; environmental, procurement and product experts; and other key internal stakeholders. Key members of the environmental leadership team have sustainability performance objectives in their remuneration incentives.

This team proposes, oversees and helps implement targets and strategies following scenario analysis and strategies agreed by global and divisional leadership committees and having regard to Science Based Targets initiative guidance, ISO14001, Greenhouse Gas Protocol and CDP guidance, as well as emerging relevant legislation. Under its leadership:

- Our CCOA and Clear Channel Europe Product Development teams evaluate the product life cycle for resilience to climate change as well as its ability to reduce environmental impact and maximize the life of our products;
- We continue our business unit carbon emissions reduction analysis, with the view to setting divisional Science Based Targets in the coming years;
- We continue to determine and track local existing and emerging climate impact and transitional risks to our business; and
- Procurement teams are negotiating new environmental contractual clauses, following Environmental Impact Assessments, with key suppliers.

Employee engagement in climate strategy

We believe every team plays a role in reducing our impact on the environment, and we have done the following:

- In Clear Channel Europe, our overarching compensation guidelines includes personal and business unit-level climate objective considerations in the remuneration strategy for our most senior European executives.
- Clear Channel LatAm and Clear Channel Europe engaged our “Bright Sparks” leaders of tomorrow to design internal communications material around our environmental program, incentivizing our teams to join the environmental program efforts.
- In Clear Channel France, our employees are invited to measure their individual carbon footprint using the online simulator “Nos Gestes Climat,” based on data from the French Environment and Energy Management Agency.



A business unit example: CCOA



- CCOA has a national partnership with Waste Management for recycling and proper disposal of any non-recyclable components.
- Up to 98% of digital billboard components are estimated as recyclable.
- PVC ad copy—consumer & industrial products (est. 900 tons have been repurposed).*
- PE ad copy—recycled or consumer products (est. 1,800 tons have been repurposed).*
- Digital displays—300 digital boards recycled.
- Structures & billboards—steel recycled locally.
- Our wood poles are biodegradable.
- CCOA has transitioned from using plywood for extensions/embellishments to more environmentally friendly and recyclable Coroplast®.



- CCOA has applied a pollution-reducing substrate to advertising copy (through our printing partners), which reduces air pollution.
- CCOA encourages clients and agencies to consider this product for posters, bulletins and premiere panels.



- CCOA recently rolled out our CLEAR Access system allowing for paperless proposals, contracts and Proof of Performance photographs, further eliminating the need for paper-based documentation.



- CCOA launched a pilot program of all-electric, pickup trucks in four large markets: Los Angeles, Philadelphia, San Francisco & Chicago (vehicles arriving in 2023).
- CCOA is looking to expand electric/hybrid footprint with pool vehicles and additional light-duty trucks in the near future.



- CCOA continues converting or upgrading applicable assets to solar power and is currently converting 75-100 bus shelters per year in Washington, D.C., to solar power.
- CCOA is evaluating the installation of solar panels on all Clear Channel Outdoor-owned office buildings.



- Advances in LED technology have contributed to dramatic decreases in digital billboard energy consumption. Over the past five years, energy consumption has been reduced by as much as 61% in digital bulletins and 40% in digital posters.
- 99%+ of all metal halide and fluorescent fixtures have been converted to energy-efficient LEDs*.

Examples of partnerships around the world



- In 2022, Clear Channel teams in Latvia and Estonia joined forces to become a partner of the first-ever Baltic Sustainability Awards that seek to recognize local leaders in sustainable innovation.
- Clear Channel Lithuania took part in a social campaign promoting garbage disposal in Vilnius in 2022. One hundred and fifty posters were put on display around the city reminding residents of the important role that citizens play in responsible waste disposal.

Climate risks to our industry

Through our global environmental program, we have developed a risk management process to identify, assess and respond to core transitional and impact climate-related risks identified for the OOH advertising industry generally and for Clear Channel specifically.

Each business unit monitors its relevant risks, which are reported to and considered by senior directors and group-wide functional leads, as part of the Enterprise Risk Management process. These risks and any additional risk, or risk mitigation proposed by the leadership of the environmental program are then reported to the executive leadership, the Audit Committee and the Board by the Chief Compliance Officer and the Chief Auditor.

We work closely with federal/national governments, states and municipalities in all our markets. We monitor climate change (including weather trends), geopolitics, market requirements, laws and regulations that have the potential to affect us, including transitional and impact-based risks.

For example, we are currently mapping the likely significant impact of:

- The risk of extreme climate events and/or natural disasters on our business in key geographies
- The risk of not meeting our local, divisional or group climate strategy plan, targets and goals

- The risk of altered consumption patterns or urban population growth on our environmental program
- The risk of local or federal legislation impacting the way we do business and/or our environmental program
- The risk of supply chain failures to meet our environmental requirements in a manner that enables us to meet our Scope 3 targets

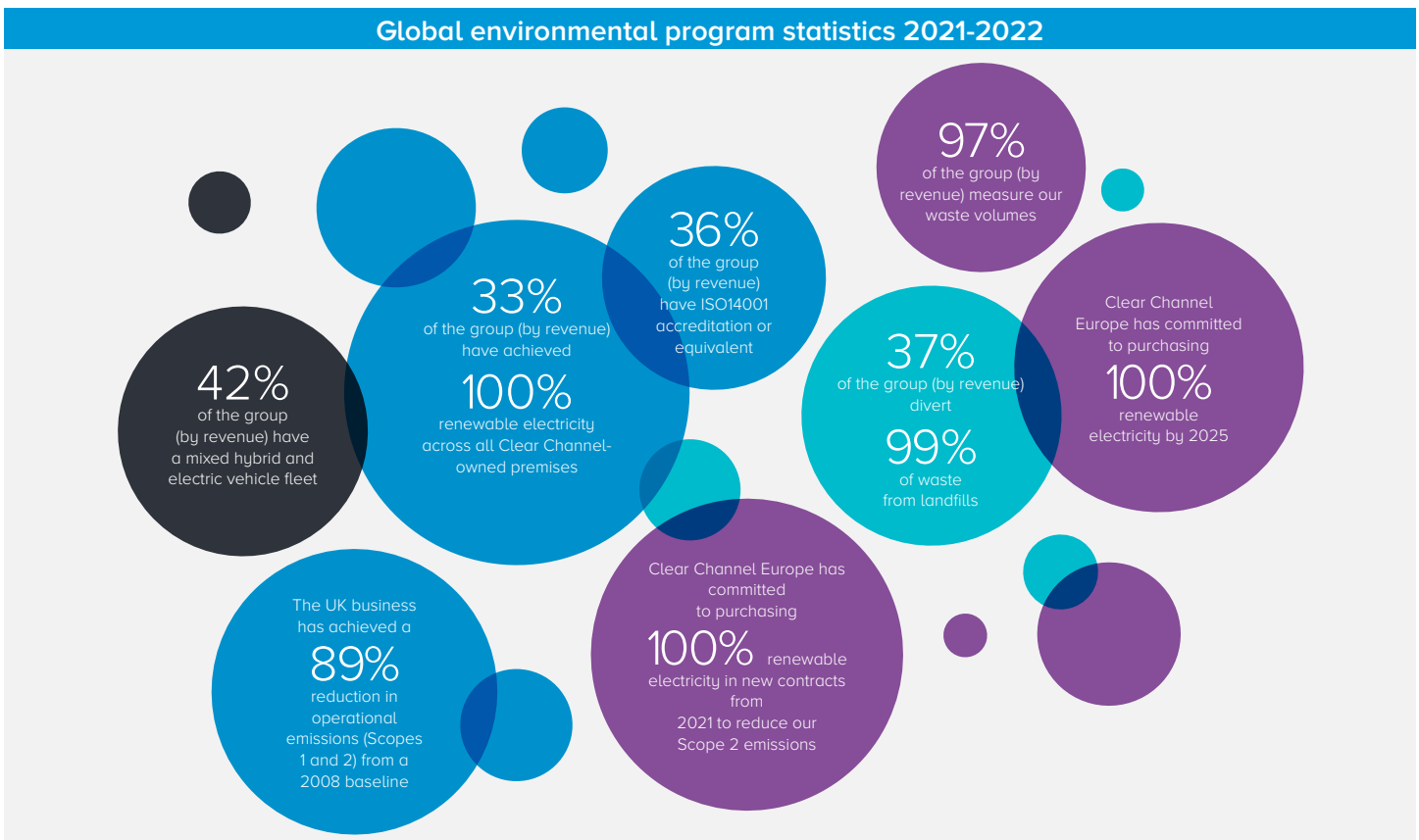
While we have an overarching environmental program framework and targets that will apply to all business units, we also need a local, flexible approach to risk mitigation. For example:

- The introduction of a Clean Air Zone in Birmingham, UK, from June 1, 2021, required Clear Channel UK to use low-or zero-emission vehicles within the zone. Clear Channel UK's long-term plan to remove emissions from our UK fleet meant Clear Channel UK already was using electric vehicles and self-charging hybrids for our work with Transport for West Midlands. Clear Channel UK also prepared for the introduction of future Clean Air Zones in Bradford, Bristol and Greater Manchester in 2022 by ensuring that our fleet vehicles meet or exceed the highest standard demanded of the Clean Air Zone before those regulations came into force.
- In some of our locations, electric fleet charging point infrastructure is not available, and we have had to take different approaches while the infrastructure develops.

We are working to issue and implement a set of group-wide environmental minimum controls to address climate-related risks and mandate behavior against agreed CCOH targets.

Business unit Example: Spain

Clear Channel Spain has implemented and certified an Environmental Management System under the standards of the UNE-EN ISO 14001: 2015 across all its work centers (Barcelona, Madrid, Valencia, Seville, Zaragoza and Malaga).



Clear Channel UK: A pioneering case study

To date

- 100% renewable electricity purchased for use in all Clear Channel UK premises and street furniture
- 2021 Planet Mark Certification
- 2021 Carbon Disclosure Project submission
- Solar lighting solutions being installed as standard for non-advertising bus shelters (or if requested)

Future objectives

2022

- Setting Science-Based Targets
- Life Cycle Analysis calculator available for all new products
- New lower power digital screens being installed
- Evaluation of Scope 3 emissions completed
- Low-emission fleet replacement in progress
- All lighting now low energy at premises and street furniture

2025

- Closed loop products: recycled aluminum throughout our value chain by the end of 2022; source materials created using 100% renewable energy by 2023; all other materials to be recycled where possible by 2023; 100% recyclable maintenance items by 2025
- 80%+ of all fleet vehicles to be low emission
- 95% of electricity supplied by landlords to be 100% renewable

2030

- Net zero for Scopes 1 and 2
- Zero-emissions fleet

2045

- Net zero for Scope 3

Scope 1—Direct emissions from fuel used in our vehicles and heating premises
 Scope 2—Indirect emissions from electricity used in our premises and street furniture sites
 Scope 3—Indirect emissions in our value chain (includes goods and services, capital items, business travel, waste, capital items and transport)

Example of a business unit’s climate strategy: Clear Channel UK

The Clear Channel UK environmental program focuses its efforts and investments on carbon reduction while also pursuing other sustainability goals, such as promoting biodiversity and climate change resilience. Clear Channel UK has reduced its Scope 1 and 2 carbon emissions by approximately 89% between 2008 and 2021.

The current aim is to reduce carbon intensity by 5% each year. Clear Channel UK intends to continue to work closely with key stakeholders, including advertisers, local authorities and the wider industry to help accelerate progress for all.



Key aspects of our environmental program

1. Measuring carbon intensity

As part of our environmental program, we are measuring our carbon intensity around the group to help track our progress against our net zero targets. For 2021, our approximate (internal) Carbon intensity figures are as follows:

- Tonnes of CO²e per full-time employee (market-based) 29
- Tonnes of CO²e per \$1M revenue (market-based) 59

2. Transforming our portfolio: investment in R&D

For the last few years, CCOH has been undergoing a digital transformation. We are conscious of energy use across our digital portfolio, and our product development teams are constantly exploring avenues to reduce our environmental footprint through eco-design and eco-engineering. We continue to improve the efficiency, including the energy efficiency, of our technologies, and we are employing ecologically friendly construction techniques, materials and operational procedures across our regions and in our supply chain.

Our R&D is directly impacted by climate-related risks and extreme weather events, and we seek to continue developing products and services with a reduced environmental footprint while future-proofing the design of our classic and digital screens, bus shelters and information services. Advertising innovations and developments include:

- LED lighting: CCOA has converted 99% of all metal halide and fluorescent fixtures in its billboards to more energy-efficient LED lighting with a life span of 10 years (four times longer than the bulbs they replace). Over 31,000 display panels in 28 major US cities are consuming 60% less energy today. LED retrofits are a major step toward reducing energy demand for the grid, curbing negative impacts on the environment and lowering costs.
- Auto-dimming backlights: In 2020, Clear Channel Europe developed a mix of local sensors and remotely settable parameters to dim and turn off the backlights on displays to reduce power



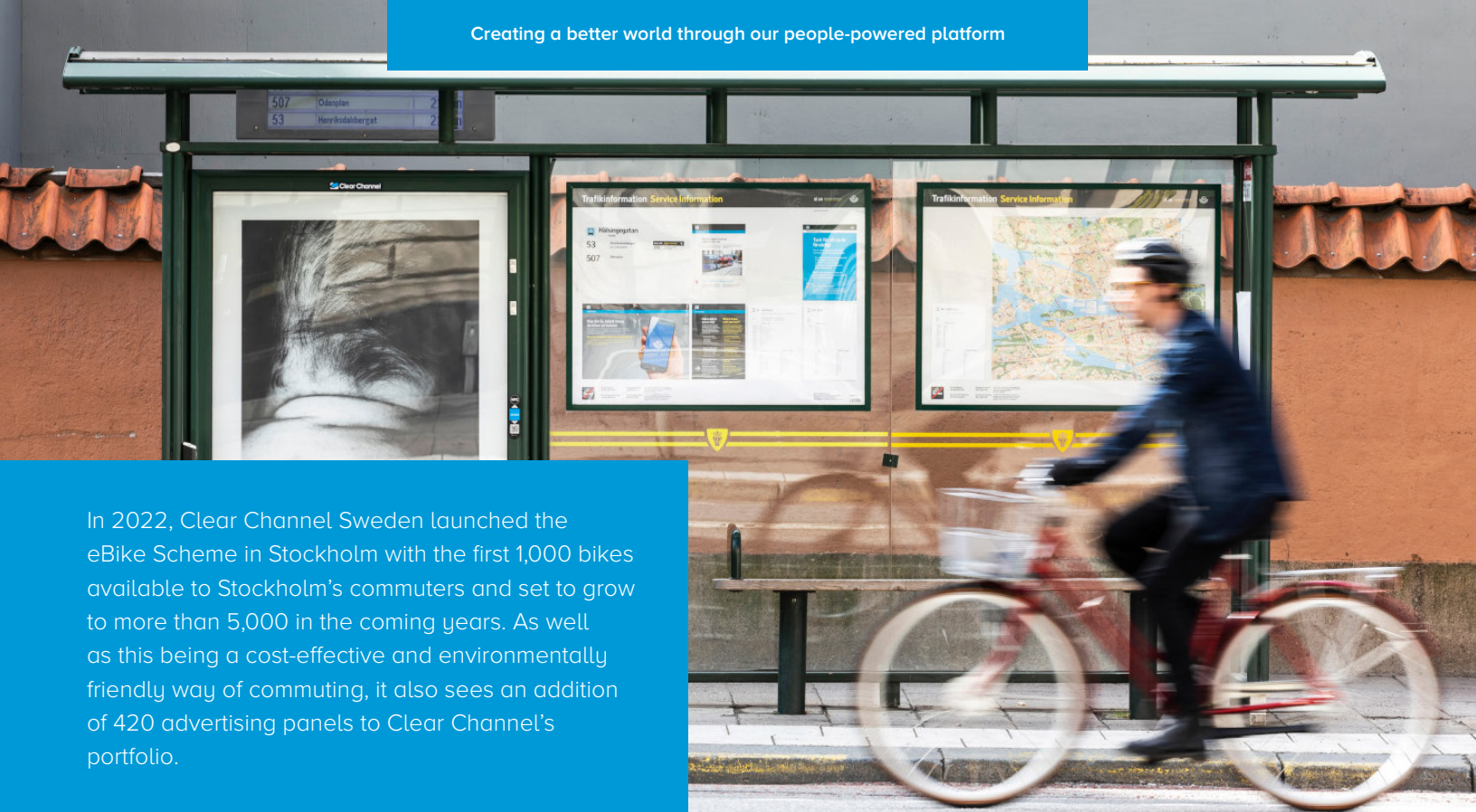
Air cleaning billboards: In Brussels, we have installed advertising banners that absorb a percentage of pollutants from the air, including up to 91% of sulfur oxide and 86% of nitric oxide. In the US, where we previously completed a campaign with Toyota where the screens removed a percentage of pollutants from the air (see previous ESG Report), it was estimated that a 14x48 bulletin neutralizes nitric oxide gases of 780 cars over one year.¹

¹Source: ECO Ad 2019: Third-party tested by Queen's University Belfast ISO Lab in the UK

consumption in digital assets during quiet periods: for example, latest additions to bus shelters can ensure courtesy lighting is minimal or switched off in the absence of passengers.

- Lower operational carbon footprint screens: Clear Channel UK has installed new outdoor screens with 4K resolution solar charging: Clear Channel Spain's latest campaign for Naturgy allows passersby to charge their phones using solar power energy. Recyclable vinyls and ecological inks were used to create this special build, and any waste material will be repurposed as pots as part of the "Clear Channel Forest" initiative.
- Off-grid bus shelters: Clear Channel Spain have installed the first of 300 off-grid advertising bus shelters in Madrid, where we hope that eventually, the majority of power will come from roof solar panels. The bus shelter includes ultra-low-power "smart" lighting with presence detection, a purpose- designed 32" e-paper transport information panel and ultra-efficient battery management systems to ensure it works consistently in all weather conditions.
- Clear Channel Spain has partnered with the Alberto Contador Foundation to promote the use of bicycles as a more sustainable mode of transport. Since the beginning of the partnership in 2021, Clear Channel Spain has been using screens to raise awareness of the Foundation, as well as donating over 200 unused bicycles from the previous Smart Bike system.





In 2022, Clear Channel Sweden launched the eBike Scheme in Stockholm with the first 1,000 bikes available to Stockholm’s commuters and set to grow to more than 5,000 in the coming years. As well as this being a cost-effective and environmentally friendly way of commuting, it also sees an addition of 420 advertising panels to Clear Channel’s portfolio.

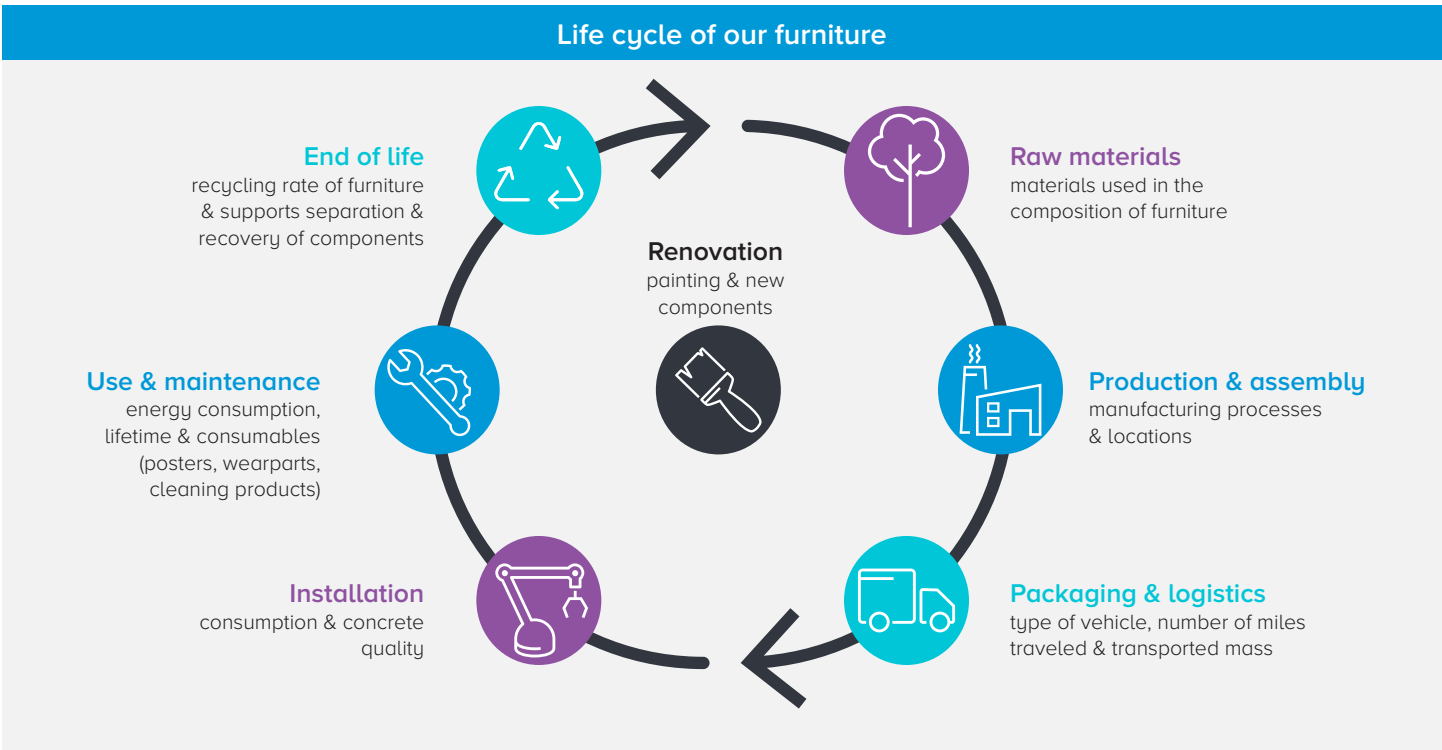
3. Life cycle assessments

To help reduce the environmental impact of our street furniture and meet our net zero goals, we are working with environmental consultants, utilizing their Life Cycle Assessment (LCA) tools, databases and expertise to evaluate the impact of production processes and raw materials, installation, in-life and end-of-life impact to quantify the overall impact and, wherever possible, adhere to a circular economy philosophy.

We believe in maximizing the life of our products and using closed-loop systems where possible to avoid using finite new materials. LCAs enable us to pinpoint hotspots, in terms of materials used, intensity of electronic components, energy consumption, etc. Currently this process is delivered across different systems, and we are developing the capability to assess a wider range of products across our regional portfolios:

- Installation—Upon installation, a final inspection will record details of the parts, materials, quality and service life.
- In-Life—Reusing and repairing.
- End of Life—Refurbishing, repurposing and recycling. Any materials that are not usable, such as scrap steel, aluminum and glass, can be sent to a recycling partner to create a “closed loop.”

By investing in the above, we believe we can reduce the need to permanently destroy materials through predictive, preventive and corrective maintenance. With key maintenance processes in place and a knowledge of the display’s history, we can understand what condition the structures and displays are in and can maximize the life and sustainability of our displays. Specifically, regarding digital, we estimate the useful life extends beyond 10 years of anticipated life due to product enhancements and routine maintenance procedures.



4. Solar power and renewable energy

CCOH has an opportunity to assist our business partners in using renewable energy, including solar power. Improving energy consumption, including via solar power and renewable energy, plays a key part in our efforts to optimize the energy efficiency of our products, reducing the overall environmental footprint and energy ratings of our products.

As of 2022, 27% of our business units (calculated by revenue) already invest in 100% renewable energy solutions. Clear Channel Europe has agreed to contract with renewable energy providers in new energy contracts from 2021, and CCOA is monitoring the impact of the Inflation Reduction Act on the ability of US businesses to utilize this energy source in the coming years.

CCOH has included solar-powered billboards and bus shelters in its portfolio since at least 2011—from London to Washington, with more scheduled over the next two years. Our multipronged approach includes the following:

- We have designed scalable solar equipment for street furniture: CCOA’s newly developed solar

solution already illuminates/electrifies 133 bus shelters in Washington, D.C., with plans to install 50-75 solar units each year;

- Development and deployment of higher efficiency and low-power smart lighting in street furniture and digital screens is underway, the latest of which is the Clear Channel Europe Waferlite, bringing an estimated 50% saving in electricity used by the previous iteration;
- We have developed a mix of sensors and remotely settable parameters enabling us to dim/turn off backlights and switch off our digital screens entirely over broader timespans; and
- We are in the process of streamlining and operating fewer, but more impactful, assets in select areas of our estate.

5. Polyethylene (PE) substrates

We were the lead adopter in a concerted industry-wide effort to identify and promote sustainable, recyclable PE production for our poster and bulletin products. The products’ light weight helped minimize the need for heavy equipment (cranes/lifts) during installation. CCOA converted our posters and the majority of our bulletin products to a recyclable PE substrate.

6. Recycling and reduction of waste and natural resource dependencies

While requirements vary across cities, councils and public transport organizations, there has been an increase in tender requirements for recycled/reused content. In some countries, municipalities are now required by law to recycle or refurbish street furniture. We continue to develop our strategy regarding moving toward recycled (rather than primary) materials in newly manufactured products, where tender requirements allow.

We are reviewing the core materials used to manufacture key assets (both panels and bus shelters) to understand further opportunities for emission reduction. For example, recycled (or secondary) aluminum, in comparison with primary aluminum, requires 90% less energy in its manufacture.¹ For key materials like steel, glass and plastics, we are continuing our efforts to integrate recycled/upcycled materials wherever possible.

- Of the posters Clear Channel Spain produces, 40% are with ecological inks and certified recyclable paper.
- In 2020, Clear Channel France launched the Green Offer, a new poster offer printed with solvent-free ink on 100% recycled PEFC and Imprim'Vert certified paper.

Waste disposal

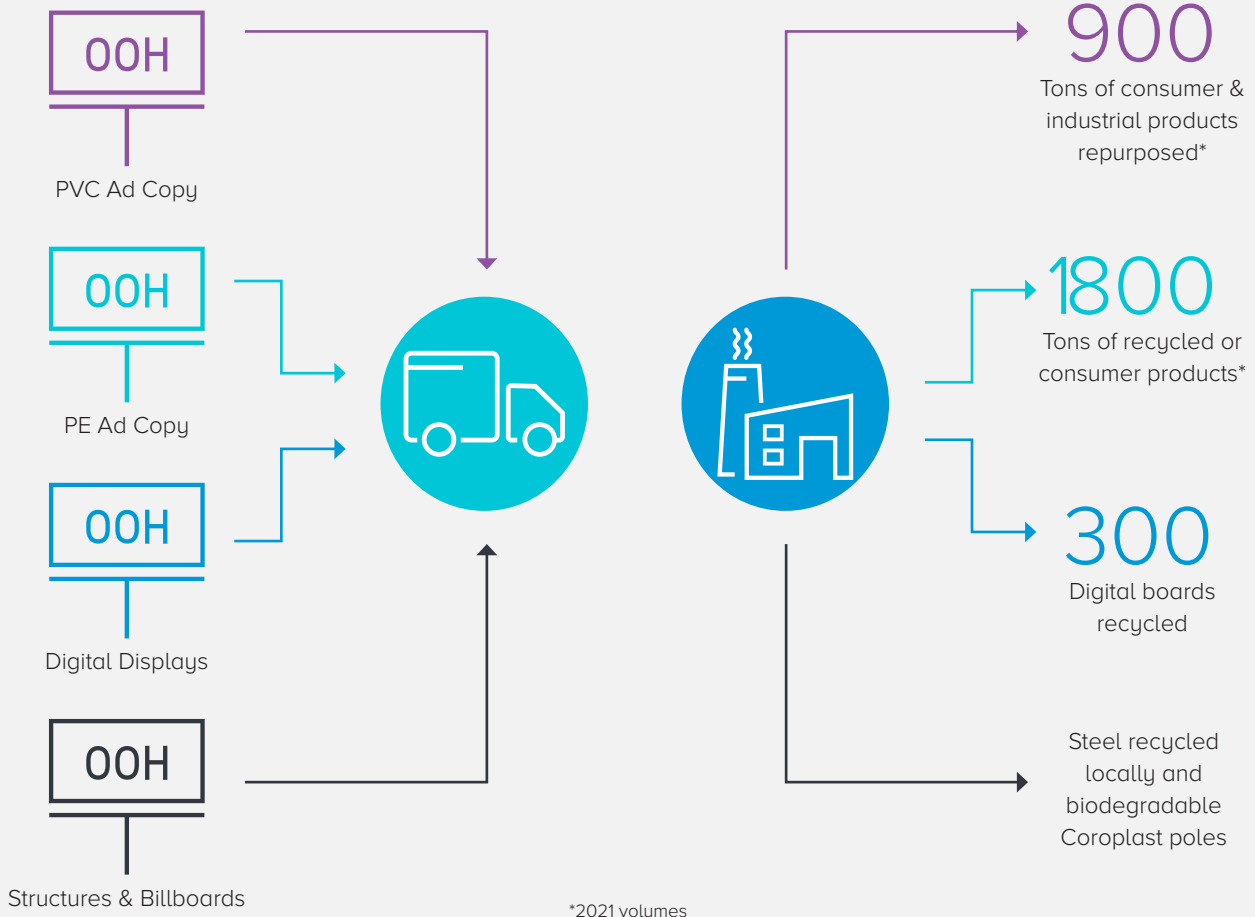
Waste disposal suppliers across Europe provide us with a breakdown of the type and quantity of materials being disposed. For example, in Italy, 99.6% of Clear Channel Italy waste was diverted from landfills in 2021. In Clear Channel UK, 1,816.2 metric tons of waste were diverted from landfills while only 7.6 metric tons were sent to landfills (figures as of 2021).

CCOA has a national partnership with Waste Management for recycling and proper disposal of any non-recyclable components.

¹Source: <https://www.european-aluminium.eu/> for aluminum data.



Recycle or repurposed in CCOA



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7. Fleet

Across CCOH, we are assessing our opportunities for increased sustainability in our operations to improve our ratio of hybrid and electric fleet vehicles where we can.

Clear Channel Europe has introduced hybrid and electric vehicles in key fleets—with 42% of CCOH (calculated by revenue) now deploying fleets containing hybrid or electric vehicles as of 2022.

CCOA is largely dependent on the automobile manufacturers producing an electric full-size pickup to really impact our vehicle emissions. We have pre-ordered Ford F150 Lightning Electric Pickup trucks that will be piloted in Los Angeles, Chicago and Philadelphia markets. We expect to be one of the first companies to receive these all-electric pickup trucks and anticipate their arrival in early 2023.

The UK fleet replacement program is expected to replace at least 81% of our cleaning and maintenance vehicles with zero-emission or ultra-low-emission vehicles by 2023, with a goal to replace 100% of vehicles by 2030. Through this program, we hope to reduce emissions from fuel use in the UK by approximately 50% by 2023.



8. Public cycling programs

CCOH was one of the first to introduce advertiser-funded public-sharing bike programs anywhere in the world (in Rennes, France), which are now commonplace in global cities—helping ease transit issues and reduce pollution with sustainable, affordable transport.

As of the date of this ESG Report, we operate 10 programs across Europe and Latin America, and more than 20,000 bikes, including electric bikes.



9. Cleaning and maintenance

We have introduced non-toxic cleaning products and maintenance, rainwater collection, and non-toxic refurbishment and repurposing of assets across many of our operations in line with our environmental strategy.

10. Measuring freshwater use & wastewater intensity

Clear Channel Europe depots are instructed to monitor water consumption and minimize water use. Estonia, Belgium and other Clear Channel Europe Business Units have installed rainwater harvesting systems to reduce the volume of fresh water required, and we are encouraging the adoption of rainwater harvesting in all Clear Channel Europe Business Units by 2025.

Business unit example:

- As of 2022, Clear Channel UK has now installed rainwater harvesting systems at 12 of 13 premises. Regular monitoring captures unexpected high water

use and allows benchmarking between depots and business units. Our Scottish depot, Cumbernauld, has seen mains-supplied fresh water use drop significantly by 85% compared to previous years. Examples of minimizing water use include the use of enhanced washing systems in Clear Channel UK where street furniture is cleaned using water-fed poles with no detergents and low flow rates. The lack of detergents means that water is able to be disposed of through the normal surface water drainage system. Clear Channel UK premises are fitted with water-saving devices in restrooms and canteens (urinal monitoring, no touch taps). All Clear Channel UK operational premises have gasoline/oil interceptors as part of the site layout, with emergency procedures in place to ensure that if there were an accidental spillage of hazardous liquids, they can be prevented from entering water courses.

Our ESG priorities in action: Social

At CCOH, we're always ready to partner with our customers to successfully navigate the uncertainty of challenging times. We believe addressing the challenges, big and small, that affect people's daily lives is critical for influencing greater societal change.

The power of Digital Out-of-Home (DOOH)

Our digital screens can deliver important information to citizens in real time, providing a unique and often vital communications channel for cities to reach their people. CCOH has partnered with emergency services across our locations to broadcast live emergency messages during times of crisis.

Our Public Safety Announcement support extends to both local and national governmental and nongovernmental organizations as they improve health and public safety; ensure a sustainable environment; promote arts, education and cultural diversity; or mark cultural events—such as the coordinated UK effort to mark the death of Queen Elizabeth II. This collaboration works to inspire citizens and businesses to make a difference within their own communities.

Disaster support during the conflict in Ukraine and following the COVID-19 pandemic

Ukraine response

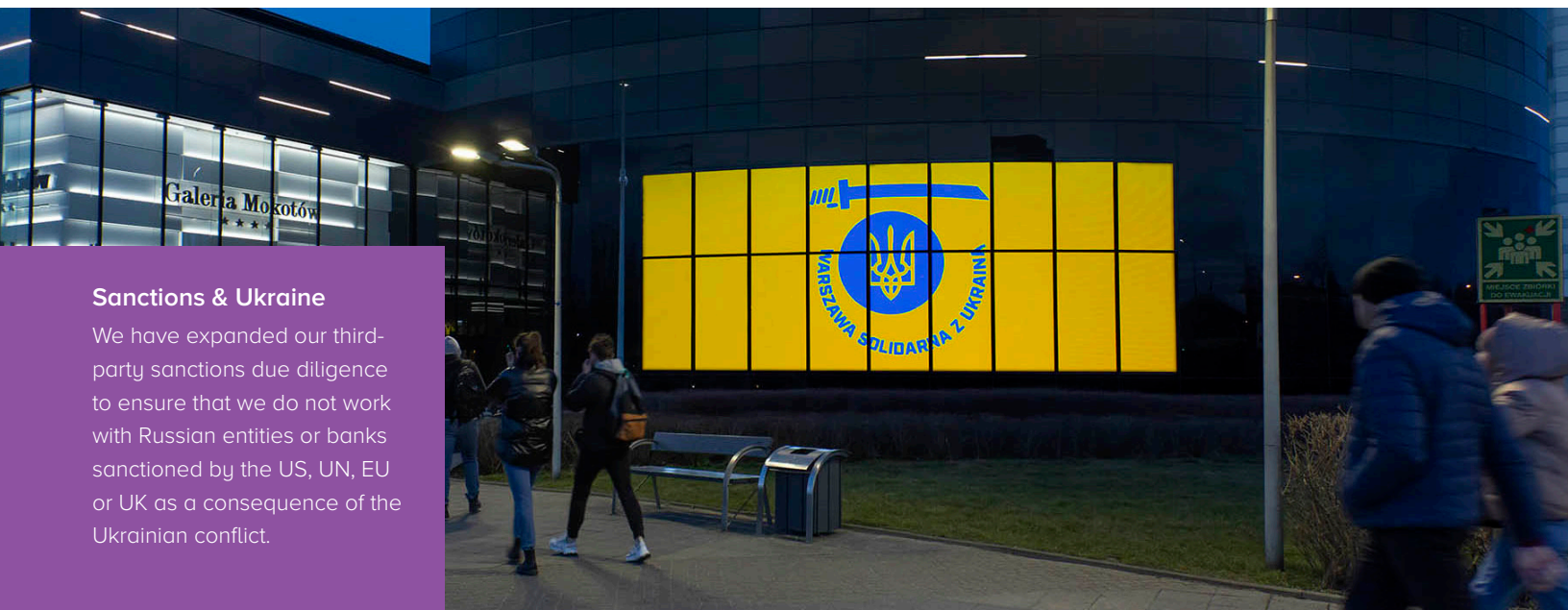
The plight of the Ukrainian people is close to our hearts—and our markets, with colleagues in Poland, Estonia, Latvia, Lithuania, Finland and Sweden deeply affected by the conflict.

Sustainable Development Goals



In view of the current conflict in Ukraine, CCOH launched a combined effort over Clear Channel Europe and CCOA markets (from New York to Poland to Estonia) to show support for Ukraine, launching special layouts displayed on our digital network. CCOH markets around the world have also been running pro bono campaigns with organizations such as the Red Cross, the UN and UN Children’s Fund (UNICEF), and collaborating with our business partners in our global relief efforts to showcase support for Ukraine. For example:

- Clear Channel Denmark, Clear Channel Sweden and Clear Channel Norway showed support by donating media space to humanitarian aid organizations such as UNICEF, UN High Commissioner for Refugees, Save the Children International, Red Cross, Red Barnet in Denmark, Flyktninghjelpen in Norway, and Rädda Barnen and Hela Sverige skramlar in Sweden, spreading important information on how citizens of Scandinavia can contribute to support the Ukrainian people.
- Clear Channel Sweden has donated a variety of items to Ukrainian charities, including blankets, power banks, food and clothing.
- Clear Channel Latvia has placed Ukrainian flags across their DOOH network, including shopping malls and a city screen on the main road in Riga.
- Clear Channel Estonia has donated space for a fundraising concert that took place in March, with all proceeds going to Ukrainian charities.
- Clear Channel Estonia partnered with Mondo MTÜ to display the work of 11 Ukrainian illustrators, expressing their thoughts and opinions on the conflict across their digital screens and pillars.
- Clear Channel Italy is supporting charity partners with a pro bono campaign on digital screens to help raise funds for medical supplies for Ukraine. The team is in contact with a local hospital and is working to provide them with first aid kits and equipment. Italian colleagues have also taken part in volunteering and fundraising activities to further support the organization.
- Clear Channel Spain has shared messages of support for Ukraine across its DOOH network, including street furniture, malls and billboards.
- Clear Channel Poland has donated three pro bono campaigns, and for the "Bring You Shape Us" Day, colleagues in Poland prepared sandwiches for Ukrainian refugees and brought them to the Central Railway Station in Warsaw, where many people stay and wait to continue their journeys for long periods of time.
- Clear Channel Denmark is assisting the agency WPP’s worldwide charitable campaign “WPP Advantage Ukraine Campaign” where the objective is to attract investment to Ukraine.



Sanctions & Ukraine

We have expanded our third-party sanctions due diligence to ensure that we do not work with Russian entities or banks sanctioned by the US, UN, EU or UK as a consequence of the Ukrainian conflict.



Pandemic response

CCOH continues to work with our communities to make our spaces available for messaging in partnership with governments, cities and health organizations, seeking to improve public health, hygiene and anti-pollutant measures, and deliver important health messages, as the world returns to work post the COVID-19 pandemic. Our billboards carry government and charity messages about public health and safety worldwide, with many business units also prioritizing the support of small and local businesses negatively affected during the pandemic. For example, Clear Channel Spain in 2022 sponsored digital space for the Hotel Tapa Tour to support the hotel sector in its increased requirement to advertise for gastronomic talent after the pandemic. CCOH regularly sanitizes our bus shelters, billboards and other street furniture assets.

Supporting the arts and education

As a socially conscious business, we are delighted to help address critical issues affecting the communities we serve, in areas such as social justice, education, literacy, music and art. As examples:

- CCOA joined with after-school supporters led by the Afterschool Alliance, the National League of Cities and the National Summer Learning Association to launch a visibility campaign across more than 2,000 digital billboards around the country as part of this year's Lights On Afterschool rally. The ads recognize after-school programs for doing extraordinary work to support youth and families during the COVID-19 pandemic, from keeping students safe and learning while schools are closed to addressing children's social and emotional needs to providing meals and other supports to students and families in need.
- Clear Channel UK has recently begun working with the School of Marketing, which supports individuals from diverse backgrounds, those from disadvantaged areas, into employment. We have committed to donating a portion of our Apprenticeship Levy funds to support young people by funding their apprenticeship plans.
- Clear Channel UK has also been partnering with Code Your Future (CYF), helping to give access to refugees and disadvantaged adults to training for careers in tech. We have donated free advertising space to CYF, and the campaign has helped drive more applications for their training program, including applicants who became successful graduates.
- Clear Channel UK showcased a variety of cultural projects and outdoor exhibitions as part of their Summer of Arts season, including the launch of The Gallery—a new cultural institution bringing art to public spaces; the latest installment of Clear Channel x Pocc Art Fund; Underexposed Arts' portraits of inspirational British People of Color; and promoting the opening of the UK's first LGBTQ+ museum.
- Clear Channel UK is a Patron of the Prince's Trust and supports the Big Issue and Homeless Link charities.
- Clear Channel Finland partnered with World Vision, a humanitarian organization that focuses on education and equality for children, to raise awareness of their work around fighting illiteracy in developing countries. The OOH campaign that the team supported pro bono was a massive success, sparking a lot of public discussion on the topic.

Protecting our people

Reward, awards and recognition for our employees CCOH's Reward Strategy (together, our regional compensation and benefits programs) is designed to attract, retain and motivate talented individuals (who possess the skills necessary to support our business objectives, help us achieve our strategic goals and create long-term value for our stakeholders) to help us create the future of media. We do this by providing market-competitive compensation packages that include base salary and incentive bonuses and that are aligned to the attainment of our CCOH and divisional financial, operational and strategic objectives, in line with our pay-for-performance strategy.

CCOA's Merit Increase Program motivates and rewards eligible employees to meet (and exceed) performance goals. Starting in 2023, there will be two merit cycles, generally in the second and fourth quarters, to ensure all eligible employees are considered for a merit increase within the prescribed cycles (12, 18 or 24 months).

Executive compensation

Our Executive Compensation program is designed to link business priorities with performance. We reward executives for sustained business results that drive stockholder value (pay-for-performance) to align the interests of our executives with those of our stockholders. Our executives and certain other employees receive long-term equity awards that vest based on our relative total shareholder return or over

a defined period. We believe that a compensation program with both short-term and long-term awards provides fair and competitive compensation and aligns employee and stockholder interests.

- We conduct a robust annual risk assessment of executive compensation programs, policies and practices.
- We have adopted a comprehensive cash and equity clawback policy for senior executives.
- We apply significant stock-ownership requirements for senior executives and directors.

CCOA executives participate in the Texas Women's Leadership Conference: The Texas Conference for Women provides connection, motivation, networking, inspiration and skill building for thousands of Texas women each year. The Conference offers opportunities for business networking, professional development and personal growth.

Sales division compensation

Our sales employees (e.g., Account Executives, Account Specialists) are incentivized through sales commission programs with fixed base pay plus variable pay (commissions), reviewed on an annual basis and compensated according to the terms and conditions of the applicable incentive compensation plan—with our highest-performing individuals further awarded through formal recognition programs.





Operative compensation

Our in-house operatives and our installers and maintainers of our assets in the US are paid an hourly rate, and many are also incentivized for installations performed dependent on credit value (productivity pay). Outside of the US, operative pay and incentive structures vary from market to market.

Where we have outsourcing arrangements in relation to our operations teams in place, those arrangements are subject to contractual provisions around labor rights in all our markets.

Freedom of association and union representation

CCOH has in place nondiscriminatory policies and procedures that acknowledge the rights of an individual to be entitled to freedom of association, and we recognize the right of our employees and others to collective bargaining, as reflected in our global Human Rights Policy and our HR/People Team internal initiatives.

Pay increases for union-represented employees are governed by the terms of their collective bargaining agreement. Unionized employees make up less than 6% of our US workforce.

Employee value proposition

While our strategy is specifically focused on rewards, we know that we all come to work for more than just pay. We provide our employees and their families with access to a variety of healthcare and insurance benefits, qualified spending accounts, retirement savings plans and various other benefits. As an equal opportunity workplace, CCOH believes that being your authentic self enables us to deliver innovative advertising solutions while enhancing our communities. Our goal is to foster an inclusive environment where we celebrate employees as they are, and value their growth and passion:

- The CCOA Employee Value Proposition (EVP) is designed to shape the employee experience and answer questions like “why should people join CCO, why should they stay, why should they commit, what should they expect.” The EVP focuses on compensation, benefits, work environment, career development and culture.
- The Clear Channel Europe and Latin American Employee Value Proposition of Bring You, Shape Us highlights our employees who are team players, who have high standards of delivery, who are authentic, who bring fresh thinking, who possess high levels of integrity, who change things for the better and who are passionate about life and work. In return, we offer a team to feel a part of, a place to grow, a home for individuality, a space for ideas, a platform to make a difference, a future-facing business, and a fun and informal culture.

Physical health

- CCOA and Clear Channel UK have rolled out health benefits that include both free and subsidized access to expert consultations and proactive health checks.
- Clear Channel UK has introduced a benefit that allows women access to a session with a specially trained GP to discuss their menopause and to receive support over the following year.
- Clear Channel UK works closely with the Menopause Charity, working toward improving the understanding of menopause and how it impacts women.
- Clear Channel UK partnered with Prostate Cancer UK to roll out a series of prostate cancer awareness talks in our depots, targeted at our operational staff.

Health and safety/wellness

Safety is one of our core values, and we are committed to providing our employees with a safe workplace and prioritizing the physical and mental health and well-being of our employees. We seek to comply with all safety regulations in our local markets, and we provide regular health and safety training and assessments to supplement our health and safety policies and our global commitments in our Environmental Policy.

Our health and safety management systems are subject to regular inspections and independent audits performed by trained health and safety auditors.



Mental health

- We run programs across our regions, including our Mental Health Allies program. Our Allies form an internal network of trained employees who can provide support, signposting and trusted conversations about mental health in the workplace. Our aim is for the Allies to sit throughout the organization, giving everyone the opportunity to talk openly about their mental health to a designated person who is not their immediate line manager or HR.
- CCOH offers a no-cost Employee Assistance Program that gives employees access to licensed professional counselors and other specialists at no cost for help with balancing work and life issues.
- Clear Channel Brazil partnered with Moodar, an online mental health app, to provide employees with subsidized therapy, free emergency services and monthly lectures on well-being and mental health topics to support colleagues.
- Clear Channel UK has held leaders' workshops and open sessions with the Mental Health at Work foundation aimed at raising awareness and open up the conversation about mental health. We believe this is important as a large portion of our largely male operational workforce fall in the age range with the highest levels of death by suicide.

Field safety

- As of 2022, CCOA installed over 9,200 vertical safety systems on their billboard fixed ladders.

- CCOA recently partnered with Sterling to develop a "Fitness for Duty" screening program for new climbers.
- CCOA engages Fall Protection System Deployment, where OSHA regulations require our climbers to be hooked up 100% of the time while climbing fixed ladders to platforms 24' or higher.

At desk safety

- Clear Channel France has carried out studies with occupational health providers to ensure the ergonomics of workstations and provide anti-fatigue mats and ergonomic seating in offices, with collective (acoustic noise reduction) and individual (noise-canceling) hearing protection.
- Clear Channel France has, since before the pandemic, operated a "Right to Disconnect," which allows for concrete actions in "awareness, prevention and reaction" and vigilance by managers on the connection times and pressures on their teams.

Parental leave

CCOH recognizes the importance of welcoming a new child into your family. In all our divisions, we provide parental leave to eligible employees following the birth of a child, or placement of an adopted child in order to bond with and care for their new child, as well as for birth parents to recover from childbirth.

Flexiworking and our Return-to-Office initiative

In response to the pandemic, we implemented workplace initiatives that we determined were in the best interests of our employees and the communities in which we operate, and which comply with government regulations. This included transitioning most of our employees to work-from-home during the pandemic while implementing additional safety measures for employees continuing critical on-site work.

Since the pandemic, we have started to execute on our phased return-to-office plan on an office-by-office basis, ensuring compliance with applicable regulations as well as local health authority guidance and implementing robust safety procedures and protocols to protect our employees.

Given the evolving nature of COVID-19 developments, our Return-to-Office plan is nimble, allowing each office the flexibility to return to work-from-home directives as necessary based on local conditions.

Mentorship programs

Our mentorship programs, including “Mentorship, the CCOA Way” and “Bright Sparks,” allow employees who are less experienced access to subject matter experts, individual contributors and leaders, and everyone in between to benefit from guidance by a more experienced colleague.

Financial support

CCOA has also implemented an Employee Relief Fund to help employees facing financial hardship immediately after a disaster or during unanticipated and unavoidable personal emergencies.

Our Human Rights Policy

All CCOH regions are committed to support and respect the protection of internationally recognized human rights and sustainable business practices throughout our portfolio.

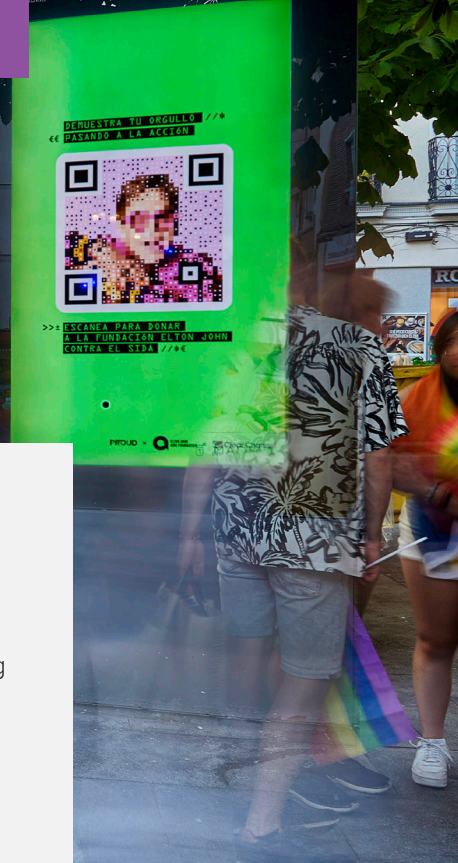
We seek to protect the rights of workers and enhance the rights of communities where we operate, and reduce the chance of inadvertent complicity in human rights abuses and the humane and safe treatment of employees and business partners, in accordance with international laws, including the International Labour Organization Conventions. The Human Rights Policy also includes our approach to freedom of association and collective bargaining under applicable local law.

Our Global Human Rights Policy, available on our website, details our position on human rights. All CCOH employees are required to take the Code of Business Conduct and Ethics training annually to supplement their understanding of the CCOH Human Rights Policy and CCOH’s position on labor protections, as well as divisional HR training programs on topics covered in those documents.

We also publish our approach to human rights in the supply chain, specifically through our CCOH and Clear Channel UK Ethical Supply Chain/Modern Slavery Statements and Supplier Code of Conduct. We do not knowingly contract with any suppliers engaged in any practice of child labor and related activities, such as human or labor trafficking (see "Social values in our supply chain" on page 46).

Examples of our positive steps to combating human trafficking include our national US partnership with Polaris. Polaris is a leader in the global fight to eradicate modern slavery. We launched our first anti-human trafficking campaign alongside Polaris in Philadelphia in 2012 and have since supported campaigns with Polaris and local partners in more than 15 cities across the US. Campaigns drive calls to the human trafficking hotline, including tips and requests by victims for help.





Diversity and inclusion at Clear Channel

CCOH is an equal opportunity employer and is committed to providing a work environment that is free of discrimination and harassment. We respect and embrace diversity of thought and experience and believe that a diverse workforce produces more innovative insights and solutions, resulting in better products and services for our customers. As we bring brands face-to-face with people, we believe our teams need to be as diverse in their composition and outlook as the audiences we reach every day, and we work together to create an inclusive environment where everyone can bring their true selves to work.

Nondiscriminatory compensation and hiring practices

CCOH policies prohibit employee reward decisions that discriminate against any aspect of an employee's intersectionality (e.g., gender, race, class, caste, sexuality, religion, disability or physical appearance). We seek out opportunities to hire from a diverse talent pool. For example:

- CCOA has engaged with CircaWorks to amplify our outreach to diverse talent pools. Their solution enables us to connect directly with underrepresented job seekers through their network of community-based organizations and niche diversity websites. Our senior recruiters and HR business partners have worked with hiring champions in each of our markets to help them network with local organizations to find qualified and diverse talent.
- Clear Channel UK has worked with homeless charities to help six formerly homeless individuals back into employment by offering them permanent roles on our UK Delivery team.
- Clear Channel UK is a Living Wage employer, one of the earliest UK companies to sign up to the Living Wage commitment to paying a fair rate that reflects the cost of living above the minimum wage.

Diversity governance

We maintain dedicated Diversity and Inclusion (D&I) committees in all our regions, and those committees run engagement programs aimed at improving the experience of diverse groups across our company.

- In 2020, CCOA established the Executive Diversity Advisory Council (EDAC) made up of leaders across the US and sponsored by executive management to foster and advance diversity, equity and inclusion efforts across CCOA. The work done by the EDAC is centered around three pillars: Workforce (how we hire, develop and retain talent), Workplace (how we work together to build our culture) and Marketplace (how we support our surrounding communities). During 2021 and 2022, CCOA supported D&I efforts through:
 - Clarifying our position through a D&I internal website and an Equal Opportunity Statement on the CCOA Career site; and
 - Training and mentorship programs.

- In 2022, Clear Channel UK formalized an employee resource group—Culture Crew—to actively shape and deliver activities in education and allyship. Its mission is to explore, celebrate and educate colleagues within Clear Channel UK about a diverse range of cultural and ethnic backgrounds and experiences that are a true reflection and representation of our business. This is an evolution of the work that our employees have been spearheading for several years.
- In 2021, CCOA established an employee resource group program called FACES (Forging Allyship, Culture Equity and Support). In 2021, CCOA's first employee resource group, FACES for Color, was established to support CCOA's BIPOC community and their allies. The group puts on events throughout the year and has been consistently attended by approximately 20% of CCOA. Meetings have been focused on nationally recognized heritage months, including a guest appearance by former Olympian Lea Neal for Black History Month in partnership with Swim Across America, and panel discussions made up of CCOA employees and other external speakers for AAPI Heritage Month, Pride Month and Hispanic Heritage Month.
- In 2022, CCOA is launching their next Employee Resource Group, FACES for Women. The mission of this group is to empower women and engage allies to support personal and professional development.
- In 2022, CCOA established Juneteenth as a division-wide holiday. It was celebrated with digital creative on CCOA billboards and accompanied by company-wide communication on the importance and historical context of the nationally recognized holiday.
- Clear Channel France has implemented “The Sharing Factory,” an internal webinar organized regularly around topics that concern the business, the Digital or the Ecological and Solidarity Transition. Webinars are carried out online in order to include all our employees at headquarters or in the regions and allow for the participation of guests from civil society (including United NATIONSWomen, Women’s Forum, Perce-Neige and Shift Project).
- Clear Channel Switzerland was visited by Schweizer Radio und Fernsehen as part of a report on equal pay. Clear Channel was named a “pioneer” in the area, having surpassed the requirements in the Swiss Federal Council’s national gender equality strategy in 2021, two years before the 2023 deadline.
- Clear Channel UK has established a People with Disabilities Crew, who are involved in helping to shape our next wave of learning and education, including the topics of allyship and microaggressions in relation to disabled talent.
- In CCOA, our CircaWorks partnership gives us access to a catalogue of over 20,000 organizations focused on diverse hiring, including veterans, which assists in keeping us Office of Federal Contract Compliance Programs (OFCCP)-compliant. In addition to posting our jobs on websites that target diverse candidates, we encourage leaders to have quarterly outreach with organizations. One example is our Sacramento branch work with "Work for Warriors."





Diversity & inclusion training and engagement

We run regular training on D&I issues across our regions and typically receive a positive response.

- In 2022, approximately 80% of the CCOA workforce attended D&I training.
- Our Clear Channel Europe and Clear Channel Latin America Fairness Program annual questionnaire measures employee satisfaction, includes analysis of the results by gender and seeks to address inequalities in opportunity where they are found. The results for employee engagement and “I can be myself at work” across Europe and Latin America averaged 86% in 2021, outpacing the industry standard of 76%.¹

Employee diversity statistics

We are able to measure our D&I results for our US-based CCOA and CCOH employees (the below statistics are as of August 2022). The next CCOA Employee Engagement Survey is scheduled for the end of 2022. In several countries in our European divisions and Latin America region, D&I data collection is limited due to legal requirements.

¹Source: CCI Fairness Questionnaire results, 2021

Gender

For our US-based CCOA and CCOH employees, women make up 40.8% of our total employee population. Our European division and Latin American region are made up of approximately 64% men and 36% women, in part due to our large operative community, which is mostly male.

Veteran status

Of our US-based employees, 3.5% are veterans. This figure includes 2.3% who are veterans with Protected Status (meaning, within three years of separation from the service). We solicit self-identification from employees at time of hire and annually.

Race

For our US-based CCOA and CCOH employees, people of color make up 36% of our total employee population, as per the chart below.

Ethnicity breakdown as of Aug. 2022–US

Race/Ethnicity	Count	%
Black or African American	108	7.2
Hispanic/Latino	312	20.9
Asian	77	5.2
American Indian/Alaska Native	5	0.3
Native Hawaiian/Pacific Islander	5	0.3
Two or more races	37	2.5

Supporting our communities

Spotlight on the low-powered E-ink RPTI digital bulletin board Solar-powered digital information boards in smart urban street furniture use e-paper to share important public announcements with the local community.

These low-power, glare-free, dust-free modular information boards provide relevant local neighborhood and government content bringing the public and city government closer together.

Employee pro bono activity

We encourage our employees in all our regions to actively help in their communities:

- CCOA provides employees with one Spirit Day per year, when employees may take extra annual leave in order to conduct pro bono activities.

CCOA Spirit Days allocation

Year	Spirit Days used (across CCOA)	% of available Spirit Days used	EOY headcount	Total hrs used
2020	324	22%	1,463	1,802
2021	267	22%	1,496	2,110

- Clear Channel Switzerland’s Social Days aimed to inspire employees to help out for a good cause. The first one took place as part of the Switzerland Clean-Up Day and was supported by the anti-litter campaign group IGSU and PET RECYCLING SCHWEIZ. Twenty-five employees spent approximately 100 hours picking litter along the River Sihl in Zurich.
- Clear Channel UK supports a different charity at Christmas each year. This past year, UK-based teams chose Teenage Cancer Trust as the Christmas charity partner and have been busy helping to raise funds for the charity by taking part in a step challenge, a fundraising quiz, raffle, donation to the charity and free advertising space throughout December.

- Clear Channel UK teams took part in the annual Great British Spring Clean, with almost 150 colleagues doing 22 litter picks in parks and green spaces all around the UK, filling 187 rubbish bags. Not only has this been the UK team’s biggest participation to date, but for the first time, they also engaged customers to take part too.
- Clear Channel Netherlands supports Charity Days, including inviting two external speakers from the charities we support—Trees for All and Plastic Soup—to talk to employees about sustainability. Also, as part of Charity Days, the team cleans up trash in their community, with a prize for the employee who collects the most garbage.



Supporting diversity and inclusion in the community

We also support diversity and inclusion initiatives of our business partners and charities through campaigns we amplify on our screens. Examples of our work in D&I amplification include the following:

- In 2021, Clear Channel Spain collaborated with the Alberto Contador Foundation and its Bicis por la vida program, which aims to repair and improve bicycles and leave them in perfect condition to be distributed among disadvantaged groups. The foundation is responsible for teaching basic mechanics and repair workshops among groups at risk of social exclusion and among high school students. Since the beginning of the “Bikes for Life” project, more than 1,000 bicycles have been delivered free of charge, and Clear Channel Spain donated 160 bicycles in 2021. Clear Channel has a long-term partnership with Pocc, whose aim is to “accelerate equality and equity for culturally and ethnically diverse people in the creative industries and beyond.” This year in our continued commitment, we launched the second installment of the Clear Channel x Pocc Art Fund, designed to amplify and support underrepresented artists through a curated artists-in-residence program.
- Clear Channel UK has a long-standing partnership with Brixton Finishing School, which has been a way for us to lend our support in their mission to change how the creative industry recruits emerging talent from underrepresented backgrounds. Now into its sixth year, we’ve seen the benefit of our involvement in access to more diverse talent and internal engagement in the form of mentoring and supporting the development of the curriculum.

LGBTQ+ equality

- CCOH has launched a European campaign #Pride 2021 in support of LGBTQ+ communities.
- Clear Channel France broadcast advertisements throughout the country on the occasion of the Pride march: messages of support written by Clear Channel France employees could be read on our devices.
- Clear Channel Norway continued to support the annual Pride festival in Oslo after it was tragically interrupted the day before the march. Two people were killed and 10 people seriously wounded by a gunman at Oslo’s most famous LGBTQ+ venue. According to the wishes of the Pride organization, Clear Channel Norway extended the campaign, with even higher visibility, to show solidarity and support for the community.
- CCOA-Los Angeles was a proud sponsor of the 40th Outfest LGBTQ+ Film Festival, which honored the actor Billy Porter.



Gender equality

- CCOA has an ongoing partnership with The Female Quotient, an organization committed to advancing gender equality in the workplace. In March 2022, CCOA and The Female Quotient launched a DOOH campaign in honor of Women’s History Month. The campaign, "Celebrating Change-Makers," features women who are taking the world by storm and are game changers in their respective fields. This year’s creative honors Ketanji Brown Jackson, the first Black woman Supreme Court Justice; the U.S. Women’s Soccer Team, who achieved pay equity; Whitney Wolfe Herd, the youngest woman to take a company public; Zara Rutherford, the teen pilot who flew around the world solo; the U.S. Mint circulating quarters honoring five American women; and the Smithsonian unveiling 120 statues of STEM Women.
- Clear Channel Peru’s campaign “Meet the Women who Inspire” was carried out for Women’s Day. Each female employee was published on our digital screens with her characteristic adjective that she identifies with.
- Clear Channel France is the exclusive outdoor advertising partner of the citizens’ consultation “Fighting against all the inequalities suffered by women” alongside Make.org for the next three years. Clear Channel will support the national consultation through awareness and activation campaigns, to involve citizens on a national scale.
- Clear Channel UK has a partnership with Plan International and Our Streets Now to support their efforts to make public sexual harassment a crime. Other partnerships include Sistah Space, a community-based non-profit initiative created to bridge the gap in domestic abuse services for African heritage women and girls.
- Clear Channel UK has signed up to the #Timeto code and rolled out #Timeto training by the National Advertising Benevolent Society to confront and educate on sexual harassment.
- Clear Channel UK has an established Womens and Gender Equality crew, creating a safe space within Clear Channel for those who identify as women as well as allies of women, to empower people across Clear Channel UK to speak out about issues

pertaining to gender, and aims to bring forward initiatives covering a range of issues from safety, career progression, women’s health, mental health and more.

- CCOH has been celebrating International Women’s Day internally, and in 2022, this was commemorated with a month of events. We showcased the achievements of women in our business and ran various sessions, including a Making the Most of your Money workshop, aimed at financially empowering women.



Racial equality

- CCOA launched a billboard campaign in partnership with Operation HOPE in 2021. The campaign ran across select CCO digital billboards across California to highlight 1MBB—an initiative to build one million Black businesses by offering tools and guidance to new and current business owners to start or revitalize their operations.
- CCOA-Boston partnered with the City Awake program, a professional platform for young people of color, hosted by the Boston Chamber of Commerce, which focuses on the city’s next generation of thought leaders.
- CCOA-Houston presented a campaign in partnership with the University of Houston’s Center for Mexican American Studies in spring 2022. The program is designed to highlight local Latino artists. CCO donated space on 40 poster panels. The campaign created an “Outdoor Latino Art Exhibit” for the community to see, resulting in over 9.1 million market impressions. Mini panels were furnished to each artist as part of the program, and the University of Houston commercially purchased bulletin space to augment the program.
- Clear Channel UK’s Black History Month program of internal events raised awareness and educated on topics related to the experiences of our Black talent. At our 2021 two-day commercial and leadership event, we hosted an education event with author and activist Nova Reid to discuss her book "The Good Ally," an urgent call to become better allies against racism.
- Clear Channel Europe maintains a partnership with Cephias Williams and has been providing pro bono advertisement space for his campaigns, including 56 Black Men, Let’s Not Forget, Letter to Zion and most recently, his initiative to get more Black creatives to attend Cannes Lions. Clear Channel Europe is also a member of the Black British Network that he founded, and our staff participated in roundtable events and attended talks from Cephias.
- Clear Channel UK employees proposed the “Clear Channel Compass” initiative, offering free advertising space to Black-owned businesses in the UK. The scheme launched in 2021 and is a long-term commitment.
- Clear Channel UK’s partnership with Media for All enables us to provide support specifically to Black, Asian and minority ethnic talent within our business. Our goal is that our minority ethnic colleagues at Clear Channel can become mentors, mentees and, with enough experience, role models in the industry for diverse talent.
- Clear Channel UK supports the Khalsa Aid charity and donates advertising space to the Neasden Temple, supporting their work with the Hindu/Asian community in London.





Disability equality and accessibility

- In 2021, Clear Channel France carried on their long-term work with the Perce-Neige Foundation by supporting their campaigns, running joint virtual sessions for Clear Channel employees and launching the Sharing Factory program.
- The Clear Channel France team also partnered with the H'Up awards for entrepreneurs with disabilities to help challenge views on people with disabilities and supported the #Wethe15 global campaign, calling for the rights of disabled people to be better recognized.
- In 2022, Clear Channel Spain launched a new partnership with the Prodis Foundation that works with people living with mental health conditions and impairments. The team offered internship and employment opportunities to the Foundation's clients, ran awareness workshops and training sessions for students with mental disabilities, and donated advertising space to promote the Foundation's work and Christmas gifts to their clients.
- Clear Channel UK partnered with the ADHD Foundation to support their work and share their expertise around neurodiversity with our teams.
- Clear Channel UK partnered with Stratford East in the promotion of disabled talent in theatre.
- Advertisement space has been donated by Clear Channel UK to promote the Ramps on the Moon campaign, which aims to enrich the way stories are told and performed by normalizing the presence of deaf people and people with other disabilities, both on and off the stage.

Clear Channel UK partnered with the Royal National Institute of Blind People for their campaign that centered on the real-life implications of inaccessible packaging for blind and partially sighted people.

Spotlight on: Clear Channel Navilens

To make it easier for visually impaired people to get around, Clear Channel Spain, and since 2022, Clear Channel France have been offering Navilens to local authorities. Navilens is a pioneering signage system, making it easier for blind or visually impaired people to orientate themselves simply with slight movements of their handheld smartphone.

An outdoor/indoor navigation system for a person with visual impairment, Navilens involves identifying the layout of the 3D space around the individual and then, using a 2D QR code (12x faster than a traditional QR code with wide-angled, ultrafast reading capability) coupled with audio markers on passenger shelters, it helps visually impaired customers negotiate their way around obstacles to their destination.



Veterans

As well as the CircaWorks partnership with CCOA mentioned above, which focuses on hiring diverse talent, including veterans, Clear Channel UK has established a partnership with JobOpp, an organization that helps veterans and ex-military personnel gain employment. We are actively and directly recruiting from this pool of candidates who frequently face barriers to employment and great difficulty transitioning into civilian employment. We recognize the unique skills

and expertise that veterans and ex-military personnel acquire during their service, and celebrate this by welcoming people from all walks of life into our organization to shape us.

Every year, CCOA runs creative advertisements honoring our valued service members on Veterans Day in November.



Supporting public health and wellness in our community

Our external support for our partners, communities and non-profits continues in the Health and Safety/Wellness space (see “Our sustainable business model” on page 9):

- In May 2022, The National Center for Missing & Exploited Children, Texas Center for the Missing, Houston’s Amber Alert Provider, and CCOA launched a month-long national child safety awareness campaign coinciding with National Missing Children’s Day (May 25). The DOOH campaign will help generate leads for missing children cases nationwide.
- Across the US, CCOA maintains a partnership with the National Center for Missing & Exploited Children to run real-time Amber alerts when a child is reported missing.
- Our clocks and temperature displays in Brazil and Mexico can also relay any public service announcements to the public in real time.
- Clear Channel Peru donated large advertising tarpaulins to charitable associations in Peru, which used them to protect houses from the cold in the Peruvian mountains.
- Physical & mental well-being (Healthy Streets)—Our digital maps provide citizens with improved navigation and options to walk/cycle; our tree-planting movement helps cities to become greener; and our green walls and living roofs improve mental well-being.
- CCOA has again joined forces with No Kid Hungry to launch an OOH holiday campaign to help connect hungry kids with free, healthy meals and encourage the public to take up the cause of No Kid Hungry—the only national campaign committed to ending childhood hunger in America. This marks a three-year partnership between CCOA and No Kid Hungry as families continue to grapple with cost-of-living crises.
- Since 2016, CCOA has donated digital billboard space nationwide, including in New York City’s Times Square to highlight winners of the Project Yellow Light scholarship competition. The contest called for students to create a public service announcement to educate their peers about the dangers of texting and driving.



Social values in our supply chain

We want to do business with qualified suppliers that share our values, and we welcome the opportunity to work with minority-owned, women-owned and small business enterprises, as well as global suppliers around the world. These principles of supplier engagement match our internal values and track our Human Rights Policy and Environmental Policy described elsewhere in this ESG Report. They are set out in our Supplier Codes of Conduct, which are in place for key suppliers.

Additionally, we seek to ensure that our international framework agreements with third parties require them to comply with applicable human rights and labor laws. We reserve the right to audit the working conditions of our key suppliers and reserve the right to immediately cease further dealings with any third party connected with human rights abuses. Our businesses undertake proportionate audits, due diligence assessments and investigations, supported by our internal audit team, to mitigate the risk of involvement in human rights abuses in our supply chains and work environments.

For more on how we vet and monitor our suppliers, see “Governance in our third-party relationships” on page 56.

Our ESG priorities in action: Governance

The CCOH Board of Directors (the Board) believes that good governance is key to achieving long-term stockholder value, and that CCOH’s long-term success requires commitment to a robust framework of guidelines and practices that serve the best interests of CCOH and all our stockholders.



Corporate governance

Our corporate governance practices are established and monitored by the Board. The Board, with assistance from its Nominating and Corporate Governance Committee, periodically assesses our governance practices in light of legal and regulatory requirements and corporate governance best practices. Our primary corporate governing documents include:

- Governance Guidelines
- Audit Committee Charter
- Compensation Committee Charter
- Nominating and Corporate Governance Committee Charter
- Code of Business Conduct and Ethics

Corporate governance guidelines

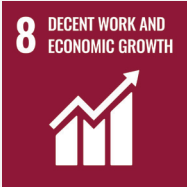
We operate under governance guidelines that set forth our corporate governance principles and practices on a variety of topics, including director qualifications, the responsibilities of the Board, independence requirements, and the composition and functioning of the Board.

Our governance guidelines are designed to maximize long-term stockholder value, align the interests of the Board and management with those of our stockholders, and promote high ethical conduct among our directors. The governance guidelines include the following key practices to assist the Board in carrying out its responsibility for the business and affairs of CCOH:

1. Director responsibilities

The basic responsibility of a director is to exercise their business judgment and act in what they reasonably believe to be the best interests of CCOH and its stockholders. Directors are expected to attend Board meetings and meetings of committees on which they serve, and to spend the time needed and meet as frequently as necessary to properly discharge their responsibilities.

Sustainable Development Goals



2. Self-evaluation process

The Board and each standing committee of the Board conducts an annual self-evaluation to determine whether it and its committees are functioning effectively. The Nominating and Corporate Governance Committee is responsible for overseeing the self-evaluation process and for proposing any modification or alterations in Board or committee practices or procedures. In connection with the 2022 self-evaluation process, the Board expanded its Compensation Committee’s remit, adding oversight of CCOH’s human capital management initiatives to its responsibilities.

3. Executive sessions of non-management directors

The non-management directors and/or the independent directors meet periodically in executive session without management participation.

4. Board access to senior management

Directors have complete access to CCOH management and employees and can initiate contact or meetings through the CEO or any other executive officer.

5. Board access to independent advisors

The Board and each Board committee have the power to retain independent legal, financial or other advisors as they may deem necessary, at our expense.

6. Board tenure

The Board believes that term limits on director service and a predetermined retirement age impose arbitrary restrictions on Board membership. Instead, the Board believes directors who, over a period of time, develop an insight into CCOH and its operations provide an increasing contribution to CCOH. The annual Board performance evaluation is a primary determinant for Board tenure.

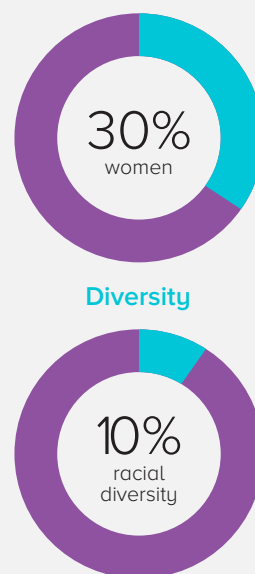
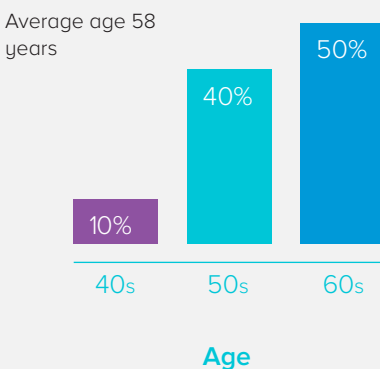
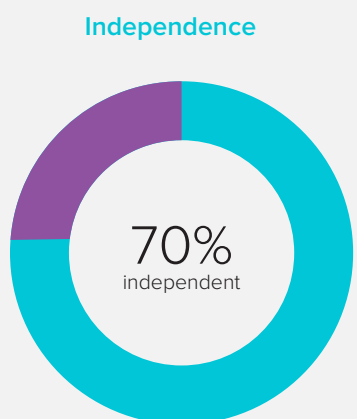
7. Directors who change their current job responsibilities

A director who changes the nature of the job they held when they were elected to the Board will promptly notify the Board of the change. This does not mean that such director should necessarily leave the Board. There should, however, be an opportunity for the Board to review the continued appropriateness of Board membership under these circumstances.

8. Service on multiple boards or audit committees

To enable the Board to assess a director’s effectiveness and any potential conflicts of interest, any director who serves on more than three other public company boards must advise the Chair of the Board in advance of accepting an invitation to serve as a member of another public company board. If an Audit Committee member simultaneously serves on the audit committee of more than three public

CCOH board diversity and inclusion statistics 2022



companies, the Board will determine whether such simultaneous service would impair the ability of such member to effectively serve on CCOH's Audit Committee and will disclose such determination in CCOH's annual proxy statement.

9. Management development and succession planning

The Board or a committee of the Board will periodically consider management development and succession planning, including short-term succession planning for certain of CCOH's most senior management positions.

10. Director orientation & continuing education

CCOH will make available to each new non-management director an orientation program. Additionally, CCOH will also make education opportunities available from time to time for the Board in the areas of corporate governance, financial reporting, executive compensation, and other areas of interest or concern to the Board.

Our board composition

Board practices

- Seven out of 10 of our directors are independent.
- The Board is led by an independent, non-executive chair.
- Beginning in 2023, all CCOH's directors will be elected annually.
- All members of our Audit, Compensation, and Nominating and Corporate Governance committees are independent as defined by the NYSE listing standards and applicable SEC rules.
- Each Board committee operates under a written charter that has been approved by the Board and is reviewed annually.
- The Board conducts periodic executive sessions, where independent directors meet without management.
- The Nominating and Corporate Governance Committee oversees an annual self-evaluation process for the Board and each standing committee, and is responsible for proposing any modification or alterations in Board or committee practices or procedures.

Stockholder matters

- CCOH encourages robust stockholder engagement.
- Annual Say-on-Pay voting.

Our internal governance policies

We maintain a Code of Business Conduct and Ethics (the Code) that sets forth standards for our officers, directors, employees, interns, contractors and agents throughout our corporate structure. Training on the Code is mandatory upon commencement of employment and annually, with about a 96% employee completion rate in 2021—and we require completion of additional trainings covering certain topics contained in the Code on a periodic basis. We require that our leaders participate in strategic management training, regularly report fraud risk and adhere to the standards that we set. The Code's underlying policies and procedures include:

- No-Retaliation Policy for anyone who, acting in good faith, notifies us of a possible violation of the Code, our policies or the law.
- Human Rights Policy committed to human rights and labor protections across all our operations, and the expectation that our business partners uphold the same standards.
- Economic Crime Policies that prohibit corruption, including the offering, attempting to offer, authorizing or promising of any bribe or kickback for the purpose of obtaining or retaining business or an unfair advantage; impose restrictions on government official interaction; and seek to mitigate risk in our gifts, entertainment and travel approval processes.

- Due Diligence Policy, procedures and contractual provisions mitigating risk areas in our supply chain, including relating to bribery and corruption, sanctions breaches and human rights.
- Conflict of Interest Policy that requires the disclosure of matters that could potentially lead to a conflict of interest through an independent approval process.
- Supplier Code of Conduct and contractual clauses used across our business requiring key suppliers to operate at a high ethical standard.
- Environmental Policy to promote greater environmental responsibility and encourage the development and diffusion of sustainable technologies.

Our divisional overarching compensation guidelines consider compliance with CCOH's policies and procedures as part of remuneration considerations for our senior management.

Our internal governance practices

1. Our three lines of defense compliance and governance model

- Our first line of defense includes our operational, commercial and back office colleagues. We have a strong commitment to corporate social responsibility, including governance. All our employees are responsible for compliance with our policies and procedures, with breach of our Compliance policies inviting sanction up to and including dismissal.

- Our second line of defense includes our global Compliance Department, Cyber Security team and Privacy Office, led by certified experts in those fields. The second line sets standards and controls across CCOH relating to corporate social responsibility, financial and economic crime controls, cyber security, privacy and data protection, transparency, integrity, and the mitigation of compliance risk from economic crime through antitrust, human rights, financial controls and environmental legislation.
- Our third line of defense helps us confirm our understanding of compliance risks through regular risk assessments and audits of our standards and controls in accordance with the annual internal audit plan approved and monitored by the Audit Committee. Our Chief Audit Executive reports directly to the Chair of the Audit Committee and leads our Internal Audit Department with auditors based locally in each region. The audit team conducts periodic internal audits of our operations, providing advice and assurance on the effectiveness of risk management, compliance and internal control systems. Audit findings are discussed with the Audit Committee and systematically followed up on as necessary.

2. A zero tolerance approach to economic crime

CCOH is committed to working against economic crime in all its forms, including corruption, extortion and bribery.

Celebrating International Women's Day



Business units and markets are subject to proportionate financial entity-level controls implemented by Compliance in accordance with the CCOH Compliance Charter and benchmarked against standards in the FCPA (Foreign Corrupt Practices Act) Sentencing Guidelines, NYSE listing rules, the US Sarbanes-Oxley Act, IFRS (International Financial Reporting Standards), US GAAP (Generally Accepted Accounting Principles), the UK Bribery Act, the UK Criminal Finances Act, appropriate barter policies, and local legislation. We maintain tailored leadership, entity-level, role-based and employee-level controls in economic crime. All our employees are governed by internal policies and procedures, including the Limits of Authority, the divisional Economic Crime Policy and Gifts, Conflicts of Interest and Related Parties, Entertainment and Travel approval processes, that impose strict limits and approval levels on entertainment of government officials. Tailored anti-corruption training is provided to relevant employees in all three CCOH regions.

Additional controls are implemented in case of enhanced risk arrangements, particularly around our relationships with government officials (including through lobbyists and consultants). We apply anti-corruption principles to gifts and entertainment practices with private customers and third parties. Our contracts typically have anti-corruption clauses in them.

All regions have enhanced monitoring and auditing of internal controls put in place to prevent corruption, theft, fraud, tax evasion, money laundering and/or insider dealing (economic crime), with regular compliance audits that test against compliance requirements and the compliance programs rolled out in each division.

3. Sanctions compliance, financial reporting and Sarbanes-Oxley compliance

As a company listed on the NYSE, we are subject to Sarbanes-Oxley (SOX) regulations. SOX 404 testing is performed by our internal and external auditing and compliance teams throughout the year in support of management's year-end assertion on the effectiveness of internal control over financial reporting.

Quarterly certifications are obtained from senior Finance, Accounting, Legal, Internal Audit, and Operational leaders, confirming controls are in place and financial statements have been reviewed. CCOH

operates under group, divisional and local limits of authority approval matrices and has strict financial policies and controls in place in all its divisions. The CCOH Director of Internal Controls executes an annual Fraud Risk Assessment that goes to Finance, Accounting, Legal, HR, Sales, Internal Audit and Operational leaders across all business units of CCOH.

4. Our tax approach

Our decentralized business structure means that we operate the majority of our business, generate the majority of our profits and pay the majority of our taxes locally, in the countries in which we operate. We work to ensure that our tax planning is aligned with genuine commercial rationale and underlying business activity, and seek to build constructive, transparent and respectful working relationships with tax authorities. Via a combination of dedicated in-house tax expertise and third-party professional advice, we work to fulfill all our compliance and disclosure obligations, operating in accordance with relevant laws and regulations and paying the right and proper amount of tax in each of the territories in which we operate.

5. High advertising standards

For over a century, we have been committed to delivering advertisers' messages to consumers. Our role in the arena of public discourse requires both a defense of free speech and a sensitivity to contemporary standards and concerns. We recognize the need to balance these demands and therefore adhere to the following code of advertising practices:

- We assert the right to reject creative content that is misleading, sexually explicit or overly suggestive, or that in any way reflects upon the character, integrity or standing of any organization or individual.
- We establish exclusionary zones that prohibit advertisements of all products illegal for sale to minors from places of worship, primary and secondary schools, and playgrounds.
- We continue our traditional commitment at the international, national and local levels to display public service messages for worthy community causes.

- We encourage diversity of advertised goods and services in all markets and adhere to copy and content guidelines that consider the evolving diversity of our audiences and markets.

6. Privacy and data protection

Our business is a mass market medium. Unlike online advertising, billboards speak to everyone. Data allow us to help our advertisers use aggregated and anonymized consumer insights to strategically select display locations, timings and content for their campaigns to ensure they reach the greatest percentage of their desired audience.

We take the privacy of our audiences seriously. We understand that the steps companies take to understand audience behavior could affect an individual’s privacy, rights and freedoms, and we are proud to have ethics and integrity be part of our values. It’s not just our legal requirements that matter to us—the ethics of the way we do business is part of our Privacy by Design approach.

CCOH takes a proactive approach to ad tech and consumer privacy and has developed technical and organizational measures to protect Personal Data/ personally identifiable information (PII):

- We have an established European Privacy Office (since 2017) run by our Chief Data Protection Officer, a CIPP-E privacy-qualified lawyer and team, a US Privacy Counsel and local privacy/data champions, working closely with our Cyber Security teams.
- The Privacy Office supervises our Fair Processing data privacy program across our European Business Units; oversees Access to Data requests, Standard Contractual Clause and other contractual negotiations; reviews third-party data collection relating to our audience behavioral insight processes and marketing supply chains; trains our teams; and coordinates Records of Processing Activities.
- The Privacy Office teams apply proportionate Data Privacy Impact Assessment processes to ensure our insights into audience behaviors are sourced in compliance with the principles of applicable privacy and data protection law.



- We map our Personal Data in accordance with European and other legislation. Our local Privacy and Cookies Notices set out the sort of information we collect and are available on relevant websites.
- We assess 100% of our European and LatAm Business Units on their Personal Data controls.
- We train and inform our people who deal with PII/Personal Data, including our Marketing Departments, HR/people teams, Sales, Procurement and IT teams. We have a suite of privacy policies, guidelines and external privacy notices to help our people comply with high standards of data protection worldwide.
- We contractually require relevant data providers, including where we outsource the provision of underlying Personal Data, to represent to us that they are in compliance with the principles of applicable privacy and data protection law.

In addition, our internal audit team works closely with our Privacy Office and Cyber Security teams to develop and deliver a rolling plan of audits covering cyber security and data privacy risks across all our regions.

7. Cyber security

Digital trust

We recognize the importance of integrating a robust cyber security program that promotes confidentiality, integrity and availability of our corporate and customer resources into our Out-of-Home service offerings. Our comprehensive cyber security programs are intended to provide resiliency against adverse events by integrating sound security practices and principles into the organization's culture and risk management, business continuity and training/education programs.

Our cyber security programs integrate effective reasonably designed tailored controls and objectives to protect, preserve, communicate and respond to cyber events while maintaining efficient levels of operational readiness and effectiveness.

Our cyber security policies

Developed using collaboration and transparency principles, we maintain a suite of information and cyber security policies, standards and guides based on commonly adopted cyber security standards, frameworks and regulatory requirements, including ISO 27001, and publications from the National Institute of Standards and Technology (NIST) and the Center for Information Security (CIS).

Strategic cyber risk management

CCOA conducted an NIST Cyber Security Framework Risk Assessment of our environment in 2021, and the Clear Channel Europe division is CyberEssentials-certified.

Heads of cyber security and chief technology officers (CTOs) oversee our divisional cyber security programs, including divisional Cyber Security Steering Committees (CSSC) comprised of senior executives and extended leadership, which provide oversight of cyber security investments by monitoring, evaluating, approving and supporting actions related to cyber security risk, incident management, investment, and prioritization of projects and services:

- **Regional security operations centers**
Security Operations internal teams include internal or outsourced skilled analysts and engineers who tailor logical, administrative and technical security activities commensurate with business objectives and focus on technical 24x7 operational protection, detection and threat hunting efforts. Where an event is identified via a combination of behavioral, IOC and threat hunting analyses, our managed security service provider (MSSP) raises an alert into our service management platform. Our multidisciplinary Security Incident Response Plan and Security Incident Reporting policies and processes are invoked depending on the initial triaged severity of the alert.
- **Cyber security operations** include governance, risk and compliance professionals who identify, plan, execute, advise, influence, coordinate and evaluate our cyber security programs and policies across enterprise processes, projects and initiatives.



Cyber security communications and training

We believe a critical component in an effective cyber security program is being able to communicate value and expectations. Cyber hygiene is integrated into our culture from onboarding and lasts throughout the employee life cycle, using various tools, such as weekly information security awareness messages, and annual cyber security awareness training to monthly short refreshers and, for example:

- CCOA's participation in the annual National Cyber Security Awareness Month campaign
- Regular cybersecurity blog posts providing timely and applicable information addressing both office and home digital hygiene practices
- CCOA and Clear Channel Europe's Intranet site designed to provide readily accessible Information Security policies, standards, guides and education and awareness materials

As part of testing our program, we regularly conduct internal simulated phishing campaigns to test the effectiveness of our efforts, and use the results to enhance our human-focused training programs.

Cyber security vendor risk management

Communication of our cyber security values and expectations is extended to our third-party solutions through our Vendor Risk Management and Acquisition programs. This year, Clear Channel Europe introduced OneTrust to support our approach to Governance Risk and Compliance within our supply chain.

In addition to conducting continuous posture and intelligence reviews of our vendors, Cyber Security departments conduct in-depth assessments of critical vendors to ensure they meet our minimum-security requirements, and participate in negotiations and data privacy impact assessments to ensure that cyber controls and practices to the levels set out in our Cyber Security Standards are embedded within our service level agreements.



8. Lobbying and public policy

Public policy and political engagement

CCOH participates in political activities at all levels of government, with our primary political involvement within the local communities where we do business. We engage in public policy issues that impact our business and industry. We typically take part in shaping public policy at the local and state levels directly, and we often engage in federal policy through membership with our trade associations. We conduct our public policy activities in compliance with local, state and federal laws. Our decisions are grounded in our public policy positions and the best interests of our business, employees, shareholders and local communities—guided by our Core Values, Code of Business Conduct & Ethics, and Political Compliance Policy. To ensure we have an effective, responsible voice in policy discussions, we have well-structured systems in place that provide close oversight of all political activity. When engaging in policy issues, we aim to see the larger impact on communities, the environment and the economy.

Political compliance

CCOH's Political Compliance Program is uniquely designed to fit our business operations and procedures. The program includes policies and practices regarding political activities, oversight of political contributions, lobbying compliance, regular training and reminders, periodic internal audits, and employee policy acknowledgments. The political contribution request process includes an automated system for requesting, evaluating and authorizing all contributions. The system requires individual attention to each contribution request, tracks spending limits and aggregation, and vets for pay-to-play compliance for state and local contributions. Employee training is a cornerstone of our Political Compliance Program. It includes education in lobbying, gift laws, bribery considerations, pay-to-play laws and preclearance of personal political contributions. Training is mandatory for certain employees. Political Compliance Program training is in addition to CCOH's Code of Business Conduct & Ethics Annual Training and other compliance-related trainings. Our Code of Business Conduct & Ethics also includes provisions regarding political activity and contributions that provide guiding principles and practical application for all employees.

Lobbying

- Direct lobbying: CCOH maintains the highest ethical standards when engaging in lobbying activities. We comply with all federal, state and local laws and regulations for lobbying registrations and reporting. In addition to employee lobbyists, we sometimes contract third-party lobbying services to provide assistance or expertise on a specific issue. The activities of both third-party lobbyists and lobbyists employed by CCOH are coordinated and closely monitored to ensure appropriate anti-corruption controls, as well as registration and reporting compliance. State and local lobbying reports are filed in compliance with the governing agency's requirements. These reports are publicly available in the respective jurisdictions.
- Trade associations: Like most corporations, CCOH belongs to trade associations and organizations incorporated under section 501(c)(6) of the U.S. Internal Revenue Code. These organizations' members are often companies linked by industry, issue or regional focus. When appropriate, we

participate in these organizations to advance our business objectives, and we regularly evaluate our memberships. Some trade associations and other organizations may devote a portion of their revenue, including membership fees collected from CCOH, to support candidates or organizations or otherwise participate in advocacy activity. We have no direct control over how those decisions are made and may not concur with the position of the organization on any given candidate or issue.

9. Political contributions

Political contributions are prohibited outside of the US. Inside of the US, we do provide non-partisan political contributions to candidates, which match our political giving criteria below.

Political giving criteria:

We keep our key priorities in mind when determining candidates to receive political contributions. We look for individuals—on the state, local and federal levels—who support legislative and policy approaches that serve the best interest of our business, employees, shareholders and communities. We are non-partisan and have criteria we use when deciding which candidates to support, including but not limited to:

- Service in a current or potential leadership position
- History of past support for our company and the Out-of-Home advertising industry
- Service on key committees important to CCOH
- Representation of a region or demographic area relevant to the communities in which CCOH's employees live and work

We are active members of our industry trade organizations. We often collaborate with the Out-of-Home Advertising Association of America on federal contributions made by our PAC.

Review and approval process

All corporate political contributions (contributions made with company funds or resources) are made following a strict approval and vetting process. The approval process begins at the local market level, then goes to the Senior Vice President of Real Estate and Public Affairs, with final corporate approval by the Executive Vice President of Real Estate and Public Affairs or Manager of Political Affairs & Compliance. Contributions are then vetted for pay-to-play restrictions and contribution limits. Contributions made by CCOH’s political action committee, Clear Channel Outdoor PAC, go through a similar system beginning with the corporate approval process step above.

Corporate political contributions

As permitted by law, we contribute corporate funds, including in-kind contributions, to state and local political candidates, party committees, independent expenditure committees and ballot measure initiatives. We report and disclose political contributions activity as required by applicable laws.

Political action committee

Under regulations of the U.S. Federal Election Commission, we formed a federal political action committee, Clear Channel Outdoor PAC. The PAC enables us to contribute to federal candidates and committees and state and local candidates and committees where corporate contributions are not permitted. Clear Channel Outdoor PAC is voluntarily funded by the generous support of CCOH employees and shareholders. The Federal Election Commission

(FEC) requires quarterly reporting of Clear Channel Outdoor PAC’s disbursements and receipts. Our reports can be viewed on the FEC website.

10. Risk and business continuity

We monitor business continuity risks built into our Enterprise Risk Management system, including focus on assessing business impacts from supply chain disruptions, rising costs and the war in Ukraine, with particular attention currently on energy and materials (display, structure and other capex costs). Our Business Continuity Plans are under continuous review.

11. Governance in our third-party relationships

We apply contractual provisions and proportionate due diligence/supplier vetting across our business. Our position and practices in relation to our supply chain are included in our regional Limits of Authority, Supplier Codes of Conduct, Sustainable Procurement, Privacy, Human Rights, Conflict of Interest, Economic Crime, Finance and Environmental policies (see “Our supply chain” on page 46).

Clear Channel’s RFP (Requests for Proposal) and Procurement processes include tailored compliance due diligence disclosure requirements and conditions. To mitigate risks attached to third-party relationships, we:

- Conduct proportionate due diligence, including sanctions, background and financial checks;
- Train employees and decision-makers who deal with third parties;
- Apply proportionate oversight and approval levels to different risk profiles;
- Ensure enhanced internal risk policies and procedures govern those relationships (including gift and entertainment approval processes);
- Ensure that the agreements with these third parties require them to comply with applicable laws; and,
- Where appropriate, require gifts and entertainment on CCOH’s behalf to be subject to approval and audit.



12. Reporting serious concerns

All those who report serious concerns to us, through any medium, are protected by our global Protected Disclosure Policy, which, for example, protects employees from discrimination or retaliation for making a complaint in good faith. We operate an open-door approach to concerns and encourage our employees to contact their managers, Compliance and HR teams with any concerns. We endeavor to get back to our complainants with updates on their concerns within a reasonable time frame where appropriate.

To support our Open Door policy, we operate an independently monitored international whistleblowing hotline in all our languages for our employees to call, with details on every website and intranet, and in every workspace. In Europe, this hotline is also available to third parties, suppliers and ex-employees, as per the EU Whistleblowing Directive 2021.

Our future ESG objectives

Clear Channel believes we have created, and continue to develop, a strong ESG program, but we will never stand still on our promise of Creating a Better World through Our People Powered-Platform. We seek to continuously improve our ESG programs, evolving our product offerings, community risk assessments, campaign designs and public reporting to meet the needs of the advertisers and communities we serve.

In the short term, we intend to align our reporting with the GRI Reporting Initiative and expand our CDP carbon emissions reporting, while continuing to deliver our ongoing priorities of revenue expansion, innovation and investments in profitable growth.

To talk to us about how working with Clear Channel can benefit your business, contact ESG@clearchannel.com.



For any comments or questions on this
ESG Report, please contact:

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