2021
SUSTAINABILITY
COMMUNICATION
technicolor

2021 SUSTAINABILITY COMMUNICATION

Ambitious **Talent Acquisition** and **Development** programs

A commitment to reduce drastically Group's carbon emissions made to **Science Based Targets initiative**

Recognition of CSR performance by rating agencies (Platinum rating by EcoVadis, C+ Prime rating by ISS ESG, Top performer rating by Gaia-Ethifinance)

Dear Stakeholder,

At Technicolor, Corporate Social Responsibility (CSR) is an embedded value managed at the highest level. All strategic orientations, initiatives and commitments relating to Sustainable Development are reviewed by the Board of Directors and its Governance & CSR Committee.

One of the foundations of our CSR approach has been our longstanding adoption since 2003 and renewed commitment every year to the ten principles of the *United Nations Global Compact* (UNGC), and, more recently, our willingness to integrate the *United Nations Sustainable Development Goals* (SDGs) in our CSR reporting.

More specifically, Technicolor policies and practices prohibit the use of child labor, forced labor, human trafficking and modern slavery, and of any form of discrimination and harassment in its operations and its supply chain, and require our suppliers to comply with our standards. The resulting governance processes have helped to place Corporate Social Responsibility at the heart of our business approach, and ensure that commercial needs are appropriately balanced with those of local communities, the environment, our business partners and of course our workforce.

Diversity, Equity and Inclusion are key for all businesses of the Group in order to reflect the societies we serve and where we operate, to foster our creativity, and to promote an equitable approach. We aim to recruit and retain the most talented people from a broad range of disciplines and experiences, regardless of race, gender, sexual orientation, religion, ethnicity, national origin, or ability status. In 2021, several initiatives to promote Diversity, Equity and Inclusion were encouraged locally. A worldwide anti-discrimination and anti-harassment training, available in 5 languages, was delivered to all employees. They were also invited to respond to an on-line global engagement survey. New initiatives are being launched in 2022 to be more inclusive for visible and non-visible minorities. Beyond our commitment to the UNGC, our focus in 2022 also includes being accountable to the UN *Women's Empowerment Principles* (WEPs), which Technicolor endorsed in 2021.

Focused on supply chain vigilance, in 2018 Technicolor added a more systematic risk assessment of suppliers with the implementation of the EcoVadis (an independent global organization allowing companies to assess the environmental and social performance of their suppliers) *assessment platform* for suppliers representing a yearly spend of more than €1 million. In 2021, this category represents 90.9% of the total spend of the Group. Suppliers representing about 86.6% of total spend in this category had already been assessed by *EcoVadis* by the end of 2021.

Since 2017, Technicolor has been a certified and audited member of the *Responsible Business Alliance* (RBA), after having successfully implemented its code of conduct throughout its supply chain. RBA membership includes compliance requirements for periodic third party audits of all critical suppliers, with an intense focus on Human Rights.

With respect to climate change and the circular economy, Technicolor is taking steps to fulfill its responsibilities as a global corporate citizen, and committed a carbon trajectory to the *Science Based Targets initiative* (SBTi) and the *Net-Zero Standard* at the end of 2021. The Group will submit its targets for validation during 2022. The Company also participated for the fourteenth consecutive year in the Carbon Disclosure Project (CDP). The Group started to implement eco-design guidelines in 2008, and has long taken a positive stance towards environmental issues in the development, manufacture, energy use and ultimate disposal of its products, bringing benefits for both customers and the environment.

Content security and protection, areas where the Group has demonstrated strong expertise since its inception, remain high on the CSR agenda. Technicolor has issued a Security Policy and implemented an internal program to address risks such as content leaks affecting customers (film), suppliers (source code) or employee personal data, as well as to defend its products and systems against cyberattacks, or theft of otherwise valuable intellectual property.

Employee health and safety also remains an important focus, demanding continuous vigilance and innovation to ensure we do everything possible to keep our employees safe.

During the beginning of the Covid-19 pandemic in early 2020, and continuing throughout 2021, Technicolor reacted strongly to protect the health and safety of all workers as a first and primary step, and then launched multiple programs and working groups in order to adapt safely to the new and changing pandemic conditions, while continuing to support all customers and business lines. Many aspects such as the evolution and tracking of requirements and conditions at sites and within countries, global management issues, care of employees, families and communities, and continuity of business and operations, were supervised and monitored by a "Covid-19 Global Crisis Committee" that I personally chaired.

For the ninth year in a row, an external audit of our social, environmental and societal information reporting took place. Our commitment to align sustainability reporting to the *GRI Standards*, a worldwide reporting framework on sustainability, relies on diligent data harvesting processes, and audits help us retain focus year after year. This report has been prepared in accordance with the *GRI Standards: Comprehensive Option*. Technicolor thereby demonstrates that its non-financial information and disclosures are exhaustive, and give more control to stakeholders over the transparency, comparability, quality and accountability of the Group's sustainability data.

All these long-term efforts have been recognized by external and independent agencies. In early 2022, for its first year of sustainability assessment by *S&P Global,* Technicolor reached the 91st percentile, ranking among the top 10% of companies in the Movies, Media & Entertainment industry globally. In 2021, Technicolor achieved *ISS ESG* "Prime" status for the second time. We also reached the *ISS* "Best-in-class" status, and received the *ISS QualityScore* - the highest rating awarded by ISS - for both our Environmental and our Social Performance. After receiving Gold Medal accolades from *EcoVadis* for the past three consecutive years (2018-2020), in 2021 Technicolor earned its first Platinum Medal, the highest rating awarded, and now ranks among the top 1% of companies in the communications equipment manufacturing sector, with a sustainability performance rated "Advanced" in all categories assessed. Technicolor's ranking assessed *by Ethifinance,* an independent European sustainability rating and research firm, has steadily improved in past years, and the Group has since 2019 been ranked among the top companies within a panel of 390 companies: in 2020, the Group was ranked number 1, and in 2021 Technicolor reached an overall ESG score of 89/100, largely outperforming the average benchmark.

Technicolor remains committed to advancing these goals, which are essential to both our business and society.

GRI *[102-14] [102-54]*

Richard Moat,
Chief Executive Officer

CONTENTS

MESSAGE FROM RICHARD MOAT 3

GRI SUSTAINABILITY REPORTING STANDARDS 6

1 CORPORATE SOCIAL RESPONSIBILITY'S CHALLENGES OF THE GROUP 6

1.1 OVERVIEW AND BUSINESS MODELS OF THE GROUP 6
1.2 THE CSR RISKS 13
1.3 THE MATERIALITY MATRIX 14
1.4 THE APPROACH TO SUSTAINABILITY 15
1.5 COVID-19 16
1.6 UNITED NATIONS GLOBAL COMPACT AND SUSTAINABLE DEVELOPMENT GOALS 18

2 HUMAN CAPITAL 20

2.1 WORKFORCE EVOLUTION AND COMPOSITION 20
2.2 MANAGEMENT AND DEVELOPMENT OF TALENT 25
2.3 MANAGEMENT OF BUSINESS CYCLES 34
2.4 DIVERSITY, EQUITY AND INCLUSION 35
2.5 BUSINESS TRANSFORMATION AND SOCIAL DIALOGUE 39
2.6 SAFETY AT WORK 41
2.7 ABSENTEEISM 44
2.8 COMMUNITY IMPACT AND REGIONAL DEVELOPMENT 44
2.9 RELATIONS WITH EXTERNAL STAKEHOLDERS 46
2.10 CUSTOMER SATISFACTION – CASE STUDIES 47

3 HUMAN RIGHTS AND WORKING CONDITIONS 54

3.1 HUMAN RIGHTS AND WORKING CONDITIONS IN THE SUPPLY CHAIN 54
3.2 FIGHT AGAINST HARASSMENT AND DISCRIMINATION 56

4 CLIMATE CHANGE 58

4.1 CARBON EMISSIONS 59
4.2 ENERGY EFFICIENCY 62
4.3 RENEWABLE ENERGY 63

5 **CIRCULAR ECONOMY** **66**
5.1 RECYCLING OF WASTE AND OPTIMIZATION OF RAW MATERIAL 67
5.2 ENVIRONMENTAL FOOTPRINT OF PRODUCT 73
5.3 SUSTAINABLE WATER MANAGEMENT 78
5.4 ADDITIONAL ENVIRONMENTAL ASPECTS 80

6 **GREEN TAXONOMY** **82**

7 **SAFETY OF CUSTOMERS AND PROTECTION OF CONTENT** **86**
7.1 PRODUCT COMPLIANCE AND BAN OF HAZARDOUS MATERIALS 86
7.2 CONTENT SECURITY, CYBER RISKS AND RESPECT OF INTELLECTUAL PROPERTY 90

8 **FAIRNESS OF BUSINESS PRACTICES** **92**
8.1 COMPETITION RULES AND ANTI-BRIBERY 92
8.2 TAX MANAGEMENT 94

9 **CSR KEY DATA** **96**
9.1 KEY SUSTAINABILITY DATA 96
9.2 DATA COLLECTION METHOD AND RATIONALE 98

10 **CSR PERFORMANCE ASSESSMENT** **102**

11 **VIGILANCE PLAN** **108**

12 **UN GLOBAL COMPACT – 2021 COMMUNICATION ON PROGRESS** **110**

13 **GRI CONTENT INDEX – COMPREHENSIVE OPTION** **124**

14 **ACRONYMS** **162**

GRI SUSTAINABILITY REPORTING STANDARDS (GRI STANDARDS) AND DISCLOSURES

GRI *[102-12] [102-54]*

Since 2014, Technicolor has structured its economic, environmental and social reporting according to the GRI Standards, a worldwide recognized reporting framework on sustainability.

Technicolor provides exhaustive non-financial information and disclosures. This report has been prepared **in accordance with the GRI Standards: Comprehensive option,** including a GRI Content Index that lists all reported GRI Standards and Disclosures at the end of this report.

GRI Disclosure labels (for example GRI [102-1], GRI [302-3]) are included in both the Universal Registration Document (available on Technicolor's website **https://www.technicolor.com/investor-center**) and in this Sustainability report, to help readers locate information and for more control over the transparency, comparability, quality and accountability of the Group's sustainability data.

1 CORPORATE SOCIAL RESPONSIBILITY'S CHALLENGES OF THE GROUP

GRI *[102-32] [103-1 Economic performance] [103-1 Market presence] [103-1 Indirect economic impacts] [103-1 Procurement practices] [103-1 Anti-corruption] [103-1 Anti-competitive behavior] [103-1 Materials] [103-1 Energy] [103-1 Water and effluents] [103-1 Emissions] [103-1 Waste] [103-1 Environmental compliance] [103-1 Supplier environmental assessment] [103-1 Employment] [103-1 Labor/ Management relations] [103-1 Occupational health and safety] [103-1 Training and education] [103-1 Diversity and equal opportunity] [103-1 Non-discrimination] [103-1 Freedom of association and collective bargaining] [103 1 Child labor] [103-1 Forced or compulsory labor] [103-1 Human Rights assessment] [103-1 Local communities] [103-1 Supplier social assessment] [103-1 Public policy] [103-1 Customer health and safety] [103-1 Marketing and Labeling] [103-1 Customer privacy] [103-1 Socioeconomic compliance]*

"Now more than ever, Corporate Social Responsibility is a business imperative. Successful companies are those that integrate societal, environmental and economic issues into their business and governance, thus strengthening the link and trust with all stakeholders."

Didier Huck, *Head of Corporate Social Responsibility, Human Resources Compliance and Public Affairs*

At Technicolor, Corporate Social Responsibility (CSR) is an embedded value managed at the highest level. All strategic orientations, initiatives and commitments relating to Sustainable Development are reviewed by the Board of Directors and its Governance & Social Responsibility Committee.

Within the Group, the Corporate Social Responsibility Department supervises the CSR (Corporate Social Responsibility) processes in cooperation with the business divisions. CSR is backed by the Human Resources network and the Environment Health and Safety network, each network having responsible local members located in the main sites. CSR reports to the People & Talent & Corporate Social Responsibility Executive Vice President, who is a member of the Executive Committee of the Group, and who defines Human Resources and CSR strategic priorities in-line with Technicolor's Strategic Plan, and drives initiatives across the Group's activities.

1.1 OVERVIEW AND BUSINESS MODELS OF THE GROUP

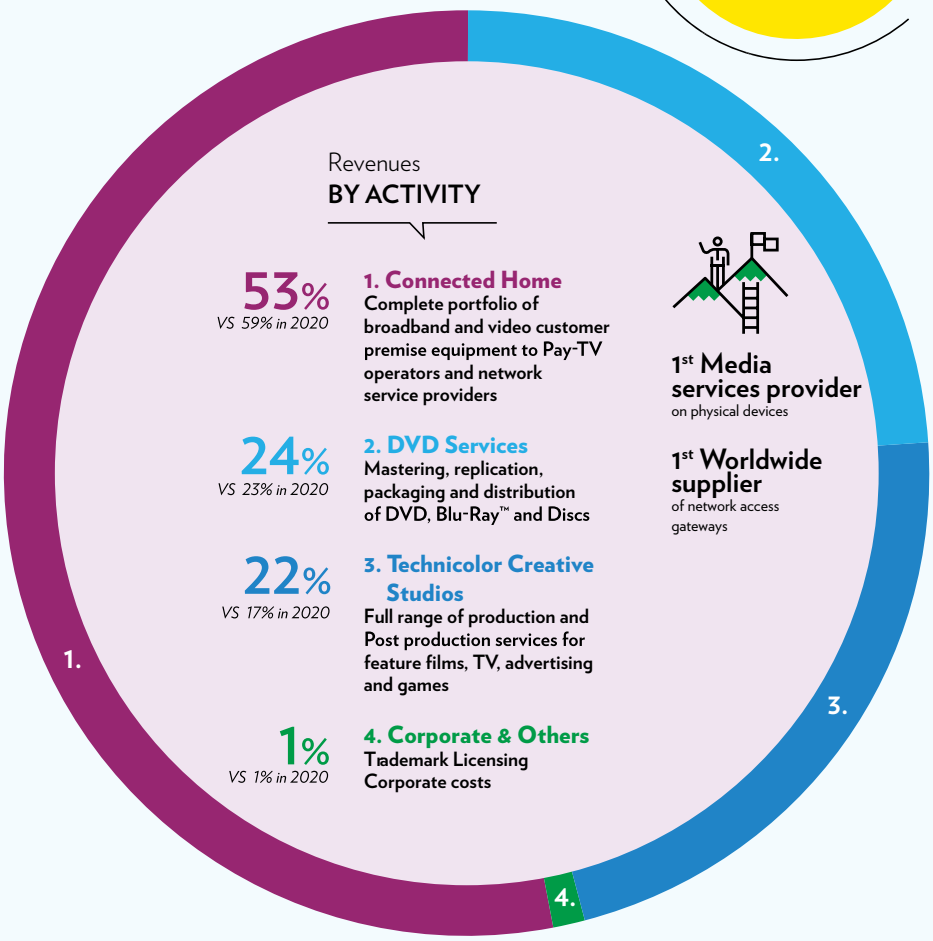
GRI *[102-2] [102-6] [102-7] [103-1 Economic performance] [103-2 Economic performance] [103-3 Economic performance]*

For more information on Technicolor's activities, as well as the associated business models, please refer to sections 1.2 (Organization and business overview) and 1.3 (Strategy) of **Technicolor 2021 Universal Registration Document,** available on Technicolor's website **https://www.technicolor.com/investor-center**

1.1.1 OVERVIEW OF TECHNICOLOR IN 2021

Revenues of continuing operations

c.€2.9 bn



Revenues
BY ACTIVITY

53% *VS 59% in 2020*
1. Connected Home
Complete portfolio of broadband and video customer premise equipment to Pay-TV operators and network service providers

24% *VS 23% in 2020*
2. DVD Services
Mastering, replication, packaging and distribution of DVD, Blu-Ray™ and Discs

22% *VS 17% in 2020*
3. Technicolor Creative Studios
Full range of production and Post production services for feature films, TV, advertising and games

1% *VS 1% in 2020*
4. Corporate & Others
Trademark Licensing
Corporate costs

1st Media services provider
on physical devices

1st Worldwide supplier
of network access gateways

Revenue
BY CURRENCY

68%
USD
VS 72% in 2020

8%
Euros
VS 7% in 2020

24%
Others
VS 21% in 2020

Revenues
BY DESTINATION

62%
North America
VS 57% in 2020

23%
Europe, Middle-East & Africa
VS 29% in 2020

10%
Asia-Pacific
VS 9% in 2020

5%
Latin America
VS 5% in 2020

16,676 EMPLOYEES

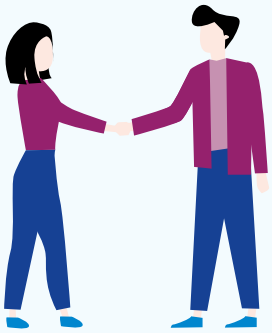
23 COUNTRIES

WORKFORCE BREAKDOWN AS OF DECEMBER 31, 2021*

*including 491 intermittents

8,316
CREATIVES

1,760
CREATIVE TECH SUPPORT



4,020
OPERATIONALS

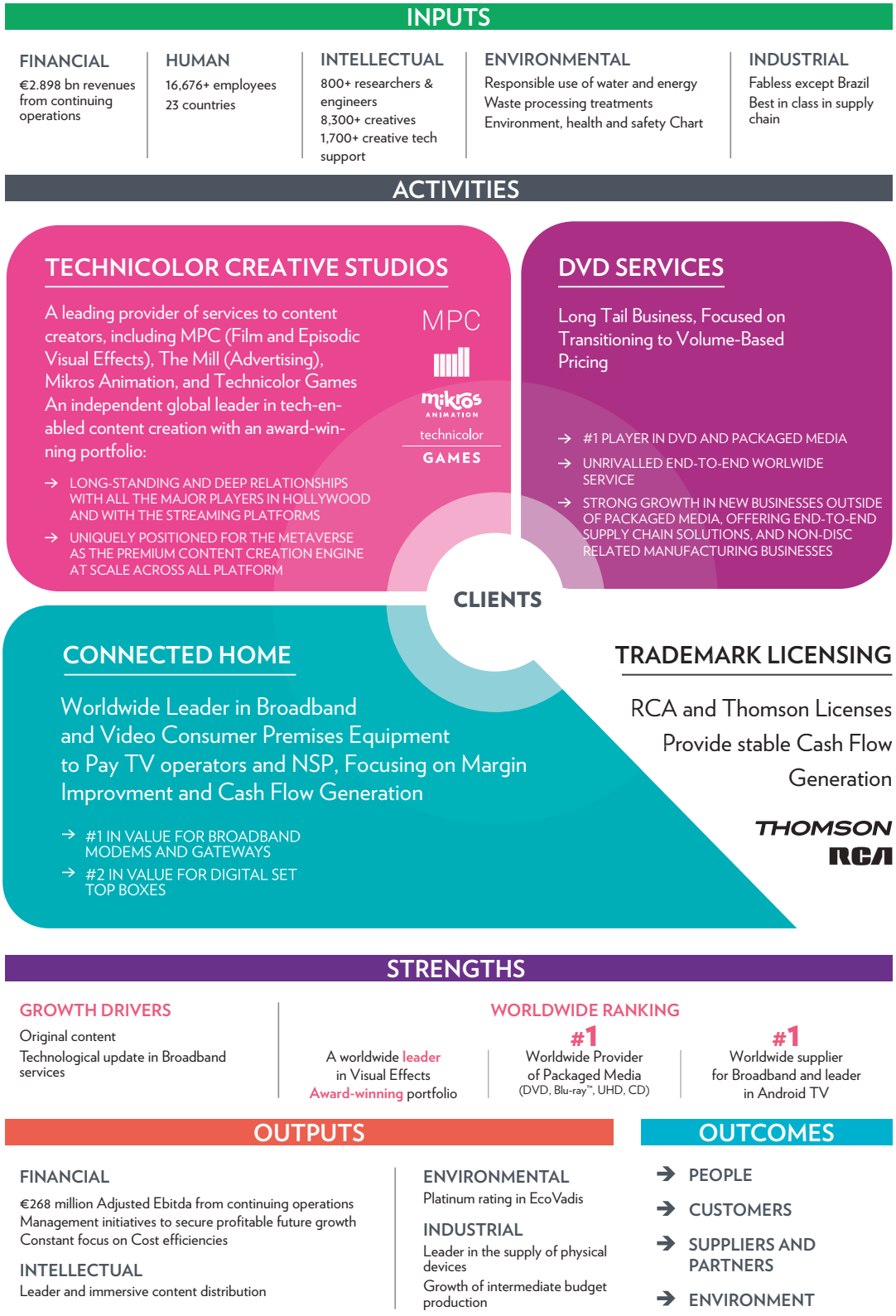
833
RESEARCHERS & ENGINEERS

1,747
OTHERS

1.1.2 ORGANIZATION AND BUSINESS MODELS

GRI [102-2] [102-6] [102-7] [103-1 Market presence] [103-2 Market presence] [103-3 Market presence]

Technicolor has been contributing to the development of video technologies, products and services for more than one hundred years and is a worldwide leader in the Media & Entertainment ("M&E") sector. The Continuing Operations of the Group (Technicolor Creative Studios, Connected Home, DVD Services, Corporate & Others), as well as key highlights, are described below:



As worldwide leader in the Media & Entertainment ("M&E") sector, Technicolor operates through three significant operating businesses:

• in "Technicolor Creative Studios", Technicolor is a leading provider of services to content creators and offers Visual Effects ("VFX") and animation services for the entertainment industry, and creative services and technologies for the advertising industry, through its award-winning creative studios MPC (Film and Episodic Visual Effects), The Mill (Advertising), Mikros Animation and Technicolor Games;

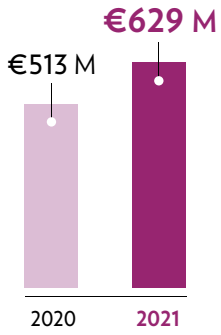
• in "Connected Home", Technicolor is at the forefront of the design and supply of solutions enabling the delivery of digital video entertainment, data, voice and Smart Home services to Pay-TV operators and Network Service Providers including broadband modems and gateway, digital Set-Top Boxes, and Internet of Things ("IoT") devices. The Company is a global leader in Broadband solutions and Android TV, and a trusted partner to the leaders of the industry, such as America Movil, AT&T (DIRECTV), CenturyLink, Charter, Comcast, Cox, Liberty Global, Megacable, Proximus, Tata Sky, Telecom Italia, Telefonica, Telstra, Telus and Vodafone;

• in "DVD Services", Technicolor is the worldwide leader in replication, packaging and distribution for video, games and music CD, DVD, Blu-ray™ discs. The division is increasingly focused on diversifying its business outside of packaged media, offering end-to-end supply chain solutions, comprising distribution, fulfillment, freight brokerage, and transportation management services. Furthermore, DVD Services is accelerating development of new non-disc related manufacturing businesses, including production of polymer-based microfluidic devices for use in medical diagnostics and recent investments in vinyl record production capability.

Unallocated Corporate functions and all other unallocated activities, including Trademark Licensing activities, are presented within the segment "Corporate & Other".

Technicolor Creative Studios

Revenues were up 22.5% year-on-year at constant rate, and 22.6% at current exchange rate. Excluding the Post-production business divested in April 2021, year-on-year revenue growth at constant rate would have been 37.2%. This improvement, notably in the second half, resulted from a surge in demand for original content for all the business lines compared with a year 2020 which suffered from pandemic-related impacts on production in Hollywood and around the world.



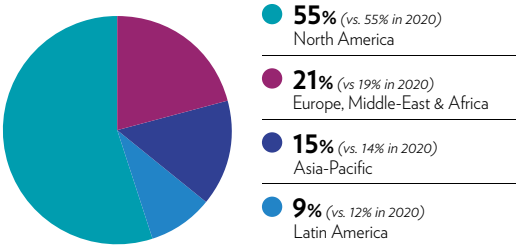
Connected Home

The Connected Home Division generated consolidated revenues of €1,544 million in 2021 (€1,764 million in 2020), accounting for 53% of the Group's reported consolidated revenues (59% in 2020).

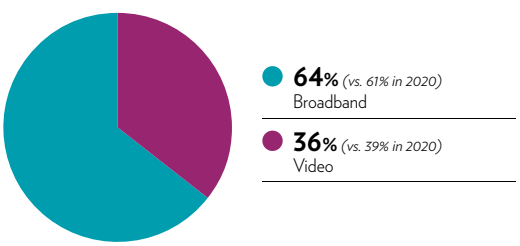
Connected Home shipped a total of 26.2 million products in 2021 (29 million in 2020), or more than 500,000 devices per week. By product category, video devices represented 53% of total volumes in 2021 (2020: 54%), while broadband devices represented 47% of total shipments (2020: 46%) of which 3.8% of total volumes from Manaus.

On the video side, Ultra-High-definition products represented around 70% of the Group's digital Set-Top Box revenues in 2021 (60% in 2020).

REVENUES BY REGION



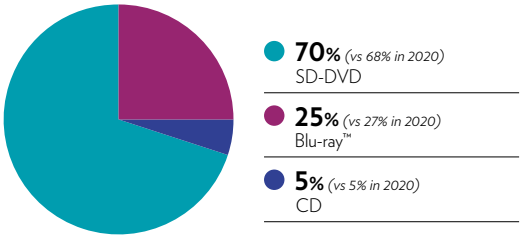
REVENUES BY PRODUCT



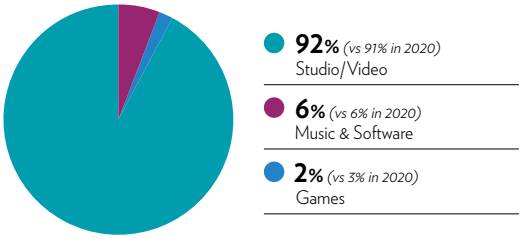
DVD Services

DVD Services revenues totaled €701 million in 2021, up 1.6% at constant rate and down (0.7)% at current rate compared to 2020. Despite slightly lower disc volumes year-on-year (-2.7%), revenue growth was driven by increased revenues from new growth businesses in the US mainly (distribution and freight revenues).

VOLUMES BY FORMAT



VOLUMES BY SEGMENT



Corporate & Other

The "Corporate & Other" Division comprises unallocated corporate functions and all other continuing activities.

Corporate & Other operations are as follows:

• Trademark Licensing business which monetizes valuable brands such as RCA™ and Thomson™ which were operated by the Group when it was a leading stakeholder in the consumer electronics business. Trademarks create business and market opportunities for licensing partners around the globe, which benefit from a complete brand service including rights management & protection, quality insurance, marketing and design. Main product categories developed are Television, Tablets, Home appliances with an increased market and awareness presence in EMEA, North and South America. On February 24, 2022, Technicolor announced that it had received a binding offer to sell its Trademark Licensing operations. The total agreed consideration amounts to approximately €100 million, to be paid in cash at the closing of the transaction. This transaction will allow the Group to further simplify its structure with the sale of non-core assets, and to increase Technicolor financial flexibility. The sale, which is subject to closing conditions, is expected to close in the first half of 2022;

• Patent Licenses, which have not been sold to InterDigital and which monetize valuable patents such as MPEG LA and various others;

• Post-disposal service operations and commitments related to former consumer electronics operations, mainly pension costs;

• Unallocated Corporate functions, which comprise the operation and management of the Group's Head Office, together with various Group functions centrally performed, such as Human Resources, IT, Finance, Marketing and Communication, Corporate legal operations and real estate management, and that cannot be strictly assigned to a particular business within the three divisions.

"Corporate & Other" recorded revenues of €23 million in 2021, in line with revenues of €23 million in 2020.

Technicolor has finalized a number of disposals over the last few years, the results of which are, under certain criteria, reported as discontinued operations under IFRS.

1.1.3 STRATEGY

GRI [102-10] [102-15]

Technicolor's Strategic Plan aims at better serving clients and taking advantage of market opportunities. Its pillars are:

- concentrate resources on areas of the business offering profitable growth;
- take a more disciplined approach to business selection and focus on new projects which drive attractive returns;
- continue to produce market leading products and solutions;
- divest business units which are unprofitable or do not generate acceptable margins, and where there is no opportunity to improve them organically;
- significantly streamline operations from an organizational point of view and continue the implementation of a new cost savings plan which will improve margins;
- increase transparency providing tangible financial targets.

This Strategic Plan includes measures that will improve the cost structure, and drive profit and cash flow, without compromising our top line growth prospects.

Clear strategic priorities for each division

Technicolor Creative Studios key pillars are:

1. strengthen the employee value proposition, while making significant investments in recruitment, retention, training and development;

2. standardize technology tools, frameworks and workflows to enable the business lines to produce and deliver quality content at scale;

3. continue to grow utilization of Technicolor Creative Studios' large-scale production platform in India.

- At MPC (Film & Episodic VFX): exploit burgeoning demand for VFX content: expand production capacity, secure volume agreements with key players, and grow order book with the key streaming & episodic players.
- At The Mill (Advertising): continue to grow higher margin VFX market share, while expanding its Total Available Market (TAM) by investing in new or emerging services like consultancy, design, and experience (e.g., Extended Reality (XR), metaverse).
- At Mikros Animation: grow production capacity to meet market demand for high-end CG animation.
- At Technicolor Games: scale Art & Animation revenue capacity and expand into adjacent addressable markets like functional testing and co-development.

Connected Home key pillars are:

- continue to pivot from Video to Broadband;
- exploit growth in Android TV;
- focus growth on scale customers using platform model.

DVD Services key pillars are:

- continue significant business transformation, cost-optimization and automation in this specialist manufacturing, supply change and fulfillment services division;
- leverage the expertise, facilities, existing supply chain infrastructure and manufacturing capability and capacity to expand our presence within the four current strategically selected growth-oriented market segments: Microfluidics, Supply Chain Services & Fulfillment, Freight Brokerage, and Vinyl (record) Manufacturing and Distribution Services;
- add significant expansion of/adjacent addition to, DVD Services growth business each year, leveraging the skills and facilities and end-to-end Unique Selling Proposition ("USP") of DVD Services;
- maximize cash potential of the DVD business.

Transversal functions:

- streamline the business model in each function;
- reduce organizational complexity;
- centralize functions where appropriate;
- achieve step change reduction in costs.

While conducting its daily operations, the Group is constantly reviewing various potential strategic options to further create value to its stakeholders.

Recent strategic evolutions

On February 24 2022, Technicolor announced its intention to list Technicolor Creative Studios to enable its further growth and development, creating two independent market leaders, and to refinance Technicolor's existing debt.

1.2 THE CSR RISKS

GRI [102-11] [102-15] [102-44] [102-46] [102-47]

Beyond the global risk factors of the Group's businesses presented in section 3.1 of **Technicolor 2021 Universal Registration Document,** and regarding the implementation of Articles L. 225-102-1 and L. 225-102-4 of the French Commercial Code, the Group has identified 6 macro risks resulting in 19 CSR issues. Policies and results regarding these issues are detailed throughout this Chapter.

	Macro risk		CSR challenges at stake relating to macro risk
1	**Human capital**	1	**Management and development of talents (acquisition, retention and training)*** (see chapter 2.2 of this report)
	In a context of ongoing and rapid transformation of our business, and while the profile of talents may vary according to each business's needs, in all cases, the diversity, availability, and development of talent are at the core of our production and competitive capabilities, in creative activities, in research and development and in distribution.	2	Management of business cycles – fixed-term/temporary staff (see chapter 2.3)
		3	**Diversity and inclusiveness, gender equality and access for women to positions of responsibility*** (see chapter 2.4)
		4	Business transformation and social dialogue (see chapter 2.5)
		5	**Safety at work (injuries, illnesses and severity)*** (see chapter 2.6)
		6	Community impact and regional development (see chapter 2.8)
		7	Absenteeism (see chapter 2.7)
2	**Human Rights and working conditions**	8	**Human Rights and working conditions, including suppliers and sub-contractors*** (see chapter 3.1)
	The global organization and performance of our supply chain with multiple contributors require strong and consistent attention while national legislation related to human rights is increasing.	9	**Fight against discriminations*** (see chapter 3.2)
3	**Climate change**	10	**Carbon emissions generated by production, supply chain (logistics and purchasing) and data centers / decarbonized energy*** (see chapter 4.1, and 4.3)
	Climate change requires improvement of efficiency at every step of the life cycle of our products and services.	11	**Energy efficiency: carbon emissions generated by products' use*** (see chapter 4.2)
4	**Circular economy**	12	Recycling of waste and optimization of raw material consumption (see chapter 5.1)
	Depletion of raw material and of water resources creates a risk for both our business and the communities in which we operate. Resources must be saved or reused or recycled.	13	Environmental footprint of products – eco-design of products (see chapter 5.2)
		14	Environmentally responsible procurement (see chapter 3.1)
		15	Sustainable water management (see chapter 5.3)
5	**Fairness of practices**	16	Compliance with competition rules – business ethics and anti-bribery (see chapter 8.1)
	In an internationalized and competitive business environment with increasing business ethics requirements, any non-compliance generates major risks.	17	Fight against tax evasion (see chapter 8.2)
6	**Safety of customers and protection of customers' content**	18	Product compliance and ban of hazardous materials (see chapter 7.1)
	Physical safety of end customers is vital to sustainable relationships with our customers. Intellectual Property rights of our customers are critical assets and must be highly protected in content production and in physical and digital content distribution.	19	**Cyber risks – protection of networks and of data/Content security and respect of Intellectual Property*** (see chapter 7.2)

* *Strategic CSR challenges.*

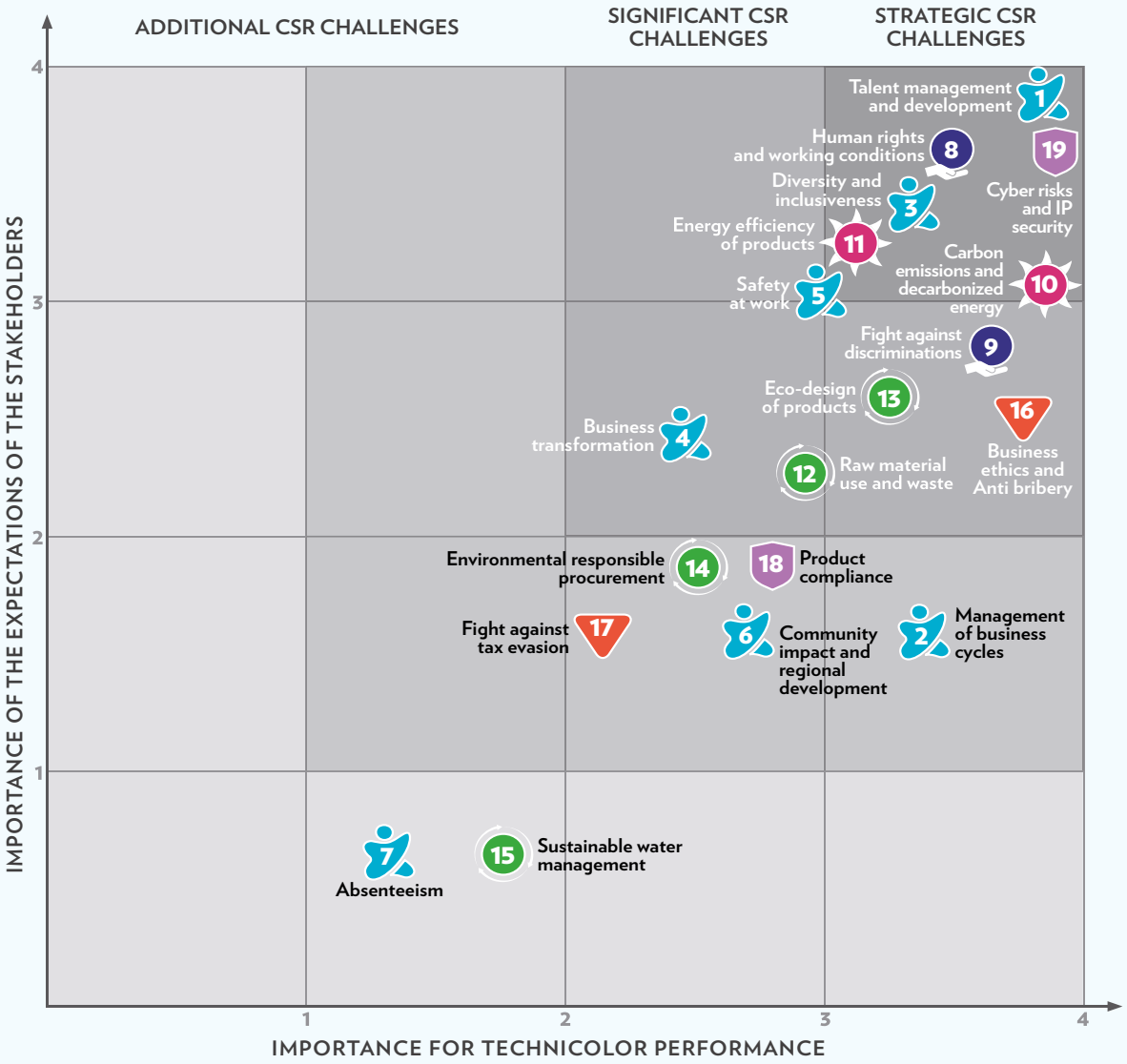
These challenges list is derived from the materiality matrix which prioritizes the 19 CSR challenges.

Identification of the CSR challenges is based on the CSR requests from customers and rating agencies, on peer evaluation, and on internal analysis of key levers to anticipate evolution of customers and markets and of regulations. It was updated in 2021 to reflect higher priority for climate change, anti-harassment and discrimination, and circular economy.

In addition to these challenges, the Covid-19 pandemic has a transversal impact. In this context, Safety at work, from a prevention perspective, becomes more strategic, and its plot on the matrix reflects its importance.

1.3 THE MATERIALITY MATRIX

GRI *[102-42] [102-44] [102-46] [102-47]*



MACRO RISKS

- HUMAN CAPITAL
- HUMAN RIGHTS AND WORKING CONDITIONS
- CLIMATE CHANGE
- CIRCULAR ECONOMY
- FAIRNESS OF PRACTICES
- SAFETY OF CUSTOMERS AND PROTECTION OF CONTENT

The importance of each CSR challenge for the Group was determined by and based on:

- the operational, the business, and the reputational impacts on the Group (the most important across the 3 business divisions, as the impact of any single CSR challenge on a business division may differ widely from one issue to the next);
- the likelihood of occurrence;
- the likelihood of generation of risk by the Supply Chain (suppliers and subcontractors).

The importance for the Stakeholders was determined based on:

- the focus of customers' requests per CSR issue;
- the feedback from employees;
- the focus of questions and alignment with subjects judged important by CSR rating agencies.

1.4 THE APPROACH TO SUSTAINABILITY

GRI *[102-43]*

Technicolor's approach to sustainability relies on 3 pillars:

- **attracting and developing a diverse talent pool of creative individuals**

Creative industries require significant diversity of imagination, experience, culture, and profiles to stimulate innovative ideas and visual creations in order to bring to life the ideas of project directors (film, series, games...) or advertising agencies. Developing the skills of talented creatives on a continuous basis to keep them at the state of the art is another permanent challenge. The implementation of Diversity, Equity and Inclusion framework and initiatives are therefore essential, as well as the promotion of employee health and well-being for both attraction and retention;

- **enabling sustainable content creation and distribution**

Content distribution requires energy in all cases:

- energy consumption based on the raw materials used within and by manufacturing and distribution operations of physical media;
- energy consumption of products (set top box and modems) used for digital distribution and raw material for these products during production and the associated waste at end of life;
- energy consumption to create content.

At the same time, video content resolution and advanced visual creation increases regularly, leading to associated increases in the volume of data to create, to deliver and the energy required to achieve it.

Innovation in electronic product design and in video technologies must support energy efficiency of modems and set top box together with improved video performances and resolution.

The improvement of physical distribution networks, of logistic resources, the reduction in volume of packaging, and improvements in recyclable waste must provide a reduction of the environmental footprint of physical media.

This pillar includes climate change mitigation, reduction of carbon emissions and increased use recycled materials in products together with reduction of waste;

- **ensuring a safe and healthy work environment throughout the supply chain**

All workers, our employees but also the employees of our suppliers, must be able to work freely in a safe, secure, and healthy environment, free of discrimination and harassment, with decent wages and working hours, without discrimination and harassment. Recurrent activity cycles and project management principles in our business require significant flexibility from employees but also recruitment of temporary employees to offset peak production periods while maintaining quality. In a competitive labor market, long-term relationships and commitment from employees are key to worker retention and satisfaction, and a safe and healthy work environment is a driver.

1.5 COVID-19

GRI *[103-1 Indirect economic impacts] [103-2 Indirect economic impacts] [103-1 Employment] [103-2 Employment] [103-1 Occupational health and safety] [103-2 Occupational health and safety] [103-1 Training and education] [103-2 Training and education] [103-1 Local communities] [103-2 Local communities] [203-2] [403-1] [403-2] [403-3] [403-4] [403-5] [403-6]*

Early in 2020, during the beginning of the pandemic and continuing throughout 2021, Technicolor reacted strongly to protect the health and safety of all workers as a first and primary step, and then launched multiple programs and working groups in order to adapt safely to the new and changing pandemic conditions while continuing to support all customers and business lines. Many aspects such as the evolution and tracking of requirements and conditions at sites and within countries, global management issues, care of employees, families and communities, and continuity of business and operations, were supervised and monitored by a "Covid-19 Global Crisis Committee" chaired by the Chief Executive Officer. This Committee comprised all business division Chief Operating Officers and representatives of transversal functions. Two other levels of Covid-19 Global Crisis Management level were implemented:

- by business division, led by business Heads and their Chief Operating Officer;
- by Country, led by the Human Resources network.

Based on prior experience with workers in close proximity to areas of the world experiencing outbreaks of SARS and H1N1, Technicolor was able to quickly adapt policy and practice to enable healthy and safe working conditions for all essential workers operating on site, while creating the ability to work remotely for almost all other members of staff. While each main business managed in a slightly different manner due to customer needs and variations in infrastructure, the approaches taken consistently relied on multi-stakeholder working groups to update policy and to develop clear written requirements, training and communications, materials and equipment, management controls, and daily working practices adapted to the rapidly changing needs of the Covid-19 pandemic.

The guiding principle in all this work was to protect worker health and safety by following the guidance of international health organizations such as the World Health Organization or the Centers for Disease Control, while maintaining compliance with all regulatory requirements at country and local levels for every location where Technicolor operates. Because this guidance changed frequently and at times significantly, the working groups relied on a mix of internal and external subject-matter experts to manage the ongoing implementation of safe working policy and practice.

At the organizational level, decisions were taken to deploy a standard pandemic contingency plan within the business continuity plan (BCP) of each business unit, and also within the BCP at each operating location. As part of this work, written risk assessments were developed so that decisions about personal protective equipment (PPE), health screening of people (workers, guests, or contractors), training and communication requirements, cleaning and disinfecting materials and schedules, social distancing requirements, and other relevant practices could all be thoughtfully aligned with the current best practices and recommendations of all guiding bodies, while including the local operational knowledge and concerns of the affected workers at each site.

Real-time dashboards of site status were implemented along two axes. One to know the site status of open, closed, or partially open at various levels and with an indication of number of staff on-site. Two to track and monitor the organizational development and readiness concerning written pandemic plan, written risk assessment, and required training.

Once the Covid-19 pandemic was widely recognized as an emerging disease, almost all travel was blocked within Technicolor, and where possible all staff were advised to work remotely – both these actions to protect worker health and to prevent transmission of the illness. While there were many technical challenges for creating the large-scale ability to work remotely and securely, protecting the content and Intellectual Property of all customers, a new need for training and communication on the topic of worker health and safety during prolonged isolation in the remote working location was identified, and specific training and advice was developed and communicated to all staff, including frequent reminders to combat "Covid-19 fatigue" as more months passed.

Ultimately, some travel was permitted based on case-by-case justification and executive approval, and in the same way, remote workers were permitted to return to the workplace based on business needs and approval of their site management and depending on local public authorities' regulations.

At different periods during this pandemic, depending on the rate of change in the Covid-19 knowledge base and regulatory environment, working groups and committees at different levels of the Group were meeting daily or

weekly in order to be sure that all actions taken were well-aligned with current conditions and requirements, and that improvements in best practices were rapidly implemented at all Technicolor locations. PPE, primarily masks, were sourced and distributed globally in order to fairly manage the need for masks for all on-site personnel while managing the supply chain as it ramped up to meet the worldwide need. During 2021 the supply chain for masks stabilized and control of masks returned to the site level, while new requirements for nearby (PCR) or on-site (rapid antigen) testing were facilitated when not locally organized by governments.

Of course, factory workers did not in general have the option of working remotely, and most industrial operations of Technicolor have remained open throughout the pandemic. Factory workers were advised to check their health each day prior to traveling to the workplace, screenings were implemented upon arrival to check for recent symptoms or exposure, including temperature checks when permitted by local regulations, PPE was provided, and facility-based risk mitigations were implemented such as increased frequency for cleaning and disinfecting high-touch surfaces or revised line layouts for enhanced social distancing. Elevators and lifts were designated for reduced capacity due to social distancing requirements, and where practical, stairways were dedicated to only up or only down, in order to limit exposure risks. Ventilation systems were verified as fully maintained, with maximum filtration and introduction of fresh air. In some situations where there was no alternative to small in-person meetings with customers, additional air purifying devices were used at the studio or meeting room level to augment building air quality, and these devices utilized HEPA filtration for particle removal, UV-C irradiation for sanitization of aerosolized particles, or both.

At times, when governments issued direction to close or to lockdown or to limit operations significantly, all in order to protect public health, there were consequences for staff due to the workplace closure, shortage of work, or project delays. In these cases, Technicolor worked to retain staff by using locally available furlough programs where possible and eligible. These furlough programs were generally designed to retain staff and to subsidize pay in part or in full until such time as operations could resume. Technicolor viewed the retention of staff as a critical action so that the restart or reopening of projects and locations could begin without delay as soon as possible, without the burden of seeking and rehiring talent recently on board. In order to limit permanent lay-off, when furlough and other similar programs were not possible or eligible, when shortage of work and delays of projects happened due to this pandemic, employees were advised to consider temporarily reducing their working time or their remuneration, in jurisdictions where it was legal to do so. Information on benefits, health plan coverage and governmental assistance were also delivered to the impacted employees based on a country approach. When such programs were not possible, we had unfortunately to adapt the workforce to the new situation. Laid-off temporary foreign workers willing to go back to their home country for personal reasons were also impacted at times by the public authorities' restrictions imposed on air travel, and in these cases support was offered to find flights.

When on-location services were essential to project completion for a film, advertising, or episodic project, initiatives such as the SafeSets™ initiative (**https://practice-safesets.co/**), in alignment with the work requirements of SAG-AFTRA labor union (**https://www.sagaftra.org/**), were implemented in order to protect the health and safety of all persons working together during each session.

Workers with personal health risk, or who were caring for or in close proximity to members of household at risk due to age or health conditions, were continually advised not to come to the workplace but to remain isolated.

Throughout the year, communications about Covid-19 were frequently made to all members of staff, using a variety of methods and media, from a well-developed Intranet page devoted to all things Covid-19, to a series of periodic town hall video meetings with the Chief Executive Officer and executive staff. Additionally, various intermediate communications were made via e-mail or during team meetings or via posters, communication boards, or other physical media.

Workers were requested to disclose to Technicolor at any time if they were feeling ill or if they received a positive test result for Covid-19. If on-site during this time, then the worker was requested to exit the facility as soon as possible, and to seek medical care according to local practices and facilities. Their workspace was then targeted for a deep cleaning and disinfection, contact tracing was done, and two levels of communication went out to the site personnel – all personnel were advised that the location had hosted a person confirmed to be infected, and anyone deemed in close contact was advised to isolate for a period according to local guidance, typically 14 days. In all cases, Technicolor remained in close contact with all affected workers in order to offer support and to clearly communicate benefits during this period of recovery as well as to define requirements for returning to work, and this follow-up contact was ongoing until each worker received the all-clear to return to work, whether working remotely or on-site.

1.6 UNITED NATIONS GLOBAL COMPACT AND SUSTAINABLE DEVELOPMENT GOALS

GRI *[102-12] [102-13] [103-2 Economic performance] [103-2 Market presence] [103-2 Indirect economic impacts] [103-2 Procurement practices] [103-2 Anti-corruption] [103-2 Anti-competitive behavior] [103-2 Materials] [103-2 Energy] [103-2 Water and effluents] [103-2 Emissions] [103-2 Waste] [103-2 Environmental compliance] [103-2 Supplier environmental assessment] [103-2 Employment] [103-2 Labor/Management relations] [103-2 Occupational health and safety] [103-2 Training and education] [103-2 Diversity and equal opportunity] [103-2 Non-discrimination] [103-2 Freedom of association and collective bargaining] [103-2 Child labor] [103-2 Forced or compulsory labor] [103-2 Human Rights assessment] [103-2 Local communities] [103-2 Supplier social assessment] [103-2 Public policy] [103-2 Customer health and safety] [103-2 Marketing and labeling] [103-2 Customer privacy] [103-2 Socioeconomic compliance]*

Technicolor has been a Member of the United Nations Global Compact since 2003. The Global Compact is a United Nations (UN) initiative which challenges Member companies to align their operations and strategies around 10 universally accepted principles in the areas of human rights, labor standards, environmental practices and anti-corruption, and to develop best practices in these fields. Technicolor seeks to comply with the highest ethical standards, to take into account the legitimate and ethical interests of all its stakeholders as well as the United Nations founding principles, and each year submits a Communication on Progress (COP) as part of its support and engagement in favor of the Global Compact. Technicolor's annual Communication on Progress is available as part of this Sustainability report (see chapter 12 of this report) and can be also consulted on the UN Global Compact website at the following address: **https://www.unglobalcompact.org/**

More recently, Technicolor has started to evaluate how to integrate the 17 United Nations Sustainable Development Goals (SDGs) in its CSR reporting. By identifying and mitigating risks to people and the environment and by providing new products and services that support sustainable development, the Group believes that businesses can reap benefits for themselves and for the markets they serve.

Based on its CSR risks and materiality analysis resulting in 19 CSR challenges (please refer to chapter 1.2 and 1.3 of this report), Technicolor has identified 7 priority Sustainable Development Goals, to which it contributes directly or indirectly:

SDG 3: Good health and well-being

SDG 4: Quality education

SDG 5: Gender equality

SDG 8: Decent work and economic growth

SDG 10: Reduced inequality

SDG 12: Responsible consumption and production

SDG 13: Climate action

The GRI Content Index table presented at the end of this report (please refer to chapter 13) links these 7 priority SDGs to the relevant GRI Standards and Disclosures. The alignment of the SDGs with the GRI Standards are based on a detailed analysis published by SDG Compass: **www.sdgcompass.org**

2 HUMAN CAPITAL

"Corporate Social Responsibility is part of our DNA as a human being and this should be reflected in both our personal and professional life. Human Resources plays a key role in ensuring that sustainable transformation is embedded in business strategy, operational activities, and people's behaviors. We promote the value of Diversity, Equity and Inclusion in all our processes and projects. We engage in business, employees, and communities' development. We act together to provide ecofriendly, safe and collaborative environment to our employees, customers and suppliers."

Olga Damiron, *Executive Vice President, People & Talent & Corporate Social Responsibility*

2.1 WORKFORCE EVOLUTION AND COMPOSITION

GRI *[102-7] [102-8] [401-1] [405-1]*

On December 31, 2021, the Group employed 16,676 employees (70.9% male and 29.1% female), of which 491 were *Intermittents,* compared to 13,289 employees on December 31, 2020, an increase of 25.5%

The highly competitive and rapidly changing Media & Entertainment sector in which the Group provides its products, technology and services requires continuing adjustment to the workforce. In 2020, the Covid-19 pandemic stopped film shooting and generated a drastic reduction of projects for the Technicolor Creative Studios Division as well as DVD releases for the DVD Services Division, while the recovery in 2021 generated an acceleration of the projects and a significative rebound.

Split by geographical region

The table below (with and without *Intermittents* who are all located in France) shows Technicolor's total workforce as of December 31, 2021, 2020 and 2019, as well as the distribution of personnel across geographical regions.

	2021 with *Intermittents*	2021 without *Intermittents*	2020	2019
Europe	3,471	2,980	2,999	3,194
North America	3,956	3,956	4,030	6,013
Asia[1]	7,023	7,023	4,808	6,291
Latin America[2]	2,226	2,226	1,452	1,691
TOTAL NUMBER OF EMPLOYEES	**16,676**	**16,185**	**13,289**	**17,189**
Number of employees in entities accounted for under the equity method	-	-	-	42
Permanent contracts	*11,433*	*11,433*	*11,228*	*14,079*
Fixed-term contracts	*5,243*	*4,752*	*2,061*	*3,110*
[1] Including India:	*6,437*	*6,437*	*4,318*	*5,374*
[2] Including Mexico:	*2,067*	*2,067*	*1,255*	*1,466*

Total workforce figures above account for executives, non-executives and workers. Agency workers, trainees and apprentices are excluded. The strong increase of employees in Mexico results from the Mexican regulation change restricting the use of agency workers who now must be hired.

French *Intermittent* contracts are part of the above table only when specifically mentioned. They represent the equivalent of 341 full time jobs over 2021 while their number increased from 260 in December 2020 to 491 in December 2021. Over the year, 772 *intermittent* persons have worked for Technicolor. At the year-end, women represented 35.8% of *intermittent* employees, an increase of 3.5%.

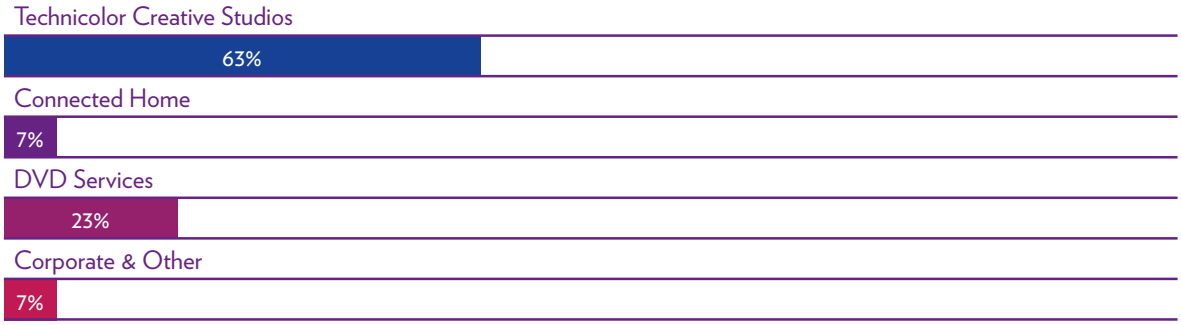
	2021	2020	2019
Number of *Intermittents* having worked in December	491	260	225
Full time equivalent over the year	341	179	168

Split by business segment

The following tables and graphs indicate the number and percentage of Group employees as of December 31, 2021. French *Intermittent* contracts are part of these figures.

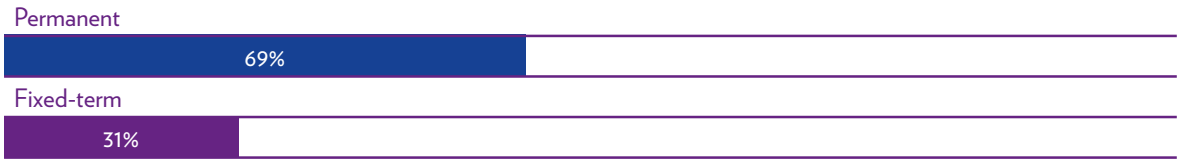
Segment	Number of employees	Percentage
Technicolor Creative Studios	10,544	63.2%
Connected Home	1,239	7.4%
DVD Services	3,802	22.8%
Corporate and Other	1,091	6.6%
TOTAL	**16,676**	**100%**

Employees split **by segment** in 2021



Employees split **by region** in 2021

Employees split **by type of contract** in 2021



Split by gender and job status

At the end of December 2021, the Group employed 4,848 women representing 29.1% of Technicolor headcount (an increase of 0.7%), and 11,828 men (representing 70.9% of Technicolor headcount), including *"Intermittent"* employees. The following table indicates the split by gender and job status:

	Women	Men	Total
% Total workforce	29.1%	70.9%	100%
Total workforce	4,848	11,828	16,676
% Exempt jobs	24%	76%	100%
Exempt jobs [1]	3,165	10,056	13,221
% Management committee members (including Excom members) [1]	38%	62%	100%
% Excom members	25%	75%	100%
Excom members [1] [2]	2	8	10
% Board of Directors [3] [4]	44%	56%	100%
Board of Directors [3] [4]	4	5	9

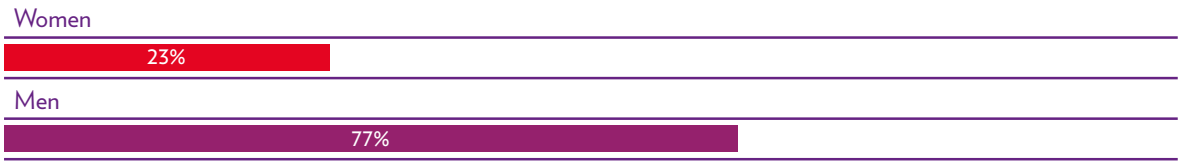
(1) On December 31, 2021

(2) Including CEO Richard Moat

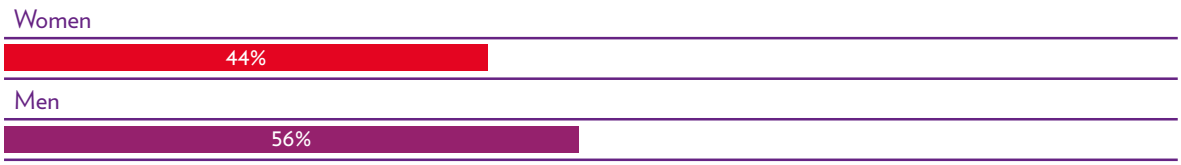
(3) Pursuant to the AFEP-MEDEF Corporate Governance Code, the Directors representing employees are not included in this number

(4) As of the date of publication of Technicolor 2021 Universal Registration Document

Gender by job status in 2021 - Exempt



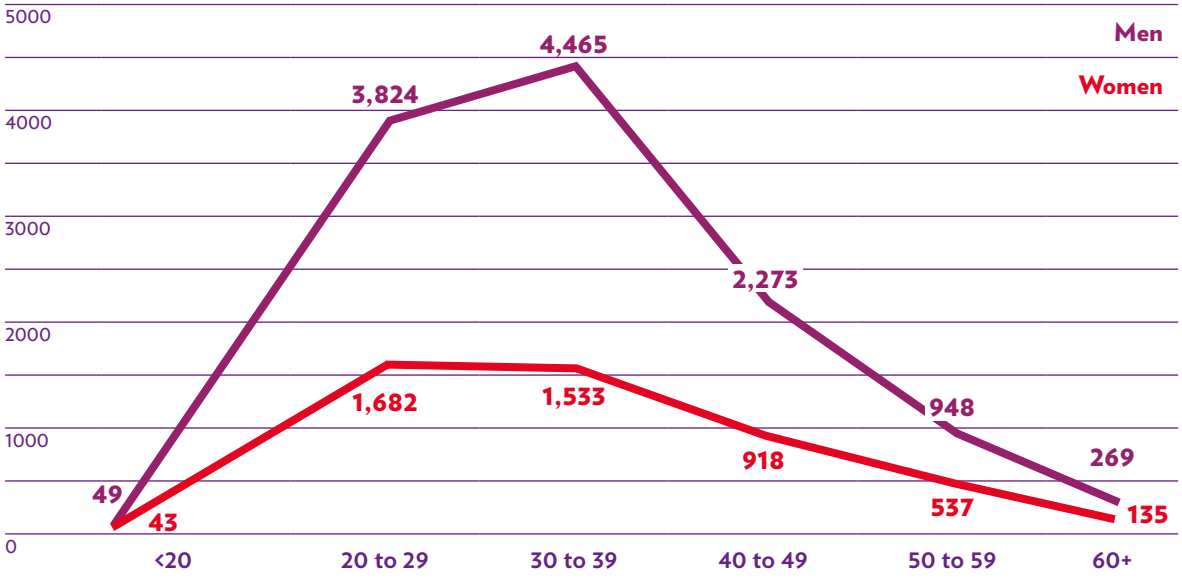
Gender by job status in 2021 - Non Exempt



Split by gender and age

34% of employees are aged under 30; 36% are aged 30-to-39; 19% are aged 40-to-49, and 11% are aged over 50. French *Intermittent* contracts are part of these figures. At the end of December 2021, the breakdown by gender and age is a follows:

Age	Women	Men	Total
<20	43	49	92
20 to 29	1,682	3,824	5,506
30 to 39	1,533	4,465	5,998
40 to 49	918	2,273	3,191
50 to 59	537	948	1,485
60+	135	269	404
TOTAL	**4,848**	**11,828**	**16,676**



Split by gender and seniority

The following table and graph show the total number of years of employment with Technicolor. 72% of employees have worked for the Company for fewer than 5 years. 17% have worked for the Company for 5 to 15 years, and 11% have been employed for more than 15 years. French Intermittent contracts are part of these figures. At the end of December 2021, the breakdown by gender and seniority is a follows:

Seniority (years)	Women	Men	Total
< 2	2,632	6,109	8,741
2 to 4	781	2,529	3,310
5 to 9	405	1,222	1,627
10 to 14	370	813	1,183
15 to 19	397	688	1,085
20 to 29	207	340	547
30 to 39	55	122	177
40+	1	5	6
TOTAL	**4,848**	**11,828**	**16,676**

Hiring and termination

During 2021, 9,631 employees have been hired of which 3,269 were retained as permanent employees. 1,394 employees were made redundant. *Intermittents* are not part of this table.

	2021	2020	2019
Hiring of permanent employees	3,269	687	2,470
Hiring of fixed-term contracts	6,362	2,005	6,030
Number of open positions filled by internal candidates	1,760	671	-
Acquisitions	-	-	-
Divestitures	598	-	204
End and resignations of fixed-term contracts	2,441	2,226	5,420
Of which end of fixed-term contracts	*945*	*1,197*	
Of which resignations of fixed-term contracts	*1,496*	*1,029*	
Dismissals	1,394	3,198	1,118
Resignations of permanent employees	2,003	1,371	2,260
Other (retirement...)	39	57	54

2021 figures are again comparable to 2019 figures. The 2020 temporary increase of dismissals and reduction of hiring and resignations were direct consequences of the pandemic impacts on the activities.

Methodology

Employees and workforce figures are extracted from the Technicolor worldwide HR repository system currently implemented in all Technicolor.

2.2 MANAGEMENT AND DEVELOPMENT OF TALENT

GRI *[103-1 Employment] [103-2 Employment] [103-3 Employment] [103-1 Training and Education] [103-2 Training and Education] [103-3 Training and Education]*

2.2.1 A GLOBAL ORGANIZATION

Except for administration and support functions, most profiles of Technicolor's employees are business division specific:

• Technicolor Creative Studios: creative digital talent combining media and technology skills with artistic skills for visual effects, animation for film, episodic, advertising and games, including artists, supervisors and producers. This activity, as in any creative industry, is project driven, with a large majority of artists hired using a fixed-term contract tied to the project, and is subject to significant turnover and recruitment rates: artists move easily worldwide from one company to another, to join a more technically challenging project in order to improve their track record and experience, their employability and their remuneration, leading to the creation of some tensions in the labor market. Diversity of employees is a critical success factor for this creative industry. Therefore, volume recruitment is significant and permanent, and is managed on a worldwide basis, rendering Technicolor's attraction and retention policies critical;

• Connected Home: mainly engineer's skills, with R&D hardware and software engineers, quality engineers, technical customer support, sourcing and manufacturing engineers, sales engineers, and a limited percentage of production workers. Turnover is limited and recruitment is mainly in Asia and Americas, allowing a relative level of diversity complemented by the diversity of site locations and the internal mobility of employees;

• DVD Services: line operators, warehouse and material handling workers, content security specialists, facilities and equipment maintenance technicians, health and safety specialists, supervisors and managers. Activity is seasonal and regularly requires large staffing variations using temporary recruitment (employees and agency workers), in addition to overtime, to offset peak production requirements. Recruitment is local.

Therefore, the management and the development of talent require a flexible organization to match with these different

requirements. In 2020, Technicolor launched the re-engineering of its operating model with the implementation of the People & Talent & CSR organization. The Head of People & Talent & CSR, a Member of Technicolor's Executive Committee, defines Human Resources & CSR strategic priorities in line with Technicolor's Strategic Plan, implements and adapts the People & Talent & CSR model, identifies organizational needs and related resources, and pilots People & Talent & CSR initiatives across all of the

Group's activities.

The organization has **four dimensions:**

- **Global Centers of Excellence (CoE)** who design the strategy in their respective fields. They ensure consistency and delivery of key Group HR projects and provide specialized advice and expertise across the whole organization in the following areas:

  • *Global Rewards, Wellness and Payroll* focusing on compensation & benefits, rewards, incentive programs, international mobility programs, performance management, pension schemes, medical care and other benefits, payroll and wellness framework,

  • *Digitalization, Performance and Transformation,* including information systems and processes, HR performance KPIs, leading and managing the re-engineering projects of systems and data management, and focusing on implementing user-friendly, agile, coherent and sustainable tools,

  • *Global Learning and Development* focusing on people development to enhance individual contribution to the teams' performance,

  • *Global Diversity, Equity and Inclusion (DEI)* focusing on inclusion and equity programs and initiatives to attract and retain our diverse workforce,

  • *Corporate Social Responsibility (CSR) & Compliance* focusing on all areas pertaining to Sustainable Responsibility: Human Rights, Health and Safety, Environmental care, Ethics, and Social Responsibility as well as Compliance;

- **Talent & Business Partners** who define the operational talent requirements and objectives in strong partnership with their respective business divisions. Talent & Business Partners work closely with each business leader to analyze and to plan the evolution of Technicolor's workforce skills and competencies, and to ensure they are in line with their business strategy. They have a key role in the domains of organizational design, define career paths and specific development strategies aligned with business priorities. On the basis of the Resource & Development Plans drawn up each year by the divisions, the Talent and Business Partners define and lead, hand-in-hand with the management of their organization, a HR strategy for their scope which is based on 4 pillars: Talent Acquisition and Development, People and Teams Performance, Recognition and Retention;

- **People Partners** who deliver regionally and locally the Human Resources services to the businesses such as:

  • talent identification and development,

  • employee relations,

  • Performance Management,

  • Global Rewards,

  • Payroll, time & attendance,

  • employment compliance and labor relations,

  • local DEI or Wellness initiatives.

They ensure a consistent HR approach across sites and functions within each geographical region, and guarantee that Technicolor remains compliant with local employment laws and practices. People Partners also contribute to the implementation of Corporate People & Talent programs and facilitate coherent local communications. They are organized as four regions: Americas, including North and South America, Europe, India-Australia, and Asia. Within each country, People Partners can be shared between businesses and transversal functions or dedicated to a single business when site's business is specific;

- **Global People Services** is focusing on delivering data management, transactional and hiring services as a global tiered operating and service delivery model for all countries. It is located in India.

2.2.2 TALENT ACQUISITION

Within each division, managers and HR identify the types of profiles and skills needed to ensure the success of the business's current and future projects and initiatives. When internal profiles or skills identified are not internally available, the People & Talent team externally recruits the best talents for our businesses, projects and culture.

In the case of individual recruitments (replacements, job creations, creation of teams), a vacancy request is published by the manager with the help of the local HR, triggering recruitment of the required position(s).

In the case of Technicolor Creative Studios, the project-driven nature of the activities requires the undertaking of massive recruitment campaigns throughout the year – recruiting for several hundred highly skilled jobs – at times multi-country campaigns to accompany the swift launching of large projects (film, series, games...). In the past, each Film & Episodic VFX Division had individual Talent Acquisition Departments, which included Talent Acquisition managers and Recruitment Coordinators, that worked in silo to one another, while attracting the profiles and skills needed to ensure the success of current and future projects.

In 2018, The Focus was created as our in-house recruitment agency to enhance our recruitment efforts, hiring for Technicolor's award-winning VFX studios and the Technicolor Academy. Due to the success of The Focus, in 2021, its scope was expanded across Technicolor Creative Studios, including the Academy, and rebranded as Technicolor Creative Studios Talent (TCS Talent).

The Group has invested heavily in developing TCS Talent's centralized recruitment organization to break down our silos, remove internal competition, improve internal talent mobility, and assure adherence to general data protection regulations. Integrating recruitment tools such as a centralized applicant tracking system and standardizing practices to address transparency, fairness, and inclusion throughout the recruitment workflow, internally and externally, with one centralized recruitment team has streamlined year-over-year growth.

Leveraging trained regional recruiters to represent our activities, Brands, and their proposition/values, TCS Talent creates harmonization in hiring practices and efficiency, managing the price point for the most economical values across the businesses and the brands. Integrating a centralized sourcer model to accompany recruitment efforts allows the team to pivot where resources are needed most. In 2021, the team achieved +6,500 direct hires amid a global pandemic, compared to 3,100 people in 2019 and 722 in 2020. With the demand for the world's best VFX artists being more significant than ever as the pandemic continues, 75 recruiters and sourcers currently make up the global TCS Talent team.

In 2020, the Group developed TCS Talent online platform further by creating virtual academies and masterclasses. We always look to pioneer how talent is engaged, managed and acquired within the VFX industry. The pandemic created pressure to accelerate this move. In 2021, about 1,600 Artists were enrolled through TCS Talent to the Academy, of which about 1,200 were subsequently hired or retained after the Academy session completion (see chapter 2.8 about the Academy).

Due to the important number of projects and the related needed skills who must be located in different studios around the world, strategic workforce planning has been introduced with the support of people analytics. It is an effective way to build a comprehensive view of our current workforce and to build short and medium headcount and hiring plan. Within the divisions of Technicolor Creative Studios, headcount requirements are driven by revenue and project targets. The TCS Strategic workforce planning unit works with business lines to build detailed full year headcount forecasts to establish hiring requirements, attrition forecasts, location strategy & real estate requirements, software licensing and any other headcount related insights. This headcount forecast is then used as the budget target moving forward, and divisional performance against these targets is monitored. Within a 6 months window the Resource Management function works with divisions to assign resources to shows, and dynamically manage peaks and troughs in schedules to ensure optimal utilization of resources and cost management.

For other businesses (Connected Home and DVD Services) and transversal functions, 10 recruiters and sourcers have access to and benefit from support in their professional use of online applicant tracking platforms and access to external recruitment sites (such as LinkedIn).

Lastly, the Group has been locally developing for many years, in countries like India, an attractive Employer branding that allows candidates to better recognize Technicolor as an employer of choice due to its culture and values.

2.2.3 PERFORMANCE, RECOGNITION AND RETENTION

GRI *[102-36] [401-2] [403-6] [404-3]*

Since 2010, Technicolor has been evaluating the individual performance of all employees.

Committed to offer the best support possible in alignment with the constant evolution of businesses (project mode, constant technological changes, continuous improvement…) and the needs of employees (purpose, transparency, feedback in real time…), in March 2018 the Group launched a project to overhaul the system of performance evaluation and employee development. This tool called "TEAM" is based on 4 fundamental principles:

- contribution replaces the notion of performance: the contribution is defined in this tool as the global appreciation of the concrete contribution of an individual to the results and successes of the collective;
- observed behaviors (the "how") are taken into account in the evaluation of the contribution as well as the results obtained (the "what");
- "continuous" conversations aim at ensuring frequent exchanges between employees and their managers: setting or modifying objectives or missions, feedback loops on obtained results and observed behaviors; and finally
- for those who wish to do so, integration into the contribution assessment of the justified and formalized opinions of relevant stakeholders who collaborated with the person evaluated (multi source feedback).

36% of the employees are now using it, as well as 89% of the employees having a variable compensation.

In a competitive environment, the compensation and benefits policies, including the total remuneration policy, are a key pillar of retention of acquired talent.

The remuneration policy is tailored to acknowledge and fairly recognize an employee's contribution to the short and longer-term success of the Group.

Technicolor uses a classification structure based upon Willis Towers Watson methodology, with grades and bands that ultimately emphasize and reinforce the strong link between contribution and remuneration. Technicolor is steadily reviewing its job definitions and levels and reflects the evolutions of the Group. Such classification allows the Group to ensure the internal equity of remuneration packages. Moreover, Technicolor participates to relevant salary surveys to assess the competitiveness of remuneration in the proper marketplaces. This provides Technicolor with sustainable, objective and equitable means of remunerating employees while closely controlling its wage bill.

In 2018, this job architecture has been rebuilt for Technicolor Creative Studios jobs, to cope with the evolution of this domain, of its work organization and its skills. It has been rolled out in 2019, and fully implemented during 2020. As this business evolves rapidly, a new update is under preparation for a roll-out during 2022.

The remuneration policy is structured around flexible and competitive fixed and variable compensation elements driven by market best practices and the Group's objectives for long-term value creation appropriate to circumstances and goals:

- **competitiveness:** appropriate market benchmarks of total compensation against comparable companies allow Technicolor to offer competitive compensation packages to employees in accordance with competitive pressures in the marketplace. This ensures that Technicolor continues to attract, motivate and retain high potentials and key contributors for which Technicolor competes in an international marketplace, while controlling cost structures;

- **equitable approach/internal fairness:** Technicolor believes that it remunerates its employees on a fair basis in each of its geographical locations in a way that aligns with both local market standards and proposed corporate programs. The remuneration policy is set according to the Group's "broadbanding policy" which allows consistent assessment of responsibility, contribution and levels of expertise on an international business basis across all businesses and functions. In addition, the remuneration policy of top executives is managed by Corporate Human Resources to facilitate consistency of various remuneration components and ease international and cross-business mobility;

- **business and skills focus:** the remuneration of professionals, engineers and managers is a sound, market-driven policy and ultimately administered to stimulate business performance. A substantial part of the total remuneration package is composed of variable elements which drive a performance culture and support the Company's strategy. These variable elements are meant to stimulate, recognize and reward not only individual contribution, especially innovation and risk-taking, but also and in particular, solid and consistent Group and division performances.

In accordance with the principles and rules established by the Group, any group or division entity is entitled to recognize the potential and encourage the development of its employees by using the different compensation elements in force within the Group.

The evolution of remuneration is measured at constant currency rate exchange (end of year) and at constant population of employees (all employees present both in the reporting year and the past year), and on the evolution of the base salary payroll mass (without variable elements and social contributions paid by the employer).

	2021	2020	2019
Evolution of remuneration	8.15%	1.62%	5.01%

As part of this total remuneration policy, Technicolor regularly expands its benefits policy with the double objective of fairness and equity between employees of the different countries and divisions and of attractiveness.

In 2021, the following extensions were implemented:

Area of action	Type of action	Description of the extension	Country
Health	Covid-19	Implementation of a Covid-19 specific policy with sum insured of INR500,000 each covering Employee, Spouse & Children (Fully employer paid). For parents, Technicolor made available a voluntary options with sum insured of INR300,000, INR400,000 & INR500,000 (Employee paid).	India
Health	Benefits Enhancement	New benefits added to Group medical policy: 1. Uterine Artery Embolization and HIFU up to INR75,000/- per family. 2. Balloon Sinuplasty covered up to INR40,000/- per incidence. 3. Stereotactic Radio Surgeries covered up to 50% of base sum insured. 4. Vaporization of the Prostate (Green laser treatment holmium laser treatment) covered at actual up to 50% of base sum insured. 5. Animal/Serpent attack covered on IPD treatment up to FSI (Family Sum Insured). 6. Claim to be processed without any deduction in case of death of member during hospitalization up to FSI (Covering all non-medicals and waiver of co-pay).	India
Accident	Benefits Enhancement	Sum Insured was enhanced from minimum of INR1,000,000/- to INR2,000,000/- & from 2 times of annual cost of company (CTC) to 3 times of CTC under current year policy.	India
Critical Illness	Benefits Enhancement	2 new critical conditions covered in the critical illness policy: Severe Crohn's Disease & Severe Ulcerative Colitis - from 28 to 30 diseases covered.	China
All benefits plan	Communication & Engagement	Communication campaign around existing services available to employees (assistance, social fund, medical network and telemedicine) through their individual healthcare membership account.	France
Life	Benefits modification	Alignment of the Directors plan with other white collar employees' plan via a reduction of the benefit design from 100 to 52 months of salary in case of death.	Mexico
Life	Benefits modification	Change from Group Term Life policy to Individual policies (following decrease in headcounts and no longer eligible to Group policy).	Japan
Health, Retirement & Social	Wellbeing	Enhancement of the Wellbeing & Lifestyle Rewards program: a series of 20 activities targeted towards medical & dental prevention, telemedicine, financial webinars & consultations. Expanded activities towards social, mind and community involvement to engage employees and their families. Medical premium discount incentive applies to employees who complete 4 of the Lifestyle activities.	US
Income Replacement	Disability	Provide a new and enhanced company paid short-term disability and long-term disability coverage to a certain group of employees (Home Entertainment Services Hourly) at no cost to employees.	US
Health	Medical	Access to Centers of Excellence available to Cigna members: healthcare facilities that are highly rated in delivering safe, effective treatment for complex medical procedures, such as heart conditions, knee or hip replacement, back surgery or cancer conditions.	US
Life	Benefits Enhancement & Digitalization	Implementation of MyADP self-service beneficiary designation to add/or update beneficiary(ies) for life insurance. A required feature in order to confirm benefit elections enrollment.	US
Medical	Digitalization	Implementation of MyADP decision tool to compare medical plans side-by-side, estimate yearly medical needs and better assist our employees in making informed decisions in regard to their medical plan options.	US

All Benefit Plans	Communications Sale of Technicolor Post-Production Business	Coordinate benefits information webinars to employees who transitioned to Streamland Media. Coordinate one-on-one consultations with Fidelity to discuss financial situations and transition impact of their retirement plans.	U.S.
All Benefit Plans	Benefits Enhancement & Communications	Development and implementation of targeted benefits guides (9 versions), live webinars (6 sessions), various email campaigns & countdown, and videos during the Open Enrollment period to inform employees, from all business units, about the benefits harmonization and enhancements effective January 1, 2022.	US
Health	Medical, Dental & Vision	Implementation of the COBRA Subsidy Period under ARPA (The American Rescue Plan Act of 2021) that includes 100% company paid healthcare coverage to individuals who have been involuntary terminated from employment or experienced a reduction in hours. COBRA Subsidy Period on or after April 1, 2021 through September 30, 2021.	US
All Benefit Plans	Communications & Digitalization	Launch Bilingual Group Benefits Guides (4 versions) and targeted flyers to educate employees on all benefit programs with easy and interactive navigation, valuable "at a glance" information available at **www.TechnicolorPlus.com.**	Canada
All Benefit Plans	Communications Sale of Technicolor Post-Production Business	Coordinate benefits webinars to employees who transitioned to Streamland Media. Create FAQs for the Group benefits and retirement plans.	Canada
All Benefit Plans	Communications Closure of DVD Services Canada site	Coordinate benefits webinars with carriers (EAP and SunLife) to impacted employees.	Canada

The severity of impact and consequences of the pandemic in India were or particular concern and several more specific initiatives were implemented to support our employees and their family:

- Corona Kavach for employees tested Covid + ve;
- arranged hospital beds with oxygen provision at the Bangalore location;
- vaccination drive;
- breakfast and lunch organized for return to work employees;
- monthly allowance for working from home;
- days of Covid leaves for recovery over and above the sick leaves;
- support to bereaved Families of employees;
- transport facility arranged.

Employees' Engagement

Beyond the processes and initiatives described above, we strive to detect any significant trend that may hamper the retention of our talent as this objective is key.

In the past years, Technicolor conducted yearly employee satisfaction and engagement surveys on selected businesses and sites. Due to the Covid-19 pandemic and the switch for a large part of our employees to work from home on the one hand, and the Black Live Matters movement surge on the other hand, these surveys have been redirected in 2020 to match with the expectations arising from these events and situations with two worldwide surveys:

- check employees' morale and mindset for those employees who were working from home for long periods, due to the likely effects of the different lockdowns and restrictions;
- survey the diversity or our employees and understand their perception about the way diversity is managed by the Company and their expectations. As diversity was understood in a very broad sense, this survey could not be conducted in a few countries where national legislations prevent the collection of such information (data privacy and some personal information).

Early September 2021, with the return to the workplace in most locations, all employees were invited to answer to an on-line global engagement survey, covering all topics: Strategic alignment, Career (Growth and Development), Compensation, Communications, Job Enablement, Performance Management, Belonging and Wellbeing, DEI and Managing change.

Based on its results, business specific action plans are prepared in order to meet expressed employees expectations.

In addition to this global approach, several specific sites surveys were launched to address particular topics: Quality of life at work in Rennes, return to work and listening sessions in several certain DVD Services sites in the USA, climate surveys in Brazil.

Apart from surveys, throughout the employee lifecycle, there are several effective processes to ensure continual feedback. This is through qualitative Onboarding and Exit Surveys as vital touchpoints on the employee journey, as well as engaging continually in the year with our employee committees (Balance and Culture Champions – more information below) who are the employees with their ears on the ground in the business.

Technicolor Creative Studios remains committed to receiving and acting on that employee feedback – utilizing an internal communications' strategy of "You Said, We Did". This ensures that employee feedback is worked into our internal strategies of Talent Management. This is then communicated to all employees to show that we are taking their feedback seriously.

2.2.4 TRAINING AND DEVELOPMENT

GRI *[203-1] [203-2] [404-1] [404-2] [404-3]*

"It is important to meet the unique learning and development needs or our businesses as well as align soft skills development where we can. Technicolor Learning & Development Center is designed to be an internal full-service consultant to support and champion solutions for each business. We tailor content and delivery modalities to fit the business culture with the mission to improve individual and organizational effectiveness through cultivating awareness, common language, and interpersonal skills in our talent across the globe."

Mary Vinette, *Head, Global Learning, Development and Inclusion*

In order to guarantee a constant match between the expectations of our customers and the skills of our employees, the Group has set up a training program and pragmatic development approach that is as aligned as much as possible to the business challenges.

2.2.4.1 Training

Training priorities are set, based on the evolution of existing jobs and technologies, on the identification of new capabilities to develop and on the individual needs of employees in terms of job performance and/or of professional evolution. The creation of specific learning tracks per job has been encouraged in each division, resulting in an optimization of training resources and in an increased number of training opportunities. In order to ensure the same quality level as well as alignment and consistency, development programs regarding Leadership, Management and Technical or Functional skills are coordinated at the Corporate level.

In addition, the Talent Development Center of Excellence advises operational managers and Talent & Business Partners on all aspects of training and development, particularly on leadership and management aspects. Talent & Business Partners coordinate the construction and monitoring of Development Plans at division or function level. Trainings are organized at the local level by the People Partners who are responsible for ensuring that training initiatives are optimized across divisions and that they comply with local regulations. While this was still the model, the Covid-19 crisis brought specific priorities to light, in particular:

- immediate need to move all training to virtual spaces;
- an increased emphasis on soft skills' development; and
- attention to personal well-being.

Moving training to online platforms was embraced and allowed training to happen in quicker iterations. The focus on soft-skills and well-being resulted in sessions being more focused on how to adapt in this new normal. Remote Working, Change Management, and Returning to the Office campaigns were rolled-out as well as Unconscious Bias Training. An in-depth Unconscious Bias course was attended by 127 of the top executives and leaders of the Group, then cascaded through the organization with the goal of raising awareness of the connection between bias and human potential. Task Forces for Diversity, Equity, and Inclusion, Covid-19 Response, and Return to Office were formed and all worked with the training Center of excellence to make sure employees were equipped with tools, coping mechanisms, and knowledge to continue performing throughout the global crises faced in 2020 and this continued throughout 2021. The process was accelerated by implementing a new global Learning Management System, MyDevelopment. MyDevelopment gave all employees access to a robust soft-skills learning library and compliance training. This platform allowed for easier access to voluntary learning, assigned learning, and progress monitoring.

2021 Technicolor Creative Studios (TCS) Academy	Women	Men	Total
Number of hours of training delivered	49,117	279,408	328,525
Number of employees trained	125	723	848
Number of hours of training per employee trained	392.9	386,5	387.4

2021 All other training	Women	Men	Total
Number of hours of training delivered	43,292	34,680	77,972
Number of employees trained	3,749	9,189	12,949
Number of hours of training per employee trained	11.5	3.8	6.0

Overall, training initiatives offered in 2021 encompassed 415,544 hours of training for both employees and external persons working under Group supervision, of which 406,497 hours were delivered to 13,194 Technicolor employees. This represents 30.8 hours of training per employee trained on an annualized basis. The training hour gender gap per trained employee is monitored to ensure training is delivered on an equal basis to women and men, as part of our strategy to prevent a structural gender pay gap.

The evolution of the business model of the Technicolor Creative Studios (TCS) Academy focus trained employees in India, where the proportion of women among our workforce (14%) is drastically different from the average of the Group (30%). As the duration of TCS Academy is much longer than any other training, it does introduce an important distortion when comparing global training figures between women and men. To measure the global training effort of the Group and its gender balance, it should be also considered and added the training initiatives delivered by the TCS Academy to non-employees and more to the talent who were subsequently hired (see chapter 2.8).

Non TCS Academy training focused on five main categories:

- Technical and functional training with 51,292 hours for 1,003 employees. A significant effort was done to offer longer technical training to women for upskilling and evolution;
- Environment Health and Safety with 9,481 hours (see chapter 2.6 for more details);
- prevention of discrimination and harassment with 7,396 hours for 7,974 employees (see chapter 3.2 for more details);
- security of IT use with 115 hours for 8,928 employees;
- leadership and management with 5,057 hours for 905 employees.

Focus on divisions

Technicolor Creative Studios Learning & Development and Global Artist Development

- Production Services in 2018 launched The Focus to consolidate talent recruitment across all Film & Episodic VFX business units to make the global recruiting process more efficient, identify new talent pools, facilitate international mobility, and fill the expansion in capacity. The Focus has continued its integration into Technicolor Creative Studios' other service lines: advertising, animation and games.
- In 2020, The Focus was repositioned TCS Talent as a career hub under a combined talent management and a lifelong learning model, utilizing real-time data to support the growth of the business effectively and efficiently. Furthermore, Technicolor Academy has adapted to virtual learning under Academy @ The Focus, allowing the division to increase its global reach, particularly during this pandemic environment and to link recruitment and development.

- In 2021, Technicolor Creative Studios rebranded The Focus as Technicolor Creative Studios Talent and renamed Academy @ The Focus to Technicolor Creative Studios Academy to deliver high quality artist training academies to graduates. In 2021, the Academy expanded virtual course delivery to support artist development globally to ensure a consistent show-ready skill set. About 1,600 junior artists (employees and non-employees) were trained globally in 2021, representing 553,669 hours. Also during 2021, Technicolor Creative Studios Talent activity was enlarged to all Technicolor Creative Studios' businesses: visual effects, animation, advertising and games (see chapter 2.8).

A new creative artist training team was established to partner closely with departments to support up-skilling to further develop our experienced artists and help ensure the latest techniques are rapidly deployed. In 2021, onboarding/pipeline training was expanded across all brands in India to support mobility and flexibility in an effort to shorten time to competency for new hires at all levels.

Connected Home

Besides technical training, initiatives were focused on the development of a curriculum training track for managers.

DVD Services

Training actions were focused on:

- creating cross-trained resources;
- developing upskilling opportunities to offer a career path;
- mental health training;
- re-training of operational and support departments to implement process efficiencies.

2.2.4.2 Talent Review and Leadership Development

A yearly Leadership Talent Review process is conducted in all divisions. The process involves managers at all levels of the organization as well as the members of the Executive Committee and of the Management Committee. All these stakeholders participate in the identification of employees with the right level of potential and performance to feed the pool of future managers at the division or Group level. The members of this talent pool are eligible to benefit from dedicated leadership development trainings, activities and events during the year.

Several programs are managed at the Group level:

- *the Leadership Talent Pool* and *the Leadership Development program:*

Each business has unique learning and development needs, and all need foundational management behavior development. The Talent and Development Center of Excellence is designed to be an internal full-service consultancy to support and offer both Group and custom solutions for these diverse businesses.

The Talent & Development Center works with businesses to provide curriculum in such areas as DEI, well-being, remote work, presentation skills, change management, and foundational behavior expectations for managers. The Center also will tailor content and delivery modalities to fit the business culture.

The mission is to shift our culture and improve effectiveness through cultivating awareness, common language, interpersonal skills, and connection in our talent across the globe. The aim going forward is to create a "habit of learning" across the organization.

2020 brought even more agility to support the development of employee soft skills with the introduction of the new LMS (Learning Management System) and the continuation of the Covid-19 pandemic. The 2021 development initiatives had more focus on well-being, DEI and people manager behaviors. All sessions in 2021 were virtually delivered, for shorter periods of time, this allowed for more participation and increased exposure across the globe. "Blended learnings" combining e-learning and virtual instructor-led sessions were introduced and proved successful in increasing awareness and participation. Employees were able to more easily fit learning into their busy schedules. Talent & Development (T & D) Center sponsored 3,724 individual training hours focused on creating a best-in-class baseline for employee soft skills. Talent & Business Partners kept the T & D Center informed of changes as they happened and T & D adapted, managed, and facilitated programs to support the changes;

- *FranklinCovey's All Access Pass:*

FranklinCovey's All AccessPass program concluded in June 2021. This program played an important role in the support provided by the Group to 600 managers in all business lines and divisions/functions. This program ran for three years incorporating the world-class methodologies like "7 Habits of Highly Effective People" and "Speed of Trust" were incorporated into management teams.

Focus on divisions

In 2019, a new feedback tool combined with a talent evaluation system was introduced in Technicolor Creative Studios to support the notion of talent development and transparent feedback. The Continuous Feedback App is accessible throughout division and has changed the way employees think about and track feedback. It empowers individuals to own their development and learning, and to take control of their career trajectory. This tool also works to promote a culture of recognition, between peers and between manager and employee.

In Connected Home, talent management has been the primary 2021 focus. 42% of the Connected Home talent pool, representing 19% of its employees has a designed Development Plan as well as 95% of the 54 emerging leaders. Also, a specific program was developed for sourcing and supply chain related jobs to assess and remedy skill job gaps.

In addition to the succession planning, DVD Services conducted a High-Potential program with 45 team members that utilized this resource for reducing unconscious bias, building trust and influence and managing change. A transformation leadership development program was implemented. Behavioral assessments were also completed with a professional coach.

2.3 MANAGEMENT OF BUSINESS CYCLES

GRI *[102-8] [103-1 Indirect economic impacts] [103-2 Indirect economic impacts] [103-3 Indirect economic impacts] [103-1 Employment] [103-2 Employment] [103-3 Employment] [203-2]*

Working time is managed according to the needs of Technicolor's various business activities in both the parent company and its subsidiaries. The Group complies with regulatory obligations and contractual commitments in terms of working time in each country in which it operates. Through various working time management tools, the Group ensures employees do not exceed legal thresholds and are appropriately compensated for any overtime according to their employment agreement. However, a large part of Technicolor's workforce is exempt and paid a flat rate for a number of days worked per year: worked days are then monitored.

Part-time and remote working are authorized on a case-by-case basis according to the Group policies and depending on the occupational requirements. During 2021, Technicolor had in average 119 employees working less than 5 days per week. Over the year, part time employees working at least half time represent 95% of part time employees and part time employees working at least the equivalent of 4 days per week (80% of a full-time worker's time) represent 49% of part time employees. French *intermittent* contracts are not considered as part time employees. The figures of part-time employees in 2021 are slightly lower than the figures of 2019 after the slight increase occurred in 2020 during the core of the pandemic, as we had a few more employees working 4 days a week in order to mitigate the shortage of work and project delays.

Some activities of Technicolor experience seasonal peak workloads (such as DVD Services) and require significant interim (agency workers) and temporary (fixed-term) workers to support client requirements, mainly in the distribution and warehouse sites, in addition to overtime. These seasonal workers are typically directly hired over a period of a few months (temporary) or contracted through a third-party labor services company (interim), while overtime is more achievement-related and is used to complete very time-limited peak activity (manufacturing or project development achievement). Interim workers are not included in the year-end Group headcount figures as they are not employees of the Group. The main countries employing seasonal workers were the United States, Mexico, Poland and to a lesser extent Canada and Australia. In the course of 2021, Mexico changed its agency workers legislation, and they must now be replaced by fixed-term contract employees.

Technicolor Creative Studios activities such as Visual Effects, Advertising, Animation and Gaming are mainly project-driven activities and project staffing relies for a significant part on fixed-term contracts (including *Intermittents* contracts) to be able to adapt team skills mix, experience and size to the requirement and the timeline of the productions, as this is the common rule in this industry. Although we are fully dependent on the timeline of our customers, we strive to reduce the percentage of the fixed-term contracts in our workforce and to increase proportionally the percentage of permanent employees.

Overall, seasonal interim workers represent about 2,549 full time equivalent jobs while at the peak they may more than double the number of workers present on the relevant sites.

Fixed-term contracts and *Intermittents* represent about 3,447 full time equivalent jobs across the Group activities.

Permanent contracts employees represent about 10,996 full time equivalent jobs across the Group activities.

Across Technicolor, total overtime represents about 387 full time equivalent jobs.

Working time is managed in the Group's various sites via software such as ProTime, ADP, Punchout, Kronos, Solus, Sisnom and Casnet. There are also some additional manufacturing related tools that track working time such as Proscope, Laserbase and CETA.

	2021	2020	2019
Average number of part time employees	119	175	142
% of part time employees working at least half time	95%	97%	96%
% of part time employees working at least 4 days per week	49%	71%	59%
Full time equivalent number of fixed term contract (including *Intermittents*)	3,447	2,071	3,831
Full time equivalent number of agency workers	2,549	3,069	4,415
Full time equivalent number of permanent contract employees	10,996	not available	not available
Full time equivalent of overtime (including *Intermittents*)	387	316	606

2.4 DIVERSITY, EQUITY AND INCLUSION

GRI *[103-1 Diversity and equal opportunity] [103-2 Diversity and equal opportunity] [103-3 Diversity and equal opportunity] [103-1 Non-discrimination] [103-2 Non-discrimination] [103-3 Non-discrimination] [405-1] [406-1]*

"Our commitment to establishing a culture of inclusion and belonging is now more important than ever. We know great things happen when teams from different backgrounds, geographies, and cultures collaborate. Creating a diverse, equitable, and inclusive workplace where all employees can mobilize their unique perspectives and talents keeps us future focused, a better employer to our people, and a stronger partner to our clients."

Timothy Spence, *Chief Operating Officer*

Diversity, equity & inclusion in the workplace

At the end of 2015, a global plan for Diversity and Inclusion was launched. The objective of this plan was to improve processes globally to ensure that practices were not discriminatory at any stage in the Group, but also to promote a mindset of openness and inclusiveness globally and a willingness to bring support and assistance to persons or groups who may be under-represented compared to their regional demographics. The 4 key areas of the plan were gender diversity, disability, age, and ethnicity.

During 2020, and following the tragic events happened in the USA and the subsequent BLM (Black Live Matters) movement initiative, it became clear that a much stronger and more active culture regarding diversity, equity, and inclusion (DEI) was required from all market leaders worldwide, and so Technicolor established a global and Company-wide DEI taskforce in June in order to truly become an inclusive and supportive employer. Using the cyclic process of Listen-Learn-Lead, Technicolor developed specific stakeholder groups and networks, gathered data and assessments, and established critical KPIs at all levels of the Company. The structure that developed began with a top-level task force that supports several topical working groups, all of them making sure to balance the common areas of focus: KPIs; Programs, Policies, and Initiatives; Learning and Development; and Communication. At the same time, the first wave of working groups was launched concerning: Gender Parity; LGBTQ+; Black Employee Network; and Ethnicity and Race – all of those working groups aligned with consistent guiding principles while embracing important variations at business level, at local level, and in each of the specific working group topical themes.

One of the first listening actions was a Group-wide, voluntary, and anonymous survey, which will be repeated every year. This initial survey helped the DEI taskforce understand the diversity of staff and their perceptions about the way DEI is managed by the Company, and also to capture their expectations about actions and support that could come from the Company. This survey also helped to determine critical as well as manageable KPIs that should be monitored. Critical questions were asked to all respondents such as have you experienced discrimination or been discriminated against in the past year or have you observed the effects of discrimination in the workplace in the last year, in order to gain a sense of the current working environment, along with as many details as the respondent was willing to share. Several key actions were derived from the survey analysis: update the current recruiting model, create career development and greater transparency, re-onboard existing employees so all employees know where to go for resources, policies, and tools that are in place. In August of 2021, the DEI survey program was folded into the Global Engagement Survey that focused on both engagement and DEI. A yearly Global Engagement Survey will take place going forward.

The initial work during 2020 was to focus on identifying opportunities to be of service and to step in when gaps were identified. Initiatives included Unconscious Bias training, "Share Our Stories" podcasts, the **my.technicolor.com** Intranet resource center, a global DEI research study, and working group establishment. The intent of the "Share Our Stories" series is to highlight individual stories as they relate to DEI in order to gain insight and understanding of the different issues faced around the globe. Staff can join the events live and ask questions, or they may listen to the recordings later.

In 2021, Technicolor partnered with Seramount, a leader in the definition of Diversity Best Practices. They provi-

de research and guidance to navigate and improve DEI in organizations.

2021 involved continued definition of KPIs for DEI, expanded external speaker series, working groups, monthly "Share Our Stories" podcasts, continuous updates to Intranet resources, a global DEI calendar to celebrate key events, and a DEI-focused training *curriculum* open to all employees on the new MyDevelopment Learning Management System. There is an increased focus on policy updates, and we are working on creating a DEI-focused Sourcing and Procurement process.

Gender parity

A first program was launched in 2014 under the sponsorship of the Executive Committee (EXCOM), in order to improve gender parity, and increase the ratio of women in business roles, management levels and leadership pipeline. Recognizing that, as a business, Technicolor has a stake in, and a responsibility for, gender equality and women's empowerment, and so the current mission is to advocate, to promote, and to implement gender parity and women's empowerment in the business, the brands, the workplaces and also the surrounding business communities. Technicolor will base its gender parity goals and initiatives on the United Nations (UN) Women's Empowerment Principles (WEPs) from UN Women. These goals include equal pay for work of equal value, gender-responsive supply chain practices, and zero tolerance against sexual harassment in the workplace. Specific actions concerning a full range of processes and progress continued during 2021:

- two women are members of the EXCOM, representing 25% of the total number of members on December 31, 2021. With 18 members, women represent 41% of the Management Committee. Within the combined Executive Committee and Management Committee, there are 20 women representing 38% of the membership;
- a recruitment policy was adopted to encourage gender parity in Senior Management positions: Technicolor requires recruitment and personnel search professionals worldwide to ensure that the *curriculum vitae* of at least one qualified woman is included in every list of finalists submitted for open Senior Management positions within the Company;
- leadership talent criteria are adapted to secure equity between men and women in leadership positions, and gender parity is integrated in each division's Talent reviews, which outcomes are presented to the EXCOM, including dedicated action plans as needed.

In 2020, two of the first "Share Our Stories" podcasts were "Women in India" and "Women in Technology", each about an hour in duration with 6 to 8 speakers currently working at Technicolor. In 2021, new podcasts entitled "Women in Creative" and "Women in Leadership" were recorded as part of the Share our Stories initiative.

Focus of the DEI task force in 2022 includes being accountable to the UN Women's Empowerment Principles, delivering preliminary results of the gender gap project, and creating a Group level point-of-view on caregiving.

Beyond specific national or local regulations requiring the public reporting of gender pay gap indexes in highly variable and non-comparable ways, a global gender pay equity index was implemented internally to measure and monitor the global consolidated percentage pay gap between women and men for similar local job occupations and to identify gaps and shifts between remunerations.

Gender pay gap measures the lack of parity for women across the different quartiles of remuneration, reflecting, among other things, the distortion of representation of women across the different levels of responsibility, because unequal pay may amplify the distortion. Gender pay gap is very dependent on business and geography, as the remuneration profile may vary significantly from one business to another and from one country to another, thus, this indicator

Women's network and women's day celebration at Technicolor in India.

can only be monitored by business and by geography. Technicolor aims to increase the representation of women in the higher quartile, through promotion and hiring.

In addition, initiatives to promote gender parity are encouraged locally as in France, the UK, Poland and Brazil:

- in France, since 2019, an action plan was developed relating to gender equity. In line with the collective agreement signed in 2016, it authorizes a dedicated budget to align compensation between men and women, training to support women and to promote their careers;

- in the UK, The Mill continued to roll out equal opportunity training including unconscious bias awareness for hiring managers and staff, as well as events that champion women, these actions originating as recommendations from The Mill's internal inclusion network. Periodic webinars were developed and hosted such as "Protecting your personal safety", "Intersectional Feminism", and "Ending FGM" where FGM means female genital mutilation, usually performed at a young age;

- in Poland, women candidates make up at least 50% of the short list for any open permanent position, and the industrial operation actively manages lifestyle expectation concerning shift duration, physical capability, on-site restaurant offerings, and social events. Women are represented in the same proportion as employment for the site's Stakeholder Representatives Committee, which reviews operational changes and provides input to management. As a new initiative for 2020 a flexible home office (teleworking) system was planned for the Warsaw offices in response to women staff's request to improve work – life balance;

- in Brazil, pink October events include lectures, exams and medical consultations related to the prevention and early diagnosis of breast cancer, while blue November activities focus on prostate cancer in men.

Black employee network

Technicolor's Black Employee Network (TBEN) is a working group within the DEI Taskforce open to everyone allied with the cause of improving Black people's lives. The working group purpose is to raise awareness and to support the resolution of issues that affect people who are the descendants of indigenous Africans within our workplace because Black Lives Matter. TBEN will provide guidance and contributions to achieve Technicolor's goal of fostering a workplace that is diverse, inclusive, equitable, and welcoming to all. TBEN supports colleagues and community by providing a voice, by providing resources to enrich, by providing a safe space, and by celebrating Black people.

The first programs launched in 2021 included education of colleagues about the heritage, struggles and needs of Black people by training, thought leadership, and celebrations of culture and heritage, development of a mentorship and sponsorship program to provide professional development for Black people, partnering with existing organizations to offer scholarship opportunities, and active recruitment of Black people.

In January 2021, TBEN published the article *Dr. Martin Luther King, Jr. A Life Sacrificed… for Peace and Justice*.

In February 2021, for U.S. Black History Month, Technicolor welcomed Ms. Xernona Clayton, a civil rights icon and friend to Dr. Martin Luther King Jr.'s family. TBEN launched a mini site on Technicolor's Intranet to provide an interactive resource pack. Additionally, a virtual cinema club was offered featuring the films *I am not your Negro* by Raoul Peck, *One Night in Miami* by Regina King.

In April 2021, for Genocide Awareness Month TBEN published the article *Emancipation, Liberation and Freedom – in the Name of Genocide Awareness Month*. TBEN curated the following films for the virtual cinema club *Lincoln* by Steven Spielberg, *April Captains* by Maria de Medeiros, and *Cry Freedom by Richard Attenborough*.

In September 2021, TBEN began building NGO partnerships with Venice Arts and Black Film Space by making donations and vetting programs. TBEN hosted a presentation by Venice Arts about Technicolor collaborating with them to support internships as part of Los Angeles County's Creative Industries Internship program. The Creative Industries Internship program provides Los Angeles County's talented low-income young people, ages 18-25, with opportunities to gain real-world experience working in film, digital media, and related sectors, as they forge their pathway to advanced learning and/or career success. TBEN is working to obtain BIPOC (Black, Indigenous and People Of Color) creatives from within Technicolor to form a speakers panel at Black Film Space events. Black Film Space has also opened to Technicolor posting job openings on its career opportunity platform.

In October 2021, for UK Black History we welcomed Olympian Derek Redmond as a keynote speaker. Cume Center for African and Diaspora Dance conducted two virtual live dance workshops. The virtual cinema club discussed the film His House by Remi Weekes.

LGBTQ+

All Film and Episodic VFX locations continued to work with their local Balance DEI committees during 2020, which have expanded to include different representations of diversity, such as the LGBTQ+ community, religion, and ethnicity. Committees meet on a bi-monthly basis to discuss initiatives, with regular interviews, video updates and events pro-

moted on branded studio Intranets to help reinforce messaging and celebrate diversity. There is now a stream called Pride, open to everyone, focusing on creating a welcoming space for all LGBTQ+ employees.

One of the initial "Share Our Stories" podcasts launching in 2021 is entitled "The G in LGBTQ+" and in June the topic was Global Pride Month. Worldwide staff profiles are now facilitated in a way that allows each member of staff to designate their preferred pronouns. There are also plans started for gender neutral bathrooms at our work sites.

Ethnicity and race

The working group surrounding ethnicity and race seeks to understand and to create recommendations for the broader Technicolor business specifically around ethnicity and race. These recommendations must have both global, national and local relevance and be able to scale and to create meaningful impact. Strategies and plans must be inclusive and consider local requirements and nuances while respecting, celebrating and mobilizing the uniqueness of individuals, along with their perspectives and talents. The desired outcome is to create impacts at Technicolor global, national and local level through, engagement, education, analysis and reporting, community outreach, philanthropy, and the recruitment and nurturing of talent. A key measure of success will demonstrate that every employee, regardless of their ethnicity or race, feels safe and respected in the workplace and has a sense of belonging. 2021 "Share Our Stories" podcasts included "Race and Ethnicity in India" and "Bi-Racial Identity". This working group also sponsored two popular external speakers: Naomi Sesay and Derek Redmond. One Mill Forum hosted an internal talk on the subject of the increasing violence towards Asian American and Pacific Islander communities.

Employment and integration of disabled people

Depending on national legislation, legal requirements to integrate disabled persons or to hire a specified number or percentage of disabled employees, and thus the definition of a disabled employee, may strongly vary, or may not even exist. Also, labeling, categorizing, or making a record of an employee as disabled may be legally prevented in certain countries or subject to the individual authorization by each concerned employee who may refuse. Therefore, statistics cannot reflect the reality with accuracy. In an effort to create the safe space to speak about ability, a "Share Our Stories" podcast where employees discussed their mental health and well-being was recorded.

However, beyond the legal requirements when they exist, Technicolor strives to adapt our working places, including factories, to provide equal employment opportunities with no discrimination against disabled people with regard to hiring, training, allocation of work, promotion, or reward, and

seeks to eliminate employment barriers and to accommodate disabled employees. In that regard, employment of people who have a disability is part of our non-discrimination policy, and Technicolor has been and continues to be willing to integrate different needs including modified duties, adapted hours, and adapted workspaces:

- in France, a new agreement was signed in 2019 with labor representatives in support of Technicolor's Mission Handicap – France program. Aligned with our CSR engagements, this new agreement reaffirms the determination of Technicolor to include and support employees with disabilities. Focused on three critical aspects, the agreement aims to: increase recruitment of persons with disabilities; encourage job retention and career development of employees with disabilities; increase the use of service providers with disabled employees;

- in Canada, Technicolor policy recognizes and promotes the hiring of persons with disability, and all staff participate in awareness sessions or periodic refresher training;

- in Australia, Technicolor continues to partner with a disability employment agency to hire employees with disabilities;

- in the UK, a joint industry network continued under the name of Access: VFX, which is a global, industry-led, non-profit network comprised of 40 leading companies, industry bodies and educational establishments in the VFX, animation and games industries. It focuses on actively pursuing and encouraging inclusion, diversity, awareness and opportunity under its four pillars of Inspiration, Education, Mentoring and Recruitment. Its ethos is that anyone can actively pursue a career in VFX. **https://www.accessvfx.org/about-us**. The Mill, MPC, and Technicolor Creative Studios are all key correspondents in the Access: VFX initiative, including hosting seminars and workshops on-site for small groups of targeted individuals and membership within the Board of Directors.

The Mill continues to run an established internal inclusion network with a roving spotlight across protected characte-

ristics, including a number of events promoting difference. The 'One Mill Forum' is a global DEI group who seek to promote, raise awareness and educate employees on matters concerning diversity, equity, and inclusion. Expert speakers are invited to monthly sessions on subjects which have included autism and mental health. Human Resources staff have attended mental health first aider training and support staff with managing mental health illness. Unconscious bias training remains available for all hiring managers and staff. All managers are trained in core management and people skills under The Mill Masters leadership program. The Mill continues to drive creative industry diversity movement, promoting VFX careers globally, targeting school-age and entry level talent. The Mill have signed up to 'Disability Confident'. Through Disability Confident, we are working to ensure that disabled people and those with long-term health conditions have the opportunities to work with The Mill and fulfil their potential and realize their aspirations. The Mill conducted a Diversity Questionnaire which included questions regarding disability;

- in Poland, Technicolor extended efforts into families of workers who care for children with disability, providing increased benefits to the family via the worker in these cases.

2.5 BUSINESS TRANSFORMATION AND SOCIAL DIALOGUE

GRI *[103-1 Labor/Management relations] [103-2 Labor/Management relations] [103-3 Labor/Management relations] [103-1 Freedom of association and collective bargaining] [103-2 Freedom of association and collective bargaining] [103-3 Freedom of association and collective bargaining]*

"At Technicolor, partnering with labor unions and employee representatives is key. Our constructive dialogs help develop an inclusive working environment and the overall success of the Company. This positive relationship helped us navigate through the Covid epidemic by constantly adapting our social approach to best support employees during this unique situation."

Emmanuel Horeaux, *Head People Partner, Europe*

TRANSFORMATION PLANS

GRI *[404-2] [413-2]*

Due to the continuous changes in the Media & Entertainment industry and its associated Technicolor business divisions, Technicolor divested several domains in recent years to external parties. When such sale of the impacted activities was not achievable, the Group committed significant resources and support, according to its existing policies, in order to mitigate the impact for the concerned stakeholders.

Several activities of the Group are subject to fast-changing competitive environments requiring regular adaptation of their organization and of the production tools.

A worldwide transformation plan of the Connected Home segment was launched in 2019 to globally adapt this activity and to respond to the drastic industry and market changes, and it was completed in 2021 (for more information, please refer to section 1.2.2 of **Technicolor 2021 Universal Registration Document**). During Its implementation in France and in Belgium a dialog was engaged with the employees' representatives about the transformation plan and its accompanying measures to minimize the impact on the employees, and agreements were signed.

The DVD Services Division strives to anticipate the evolution of the DVD markets and to optimize progressively its operational footprint. During 2021, two distribution sites in North America were closed to optimize the remaining operations among sites located in this region (for more information, please refer to section 1.2.3 of **Technicolor 2021 Universal Registration Document**).

The worldwide reorganization of the Global Business Services function (finance shared services) during 2021 between Mexico, Poland and India required remote hiring due to the pandemic, a retention program, the transfer of employees, a transfer of knowledge program and also intercultural and cross-communication training to facilitate joint working.

LABOR RELATIONS

GRI *[102-41]*

Local labor relations with Technicolor employees are the responsibility of site managers in each country, by legal entity, with the support of local Human Resources Departments.

With respect to its European operations, Technicolor entered into a labor agreement with the European council of employee representatives (the "European Council") confirming the Group's labor practices. This council, which meets several times each year, comprises union representatives or Members of local Works Councils in European countries. European Work council management is the responsibility of the Group People & Talent Officer.

Recognizing business division specifics, market conditions and country regulations, there is no unified approach at the Group Level but a central guidance and monitoring to ensure peaceful social climate. An annual review is done at the Group Level to ensure all newly signed agreements are captured and registered.

The European Works Council is composed of:

Country	Number of European Works Council seats
France	3
Poland	1
United Kingdom	3*

** Of whose 2 must be reappointed following Post production business divestment from the Group.*

Technicolor's European Works Council is a supranational body, the purpose of which is to address topics of a transnational nature. The European Works Council is informed of Technicolor's European operations in respect of personnel, finance, production, sales, and research and development, and their impact upon employment and working conditions. It is also informed of major structural, industrial and commercial changes as well as organizational transformations within the Group. It met three times in 2021.

In accordance with applicable law in the European Union, Technicolor's managers of each European country meet annually with labor organizations to discuss remuneration and working conditions.

In accordance with domestic laws, data regarding the level of unionization is not available in most European countries (the laws in these countries do not allow this type of statistics to be published). In 2021, Technicolor entered into 24 collective bargaining agreements: 2 in Australia, 2 in Belgium, 6 in Brazil, 12 in France, 2 in Mexico.

In several countries, collective bargaining agreements are negotiated on a multiannual basis (three years or more), and therefore agreements may not have to be renewed in 2021 in certain countries, due to this calendar.

In France, a collective agreement was signed with the Unions in 2019 for a 3 years period of time (2019-2021) on Rennes site about GPEC (*Gestion Prévisionnelle des Emplois et des Compétences,* that is to say provisional jobs and skills management). This agreement includes the publication of a cartography (to be revised on an annual basis) of existing jobs along with their anticipated quantitative and qualitative evolution within the next 3 years, and proposes bridges from one job to another. The objective of giving these perspectives is to increase visibility for all Rennes employees on the Company's vision of the jobs evolution, and thus allow employees to become more in control of their career. In order to support these evolutions, the agreement also includes measures about training, secured external mobility, and the possibility of getting into an early retirement program for eligible employees as defined by the agreement.

In addition, 3 Health and Safety agreements were signed in Mexico and France.

In 2021, 25% of our employees were covered by collective bargaining agreements.

Country	Headcount	Number of collective agreements signed in 2021
India	over 3,000	0
USA	between 1,000 and 3,000	0
Mexico	between 1,000 and 3,000	2
Canada	between 1,000 and 3,000	0
UK	between 1,000 and 3,000	0
France	between 1,000 and 3,000	12
Poland	Under 1,000	0
China	Under 1,000	0
Australia	Under 1,000	2
Brazil	Under 1,000	6
Belgium	Under 1,000	2

2.6 SAFETY AT WORK

GRI *[102-44] [103-1 Occupational health and safety] [103-2 Occupational health and safety] [103-3 Occupational health and safety] [103-1 Training and education] [103-2 Training and education] [103-3 Training and education] [403-1] [403-2] [403-3] [403-4] [403-5] [403-6] [403-8] [403-9] [403-10] [404-1]*

An effective occupational Health and Safety (H&S) program, as defined by Technicolor, looks beyond the specific requirements of applicable laws to address all hazards. The aim of the occupational health and safety program is to prevent injuries and illnesses, whether or not compliance is an issue. The Group believes that the necessary elements of an effective program include, at a minimum, provisions for systematic identification, evaluation, and prevention or control of general workplace hazards, specific job hazards, and potential hazards that may arise from foreseeable conditions.

Technicolor's health and safety programs are designed to identify potential risks and take appropriate prevention and severity reduction measures. Accident and injury prevention programs include active local safety committees and specialized task forces, job safety analysis, written plans and procedures, employee training, monitoring for potential chemical, physical, biological, and ergonomic risks, inspections and audits, incident investigations and the implementation of appropriate corrective actions.

"While concrete progress in all aspects of EH&S has been made, we continue to strive for health and safety excellence and the conservation of the earth's natural resources through sustainable business practices. Regular reviews of our global operational policies and standards support this commitment to continuous improvement."

Tom Sipher, *Vice President, Environment, Health & Safety*

Charter, policies and guidelines

Standards and direction begin with Technicolor's Code of Ethics, and then flow to the EHS Charter, authorized by top management. After that comes a library of more than 50 EH&S Policies and Guidelines, beginning with the Health and Safety policy, supported by numerous topical guidelines such as hazard communication, personal protective equipment, or emergency preparedness.

In 2022, the EH&S Charter has been translated into nine languages and is available on the Group's Intranet, along with all the policies and guidelines.

technicolor

TECHNICOLOR
ENVIRONMENT, HEALTH & SAFETY CHARTER

This charter is designed to confirm our obligation to conduct business in a safe and environmentally responsible manner and to provide direction to employees in their daily work.

TECHNICOLOR IS DEDICATED TO THE PRINCIPLE OF PROTECTING HUMAN HEALTH AND THE ENVIRONMENT THROUGH:

Complying with regulations and industry standards.

Protecting our employees and their communities and providing them with an inclusive, safe and healthy workplace where everyone is respected.

Mitigating climate change and conserving energy.

Conserving natural resources, minimizing waste and promoting circular economy.

Implementing operational programs that reduce emissions to air, water, and land.

Preventing and minimizing negative impacts that could affect the environment, health, and safety related to our facilities, products, and services.

Requiring suppliers and subcontractors to actively support complete adherence to our Environment, Health, and Safety, and our Human Rights standards and principles.

Educating and engaging our employees through Environment, Health and Safety programs.

"Technicolor is firmly committed to continually improving facilities, services and products in the best interest of our employees, our communities, our customers, our company and the future."

Richard Moat, Chief Executive Officer
June 2022

Training

Technicolor understands that each employee has the ability to impact Environment, Health and Safety (EH&S) efforts and performance, thus it is critical that they are provided with the appropriate tools, resources and knowledge. EH&S training programs develop awareness and skills that allow employees and contractors to perform their jobs in such a manner that will not only ensure compliance with appropriate laws, regulations and policies, but also so that they may prevent accidents which may lead to injuries or harm to the environment. Training programs are evaluated during the EH&S Audit process and are a core requirement in the EH&S performance measurement process. In 2021, 18,528 hours of EHS documented training reported through the EHS reporting system (Enablon) on a wide variety of environmental and safety compliance and protection, injury prevention, emergency preparation and response, and occupational health topics were provided to employees and contractors throughout Technicolor.

Emergency preparedness and response

Please refer to Chapter 5 (Circular Economy) for its description.

Goals and objectives 2019-2022

Related to safety at work, Technicolor established the following EH&S goals and objectives for the Group, to be met by its worldwide operations by the end of 2022:

- 5% annual reduction in incident rate;
- reporting to satisfy GRI Sustainability Reporting Standards (GRI Standards).

Safety performance

What follows are results of key safety metrics that were tracked in 2021.

In 2021, Technicolor experienced an 11.8% decrease in the work-related injury and illness incident rate from 0.51 in 2020 to 0.45. The work-related lost workday incident rate , decreased 16.7% to 0.20 from 0.24 in 2020.

Technicolor records all days lost due to work-related injuries or illnesses as calendar days, beginning on the day after the injury or illness occurs. Severity is viewed using a variety of definitions, from French regulatory definition which equals average number of days lost per 1,000 hours worked (0.029), to average lost days per incident (12.9), to average lost days per equivalent full-time worker (0.058).

Work-related incident rates for 200,000 hours worked

	Injury and Occupational Illness		Lost workday incidents for Injury and Occupational Illness	
Year	Number of Incidents	Rate[1]	Number of Incidents	Rate[2]
2019	163	0.68	71	0.30
2020	91	0.51	43	0.24
2021	**77**	**0.45**	**34**	**0.20**

2021 Incident rate and lost workday incident rates for 200,000 hours worked

	Injury and Occupational Illness		Lost workday incidents for Injury and Occupational Illness	
Segment	Number of Incidents	Rate[1]	Number of Incidents	Rate[2]
Technicolor Creative Studios	2	0.02	-	-
Connected Home	4	0.37	3	0.28
DVD Services	71	1.08	31	0.47
Corporate & Other	-	-	-	-

[1] Work-related injury and illness incident rate is calculated as number of injuries and occupational illnesses per 200,000 hours worked..

[2] Work-related lost workday incident rate is calculated as number of lost workday injuries and occupational illnesses per 200,000 hours worked.

Local initiatives

There were many notable H&S achievements during 2021, and several of them are summarized below. In industrial locations, the prevention of physical injury remains the focal point when reducing hazards around the operational areas and warehouses. At non-industrial sites, many initiatives and programs were implemented to improve working condition, to address specific risks, and to develop well-being while ensuring the safety of the workplace.

As the Covid pandemic continued, all sites adapted with reinforced cleaning procedures, social distancing protocols, and provision of personal protective equipment like masks. Sites continued to develop work from home and return to work strategies where possible. Covid, while critically important to workplace health and consuming a lot of resources, was not the only focus point, and sites endeavored to maintain older programs or initiate new ones during 2021 some of which are cited below.

In Technicolor Creative Studios, the Adelaide, Australia site proposed flu shots, and mental health awareness training. The Montreal Mikros Canadian site installed more ergonomically flexible workstations and many screen risers during the year and provided at times adjustable desk chairs for people working remotely without adequate facilities. The site organized online and live events, with social distancing and masks for the workers who were on site, so that members of staff could participate freely and keep in contact with one another, something missed at times when everyone is working remotely over long periods of time. The Shanghai, China site reviewed and updated its emergency action plan and set up a warden team.

In Connected Home, the Manaus Brazil site's main project was on improving fire safety. The site fire detection system was modernized in all its components, including cabling, triggers, sirens and alarm center. The system for distribution of liquified propane gas was equipped with advanced sensors, infrastructure, and was connected to the site alarm center for monitoring and response in case of leakage. In Edegem, Belgium, the site continued with its H&S program including proposing flu vaccinations, bike to work initiative, workshops on burnout prevention, regular team meetings, and lunchtime walks, in addition to Covid-related actions. In Rennes, France, where many actions were conducted, addressing well-being, fire safety, and handicap working, a mirror and panels were installed to warn pedestrians about the presence of a new bike path at the entrance of the site.

In DVD Services, the Melbourne, Australia site has worked on improving pedestrian protection against forklifts in motion in the polycarbonate area, testing and adapting procedures whereby pedestrians are guided to a temporary secondary route whenever the forklifts are in motion in the area. Doors at either end of the corridor where forklifts are

travelling are equipped with flashing lights and barriers to visually prevent entering in the area to cancel the risk. In Sydney, the site has gone through the official process of creating designated work groups (DWG) and electing Health & Safety representatives (HSR) for each DWG. Each HSR is receiving official SafeWork-approved HSR Training. Having officially elected and trained HSR's is bound to improve the consultation, communication flow, and overall safety engagement at all levels and contributes to a safer workplace in the long term. In Piaseczno Poland, the site replaced fixed first aid kits with portable ones on plant floor and reinforced the equipment of these first aid kits.

2.7 ABSENTEEISM

Absences are generally defined on an annual basis in terms of holidays, vacations, personal and family medical leave or other possible unplanned absence such as jury duty, or as may be specifically described by bargaining unit contract, employment contract, or regulation. Throughout the year, each employee categorizes any absence according to its definition, and all absences are subsequently reviewed and approved inside the applicable working time tracking software solution.

The average rate of employee absenteeism for sickness and unauthorized absence at the Group level in 2021 was 2.3%.

	2021	2020	2019
Absenteeism rate (%)	**2.3%**	2.5%	3.1%

The absenteeism rate calculation does not include non-medical direct absences due to the Covid-19 pandemic: furlough, sites shut down at the request of public authorities, consequences of the health protocol implemented by the Group (potential contamination contact cases sent back to home at the initiative of the Group) were not considered. It is also more difficult to track as a significant number of employees worked for a long period from home.

However, as a very significant proportion of employees in the Technicolor Creatives Studios and the Connected Home Divisions worked from home due to the pandemic in a broad context of lockdown and health precautions, reported absences are more limited for these businesses. As a result, and as the proportion of employees of these two divisions within the Group increased very significantly, the overall absenteeism rate remains at a level similar to 2020.

Absenteeism methodology

Population coverage: 99% of the employees are covered for the calculation. All employees with an active and not terminated working contract with Technicolor are included in the scope (interns, apprentices, contracted workers, employees under a notice period are excluded).

Absence reported: paid and unpaid medical leave up to 12 continuous week of absence, work accidents absence, short-term and long-term disability if employment working contract is not suspended, unauthorized absences – Unpaid leave/absence – other unjustified unpaid absence. All other categories of absence, including maternity leave, are not included.

Absenteeism rate divides volume of recorded absence (days) by the product of theoretical number of days worked during the year and the monthly full-time equivalent average headcount of the covered population.

2.8 COMMUNITY IMPACT AND REGIONAL DEVELOPMENT

GRI *[102-40] [102-42] [102-43] [102-44] [103-1 Indirect economic impacts] [103-2 Indirect economic impacts] [103-3 Indirect economic impacts] [103-1 Training and education] [103-2 Training and education] [103-3 Training and education] [103-1 Local communities] [103-2 Local communities] [103-3 Local communities] [202-2] [203-1] [203-2] [404-2] [413-1]*

Technicolor strives to hire most of its employees locally in order to sustain local employment. Technicolor's locations are usually in very large cities and surrounding metropolitan areas and, as a result, Technicolor holds a minority employer position in most employment areas where it is located and has limited direct local economic influence. However, Technicolor employment may sometimes represent, at the regional level, a significant percentage of the related industry, due to its leadership position and the specific skills required for its business.

Therefore, where there is a local talent shortage requiring the hiring of employees from abroad, in addition to its internal Academy training initiative (see below), Technicolor supports the regional development or expansion of education bodies targeting the required skills. Technicolor also

contributes actively and dedicates time and resources to industry associations and to cooperative initiatives aiming at developing education and employment at the regional level (Canada, France, UK, India). As part of these cooperative actions, Technicolor representatives chair France and Québec film technical industry associations.

As in the past years, Technicolor Creative Studios sites were quite active within their communities. In Bangalore, India, members of staff campaigned for the Universal Vaccination Project against Covid-19 by ChildFund through social media. The site engaged with the NDTV network on a campaign to support the cause of ChildFund. This resulted in donations to the cause of the charity. Similarly, Oxfam India received donations from individuals across the globe towards the Covid-19 relief project named Mission Sanjeevani, due to the online campaign organized by the Technicolor group communication team. The New York site continued to work with Ghetto Film School in New York. The Montreal site has donated to the Native Women's Shelter of Montreal, and to *Dans La Rue* for Christmas. The London site helped the toy collection for the Salvation Army and organized a Christmas jumper day to raise money for Save the Children.

The Connected Home Manaus site continued a project with a new school in the neighborhood of the site, implementing selective collection, training teachers and students in environmental education to be environmentalists in their homes and community.

Overall Technicolor sites donated together some €161 thousand in cash and 250 hours of volunteer time, plus usual donations in kind.

The Technicolor Academy

Academy History and Validation

Our first Creative Academy in our Canadian studios was established in the autumn of 2014, and in our Indian studio mid-2015, with Adelaide & London starting in 2018. The departments for which we have training are Compositing, Lighting, FX, Digital Matte Painting (DMP), Animation, Roto Prep, Assets, Tech Anim and Match-move. Since this project began, the training team has trained over 3,600 artists globally. The project has been a success and continues to be a central part of our talent strategy. It represents an excellent opportunity for young people in the communities in which we operate to break into the film Visual Effects business. It is challenging to get a chance to work in Visual Effects and the Creative Academies opens the door and provides this opportunity. It is an investment not only in our own future talent, but in the communities where we operate. Access is not limited to the national citizens, but open to talent around the world, wherever they come from. We have welcomed Academy students from Mexico, Brazil, Thailand, Columbia, Indonesia, China, Japan, Korea, together with India, North America and Europe. Hundreds of young people, who may not have otherwise been given a chance, have been provided an opportunity to join our creative community. They have the support of a full-time trainer in the department they are preparing for, and they are given detailed feedback along the way, so they understand what they need to do to succeed.

A large proportion of those hired into the Academy have graduated and continued to employment within our Visual Effects studios. Many have received subsequent contracts and others have gone on to work for our competitors fueling the talent pool of the ecosystem; we see that as a validation of the success of the Creative Academies. Since, the scope of the Academy has been enlarged to animation and games. As Visual Effects, like Animation and Games is a show-based cyclical business, artists tend to be contract based and move between a variety of companies on different projects.

The pandemic accelerated the shift to online training and in 2021 the business model of the Academy was modified to ensure recruitment, despite the restrictions to travel, and to allow more candidates from broader and diverse origins to attend Academy sessions without being forced to relocate and therefore to engage significant personal expenses:

- in India, trainees are enrolled as employees and paid during the Academy session. After their graduation it is proposed to extend their work contract to work on a production. Courses could be on site or online;

- outside India, the Academy is virtual and also free of charge. Trainees may freely apply to a dedicated session. Once selected, they attend the online and virtual session to which they are assigned. This participation does not require any financial investment from the trainees, except their own computer and an Internet connection, as all courses and computation work are in the cloud. It does allow trainees to attend for free from where they are located, in overseas countries, without having to pay for expensive equipment. After their graduation, it may be proposed to join one of the physical studios of Technicolor Creative Studios in order to work on a production. But they are free to refuse and to leave for another company;

- this renewed business model contributes more broadly and in a more diverse way to the development of the talent ecosystem and to the development of the broader business community by attracting and developing talent who may otherwise have less chance to work in this business.

We believe that since we took a risk and invested in emergent talent and created an excellent experience for their entry to the business, that they are likely to return to one of Technicolor's studios because of the loyalty inspired. Overall, this program allows us to contribute to local economies and employment and can help grow a larger available talent pool for the industry cluster.

In 2021, 1,602 Technicolor Creative Studios (TCS) Academy sessions were delivered to 1,598 artist trainees (employees and non-employees) who went through the Academy with 97% completing their course. They received a total of 553,669 hours of training:

- 848 employees attended a training session of the TCS Academy in India, representing 328,525 hours of training for 125 women and 723 men;
- 689 creative talents (38% of them women) attended freely the virtual TCS Academy on-line (225,144 hours of training), of which 418 were subsequently hired (141,848 hours of training for 160 women, representing 38%, and 258 men) representing an hiring rate of 61%;
- 61 employees completed a training session of the TCS Academy started in 2020.

University Partnerships & Outreach

The Technicolor Creative Studios Talent team continues to build university partnerships to provide *curriculum* guidance to help ensure skill alignment with market needs, provides mentoring to students, and participates in recruitment initiatives.

As an example, in 2021 we built a new relationship with Flinders University in Adelaide to gain micro-accreditation, collaboratively build our Academies into their *curriculum* and utilize their motion capture studio and expertise which contributed content to one of our new Games Academies.

Our trainers, creative department heads and the wider Talent team contributes to this and other outreach programs.

We aim to source a significant proportion of our future junior talent in several disciplines with Academy graduates. Our heads of department have expressed satisfaction with their performance, and we have many cases of Creative Academies graduates performing well above expectations.

We see this as a partnership between the Group and local education establishments which help make the countries we work in attractive to creative talent. To this end, further steps are being taken to better prepare students while they are still in school. Through the robust "Education Partnerships and Engagement strategy", we continue to work with c. 30 local colleges and universities to build an affiliation basis and offer our help to better prepare their students to work in Visual Effects.

Our Creative Academies represents both a central strategic talent initiative and a way for the Group to give back to the community. It helps bring social and economic benefits to the cities we work in as every Academy student will need to live, travel, eat and play in their communities. As these communities become recognized as great places for creative talent, it will attract new work and companies as well as stimulate other spin-off businesses. It is a great example of a win-win situation where doing the right thing is also good business.

2.9 RELATIONS WITH EXTERNAL STAKEHOLDERS

GRI *[102-21] [102-40] [102-42] [102-43] [102-44] [103-1 Indirect economic impacts] [103-2 Indirect economic impacts] [103-3 Indirect economic impacts] [103-1 Training and education] [103-2 Training and education] [103-3 Training and education] [103-1 Local communities] [103-2 Local communities] [103-3 Local communities] [103-1 Public policy] [103-2 Public policy] [103-3 Public policy]*

Technicolor's main activities are in the field of Technicolor Creative Studios, DVD Services and Connected Home devices. They require creative talents for innovation of technologies and services and for development of products. This leads Technicolor to maintain relationships with a variety of key stakeholder groups to ensure growth and sustainability of its businesses, primarily:

- clients and customers;
- investors and shareholders;
- education bodies;
- communities;
- suppliers and subcontractors;
- public authorities.

Within these general categories, specific stakeholders are identified as engagement opportunities based on their nearness to or connection with critical aspects of Technicolor (people, products, services, or property). Dialog may

take place in a variety of ways, such as face-to-face meetings, memberships, surveys, contracts, or public event/forum/webinar/panel, as detailed in the below descriptive examples.

In 2021, customer satisfaction was monitored and managed through regular video conference calls, email communication and executive review of any customer complaints. In addition, Connected Home also drives customer satisfaction surveys (10 in 2021) for its activities as they involve a large number of customers. Findings of these surveys and meetings are used to correct processes and improve relationships and quality of products and services. See Chapter 2.10 of this report.

We maintain strong relationships with our shareholders and investment community. Technicolor participated to 183 events (roadshows, conference calls and conferences), met 184 institutions (institutional investors) and had 49 contacts with analysts during the course of the year. Overall, Technicolor handled 248 meetings or calls with investors and analysts over the course of the year.

Long-term cooperation with education bodies is key for fast growing and/or changing business domains to enable Technicolor to access to young highly educated talent pool whose skills fit with our requirements. See Chapter 2.8 of this report.

Technicolor maintains close relations with local communities in order to limit the impacts of the Company's industrial activities on the local environment (e.g. noise pollution, light pollution, air pollution and road traffic). The Group strives to take the necessary steps in these contexts in order to achieve a satisfactory outcome for all concerned.

Relations with suppliers and subcontractors are described in Chapter 3.1 as well as in the Vigilance Plan (Chapter 11).

Technicolor continues to develop trusted relations with public authorities where it operates in order to secure a favorable business, social and technological environment. Such relations are managed either directly or indirectly through industry associations, and follow strictly our business ethics rules, especially competition and anti-bribery rules as well as transparency through the national registration processes of declaration of interest.

2.10 CUSTOMER SATISFACTION – CASE STUDIES

GRI *[102-43] [102-44] [103-1 Marketing and Labeling] [103-2 Marketing and Labeling] [103-3 Marketing and Labeling]*

2.10.1 CUSTOMER SATISFACTION AND QUALITY APPROACH

Continuous improvement of the quality of our products and services ranks among Technicolor's top priorities. Sustainable success as a business depends on our ability to gain and maintain customer confidence over the long term. To help ensure that all our people at every level of the organization remain fully committed to build sustained customer satisfaction and loyalty, all employees who work in the quality field are required to engage in our quality management system.

Technicolor quality management system extends to all business units, including the creation, management and delivery of products and services. It establishes a good balance between flexibility and the compulsory guidelines needed to adequately control processes. Designed to guide and challenge business unit management, the guidelines help avoid procedures that might hinder new initiatives or innovation.

To achieve continuous quality improvement, the Group:

- conducts internal audits and customer feedback surveys to track progress;

- tracks quality KPI's, including environmental impact, throughout product life cycle assessment.

Action plans are defined at business unit level and according to geographical regions to ensure that customer needs are taken into account across the broad range of Technicolor products and services.

Technicolor corporate management supports the business units' dedicated quality teams and guarantees their independence. In keeping with a long-standing management approach, middle management is empowered to take responsibility for business objectives, which include quality management goals.

2.10.2 CASE STUDIES

2.10.2.1 Connected Home

"The mission of Connected Home's Customer Experience and Quality (CEQ) team is to deliver defect-free product on-time through continuous improvement methodologies, exceeding Customer expectations and thereby leading the worldwide CPE industry. We achieve this by applying strict quality guidelines and processes during the product development phase, with our component suppliers and factory partners during manufacturing, and directly with our customers as the product is deployed. Our team is tightly integrated with our suppliers and customers at all levels to assure best practices and prompt, efficient responses."

Larry Gonzalez, *Connected Home, Vice President, Quality and Post Sales*

To date, Connected Home has delivered over half a billion Customer Premises Equipment (CPE) products worldwide and continues to ship millions of devices every year. With a consistent shipment volume of over 20 million devices on a yearly basis, Connected Home requires a state-of-the-art quality management system.

As part of the Connected Home's quality policy, the Group has decided to focus its quality management for the maximization of customer satisfaction on the deployment of quality practices, processes and tools across all activities of the business: from R&D through Customer Program Management through to Operations and beyond. The CEQ team drives the broader Connected Home team to remain committed to leading the worldwide CPE industry by exceeding Customer expectations in delivering defect-free product on-time through continuous improvement methodologies.

The Connected Home Customer Experience and Quality department plays a significant transformative role in ensuring process and performance improvements are achieved across all aspects of the business while further reducing non-quality costs.

The Connected Home Customer Experience and Quality department is reporting directly to the Chief Operating Officer of the Division. To achieve its customer satisfaction mission, the department is structured around three primary services:

- the Quality Systems and Assurance, including Quality Management System and Product Quality Assurance initiatives, are essential elements of the Company's commitment to quality;

- R&D processes and tools including software quality tools for the definition of the complete tool chain required by developers and testers to deliver quality software and thus wholly satisfy customer expectations in this regard;

- transformation initiatives include software and hardware transformation and project & program management transformation with a view to ensuring best-in-class HW and SW design, boosting productivity, and evangelizing best practices across the business.

In our commitment to provide the best-possible quality and service to our customers, the details of the Customer Experience and Quality missions have evolved further and include the following highlights as it relates to service assurance and product quality measures:

- closed-loop corrective action for issue resolution whereby feedback from the field facilitates the more effective deployment of corrective measures if required;

- issues prevention loop whereby quality policies and procedures are consistently enforced;

- a Quality Management System has been established to provide a framework to standardize, to measure, and to continuously improve our processes and our Customer's experience;

- change in culture and mindset of each engineer as supported by persons assigned as 'advocates in their respective areas of responsibility and expertise;

- quality engineers specifically assigned the task of ensuring that best-in-class processes and suite of associated quality tools are applied and continually enforced within each core team and at each stage of product development and rollout.

Connected Home is also committed to environmental aspects of products and services through the definition of a product's environmental policy to support the Group's eco-design strategy in a clear and consistent manner. More information can be found in Chapter 5.2 of this report on Eco-design and Life Cycle Assessment.

Connected Home Quality Management System
With an emphasis on continuous improvement, the Connected Home Quality Management System encompasses both pro-active and reactive quality control. At its core lies the objective of enabling employees to achieve the highest possible levels of quality in their work, ensuring that customer quality assurance is always under control, any necessary improvements identified and implemented, and customer satisfaction thus continually strengthened.

Quality also helps reduce costs: high-quality products and services have lower warranty support costs. This is the intended result of the Group including quality as a key element in its product development and maintenance policy and guidelines, which outline the entire design and manufacturing process. Progress is tracked through a combination of internal and external assessments and measurements, which ensure best practices are shared across the business unit. Internal audits support the effort to continuously improve business processes and product development while minimizing problems and risk.

Various quality certifications from independent third parties boost quality management efficiency and effectiveness and help ensure that Technicolor meets stringent internationally recognized standards. Conformity to the ISO 9001: 2015 standard helps foster a culture of continuous improvement while increasing customer confidence in our products and services.

ISO 9001
Thanks to the deployment of our quality management system, most of Connected Home sites are certified, including those in Paris and Rennes (France), Edegem (Belgium), Hong Kong and Beijing (China), Norcross (USA), Manaus (Brazil), Chennai (India), Sydney (Australia), Tokyo (Japan), and Seoul (South Korea).

ISO 27001
In line with Technicolor's Security Policy, Connected Home uses ISO 27001 framework in its approach to:

- identify and maintain the assets, technologies and processes needed to ensure the confidentiality, integrity and availability of information and supporting services;
- ensure the security of our products and services with a focus on customers' needs and expectations. Currently, Technicolor has implemented an Information Security Management System (ISMS) for a first set of business processes and services in Norcross (USA), and Rennes (France), with a plan to gradually expand and implement the ISMS for other processes and services in the future.

RBA membership
As a Member of the Responsible Business Alliance (RBA), Technicolor fully supports the vision and mission of the RBA by adopting its Code of Conduct **(currently RBA Code of Conduct version 7.0)** within its global operations for Electronics and Information and Communications Technology (ICT): the adoption of the RBA Code and its principles reflects Technicolor's continuing commitment to recognize transparent and external codes of conduct as an element in Technicolor's long-term plan to manage and improve its sustainability regarding operations, supply chain, and sub-contracting in the Electronics manufacturing and ICT sector.

Wherever commercially possible, Technicolor seeks to internally adopt the RBA approach and tools in practical ways, in the spirit of the industry's common goals. Externally, Technicolor encourages and supports our suppliers to do the same.

The Group looks forward to working together with other RBA industry members and promoting continuous improvement and implementation of the RBA Code in the global electronics supply chain.

Customer Satisfaction Survey
One of the most important ways of identifying possible improvements to our products and services portfolio is the customer satisfaction survey which covers the entire Technicolor worldwide customer base. The goals of this survey are to measure customer satisfaction with the Group's products and services, better understand customer expectations and their perception of the Company and take any remedial measures identified as being necessary. The program-based survey enables customers to provide rapid feedback on program deployment (Early-To-Market) and product quality including meeting customer specifications and timing.

The detailed survey tracks the key areas below including comparisons with competition on:

- products/services in general;
- business operations and supply chain;
- sales/Account management;
- project management/Engineering;

- information and administration;
- innovation;
- environmental awareness;
- customer care and after-sales;
- complaint handling;
- price;
- image and loyalty.

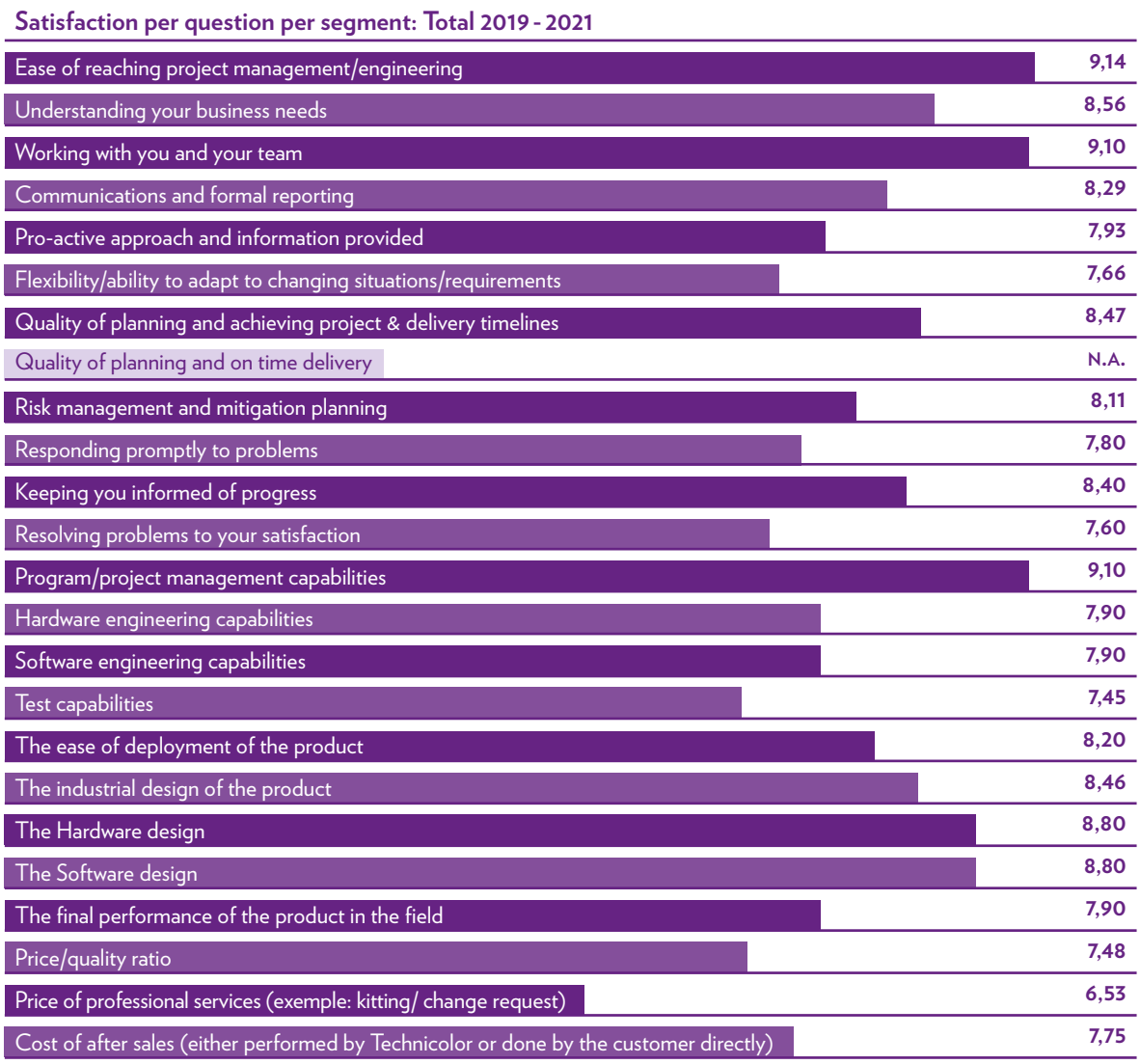
Customer Satisfaction Survey Results

The Connected Home customer satisfaction survey is conducted once a product is launched, to get the feedback, so corrective actions can be implemented if necessary, soon after launch. The table below shows the response analysis of the survey over the 2019 to 2021 period and per geographical region:

Note: Data below cannot be used for comparative purposes, quarter by quarter, as different products, different customers, and different regions are analyzed.

2019 - 2020 - 2021	In file	Response	Response%
Total	144	33	23%
Per Quarter			
2019 - Q2	14	5	36%
2019 - Q3	22	5	23%
2020 - Q2	22	4	18%
2020 - Q3	7	0	0%
2020 - Q4	24	9	38%
2021 - Q1	15	3	20%
2021 - Q3	10	1	10%
2021 - Q4	30	6	20%
Per Region			
APAC	32	8	25%
EMEA	60	18	30%
LATAM	27	5	19%
NAM	25	2	8%
Per Product Category			
BB_Cable	33	3	9%
BB_Telco	62	20	32%
STB_Cable	16	3	19%
STB_IPTV	5	1	20%
STB_OTT	14	5	36%
STB_Sat	14	1	7%

The graph below illustrates the customer survey results for the combined period 2019, 2020 and 2021 across the respective parameters measured (scale 1 to 10):



The system structure and attention to customer expectations - as highlighted in the customer satisfaction survey - enables Technicolor quality management to embed awareness of quality in all organizational and operational processes at all levels of the Company with a view to achieving the highest possible quality in both products and services.

As part of the Technicolor Connected Home continuous improvement philosophy, and the Orion Project, for 2022, Technicolor Connected Home is committing additional resources for gathering customer feedback on the overall relationship and partnership rather than on specific projects or products.

This revised approach will allow Technicolor Connected Home to achieve better and more focused engagement with our customers, which will further enhance our understanding of their perception of Technicolor Connected Home with more insight into their short and long-term expectations.

2.10.2.2 DVD Services

"Continuous Process Improvement (CPI) at Technicolor DVD Services is a constant effort to improve how we can do our work better. Its importance is based on the fundamental belief that the vast majority of operational problems are process-based rather than people-based. Technicolor's approach is to rigorously determine root causes of issues and design and implement process improvements that are proven to address problems via evaluation of results. A structured approach to CPI based on prior year experience, allows DVD Services to materially improve its quality and associated environmental, health and safety standards on an annual basis."

John Town, *DVD Services, Head of Technology, Quality & Compliance*

As the world's leading optical disc manufacturer, Technicolor places the highest priority on the quality of its products and services. The DVD Services business unit, which specializes in high-volume production and full turnkey services, provides complete supply chain management services for Hollywood studios, software publishers, game publishers and independent rights holders. In 2021, Technicolor sold a total of 795 million DVD, Blu-rayTM and CD discs and has annual capacity to produce in excess of 3 billion discs, allowing the flexibility to respond to the seasonal demand for packaged media. Operations are supported by approximately 8 million square feet of dedicated replication and distribution space, with unique capability for the timely delivery of discs to more than 40,000 locations.

Global Network

A global network of quality experts manages the division's quality policies and practices, including supply chain challenges. Quality network members consist of experts located at each site, supervised by regional U.S. and international personnel and a worldwide coordinator reporting directly to the head of the division.

The members of an independent Continuous Improvement Program team help ensure constant improvement in quality processes.

Improving Quality and After-sales Service Customer Satisfaction Surveys

The DVD Services business unit maintains an ongoing dialogue with major customers through:

- regular face-to-face meetings on overall performance;
- weekly/monthly/quarterly KPI reporting;
- quarterly performance scorecards;
- service level agreements with measurement criteria for most customer contracts.

DVD Services ISO 9001 Certification Locations

ISO 9001 Certification	First year of Certification	2019	2020	2021
Memphis Packaging & Distribution - USA	2004	✓	✓	✓
Guadalajara Replication - Mexico	2004	✓	✓	✓
Piaseczno Replication & Packaging - Poland	2005	✓	✓	✓
Melbourne Replication - Australia	1997	✓	✓	✓
Sydney Packaging - Australia	1997	✓	✓	✓
Sydney Distribution - Australia	2014	✓	✓	✓
Rugby Distribution - UK	2009	✓	✓	✓
Huntsville Replication, Packaging & Distribution - USA	2001	✓	✓	✓
Nashville Packaging & Distribution - USA	2005	✓	✓	✓

Aiming for Continuous Improvement
The Technicolor Continuous Improvement Plan provides a standardized platform for achieving continuous improvement and sharing best practices across all sites. It includes rules that structure activity and clearly connect each customer and supplier to a specific flow path. The 5S Visual Shop Floor Management system helps simplify the work environment, reduce waste, improve quality and enhance safety.

CPI and Best Practice Sharing
Best practices identified through Best Practice Sharing Workshops, ISO internal / external process audits, are shared within the Technicolor Continuous Improvement Program.

Throughout 2016-2021, major focus was placed on significant footprint/re-structuring changes in packaging and distribution centered around the addition of new clients/ business and the ongoing consolidation of US-based activities. Numerous 'Continuous Improvement' projects were implemented that were derived from structured review of DVD Services Quality including identifying a list of opportunities to improve customer experience via process improvements. Weekly discussion and collaboration sessions are conducted between WW site-based QA Leadership under the guidance of SVP Quality.

The CPI approach adopted is to identify areas of opportunity and target specific problems. Solutions are generated through brainstorming among the QA Leadership team and formulating procedures that can be deployed at all locations. Further weekly meetings are used to discuss execution and measurements of success.

3 HUMAN RIGHTS AND WORKING CONDITIONS

GRI *[102-12] [102-13] [103-1 Procurement practices] [103-2 Procurement practices] [103-3 Procurement practices] [103-1 Supplier environmental assessment] [103-2 Supplier environmental assessment] [103-3 Supplier environmental assessment] [103-1 Occupational health and safety] [103-2 Occupational health and safety] [103-3 Occupational health and safety] [103-1 Freedom of association and collective bargaining] [103-2 Freedom of association and collective bargaining] [103-3 Freedom of association and collective bargaining] [103-1 Child labor] [103-2 Child labor] [103-3 Child labor] [103-1 Forced or compulsory labor] [103-2 Forced or compulsory labor] [103-3 Forced or compulsory labor] [103-1 Human Rights assessment] [103-2 Human Rights assessment] [103-3 Human Rights assessment] [103-1 Supplier social assessment] [103-2 Supplier social assessment] [103-3 Supplier social assessment]*

Technicolor closely follows the international principles laid out in the International Labor Organization's (ILO) Declaration on Fundamental Principles and Rights at Work in its approach to Ethics and Social Responsibility, a standard reinforced in the Group's Ethics policy and in its membership with the United Nations (UN) Global Compact (see details on Global Compact in Chapter 1.6 of this report). In this way, the Company pledges to ensure freedom of association and the effective recognition of the right to collective bargaining, elimination of all forms of forced or compulsory labor, effective abolition of child labor and elimination of discrimination in respect of employment and occupation. These principles carry through into the supply chain, and supplier compliance with the Company's policies and principles relating to ethics and human rights is monitored through a Supplier Responsibility program or as part of the compliance activities aligned with Technicolor's membership in the *Responsible Business Alliance* (formerly *Electronics Industry Citizenship Coalition*).

Technicolor has been a member of the *United Nations Global Compact* since 2003. Since 2017, Technicolor is a member of the *Responsible Business Alliance,* after having implemented its Code of conduct in 2016.

3.1 HUMAN RIGHTS AND WORKING CONDITIONS IN THE SUPPLY CHAIN

GRI *[102-9] [102-12] [102-44] [308-1] [308-2] [403-7] [406-1] [407-1] [408-1] [409-1] [412-1] [412-2] [412-3] [414-1] [414-2]*

"Sustainable supply chain management is integral to robust corporate citizenship. To ensure that our guidelines and policies are well understood and respected, Technicolor proactively engages with key electronics manufacturing partners and conducts regular audits to assess compliance with environmental and social regulations, and practices on a worldwide basis."

Lawrence Hau, *Connected Home, Senior Vice President, Sourcing Global Management*

Through meetings, contracts, and other methods of formal communication, the Group shares its expectations that suppliers and their subcontractors provide safe and healthy working conditions for their employees, abide by Human Rights laws and standards, and strives for continual improvement in their environmental management systems, processes and products.

Technicolor requires its suppliers and sub-contractors to actively support its CSR Principles. Suppliers are required to comply with the legal requirements and standards of their service or industry as applicable under the national law of the countries in which they operate. Technicolor suppliers and sub-contractors also ensure the compliance of their components and products with specific legal requirements applicable in the countries where their products are being sold.

Beyond raw material and component purchasing, the main areas where Technicolor subcontracts production and services are the manufacturing of Set-Top Box and gateways of the Connected Home segment, and part of the logistics of the DVD Services Division in Europe. In addition, to manage seasonal peak workloads within DVD Services, Technicolor uses contracted labor services to provide additional workforce on packaging and distribution sites.

To ensure that suppliers respect established principles, and as part of Technicolor's Supplier Responsibility program, since 2003, Technicolor sourcing management:

- determines when CSR audits, always performed by Technicolor selected auditors, are required;
- requires all suppliers to sign the General Rules of Conduct Compliance Certificate;

• periodically reviews all suppliers according to the Technicolor Suppliers Responsibility program requirements.

The Technicolor Supplier Responsibility program:

• ensures that Technicolor suppliers respect our policies and program requirements;

• promotes economic and social welfare through the improvement of living standards and support for non-discriminatory employment practices. Technicolor actively seeks suppliers with similar interests and ethics commitments.

Suppliers are expected to adhere to these basic principles:

• tolerate no discrimination and encourage diversity;

• promote best working conditions;

• use no child labor or forced labor or involuntary labor;

• protect worker health and safety;

• respect the environment;

• support worker development;

• respect fair market competition;

• strive to be a good corporate citizen wherever Technicolor operates;

• prevent and avoid all forms of bribery, corruption, or other unfair and unlawful action;

• respect consumer and personal privacy;

• avoid potential conflicts of interests.

73 Supplier Responsibility audits were performed in 2021 by Technicolor or its authorized auditing partners, either onsite or remotely. Through these audits and other methods, Technicolor shares its expectations that suppliers and their subcontractors provide safe and healthy working conditions for their employees, abide by human rights laws and standards, and strive for continual improvement in their environmental management systems, processes and products. During the audit process, instances of child labor are classified as "critical," resulting in an immediate stoppage of business. Audits revealing employee discrimination, forced labor, safety violations, permanent disabilities or fatal injuries are classified as "major," and require immediate corrective action.

No critical violation was detected during 2021. 48% of detected violations relate to health and safety, and 36% to labor, primarily working hours. Health and safety violations represent 58% of major violations, while the remaining categories of major violations detected were management system and then labor by decreasing order.

Technicolor added a more systematic risk assessment of suppliers in 2018 with the implementation of the EcoVadis assessment platform (EcoVadis Rating Framework) for suppliers representing a yearly spending of more than €1 million. In 2021, such category represents 90.9% of the total spending of the Group.

Suppliers representing about 86.6% of total spend of this category of Technicolor's suppliers are already assessed by EcoVadis.

This threshold will lower from €1 million to €0.75 million in 2022.

The primary sub-contracting scope within the Group is within the Connected Home business, where sub-contracting represents the majority of units sold, and thus almost all audits originating as part of the Supplier Responsibility program are targeting suppliers and sub-contractors for the Connected Home business as sub-contracting is very low profile in Technicolor Creative Studios and DVD Services. Conversely, the year-end seasonal labor peaks are strongly represented in DVD Services, and the Group ensures that all temporary workers receive all required EH&S training, information, and equipment for their responsibilities, no matter how limited the duration of employment, so that they are treated the same as any other worker within the Group.

Technicolor monitors key performance indicators according to CSR criteria for key active electronics manufacturing service partners to ensure they comply with Corporate Social Responsibility regulations and practices. Technicolor Sourcing gives preference to suppliers who have achieved ISO 9001 certification and who are certified to meet such EH&S standards such as ISO 14001 and ISO 45001.

Supplier KPIs are weighted 40% on CSR focus at management level, to ensure that supplier management is sufficiently engaged and adopts a proactive CSR approach. Ten percent of KPIs focus respectively on young workers performing hazardous work, monthly employment turnover rate, average overtime, one day-off per week rate, CSR training for operators, and injury trends.

Technicolor's Supplier Responsibility Program applies to all new and current suppliers. To ensure effective supplier assessments, Technicolor has defined a specific audit scope and focus for suppliers categorized as "high risk," defined as suppliers in countries with a relatively high potential for adverse human rights issues.

Additionally, the Responsible Business Alliance (RBA) may perform on-site audits to monitor and verify the implementation of the RBA Code of Conduct. RBA membership includes compliance requirements for periodic third-party audits of all critical suppliers with an intense focus on Human Rights, and over time all main suppliers of Technicolor who are also members of RBA will have Validated Audit Process reports on record within the RBA communication platform. Further, as a member of RBA, the Group is committed to ensure that minerals contained in its products are sourced with due respect to Human Rights, the need to avoid contributing to conflicts, and the desire to support developments through our supply chain practices.

Mindful of regulations banning or restricting certain chemical substances, Technicolor implemented a process for obtaining and tracking information about its suppliers. This system allows for the identification and estimation of relevant chemical substances in Technicolor's products and ensures that banned substances are not included.

The Group has also implemented a due diligence process by asking its suppliers to conduct investigations in their own supply chain, so as to determine the origin of the 3 TGs conflict minerals (tin, tantalum, tungsten and gold) provided to Technicolor, and therefore to avoid directly or indirectly any use of 3TG minerals originated from conflict-affected countries.

In 2016, Technicolor's commitment was confirmed by a **Technicolor public statement on Conflict Minerals,** updated in 2020, available on **www.technicolor.com/csr,** along with other **Technicolor statements on compliance with UK and California anti-human trafficking laws.** Please refer to Chapter 7.1 for more information on product compliance and ban of hazardous materials in the supply chain.

3.2 FIGHT AGAINST HARASSMENT AND DISCRIMINATION

GRI *[103-1 Diversity and equal opportunity] [103-2 Diversity and equal opportunity] [103-3 Diversity and equal opportunity] [103-1 Non-discrimination] [103-2 Non-discrimination] [103-3 Non-discrimination] [406-1]*

A diverse workforce is a business imperative for Technicolor in its competitive environment. It must be able to recruit and retain the most talented candidates from a broad range of disciplines and experiences. Technicolor's policy is not only to provide equal employment opportunity without regard to race, sex, religion, national origin, age or disability status, but also to fight actively against harassment and discrimination, which are illegal, and also hamper our ability to perform and to retain talented employees.

Beyond existing legislation, we strive to track pay discrimination cases between women and men and to reduce such gaps. An improved gender pay gap analysis process based on current and revamped business' job architectures was developed to identify and help to prevent pay gap creation at every step of women's career.

The non-discrimination and equal employment opportunity policies, based upon the Ethics Charter and locally augmented according to specific legal requirements if needed, including the anti-harassment policy, are implemented at all Technicolor sites.

In addition to the role of management, detection of discrimination cases also relies on the whistleblower policy allowing any employee to confidentially disclose their situation or the situation of a co-worker, without fear of publicity or adverse reaction. Such cases are reported to the Ethics Committee and investigated. Some countries implement in addition an official trust person or advocate for employees if there is a discrimination issue. Overall, 12 cases of harassment and discrimination were reported in 2021.

In order to prevent and fight discrimination and harassment in the frame of our zero tolerance policy, all employees were assigned to complete a mandatory online training course throughout the Group. To ensure a better understanding, this 30 to 45 minutes training course was delivered in 5 languages: English, French, Spanish, Polish and Portuguese. Pandemic situation prevented to deliver on several sites this training led by instructor to employees without email access. 7,035 employees completed this online training representing 5,802 hours. In addition to this global online training, Indian employees received specific training about the prevention of sexual harassment, as detailed below. As a total 7,974 different employees received 7,396 hours of specific training as part of this prevention initiative.

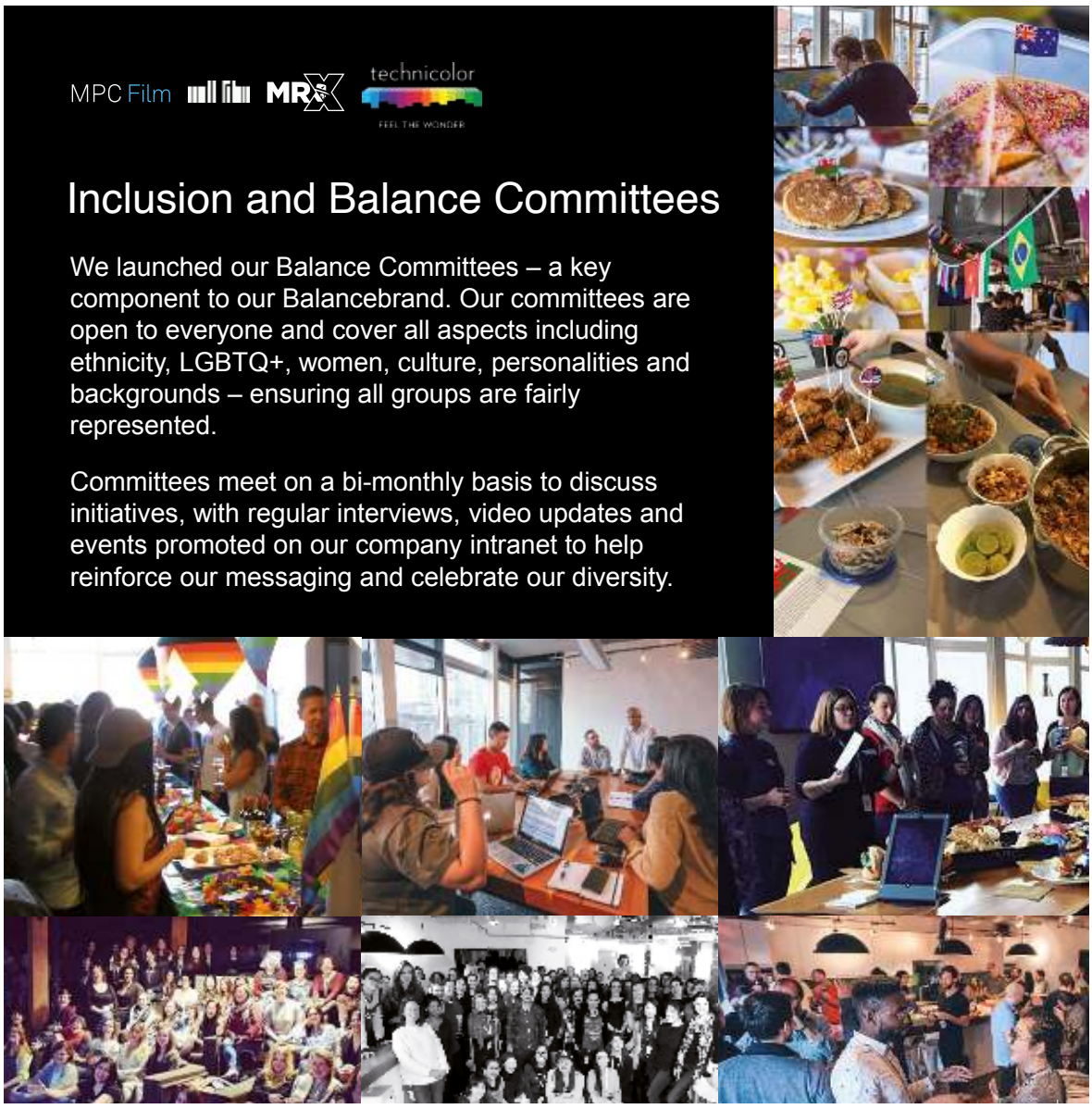
Subsequently, employees were asked to read and acknowledge the Code of Ethics, including sections about the fight against discrimination and harassment and the whistleblowing procedure.

In several countries, managers and supervisors are providing legal awareness training sessions about anti-harassment and non-discrimination:

• in India, a PoSH (Prevention, Prohibition and redressal of Sexual Harassment at workplace) liability survey and awareness and training campaigns with all the service line management teams and key talent was conducted. Based on the survey results, an experiential training course on "unconscious bias" was conducted for the leadership team. PoSH Internal Complaint Committee (IC) was revamped by onboarding a new external consultant, and all were inducted to the complaint handling process. In continuation of this, all employees were trained on PoSH with the help of video-based modules, and awareness posters were put up on the notice board on all floors. This training covered employees from all the service lines at Bangalore and Mumbai (Trace VFX). 1,568 employees attended such training, representing 1,594 hours in 2021. Through various avenues, we continue to educate employees on unconscious bias. In India, we continued to make provision for mutually agreeable extensions of employment for senior workers, past the national retirement age of 58. The Bangalore operation also provides a written document concerning local community conditions and advice for new workers moving in from other areas;

• in the UK, during the Film & Episodic VFX (FEV) induction and onboarding process, the employee engagement committees are highlighted, and employees are encouraged to join or attend up-coming events.

Throughout the VFX brands in the Balance committees, there is a stream called Pride, open to everyone, focusing on creating a welcoming space for all LGBTQ+ employees, as well as Women Steering groups.



Technicolor celebrates cultural diversity during National Inclusion Week in London.

4 CLIMATE CHANGE

GRI *[102-44] [103-1 Energy] [103-2 Energy] [103-3 Energy] [103-1 Emissions] [103-2 Emissions] [103-3 Emissions] [201-2]*

This report provides an overview of the activities that Technicolor is taking to fulfill its responsibilities as a global corporate citizen with respect to Climate Change. As such, Technicolor is reporting on what it has determined to be the most significant aspects and impacts, both globally and by business unit, for the fiscal year 2021.

Climate change is integrated into Technicolor's business strategy along two primary axes: development of eco-friendly products and services and infrastructure improvements to reduce emissions or to maintain performance when faced with climate impacts. The development strategy has Technicolor joining or leading various industry groups, regulatory committees, or trade collaborations as a way to find or to create improvements and manage them into the product or service offerings. The infrastructure strategy is to seek out improved efficiencies in technology or human process/behavior.

Science-based targets and net-zero standard

Technicolor committed to Science-Based Targets (SBT) and the Net Zero Standard at the end of 2021, and the Group will submit its targets for validation during 2022. Each of the three lines of business worked to develop their full Scope 3 emissions profile and to better understand the climate change levers in their individual businesses while collaborating at the Group level to fully support the commitment to an ambitious short-term outcome below 1.5°C by 2030 (80% absolute reduction in emissions by 2030) as well as the longer-term Net Zero by 2050.

This work was well-aligned with the material CSR risks of Technicolor and given that the business community plays a crucial role in minimizing the impacts of climate change and that climate science is now well-established, the Group decided to move forward in alignment with other leading businesses by aligning with the SBT and Net-Zero initiatives in order to be fully transparent and committed to doing its part. This means that beyond controlling and minimizing the climate change impacts of its own operations through increased use of decarbonized energy, Technicolor will focus on the climate change impacts of its products as used by consumers as well as the full supply chain, including data centers, distribution, and purchased goods.

Charter, policies and guidelines

Standards and direction begin with Technicolor's Code of Ethics and then flow to the Group's EH&S Charter, authorized by top management. After that comes a library of more than 50 EH&S Policies and Guidelines, beginning with the Environmental Policy, supported by numerous topical guidelines such as resource conservation and pollution prevention.

In 2022, the EH&S Charter has been translated into nine languages and is available on the Group's Intranet, along with all the policies and guidelines.

Organization

EH&S is managed transversally within Technicolor and by extension becomes the duty of each Executive Committee Member, Technicolor business manager, and Site manager. Technicolor established a Corporate EH&S group in 1993 to develop, direct and oversee the development of global policies, guidelines, programs and initiatives. The Corporate EH&S organization reports to Corporate Social Responsibility, headed by the Director of Human Resources (Talent & People) and Corporate Social Responsibility, who is a Member of Technicolor's Executive Committee. Overseeing EH&S is a Corporate manager, who directs the efforts of EH&S personnel throughout the business. Business Unit liaisons work to ensure that initiatives relevant to their particular business are shared quickly among sites with similar activity. Legal support and counsel for issues such as product safety, environmental protection and workplace safety is provided by Technicolor in-house attorneys.

It is the responsibility of the Corporate EH&S Organization to develop policies, programs, processes and initiatives to help the business meet the principles and commitments outlined within the EH&S Charter. Each Technicolor location identifies personnel who, along with the support of local EH&S Committees, are responsible for reviewing and localizing Corporate Policies and Guidelines and applicable governmental laws and regulations, and for implementing site-specific programs and procedures which will ensure compliance and minimize the potential for their operation to cause harm to human health or the environment.

Reporting perimeter and risk profile

This report contains data from 43 operating locations, of which 13 are industrial. Prior year data are reported for the same locations when available, although some newly acquired sites may not have data values for years prior to acquisition or sites may have been closed or sold. By Technicolor's definition an industrial location is a facility where DVDs are produced, packaged or distributed or where any Connected Home product is made. To provide finished products and services, Technicolor utilizes

purchased materials, chemicals, components, energy, and water. As a result of the products and services it provides, there are a number of potential activities that may result in adverse impacts to the environment.

Given the diversity of the Group's operations, the environmental aspects and potential impacts vary by location, thus not every location is required to report on each of the established metrics. Environmental aspects reviewed in this report include waste management (total waste generated, landfilled, and recycled), energy consumption (electricity, fossil fuels, steam, and chilled water), water consumption, air emissions (greenhouse gas emissions), main materials used, and processing wastewater effluents. The 43 sites included in this report may be reviewed in the subsection: "Data collection method and rationale" (see Chapter 9.2) herein.

The Corporate EH&S Organization has identified key information that is tracked and reported on either a monthly, quarterly, or annual basis. This information includes utility consumption, waste generation, recycling and disposal, air emissions, main raw materials used, and water effluent from industrial locations.

Technicolor is firmly committed to continually assessing the impacts of its facilities and products. Technicolor's goal is to continually evaluate information needs and collection processes to ensure that it remains consistent, with a focus on present activities and issues as well as anticipated future requirements.

Training

Please refer to Chapter 5 for Environmental training.

Goals and objectives 2019-2022

Technicolor established the following climate change goals and objectives for the Group, to be met by its worldwide operations by the end of 2022:

- 30% minimum proportion of electricity coming from renewable sources;
- reporting to satisfy GRI Sustainability Reporting Standards (GRI Standards).

4.1 CARBON EMISSIONS

GRI *[102-12] [103-1 Energy] [103-2 Energy] [103-3 Energy] [103-1 Emissions] [103-2 Emissions] [103-3 Emissions] [302-1] [302-2] [302-3] [302-4] [305-1] [305-2] [305-3]*

Energy consumption

In 2021, worldwide energy use was approximately 791.4 terajoules, a decrease of about 21% compared with 2020. Of the total energy consumed, 88.1% was in the form of electricity (of which 25.2% was from renewable sources), 10.6% was in the form of fossil fuels, and 1.2% was in the form of purchased steam or chilled water. When compared to total revenue, average energy intensity was 0.273 TJ/M€ across the business in 2021.

Energy consumption

	Total (terajoules)	**Electricity** (terajoules)	**Fuel sources** (terajoules)	**Total per revenue** (terajoules per M€)
2019	1,214[1]	1,073	137	0.319
2020	1,006.1[2]	893.9	97.3	0.335
2021	**791.4[3]**	**697.6**	**84.0**	**0.273**

(1) Total energy includes about 4 TJ steam or chilled water purchase.
(2) Total energy includes about 15 TJ steam or chilled water purchase.
(3) Total energy includes about 9.7 TJ steam or chilled water purchase.

2021 Energy consumption

	Total Energy (terajoules)	% Total Group (%)	Electricity (terajoules)	% Total Segment (%)	Fuels (terajoules)	% Total Segment (%)
Creative Studios	125.8[1]	15.9%	123.3	98.0%	0.6	0.5%
Connected Home	38.9[2]	4.9%	30.0	77.1%	1.3	3.3%
DVD Services	625.9	79.1%	543.8	86.9%	82.2	13.1%
Corporate & Other	0.84[3]	0.1%	0.59	70.2%	-	0%

(1) Total energy includes about 1.8 TJ steam purchase.
(2) Total energy includes about 7.7 TJ chilled water purchase.
(3) Total energy includes about 0.25 TJ steam purchase.

Greenhouse gas emissions

Having evaluated its operations, Technicolor determined the most significant but limited air emission contaminant resulting from the Group's operations (Scope 1) to be equivalent carbon dioxide (CO_{2eq}) associated with on-site combustion of fuels for heating and cooling, back-up power generation, fire-suppression equipment, or other typical engine-driven equipment.

In 2021, a total of 4,756 metric tons of CO_{2eq} were emitted from combustion sources within Technicolor's industrial plants and larger non-industrial locations.

Air emission

Scope 1 emissions	CO_{2eq} (metric tons)
2019	7,846[1]
2020	5,512[1]
2021	**4,756[2]**

(1) These figures calculated using the 1996 Intergovernmental Panel on Climate Change (IPCC) emissions factors.
(2) These figures calculated using the 2006 Intergovernmental Panel on Climate Change (IPCC) emissions factors.

Indirect emissions from consumption of electricity, steam, and chilled water (Scope 2) were 85,313 metric tons CO_{2eq} and were estimated using the International Energy Agency emissions factors (2019).

Scope 2 emissions	CO_{2eq} (metric tons)
2019	134,064
2020	110,604
2021	**85,313**

Beyond scope 1 and scope 2 greenhouse gas emissions, some of the most significant contributions to scope 3 greenhouse gas emissions are shown below, with the exception of purchased goods and services. Where quantitative estimates are shown, the values are approximate due to assumptions required and potential absence of exact knowledge for specific type of transportation equipment and fuel. Necessary assumptions are based on industry standards or surveys for collective vehicle performance or consumer behavior:

- electricity consumption during the use of Connected Home devices (set top box and gateways) in their targeted markets during their estimated product lifetime of 5 years (STB) or 4 years (gateway). The total impact of all Connected Home devices produced during 2021 is estimated to be an equivalent 3.44 million tons of CO_{2eq} during their full lifetime of product operation. The assumed product operation that may be controlled in part by the network operator and the consumer, includes active hours during use, standby hours when not actively in use, and switched-off hours, aligned primarily with the customer habits for using their television at home. For any individual piece of equipment, the true equivalent emission will depend on the country and region of operation as emission factors vary significantly depending on electricity generation methods and sources in each country.

Emissions factors used were selected from International Energy Agency emissions factors (2019);

• the estimated impact of all inbound and outbound traffic controlled by Technicolor during 2021 for DVD products was 40,169 tons CO_{2eq}. Emissions factors used were selected from UK Government GHG Conversion Factors Freighting Goods (2021);

• the estimated impact of all inbound and outbound traffic controlled by Technicolor during 2021 for Connected Home devices was 33,781 tons CO_{2eq}. Emissions were estimated by third-party specialist company TK'Blue, focusing on climate change impact of shipping and logistics activities;

• pre-Covid employee commuting was estimated at about 29,076 tons CO_{2eq} and a new employee survey was developed that will bring focus and improved accuracy to the employee commuting impact going forward;

• business travel continued to be impacted and reduced in 2021 due to Covid-19 risks and travel restrictions, with an impact of 2,392 tons CO_{2eq};

• data centers supporting all businesses and functions within Technicolor, but primarily attributable to Creative Studios, generated an estimated impact during 2021 of 13,421 tons CO_{2eq}. This estimate concerns all data centers and includes in part a double counting of some emissions already reported as Scope 2 emissions within Technicolor operations. Emissions factors used were selected from International Energy Agency emissions factors (2019).

In 2021, Technicolor participated for the fourteenth consecutive year in the Carbon Disclosure Project (CDP), targeting collaboration between large international firms and investors related to global warming. Technicolor's emissions disclosure is available on the CDP's website: **http://www.cdp.net/.**

Data centers

In addition to Group IT requirements, Creative Studios businesses related to film, video, animation, and special effects have an on-going need for fast and efficient data centers (computational capacity plus storage capacity). Technicolor uses a mix of public cloud-based infrastructure as a service, in addition to on-site or co-located data centers managed by Technicolor resources in conjunction with other partner companies in order to meet these requirements, depending on data security, response time, availability, and other aspects. As a first step, Technicolor has mapped its requirements and its current infrastructure and continues to work toward reduced energy consumption and increased energy efficiency for data centers while working to understand the power usage effectiveness methodology (PUE) and definitions that could be further implemented to improve the business performance while reducing carbon emissions. The combined impact of all data centers utilized by the Group during 2021 was estimated to be 13,421 tons CO_{2eq}. This estimate concerns all data centers and includes in part a double counting of some emissions already reported as Scope 2 emissions within Technicolor operations. Emissions factors used were selected from International Energy Agency emissions factors (2019).

Climate change highlights

Sites, both industrial and non-industrial, try equally to reduce their energy consumption. Efforts to reduce energy consumption locally continued in 2021. Typical efforts involve lighting fixtures changeover to LED appliances, HVAC improvements (heating, ventilation and air-conditioning), and shutting down as many lighting or other systems during weekends or holidays as possible, raising setpoint temperatures in data centers or other technical rooms, selecting equipment according to energy efficiency criteria, and using window solar control screen films to improve heat blocking in exposed offices. Many initiatives took place at the site level in 2021 to reduce carbon emissions in addition to energy saving initiatives implemented in both Industrial and non-industrial sites:

• in non-industrial sites efforts are oriented towards floor space optimization, lighting, heating, ventilation, air conditioning systems, power for data center units. Increasingly sites source greener energy, some are already on 100% renewable electricity, others are gradually improving their electricity mix content during contract renewals, to prepare for ambitious decarbonization targets in coming years;

• in industrial sites, similar initiatives took place albeit a larger scale, with floor space optimization, lighting, HVAC, automation and organizational changes that were continued from 2020 as part of continuous im-

provement programs. As an illustration, the Connected Home Manaus site implemented a one-hour shutdown of the air compressor and production area lighting circuit: during this period, all lines are scheduled for lunch at the same time.

Of course, due to Covid-19, business travel was drastically reduced similarly to 2020, and therefore by necessity the usage of video conferencing systems became the dominant worldwide collaboration tool, with the side benefit of reduced carbon emissions due to travel.

Additionally, in some locations and situations, the traditional commute was changed with some members of staff shifting from using the public transportation to walking or bicycling. Consequently, incentives to use the public transportation system were proposed in a few sites and more bike spaces were created in others with some incentives at times also proposed to staff using their bicycles: In Montreal Mr. X site, subscriptions to municipal bike programs were proposed. In Montreal Mikros site employees returning to work on site are encouraged to use a bike. The site worked with the city to install bike racks in front of the studio and by communicating the Technicolor promotion code for the public bike system. The site is also engaging with the property landlord to have bike racks installed in the underground parking. Edegem Connected Home improved its green car policy, proposing more attention to electrical and plug-in hybrid electric vehicles. Edegem also promotes an active lifestyle, and one member of staff was distinguished nationally in 2021 as the person who accumulated the most bicycling kilometers for the year (13,000 km) with the Bike to Work program.

4.2 ENERGY EFFICIENCY

GRI *[102-12] [102-13] [103-1 Energy] [103-2 Energy] [103-3 Energy] [103-1 Environmental compliance] [103-2 Environmental compliance] [103-3 Environmental compliance] [302-5] [416-1] [417-1]*

Technicolor started to implement eco-design guidelines in 2008 and has long taken a positive stance towards environmental and efficiency issues in the development, manufacture, and use of its products. The Connected Home segment complies with all the laws, regulations and industry guidelines endorsed by Technicolor in order to improve the energy efficiency of its products while not impacting the user experience. These include:

- the European Union Code of Conduct on Energy Efficiency of Digital TV Service and Energy Consumption of Broadband Equipment;
- the European Union Industry Voluntary Agreement to improve energy consumption of Complex Set-Top Box (CSTB);
- the US Voluntary Agreement for Ongoing Improvement to the Energy Efficiency of Set-Top Box (STB);
- the US Voluntary Agreement for Ongoing Improvement to the Energy Efficiency of Small Network Equipment (SNE);
- the Canadian Pay-TV Set-Top Box Energy Efficiency Voluntary Agreement (STB CEEVA);
- the Canadian Energy-Efficiency Voluntary Agreement for Small Network Equipment (CEEVA SNE) to extend its existing energy saving initiatives into the Canadian market.

Technicolor was the first Customer Premises Equipment (CPE) vendor to sign the Code of Conduct for Broadband Equipment, putting itself in a leading role for low energy consumption residential gateways. By designing devices compliant with regulations as well as various Voluntary Agreements, Technicolor is committing to improve energy efficiency and to reduce the carbon footprint of gateways and Set-Top Box.

Also, Technicolor has actively contributed to creation or revision of eco-design regulations impacting the design and development of Technicolor gateways and Set-Top Box by providing inputs to the EU commission, via Technicolor's membership with the Digital Europe organization of leading Digital Technicolor European companies. Especially with regard to eco-design requirements on the new regulation of no-load condition electric power consumption and average efficiency of External Power Supply 2019/1782 and regulation 801/2013/EU on standby and network standby power. Each eco-design regulation contains provisions for its future evaluation and possible revision, taking into account the experience gained with their implantation and technological progress.

As concerns electricity consumption during the use of Connected Home devices (Set-Top Box and gateways) in their targeted markets during their estimated product lifetime of 5 years (STB) or 4 years (gateway), the one-year impact of all Connected Home devices produced during 2021 is estimated to be an equivalent 784 thou-

sand tons of CO_{2eq}. The assumed product operation that may be controlled in part by the network operator and the consumer, includes active hours during use, standby hours when not actively in use, and switched-off hours, aligned primarily with customer habits for using their television at home. For any individual piece of equipment, the true equivalent emission will depend on the country and region of operation, as emission factors vary significantly depending on electricity generation methods and sources in each country.

Product energy efficiency initiatives and developments

One of Technicolor's corporate values is a commitment to globally agreed standards and voluntary agreements.

Technicolor has actively contributed to good practices through voluntary codes and is signatory of the above listed Voluntary Agreements for improving energy efficiency of Connected Home devices.

In Europe, Company reporting for 2021 establishes that Technicolor achieved the power consumption targets respectively set by the Code of Conduct for Broadband Equipment, and the Voluntary Industry Agreement on Complex Set-Top Box:

- 98% of our Set-Top Box units put on the market are compliant with the energy requirements of the Voluntary Agreement;
- 100% of our Home Gateways new models introduced on the market for the first time are compliant with the on-state power target and with the idle state power target of the Code of Conduct for Broadband Equipment.

In the United States and in Canada, Technicolor branded models of Set-Top Boxes and Small Networked Equipment meet the targets of applicable energy efficiency Voluntary Agreements recently published.

In 2021, the US Voluntary Agreement for on-going improvement to the energy efficiency of Set-Top boxes was renewed through 2025. As pointed out by the Consumer Technology Association (CTA) and NCTA, this agreement has already saved consumers $7 billion in energy costs and avoided 39 million metric tons of CO2 emissions through the end of 2019. It will now include new, even more rigorous energy-efficiency commitments starting in 2023. Notably this latest extension places emphasis on Internet Protocol (IP) set-top boxes, which are projected to represent an increasing portion of new set-top boxes purchases.

Energy efficiency option is a key part of our commitment to our customers and other stakeholders as they use Technicolor Connected Home devices. Continuously improving the energy efficiency of our devices is one of the main opportunities we have to address climate change during the use phase, if we want a livable planet in the future.

4.3 RENEWABLE ENERGY

GRI *[103-1 Energy] [103-2 Energy] [103-3 Energy] [302-4]*

As part of its pledge to conduct business safely and responsibly, Technicolor has always measured environmental impact and sought to reduce it through monitoring programs and projects focused on its activities. As the industrial footprint of the Group continues to transform away from energy-intensive processes due to industry closures in glass, tubes, and motion picture film, and the non-industrial footprint continues to evolve and to grow in digital media and the cloud, our energy focus has evolved, resulting in a growing emphasis on increasing the proportion of renewable energy as a percentage of electricity consumed at all the Group sites.

Renewable energy

Group	As a percentage of Electricity (%)	As a percentage of Total Energy (%)
2019	24.1%	21.3%
2020	20.0%	17.7%
2021	**25.2%**	**22.2%**

Business Segment	As a percentage of Electricity (%)	As a percentage of Total Energy (%)
Technicolor Creative Studios	62.1%	60.9%
Connected Home	42.5%	32.7%
DVD Services	15.9%	13.8%
Corporate & Other	20.4%	14.2%

Local highlight, Brazil

In Manaus, Brazil, the Connected Home manufacturing factory dedicated to the production of set top boxes for the Americas has a long-term plan to improve its carbon footprint. In 2020, the site completed the carbon-free transition to 100% of its consumed electricity from renewable sources, generating less environmental impact. The sources that Technicolor buys from are hydroelectric projects, with a power less than or equal to 5,000 kW, plus projects based on solar, wind, biomass or qualified cogeneration.

In early 2021, Technicolor's reforestation program in Manaus continued the planting of açai trees - renowned for their ability to absorb greenhouse gases - in the Rio Tietê Reserve near São Paulo where the Technicolor Sales office is located. In this way, program participants not only contribute to the fight against deforestation, which is responsible for 15% of the global greenhouse gas emissions, but also help raise awareness among coworkers and residents about the importance of preserving natural resources and how we all play an important role in the fight against global warming. The Manaus site has a socio-environmental project to capture rainwater and is sharing the part that it does not use with the local community that do not have water supplied by the concessionaire, by means of redirection pipes.

Technicolor has an environmental education project with surrounding schools, providing environmental education through training proposed by the EHS team and offering therefore a better quality of life for students and teachers.

For all these projects, the site won, in 2021, the certificate as a *Partner Company of Nature* by the *Brazilian Institute for the Defense of Nature,* which recognizes continuous improvement in socio-environmental performance.

By generating savings, environmental and social benefits, the Manaus green project contributes to making Technicolor's plant in Brazil ecologically correct, economically viable and socially fair.

GREEN FACTORY

5 CIRCULAR ECONOMY

GRI *[102-44] [103-1 Materials] [103-2 Materials] [103-3 Materials] [103-1 Water and effluents] [103-2 Water and effluents] [103-3 Water and effluents] [103-1 Waste] [103-2 Waste] [103-3 Waste]*

This report provides an overview of the activities that Technicolor is taking to fulfill its responsibilities as a global corporate citizen with respect to the Circular Economy. As such, Technicolor is reporting on what it has determined to be the most significant aspects and impacts, both globally and by business unit, for the fiscal year 2021.

Charter, policies and guidelines

Please refer to Chapter 4 for their description.

Organization

Please refer to Chapter 4 for its description.

Reporting perimeter and risk profile

Please refer to Chapter 4 for their presentation.

Annual performance measurement process

A process was implemented in 1997 to allow for the consistent internal benchmarking of key management programs and requirements within each of the Group's industrial locations, and tracking of site progress toward environmental, safety and resource conservation improvement goals. This process was revised during 2012 to better support the wider network and diversity within the Group's mix of industrial and non-industrial locations, and it assesses benchmark criteria, helping the Group create consistent global focus and action plans on key programs, requirements and initiatives.

Emergency preparedness and response

Even the best designed programs and procedures cannot eliminate the occurrence of unforeseen events. The development and periodic review of emergency preparedness and response plans is critical to the success of Technicolor's EH&S program, making these, along with associated training and testing, key components of the EH&S performance measurement process.

One of the many challenges that are present in a globally operated business is ensuring effective communication, particularly in the event of a crisis. At Technicolor, a system was designed to provide a consistent worldwide approach for managing and mitigating significant EH&S incidents. The Significant Business Incident (SBI) system enables timely communication to and involvement of top management and ensures the quick and effective allocation of appropriate resources with consistent crisis management measures throughout the world. This process also serves as a valuable tool for identifying potential concerns within each of Technicolor's businesses and to ensure that appropriate preventive measures are effectively implemented.

In 2021, four SBIs associated with EH&S aspects were reported, and penalties or fines in the amount of €11,500 were incurred as a result of SBI events.

Audits and internal governance

GRI *[403-2]*

EH&S audits and inspections are a key part of Technicolor's continued efforts to improve EH&S management and performance, and to prevent incidents from occurring. A comprehensive corporate audit program was implemented in 1996. The aim of the audit program is to review the Group's industrial locations' compliance with Corporate EH&S Policies and Guidelines and specific applicable EH&S laws and regulations. The audit program has also been demonstrated to be a valuable tool for increasing EH&S awareness, identifying best practice opportunities, communicating successful initiatives between plants, creating opportunities for different approaches to problem solving, and introducing EH&S personnel to other aspects of the Group's multi-faceted business.

The audits include physical inspections of the location, review of documents and records, and examination of activities within the EH&S scope. The use of Technicolor specific audit protocols helps ensure and maintain consistency in approach while also bringing renewed focus to key corporate requirements. In addition, the protocols allow for, and require, the inclusion of location-specific regulatory and business requirements. Issues and recommendations identified during the audit process are reviewed and discussed with members of the location's management.

In 2021, due to Covid-19 impact on travel, no industrial sites were audited, however ten non-industrial sites were remotely reviewed as part of Technicolor's objective of monitoring all locations at least every three years. As a result of these reviews, potential improvement items were identified and evaluated, and more importantly, appropriate associated action plans developed.

Acquisitions and closures

Technicolor has established a process for reviewing locations prior to acquisition and upon closure to identify and understand the likelihood and extent of potential environmental contamination associated with the locations' activities.

This process not only helps limit financial liability, but also to understand the type and level of support required to ensure that the Group's corporate policies and guidelines are effectively implemented. Once acquired, locations are expected to comply with Technicolor's EH&S policies and guidelines, which include, as an example, the development of chemical and waste management practices to minimize the potential for uncontrolled releases to air, water and land.

Newly acquired businesses are reviewed by Technicolor to identify EH&S aspects of their operations, to evaluate the status and effectiveness of existing management and control systems, to determine compliance with Technicolor EH&S Policies and Guidelines, to communicate Technicolor's EH&S initiatives and requirements, and finally, to assist in the establishment of location-specific programs that conform to Technicolor's requirements and meet the needs of the Group.

Training

GRI *[403-5]*

Technicolor understands that each employee has the ability to impact the Environment, Health and Safety (EH&S) efforts and performance, thus it is critical that they are provided with appropriate tools, resources and knowledge. EH&S training programs develop awareness and skills that allow employees and contractors to perform their jobs in such a manner that will not only ensure compliance with appropriate laws, regulations and policies, but also so that they may prevent accidents which may lead to injuries or harm to the environment. Training programs are evaluated during the EH&S audit process and are a core requirement in the EH&S performance measurement process.

In 2021, 18,528 hours of EHS documented training reported through the EHS reporting system (Enablon) on a wide variety of environmental and safety compliance and protection, injury prevention, emergency preparation and response, and occupational health topics were provided to employees and contractors throughout Technicolor.

Goals and objectives 2019-2022

Related to the circular economy, Technicolor established the following EH&S goals and objectives for the Group, to be met by its worldwide operations by the end of 2022:

- 75% minimum waste recycling rate;
- reporting to satisfy GRI Sustainability Reporting Standards (GRI Standards).

5.1 RECYCLING OF WASTE AND OPTIMIZATION OF RAW MATERIAL

GRI *[103-1 Materials] [103-2 Materials] [103-3 Materials] [103-1 Waste] [103-2 Waste] [103-3 Waste] [103-1 Environmental compliance] [103-2 Environmental compliance] [103-3 Environmental compliance] [103-1 Customer health and safety] [103-2 Customer health and safety] [103-3 Customer health and safety] [103-1 Marketing and Labeling] [103-2 Marketing and Labeling] [103-3 Marketing and Labeling] [301-1] [306-1] [306-2] [306-3] [306-4] [306-5] [416-1] [417-1]*

Waste generation and recycling

Technicolor has a long-standing commitment to the principles of sound and environmentally responsible management of waste. Establishing the hierarchy of internal re-use, recycling and reclaiming followed by treatment and then landfill as the last option, Technicolor has developed and implemented programs to reduce waste generation, decrease the amount of hazardous waste, decrease waste sent to landfill, and increase recycling.

Hazardous waste is defined at each site using guidance from local governing agencies, but in general it means waste chemicals, fuels, oils, solvents, batteries, fluorescent light bulbs, or other items that may have been in contact with the hazardous material, for example, cleaning materials or empty containers. All these hazardous wastes are handled, stored, and disposed in compliance with local regulation and Group Policy.

Technicolor operates industrial sites and non-industrial sites. Non-industrial sites generated about 3% of the total waste generated in the Group in 2021, with approximately 71 tons of hazardous waste from non-industrial locations (batteries, mercury-containing bulbs, e-waste). Since 2016, organic composting is tracked as part of recycled waste, with about 2 tons reported during 2021 in both industrial and non-industrial sites.

Total waste generated in 2021 was 16,654.5 tons. The recycling rate was 61.7% decreasing slightly compared to 2020. When compared to total revenue, the average waste generation for all Technicolor operations was 5.75 M-Ton/M€ in 2021.

Waste

	Total Waste Generated (metric tons)	**% Treated Hazardous** (%)	**% Recycled** (%)	**Total per Revenue** (metric tons per M€)
2019	37,288	2.5%	69.9%	9.81
2020	22,016	2.4%	62.7%	7.32
2021	**16,654.5**	**3.8%**	**61.7%**	**5.75**

2021 Waste generation

GRI *[306-2]*

	Total Waste Generated (metric tons)	**% Total** (%)	**% Treated Hazardous** (%)	**% Recycled** (%)
Technicolor Creative Studios	347.9	2.1%	2.6%	53.0%
Connected Home	306.9	1.8%	20.6%(1)	75.4%
DVD Services	15,996.8	96.1%	3.5%	61.6%
Corporate & Other	2.9	-	-	18.5%

(1) One-time disposal concerning many years of accumulated e-waste as part of a site relocation.

Within Technicolor, detailed waste generation and disposal data is gathered at each facility following the local reporting format and requirements, then reformatted and recorded according to standard categories defined at the corporate level using periodic online site questionnaires deployed via a specialized, web-based, software. Waste data are consolidated at the Group level and audited each year by third-party auditors during the process of validation of Group extra-financial data, prior to publication and in compliance with French law.

Technicolor sites select only qualified suppliers of waste-related services, generally always licensed and permitted by government agency, and in addition all sites are advised to review each waste service provider's capabilities, staff qualifications, and control systems, and these aspects are reviewed during periodic Internal Audits. In some cases, site environmental personnel may also travel to the treatment or disposal site to make additional observation and inspection as part of the initial qualification or periodic monitoring of waste-service providers.

Technicolor sites have four distinct profiles characterized by their own input and output profiles:

- sites that manufacture DVDs and dispatch them to distribution centers are using raw materials and packaging. Main raw materials are: clear polycarbonate, bonding resins and lacquers, inks, plastic films, cardboard, and pallets. Consequently, waste generated include plastics, hazardous waste, and packaging;

- packaging and distribution sites receive bulk DVD/media as inputs and package and prepare this media for retail sale. These operations consume packaging materials, printed materials; plastics film, cardboard, and pallets, which are typically reflected in waste streams along with specialized mixed waste when inventory is destroyed due to a customer request;

- assembly of Set-Top Box and gateways (one site in the Group) has electronic components as inputs as well as packaging material and generates waste streams similar to those of DVD/media packaging and distribution sites, plus e-waste;

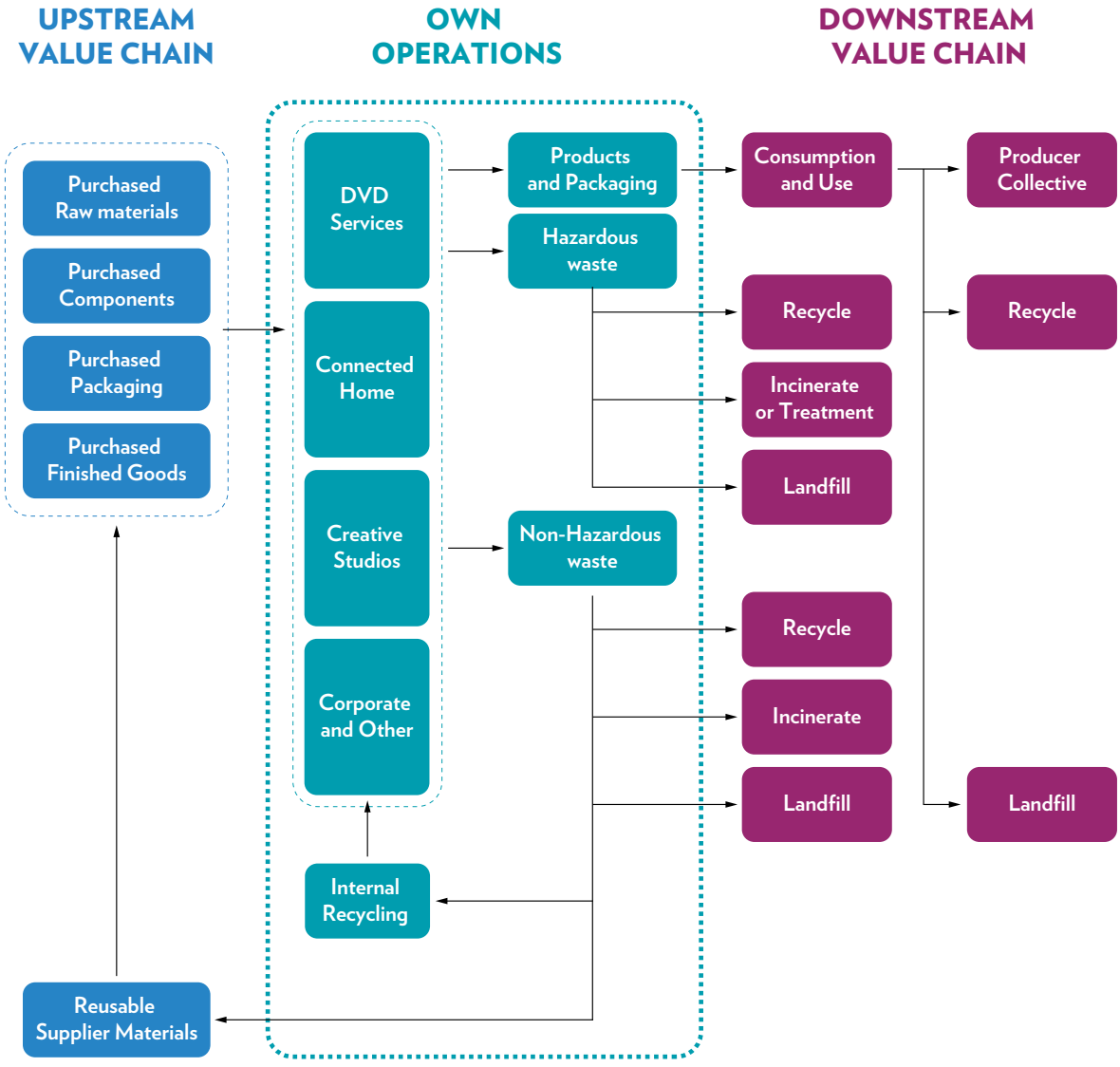
- non-industrial sites generate typical waste associated with office buildings, plus additional e-waste streams in Connected Home sites due to testing and evaluation of electronic product; Technicolor Creative Studios sites with large data centers used for image processing generate periodic additional battery recycling due to the need for significant back-up power systems. Many non-industrial locations are tenants in multi-tenant properties where most waste is collected and/or managed by the landlord with only general information available, and thus some non-industrial waste impacts are estimated using available information at the local, regional, or country level;

• all locations consume materials and generate typical waste associated with maintenance and repair of buildings and facilities such as grease and oil, light bulbs, solvent rags, paint, cleaning products, and pesticides.

Downstream end-of-life waste not controlled by Technicolor will include packaging, DVDs, and electronics from Set-Top Box and gateways, with the last having the most impact due to e-waste characteristics. Technicolor engages in discussions with customers and suppliers to reduce packaging and to increase recyclability of packaging as well as improved recyclability of parts in electronics. Electronics receive focused attention through eco-design best practices, including design for manufacture, design for recyclability, reduction of hazardous content, and product life-cycle analysis, while increasingly sourcing components or materials of recycled origin or which include a percentage of recycled material. Connected Home end-of-life e-waste is generally managed through collective actions with other producers, depending on regulation.

Waste process flow

GRI *[306-1]*



2021 Waste by composition, in metric tons *(T)*

GRI *[306-3]*

Significant Waste Stream	Waste generated	Waste diverted from disposal	Waste directed to disposal
Cardboard and paper	4,698.1	4,698.1	-
Landfill	3,759.2	-	3,759.2
Incineration	2,401.3	-	2,401.3
Ground-up metallized polycarbonate	1,536.4	1,536.4	-
Wooden pallets	1,287.2	1,287.2	-
Clear polycarbonate	813.4	813.4	-
Plastic media cases	447.5	447.5	-
Chemically treated hazardous	192.4	-	192.4
Plastic film wrap	113	113	-
E-waste/WEEE	90.7	90.7	-
Return to supplier for reuse	17.8	17.8	-
Fluorescent bulbs	2.2	2.2	-
Batteries	2.0	2.0	-
Compost	1.8	1.8	-
All-other non-hazardous	1,225.5	1,201.9	23.6
All-other hazardous	66.0	65.9	0.1
Total Waste	**16,654.5**	**10,277.9**	**6,376.6**

2021 Waste diverted from disposal, in metric tons *(T)*

GRI *[306-4]*

		Onsite	Offsite	Total
Hazardous Waste	Reuse	-	-	-
	Recycling	-	160.8	160.8
	Other recovery	-	-	-
	Total	**-**	**160.8**	**160.8**
Non-Hazardous Waste	Reuse	-	17.8	17.8
	Recycling	759.1	9,340.1	10,099.1
	Other recovery	-	-	-
	Total	**759.1**	**9,357.9**	**10,117.0**
Total	**Waste diverted**	**759.1**	**9,518.7**	**10,277.8**

2021 Waste directed to disposal, in metric tons *(T)*

GRI *[306-5]*

		Onsite	Offsite	Total
Hazardous Waste	Incineration (with energy recovery)	-	187.8	187.8
	Incineration (without energy recovery)	-	-	-
	Landfilling	-	92.8	92.8
	Other disposal	-	192.4	192.4
	Total	**-**	**473**	**473**
Non-Hazardous Waste	Incineration (with energy recovery)	-	2,131.7	2,131.7
	Incineration (without energy recovery)	-	81.8	81.8
	Landfilling	-	3,666.5	3,666.5
	Other disposal	-	23.7	23.7
	Total	**-**	**5,903.7**	**5,903.7**
Total	**Waste disposed**	**-**	**6,376.7**	**6,376.7**

Raw material usage

GRI *[301-1]*

The Group sources all raw materials externally. These are always industrially processed raw materials. The main raw materials consumed by the Group's businesses in 2021 were:

Raw materials

(in metric tons)	
Polycarbonate molding plastic	12,587
Carboard and paper packaging	7,159
Wood packaging	6,208
DVD bonding resin	808
Plastic packaging	550

Waste highlights

Waste reduction, reuse and recycle efforts continued in 2021.

Non-industrial sites increasingly reduced waste produced by discontinuing the use of disposable paper cups, plastic cutlery, or bottled water, shifting to durable options.

DVD manufacturing, packaging, and distribution sites pursued efforts to reduce out-of-order equipment or damaged pallets through specific programs, engaging employees, and through dialogue with waste management service providers.

In 2021, the Guadalajara, Mexico DVD factory project to recycle internally more polycarbonate from metallized disks, launched during 2020 resulted in a full-year increase by 5% of tons of ground metalized polycarbonate recycled in 2021. Meanwhile, clear polycarbonate recycled internally at this site increased by 9 percent. Pallet recycling programs have been continued and developed in Mexicali, Mexico, thereby reducing the need to purchase new pallets. In Piaseczno, Poland, the site reduced the consumption of foil used in the laminating process by 1,040 kg/year in its main warehouse. The Rugby, UK, site reinforced its waste segregation efforts with weekly checks introduced to ensure waste segregation. In Sydney too, a pallet recycling program is in place.

Technicolor Connected Home has continued its efforts to use recycled material, to reduce the use of single-use plastics, to minimize packaging size and to use alternative packaging if this leads to a more sustainable solution. Technicolor Connected Home is also developing solutions with some of its customers to effectively enter a new era based on circular economy.

Product waste regulation and compliance

GRI *[103-1 Environmental compliance] [103-2 Environmental compliance] [103-3 Environmental compliance] [103-1 Marketing and Labeling] [103-2 Marketing and Labeling] [103-3 Marketing and Labeling] [306-2] [417-1]*

The Group is working for better end-of-life handling of electrical and electronic equipment waste, better battery treatment and recycling process, and aims at limiting the production of packaging waste and promoting recycling, re-use and other forms of waste recovery. The Group has put into place the necessary processes and initiatives to comply with laws, in particular with the European Union WEEE Directive 2012/19/EU, the E.U. Battery Directive (2006/66/EC), the E.U. Packaging Directive (94/62/EC) and their subsequent amendments and the E.U. Single-Use Plastics ("SUP") Directive (2019/904).

WEEE (Waste Electrical and Electronic Equipment)

Managing e-waste has become a global concern as the volumes of used electronics requiring disposal grows among consumers. In the European Union, the Electrical and Electronic Equipment (EEE) falls under the WEEE Directive. Technicolor Connected Home devices are designed to make their disassembly easier. This is one condition for facilitating the pretreatment for recovery as well as to positively affect the reused and refurbishing of end-of-life products in accordance with the circular economy principal. Also, information to end-users explaining about e-waste and how to dispose of devices correctly is made available, including the meaning of the wheelie bin symbol. With environmentally sound management of WEEE, valuable materials can be recovered, retaining their material integrity and supporting circularity.

Technicolor takes all necessary steps to meet provisions of the WEEE Directive, and continuously seeks opportunities to avoid natural resource depletion and waste generation. Technicolor is registered as a producer and has joined collective compliance schemes in countries and for products we bear the producer WEEE responsibility. As of today, this is the case in France, Germany, Italy, Spain and the U.K.

Battery Treatment and Recycling Processes

Battery regulations prevent the release of hazardous substances into the environment, reduce waste and ensure the recycling of valuable raw materials. Batteries are regulated across many different areas, including but not limited to restrictions on the use of hazardous chemicals, takeback and recycling obligations, marking and labeling requirements. All batteries are required to be marked with the separate collection symbol and those containing mercury, cadmium or lead are required to be marked with their chemical symbol(s) when their content exceeds specific values. Batteries must be readily removable by the end user or a qualified professional and accompanied by instructions which explain how they can be removed safely. Portable secondary (rechargeable) batteries are required to be marked with their capacity.

As batteries become a strategic market, and linked to the EU's circular economy action plan, new EU rules for more sustainable and ethical batteries are currently under discussions.

Technicolor supports the aims of the E.U. Battery Directive and is compliant with the battery legislation of different countries where applicable. In particular, Technicolor has undertaken the necessary registrations to collective compliance schemes in France, Germany, and Italy.

Packaging Waste and Single-Use Plastics

Packaging is an increasingly important recycling issue and Technicolor is engaged in actions to optimize the amount and type of packaging we use. Also, consumer awareness about packaging waste in oceans and landfills (especially single-use packaging waste) is driving changes.

The E.U. Packaging Directive (94/62/EC) and its subsequent amendments provide for measures aimed at limiting the production of packaging waste and promoting recycling, re-use and other forms of waste recovery. The Directive requires E.U. Member States to (1) adopt packaging waste prevention measures; (2) meet specific recovery and recycling targets; (3) set-up collection and recovery systems; (4) set-up information systems on packaging and packaging waste; and (5) ensure that consumers are informed on packaging take back. In addition, the main aim of the E.U. Single-Use Plastics Directive ("SUP") is the reduction of the impact of certain plastic products on the environment, particularly marine litter.

Technicolor is optimizing the size of its packaging to ensure that, while providing adequate protection for the product itself, this packaging is kept to an absolute minimum while at the same time perfectly fitting stacking dimensions of standard pallets and containers. Thus, in addition to reducing the total volume of packaging waste, such measures also help lower the environmental impact and costs associated with product transportation.

Technicolor has joined a packaging compliance scheme in countries where we have obligations as a producer and has undertaken the necessary registrations for the recovery and recycling of used packaging in Austria, Belgium, France, Germany, Italy, Luxembourg and Spain.

5.2 ENVIRONMENTAL FOOTPRINT OF PRODUCTS

GRI *[103-1 Environmental compliance] [103-2 Environmental compliance] [103-3 Environmental compliance] [103-1 Marketing and Labeling] [103-2 Marketing and Labeling] [103-3 Marketing and Labeling] [302-5] [305-6] [416-1] [417-1]*

"Our planet has once more seen the effects of global warming in 2021, with average temperatures reaching historic highs, several countries hit by extreme heatwaves causing wildfires and exceptional precipitation leading to flooding. Through our commitment to the Science Based Target initiative we want to contribute by setting ambitious targets to decrease the carbon impact of our activities in the coming years, to reach Net Zero targets before 2050".

Koen de Wulf, *Connected Home, Director Sustainability*

The issues concerning Climate Change are a key priority and well-integrated into Technicolor's DNA and business strategy. The Connected Home business has been putting a lot of focus in the past few years on three primary axes designed to reduce its carbon footprint and to increase energy efficiency at every step of the product/service life-cycle, linking these aspects to the greater societal impact which benefits all stakeholders. In particular:

• development of eco-friendly products and services – and a policy of continuous improvement that addresses energy efficiency (carbon emissions generated by product use and carbon emissions resulting from shipping and transportation of products) and increasing the use of renewable energy within the infrastructure as stated in Chapter 4.2 of this report;

• infrastructure improvements to reduce emissions or to maintain performance when faced with climate impacts. A prime example is Connected Home operations in Manaus, Amazonas, Brazil. Since 2020, the site purchases 100% of its consumed electricity from renewable sources. The factory has been certified carbon neutral every year for several years. In our US, French, and Belgian offices, office space efficiency programs allowed to reduce energy consumption and acquisition of green electricity led to further decrease our scope 1 and 2 emissions;

• enablement of a Circular Economy through the reuse of material, as well as the avoidance and recycling of waste and optimization of raw material as explained in Chapter 5.1. During 2021, Technicolor achieved a decrease of 21% of waste when compared to revenue generation.

Product design and product life cycle

As a leading supplier of Set-Top Box (STBs) and home gateways, Technicolor has acquired experience and decided to incorporate eco-design principles and methodology into its product families. Rigorous analysis about product environmental performance allowed Technicolor to measure the impact of innovations and to target key areas of focus. Based on product life cycle assessment, Technicolor advises and supports its customers to reduce the ecological impact of their activities, addressing short-term product aspects of core product design (*e.g.*, energy consumption reduction during its life cycle, elimination of hazardous substances in electronic cards, components, casings, accessories, and cable materials, use of recycled materials and contributions to a more circular economy) as well as on related elements to reduce single-use plastics and packaging and to decrease carbon emissions due to transportation. Technicolor also looks forward, collaborating with its customers to support them in their ambitions to reduce their carbon footprint and evolve towards carbon-neutral activities. For more information, please refer also to Chapter 4.2 on energy efficiency.

Product reuse

GRI *[417-1]*

Beginning in 2016, as part of its reuse strategy, the Group began to recover used units from the American market in partnership with a major network provider capable of taking back product from individual consumers. Using its network of post-sales locations, Technicolor inspects, refurbishes, and requalifies the returned products whenever feasible, and then sells them as a clearly labeled refurbished product and at a reduced price. Since the program commenced in 2016, the destruction and disposal of about 3.15 million units and 3,022 tons of waste was avoided. At the same time, the need for an equivalent amount of raw materials and manufacturing effort required to produce new products for these markets was eliminated.

Product recycling

While many stakeholders have specific actions to take to fully achieve product recycling, Technicolor Connected

Home supports the Circular Economy. Easy device disassembly and avoidance of compound material in device mechanics and packaging helps to reintroduce parts of the devices in the raw material flow (*e.g.*, for device housing or packaging).

Eco-innovation approach as a business imperative

Eco-design is an activity that integrates environmental considerations into product design and development - without compromising quality and performance - over the entire lifecycle of the product. It therefore includes all environmental regulations and specific environmental product requirements including customer expectations.

As long ago as 1992, the Group established its own EH&S charter, committing to conduct its business in a safe and environmentally responsible manner everywhere it operates. The Connected Home business observes international standards, such as the ISO 14000 series, and product's eco-design requirements are checked throughout the product's lifecycle.

Concerns are growing worldwide around the impact of human beings on our planet and its living creatures. The UN's Sustainable Development Goals (SDG), set in 2015, are designed to be a blueprint to achieve a better and more sustainable future for all. The Paris Agreement, adopted in 2016 by 190 countries, specifically focuses on limiting global warming to 1.5°C. The Paris Agreement also introduced a robust accountability framework where governments are required to report on their progress implementing the Agreement. Environmental legislation has been significantly expedited over the last few years making environmental issues increasingly more important for manufacturers and producers.

Both the SDG and the Paris Agreement shape the basis for Technicolor's activities around sustainability. Eco-design practices reflect our willingness to actively contribute to the SDG principles and the Paris Agreement objectives.

These practices include, among others:

- new concept development: Design for the Environment involves new concept development by the designer of the product;

- physical optimization of the design and materials selection of the product increase reliability and enhance functions to result in an improved environmental profile;

- optimization of energy efficiency minimizes emissions and waste production: high use of energy during the life of a product greatly contributes to its overall environmental performance;

- optimization of product distribution, by using more efficient transport and packaging systems, can reduce costs and minimize environmental impacts.

Technicolor Connected Home's communicated a new vision in 2020, and reinforced its mission on sustainability in 2021.

A new Vision:
Technicolor Connected Home Creates a Better Future. TODAY.

Now more than ever, at Technicolor Connected Home, we focus on building products and solutions that create a healthier planet and enable a more inclusive world.

We take responsibility for the impact we have on Planet Earth, its oceans and all its inhabitants, making this a priority in our agenda.

By actively reviewing current processes and practices internally, with customers and partners, we strive to become a symbol of change within the telecommunication industry and an enabler of eco-innovative, diverse, equal, and inclusive collaborations.

A strengthened Mission:
Technicolor Connected Home pledges to ensure that its current and future business practices and operations help safeguard the lifespan of the planet, its oceans and species by:

- taking actions that proactively and tangibly improve the climate change results described in our carbon footprint, improve the energy efficiency of its new devices and reduce overall use of hazardous substances with a goal of eliminating all SVHC materials by 2030;

- enabling employees, suppliers, customers, and partners to understand the need to accelerate in the race for reversing climate change before 2030;

• promoting inclusive, diverse, and futureproof circular economies that protect and respect human and animal rights;

• in addition and in support of the afore vision and mission, Technicolor has announced its commitment to the **Science-Based Targets (SBT)** business ambition, and commit to take actions to help keep global warming below **1.5°C via Near-Term targets by 2030;**

• Technicolor also becomes the first and so far only CPE vendor company within the Connected Home Industry to sign on the additional ambition for the **2050 Net-Zero Standard.**

As a recognition for its long-running commitment to corporate social responsibility, the already achieved milestones and steps taken towards corporate decarbonization, Technicolor has received the **Platinum medal** from sustainability assessment leader, **EcoVadis, in 2021:**

- After receiving gold medal distinctions for the past three years in a row (2018 - 2020), Technicolor has now been awarded its first **Platinum medal**, the highest rating given.

- The Company's sustainability performance was deemed "**Advanced**" in all four categories assessed by EcoVadis – Environment, Labor and Human Rights, Ethics and Sustainable Procurement – earning Technicolor an overall score of 76/100 for its structured and proactive sustainability approach, engagement and tangible actions.

After the revamp of its eco-strategy in 2020, supported by new Vision and Mission statements, the multifunctional and multicultural eco-design transformation team within Technicolor Connected Home continued to integrate eco-driven best practices in its product portfolio and solutions. This has led to several successful implementations with customers throughout 2021. Housings made with virgin plastic were replaced by housings using post-consumer recycled (PCR) plastics, sustainability of packaging was addressed by removing single-use plastics or replacing it with material with high effective recycling rates (like cardboard or paper), energy efficiency of the devices was further addressed and optimization of transport was done to lower carbon footprint.

Our expertise and strategic advice has also allowed to engage with customers on sustainability requirements in a co-development mode, where customer requirements for a product were adapted in order to reach a more sustainable solution. Initiatives were started to investigate how our products can optimally serve the circular economy beyond the re-use, refurbish and recycle mechanisms that already exist today, but also to the use of more innovative materials with a low impact on our environment for the manufacturing of our devices.

Product environmental profile

To facilitate transparency on environmental information, an environmental self-declaration or Product Environmental Profile (PEP) quantifying environmental information on the life cycle of any given product may be proposed on request.

A PEP contains environmental data for any given product including its carbon footprint and summarizes the benefits of an environmentally conscious design. It provides information required to assess the environmental impact of products over their entire lifecycle and thus allows the identification of efficient eco-design options.

The environmental self-declaration, as proposed, is compliant with ISO 14021:2016 which governs Type II Self-declared Environmental claims based on a Life Cycle Assessment approach compatible with ISO 14040/44:2006.

Eco-design tools

To support the eco-design process, Life Cycle Assessment (LCA) tools are needed to identify and measure the environmental impacts of a product over its entire life (i.e. from cradle to grave).

LCA is standardized in international standard ISO14040 (Environmental Management, Analysis of Life Cycle). Technicolor's Connected Home activity has used the Environmental Information and Management Explorer (EIME) tool which is considered to be the reference LCA evaluation tool for electronic and electrical equipment.

It measures environmental impact indicators such as global warming (i.e. CO_2 footprint), water eutrophication, resource material depletion, etc., which allows Technicolor, upon request, to evaluate, compare, improve and communicate product design and environmental performance more effectively.

Technicolor Connected Home has developed expertise and experience in the fields of LCA full scope.

In 2019, Technicolor Connected Home started a new project and simplified LCA on a set of subsystems and hot spots, using the EIME tool as a database and standardized methodology in a continuity approach, maintaining results on eleven criteria for selected aspects. This environmental assessment tool, that does not require advanced or special environmental knowledge for users to operate, was developed and finalized in 2020, allowing Technicolor Connected Home to perform simplified LCA of Technicolor products. This LCA tool helps to answer the increasing number of customers' questions and awareness about the environmental impacts of Technicolor Connected Home devices, such as but not only, on how they contribute to climate change.

The following table and graph show the environmental impact of a set-top box across its entire lifecycle and the distribution of its impact over the different lifecycle stages:

Breakdown of Environmental Impacts over Lifecycle of a Technicolor IP high-end Set-Top Box

Indicator	Unit	Total	Manufacturing	Distribution	Use	End of life
ADPE Abiotic depletion (elements, ultimate reserves)	kg Sb eq.	1,232E-02	99,99%	0,00%	0,01%	0,00%
ADPF Abiotic depletion (fossil fuels)	MJ	6,713E+02	42,07%	0,42%	57,40%	0,11%
A Acidification potential of soil and water (total average for Europe)	kg SO2 eq.	2,795E-01	13,65%	2,44%	83,85%	0,06%
AP Air Pollution	m^3	4,818E+03	63,89%	0,68%	35,29%	0,14%
EP Eutrophication (fate not incl.)	kg (PO4)3eq.	2,253E-02	51,98%	2,93%	44,81%	0,27%
GWP100 Global warming	kg CO_2eq.	63,505	44,04%	0,36%	55,50%	0,11%
ODP Ozone layer depletion ODP steady state	kg CFC-11 eq.	9,251E-06	38,02%	0,00%	61,93%	0,04%
POCP Photochemical oxydation (high NOx)	kg C_2H_4 eq.	1,685E-02	28,35%	1,99%	69,52%	0,13%
WP Water Pollution	m^3	4,480E+03	66,70%	0,74%	32,41%	0,16%
Energy Total Primary Energy	MJ	1,011E+03	35,87%	0,28%	63,76%	0,09%
Freshwater Net use of freshwater	m^3	5,507E-01	84,92%	0,00%	15,06%	0,01%

Breakdown of Environmental Impacts over Lifecycle of a Technicolor IP high-end Set-Top Box

The graph shows that for a set-top box type of product:

1. the use phase is the most contributing phase for 8 out of 11 indicators;

2. the manufacturing of the product is a high contributor on 4 out of 11 indicators;

3. the Distribution has little impact on all indicators resulting from the transportation per boat and truck from Asia to Europe. But these good results would significantly change in case of air transportation;

4. the end of life treatment has a non-significant impact considering the whole life cycle.

This type of impact distribution - where the main environmental impact is generated by the use phase - is generic to all set-top boxes and home gateways and, more generally, to ICT devices powered by mains electricity.

Technicolor product eco-design main trends

Year after year, it became apparent that the best approach to reduce energy and non-energy impacts of products was to propose more compact devices by:

- selecting last generation chipsets having a higher level of integration, characterized by a lower power consumption, using less natural resources, in particular critical metal;

- using smaller electronic cards – thanks to improved integration characteristics of chipsets. The use of smaller electronic cards appears to be the most efficient way to reduce the environmental impact of manufacturing, distribution and End of Life (EOL) phase: smaller electronic cards mean less plastic material for product and power supply, mean smaller packaging with less material, mean less weight to transport, and mean less material to process in EOL treatments.

But this approach also might have some environmental drawbacks. As the enclosure becomes more compact, device protection against overheating becomes more important.

To this day, eco-design options exist to further reduce the environmental impacts of products, but their implementation may be restricted within the current business context as illustrated hereafter:

- use of recycled material or less impacting material may be limited due to customer requirements in terms of material type, aesthetic aspect, and color. Based on our learnings from tests as well as different studies conducted by our experts, Technicolor Connected Home strives to put forward further innovative ideas for greener product design, including the use of recycled plastic to reach 85% or even 100% recycled material together with associated design constraints, colors and quality limitations. Alternatives to single-use plastics can have a more beneficial ecological footprint than using plastics that would be properly recycled;

- as CE certification requires that products must be put on the market only with the power supply unit which has been used for the Certification, introduction of a standardized External Power Supply (EPS) is not expected to deliver all potential environmental benefits unless regulation allows that device and EPS can be sold separately;

- only new regulation and/or revision of existing regulation (see Chapter 7.1) may solve these particular issues. In the meantime, improvements on device compactness and energy efficiency are the best options to reduce the environmental impacts of Technicolor gateway and set-top-box products.

5.3 SUSTAINABLE WATER MANAGEMENT

GRI *[102-12] [102-13] [103-1 Water and effluents] [103-2 Water and effluents] [103-3 Water and effluents] [303-1] [303-2] [303-3] [303-4] [303-5]*

In 2021, water consumption at the Technicolor reporting locations decreased by about 24.9% versus 2020 to 304.4 thousand cubic meters. When compared to revenues, the average water consumption rate was 105 m^3/M€ across the business in 2021.

Where raw water is developed on-site from local wells, all consumption and pre-treatment is in accordance with granted permissions and approved processes. All water consumption, other than that related to building and facilities, is linked to DVD replication or set top box manufacturing. Locations experiencing periodic water shortages, such as DVD replication in Australia, invest in rainwater harvesting, while other manufacturing locations in Brazil, Mexico, and Poland may invest in process water recycling so that overall source consumption is reduced. Including laboratory operations in Rennes, France and industrial sites in Australia, Brazil, and Mexico, total rainwater harvested and consumed during 2021 was about 2,009 m^3.

Water consumption

	Total Consumption (thousands of cubic meters)	**Total per Revenue** (cubic meters per M€)
2019	511	134
2020	405.2	135
2021	**304.4**	**105**

2021 Water consumption

	Total Consumption (thousands of cubic meters)	**% Total** (%)
Technicolor Creative Studios	19.0	6.2%
Connected Home	23.3	7.6%
DVD Services	261.8	86.0%
Corporate & Other	0.3	0.1%

Process wastewater

Within Technicolor's facilities, 4 sites utilize water within their manufacturing processes. In order to assess the potential environmental impact of the discharge of this treated water, the Group referenced both the European Community (EC) and U.S. Environmental Protection Agency (EPA) criteria for "priority pollutants". Based upon these lists, and information provided by Technicolor's sites regarding the parameters that require monitoring and reporting, 13 pollutants were identified on either the EC or EPA list.

For 2021, the amount of treated water discharged was 66,958 cubic meters, and the total estimated amount of discharged priority pollutants was 84.3 kilograms.

Discharged priority pollutants

	Total Discharged (kilograms)	**Total per Revenue** (grams per M€)
2019	80	21.0
2020	46	15.3
2021	**84.3**	**29.1**

In addition, due to effluent characteristics, 3 sites are required to monitor biological oxygen demand (BOD) or chemical oxygen demand (COD), in 2021 an estimated total of 2,062 kg BOD and 138 kg COD were discharged within process effluent.

All above quantities of discharged pollutants are fully compliant with authorized limits. Summary weights of pollutants are calculated using volume-averaged, full year, average concentrations, based on periodic laboratory sampling. Periodic effluent sampling is performed in accordance with local regulatory requirements, and in general pollutants are not monitored continuously.

Sustainable water highlights

While Technicolor is not a water intensive business, efforts to save water are made wherever possible, at industrial sites but also non-industrial sites, with sites in water stressed areas being particularly sensitive to careful water management. Throughout the year, many sites explored new ways of saving water. Manaus reuses air conditioning condensation for cleaning up outside the buildings, and Melbourne, Rennes, Guadalajara and Manaus sites collect and store rainwater (together they harvested and consumed some 2,009 cubic meters of rainwater in 2021). In non-industrial sites, awareness campaigns and signage are a complement to the refurbishment of toilets with more efficient or sensor driven appliances, as well as equipping faucets with aerators. Dishwashers are selected for their energy efficiency rating and eco-wash cycles are used. In Bangalore, India, low flow water dispenser fittings and aerators were installed for all the washbasins, recycled water is being used in all toilets, and foot pedals are installed to control the water flow. The Melbourne site also installed a camera in the wastewater pits to control the amount of wastewater coming from the mask cleaning areas to control water usage as well as to reduce wastewater collections to a minimum.

Reuse of condensation water from air conditioning to irrigate an organic garden at the Technicolor factory, Manaus, Brazil.

5.4 ADDITIONAL ENVIRONMENTAL ASPECTS

GRI [103-1 Environmental compliance] [103-2 Environmental compliance] [103-3 Environmental compliance]

Environmental management systems

An Environmental Management System (EMS) is a continual cycle of planning, implementing, evaluating and improving practices, processes and procedures to meet environmental obligations and successfully integrate environmental concerns into normal business practices. An effective EMS helps identify and eliminate the causes of potential environmental problems, establish and achieve environmental goals, reduce potential risk and liability, and operate a more effective environmental program.

ISO 14001 is the most widely accepted international standard for an EMS. In today's global market, participation in the ISO 14001 process is one way for an organization to demonstrate its commitment to the environment. To receive certification, organizations are required to develop detailed plans and procedures to identify, evaluate, quantify, prioritize and monitor environmental impacts of its activities.

During 2021, a total of six industrial sites held an ISO 14001 certification. The Group makes an environmental risk assessment of each site before concluding an ISO 14001 certification is required. A few sites work beyond the Group requirement and achieve the certification even though the risk threshold is not exceeded.

Technicolor locations with ISO 14001 certified EMS

Site	Segment	Original certification date
Guadalajara	DVD Services	October 2004
Manaus	Connected Home	February 2004
Melbourne	DVD Services	December 2005
Piaseczno	DVD Services	December 2004
Rugby	DVD Services	November 2004
Sydney	DVD Services	December 2005

Environmental investments, remediation, and pollution prevention

GRI [307-1]

In total, approximately €2.62 million was spent on environmental remediation projects in 2021.

A certain number of Technicolor's current and previously owned manufacturing sites have an extended history of industrial use. Soil and groundwater contamination, which occurred at some sites, may occur or be discovered at other sites in the future. Industrial emissions at sites that Technicolor has built or acquired expose the Group to remediation costs. The Group has identified certain sites at which chemical contamination has required or will require remedial measures:

• soil and groundwater contamination was detected at a former production facility (TCETVT) in Taoyuan, Taiwan, that was acquired from GE in 1987. In 1992, the facility was sold to a local developer. Soil remediation was completed in 1998. In 2002, the Taoyuan County Environmental Protection Bureau ("EPB") ordered remediation of the groundwater underneath the former facility. The groundwater remediation process is underway. EPB and TCETVT continue to negotiate over the scope of that work. Technicolor has reached an agreement with General Electric with respect to allocation of the responsibility related to the soil and groundwater remediation (for further information, please refer to section 3.1.4.2 of **Technicolor 2021 Universal Registration Document**);

• during site closure at an Indiana (USA) CRT factory, soil contamination was discovered while de-commissioning storage pits and liners. Site assessment work was begun in 2005 and Technicolor entered into a Voluntary Remediation Agreement with the appropriate environmental agency in 2006. Initial soil clean-up actions took place in 2006 and groundwater assessment was comple-

ted during 2009. The remediation work plan for this site has been approved and completed and the site clean-up project is now finished;

• as a result of a minor groundwater contamination discovered at a former Technicolor site in North Carolina (USA), an exhaustive environmental site assessment and corrective action plan was completed in 2005. The corrective action plan was approved by the appropriate environmental agency in September 2006, and remediation activities at the site were completed in 2007. Monitoring of the declining groundwater contamination is on-going;

• during site redevelopment at a closed Hollywood film lab with a prior history of contaminated groundwater, soils underneath the buildings were assessed and contaminated soils removed where possible and disposed of properly. Additionally, installations of sub-surface soil vapor extraction systems and passive soil-vapor barriers were completed prior to replacement of the concrete flooring. These works were reviewed and approved by the governing agency prior to implementation and construction activities were completed during 2013. Soil vapor extraction processes and site groundwater monitoring continued during 2021.

The Group believes that their environmental accounting provisions and the contractual guarantees provided by its contracts for the acquisition of certain production assets will enable it to reasonably cover its safety, health and environmental obligations. However, potential problems cannot be predicted with certainty and it cannot be assumed that these reserve amounts will be sufficient. In addition, future developments such as changes in governments or in safety, health and environmental laws or the discovery of new risks could result in increased costs and liabilities that could have a material effect on the Group's financial condition or results of operations. Based on current information and the provisions established for the uncertainties described above, the Group does not believe it is exposed to any material adverse effects on its business, financial condition or results of operations arising from its environmental, health and safety obligations and related risks.

In addition, Technicolor has initiated a number of environmental projects at various locations to ensure that they are in compliance with applicable laws and regulations and Technicolor standards, or to reduce or prevent unwanted emissions. Potential pollution not directly related to chemicals or waste, such as noise pollution or noise restrictions, are assessed at the site level and mitigating measures are taken where appropriate.

Biodiversity

GRI *[413-1]*

All 43 locations confirm annually whether or not they operate in an area that provides an environmentally sensitive habitat to one or more species of plant or animal. During 2021, no sites reported any impact on sensitive habitats.

Many Technicolor Creative Studios sites are embracing environmental initiatives that foster biodiversity and friendlier working atmospheres, greening outdoor terraces with plants (New York The Mill, Montreal Mikros Image) or farming beds (Adelaide Mr. X), or welcoming bee-hives (Montreal Mikros Image, Chicago The Mill). The Montreal Mikros Image donates money to plant trees in Northern Quebec primary forests, to compensate for air travel.

Noise

GRI *[413-1]*

Potential pollution not directly related to chemicals or waste, such as noise pollution or noise restrictions, are assessed at the site level and mitigating measures are taken where appropriate. For many locations, any requirements for periodic noise measurement at property boundaries are sufficient to prove compliance. However, any stakeholder or neighboring community concerns will receive additional attention and generally result in operational or technical solutions such as limited delivery hours, improved smoothness of on-site roadways to avoid noise from bouncing trucks, re-design of rotating fans to reduce blade tip speed, additional noise-reduction devices on reciprocating equipment, or limited hours of operation for other specialized equipment.

Land use

Technicolor does not use, alter, mine, quarry, or process soil or minerals as part of its activities. Leased or owned property is used solely as real estate on which the Group locates its facilities (manufacturing and production sites, offices and warehouses).

Actions taken to reduce food waste

This subject is non-material in view of our activities.

6 GREEN TAXONOMY

GRI *[102-45] [102-46]*

According to the European Union regulation 2020/852 and to the Commission delegated regulations C 2021/2800 and C 2021/4987 supplementing regulation 2020/852, information about the eligibility of the activities to be disclosed during the first 12 months of its application are presented in the following tables.

Proportion of turnover from products or services associated with taxonomy-eligible economic activities – disclosure covering year 2021

	A. Taxonomy-Eligible activities	**B. Taxonomy-Non-Eligible Activities**	**Total (A+B)**
Economic activities	Technicolor Creative Studios – Film Episodic Animation	Turnover of Taxonomy-non-eligible activities	
Code(s)	J59		
Absolute turnover *(M€)*	354	2,545	**2,898**
Proportion of turnover *(%)*	12%	88%	
Substantial contribution criteria			
Climate change mitigation *(%)*	-		
Climate change adaptation *(%)*			
DNSH criteria ("Does Not Significantly Harm")			
Climate change mitigation *(Y/N)*	Y		
Climate change adaptation *(Y/N)*	Y		
Water and Marine resources *(Y/N)*	Y		
Circular economy *(Y/N)*	Y		
Pollution *(Y/N)*	Y		
Biodiversity and ecosystems *(Y/N)*	Y		
Minimum safeguards *(Y/N)*	Y		
Category (enabling activity) *(E)*	E		
Category (transitional activity) *(T)*			

Proportion of CapEx from products or services associated with taxonomy-eligible economic activities – disclosure covering year 2021

	A. Taxonomy-Eligible activities			**B. Taxonomy-Non-Eligible Activities**	**Total (A+B)**
Economic activities	Technicolor Creative Studios – Film Episodic Animation	Connected Home R&D	**Total eligible CapEx**	CapEx of Taxonomy-non-eligible activities	
Code(s)	J59	J62			
Absolute CapEx *(M€)*	54	30	**84**	68	**152**
Proportion of CapEx *(%)*	36%	20%	**55%**	45%	
Substantial contribution criteria					
Climate change mitigation *(%)*	-	-	-		
Climate change adaptation *(%)*					

DNSH criteria ("Does Not Significantly Harm")					
Climate change mitigation *(Y/N)*	Y	Y			
Climate change adaptation *(Y/N)*	Y	Y			
Water and Marine resources *(Y/N)*	Y	Y			
Circular economy *(Y/N)*	Y	Y			
Pollution *(Y/N)*	Y	Y			
Biodiversity and ecosystems *(Y/N)*	Y	Y			
Minimum safeguards *(Y/N)*	Y	Y			
Category (enabling activity) *(E)*	E				
Category (transitional activity) *(T)*					

Proportion of OpEx from products or services associated with taxonomy-eligible economic activities – disclosure covering year 2021

	A. Taxonomy-Eligible activities			B. Taxonomy-Non-Eligible Activities	Total (A+B)
Economic activities	Technicolor Creative Studios – Film Episodic Animation	Connected Home R&D	**Total eligible OpEx**	Opex of Taxonomy-non-eligible activities	
Code(s)	J59	J62			
Absolute OpEx *(M€)*	16	2	**18**	13	**31**
Proportion of OpEx *(%)*	52%	5%	**57%**	43%	
Substantial contribution criteria					
Climate change mitigation *(%)*	-	-	-		
Climate change adaptation *(%)*					
DNSH criteria ("Does Not Significantly Harm")					
Climate change mitigation *(Y/N)*	Y	Y			
Climate change adaptation *(Y/N)*	Y	Y			
Water and Marine resources *(Y/N)*	Y	Y			
Circular economy *(Y/N)*	Y	Y			
Pollution *(Y/N)*	Y	Y			
Biodiversity and ecosystems *(Y/N)*	Y	Y			
Minimum safeguards *(Y/N)*	Y	Y			
Category (enabling activity) *(E)*	E				
Category (transitional activity) *(T)*					

The review of the Group's activities in the frame of the Regulation and the Delegated Regulations leads to consideration that the following activities are eligible:

• Technicolor Creative Studios activities as Revenues, Capex and Opex for feature and animation films and episodic under the section 13.3 of annex II of the delegated act C 2021/2800 (Motion picture, video and television program production, sound recording and music publishing activities) which lists explicitly the J59 NACE code of these activities (J59.11 Motion picture, video and television program production activities and J59.12 Motion picture, video and

television program post-production activities). These classifications include the production of motion pictures, videos, television programs (television series, documentaries, etc.), or television advertisements, and the post-production activities such as editing, film/tape transfers, titling, subtitling, credits, closed captioning, computer-produced graphics, animation and special effects, developing and processing motion picture film, as well as activities of motion picture film laboratories and activities of special laboratories for animated films. It is an enabling activity;

• Connected Home R&D activities as Capex and Opex under the section 8.2 of the annex II of the delegated act C 2021/2800 (Computer programming, consultancy and related activities) which lists explicitly the J62 NACE code (Computer programming, consultancy and related activities) where Connected Home R&D activities fall. The J62 classification includes the writing, modifying, testing and supporting of software, as well as the planning and designing of computer systems which integrate computer hardware, software and communication technologies. Services may include related training of users.

It has been considered that:
• the Technicolor Creative Studios activities for advertising were not eligible despite television advertisement production is listed among J59 NACE code referred by 13.3 section of annex II, because advertising activities as such are not eligible (NACE code 71);

• the Technicolor Creative Studios activities for games are not eligible as games are not eligible according to the C 2021/2800 delegated regulation and as post-production for games are not listed in the listed NACE codes of this delegated regulation;

• despite being positioned between upstream and downstream eligible activities (production and distribution of movies and episodic on DVD and other physical supports), DVD Services activities appear to be not eligible as their NACE code C18.2 (Reproduction of recorded media) is not listed in the C 2021/2800 delegated regulation and as this activity is explicitly excluded from the eligible J59 NACE code where it is referred to the C18.2 NACE code. Conversely, the C18.2 NACE code stipulates that production and distribution of movies and episodic on DVD and physical support are excluded from this code and must be referred under NACE code J59. This discriminative classification set by the delegated regulation creates a significant inconsistency along the value chain.

According to the evolution of the classification set by these delegated regulations, the eligibility of activities may be later revisited.

The OpEx include repairs and maintenance costs related to assets used by Technicolor Creative Studios in the course of their activities.

The CapEx and OpEx of Technicolor Creative Studios are allocated in a prorated basis, proportionally to the turnover of the eligible and non-eligible activities of Technicolor Creative Studios. Capex and Opex are transversal and common to the full set of services delivered by Technicolor Creative Studios for film, episodic, animation, advertising and games.

The CapEx and Opex of Connected Home represent respectively: the development costs capitalized (activated or in progress) following IAS 38 requirements, and repairs and maintenance costs in relation with R&D activities.

7 SAFETY OF CUSTOMERS AND PROTECTION OF CONTENT

7.1 PRODUCT COMPLIANCE AND BAN OF HAZARDOUS MATERIALS

GRI *[102-12] [102-13] [103-1 Procurement practices] [103-2 Procurement practices] [103-3 Procurement practices] [103-1 Materials] [103-2 Materials] [103-3 Materials] [103-1 Environmental Compliance] [103-2 Environmental Compliance] [103-3 Environmental Compliance] [103-1 Supplier Environmental Assessment] [103-2 Supplier Environmental Assessment] [103-3 Supplier Environmental Assessment] [103-1 Training and Education] [103-2 Training and Education] [103-3 Training and Education] [103-1 Public policy] [103-2 Public policy] [103-3 Public policy] [103-1 Customer health and safety] [103-2 Customer health and safety] [103-3 Customer health and safety] [308-1] [308-2] [416-1] [417-1]*

Manufacturers of electronic products face growing sustainability requirements and increasing regulations concerning eco-design and energy efficiency. The variety and proliferation of environmental regulations as well as norms, standards, frameworks, and customer standards influenced both by stakeholders and in-process regulations, has reinforced the need for better environmental management. Resource efficiency requirements are now set to become a reality for many products manufacturers supplying the EU market. The Group has put into place the necessary processes and initiatives to comply with law restricting the use of hazardous substances, such as, but not limited to, the European Restriction of Hazardous Substances (RoHS) directive and the Registration, Evaluation, Authorization and Restriction of Chemical substances (REACH) regulation.

Regarding consumer product health and safety, Technicolor ensures that all products sold comply with all consumer safety regulations applicable in each country where the product is marketed. Additionally, in some emerging markets where safety regulations may not yet be robust, Technicolor applies its knowledge of appropriate product safety regulations and ensures that emerging market products comply with a higher product safety standard.

Key product environmental and safety requirements compliance

Technicolor operates in a worldwide market and thus has to deal with a wide variety of national and regional initiatives governing the environmental performance and risk management associated with its products.

In particular, energy consumption, which is the main significant environmental impact for our products remains a key priority across the industry and regions. We have continued our on-going and long-lasting programs of engagement on measures that improve the energy efficiency of our products (see Chapter 4.2: “Energy Efficiency”).

Technicolor has processes and tools to help ensure a continued compliance with worldwide environmental laws and regulations. New or modified requirements are identified and reviewed as necessary. As part of our sourcing digital transformation program and Supplier Relationship Management, the Connected Home business has a global approach and also provides training materials for its suppliers to help them deliver compliant parts for use in our products.

Also, Technicolor faces increasing complexity in its product design and supply chain to adjust to new or future requirements relating to the chemical and materials composition of its products and their safe use.

For example, compliance methods and actions are in place with regard to the RoHS (Restriction on Hazardous Substances), and WEEE (Waste Electrical and Electronic Equipment) European directives, and the REACH (Registration, Evaluation, Authorization and Restriction of Chemicals) European regulation, or similar legislation in regions other than EU Member States, dealing with the Restriction on the use of Hazardous Substances within products and systems, and preparing for better end-of-life handling of Electrical and Electronic Equipment Waste. In 4Q 2020, in the context of the Waste Framework Directive, the European Chemicals Agency (ECHA) established the Substance of Concern in Products (SCIP) database, and companies that supply articles containing Substances of Very High Concern (SVHCs) had to submit notification on these articles to the new EU SCIP database starting 1Q 2021. Technicolor Connected Home division studied and developed a new program and processes to successfully support supply chain data communications required for compliance with the new EU REACH SCIP database (including but not limited to suppliers’ awareness and training, instructions and data collection templates). Since 1Q 2021, all active products shipping to Technicolor customers in the EU were fully compliant with this Directive.

Chemical products are fundamental to the circular economy – they are used in products and will either be recycled or discarded as waste. Tracking harmful chemical products and reducing their use is the key for moving towards a more sustainable circular economy.

RoHS - Restriction of Hazardous Substances

The Directive 2011/65/EU ("RoHS 2") as amended by 2015/863/EU is the global effective standard to evaluate and restrict the use of substances in electronics in support of a circular economy. RoHS 2 complements the WEEE Directive. RoHS 2 aims at preventing the release of hazardous substances during the use and waste treatment of EEE by restricting the use of 10 selected hazardous substances. The objectives are to contribute to the protection of human health and the environment.

Since its first implementation, the scope of RoHS has been widened, with regards to the restricted substances and the EEE covered. RoHS originally focused purely on Europe, has inspired other regions of the world to take similar action, including, for example only, Brazil, China, Japan, Taiwan, South Korea and the United Arab Emirates.

RoHS 2 is now undergoing evaluation with the aim to assess its performance with the view of finding ways to improve efficiency, effectiveness, relevance and coherence with other restricted substances. There are a large number of exemption renewal requests currently being reviewed, including but not limited on the use of Lead in the manufacture of in-scope products. All electronics companies, including Connected Home products, still have products claiming RoHS exemptions when there are no technically feasible alternatives. Technicolor ensures that every part in every new product developed worldwide meets RoHS regulations. Part compliance status is internally tracked, audited, and reported as part of Supply Chain Sustainability management.

REACH - Registration, Evaluation, Authorization and Restriction of Chemicals

REACH is a European Union regulation (EC Regulation 1907/2006) effective since June 1, 2007. It was implemented to improve protection of human health and the environment from risks of dangerous chemicals, by requiring registration of hazardous chemicals and to restrict use of chemicals which cannot be safely managed.

It places the burden of proof on companies, and so to comply with REACH, companies must identify and manage risks linked to use of substances that they market in the EU. This is done by demonstrating to ECHA how the substance can be safely used, by communicating the risk management measures to users, and by identifying safer alternatives.

Chemical substances and compounds used, contained and embedded in all Technicolor products (both purchased products and finished goods) are closely monitored by our Supply Chain Sustainability Management organization. This monitoring includes the identification of SVHC (Substances of Very High Concern) according to the Candidate List, banned substances as listed since May 2009, restricted substances as defined by Annex XVII, as well as substances subject to authorization (Annex XIV). Suppliers and manufacturing partners must provide a REACH Declaration of Compliance for every part and article in every new product.

If any products contain more than traces (i.e., more than 0.1% w/w) of some of the 223+ hazardous chemicals categorized as REACH Substances of Very High Concern (SVHC), then suppliers are asked to take action to use safer alternative substances and, when necessary, such substances are reported to our direct clients so as to comply with this REACH obligation pursuant to article 33.

Additional REACH substance management processes have been implemented in the Sourcing organization, such as the qualification process during creation of new components, as well as supplier selection and follow up. REACH Compliance Document management is performed by the Supply Chain Sustainability organization with support from 3rd party Compliance Management software and service platform partners, to ensure that all parts and products remain compliant, even as new substances are added to the SVHC Candidate List. This management includes monitoring compliance status via tracking, internal audits, and reporting.

WFD - Waste Framework Directive

In 2019, the European Chemicals Agency (ECHA) established a new database on Substances of Concern in Products (SCIP) as part of the EU Waste Framework Directive. The SCIP database is ECHA's new database containing information on substances of concern in articles, as such or in complex objects (products) that contain a REACH Candidate List SVHC above 0.1% w/w.

This information is available to waste treatment operators and consumers with the objective to promote safe handling and to help waste operators in treating waste, and recycling materials in the waste they process, so that material streams can potentially be "cleaned" before recycling and reused in the production of new articles to ensure a true and safe circular economy. In addition, this will help consumers make better informed choices

about safer products during the purchasing process, and increase pressure on manufacturers to substitute hazardous chemical substances of concern.

Technicolor Connected Home has established a WFD SCIP management process to collect the data required for preparing product dossiers according to this ECHA initiative for each product shipped to the EU and other participating countries.

To support this WFD SCIP effort and other environmental compliance programs, Technicolor Connected Home has partnered with a third-party software and service platform. In addition, Technicolor employs a chemical engineering expert as part of the Supply Chain Sustainability organization with the expertise needed to lead the WFD SCIP program. Each European product which requires registration for WFD is monitored and reported with the support of Technicolor's compliance management partner service.

California Proposition 65

Technicolor takes actions to comply with "California Proposition 65", officially known as the Safe Drinking Water and Toxic Enforcement Act of 1986. The proposition protects consumers from unsafe chemicals in products and materials, and also it protects the state's drinking water sources from being contaminated with chemicals known to cause cancer, birth defects or reproductive harm, and requires businesses to inform Californians about exposures to such chemicals.

Per OEHHA guideline (California's Office of Environmental Health Hazard Assessment), businesses are required to provide warnings if their products can expose consumers or workers to a listed chemical in excess of the identified threshold "safe harbor" level. Technicolor's supply chain must report any such dangerous chemical use or presence according to OEHHA guidelines, including hazard (cancer, reproductive harm, or both), to determine if the warning label is required on products. Technicolor also utilizes product testing to support compliance actions.

For each Technicolor product shipping to North America which must meet this Law, the Supply Chain Sustainability Management team gathers Declarations of Compliance from each product BOM part supplier with the support of the Compliance Management partner service. In some selected cases, Technicolor further supports customers who wish to additionally send their product to a test lab for chemical analysis. Documentation from such testing as well as supplier Declarations of Compliance are securely stored for future reference and reporting.

Responsible Approach to Conflict Minerals

In 2010, the United States was one of the first countries to take the initiative to bring about legislation to combat the conflict minerals trade via the Dodd-Frank Act, Section 1502. Since 2014, companies in scope of U.S. Law were first required to check and report on the use of conflict minerals in their products. From 2021, the new Conflict Minerals Regulations (EU) 2017/821 creates supply chain due diligence obligations, which will begin to take effect for EU-based importers of 3T (Tin, Tantalum, Tungsten) ores and concentrates, as well as gold above defined thresholds.

As an RBA Responsible Minerals Initiative (RMI) member, our approach is to rely on the Conflict Minerals OECD Due Diligence Guidance process developed by the Responsible Business Alliance (RBA). Technicolor uses the RMI Conflict Minerals Due Diligence reporting template (CMRT) and dashboard as a standard questionnaire for conducting inquiries into its supplier database. The Responsible Minerals Assurance Process (RMAP) is the industry standard for audited smelter conflict-free status. RMI calls on more smelters and refiners to join the efforts to become conflict-free by undergoing the RMI's independent third-party conflict minerals audit. As such, Technicolor is exercising a due diligence approach by asking its suppliers to conduct investigations in their own supply chain, so as to determine the origin of any conflict minerals (tin, tantalum, tungsten and gold) provided to Technicolor. Note that based on current knowledge and suppliers surveyed in 2021, 100% of the smelters identified in the Technicolor Connected Home supply chain are classified under the RMI. Some are still engaged in the RMAP.

In 2019, Technicolor started to conduct supplier surveys and due diligence on Cobalt sourcing and initiated Mica sourcing supplier surveys in 2020, to establish whether Mica is included in products and parts provided to Technicolor. The new Extended Minerals Reporting Template (EMRT), launched by the RMI in 4Q 2021, now also includes Cobalt and Mica and is used by Technicolor manage due diligence in the supply chain.

Furthermore, Technicolor has partnered with a compliance management partner service to fully review the conformance of each smelter or refiner (SOR) reported by each supplier, to confirm that the SOR meets standards established by the Responsible Minerals initiative, the London Bullion Market and other mineral institutions. The Supply Chain Sustainability Management team launches Due Diligence actions with any suppliers reporting non-conformant SORs according to OECD guidelines, to prevent the sourcing of minerals from illegal

SORs in a covered country or from a conflict-affected and high-risk area (CAHRA).

Regulatory Compliance Training

Training on Environmental Regulatory Compliance is provided both internally to Technicolor employees in Sourcing, R&D, Operations, EH&S, Business divisions, Product units, and Quality, and externally to suppliers and customers. Training is accomplished through presentation of training documentation and interactive meetings, as well as through Webinars provided through our Compliance Management tool and service partner. In addition, as regulations are changed, chemical substances added, or new legislation emerges, communications are provided to all relevant teams so that there is no delay to the implementation of changes needed for our products to remain compliant.

Changes in regulations can impact Declarations of Compliance documentation and such changes are issued immediately to the supply chain, including instructions for accurate submission of such documents.

Requirements for regulatory compliance are also communicated to the supply chain via part specifications issued by Engineering.

REACH:

As new restricted or banned substances are added each 6 months, notifications and training materials are provided so that all suppliers and manufacturing partners can quickly update their Declaration of Compliance documentation, and internal guidance is provided when such substance changes impact Products.

RoHS:

As with REACH, any changes to RoHS such as the expiration or renewal of exemptions (such as for use of Lead in some products) is monitored. Training and communications are then provided annually as appropriate, both internally, and externally (for suppliers and customers).

EU Waste Framework Directive:

This directive includes the development of Product Dossiers which specify exactly the dangerous chemicals (defined in REACH) contained in the product, down to the part article level, as well as the amount of the substances and safe handling procedures. Training has been developed for specific internal and external groups, so as to meet product registration requirements for all products imported into the EU and other participating countries. In addition, new suppliers are provided with Webinar training on proper procedures for documentation accuracy via our compliance management partner service.

California Proposition 65:

Specific instructions for meeting this Law were created and provided to US Product Teams, Customers and Suppliers, as new products are developed for sale in California and other areas of the US and, more recently, even in Canada. These include training on interpretation of the Law, changes to the Law's chemical substance list, and guidelines for reporting such substances so that either no substances exceeding the Law's Safe Harbor Threshold limits are used, or, if any are used, then a Warning Label is correctly applied, identifying the Hazard such as cancer or reproductive harm from exposure to the substance.

Other training for proper management of Conflict Minerals sourcing, and Prevention of Forced Labor, is provided to employees, suppliers, and stakeholders as required. In addition, we expect our supply chain to actively participate in the Responsible Business Alliance's webinars provided through their Responsible Minerals Initiative and Responsible Labor Initiative platforms.

7.2 CONTENT SECURITY, CYBER RISKS AND RESPECT OF INTELLECTUAL PROPERTY

GRI *[103-1 Customer privacy] [103-2 Customer privacy] [103-3 Customer privacy]*

"Our Cyber Security program is a key pillar at the Group level, focusing on all facets of security including information, content, governance, risk and compliance as well as physical security. This program is a dynamic, yet structured set of initiatives with a clear focus to continue to progress towards achieving best-in-class security services addressing privacy concerns, protection of the overall perimeter, our facilities and the security of our customer's content and products."

Ginny Davis, *Group Chief Information and Security Officer*

As major stakeholder of the content creation and distribution industry, Technicolor is eager to carefully respect and protect Intellectual Property of its own assets and of its customers and suppliers assets.

The Group policies and practices cover protection of invention, of physical media content, of physical and online content distribution, and of content creation within our premises and using our network.

Respective risks description and risks management are presented in section 3.1.1: "Global market and industry risks" of **Technicolor 2021 Universal Registration Document:**

- cyber and physical content security for Technicolor Creative Studios (visual effects, animation and games);
- products development and cybersecurity for the Connected Home segment;
- physical security for the DVD Services segment.

Technicolor information technologies security procedures, as well as security processes of people and assets, are presented in section 3.2.5 of **Technicolor 2021 Universal Registration Document.**

As a major actor involved in all steps of the delivery of Media & Entertainment content to the end user, Technicolor has anticipated the new threats in cybersecurity, and implemented an internal program to address them. Organized at the corporate level around an Information Security Management System (ISMS), this program is now further implemented in the three segments (Technicolor Creative Studios, Connected Home, DVD Services) focusing on their specific risks.

The Group Security program is governed through a dedicated Security Steering Committee including each Business Heads, Head of HR, IT and TSO representatives. The Security Steering Committee meets at least twice during a twelve (12) month period. Business division/ overall program security reviews take place on a quarterly basis.

Prevention of growing cybersecurity issues is critical for Technicolor. Hence, Technicolor has decided to achieve certification of its services against the ISO 27001:2013 standard. Technicolor was awarded its first ISO 27001:2013 certificate on December 12, 2019. Technicolor's certified scope targets its operational service to Connected Home customers, starting with its key management systems. The cryptographic keys are the fundamental bricks of cybersecurity. In Technicolor Connected Home products, they protect the confidentiality of the video content, the integrity of the devices, the authenticity of the firmware. Due to the Covid-19 context, the certification scope was kept the same for the 2020 surveillance audit, but in 2021, the scope was expanded to include the product security testing process performed by the Technicolor Security Office Assessment Team (TSO-AT). ISO 27001:2013 certification was renewed in both 2020 and 2021.

Aware of rising risks in cybercrime, the Technicolor Security Office (TSO) has issued a Security Policy to address risks such as content leaks affecting customers (film), suppliers (source code) or employee personal data, as well as to defend its products and systems against cyberattacks, or theft of otherwise valuable intellectual pro-

perty. The aforementioned TSO-AT, an internal team of certified hackers, assesses the security of Technicolor products, sites and systems. A responsible disclosure process is also implemented together with a public form to report vulnerabilities on Technicolor products and systems. Relations are established with skilled cybersecurity partners, and the CERT-CC (Computer Emergency Response Team - Coordination Center) to coordinate response to cybersecurity incidents.

Besides the traditional objective of Content & IP protection, the Connected Home products have a key role to play in Privacy protection, and defense against massive scale cyberattacks. Physically positioned at the border between the private sphere of the end-user, and the Internet operators' networks, the Technicolor Customer Premise Equipment (CPE) need to achieve best-in-class protection to contribute to global security and privacy efforts, and to provide security added value to our customers.

A formal Data Protection Policy was issued in 2017 by the Technicolor Ethics Compliance Committee – and reinforced in 2020 – to govern legal compliance aspects and ensure that Technicolor, its staff, contractors, suppliers and other people working on its behalf comply with the EU General Data Protection Regulation (GDPR), where and when appropriate, as well as comply – as appropriate – with any applicable other legislation when processing personal data. The policy applies regardless of where the data is held, i.e. if it is held on Technicolor-owned equipment or outside Technicolor property (for example by a subcontractor).

In addition, an intragroup agreement based on the Standard Contractual Clauses Controller to Controller approved by the EU Commission has been signed by all Technicolor parties in order to protect EU personal data transferred within the Technicolor Group outside of the European Union. Following the Schrems decision by European Court of Justice, the TSO has acted as the central coordination point for the remediation of the internal legal framework to reinforce the Security clauses applicable to our providers related to EU data privacy and ensure GDPR compliance. The TSO also ensures other relevant privacy laws and regulations are complied with.

As a French company with headquarters in Paris, the Group has also nominated a global Data Protection Officer (DPO) to the French Data Protection Authority (CNIL). Technicolor Data Control Organization (DCO) is in place worldwide, to support compliance to Technicolor Privacy Policy and the General Data Protection Regulation (GDPR). The DCO supports the DPO and works in close relation with Legal and Security teams. Even if Technicolor activity does not directly collect sensitive personal information of private customers, a privacy-by-design approach is used for Technicolor products and systems, and the DCO is involved when a Data Protection Impact Analysis seems relevant.

Cybersecurity highlights

In 2021, working in collaboration with clients and industry organizations, the Group has continued to establish and promote secure work-from-home environments and workflows where required based on local government requirements.

Technicolor security standards were continuously reviewed and updated to stay current with the industry and with established security policies. Overall, in 2021, Technicolor supported over 268 security audits, which included a combination of internal TSO Assessment team and external audits conducted by customers, studios, MPAA (Motion Picture Association of America) and other security organizations. Technicolor has not identified substantiated complaints concerning breaches of customer privacy and losses of customer data in 2021.

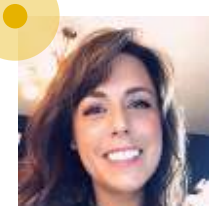
In 2021, the Group delivered security awareness training to all employees and provided multiple communications around phishing, malware, and general security practices, with an increased focus on the impacts of an increase in remote work. These training programs are regularly reviewed as part of external audits conducted by customers.

8 FAIRNESS OF BUSINESS PRACTICES

GRI *[102-16] [102-17] [103-1 Anti-corruption] [103-2 Anti-corruption] [103-3 Anti-corruption] [103-1 Anti-competitive behavior] [103-2 Anti-competitive behavior] [103-3 Anti-competitive behavior] [103-1 Public policy] [103-2 Public policy] [103-3 Public policy] [103-1 Socioeconomic compliance] [103-2 Socioeconomic compliance] [103-3 Socioeconomic compliance]*

8.1 COMPETITION RULES AND ANTI-BRIBERY

GRI *[205-1] [205-2] [205-3]*



"Technicolor's Code of Ethics and related policies guide and support our employees each day in accomplishing the Company's business objectives with ethical integrity."

Kate Winders, *Secretary of Technicolor Ethics Compliance Committee*

Following regulatory evolutions, especially the Sapin II Law adopted on December 9, 2016, the Group has strengthened its Ethics and Compliance program so as to be in compliance with the new regulatory requirements and business practices.

The anti-bribery program now includes the following:

- Technicolor top management has shown its engagement (i) by issuing several communications to all employees explaining that a zero-tolerance policy against bribery is part of Technicolor's core values and (ii) by requiring regular updates on the anti-bribery program at the Audit Committee of the Company's Board of Directors and at the Board itself;

- Code of Ethics & Anti-Bribery Policy: this Code was updated in 2020 and is now available in 5 languages so to be accessible and well understood by all Group employees. The employees are now required to confirm that they duly read it. The Anti-Bribery Policy provides practical examples showing employees how to do the right thing when faced with a dilemma. The Travel and Customer Entertainment policy has also been updated to harmonize processes across businesses;

- Whistleblowing Policy, updated in 2021: a Whistleblowing system is available and enables all Technicolor employees and partners to report anything that they suspect to be unethical, illegal or unsafe, through a dedicated website or by phone;

- risk mapping: our risk mapping has been reviewed in 2020 to identify new risks specific to business conduct and to re-assess all of them;

- third-party assessments: the Group's suppliers are required to respect the Anti-bribery Policy, and the Third-Party policy covering our relationship and engagement with agents, consultants, advisors, among others, has been reviewed and communicated to sales and legal teams, in specific training. The sales agent template contract has been updated to streamline it and to take into account new anti-bribery requirements;

- training: specific training courses on anti-bribery are developed and delivered within the Group to the staff categories with the highest level of exposure. Targeted E-learning training as well as on-site training for specific employee categories such as sales, legal, finance or human resource employees have been put in place. A training program to be provided to all the teams worldwide was also launched early 2022;

- accounting control procedures: the internal control and risk management procedures relating to the preparation and processing of financial and accounting information form an integral part of the Group's anti-bribery measures;

- internal control and audit procedures: internal and external audits are performed on a regular basis, notably covering anti-bribery matters.

Compliance with competition rules and with more general business ethics rules, are at the core of our Code of Ethics. Our overall approach regarding these two aspects are presented in section 3.2.2: "General control environment" of **Technicolor 2021 Universal Registration Document.**

Code of ethics

Created in 1999 and last updated in 2020, the Code of Ethics establishes the foundation of the Group's core values

and requires all employees to observe high standards of business and personal ethics in the conduct of their duties and responsibilities – based on the following basic principles:

- Respect for People & our Stakeholders
- Respect for the Environment
- Valuing Integrity
- Valuing Creativity

The Code of Ethics details the specific rules to guide employees in their day-to-day activities. It is translated in 5 languages (English, French, Spanish, Portuguese and Polish). All employees were required to individually acknowledge the Code of Ethics during 2021. Technicolor has also updated several additional key policies including a Whistleblower Policy, Anticorruption Policy and Manual, and Ethical Sourcing Policy. Indeed, Technicolor is committed to uncompromising integrity in all of our actions. A reputation for integrity benefits Technicolor in countless large and small ways – we are a trusted advisor and service provider to our customers, a dependable collaborator for our business partners, a valuable member of our communities, and a reliable long-term investment for our shareholders. Ethical behavior and observance of laws are two main ingredients in building our reputation for uncompromising integrity.

Financial ethics charter

To reinforce awareness of the ethical dimension of finance activities, Technicolor has published an Ethics Charter specific to Finance personnel and activities. It is an extension of the Company's Code of Ethics, which applies to all employees.

First published in December 2005, the Financial Ethics Charter is sponsored by the Chief Financial Officer and sent out bi-annually to the full Finance organization for review and personal acceptance.

This policy promotes the following rules:

- acting honestly and with integrity and avoiding conflicts of interest;
- providing accurate, complete and objective information;
- compliance with all rules and regulations, public and private, to which the Group is subject;
- acting in good faith without misrepresenting material facts or allowing one's judgment to be unduly influenced;
- respecting confidentiality of information;
- sharing and maintaining appropriate knowledge and skills;
- promoting ethical behavior in one's environment;
- using and controlling responsibly assets under one's supervisions; and
- reporting known or suspected violations of the Charter.

A copy of the Code of Ethics and the Financial Ethics Charter is available on the Company's website at **https://www.technicolor.com/csr** or upon request to the Company.

Ethics compliance committee

The Group also created an Ethics Compliance Committee (ECC) in 2006, which reports to the Audit Committee and is currently composed of six members representing different functions such as People & Talent, CSR, Internal Audit, Compliance and business divisions. This Committee is governed by its own charter (last updated in 2021). The Ethics Compliance Committee is responsible for all ethical issues related to Technicolor's activities. This includes implementing any new policies if needed, training on existing policies, and investigating any and all reports of unethical behavior. It meets at least four times per year and more frequently when required. In 2021, the ECC treated and followed up on a number of whistleblowing cases, of which 1 case of corruption was reported and actions taken.

Anti-corruption & anti-bribery policy

Technicolor's commitment to prevent corruption is formalized in our Anti-Corruption & Anti-Bribery Policy, which seeks to not only comply with the U.S. Foreign Corrupt Practices Act ("FCPA") and other anti-corruption and anti-bribery regulations like the French Criminal Code, but to avoid even the appearance of questionable conduct in connection with Technicolor operations.

The Anti-Corruption & Anti-Bribery Policy, last updated in 2018, includes a practical guide to anti-bribery. Several specific policies (notably targeting third parties such as agents) have been reviewed and background check processes for certain third parties were put in place.

Whistleblower policy

The Technicolor Whistleblower Policy, launched in 2006 and last updated in July 2021, is designed to make it easier for employees and partners to share questions, concerns, suggestions or complaints about financial, accounting, banking or anti-bribery matters. The whistleblowing system enables all Technicolor employees and partners to report anything that they suspect to be unethical, illegal or unsafe, through a dedicated website or by phone.

Any claim that an employee does not wish to direct to his/her management or the human resources, can be made confidentially through an alternative channel, the ECC members, or via EthicsPoint's telephony and web-based hotline solution. EthicsPoint is an independent third party that specializes in providing the tools and information necessary to receive, investigate, analyze and resolve such reports. Website and local telephone numbers are available, and today, nearly all employees throughout the world have the ability to submit a Whistleblower report through EthicsPoint.

Our Whistleblowing system is made available to all Technicolor employees and partners.

Ethics training programs and initiatives

Over the last several years, the Group has deployed many ethics training programs. Several online training sessions were launched to educate employees on various ethical rules and obligations, including bribery, competition and fraud. Some dedicated training sessions were also organized on specific sites or for specific functions and *via* teleconferencing.

Amongst other ethics training courses, members of the finance community completed the Global Financial Fraud Prevention course. During that same time, online training courses focused on the EU Competition-Dealing with Competitors, anti-corruption and anti-bribery regulations and policies. The Americas population has received training on anti-bribery, competition, anti-corruption, business communications, addressing employee concerns, and fraud prevention. In-person training and preparation meetings took place with key managers, focusing on the evolution of anti-corruption and anti-bribery policies based on the requirements of French anti-bribery Law "Sapin II". A considerable effort was made also to prepare the Group for the EU General Data Protection Regulation (GDPR) that was enforced in 2018, and online training sessions were delivered to all employees. In addition, several in-person trainings took place in Mexico, India and China on various aspects of the Company's Code of Ethics.

Combined, these training sessions involved more than 15,000 employees from 2010 through 2021. Early 2022, an online anti-corruption and anti-bribery training was launched and is to be provided to all the teams worldwide.

8.2 TAX MANAGEMENT

The Group operates in many countries around the world. We take a zero-tolerance approach to Tax Evasion or facilitation of Tax Evasion under the law of any city, state or country in which we operate or do business. Our strategy is to comply with the tax legislation of the countries in which we operate and pay the right amount of tax at the right time, in the countries where we have a taxable presence. We pay at the corporate level all applicable taxes such as income taxes, property and local taxes, green tax, stamp duties, employment and other taxes. We also collect and pay employee income taxes, and indirect taxes such as import duties and VAT. The taxes we pay and collect form a significant part of our economic contribution to the countries in which we operate.

Our tax strategy accords with the following principles:

Tax planning

We engage in efficient tax planning that supports our business activities and reflects commercial and economic substance. We adhere to relevant tax laws and disclosure requirements in every jurisdiction in which we operate and seek to minimize the risk of uncertainty or disputes.

We only use business structures that are driven by commercial considerations, are aligned with business activity and which have genuine substance. We do not seek abusive tax results.

We conduct transactions between the Group's companies on an arm's-length basis and in accordance with current OECD and relevant local national guidelines.

Technicolor will take into account the underlying policy objectives of relevant tax laws and will comply with current practices. Where we claim tax incentives offered by governments, we seek to ensure that they are transparent and consistent with statutory and regulatory frameworks. We do not use artificial arrangements to generate a tax advantage.

The Group does not have an overall target effective tax rate.

Tax risk

Our tax policies aim to ensure that we identify tax risks and take actions to address them. Tax risk is considered as part of our management process and is overseen by the Company's Board of Directors. To prevent any tax

risk, a worldwide tax guideline is sent annually to all the Group's Leadership teams to prevent, identify and mitigate the occurrence of risks.

The Group has a dedicated tax team with the necessary experience and skill set, which works with the Group's businesses to provide the required tax advice and guidance.

Our controls and governance ensure that tax risks that could affect our business plans, shareholder value and reputation are identified and addressed by the Finance and Tax Departments.

Tax returns are prepared by the Group's internal departments or delegated to external advisors (including elements of tax compliance). In addition, where uncertainty regarding the tax treatment in a particular situation cannot be resolved internally, we refer the matter to external tax or legal advisors. Where it is still not possible to obtain certainty regarding the tax treatment, we aim to resolve the matter by discussion with the local tax authorities. Risks of this type may arise due to the complexity of legislation and because scenarios sometimes arise in practice that were not envisaged when legislation was drafted.

Where agreement cannot be reached through discussion, we would consider seeking formal tax authorities' opinion and potentially litigation to resolve the uncertainty, depending on the materiality involved.

Governance

The Group head of tax is responsible for our tax governance and strategy, which are approved and overseen by the Company's Board of Directors and Audit Committee.

The local tax managers have responsibility for local tax and ensure that adequate controls are in place so that the correct amount of taxes are computed, filed and paid on time and in full.

Tax controls are subject to annual review by the Internal Audit Department.

In addition, Technicolor has a Financial Ethics Charter which senior employees are asked to sign each year, when they are involved in preparing and reporting Technicolor's financial results.

9 CSR KEY DATA

9.1 KEY SUSTAINABILITY DATA

GRI *[102-43] [103-3 Materials] [103-3 Energy] [103-3 Water and effluents] [103-3 Emissions] [103-3 Waste] [103-3 Supplier environmental assessment] [103-3 Occupational health and safety] [301-1] [302-1] [302-3] [303-1] [303-2] [303-3] [303-4] [303-5] [305-1] [305-2] [306-4] [308-1] [308-2] [403-9] [403-10] [414-1]*

THREE-YEAR PERFORMANCE DATA, TRENDS AND EXPLANATION

ENVIRONMENT	2019	2020	2021
Energy Consumption (Terajoules, %, or TJ/m€)[1]			
Electricity	1,073	893.9	697.6
o/w renewable Energy Sources	24%	20%	25.2%
Fuel Sources	137	97.3	84.0
Total	1,214	1,006	791.4
Total / Revenue	0.319	0.335	0.273
Total Water Withdrawal Consumption by Source (Thousand Cubic Meters or m^3/ M€)[2]			
Total Consumption	511	405	304.4
City Water consumed	364	254	163
Well Water consumed	144	147	139.4
Rainwater harvested and consumed	3	3	2
Surface Water	0	0	0
Total per Revenue	134	135	105
Water Recycled Internally	30	31	32
Waste Generation and Management (Metric Tons, %, or M-Ton/M€)			
Total Waste generated	37,288	22,016	16,654
% treated hazardous[3]	2.5%	2.4%	3.8%
% recycled	69.9%	62.7%	61.7%
Total per Revenue	9.81	7.32	5.75
Greenhouse Gas Emissions (Metric Tons CO_2e)			
Fuel Combustion Sources (Direct Sources)	7,846	5,512	4,756
Total Indirect Greenhouse Emissions by Weight (Scope 2 from electricity, steam, chilled water)	134,064	110,604	85,313
Total CO2 emitted (Scope 1 and 2)	141,910	116,116	90,069
Industrial Effluents			
Industrials Effluents (in Thousand Cubic Meters)[4]	76	68	67
Priority Pollutants (in Kilograms)	80	46	84.3
Biological Oxygen Demand (in Tons)	1.3	0.2	2.06
Chemical Oxygen Demand (in Tons)	0.16	0.18	0.138
Main Raw Materials Usage (in Metric Tons)*			
Polycarbonate Molding Plastic	17,885	13,681	12,587
Cardboard and Paper Packaging	9,117	8,255	7,159
Wood Packaging	11,138	6,967	6,208
Bonding Resin for DVD	1,104	832	808
Plastic Packaging	901	744	550

** The Group sources all raw materials externally.*

THREE-YEAR PERFORMANCE DATA, TRENDS AND EXPLANATION

SOCIAL AND HUMAN RESOURCES	2019	2020	2021
Health and Safety (Work-related Incident Rates per 200,000 hours worked)			
Incidents	163	91	77
Incident Rate	0.68	0.51	0.45
Lost Workday Incidents	71	43	34
Lost Workday Incident Rate	0.30	0.24	0.20
External Stakeholders			
Suppliers			
Number of Supplier Audits	52	33	73
Records per Category			
Excellent	1	8	39
Acceptable	37	19	27
Unsatisfactory	11	4	3
Unacceptable	3	2	4
Customer Satisfaction Survey Results[5]			
Total Sample Contacts	36	53	55
Number of Customers surveyed	10	13	10
Response Rate	28%	25%	18%

(1) Non-industrial sites reported energy consumption for the first time in 2010. Their consumption represented approximately 15% of total usage. It represents 20 % in 2021. In 2021, worldwide energy use was approximately 791.4 terajoules, a decrease of about 21% compared with 2020. Of the total energy consumed, 88.1% was in the form of electricity (of which 25.2% was from renewable sources), 10.6% was in the form of fossil fuels, and 1.2% was in the form of purchased steam or chilled water. When compared to total revenue, average energy intensity was 0.273 TJ/M€ across the business in 2021.

(2) Non-industrial sites reported water consumption for the first time in 2010. Their usage represented approximately 15% of total 2012 consumption. It represented 12% in 2021. In 2021, water consumption at the Technicolor reporting locations decreased by about 24.9% versus 2020 to 304.4 thousand cubic meters. When compared to revenues, the average water consumption rate was 105 m3/M€ across the business in 2021.
Where raw water is developed on-site from local wells, all consumption and pre-treatment is in accordance with granted permissions and approved processes. All water consumption, other than that related to building and facilities, is linked to DVD replication or set top box manufacturing. Locations experiencing periodic water shortages, such as DVD replication in Australia, invest in rainwater harvesting, while other manufacturing locations in Brazil, Mexico, and Poland may invest in process water recycling so that overall source consumption is reduced. Including laboratory operations in Rennes, France and industrial sites in Australia, Brazil, and Mexico, total rainwater harvested and consumed during 2021 was about 2,009 m3.

(3) Technicolor operates industrial sites and non-industrial sites. Non-industrial sites generated about 3% of the total waste generated in the Group in 2021, with approximately 71 tons of hazardous waste from non-industrial locations (batteries, mercury-containing bulbs, e-waste). Since 2016, organic composting is tracked as part of recycled waste, with about 2 tons reported during 2021 in both industrial and non-industrial sites.
Total waste generated in 2021 was 16,654.5 tons. The recycling rate was 61.7% decreasing slightly compared to 2020. When compared to total revenue, the average waste generation for all Technicolor operations was 5.75 M-Ton/M€ in 2021.

(4) Where raw water is developed on-site from local wells, all consumption and pre-treatment is in accordance with granted permissions and approved processes. All water consumption, other than that related to building and facilities, is linked to DVD replication or set top box manufacturing.

(5) Committed to customer satisfaction and continual improvement in products and services, Technicolor tracks the performance of its business units and segments compared to competition. We measure the entire customer relationship, to highlight strengths, weaknesses and expectations. We identify key satisfaction drivers to understand what is most important to customer satisfaction. We spotlight areas needing improvement to develop the most appropriate solutions. For more information on customer satisfaction survey results, please see chapter 2.10.2.1 of this report.

PERFORMANCE DATA FOR BUSINESS SEGMENTS, YEAR ENDING 31 DECEMBER 2021

ENVIRONMENT, HEALTH AND SAFETY	Creative Studios	Connected Home	DVD Services	Corporate & Other
Energy Consumption (Terajoules or %)				
Total Energy	125.8[1]	38.9[2]	625.9	0.84[3]
% Total Group	15.9%	4.9%	79.1%	0.1%
Electricity	123.3	30.0	543.8	0.59
% Total Segment	98.0%	77.1%	86.9%	70.2%
Fuels	0.6	1.3	82.2	-
% Total Segment	0.5%	3.3%	13.1%	0%
Water consumption (Thousand Cubic Meters)				
Total Consumption	19.0	23.3	261.8	0.3
% Total	6.2%	7.6%	86.0%	0.1%
Waste generation (Metric Tons or %)				
Total Waste generated	347.9	306.9	15,996.8	2.9
% Total	2.1%	1.8%	96.1%	-
% treated hazardous	2.6%	20.6%[4]	3.5%	0%
% recycled	53.0%	75.4%	61.6%	18.5%
Health and Safety (Work-related Incident Rates per 200,000 hours worked)				
Injuries and Illnesses	2	4	71	0
Incident Rate	0.02	0.37	1.08	0
Lost Workday Incidents	0	3	31	0
Lost Workday Incident Rate	0	0.28	0.47	0

Collection Period: January 1, 2021 - December 31, 2021

[1] *Total energy includes about 1.8 TJ steam purchase*
[2] *Total energy includes about 7.7 TJ chilled water purchase*
[3] *Total energy includes about 0.25 TJ steam*
[4] *One-time disposal concerning many years of accumulated e-waste as part of a site relocation*

9.2 DATA COLLECTION METHOD AND RATIONALE

GRI *[102-4]*

This report contains data from 43 locations. Given the diversity of the Group's operations, environmental impacts vary by location, thus not every location is required to report on each of the established metrics. Reporting locations are selected according to an annual coverage analysis based on three criteria: headcount, surface area, and environmental risk. Technicolor targets more than 95% of Group headcount and surface area when screening and selecting reporting sites at the beginning of each year.

The Corporate EH&S Organization has identified key information that is tracked and reported. This information includes utility consumption, waste generation, recycling and disposal, air emissions and water effluent from the identified locations. To ensure the timely and consistent reporting of information from Technicolor's worldwide locations, the Group has developed its own electronic reporting system. This system serves as a vital tool for identifying and acting upon trends at the reporting site, business unit, regional and global levels. The reporting locations provide required data through the electronic system on a monthly and annual basis, depending upon the information provided. Data is organized and consolidated globally and is communicated to the Vice-President, Corporate EH&S and others as appropriate.

The collection period runs from January 1, 2021 to December 31, 2021.

Data Verification: Data reporting requirements, and data collection and consolidation systems are developed by the Corporate EH&S organization communicated to individual locations. Each location is responsible for developing internal systems for the collection of required data and reporting that data to the Corporate EH&S group. Corporate EH&S reviews the submitted data for accuracy and works directly with the locations to clarify and when necessary, resolve inconsistencies. In addition, the location's data are reviewed during scheduled Corporate EH&S audits.

SCOPE OF DATA COLLECTION: THE FOLLOWING SITES PROVIDED DATA FOR THIS REPORT:

SITE	Segment (ref 2021)	Location	2019		2020		2021	
			Industrial Profile	Non - industrial Profile	Industrial Profile	Non - industrial Profile	Industrial Profile	Non - industrial Profile
Adelaide Mr. X (ex Mill Film)	Technicolor Creative Studios	Australia		X		X		X
Avon	DVD Services	France		X		X		X
Bangalore	Technicolor Creative Studios	India		X		X		X
Beijing	Connected Home	China		X		X		X
Berlin The Mill	Technicolor Creative Studios	Germany						X
Berlin MPC	Technicolor Creative Studios	Germany				X		X
Boulogne[1]	Technicolor Creative Studios	France		X				
Burbank[1]	Technicolor Creative Studios	California, USA		X		X		
Calexico	DVD Services	California, USA					X	
Camarillo[1]	DVD Services	California, USA		X		X		
Camarillo MFL	DVD Services	California, USA	X		X		X	
Chennai	Connected Home	India		X		X		X
Chicago The Mill	Technicolor Creative Studios	Illinois, USA		X		X		X
Culver City MPC	Technicolor Creative Studios	California, USA		X		X		X
Edegem	Connected Home	Belgium		X		X		X
Guadalajara	DVD Services	Mexico	X		X		X	
Guadalajara FSSC	Corporate & Other	Mexico		X		X		X
Hollywood[1]	Technicolor Creative Studios	California, USA		X		X		
Huntsville[1]	DVD Services	Alabama, USA	X		X		X	
LaVergne	DVD Services	Tennessee, USA	X		X		X	
Lawrenceville	Connected Home	Georgia, USA		X		X		X
London MPC	Technicolor Creative Studios	UK		X		X		X
London Post[1]	Technicolor Creative Studios	UK		X		X		
London The Mill	Technicolor Creative Studios	UK		X		X		X
Los Angeles The Mill	Technicolor Creative Studios	California, USA		X		X		X
Manaus	Connected Home	Brazil	X		X		X	
Melbourne	DVD Services	Australia	X		X		X	
Memphis	DVD Services	Tennessee, USA	X		X		X	
Mexicali	DVD Services	Mexico	X		X		X	

SCOPE OF DATA COLLECTION: THE FOLLOWING SITES PROVIDED DATA FOR THIS REPORT:

SITE	Segment (ref 2021)	Location	2019		2020		2021	
			Industrial Profile	Non - industrial Profile	Industrial Profile	Non - industrial Profile	Industrial Profile	Non - industrial Profile
Montreal Mr. X	Technicolor Creative Studios	Canada		X		X		X
Montreal Mikros Image	Technicolor Creative Studios	Canada		X		X		X
Montreal Mr. X (ex Mill Film)[1]	Technicolor Creative Studios	Canada		X		X		
Montreal MPC	Technicolor Creative Studios	Canada		X		X		X
Mumbai	Technicolor Creative Studios	India		X		X		X
New York MPC	Technicolor Creative Studios	New York, USA		X		X		X
New York The Mill	Technicolor Creative Studios	New York, USA		X		X		X
Norcross	Connected Home	Georgia, USA						X
Paramount[1]	Technicolor Creative Studios	California, USA		X		X		
Paris Renard	Corporate & Other	France		X		X		X
Paris Hauteville	Technicolor Creative Studios	France		X		X		X
Piaseczno	DVD Services	Poland	X		X		X	
Rennes – Cesson	Connected Home	France		X		X		X
Rugby	DVD Services	UK	X		X		X	
Seoul	Connected Home	South Korea		X		X		X
Shanghai MPC	Technicolor Creative Studios	China		X		X		X
Sydney	DVD Services	Australia	X		X		X	
Tokyo	Connected Home	Japan		X		X		X
Toronto DVD Services[1]	DVD Services	Canada	X		X		X	
Toronto Mr. X	Technicolor Creative Studios	Canada		X		X		X
Toronto Post[1]	Technicolor Creative Studios	Canada		X		X		
Tultitlan[1]	DVD Services	Mexico	X		X			
Vancouver MPC[1]	Technicolor Creative Studios	Canada		X				
Vancouver Post[1]	Technicolor Creative Studios	Canada		X		X		
Warsaw	Corporate & Other	Poland		X		X		X

[1] These sites have been moved or closed or sold.

All sites report information about work injury and illness, water, and power.

Industrial profiles also report extensive waste data monthly, and wastewater/effluent and raw materials annually.

Non-Industrial profiles also report summary waste data annually.

10 CSR PERFORMANCE ASSESSMENT

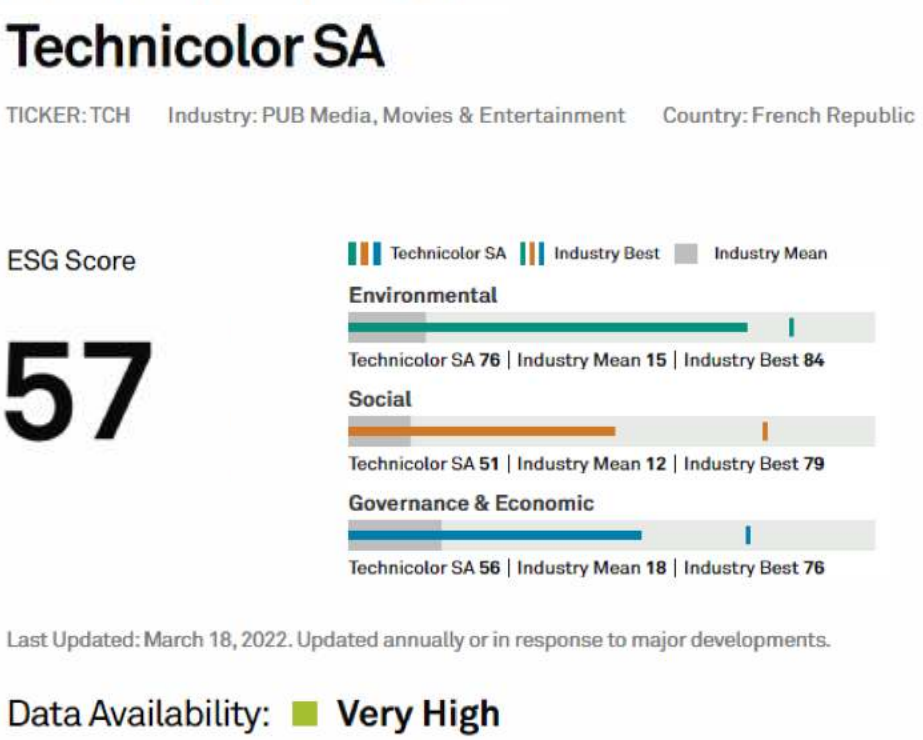
GRI *[102-54] [103-3 Economic performance] [103-3 Market presence] [103-3 Indirect economic impacts] [103-3 Procurement practices] [103-3 Anti-corruption] [103-3 Anti-competitive behavior] [103-3 Materials] [103-3 Energy] [103-3 Water and effluents] [103-3 Emissions] [103-3 Waste] [103-3 Environmental compliance] [103-3 Supplier environmental assessment] [103-3 Employment] [103-3 Labor/ Management relations] [103-3 Occupational health and safety] [103-3 Training and education] [103-3 Diversity and equal opportunity] [103-3 Non-discrimination] [103-3 Freedom of association and collective bargaining] [103-3 Child labor] [103-3 Forced or compulsory labor] [103-3 Human Rights assessment] [103-3 Local communities] [103-3 Supplier social assessment] [103-3 Public policy] [103-3 Customer health and safety] [103-3 Marketing and Labeling] [103-3 Customer privacy] [103-3 Socioeconomic compliance]*

Our long-term efforts to be a responsible citizen company have been recognized by external and independent agencies, including ratings and assessments by *S&P Global, ISS* and *ISS ESG* (formerly *Oekom Research*), *EcoVadis, Vigeo Eiris (Moody's ESG Solutions)* and Gaïa Rating *(Ethifinance)*. Technicolor is also a member of the *Responsible Business Alliance* (RBA), which performs audits on portions of Technicolor's Supply Chain. This report has been prepared **in accordance with the GRI Standards: Comprehensive option.**

Rating or assessment body	Previous rating	Rating in 2021/22	Comment
S&P Global CSA (Corporate Sustainability Assessment)	-	57/100 (2022) reached the 91st percentile	In the top 10% of its industry for the first year of assessment
ISS ESG	C+: Prime (2018)	C+: Prime (2021)	Second achievement of a *"PRIME"* status
ISS	-	ISS Quality Score (2021)	*"BEST-in-CLASS"* status for the first rating
EcoVadis	70/100 – Gold (2020)	76/100 – Platinum (2021) Top 1% in its industry	First year of *"PLATINUM"* rating Three years of *"GOLD"* rating since 2018
Vigeo Eiris (Moody's ESG)	68/100 (2018)	Not assessed in 2021	Rated *"TOP PERFORMER"* in its industry
Gaïa Rating – Ethifinance	91/100 (2020)	89/100 (2021)	Among the top-ranked companies since 2019 within a panel of 390 companies
RBA (Responsible Business Alliance)	Member in full compliance	Member in full compliance	Since 2017

S&P GLOBAL

For its first year of assessment by Standard & Poor's, Technicolor scored 57/100 (score date: March 18, 2022) in the 2021 *S&P Global* Corporate Sustainability Assessment (CSA), well over the average of 17/100 in its industry. Technicolor reached the **91st percentile,** ranking among the **top 10%** of the 185 companies assessed in the Media, Movies & Entertainment industry globally. The S&P CSA assessment has been performed based on the CSA rating methodology developed by RobecoSAM, and acquired by Sandard & Poor's in 2019. The CSA is recognized as one of the most advanced ESG scoring methodologies, as it draws upon 20 years of experience analyzing sustainability's impact on companies. For each of the three ESG dimensions assessed (Environment, Social, Governance & Economic), Technicolor outperformed the industry average, as indicated below:



ISS AND ISS ESG

In 2021, Technicolor achieved *ISS ESG* "**PRIME**" status for the second time. The Company reached also the *ISS* "**BEST-in-CLASS**" status and received the **ISS QualityScore Level 1** - the highest rating awarded by *ISS* - for both its Environmental and its Social Performance.

According to *ISS ESG*, companies are categorized as "PRIME" if they achieve/exceed the minimum sustainability performance requirements (Prime threshold) defined for a specific industry (absolute best-in-class approach) in the *ISS ESG* Corporate Rating, and "PRIME" companies are those that rank among the global sustainability leaders in their industry. The Group demonstrates a very high level of transparency in its disclosure level regarding environmental, social & governance performance indicators and is ranked in the 2nd decile of its industry worldwide.

ISS ESG (formerly *Oekom Research*) is the non-financial rating agency of *ISS (Institutional Shareholder Services)*, a leading proxy advisor company. The ESG Corporate Rating universe includes more than 11,800 corporate issuers and covers important national and international indices as well as additional companies from sectors with direct links to sustainability. The assessment by *ISS ESG* of a company's social & governance and environmental performance is based on approximately 100 environmental, social and governance indicators per sector, selected from a pool of more than 800 proprietary indicators.

Transparency Level

0-20%	20-40%	40-60%	60-80%	80-100%
Very Low	Low	Medium	High	Very High

Decile Rank

10	9	8	7	6	5	4	3	2	1
Low relative performance									High relative performance

ECOVADIS

Technicolor's continued commitment to corporate social responsibility has once again been recognized by *EcoVadis*, a leader in sustainability assessment.

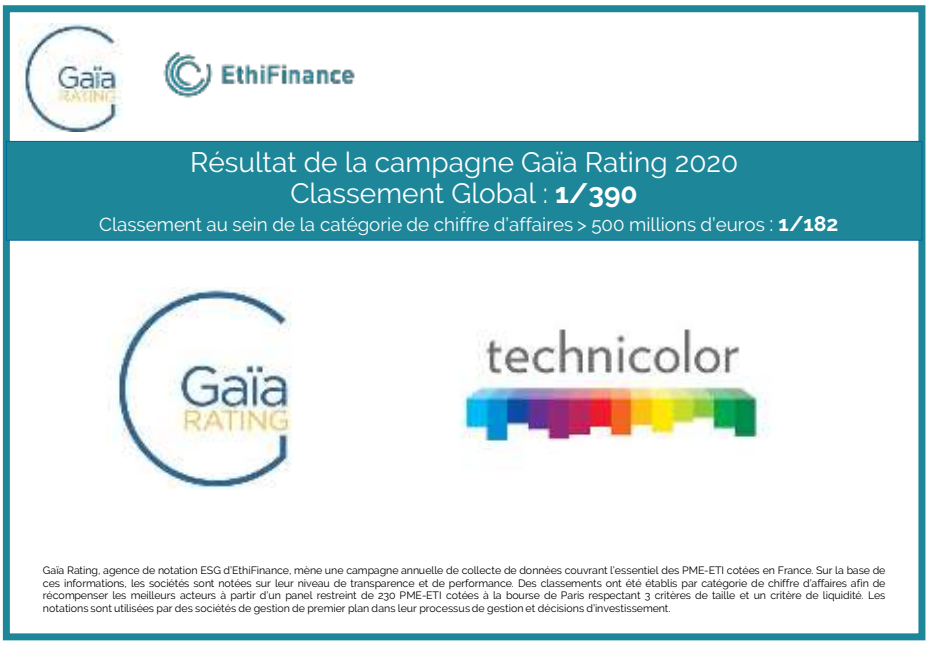
After receiving Gold Medal accolades from the organization for the past three consecutive years (2018 - 2020), Technicolor has earned in 2021 its first **Platinum Medal,** the highest rating awarded, and now ranks among the **Top 1%** of companies in the communications equipment manufacturing sector.

Technicolor sustainability performance was rated "**Advanced**" in all four categories assessed - Environment, Labor and Human Rights, Ethics and Sustainable Procurement - giving Technicolor an overall score of 76/100 for its structured and proactive approach to sustainable development, its commitment, tangible actions and results. The assessment results are combined on a dedicated Scorecard, and are accessible on-line and on-demand by Technicolor customers on *Ecovadis* platform.

EcoVadis global collaborative platform enables companies to monitor their supply chain's sustainability performance across more than 200 purchasing categories and 21 CSR criteria. Considered one of the most trusted corporate sustainability rankings in the world, *EcoVadis* ratings are produced by a team of independent sustainability experts. In 2021, more than 90,000 companies were rated by *EcoVadis* in more than 160 countries. Technicolor first started to respond to the *EcoVadis* questionnaire in 2009.

GAÏA RATING – ETHIFINANCE

Technicolor's ranking assessed by *Ethifinance*, an independent European sustainability rating, research and advisory firm, has steadily improved over the past years, and the Group is now ranked since 2019 among the top companies within a panel of 390 companies. In 2020, the Group was **ranked # 1**. In 2021, Technicolor reached an overall ESG score of 89/100, largely outperforming the average benchmark.



VIGEO EIRIS

Vigeo Eiris, a CSR rating and research agency acquired by *Moody's*, evaluates companies' integration of social, environmental and governance factors into their strategies, operations and management.

In 2018, Technicolor was ranked "**TOP PERFORMER**" in the software-IT services industry worldwide with an overall ESG Score of 68/100.

TOP PERFORMERS

- Europe: Technicolor (68/100)
- North America: DXC Technology (51/100)
- Asia Pacific: NTT Data Corporation (38/100)
- Emerging Markets: Wipro (61/100)

MOST IMPROVED since 2017

- Europe: Technicolor (+14)
- North America: VMware (+10)
- Asia Pacific: KAKAKU.COM (+1)
- Emerging Markets: NetEase (+1)

11 VIGILANCE PLAN

GRI *[102-11] [102-15] [102-44] [102-46] [102-47] [103-2 Economic performance] [103-2 Market presence] [103-2 Indirect economic impacts] [103-2 Procurement practices] [103-2 Anti-corruption] [103-2 Anti-competitive behavior] [103-2 Materials] [103-2 Energy] [103-2 Water and effluents] [103-2 Emissions] [103-2 Waste] [103-2 Environmental compliance] [103-2 Supplier environmental assessment] [103-2 Employment] [103-2 Labor/Management relations] [103-2 Occupational health and safety] [103-2 Training and education] [103-2 Diversity and equal opportunity] [103-2 Non-discrimination] [103-2 Freedom of association and collective bargaining] [103-2 Child labor] [103-2 Forced or compulsory labor] [103-2 Human Rights assessment] [103-2 Local communities] [103-2 Supplier social assessment] [103-2 Public policy] [103-2 Customer health and safety] [103-2 Marketing and Labeling] [103-2 Customer privacy] [103-2 Socioeconomic compliance]*

Pursuant to Article L. 225-102-4 of the French Commercial Code, this section presents the Vigilance Plan set up to implement reasonable measures of vigilance that are designed to identify risks and to prevent serious breaches of human rights and fundamental liberties and to ensure health and safety of persons and protection of the environment arising from:

- the activities of the Group and its controlled subsidiaries;
- the activities of subcontractors or suppliers with which an established commercial relationship is maintained.

The presentation and report are done according to this subdivision of scope:

Scope: activities of the Group and its controlled subsidiaries	Scope: activities of subcontractors or suppliers
1 Risk mapping	
Through the analysis of materiality of risks, the Group identified six macro risks translating into 19 CSR issues (see chapter 1.2 of this report). CSR inquiries received from and focus points expressed by internal and external stakeholders to the Group are integrated to update the materiality of risks.	The methodology to assess risks is the *EcoVadis Rating Framework,* using country risk and industry risk (see chapter 3.1 of this report).
2 Procedures for regular assessment of the situation, with regard to risk mapping	
• Internal controls and management of risks (see sections 3.1 and 3.2 of **Technicolor 2021 Universal Registration Document).** • Internal Audits and other periodic monitoring (EH&S) (see chapter 5 and chapter 2.6 of this report).	• Assessment of suppliers by an external third party *EcoVadis*. It covers all direct suppliers with purchasing exceeding €1 million of spending per year. It represents 90.9% of spending of the Group. About 86.6% of spending are already assessed. This threshold will be lowered to €0.75 million in 2022. • Physical on-site Internal Audits of critical suppliers for higher risk country and industry. • RBA *(Responsible Business Alliance)* audits.
3 Appropriate actions to mitigate risks or prevent serious harm	
• Policies with regard to CSR issues are described in this report.	• Agreement with Group's Supplier Responsibility program as part of terms and conditions of contract. • Implementation of corrective/remediation measures in case of violation/breaches of critical principles discovered during on-site audits. Certain violations generate immediate breach of contract (see chapter 3.1 of this report).

4 Warning and collection process of alerts relating to the existence or the materialization of risks	
• Global whistleblowing procedure (phone, email, website) in place since more than 10 years for breach of the Group's Code of Ethics and Code Business Ethics. It covers harassment, discrimination and human rights topics and any breach of compliance of fraud (see chapter 8.1 of this report). • In several countries/sites, additional local procedures to collect and investigate about harassment/discrimination complaints are in place and include protection of the complainer.	• Internal physical on-site audits with finding reports available to business division and sourcing (see chapter 3.1 of this report). • Global whistleblowing procedure access progressively extended to Supplier's employees in countries of presence. • NGO and CSR agencies reports and inquiries.
5 Monitoring the measures implemented and evaluating their effectiveness	
• Internal control procedures (see sections 3.1 and 3.2 of **Technicolor 2021 Universal Registration Document).** • EHS audits and other periodic monitoring (see chapter 5 and chapter 2.6 of this report).	• Verification of effective implementation of corrective actions requested to suppliers. • Evolution of nature and volume of violations of Ethics conditions by suppliers. • Monitoring the evolution of *EcoVadis* rating of suppliers.

12 UNITED NATIONS GLOBAL COMPACT 2021 COMMUNICATION ON PROGRESS

GRI *[102-12]*

Since 2003, Technicolor has renewed its commitment every year to the principles of the United Nations (UN) Global Compact, and seeks to comply with the highest ethical standards taking into account the 10 universally accepted UN founding principles covering human rights, labor standards, environmental practices and anti-corruption.

The Company submits each year a **Global Compact Communication on Progress** (COP). Since 2016, the report featuring Technicolor's annual actions, results and progress (see below), together with the message of our CEO at the beginning of this Sustainability report, form an integral part of our COP. In addition, the GRI Content Index – Comprehensive option presented in chapter 13 links the UN Global Compact 10 principles and the identified priority Sustainable Development Goals (SDGs) to the relevant GRI Standards and Disclosures.

For the latest annual update on Technicolor initiatives and the UN Global Compact, please visit: **https://www.unglobalcompact.org/**

HUMAN RIGHTS	
GLOBAL COMPACT 10 Principles	**PRINCIPLE 1: Businesses should support and respect the protection of internationally proclaimed human rights; and**
TECHNICOLOR Program and Policies	Technicolor Code of Ethics, Sourcing Policy and Sourcing Ethics Policy, Environment Health & Safety Charter provide high level guidance on the respect and protection of human rights. The Ethics Compliance Committee is responsible for all ethical issues related to the Group's activities. Training and auditing to these policies are the instrument of compliance and performance. Supplier Monitoring and KPIs on labor issues are also in place.
TECHNICOLOR 2021 Actions, Results and Progress	• Created in 1999 and last updated in 2020, the Code of Ethics establishes the foundation of the Group's core values and requires all employees to observe high standards of business and personal ethics in the conduct of their duties and responsibilities. It is now available in 5 languages (English, French, Spanish, Portuguese and Polish). During 2021, all employees were required to individually acknowledge the Code of Ethics. Technicolor has also updated several additional key policies including a Whistleblower Policy, Anticorruption Policy and Manual, and Ethical Sourcing Policy. The Group's Whistleblower Policy was revised in 2021. For more information on our codes and our policies, please refer to chapter 8.1 of this Sustainability report; • As part of Technicolor's effort to ensure that employees are familiar with the Code of Ethics and related policies, such as the Whistleblower Policy, the Anti-Corruption & Anti-Bribery Policy, the Sourcing Ethics Policy, or the Data Protection Policy, numerous training programs including bribery, competition and fraud were implemented by the legal compliance team in concertation with the Ethics Compliance Committee (ECC), including both in-person and online courses. Combined, these training sessions involved more than 15,000 employees from 2010 through 2021. Early 2022, an online anti-corruption and anti-bribery training was launched and is to be provided to all the teams worldwide. For more information on Ethics training and initiatives, please refer to chapter 8.1 of this Sustainability report; • Occupational Health and Safety (OHS): Environmental Health and Safety (EHS) training in 2021 totaled some 18,528 hours and were provided to employees and contractors throughout the Group on a wide variety of topics, from environmental and safety compliance and protection, injury prevention, emergency preparation and response, and occupational health and well-being topics.

For more information on EHS training and initiatives, please refer to chapter 2.6 of this Sustainability report;

- Covid 19:

  Early in 2020, during the beginning of the pandemic and continuing throughout 2021, Technicolor reacted strongly to protect the health and safety of all workers as a first and primary step, and then launched multiple programs and working groups in order to adapt safely to the new and changing pandemic conditions while continuing to support all customers and business lines. Many aspects such as the evolution and tracking of requirements and conditions at sites and within countries, global management issues, care of employees, families and communities, and continuity of business and operations, were supervised and monitored by a "Covid-19 Global Crisis Committee" chaired by the Chief Executive Officer, and maintained through 2021. This Committee comprised all Business Division Chief Operating Officers and representatives of transversal functions. Two other levels of Covid-19 Global Crisis Management level were implemented: by Business division, led by business Heads and their Chief Operating Officer, and by Country, led by the Human Resources network.

  At different periods during this pandemic, depending on the rate of change in the Covid-19 knowledge base and regulatory environment, working groups and committees at different levels of the Group were meeting daily or weekly in order to be sure that all actions taken were well-aligned with current conditions and requirements, and that improvements in best practices were rapidly implemented at all Technicolor locations. PPE, primarily masks, were sourced and distributed globally in order to fairly manage the need for masks for all on-site personnel while managing the supply chain as it ramped up to meet the worldwide need. During 2021 the supply chain for masks stabilized and control of masks returned to the site level, while new requirements for nearby (PCR) or on-site (rapid antigen) testing were facilitated when not locally organized by governments.

  Throughout 2020 and 2021, communications about Covid-19 were frequently made to all members of staff, using a variety of methods and media, from a well-developed Intranet page devoted to all things Covid-19, to a series of periodic town hall video meetings with the Chief Executive Officer and executive staff. Additionally, various intermediate communications were made via e-mail or during team meetings or via posters, communication boards, or other physical media.

  2021 saw more local return to work policies and protocols enacted following the easing of governmental measures, with the pandemic situation being carefully and strongly monitored through the year, and continuing.

  For more information on Covid-19, please refer to chapter 1.5 of this Sustainability report;

- Data Protection Policy:

  A formal Data Protection Policy was issued in 2017 by the Technicolor Ethics Compliance Committee – and reinforced in 2020 – to govern legal compliance aspects and ensure that Technicolor, its staff, contractors, suppliers and other people working on its behalf comply with the EU General Data Protection Regulation (GDPR), where and when appropriate, as well as comply – as appropriate – with any applicable other legislation when processing personal data.

  Following the Schrems decision by European Court of Justice, the Technicolor Security Officer (TSO) has acted as the central coordination point for the remediation of the internal legal framework to reinforce the Security clauses applicable to our providers related to EU data privacy and ensure GDPR compliance. The TSO also ensures other relevant privacy laws and regulations are complied with.

  As a French company with headquarters in Paris, the Group has also nominated a global Data Protection Officer (DPO) to the French Data Protection Authority (CNIL). Technicolor Data Control Organization (DCO) is in place worldwide, to support compliance to Technicolor Privacy Policy and the General Data Protection Regulation (GDPR). The

TECHNICOLOR
2021 Actions, Results and Progress

DCO supports the DPO and works in close relation with Legal and Security teams. Even if Technicolor activity does not directly collect sensitive personal information of private customers, a privacy-by-design approach is used for Technicolor products and systems, and the DCO is involved when a Data Protection Impact Analysis seems relevant.

In 2021, working in collaboration with clients and industry organizations, the Group has continued to establish and promote secure work-from-home environments and workflows where required based on local government requirements.

In 2021, the Group delivered security awareness training to all employees and provided multiple communications around phishing, malware, and general security practices, with an increased focus on the impacts of an increase in remote work. These training programs are regularly reviewed as part of external audits conducted by customers.

For more information on personal data protection and preservation of civil liberties, please refer to chapter 7.2 of this Sustainability report.

HUMAN RIGHTS

GLOBAL COMPACT **10 Principles**	**PRINCIPLE 2:** **make sure that they are not complicit in human rights abuses;**
TECHNICOLOR **Program and Policies**	Technicolor Code of Ethics, Sourcing Ethics Policy, Environment Health and Safety Charter, Technicolor Supplier Responsibility Program, RBA Code of Conduct, Technicolor public statements on conflict minerals, Supplier Monitoring and KPIs on labor issues, EcoVadis supplier assessment platform.

TECHNICOLOR
2021 Actions, Results and Progress

- Human rights in the supply chain:
  Technicolor is a member of the Responsible Business Alliance (RBA) since 2017 and complies with its latest Code of Conduct (currently RBA Code of Conduct version 7.0 which went into effect Jan. 1, 2021) to ensure that working conditions in the electronics industry and its supply chains are safe, that workers are treated with respect and dignity, and that business operations are environmentally responsible and conducted ethically.

  The RBA Code of Conduct is a set of social, environmental and ethical industry standards. The standards set out in the Code of Conduct reference international norms and standards including the Universal Declaration of Human Rights, ILO International Labor Standards, OECD Guidelines for Multinational Enterprises, ISO and SA standards, and many more. With more than 400 members, RBA is a non-profit, recognized coalition of electronics companies that are committed to supporting the rights and well-being of workers and communities worldwide affected by the global electronics supply chain. While the Code of Conduct originated with the electronics industry in mind, it is applicable to and used by many industries beyond electronics.

  Additionally, the Responsible Business Alliance (RBA) may perform on-site audits to monitor and verify the implementation of the RBA Code of Conduct. RBA members commit and are held accountable to a common Code of Conduct and utilize a range of RBA training and assessment tools to support continuous improvement in the social, environmental and ethical responsibility of their supply chains. RBA membership includes compliance requirements for periodic third-party audits of all critical suppliers with an intense focus on Human Rights, and over time all main suppliers of Technicolor who are also members of RBA will have Validated Audit Process reports on record within the RBA communication platform;
- Conflict Minerals:
  As part of Technicolor's overall commitments to Corporate Social Responsibility, the Group is committed to ensure that minerals contained in its products are sourced with due respect to human rights, the need to avoid contributing to conflicts, and the desire to support developments through our supply chain practices. The Group has implemented a due diligence process by asking its suppliers to conduct investigations in their own supply chain, and to avoid directly or indirectly any use of 3TG minerals originated

from conflict-affected countries. Our commitments are confirmed by public statements on Conflict Minerals and on compliance with UK and California anti-human trafficking laws, available on our website.

Note that based on current knowledge and suppliers surveyed in 2021, 100% of the smelters identified in the Technicolor Connected Home supply chain are classified under the Responsible Minerals Initiative (RMI). Some are still engaged in the Responsible Minerals Assurance Process (RMAP).

In 2019, Technicolor started to conduct supplier surveys and due diligence on Cobalt sourcing and initiated Mica sourcing supplier surveys in 2020, to establish whether Mica is included in products and parts provided to Technicolor. The new Extended Minerals Reporting Template (EMRT), launched by the RMI in 4Q 2021, now also includes Cobalt and Mica and is used by Technicolor manage due diligence in the supply chain.

TECHNICOLOR
2021 Actions, Results and Progress

Furthermore, Technicolor has partnered with a compliance management partner service to fully review the conformance of each smelter or refiner (SOR) reported by each supplier, to confirm that the SOR meets standards established by the Responsible Minerals initiative, the London Bullion Market and other mineral institutions. The Supply Chain Sustainability Management team launches Due Diligence actions with any suppliers reporting non-conformant SORs according to OECD guidelines, to prevent the sourcing of minerals from illegal SORs in a covered country or from a conflict-affected and high-risk area (CAHRA).

For more information on our responsible approach to Conflict Minerals, please refer to chapters 3.1 and 7.1 of this Sustainability report;

- Supply chain assessment:
  Focused on suppliers evaluated as "high risk", Technicolor added in 2018 a more systematic risk assessment of suppliers with the implementation of the EcoVadis assessment platform (EcoVadis Rating Framework) for suppliers representing a yearly spending of more than €1 million. In 2021, such category represents 90.9% of the total spending of the Group. Suppliers representing about 86.6% of total spend of this category of Technicolor's suppliers are already assessed by EcoVadis. This threshold will lower from €1 million to €0.75 million in 2022;
- For more information on Human Rights and working conditions in the supply chain, please refer to chapter 3.1 of this Sustainability report.

LABOR

GLOBAL COMPACT **10 Principles**	**PRINCIPLE 3:** **Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;**
TECHNICOLOR **Program and Policies**	HR regional correspondents are responsible for ensuring that the group's HR policy is in line with national regulations, most notably with respect to social dialogue, freedom of association and the right to collective bargaining.

TECHNICOLOR
2021 Actions, Results and Progress

- Social dialogue and labor relations:
  Recognizing business division specifics, market conditions and country regulations, there is no unified approach at the Group Level but a central guidance and monitoring to ensure peaceful social climate. Local labor relations with Technicolor employees are the responsibility of site managers in each country, by legal entity, with the support of local Human Resources Departments. An annual review is done at the Group Level to ensure all newly signed agreements are captured and registered.

  In 2021, Technicolor entered into 24 collective bargaining agreements: 2 in Australia, 2 in Belgium, 6 in Brazil, 12 in France, 2 in Mexico.

TECHNICOLOR 2021 Actions, Results and Progress	In several countries, collective bargaining agreements are negotiated on a multiannual basis (three years or more), and therefore agreements did not have to be renewed in 2021 in certain countries, due to this calendar. With respect to its European operations, Technicolor entered into a labor agreement with the European council of employee representatives (the "European Council") confirming the Group's labor practices. Technicolor's European Works Council is a supranational body, the purpose of which is to address topics of a transnational nature. The Council is informed of Technicolor's European operations in respect of personnel, finance, production, sales, and research and development, and their impact upon employment and working conditions. It is also informed of major structural, industrial and commercial changes as well as organizational transformations within the Group. The council comprises union representatives or Members of local Works Councils in European countries. European Work council's management is the responsibility of the Group People & Talent Officer. The Council met three times in 2021. In France, a collective agreement was signed with the Unions in 2019 for a 3 years period of time (2019-2021) on Rennes site about GPEC (Gestion Prévisionnelle des Emplois et des Compétences, that is to say provisional jobs and skills management). This agreement includes the publication of a cartography (to be revised on an annual basis) of existing jobs along with their anticipated quantitative and qualitative evolution within the next 3 years, and proposes bridges from one job to another. The objective of giving these perspectives is to increase visibility for all Rennes employees on the Company's vision of the jobs evolution, and thus allow employees to become more in control of their career. In order to support these evolutions, the agreement also includes measures about training, secured external mobility, and the possibility of getting into an early retirement program for eligible employees as defined by the agreement. In addition, 3 Health and Safety agreements were signed in Mexico and France. Technicolor and RBA audits cover freedom of association in the Connected Home supply chain; • For more information on social dialogue and labor relations, please refer to chapter 2.5 of this Sustainability report.

LABOR	
GLOBAL COMPACT 10 Principles	**PRINCIPLE 4: the elimination of all forms of forced and compulsory labor;**
TECHNICOLOR Program and Policies	Technicolor Code of Ethics, Sourcing Policy and Sourcing Ethics Policy, Supplier Responsibility Program, Supplier Audit program, RBA Code of Conduct, with a specific audit scope and focus on suppliers in countries with a relatively high potential for adverse human rights issues. All suppliers are required to sign a General Rules of Conduct Compliance Certificate. Audits revealing employee discrimination, forced labor, safety violations, permanent disabilities or fatal injuries are classified as "major," and require immediate corrective action.
TECHNICOLOR 2021 Actions, Results and Progress	• 73 on-site Supplier Responsibility audits were performed in 2021 by Technicolor, either on-site or remotely. 48% of detected violations relate to health and safety, and 36% to labor, primarily working hours. Health and safety violations represent 58% of major violations, while the remaining categories of major violations detected were management system and then labor by decreasing order. Additionally, the Responsible Business Alliance (RBA) may perform on-site audits to monitor and verify the implementation of the RBA Code of Conduct; • For more information on elimination of forced and compulsory labor, please refer to chapter 3.1 of this Sustainability report.

LABOR	
GLOBAL COMPACT 10 Principles	**PRINCIPLE 5: the effective abolition of child labor; and**
TECHNICOLOR Program and Policies	Auditing of suppliers: during the audit process, instances of child labor are classified as critical and entail an immediate stoppage of business.
TECHNICOLOR 2021 Actions, Results and Progress	• Out of the 73 Supplier Responsibility audits mentioned above, no critical violation was detected during 2021; • For more information, please refer to chapter 3.1 of this Sustainability report.

LABOR	
GLOBAL COMPACT 10 Principles	**PRINCIPLE 6: the elimination of discrimination in respect of employment and occupation.**
TECHNICOLOR Program and Policies	At the end of 2015, a global plan for Diversity and Inclusion was launched. The objective of this plan was to improve globally our processes to ensure that practices were not discriminatory at any stage in the Group, but also to promote a mindset of openness and inclusiveness globally, and a willingness to bring support and assistance to persons or groups who may be under-represented compared to their regional demographics. The 4 key areas of the plan were gender diversity, disability, aging, and ethnicity.
TECHNICOLOR 2021 Actions, Results and Progress	• Diversity, equity and inclusion in the workplace: During 2020, and following the tragic events happened in the USA and the subsequent BLM (Black Live Matters) movement initiative, it became clear that a much stronger and more active culture regarding diversity, equity, and inclusion (DEI) was required from all market leaders worldwide, and so Technicolor established a global and company-wide DEI taskforce to truly become an inclusive and supportive employer. Using the cyclic process of Listen-Learn-Lead, Technicolor developed specific stakeholder groups and networks, gathered data and assessments, and established critical KPIs at all levels of the company. One of the first listening actions was a Group-wide, voluntary, and anonymous survey, which will be repeated every year. This initial survey helped the DEI taskforce understand the diversity of staff and their perceptions about the way DEI is managed by the Company, and also to capture their expectations about actions and support that could come from the Company. This survey also helped to determine critical as well as manageable KPIs that should be monitored. In August of 2021, the DEI survey program was folded into the Global Engagement Survey that focused on both engagement and DEI. A yearly Global Engagement Survey will take place going forward. In 2021 Technicolor partnered with Seramount, a leader in the definition of Diversity Best Practices. They provide research and guidance to navigate and improve DEI in organizations. 2021 involved continued definition of KPIs for DEI, expanded external speaker series, working groups, monthly "Share Our Stories" podcasts, continuous updates to Intranet resources, a global DEI calendar to celebrate key events, and a DEI-focused training *curriculum* open to all employees on the new MyDevelopment Learning Management System. There is an increased focus on policy updates, and the Group is working on creating a DEI-focused Sourcing and Procurement process; • Fight against harassment and discrimination: In addition to the role of management, detection of discrimination cases also relies on the whistleblower policy allowing any employee to confidentially disclose their situation or the situation of a co-worker, without fear of publicity or adverse reaction. Such cases are reported to the Ethics Committee and investigated. Some countries implement in addi-

tion an official trust person or advocate for employees if there is a discrimination issue. Overall, 12 cases of harassment and discrimination were reported in 2021.

In order to prevent and fight discrimination and harassment in the frame of our zero tolerance policy, all employees were assigned to complete a mandatory online training course throughout the Group. To ensure a better understanding, this 30 to 45 minutes training course was delivered in 5 languages: English, French, Spanish, Polish and Portuguese. Pandemic situation prevented to deliver on several sites this training led by instructor to employees without email access. 7,035 employees completed this online training representing 5,802 hours. In addition to this global online training, Indian employees received specific training about the prevention of sexual harassment, as detailed below. As a total 7,974 different employees received 7,396 hours of specific training as part of this prevention initiative.

Subsequently, employees were asked to read and acknowledge the Code of Ethics, including sections about the fight against discrimination and harassment and the whistleblowing procedure.

In several countries, managers and supervisors are providing legal awareness training sessions about anti-harassment and non-discrimination. Several new or on-going initiatives were active during 2021. 1,594 hours of training about fight against unconscious bias, discrimination and harassment were delivered via these sessions to 1,568 employees in 2021.

For more information on fight again harassment and discrimination, please refer to chapter 3.2 of this Sustainability report;

- Gender parity:

  Specific actions concerning a full range of processes and progress continued during 2021:

  - two women are members of the EXCOM, representing 25% of the total number of members on December 31, 2021. With 18 members, women represent 41% of the Management Committee. Within the combined Executive Committee and Management Committee, there are 20 women representing 38% of the membership;
  - a recruitment policy was adopted to encourage gender parity in Senior Management positions: Technicolor requires recruitment and personnel search professionals worldwide to ensure that the *curriculum vitae* of at least one qualified woman is included in every list of finalists submitted for open Senior Management positions within the Company;
  - leadership talent criteria are adapted to secure equity between men and women in leadership positions, and gender parity is integrated in each division's Talent reviews, which outcomes are presented to the EXCOM, including dedicated action plans as needed.

  For more information on gender parity, please refer to chapter 2.4 of this Sustainability report;

- Employment and integration of disabled people:

  Beyond the legal requirements when they exist, Technicolor strives to adapt our working places, including factories, to provide equal employment opportunities with no discrimination against disabled people with regard to hiring, training, allocation of work, promotion, or reward, and seeks to eliminate employment barriers and to accommodate disabled employees. In that regard, employment of people who have a disability is part of our non-discrimination policy, and Technicolor has been and continues to be willing to integrate different needs including modified duties, adapted hours, and adapted workspaces. In France, an agreement was signed in 2019 with labor representatives in support of Technicolor's *Mission Handicap – France* program. Other initiatives continued in 2021 in Canada, Australia, the UK, and in Poland.

  For more information on employment and integration of disabled people, please refer to chapter 2.4 of this Sustainability report.

TECHNICOLOR
2021 Actions, Results and Progress

ENVIRONMENT	
GLOBAL COMPACT **10 Principles**	**PRINCIPLE 7:** **Businesses should support a precautionary approach to environmental challenges;**
TECHNICOLOR **Program and Policies**	Technicolor Environment Health and Safety Charter, Policies and Guidelines, hazardous substances control in products and systems. Participation to Carbon Disclosure Project (Climate Change).
TECHNICOLOR **2021 Actions, Results and Progress**	Technicolor has put in place the necessary processes and tools to help ensure a continued compliance with worldwide environmental laws and regulations and support a precautionary approach to environmental challenges. New or modified requirements are identified and reviewed as necessary; • Eco-design regulations: Technicolor has actively contributed to creation or revision of eco-design regulations impacting the design and development of Technicolor gateways and set-top boxes by providing inputs to the EU commission, via Technicolor's membership of the Digital Europe organization of leading Digital Technology European companies. Especially with regard to eco-design requirements on the new regulation for no-load condition electric power consumption and average efficiency of External Power Supply 2019/1782 and regulation 801/2013/EU on standby and network standby. The scope of Technicolor contributions and monitoring are extended on non-energy related topics such as Reusability/Recyclability/Recoverability (RRR); • Product waste regulation and compliance: The Group is working for better end-of-life handling of electrical and electronic equipment waste, better battery treatment and recycling process, and aims at limiting the production of packaging waste and promoting recycling, re-use and other forms of waste recovery. The Group has put into place the necessary processes and initiatives to comply with laws, in particular with the European Union WEEE Directive 2012/19/EU, the E.U. Battery Directive (2006/66/EC), the E.U. Packaging Directive (94/62/EC) and their subsequent amendments and the E.U. Single-Use Plastics ("SUP") Directive (2019/904); • Product compliance and ban of hazardous substances: Compliance methods and actions are in place with regard to the RoHS (Restriction on Hazardous Substances), and WEEE (Waste Electrical and Electronic Equipment) European directives, and the REACH (Registration, Evaluation, Authorization and Restriction of Chemicals) European regulation, or similar legislation in regions other than EU Member States, dealing with the Restriction on the use of Hazardous Substances within products and systems, and preparing for better end-of-life handling of Electrical and Electronic Equipment Waste. In 4Q 2020, in the context of the Waste Framework Directive, the European Chemicals Agency (ECHA) established the Substance of Concern in Products (SCIP) database, and companies that supply articles containing Substances of Very High Concern (SVHCs) had to submit notification on these articles to the new EU SCIP database starting 1Q 2021. Technicolor Connected Home division studied and developed a new program and processes to successfully support supply chain data communications required for compliance with the new EU REACH SCIP database (including but not limited to suppliers' awareness and training, instructions and data collection templates). Since 1Q 2021, all active products shipping to Technicolor customers in the EU were fully compliant with this Directive; • Carbon Disclosure Project: In 2021, Technicolor participated for the 14th consecutive year in the Carbon Disclosure Project, targeting collaboration between large international firms and investors related to global warming. Technicolor's answer is available on the CDP's website: **http://www.cdp.net/**; • For more information on our precautionary approach to environment, please refer to chapter 7.1 of this Sustainability report.

ENVIRONMENT	
GLOBAL COMPACT 10 Principles	**PRINCIPLE 8: undertake initiatives to promote greater environmental responsibility; and**
TECHNICOLOR Program and Policies	Technicolor Environment Health and Safety Charter, Policies and Guidelines, Audit program in place at industrial locations, Corporate goals, RBA Code of Conduct, EcoVadis supplier assessment platform. Carbon Disclosure Project participant. Compliance and monitoring on Hazardous Substances in products or systems. ISO 14001 certification. Climate change and circular economy programs. Company commitment to establish Science based targets.
TECHNICOLOR 2021 Actions, Results and Progress	• During 2021, a total of 6 industrial sites held ISO 14001 certification; • In 2021, due to Covid-19 impact on travel, no industrial sites were audited, however ten non-industrial sites were remotely reviewed as part of Technicolor's objective of monitoring all locations at least every three years. As a result of these reviews, potential improvement items were identified and evaluated, and more importantly, appropriate associated action plans developed; • Climate Change: - Technicolor's commitment to SBTi: Technicolor committed to Science-Based Targets (SBT) and the Net Zero Standard at the end of 2021, and the Group will submit its targets for validation during 2022. Each of the three lines of business worked to develop their full Scope 3 emissions profile and to better understand the climate change levers in their individual businesses while collaborating at the Group level to fully support the commitment to an ambitious short-term outcome below 1.5°C by 2030 (80% absolute reduction in emissions by 2030) as well as the longer-term Net Zero by 2050. This work was well-aligned with the material CSR risks of Technicolor and given that the business community plays a crucial role in minimizing the impacts of climate change and that climate science is now well-established, the Group decided to move forward in alignment with other leading businesses by aligning with the SBT and Net-Zero initiatives in order to be fully transparent and committed to doing its part. This means that beyond controlling and minimizing the climate change impacts of its own operations through increased use of decarbonized energy, Technicolor will focus on the climate change impacts of its products as used by consumers as well as the full supply chain, including data centers, distribution, and purchased goods; - Climate change highlights: In 2021, worldwide energy use was approximately 791.4 terajoules, a decrease of about 21% compared with 2020. Of the total energy consumed, 88.1% was in the form of electricity (of which 25.2% was from renewable sources), 10.6% was in the form of fossil fuels, and 1.2% was in the form of purchased steam or chilled water. When compared to total revenue, average energy intensity was 0.273 TJ/M€ across the business in 2021. Sites, both industrial and non-industrial, try equally to reduce their energy consumption. Efforts to reduce energy consumption locally continued in 2021. Typical efforts involve lighting fixtures changeover to LED appliances, HVAC improvements (heating, ventilation and air-conditioning), and shutting down as many lighting or other systems during weekends or holidays as possible, raising setpoint temperatures in data centers or other technical rooms, selecting equipment according to energy efficiency criteria, and using window solar control screen films to improve heat blocking in exposed offices. Many initiatives took place at the site level in 2021 to reduce carbon emissions in addition to energy saving initiatives implemented in both Industrial and non-industrial sites;

TECHNICOLOR
2021 Actions, Results and Progress

- Circular economy:
  - Waste generation and recycling:

    Total waste generated in 2021 was 16,654.5 tons. The recycling rate was 61.7% decreasing slightly compared to 2020. When compared to total revenue, the average waste generation for all Technicolor operations was 5.75 M-Ton/M€ in 2021.

    Technicolor operates industrial sites and non-industrial sites. Non-industrial sites generated about 3% of the total waste generated in the Group in 2021, with approximately 71 tons of hazardous waste from non-industrial locations (batteries, mercury-containing bulbs, e-waste). Since 2016, organic composting is tracked as part of recycled waste, with about 2 tons reported during 2021 in both industrial and non-industrial sites.

    Waste reduction, reuse and recycle efforts continued in 2021. Non-industrial sites increasingly reduced waste produced by discontinuing the use of disposable paper cups, plastic cutlery, or bottled water, shifting to durable options.

    DVD manufacturing, packaging, and distribution sites pursued efforts to reduce out-of-order equipment or damaged pallets through specific programs, engaging employees, and through dialogue with waste management service providers. In 2021, the Guadalajara, Mexico DVD factory project to recycle internally more polycarbonate from metallized disks, launched during 2020 resulted in a full-year increase by 5% of tons of ground metalized polycarbonate recycled in 2021. Meanwhile, clear polycarbonate recycled internally at this site increased by 9 percent. Pallet recycling programs have been continued and developed in Mexicali, Mexico, thereby reducing the need to purchase new pallets. In Piaseczno, Poland, the site reduced the consumption of foil used in the laminating process by 1,040 kg/year in its main warehouse. The Rugby, UK, site reinforced its waste segregation efforts with weekly checks introduced to ensure waste segregation. In Sydney too, a pallet recycling program is in place;

  - End-product recycling and reuse:

    While many stakeholders have specific actions to take to fully achieve product recycling, Technicolor Connected Home supports the Circular Economy. Easy device disassembly and avoidance of compound material in device mechanics and packaging helps to reintroduce parts of the devices in the raw material flow (e.g., for device housing or packaging).

    Beginning in 2016, as part of its reuse strategy, Connected Home began to recover used units from the American market in partnership with a major network provider capable of taking back product from individual consumers. Using its network of post-sales locations, Technicolor inspects, refurbishes, and requalifies the returned products whenever feasible, and then sells them as a clearly labeled refurbished product and at a reduced price. Since the program commenced in 2016, the destruction and disposal of about 3.15 million units and 3,022 tons of waste was avoided. At the same time, the need for an equivalent amount of raw materials and manufacturing effort required to produce new products for these markets was eliminated;

- Sustainable water management :

  While Technicolor is not a water intensive business, efforts to save water are made wherever possible, at industrial sites but also non-industrial sites, with sites in water stressed areas being particularly sensitive to careful water management.

  In 2021, water consumption at the Technicolor reporting locations decreased by about 24.9% versus 2020 to 304.4 thousand cubic meters. Locations experiencing periodic water shortages, such as DVD replication in Australia, invest in rainwater harvesting, while other manufacturing locations in Brazil, Mexico, and Poland may invest in process water recycling so that overall source consumption is reduced. Including laboratory operations in Rennes, France and industrial sites in Australia, Brazil, and Mexico, total rainwater harvested and consumed during 2021 was about 2,009 m^3;

- For more information on climate change, circular economy and our initiatives to promote greater environmental responsibility, please refer to chapter 4 and chapter 5 of this Sustainability report.

ENVIRONMENT	
GLOBAL COMPACT 10 Principles	**PRINCIPLE 9: encourage the development and diffusion of environmentally friendly technologies.**
TECHNICOLOR Program and Policies	Industry Voluntary Initiatives and Codes of Conduct, Life Cycle Analysis (LCA), Eco-design, Energy efficiency of devices and systems.

- Technicolor started to implement Eco-design guidelines in 2008 and has long taken a positive stance towards environmental and efficiency issues in the development, manufacture, use and ultimate disposal of its products. The Group's Connected Home segment complies with all the laws and regulations, but also endorses voluntary industry initiatives in order to improve the energy efficiency of its products. These include:
  - the European Union Code of Conduct on Energy Efficiency of Digital TV Service and Energy Consumption of Broadband Equipment;
  - the European Union Industry Voluntary Agreement to improve energy consumption of Complex Set-Top Box (CSTB);
  - the US Voluntary Agreement for Ongoing Improvement to the Energy Efficiency of Set-Top Box (STB);
  - the US Voluntary Agreement for Ongoing Improvement to the Energy Efficiency of Small Network Equipment (SNE);
  - the Canadian Pay-TV Set-Top Box Energy Efficiency Voluntary Agreement (STB CEEVA);
  - the Canadian Energy-Efficiency Voluntary Agreement for Small Network Equipment (CEEVA SNE) to extend its existing energy saving initiatives into the Canadian market;
- In the United States and in Canada, Technicolor branded models of Set-Top Boxes and Small Networked Equipment meet the targets of applicable energy efficiency Voluntary Agreements recently published.

TECHNICOLOR 2021 Actions, Results and Progress

In 2021, the US Voluntary Agreement for on-going improvement to the energy efficiency of Set-Top boxes was renewed through 2025. As pointed out by the Consumer Technology Association (CTA) and NCTA, this agreement has already saved consumers $7 billion in energy costs and avoided 39 million metric tons of CO_2 emissions through the end of 2019. It will now include new, even more rigorous energy-efficiency commitments starting in 2023. Notably this latest extension places emphasis on Internet Protocol (IP) set-top boxes, which are projected to represent an increasing portion of new set-top boxes purchases;

- In Europe, Company reporting for 2021 establishes that Technicolor achieved the power consumption targets respectively set by the Code of Conduct for Broadband Equipment, and the Voluntary Industry Agreement on Complex Set-Top Box:
  - 98% of our Set-Top Box units put on the market are compliant with the energy requirements of the Voluntary Agreement;
  - 100% of our Home Gateways new models introduced on the market for the first time are compliant with the on-state power target and with the idle state power target of the Code of Conduct for Broadband Equipment;
- In 2019, Technicolor Connected Home started a new project and simplified LCA on a set of subsystems and hot spots, using the EIME tool as a database and standardized methodology in a continuity approach, maintaining results on eleven criteria for selected aspects. This environmental assessment tool, that does not require advanced or special environmental knowledge for users to operate, was developed and finalized in 2020, allowing Technicolor Connected Home to perform simplified LCA of Technicolor products. This LCA tool helps to answer the increasing number of customers' questions and awareness about the environmental impacts of Technicolor Connected Home devices, such as but not only, on how they contribute to climate change;

- In 2021, Technicolor Connected Home continued to integrate eco-driven best practices in its product portfolio and solutions. This has led to several successful implementations with customers throughout 2021. Housings made with virgin plastic were replaced by housings using post-consumer recycled (PCR) plastics, sustainability of packaging was addressed by removing single-use plastics or replacing it with material with high effective recycling rates (like cardboard or paper), energy efficiency of the devices was further addressed and optimization of transport was done to lower carbon footprint;

TECHNICOLOR
2021 Actions, Results and Progress

- Our expertise and strategic advice has also allowed to engage with customers on sustainability requirements in a co-development mode, where customer requirements for a product were adapted in order to reach a more sustainable solution. Initiatives were started to investigate how our products can optimally serve the circular economy beyond the re-use, refurbish and recycle mechanisms that already exist today, but also to the use of more innovative materials with a low impact on our environment for the manufacturing of our devices;
- For more information on our programs and initiatives to encourage the development and diffusion of environmentally friendly technologies, please refer to chapter 4 and chapter 5 of this Sustainability report.

ANTI-CORRUPTION

GLOBAL COMPACT **10 Principles**	**PRINCIPLE 10:** **Businesses should work against corruption in all its forms, including extortion and bribery.**
TECHNICOLOR **Program and Policies**	Technicolor Code of Ethics, Financial Ethics Charter, Ethics Compliance Committee, Anti-Corruption & Anti-Bribery Policy, Sourcing Ethics Policy, Technicolor Supplier Responsibility Program, RBA Code of Conduct, Supplier Monitoring and KPIs, Whistle-blower Policy and portal.

- Code of Ethics :
  Created in 1999 and last updated in 2020, the Code of Ethics establishes the foundation of the Group's core values and requires all employees to observe high standards of business and personal ethics in the conduct of their duties and responsibilities. The Code of Ethics details the specific rules to guide employees in their day-to-day activities. It is translated in 5 languages (English, French, Spanish, Portuguese and Polish). All employees were required to individually acknowledge the Code of Ethics during 2021. Technicolor has also updated several additional key policies including a Whistleblower Policy, Anticorruption Policy and Manual, and Ethical Sourcing Policy;
- Financial Ethics Charter :
  To reinforce awareness of the ethical dimension of finance activities, Technicolor has published an Ethics Charter specific to Finance personnel and activities. It is an extension of the Company's Code of Ethics, which applies to all employees. First published in December 2005, the Financial Ethics Charter is sponsored by the Chief Financial Officer and sent out bi-annually to the full Finance organization for review and personal acceptance.

  A copy of the Code of Ethics and the Financial Ethics Charter, as well as the other policies are available on the Company's website at **www.technicolor.com/csr** or upon request to the Company;

TECHNICOLOR
2021 Actions, Results and Progress

- Ethics Compliance Committee :
  The Ethics Compliance Committee (ECC), created in 2006, is responsible for all ethical issues related to Technicolor's activities. This includes implementing any new policies if needed, training on existing policies, and investigating any and all reports of unethical behavior. The ECC is governed by its own charter (last updated in 2021) and reports to the Audit Committee of the Board. It meets at least four times per year and more frequently when required;

TECHNICOLOR
2021 Actions, Results and Progress

- Following regulatory evolutions, especially the Sapin II Law adopted on December 9, 2016, the Group has strengthened its Ethics and Compliance program so as to be in compliance with the new regulatory requirements and business practices;
- The anti-bribery program now includes the following:
  - Technicolor top management has shown its engagement (i) by issuing several communications to all employees explaining that a zero-tolerance policy against bribery is part of Technicolor's core values and (ii) by requiring regular updates on the anti-bribery program at the Audit Committee of the Company's Board of Directors and at the Board itself;
  - Anti-Bribery Policy: The Anti-Bribery Policy provides practical examples showing employees how to do the right thing when faced with a dilemma. The Travel and Customer Entertainment policy has also been updated to harmonize processes across businesses;
  - Whistleblowing Policy, updated in 2021: a Whistleblowing system is available and enables all Technicolor employees and partners to report anything that they suspect to be unethical, illegal or unsafe, through a dedicated website or by phone;
  - risk mapping: our risk mapping has been reviewed in 2020 to identify new risks specific to business conduct and to re-assess all of them;
  - third-party assessments: the Group's suppliers are required to respect the Anti-bribery Policy, and the Third-Party policy covering our relationship and engagement with agents, consultants, advisors, among others, has been reviewed and communicated to sales and legal teams, in specific training. The sales agent template contract has been updated to streamline it and to take into account new anti-bribery requirements;
  - training: over the last several years, the Group has deployed many ethics training programs. Several training sessions were launched to educate employees on various ethical rules and obligations, including bribery, competition, and fraud. Specific training courses on anti-bribery are developed and delivered within the Group to the staff categories with the highest level of exposure. Targeted E-learning training as well as on-site training for specific employee categories such as sales, legal, finance or human resource employees have been put in place. A training program to be provided to all the teams worldwide was also launched early 2022;
  - accounting control procedures: the internal control and risk management procedures relating to the preparation and processing of financial and accounting information form an integral part of the Group's anti-bribery measures;
  - internal control and audit procedures: internal and external audits are performed on a regular basis, notably covering anti-bribery matters;
- For more information on our programs and initiatives to fight against corruption in all its forms, please refer to chapter 8 of this Sustainability report and section 3.2.2: "General control environment" of **Technicolor 2021 Universal Registration Document.**

13 GRI CONTENT INDEX COMPREHENSIVE OPTION

GRI *[102-47] [102-54] [102-55]*

This report has been prepared **in accordance with the GRI Standards: Comprehensive option.** Technicolor has successfully completed the GRI Content Index Service. For the GRI Content Index Service, GRI Services reviewed that the GRI content index is clearly presented and the references for all disclosures included align with the appropriate sections in the body of the report. You can find below the entire GRI Standards Content Index table with general and specific standard disclosures.

In addition, the table also links the United Nations Global Compact ten principles and Technicolor priority Sustainable Development Goals (SDGs) to the relevant GRI Standards and Disclosures (please refer to chapter 1.6 of this report). The alignment of the SDGs with the GRI Standards are based on a detailed analysis published by SDG Compass: **www.sdgcompass.org**

GRI CONTENT INDEX					
GRI Standards	**Disclosure**	**Page number(s) and/or URL(s)** 2021 Universal Registration Document (Externally Assured) 2021 Sustainability Communication	**Omissions** Part omitted, Reason, and Explanation	United Nations Global Compact Principles	United Nations Sustainable Development Goals
GRI 101: FOUNDATION 2016					
GENERAL DISCLOSURES					
ORGANIZATIONAL PROFILE					
GRI 102: General Disclosures 2016	**102-1** Name of the organization	**2021 Universal Registration Document** Page 322 - Company profile			
	102-2 Activities, brands, products, and services	**2021 Universal Registration Document** Page 9 - Overview of the Group; Page 12 - Organization and business overview; Page 12 - Technicolor Creative Studios; Page 15 - Connected Home; Page 19 - DVD Services; Page 20 - Corporate & Other **2021 Sustainability Communication** Page 6 - Overview of the Group; Page 9 - Organization and business models			
	102-3 Location of headquarters	**2021 Universal Registration Document** Page 322 - Company profile			
	102-4 Location of operations	**2021 Universal Registration Document** Page 197 - Operating facilities and locations **2021 Sustainability Communication** Page 98			

GRI 102: General Disclosures 2016	**102-5** Ownership and legal form	**2021 Universal Registration Document** Page 322 - Company profile		
	102-6 Markets served	**2021 Universal Registration Document** Page 12 - Technicolor Creative Studios; Page 15 - Connected Home; Page 19 - DVD Services **2021 Sustainability Communication** Page 6 - Overview of the Group; Page 9 - Organization and business models		
	102-7 Scale of the organization	**2021 Universal Registration Document** Page 9 - Overview of the Group; Page 26 - Holding of share capital and voting rights, including identity and percentage of ownership of largest shareholders; Page 167 - Employment figures; Page 322 - Company profile **2021 Sustainability Communication** Page 6 - Overview of the Group; Page 9 - Organization and business models; Page 20 - Workforce evolution and composition		
	102-8 Information on employees and other workers	**2021 Universal Registration Document** Page 167 - Employment figures; Page 168 - Management of business cycles **2021 Sustainability Communication** Page 20 - Workforce evolution and composition; Page 34 - Management of business cycles	Principle 6	SDG 8
	102-9 Supply chain	**2021 Universal Registration Document** Page 179 - Human Rights and working conditions in the supply chain **2021 Sustainability Communication** Page 54 - Human Rights and working conditions in the supply chain		
	102-10 Significant changes to the organization and its supply chain	**2021 Universal Registration Document** Page 11 - Refocusing our businesses and strategic acquisitions; Page 20 - Discontinued operations; Page 21 - Strategy; Pages 28 and 30 - Changes regarding ownership and share capital; Page 47 - Subsequent events; Page 219 - Main events of the year; Page 226 - Change in the scope of consolidation of 2021 and 2020; Page 246 - Equity and earnings per share, including change in share capital; Page 273 - Specific operations, including acquisitions and disposals of subsidiaries & investments; Page 276 - Discontinued operations and held for sale operations; Page 279 - Subsequent events **2021 Sustainability Communication** Page 12 - Strategy		
	102-11 Precautionary Principle or approach	**2021 Universal Registration Document** Page 155 - The CSR risks; Page 209 - Vigilance plan **2021 Sustainability Communication** Page 13 - The CSR risks; Page 108 - Vigilance plan		

GRI 102: General Disclosures 2016	**102-12** External initiatives	**2021 Universal Registration Document** Page 106 - Compliance with AFEP MEDEF Corporate Governance Code; Page 154 - GRI Standards; Page 179 - ILO, UN Global Compact, Responsible Business Alliance (formerly EICC) Code of Conduct, EcoVadis assessment platform for suppliers, and other initiatives in the supply chain; Page 179 - EcoVadis, the Responsible Business Alliance and other initiatives; Page 183 - Carbon Disclosure Project (CDP); Pages 185 and 201 - Industry codes of conduct (CoC) and voluntary industry agreements (VIA); Page 193 - Sustainable water highlights and initiatives; Page 201 - Responsible Minerals Initiative (RMI) **2021 Sustainability Communication** Page 6 - GRI Standards; Page 18 - UN Global Compact and Sustainable Development Goals; Page 54 - ILO, UN Global Compact, Responsible Business Alliance (formerly EICC) Code of Conduct, EcoVadis assessment platform for suppliers, and other initiatives in the supply chain; Page 54 - EcoVadis, the Responsible Business Alliance and other initiatives; Page 59 - Carbon Disclosure Project (CDP); Pages 62 and 86 - Industry codes of conduct (CoC) and other industry initiatives; Page 78 - Sustainable water highlights and initiatives; Page 110 - UN Global Compact Communication on Progress (COP)
	102-13 Membership of associations	**2021 Universal Registration Document** Page 179 - UN Global Compact, Responsible Business Alliance (formerly EICC); Page 193 - Sustainable water highlights and initiatives; Page 201 - Responsible Minerals Initiative (RMI) **2021 Sustainability Communication** Page 18 - UN Global Compact; Page 54 - UN Global Compact, Responsible Business Alliance (formerly EICC); Page 62 - Digital Europe membership; Page 78 - Sustainable water highlights and initiatives; Page 86 - Responsible Minerals Initiative (RMI)
STRATEGY		
GRI 102: General Disclosures 2016	**102-14** Statement from senior decision-marker	**2021 Universal Registration Document** Page 2 **2021 Sustainability Communication** Page 3
	102-15 Key impacts, risks, and opportunities	**2021 Universal Registration Document** Pages 9, 11 and 21 - Overview, historical background and strategy; Pages 50, 51, 59 and 66 - Risk factors, global market and industry risks, operational risks, financial risks; Page 71 - Litigations; Page 74 - Risk Management; Page 155 - The CSR risks; Page 209 - Vigilance plan; Page 219 - Main events of the year; Page 255 - Financial instruments and risk management objectives and policies **2021 Sustainability Communication** Page 12 - Strategy Page 13 - The CSR risks; Page 108 - Vigilance plan

ETHICS AND INTEGRITY			
GRI 102: General Disclosures 2016	**102-16** Values, principles, standards, and norms of behavior	**2021 Universal Registration Document** Page 73 - Ethical values and principles of conduct for the Group's managers and employees, Code of Ethics and Financial Ethics Charter **2021 Sustainability Communication** Page 92 - Fairness of business practices	Principle 10
	102-17 Mechanisms for advice and concern about ethics	**2021 Universal Registration Document** Page 73 - Ethics Compliance Committee and whistleblower Policy; Page 203 - Fairness of business practices, code of ethics and whistleblower policy **2021 Sustainability Communication** Page 92 - Fairness of business practices, code of ethics and whistleblower policy	Principle 10
GOVERNANCE			
GRI 102: General Disclosures 2016	**102-18** Governance structure	**2021 Universal Registration Document** Pages 80 and 83 - Corporate governance structure; Page 106 - Preparation and organization of the Board of Directors' work; Page 109 - Board of Director's activities; Page 111 - Composition and activities of the Board Committees; Page 120 - Internal Board regulations	
	102-19 Delegating authority	**2021 Universal Registration Document** Page 74 - Group management and decision-making processes; Page 83 - Corporate governance structure; Page 106 - Organization of the Board of Directors' work; Page 120 - Internal Board regulations	
	102-20 Executive-level responsibility for economic, environmental, and social topics	**2021 Universal Registration Document** Page 83 - Corporate governance structure; Page 106 - Organization of the Board of Directors' work	
	102-21 Consulting stakeholders on economic, environmental, and social topics	**2021 Universal Registration Document** Page 106 - Organization of the Board of Directors' work; Page 120 - Internal Board regulations; Page 178 - Relations with external stakeholders **2021 Sustainability Communication** Page 46 - Relations with external stakeholders	
	102-22 Composition of the highest governance body and its committees	**2021 Universal Registration Document** Page 80 - Corporate governance; Page 83 - Composition and expertise of the Board of Directors; Page 92 - Other information about members of the Board of Directors	SDG 5
	102-23 Chair of the highest governance body	**2021 Universal Registration Document** Page 83 - Corporate governance structure, composition and expertise of the Board of Directors; Page 106 - Organization of the Board of Directors' work	
	102-24 Nominating and selecting the highest governance body	**2021 Universal Registration Document** Page 83 - Composition and expertise of the Board of Directors	SDG 5

GRI 102: General Disclosures 2016	**102-25** Conflicts of interest	**2021 Universal Registration Document** Page 83 - Composition of the Board of Directors; Page 104 - Arrangements or agreements made with major shareholders, customers, suppliers or others; Page 117 - Regulated agreements / conflicts of interest; Page 120 - Internal Board regulations	
	102-26 Role of highest governance body in setting purpose, values, and strategy	**2021 Universal Registration Document** Page 74 - Group management and decision-making processes; Page 83 - Corporate governance structure; Page 106 - Preparation and organization of the Board of Directors' work; Page 109 - Board of Director's activities; Page 111 - Composition and activities of the Board Committees; Page 120 - Internal Board regulations	
	102-27 Collective knowledge of highest governance body	**2021 Universal Registration Document** Page 106 - Organization of the Board of Directors' work; Page 109 - Board of Director's activities	SDG 4
	102-28 Evaluating the highest governance body's performance	**2021 Universal Registration Document** Page 104 - Performance Evaluation of the Board of Directors; Page 120 - Internal Board regulations	
	102-29 Identifying and managing economic, environmental, and social impacts	**2021 Universal Registration Document** Page 72 - Internal control; Page 120 - Internal Board regulations	
	102-30 Effectiveness of risk management processes	**2021 Universal Registration Document** Page 72 - Internal control; Page 74 - Risk management	
	102-31 Review of economic, environmental, and social topics	**2021 Universal Registration Document** Page 106 - Preparation and organization of the Board of Directors' work; Page 109 - Board of Director's activities; Page 111 - Composition and activities of the Board Committees	
	102-32 Highest governance body's role in sustainability reporting	**2021 Universal Registration Document** Pages 125 and 154 - Executive Committee **2021 Sustainability Communication** Page 6 - Board of Directors and Executive Committee's roles	
	102-33 Communicating critical concerns	**2021 Universal Registration Document** Page 72 - Internal control; Page 74 - Risk management; Page 74 - Internal audit	
	102-34 Nature and total number of critical concerns	**2021 Universal Registration Document** Page 58 - Business continuity; Page 74 - Risk management; Page 74 - Internal audit; Page 109 - Board of Director's activities; Page 111 - Activities of the Board Committees	

GRI 102: General Disclosures 2016	**102-35** Remuneration policies	**2021 Universal Registration Document** Page 127 - Compensation policy for corporate officers; Page 132 - Compensation and benefits of corporate officers; Page 140 - Directors' fees and other compensation; Page 142 - Executive committee compensation; Page 143 - Stock option plans and performance or restricted share plans	
	102-36 Process for determining remuneration	**2021 Universal Registration Document** Page 111 - Composition and activities of the Board Committees, including the Remunerations Committee; Page 127 - Compensation policy for corporate officers; Page 161 - Performance, recognition and retention **2021 Sustainability Communication** Page 28 - Performance, recognition and retention policy	
	102-37 Stakeholders' involvement in remuneration	**2021 Universal Registration Document** Page 127 - Compensation policy for corporate officers; Page 132 - Compensation and benefits of corporate officers; Page 140 - Directors' fees and other compensation	
	102-38 Annual total compensation ratio	**2021 Universal Registration Document** Page 141 - Pay equity ratio	
	102-39 Percentage increase in annual total compensation ratio	**2021 Universal Registration Document** Page 141 - Pay equity ratio	
		STAKEHOLDER ENGAGEMENT	
GRI 102: General Disclosures 2016	**102-40** List of stakeholder groups	**2021 Universal Registration Document** Page 26 - List of shareholders; Page 176 - Communities; Page 178 - List of stakeholder groups **2021 Sustainability Communication** Page 44 - Communities; Page 46 - List of stakeholder groups	
	102-41 Collective bargaining agreements	**2021 Universal Registration Document** Page 173 - Labor relations **2021 Sustainability Communication** Page 40 - Labor relations	Principle 3 SDG 8
	102-42 Identifying and selecting stakeholders	**2021 Universal Registration Document** Page 156 - The materiality matrix; Page 176 - Community impact and regional development; Page 178 - Relations with external stakeholders **2021 Sustainability Communication** Page 14 - The materiality matrix; Page 44 - Community impact and regional development; Page 46 - Relations with external stakeholders	

GRI 102: General Disclosures 2016	**102-43** Approach to stakeholder engagement	**2021 Universal Registration Document** Page 157 - The approach to sustainability; Page 176 - Community impact and regional development; Page 178 - Relations with external stakeholders **2021 Sustainability Communication** Page 15 - The approach to sustainability; Page 44 - Community impact and regional development; Page 46 - Relations with external stakeholders; Page 47 - Customer satisfaction surveys; Page 96 - Customer satisfaction surveys results
	102-44 Key topics and concerns raised	**2021 Universal Registration Document** Page 104 - Arrangements or agreements made with major shareholders, customers, suppliers or others; Page 117 - Regulated agreements / conflicts of interest; Page 155 - The CSR risks; Page 156 - The materiality matrix; Page 174 - Safety at work; Page 176 - Community impact and regional development; Page 178 - Relations with external stakeholders; Page 179 - Human Rights and working conditions in the supply chain; Page 181 - Climate change; Page 187 - Circular economy; Page 209 - Vigilance plan **2021 Sustainability Communication** Page 13 - The CSR risks; Page 14 - The materiality matrix; Page 41 - Safety at work; Page 44 - Community impact and regional development; Page 46 - Relations with external stakeholders; Page 47 - Customer satisfaction, case studies; Page 54 - Human Rights and working conditions in the supply chain; Page 58 - Climate change; Page 66 - Circular economy; Page 108 - Vigilance plan
	REPORTING PRACTICE	
GRI 102: General Disclosures 2016	**102-45** Entities included in the consolidated financial statements	**2021 Universal Registration Document** Page 199 - Green taxonomy; Page 225 - Summary table of the Group's subsidiaries broken down by geographic location; Page 281 - List of main consolidated subsidiaries; Page 327 - Legal organizational chart of the Group including main legal entities **2021 Sustainability Communication** Page 82 - Green taxonomy
	102-46 Defining report content and topic Boundaries	**2021 Universal Registration Document** Page 6 - Report content; Page 155 - The CSR risks; Page 156 - The materiality matrix; Page 199 - Green taxonomy; Page 209 - Vigilance plan; Page 335 - Reporting framework and principles; Page 337 - Annual Financial reporting; Page 338 - Elements of the management report; Page 340 - Elements of the corporate governance report; Page 341 - Disclosure on extra-financial performance and vigilance plan **2021 Sustainability Communication** Page 13 - The CSR risks; Page 14 - The materiality matrix; Page 82 - Green taxonomy; Page 108 - Vigilance plan

GRI 102: General Disclosures 2016	**102-47** List of material topics	**2021 Universal Registration Document** Page 155 - The CSR risks; Page 156 - The materiality matrix; Page 209 - Vigilance plan **2021 Sustainability Communication** Page 13 - The CSR risks; Page 14 - The materiality matrix; Page 108 - Vigilance plan; Page 124 - List of material topics reported in the GRI Content Index
	102-48 Restatements of information	**2021 Universal Registration Document** Page 220 - Accounting policies; Page 276 - Discontinued operations and held for sale operations
	102-49 Changes in reporting	**2021 Universal Registration Document** Page 11 - Historical background; Page 20 - Discontinued operations; Page 220 - Accounting policies; Page 226 - Change in the scope of consolidation of 2021 and 2020; Page 273 - Specific operations, including acquisitions and disposals of subsidiaries & investments; Page 276 - Discontinued operations and held for sale operations
	102-50 Reporting period	**2021 Universal Registration Document** Page 322 - Company profile
	102-51 Date of most recent report	**2021 Universal Registration Document** 2021 Universal Registration Document filed on April 5, 2022 and available on the Company website: https://www.technicolor.com/investor-center **2021 Sustainability Communication** Our latest Sustainability Report is available on the Company website: https://www.technicolor.com/csr
	102-52 Reporting cycle	**2021 Universal Registration Document** Page 322 - Company profile **2021 Sustainability Communication** Annual reporting cycle
	102-53 Contact point for questions regarding the report	**2021 Universal Registration Document** Page 331
	102-54 Claims of reporting in accordance with the GRI Standards	**2021 Universal Registration Document** Page 154 - GRI Standards; Page 205 - CSR performance assessment **2021 Sustainability Communication** Pages 3, 6, 102 and 124 - GRI Standards
	102-55 GRI content index	**2021 Sustainability Communication** Page 124 - GRI Content index Comprehensive option, including organizational mark and statement
	102-56 External assurance	**2021 Universal Registration Document** Page 118 - Statutory auditor's special report on regulated agreements and commitments; Page 206 - Report by one of the statutory auditors, appointed as independent third-party, on the consolidated non-financial statement published in the Group Management report; Page 283 - Statutory auditor's report on the consolidated financial statements; Page 315 - Statutory auditor's report on the financial statements

MATERIAL TOPICS		
GRI 200 ECONOMIC STANDARD SERIES		
ECONOMIC PERFORMANCE		
GRI 103: Management Approach 2016	**103-1** Explanation of the material topic and its Boundary	**2021 Universal Registration Document** Page 21 - Strategy; Pages 47 and 279 - Subsequent events; Page 52 - Economic environment; Page 154 - Corporate Social Responsibility's challenges of the Group; Page 218 - Notes to the consolidated financial statements; Page 291 - Notes to the parent company financial statements **2021 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 6 - Overview and business models of the Group
	103-2 The management approach and its components	**2021 Universal Registration Document** Page 21 - Strategy; Page 44 - Liquidity and capital resources; Pages 47 and 279 - Subsequent events; Page 52 - Economic environment; Page 75 - Internal control procedures relating to the preparation and treatment of accounting and financial information; Page 209 - Vigilance plan; Page 218 - Notes to the consolidated financial statements; Page 291 - Notes to the parent company financial statements **2021 Sustainability Communication** Page 6 - Overview and business models of the Group; Page 18 - UN Global Compact and Sustainable Development Goals; Page 108 - Vigilance plan
	103-3 Evaluation of the management approach	**2021 Universal Registration Document** Page 21 - Strategy; Page 34 - Summary of results; Page 34 - Results of operations for 2020 and 2021, including revenues, adjusted EBITDA, operating expenses, net finance costs and net income; Page 205 - CSR performance assessment; Page 218 - Notes to the consolidated financial statements; Page 291 - Notes to the parent company financial statements **2021 Sustainability Communication** Page 6 - Overview and business models of the Group; Page 102 - CSR performance assessment

GRI 201: Economic Performance 2016	**201-1** Direct economic value generated and distributed	**2021 Universal Registration Document** Page 32 - Dividend policy; Page 34 - Summary of results; Page 34 - Results of operations for 2019 and 2020, including revenues, adjusted EBITDA, operating expenses, net finance costs and net income; Page 44 - Liquidity and capital resources; Pages 212 and 218 - Notes to the consolidated financial statements; Page 246 - Equity and earnings per share; Page 260 - Employee benefit including post-employment & long-term benefits, and share-based compensation plans; Pages 288 and 291 - Technicolor SA parent company financial statements and related notes		SDG 5, 8
	201-2 Financial implications and other risks and opportunities due to climate change	**2021 Universal Registration Document** Page 181 - Climate change **2021 Sustainability Communication** Page 58 - Climate change **CDP Website** Technicolor CDP response	Principle 7	SDG 13
	201-3 Defined benefit plan obligations and other retirement plans	**2021 Universal Registration Document** Page 132 - Compensation and benefits of corporate officers; Page 143 - Stock option plans and performance or restricted share plans; Page 260 - Employee benefit including post-employment & long-term benefits, and share-based compensation plans		
	201-4 Financial assistance received from government	**2021 Universal Registration Document** Page 232 - Research and development expenses and subsidies		
MARKET PRESENCE				
GRI 103: Management Approach 2016	**103-1** Explanation of the material topic and its Boundary	**2021 Universal Registration Document** Page 12 - Technicolor Creative Studios; Page 15 - Connected Home; Page 19 - DVD Services; Page 154 - Corporate Social Responsibility's challenges of the Group **2021 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 9 - Organization and business models		
	103-2 The management approach and its components	**2021 Universal Registration Document** Page 12 - Technicolor Creative Studios; Page 15 - Connected Home; Page 19 - DVD Services; Page 209 - Vigilance plan **2021 Sustainability Communication** Page 9 - Organization and business models; Page 18 - UN Global Compact and Sustainable Development Goals; Page 108 - Vigilance plan		
	103-3 Evaluation of the management approach	**2021 Universal Registration Document** Page 12 - Technicolor Creative Studios; Page 15 - Connected Home; Page 19 - DVD Services; Page 205 - CSR performance assessment **2021 Sustainability Communication** Page 9 - Organization and business models; Page 102 - CSR performance assessment		

GRI 202: Market Presence 2016	**202-1** Ratios of standard entry level wage by gender compared to local minimum wage	Technicolor entry level wage is in line or above local minimum wage in all countries where it operates.	Confidentiality constraints. The organization does not wish to publish remuneration information that could be used by competitors	Principle 6	SDG 5, 8
	202-2 Proportion of senior management hired from the local community	**2021 Universal Registration Document** Page 176 - Community impact and regional development **2021 Sustainability Communication** Page 44 - Community impact and regional development. All senior managers at significant industrial locations are hired from the local country or community		Principle 6	SDG 8
		INDIRECT ECONOMIC IMPACTS			
GRI 103: Management Approach 2016	**103-1** Explanation of the material topic and its Boundary	**2021 Universal Registration Document** Page 154 - Corporate Social Responsibility's challenges of the Group; Page 157 - Covid-19; Page 168 - Management of business cycles; Page 176 - Community impact and regional development; Page 178 - Relations with external stakeholders **2021 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 16 - Covid-19; Page 34 - Management of business cycles; Page 44 - Community impact and regional development; Page 46 - Relations with external stakeholders			
	103-2 The management approach and its components	**2021 Universal Registration Document** Page 157 - Covid-19; Page 168 - Management of business cycles; Page 176 - Community impact and regional development; Page 178 - Relations with external stakeholders; Page 209 - Vigilance plan **2021 Sustainability Communication** Page 16 - Covid-19; Page 18 - UN Global Compact and Sustainable Development Goals; Page 34 - Management of business cycles; Page 44 - Community impact and regional development; Page 46 - Relations with external stakeholders; Page 108 - Vigilance plan			
GRI 103: Management Approach 2016	**103-3** Evaluation of the management approach	**2021 Universal Registration Document** Page 168 - Management of business cycles; Page 176 - Community impact and regional development; Page 178 - Relations with external stakeholders; Page 205 - CSR performance assessment **2021 Sustainability Communication** Page 34 - Management of business cycles; Page 44 - Community impact and regional development; Page 46 - Relations with external stakeholders; Page 102 - CSR performance assessment			

GRI 203: Indirect Economic Impacts 2016	**203-1** Infrastructure investments and services supported	**2021 Universal Registration Document** Page 164 - Training and development; Page 176 - Community impact and regional development **2021 Sustainability Communication** Page 31 - Training and development; Page 44 - Community impact and regional development	SDG 5
	203-2 Significant indirect economic impacts	**2021 Universal Registration Document** Page 157 - Covid-19; Page 164 - Training and development; Page 176 - Community impact and regional development **2021 Sustainability Communication** Page 16 - Covid 19 Page 31 - Training and development; Page 34 - Management of business cycles; Page 44 - Community impact and regional development	SDG 3, 8, 10
		PROCUREMENT PRACTICES	
GRI 103: Management Approach 2016	**103-1** Explanation of the material topic and its Boundary	**2021 Universal Registration Document** Pages 61 and 62 - Supplier and key component dependency; Page 64 - Raw material and other key input cost availability and volatility; Page 64 - Supply chain and manufacturing; Page 154 - Corporate Social Responsibility's challenges of the Group; Page 179 - Human Rights and working conditions; Page 201 - Product compliance and ban of hazardous materials **2021 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 54 - Human Rights and working conditions; Page 86 - Product compliance and ban of hazardous materials	
	103-2 The management approach and its components	**2021 Universal Registration Document** Pages 61 and 62 - Supplier and key component dependency; Page 64 - Raw material and other key input cost availability and volatility; Page 65 - Supply chain and manufacturing; Page 179 - Human Rights and working conditions; Page 201 - Product compliance and ban of hazardous materials; Page 209 - Vigilance plan **2021 Sustainability Communication** Page 18 - UN Global Compact and Sustainable Development Goals; Page 54 - Human Rights and working conditions; Page 86 - Product compliance and ban of hazardous materials; Page 108 - Vigilance plan	

GRI 103: Management Approach 2016	**103-3** Evaluation of the management approach	**2021 Universal Registration Document** Page 179 - Human Rights and working conditions; Page 201 - Product compliance and ban of hazardous materials; Page 205 - CSR performance assessment **2021 Sustainability Communication** Page 54 - Human Rights and working conditions; Page 86 - Product compliance and ban of hazardous materials; Page 102 - CSR performance assessment	
GRI 204: Procurement Practices 2016	**204-1** Proportion of spending on local suppliers	**2021 Universal Registration Document** Due to the nature of the activity, the proportion is almost equal to zero	SDG 12
		ANTI-CORRUPTION	
GRI 103: Management Approach 2016	**103-1** Explanation of the material topic and its Boundary	**2021 Universal Registration Document** Page 73 - Ethical values and principles of conduct for the Group's managers and employees, Code of Ethics and Financial Ethics Charter; Page 154 - Corporate Social Responsibility's challenges of the Group; Page 203 - Fairness of business practices **2021 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 92 - Fairness of business practices	
	103-2 The management approach and its components	**2021 Universal Registration Document** Page 73 - Ethical values and principles of conduct for the Group's managers and employees, Code of Ethics and Financial Ethics Charter; Page 203 - Fairness of business practices; Page 209 - Vigilance plan **2021 Sustainability Communication** Page 18 - UN Global Compact and Sustainable Development Goals; Page 92 - Fairness of business practices; Page 108 - Vigilance plan	
	103-3 Evaluation of the management approach	**2021 Universal Registration Document** Page 73 - Ethical values and principles of conduct for the Group's managers and employees, Code of Ethics and Financial Ethics Charter; Page 203 - Fairness of business practices; Page 209 - CSR performance assessment **2021 Sustainability Communication** Page 92 - Fairness of business practices; Page 102 - CSR performance assessment	
GRI 205: Anti-corruption 2016	**205-1** Operations assessed for risks related to corruption	**2021 Universal Registration Document** Page 72 - Internal control procedures; Page 73 - Ethical values and principles of conduct for the Group's managers and employees, Code of Ethics and Financial Ethics Charter; Page 203 - Competition rules and anti-bribery **2021 Sustainability Communication** Page 92 - Competition rules and anti-bribery	Principle 10
	205-2 Communication and training about anti-corruption policies and procedures	**2021 Universal Registration Document** Page 73 - Ethical values and principles of conduct for the Group's managers and employees, Code of Ethics, Financial Ethics Charter, and ethics training programs; Page 203 - Competition rules and anti-bribery **2021 Sustainability Communication** Page 92 - Competition rules and anti-bribery	Principle 10

GRI 205: Anti-corruption 2016	**205-3** Confirmed incidents of corruption and actions taken	**2021 Sustainability Communication** Page 92 - Competition rules and anti-bribery	Principle 10
		ANTI-COMPETITIVE BEHAVIOR	
GRI 103: Management Approach 2016	**103-1** Explanation of the material topic and its Boundary	**2021 Universal Registration Document** Page 154 - Corporate Social Responsibility's challenges of the Group; Page 203 - Fairness of business practices **2021 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 92 - Fairness of business practices	
	103-2 The management approach and its components	**2021 Universal Registration Document** Page 71 - Litigations related to antitrust procedures; Page 203 - Fairness of business practices; Page 209 - Vigilance plan; Page 271 - Contingencies **2021 Sustainability Communication** Page 18 - UN Global Compact and Sustainable Development Goals; Page 92 - Fairness of business practices; Page 108 - Vigilance plan	
	103-3 Evaluation of the management approach	**2021 Universal Registration Document** Page 71 - Litigations related to antitrust procedures; Page 203 - Fairness of business practices; Page 205 - CSR performance assessment; Page 271 - Contingencies **2021 Sustainability Communication** Page 92 - Fairness of business practices; Page 102 - CSR performance assessment	
GRI 206: Anti-competitive behavior 2016	**206-1** Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	**2021 Universal Registration Document** Page 71 - Litigations related to antitrust procedures; Page 271 - Contingencies	

MATERIAL TOPICS		
GRI 300 ENVIRONMENTAL STANDARD SERIES		
MATERIALS		
GRI 103: Management Approach 2016	**103-1** Explanation of the material topic and its Boundary	**2021 Universal Registration Document** Page 64 - Raw material and other key input cost availability and volatility; Page 154 - Corporate Social Responsibility's challenges of the Group; Page 187 - Circular economy; Page 188 - Recycling of waste and optimization of raw material; Page 201 - Product compliance and ban of hazardous materials **2021 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 66 - Circular economy; Page 67 - Recycling of waste and optimization of raw material; Page 86 - Product compliance and ban of hazardous materials
	103-2 The management approach and its components	**2021 Universal Registration Document** Page 64 - Raw material and other key input cost availability and volatility; Page 187 - Circular economy; Page 188 - Recycling of waste and optimization of raw material; Page 201 - Product compliance and ban of hazardous materials Page 209 - Vigilance plan **2021 Sustainability Communication** Page 18 - UN Global Compact and Sustainable Development Goals; Page 66 - Circular economy; Page 67 - Recycling of waste and optimization of raw material; Page 86 - Product compliance and ban of hazardous materials; Page 108 - Vigilance plan
	103-3 Evaluation of the management approach	**2021 Universal Registration Document** Page 187 - Circular economy; Page 188 - Recycling of waste and optimization of raw material; Page 201 - Product compliance and ban of hazardous materials Page 205 - CSR performance assessment **2021 Sustainability Communication** Page 66 - Circular economy; Page 67 - Recycling of waste and optimization of raw material; Page 86 - Product compliance and ban of hazardous materials; Page 96 - Key sustainability data; Page 102 - CSR performance assessment

GRI 301: Materials 2016	**301-1** Materials used by weight or volume	**2021 Universal Registration Document** Page 188 - Recycling of waste and optimization of raw material **2021 Sustainability Communication** Page 67 - Recycling of waste and optimization of raw material; Page 71 - Raw material usage; Page 96 - Key sustainability data	Principles 7 and 8	Principles 7 and 8	SDG 8, 12
	301-2 Recycled input materials used		Information unavailable. The necessary information cannot be obtained currently. For next steps, the organization will focus first on information for key materials such as polycarbonate for DVD products to publish it in the next reporting cycle	Principle 8	SDG 8, 12
	301-3 Reclaimed products and their packaging materials		Not applicable to Technicolor activities, as Technicolor is not involved in Direct-to-Consumer sales or marketing	Principle 8	SDG 8, 12
		ENERGY			
GRI 103: Management Approach 2016	**103-1** Explanation of the material topic and its Boundary	**2021 Universal Registration Document** Page 154 - Corporate Social Responsibility's challenges of the Group; Page 181 - Climate change; Page 183 - Carbon emissions and energy consumption; Page 185 - Energy efficiency; Page 185 - Renewable energy **2021 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 58 - Climate change; Page 59 - Carbon emissions and energy consumption; Page 62 - Energy efficiency; Page 63 - Renewable energy			
	103-2 The management approach and its components	**2021 Universal Registration Document** Page 181 - Climate change; Page 183 - Carbon emissions and energy consumption; Page 185 - Energy efficiency; Page 185 - Renewable energy; Page 209 - Vigilance plan **2021 Sustainability Communication** Page 18 - UN Global Compact and Sustainable Development Goals; Page 58 - Climate change; Page 59 - Carbon emissions and energy consumption; Page 62 - Energy efficiency; Page 63 - Renewable energy; Page 108 - Vigilance plan			

GRI 103: Management Approach 2016	**103-3** Evaluation of the management approach	**2021 Universal Registration Document** Page 181 - Climate change; Page 183 - Carbon emissions and energy consumption; Page 185 - Energy efficiency; Page 185 - Renewable energy; Page 205 - CSR performance assessment **2021 Sustainability Communication** Page 58 - Climate change; Page 59 - Carbon emissions and energy consumption; Page 62 - Energy efficiency; Page 63 - Renewable energy; Page 96 - Key sustainability data; Page 102 - CSR performance assessment		
GRI 302: Energy 2016	**302-1** Energy consumption within the organization	**2021 Universal Registration Document** Page 183 - Carbon emissions and energy consumption **2021 Sustainability Communication** Page 59 - Carbon emissions and energy consumption; Page 96 - Key sustainability data	Principles 7 and 8	SDG 8, 12, 13
	302-2 Energy consumption outside of the organization	**2021 Universal Registration Document** Page 183 - Carbon emissions and energy consumption **2021 Sustainability Communication** Page 59 - Carbon emissions and energy consumption	Principle 8	SDG 8, 12, 13
	302-3 Energy intensity	**2021 Universal Registration Document** Page 183 - Carbon emissions and energy consumption **2021 Sustainability Communication** Page 59 - Carbon emissions and energy consumption; Page 96 - Key sustainability data	Principle 8	SDG 8, 12, 13
	302-4 Reduction of energy consumption	**2021 Universal Registration Document** Page 183 - Carbon emissions and energy consumption; Page 185 - Renewable energy **2021 Sustainability Communication** Page 59 - Carbon emissions and energy consumption; Page 63 - Renewable energy	Principles 8 and 9	SDG 8, 12, 13
	302-5 Reduction in energy requirements of products and services	**2021 Universal Registration Document** Page 185 - Energy efficiency initiatives **2021 Sustainability Communication** Page 62 - Energy efficiency initiatives; Page 73 - Environmental footprint of products	Principles 8 and 9	SDG 8, 12, 13

WATER AND EFFLUENTS				
GRI 103: Management Approach 2016	**103-1** Explanation of the material topic and its Boundary	**2021 Universal Registration Document** Page 154 - Corporate Social Responsibility's challenges of the Group; Page 187 - Circular economy; Page 193 - Sustainable water highlights and initiatives **2021 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 66 - Circular economy; Page 78 - Sustainable water management		
	103-2 The management approach and its components	**2021 Universal Registration Document** Page 187 - Circular economy; Page 193 - Sustainable water highlights and initiatives; Page 209 - Vigilance plan **2021 Sustainability Communication** Page 18 - UN Global Compact and Sustainable Development Goals; Page 66 - Circular economy; Page 78 - Sustainable water management; Page 108 - Vigilance plan		
	103-3 Evaluation of the management approach	**2021 Universal Registration Document** Page 187 - Circular economy; Page 193 - Sustainable water highlights and initiatives; Page 205 - CSR performance assessment **2021 Sustainability Communication** Page 66 - Circular economy; Page 78 - Sustainable water management; Page 96 - Key sustainability data; Page 102 - CSR performance assessment		
GRI 303: Water and Effluents 2018	**303-1** Interactions with water as a shared resource	**2021 Universal Registration Document** Page 193 - Sustainable water management **2021 Sustainability Communication** Page 78 - Sustainable water management; Page 96 - Key sustainability data	Principles 7 and 8	
	303-2 Management of water discharge-related impacts	**2021 Universal Registration Document** Page 193 - Sustainable water management **2021 Sustainability Communication** Page 78 - Sustainable water management; Page 96 - Key sustainability data	Principle 8	
	303-3 Water withdrawal	**2021 Universal Registration Document** Page 193 - Sustainable water management **2021 Sustainability Communication** Page 78 - Sustainable water management; Page 96 - Key sustainability data	Principle 8	SDG 8, 12
	303-4 Water discharge	**2021 Universal Registration Document** Page 193 - Sustainable water management **2021 Sustainability Communication** Page 78 - Sustainable water management; Page 96 - Key sustainability data	Principle 8	
	303-5 Water consumption	**2021 Universal Registration Document** Page 193 - Sustainable water management **2021 Sustainability Communication** Page 78 - Sustainable water management; Page 96 - Key sustainability data	Principle 8	

EMISSIONS				
GRI 103: Management Approach 2016	**103-1** Explanation of the material topic and its Boundary	**2021 Universal Registration Document** Page 154 - Corporate Social Responsibility's challenges of the Group; Page 181 - Climate change; Page 183 - Carbon emissions and energy consumption; Page 185 - Renewable energy **2021 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 58 - Climate change; Page 59 - Carbon emissions and energy consumption		
	103-2 The management approach and its components	**2021 Universal Registration Document** Page 181 - Climate change; Page 183 - Carbon emissions and energy consumption; Page 185 - Renewable energy; Page 209 - Vigilance plan **2021 Sustainability Communication** Page 18 - UN Global Compact and Sustainable Development Goals; Page 58 - Climate change; Page 59 - Carbon emissions and energy consumption; Page 108 - Vigilance plan		SDG 12, 13
	103-3 Evaluation of the management approach	**2021 Universal Registration Document** Page 181 - Climate change; Page 183 - Carbon emissions and energy consumption; Page 185 - Renewable energy; Page 205 - CSR performance assessment **2021 Sustainability Communication** Page 58 - Climate change; Page 59 - Carbon emissions and energy consumption; Page 96 - Key sustainability data; Page 102 - CSR performance assessment		
GRI 305: Emissions 2016	**305-1** Direct (Scope 1) GHG emissions	**2021 Universal Registration Document** Page 183 - Carbon emissions and energy consumption **2021 Sustainability Communication** Page 59 - Carbon emissions and energy consumption; Page 96 - Key sustainability data **CDP Website** Technicolor CDP response	Principles 7 and 8	SDG 3, 12, 13
	305-2 Energy indirect (Scope 2) GHG emissions	**2021 Universal Registration Document** Page 183 - Carbon emissions and energy consumption **2021 Sustainability Communication** Page 59 - Carbon emissions and energy consumption; Page 96 - Key sustainability data **CDP Website** Technicolor CDP response	Principles 7 and 8	SDG 3, 12, 13
	305-3 Other indirect (Scope 3) GHG emissions	**2021 Universal Registration Document** Page 183 - Carbon emissions and energy consumption **2021 Sustainability Communication** Page 59 - Carbon emissions and energy consumption **CDP Website** Technicolor CDP response	Principles 7 and 8	SDG 3, 12, 13

GRI 305: Emissions 2016	**305-4** GHG emissions intensity	**CDP Website** Technicolor CDP response		Principle 8	SDG 13
	305-5 Reduction of GHG emissions	**CDP Website** Technicolor CDP response		Principles 8 and 9	SDG 13
	305-6 Emissions of ozone-depleting substances (ODS)	**2021 Sustainability Communication** Page 73 - Environmental footprint of products		Principles 7 and 8	SDG 3, 12, 13
	305-7 Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions		Not applicable. Technicolor no longer operates high intensity process heating or combustion installations. The majority of fuel consumption is just for building needs and not for process, and so while we do track and report fuel type and consumption locally as an indirect indicator of emissions, we make our disclosures in CO_2 eq	Principles 7 and 8	SDG 3, 12, 13
WASTE					
GRI 103: Management Approach 2016	**103-1** Explanation of the material topic and its Boundary	**2021 Universal Registration Document** Page 154 - Corporate Social Responsibility's challenges of the Group; Page 187 - Circular economy; Page 188 - Recycling of waste and optimization of raw material **2021 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 66 - Circular economy; Page 67 - Recycling of waste and optimization of raw material			
	103-2 The management approach and its components	**2021 Universal Registration Document** Page 187 - Circular economy; Page 188 - Recycling of waste and optimization of raw material; Page 209 - Vigilance plan **2021 Sustainability Communication** Page 18 - UN Global Compact and Sustainable Development Goals; Page 66 - Circular economy; Page 67 - Recycling of waste and optimization of raw material; Page 108 - Vigilance plan			SDG 12, 13
	103-3 Evaluation of the management approach	**2021 Universal Registration Document** Page 187 - Circular economy; Page 188 - Recycling of waste and optimization of raw material; Page 205 - CSR performance assessment **2021 Sustainability Communication** Page 66 - Circular economy; Page 67 - Recycling of waste and optimization of raw material; Page 96 - Key sustainability data; Page 102 - CSR performance assessment			

GRI 306: Waste 2020	**306-1** Waste generation and significant waste-related impacts	**2021 Universal Registration Document** Page 188 - Recycling of waste and optimization of raw material **2021 Sustainability Communication** Page 67 - Recycling of waste and optimization of raw material; Page 69 - Waste process flow	Principle 8	SDG 3, 12
	306-2 Management of significant waste-related impacts	**2021 Universal Registration Document** Page 188 - Recycling of waste and optimization of raw material **2021 Sustainability Communication** Page 67 - Recycling of waste and optimization of raw material; Page 68 - Waste generation	Principle 8	SDG 3, 12
	306-3 Waste generated	**2021 Universal Registration Document** Page 188 - Recycling of waste and optimization of raw material **2021 Sustainability Communication** Page 67 - Recycling of waste and optimization of raw material; Page 70 - Waste by composition	Principle 8	SDG 3, 12, 13
	306-4 Waste diverted from disposal	**2021 Universal Registration Document** Page 188 - Recycling of waste and optimization of raw material **2021 Sustainability Communication** Page 67 - Recycling of waste and optimization of raw material; Page 70 - Waste diverted from disposal; Page 96 - Key sustainability data	Principle 8	SDG 3, 12
	306-5 Waste directed to disposal	**2021 Universal Registration Document** Page 188 - Recycling of waste and optimization of raw material **2021 Sustainability Communication** Page 67 - Recycling of waste and optimization of raw material; Page 71 - Waste directed to disposal	Principle 8	

ENVIRONMENTAL COMPLIANCE			
GRI 103: Management Approach 2016	**103-1** Explanation of the material topic and its Boundary	**2021 Universal Registration Document** Page 154 - Corporate Social Responsibility's challenges of the Group; Page 195 - Additional environmental aspects; Page 201 - Product compliance and ban of hazardous materials **2021 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 62 - Product Energy efficiency; Page 67 - Recycling of waste and optimization of raw material; Page 73 - Environmental footprint of products; Page 80 - Additional environmental aspects; Page 86 - Product compliance and ban of hazardous materials	
	103-2 The management approach and its components	**2021 Universal Registration Document** Page 71 - Litigations related to environmental procedures; Page 195 - Additional environmental aspects; Page 201 - Product compliance and ban of hazardous materials; Page 209 - Vigilance plan; Page 271 - Contingencies **2021 Sustainability Communication** Page 18 - UN Global Compact and Sustainable Development Goals; Page 62 - Product Energy efficiency; Page 67 - Recycling of waste and optimization of raw material; Page 73 - Environmental footprint of products; Page 80 - Additional environmental aspects; Page 86 - Product compliance and ban of hazardous materials; Page 108 - Vigilance plan	SDG 12, 13
	103-3 Evaluation of the management approach	**2021 Universal Registration Document** Page 71 - Litigations related to environmental procedures; Page 195 - Additional environmental aspects including ISO 14001 certified EMS locations; Page 201 - Product compliance and ban of hazardous materials; Page 205 - CSR performance assessment; Page 271 - Contingencies **2021 Sustainability Communication** Page 62 - Product Energy efficiency; Page 67 - Recycling of waste and optimization of raw material; Page 73 - Environmental footprint of products; Page 80 - Additional environmental aspects; Page 86 - Product compliance and ban of hazardous materials; Page 102 - CSR performance assessment	
GRI 307: Environmental Compliance 2016	**307-1** Non-compliance with environmental laws and regulations	**2021 Universal Registration Document** Page 71 - Litigations related to environmental procedures; Page 195 - Environmental investments, remediation, and pollution prevention; Page 271 - Contingencies **2021 Sustainability Communication** Page 80 - Environmental investments, remediation, and pollution prevention	Principle 8

SUPPLIER ENVIRONMENTAL ASSESSMENT			
GRI 103: Management Approach 2016	**103-1** Explanation of the material topic and its Boundary	**2021 Universal Registration Document** Page 154 - Corporate Social Responsibility's challenges of the Group; Page 179 - Supply chain assessment; Page 201 - Product compliance and ban of hazardous materials **2021 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 54 - Supply chain assessment; Page 86 - Product compliance and ban of hazardous materials	
	103-2 The management approach and its components	**2021 Universal Registration Document** Page 179 - Supply chain assessment; Page 201 - Product compliance and ban of hazardous materials; Page 209 - Vigilance plan **2021 Sustainability Communication** Page 18 - UN Global Compact and Sustainable Development Goals; Page 54 - Supply chain assessment; Page 86 - Product compliance and ban of hazardous materials; Page 108 - Vigilance plan	
	103-3 Evaluation of the management approach	**2021 Universal Registration Document** Page 179 - Supply chain assessment; Page 201 - Product compliance and ban of hazardous materials; Page 205 - CSR performance assessment **2021 Sustainability Communication** Page 54 - Supply chain assessment; Page 86 - Product compliance and ban of hazardous materials; Page 96 - Key sustainability data, supplier audits; Page 102 - CSR performance assessment	
GRI 308: Supplier Environmental Assessment 2016	**308-1** New suppliers that were screened using environmental criteria	**2021 Universal Registration Document** Page 179 - Supply chain assessment and EcoVadis assessment platform for suppliers; Page 201 - Product compliance, ban of hazardous materials, and conflict minerals **2021 Sustainability Communication** Page 54 - Supply chain assessment and EcoVadis assessment platform for suppliers; Page 86 - Product compliance and ban of hazardous materials; Page 96 - Key sustainability data	Principle 8
	308-2 Negative environmental impacts in the supply chain and actions taken	**2021 Universal Registration Document** Page 179 - Supply chain assessment, EcoVadis assessment platform for suppliers, and RBA audits; Page 201 - Product compliance, ban of hazardous materials, and conflict minerals **2021 Sustainability Communication** Page 54 - Supply chain assessment, EcoVadis assessment platform for suppliers, and RBA audits; Page 86 - Product compliance and ban of hazardous materials; Page 96 - Key sustainability data	Principle 8

MATERIAL TOPICS					
GRI 400 SOCIAL STANDARD SERIES					
EMPLOYMENT					
GRI 103: Management Approach 2016	**103-1** Explanation of the material topic and its Boundary	**2021 Universal Registration Document** Pages 54 and 55 - Attract talent and invest in culture; Page 66 - Labor force availability; Page 154 - Corporate Social Responsibility's challenges of the Group; Page 157 - Covid-19; Page 159 - Management and development of talent; Page 168 - Management of business cycles **2021 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 16 - Covid-19; Page 25 - Management and development of talent; Page 34 - Management of business cycles			
	103-2 The management approach and its components	**2021 Universal Registration Document** Pages 54 and 55 - Attract talent and invest in culture; Page 66 - Labor force availability; Page 157 - Covid-19; Page 159 - Management and development of talent; Page 168 - Management of business cycles; Page 209 - Vigilance plan **2021 Sustainability Communication** Page 16 - Covid-19; Page 18 - UN Global Compact and Sustainable Development Goals; Page 25 - Management and development of talent; Page 34 - Management of business cycles; Page 108 - Vigilance plan			SDG 8
	103-3 Evaluation of the management approach	**2021 Universal Registration Document** Page 159 - Management and development of talent; Page 168 - Management of business cycles; Page 205 - CSR performance assessment **2021 Sustainability Communication** Page 25 - Management and development of talent; Page 34 - Management of business cycles; Page 102 - CSR performance assessment			
GRI 401: Employment 2016	**401-1** New employee hires and employee turnover	**2021 Universal Registration Document** Page 167 - Employment figures **2021 Sustainability Communication** Page 20 - Workforce evolution and composition		Principle 6	SDG 5, 8
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	**2021 Universal Registration Document** Page 143 - Stock option plans and performance or restricted share plans; Page 161 - Performance, recognition and retention; Page 166 - Employee profit-sharing; Page 167 - Shares held by employees; Page 260 - Employee benefits including post-employment & long-term benefits and share-based compensation plans **2021 Sustainability Communication** Page 28 - Performance, recognition and retention			SDG 8
	401-3 Parental leave		Information unavailable. The necessary information cannot be obtained currently. For next steps, the organization will focus first on information for main countries in which it operates and publish it in the next reporting cycle	Principle 6	SDG 5, 8

LABOR/MANAGEMENT RELATIONS					
GRI 103: Management Approach 2016	**103-1** Explanation of the material topic and its Boundary	**2021 Universal Registration Document** Page 154 - Corporate Social Responsibility's challenges of the Group; Page 173 - Business transformation and social dialogue **2021 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 39 - Business transformation and social dialogue			
	103-2 The management approach and its components	**2021 Universal Registration Document** Page 173 - Business transformation and social dialogue; Page 209 - Vigilance plan **2021 Sustainability Communication** Page 18 - UN Global Compact and Sustainable Development Goals; Page 39 - Business transformation and social dialogue; Page 108 - Vigilance plan			
	103-3 Evaluation of the management approach	**2021 Universal Registration Document** Page 173 - Business transformation and social dialogue; Page 205 - CSR performance assessment **2021 Sustainability Communication** Page 39 - Business transformation and social dialogue; Page 102 - CSR performance assessment			
GRI 402: Labor/ Management Relations 2016	**402-1** Minimum notice periods regarding operational changes		Information unavailable. The necessary information cannot be obtained currently. For next steps, the organization will focus first on information for main countries in which it operates and publish it in the next reporting cycle	Principle 3	SDG 8
OCCUPATIONAL HEALTH AND SAFETY					
GRI 103: Management Approach 2016	**103-1** Explanation of the material topic and its Boundary	**2021 Universal Registration Document** Page 51 - Health and safety risks; Page 154 - Corporate Social Responsibility's challenges of the Group; Page 157 - Covid-19; Page 174 - Safety at work; Page 179 - Human Rights and working conditions **2021 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 16 - Covid-19; Page 41 - Safety at work; Page 54 - Human Rights and working conditions			
	103-2 The management approach and its components	**2021 Universal Registration Document** Page 51 - Health and safety risks; Page 157 - Covid-19; Page 174 - Safety at work; Page 179 - Human Rights and working conditions; Page 209 - Vigilance plan **2021 Sustainability Communication** Page 16 - Covid-19; Page 18 - UN Global Compact and Sustainable Development Goals; Page 41 - Safety at work; Page 54 - Human Rights and working conditions; Page 108 - Vigilance plan			

GRI 103: Management Approach 2016	**103-3** Evaluation of the management approach	**2021 Universal Registration Document** Page 174 - Safety at work; Page 179 - Human Rights and working conditions; Page 205 - CSR performance assessment **2021 Sustainability Communication** Page 41 - Safety at work; Page 54 - Human Rights and working conditions; Page 96 - Key sustainability data; Page 102 - CSR performance assessment	
GRI 403: Occupational Health and Safety 2018	**403-1** Occupational health and safety management system	**2021 Universal Registration Document** Page 157 - Covid-19; Page 174 - Safety at work **2021 Sustainability Communication** Page 16 - Covid-19; Page 41 - Safety at work	SDG 8
	403-2 Hazard identification, risk assessment, and incident investigation	**2021 Universal Registration Document** Page 157 - Covid-19; Page 174 - Safety at work; Page 187 - Audits and internal governance **2021 Sustainability Communication** Page 16 - Covid-19; Page 41 - Safety at work; Page 66 - Audits and internal governance	SDG 3, 8
	403-3 Occupational health services	**2021 Universal Registration Document** Page 157 - Covid-19; Page 174 - Safety at work **2021 Sustainability Communication** Page 16 - Covid-19; Page 41 - Safety at work	SDG 3, 8
	403-4 Worker participation, consultation, and communication on occupational health and safety	**2021 Universal Registration Document** Page 157 - Covid-19; Page 174 - Safety at work **2021 Sustainability Communication** Page 16 - Covid-19; Page 41 - Safety at work	SDG 8
	403-5 Worker training on occupational health and safety	**2021 Universal Registration Document** Page 51 - Health and safety risks; Page 157 - Covid-19; Page 174 - Safety at work and training; Page 188 - Environment, Health and Safety training **2021 Sustainability Communication** Page 16 - Covid-19; Page 41 - Safety at work and training; Page 67 - Environment, Health and Safety training	
	403-6 Promotion of worker health	**2021 Universal Registration Document** Page 157 - Covid-19; Page 161 - Performance, recognition and retention; Page 174 - Safety at work **2021 Sustainability Communication** Page 16 - Covid-19; Page 28 - Performance, recognition and retention; Page 41 - Safety at work	
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	**2021 Universal Registration Document** Page 179 - Human Rights and working conditions in the supply chain **2021 Sustainability Communication** Page 54 - Human Rights and working conditions in the supply chain	
	403-8 Workers covered by an occupational health and safety management system	**2021 Universal Registration Document** Page 174 - Safety at work **2021 Sustainability Communication** Page 41 - Safety at work	

GRI 403: Occupational Health and Safety 2018	**403-9** Work-related injuries	**2021 Universal Registration Document** Page 174 - Safety at work **2021 Sustainability Communication** Page 41 - Safety at work; Page 96 - Key sustainability data
	403-10 Work-related ill health	**2021 Universal Registration Document** Page 174 - Safety at work **2021 Sustainability Communication** Page 41 - Safety at work; Page 96 - Key sustainability data
TRAINING AND EDUCATION		
GRI 103: Management Approach 2016	**103-1** Explanation of the material topic and its Boundary	**2021 Universal Registration Document** Pages 54 and 55 - Attract talent and invest in culture; Page 55 - Diversity and Human Rights; Page 56 - Skills and knowledge management, development and retention; Page 154 - Corporate Social Responsibility's challenges of the Group; Page 157 - Covid-19; Page 159 - Management and development of talent; Page 174 - Safety at work; Page 176 - Community impact and regional development; Page 178 - Relations with external stakeholders **2021 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 16 - Covid-19; Page 25 - Management and development of talent; Page 41 - Safety at work; Page 44 - Community impact and regional development; Page 46 - Relations with external stakeholders; Page 86 - Product compliance and ban of hazardous materials
	103-2 The management approach and its components	**2021 Universal Registration Document** Pages 54 and 55 - Attract talent and invest in culture; Page 55 - Diversity and Human Rights; Page 56 - Skills and knowledge management, development and retention; Page 157 - Covid-19; Page 159 - Management and development of talent; Page 174 - Safety at work; Page 176 - Community impact and regional development; Page 178 - Relations with external stakeholders; Page 209 - Vigilance plan **2021 Sustainability Communication** Page 16 - Covid-19; Page 18 - UN Global Compact and Sustainable Development Goals; Page 25 - Management and development of talent; Page 41 - Safety at work; Page 44 - Community impact and regional development; Page 46 - Relations with external stakeholders; Page 86 - Product compliance and ban of hazardous materials; Page 108 - Vigilance plan
	103-3 Evaluation of the management approach	**2021 Universal Registration Document** Page 159 - Management and development of talent; Page 174 - Safety at work; Page 176 - Community impact and regional development; Page 178 - Relations with external stakeholders; Page 205 - CSR performance assessment **2021 Sustainability Communication** Page 25 - Management and development of talent; Page 41 - Safety at work; Page 44 - Community impact and regional development; Page 46 - Relations with external stakeholders; Page 86 - Product compliance and ban of hazardous materials; Page 102 - CSR performance assessment

GRI 404: Training and Education 2016	**404-1** Average hours of training per year per employee	**2021 Universal Registration Document** Page 164 - Training and development; Page 174 - Safety at work **2021 Sustainability Communication** Page 31 - Training and development; Page 41 - Safety at work and training	Principle 6	SDG 4, 5, 8
	404-2 Programs for upgrading employee skills and transition assistance programs	**2021 Universal Registration Document** Page 164 - Training and development; Page 173 - Transformation plans; Page 176 - Community impact and regional development, the Technicolor Academy **2021 Sustainability Communication** Page 31 - Training and development; Page 39 - Transformation plans; Page 44 - Community impact and regional development		SDG 8
	404-3 Percentage of employees receiving regular performance and career development reviews	**2021 Universal Registration Document** Page 161 - Performance, recognition and retention; Page 164 - Training and development **2021 Sustainability Communication** Page 28 - Performance, recognition and retention; Page 31 - Training and development	Principle 6	SDG 5, 8
DIVERSITY AND EQUAL OPPORTUNITY				
GRI 103: Management Approach 2016	**103-1** Explanation of the material topic and its Boundary	**2021 Universal Registration Document** Pages 54 and 55 - Attract talent and invest in culture; Page 55 - Diversity and Human Rights; Page 154 - Corporate Social Responsibility's challenges of the Group; Page 169 - Diversity, equity and inclusion; Page 180 - Fight against harassment and discrimination **2021 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 35 - Diversity, equity and inclusion; Page 56 - Fight against harassment and discrimination		
	103-2 The management approach and its components	**2021 Universal Registration Document** Pages 54 and 55 - Attract talent and invest in culture; Page 55 - Diversity and Human Rights; Page 169 - Diversity, equity and inclusion; Page 180 - Fight against harassment and discrimination; Page 209 - Vigilance plan **2021 Sustainability Communication** Page 18 - UN Global Compact and Sustainable Development Goals; Page 35 - Diversity, equity and inclusion; Page 56 - Fight against harassment and discrimination; Page 108 - Vigilance plan		SDG 5
	103-3 Evaluation of the management approach	**2021 Universal Registration Document** Page 169 - Diversity, equity and inclusion; Page 180 - Fight against harassment and discrimination; Page 205 - CSR performance assessment **2021 Sustainability Communication** Page 35 - Diversity, equity and inclusion; Page 56 - Fight against harassment and discrimination; Page 102 - CSR performance assessment		

GRI 405: Diversity and Equal Opportunity 2016	**405-1** Diversity of governance bodies and employees	**2021 Universal Registration Document** Page 83 - Composition and expertise of the Board of Directors; Page 125 - Members of the Executive Committee; Page 167 - Employment figures; Page 169 - Diversity, equity and inclusion **2021 Sustainability Communication** Page 20 - Workforce evolution and composition; Page 35 - Diversity, equity and inclusion	Principle 6	SDG 5, 8
	405-2 Ratio of basic salary and remuneration of women to men	**Technicolor Website** France Gender Equality Index U.K. Gender Pay Gap Data	Principle 6	SDG 5, 8, 10
		NON-DISCRIMINATION		
GRI 103: Management Approach 2016	**103-1** Explanation of the material topic and its Boundary	**2021 Universal Registration Document** Page 55 - Diversity and Human Rights; Page 154 - Corporate Social Responsibility's challenges of the Group; Page 169 - Diversity, equity and inclusion; Page 180 - Fight against harassment and discrimination **2021 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 35 - Diversity, equity and inclusion; Page 56 - Fight against harassment and discrimination		
	103-2 The management approach and its components	**2021 Universal Registration Document** Page 55 - Diversity and Human Rights; Page 169 - Diversity, equity and inclusion; Page 180 - Fight against harassment and discrimination; Page 209 - Vigilance plan **2021 Sustainability Communication** Page 18 - UN Global Compact and Sustainable Development Goals; Page 35 - Diversity, equity and inclusion; Page 56 - Fight against harassment and discrimination; Page 108 - Vigilance plan		
	103-3 Evaluation of the management approach	**2021 Universal Registration Document** Page 169 - Diversity, equity and inclusion; Page 180 - Fight against harassment and discrimination; Page 205 - CSR performance assessment **2021 Sustainability Communication** Page 35 - Diversity, equity and inclusion; Page 56 - Fight against harassment and discrimination; Page 102 - CSR performance assessment		
GRI 406: Non-Discrimination 2016	**406-1** Incidents of discrimination and corrective actions taken	**2021 Universal Registration Document** Page 169 - Diversity, equity and inclusion; Page 179 - Human Rights and working conditions in the supply chain; Page 180 - Fight against harassment and discrimination **2021 Sustainability Communication** Page 35 - Diversity, equity and inclusion; Page 54 - Human Rights and working conditions in the supply chain; Page 56 - Fight against harassment and discrimination	Principle 6	SDG 5, 8

FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING				
GRI 103: Management Approach 2016	**103-1** Explanation of the material topic and its Boundary	**2021 Universal Registration Document** Page 154 - Corporate Social Responsibility's challenges of the Group; Page 173 - Business transformation and social dialogue **2021 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 39 - Business transformation and social dialogue; Page 54 - Human Rights and working conditions		
	103-2 The management approach and its components	**2021 Universal Registration Document** Page 173 - Business transformation and social dialogue; Page 209 - Vigilance plan **2021 Sustainability Communication** Page 18 - UN Global Compact and Sustainable Development Goals; Page 39 - Business transformation and social dialogue; Page 54 - Human Rights and working conditions; Page 108 - Vigilance plan		
	103-3 Evaluation of the management approach	**2021 Universal Registration Document** Page 173 - Business transformation and social dialogue; Page 205 - CSR performance assessment **2021 Sustainability Communication** Page 39 - Business transformation and social dialogue; Page 54 - Human Rights and working conditions; Page 102 - CSR performance assessment		
GRI 407: Freedom of Association and Collective Bargaining 2016	**407-1** Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	**2021 Universal Registration Document** Page 179 - Human Rights and working conditions in the supply chain **2021 Sustainability Communication** Page 54 - Human Rights and working conditions in the supply chain	Principle 3	SDG 8
CHILD LABOR				
GRI 103: Management Approach 2016	**103-1** Explanation of the material topic and its Boundary	**2021 Universal Registration Document** Page 154 - Corporate Social Responsibility's challenges of the Group; Page 179 - Human Rights and working conditions **2021 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 54 - Human Rights and working conditions		
	103-2 The management approach and its components	**2021 Universal Registration Document** Page 179 - Human Rights and working conditions; Page 209 - Vigilance plan **2021 Sustainability Communication** Page 18 - UN Global Compact and Sustainable Development Goals; Page 54 - Human Rights and working conditions; Page 108 - Vigilance plan		
	103-3 Evaluation of the management approach	**2021 Universal Registration Document** Page 179 - Human Rights and working conditions; Page 205 - CSR performance assessment **2021 Sustainability Communication** Page 54 - Human Rights and working conditions; Page 102 - CSR performance assessment		

GRI 408: Child Labor 2016	**408-1** Operations and suppliers at significant risk for incidents of child labor	**2021 Universal Registration Document** Page 179 - Human Rights and working conditions in the supply chain **2021 Sustainability Communication** Page 54 - Human Rights and working conditions in the supply chain	Principle 5	SDG 8
FORCED OR COMPULSORY LABOR				
GRI 103: Management Approach 2016	**103-1** Explanation of the material topic and its Boundary	**2021 Universal Registration Document** Page 154 - Corporate Social Responsibility's challenges of the Group; Page 179 - Human Rights and working conditions **2021 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 54 - Human Rights and working conditions		
	103-2 The management approach and its components	**2021 Universal Registration Document** Page 179 - Human Rights and working conditions; Page 209 - Vigilance plan **2021 Sustainability Communication** Page 18 - UN Global Compact and Sustainable Development Goals; Page 54 - Human Rights and working conditions; Page 108 - Vigilance plan		
	103-3 Evaluation of the management approach	**2021 Universal Registration Document** Page 179 - Human Rights and working conditions; Page 205 - CSR performance assessment **2021 Sustainability Communication** Page 54 - Human Rights and working conditions; Page 102 - CSR performance assessment		
GRI 409: Forced or Compulsory Labor 2016	**409-1** Operations and suppliers at significant risk for incidents of forced or compulsory labor	**2021 Universal Registration Document** Page 179 - Human Rights and working conditions in the supply chain **2021 Sustainability Communication** Page 54 - Human Rights and working conditions in the supply chain	Principle 4	SDG 8
HUMAN RIGHTS ASSESSMENT				
GRI 103: Management Approach 2016	**103-1** Explanation of the material topic and its Boundary	**2021 Universal Registration Document** Page 55 - Diversity and Human Rights; Page 154 - Corporate Social Responsibility's challenges of the Group; Page 179 - Human Rights and working conditions **2021 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 54 - Human Rights and working conditions		
	103-2 The management approach and its components	**2021 Universal Registration Document** Page 55 - Diversity and Human Rights; Page 179 - Human Rights and working conditions; Page 209 - Vigilance plan **2021 Sustainability Communication** Page 18 - UN Global Compact and Sustainable Development Goals; Page 54 - Human Rights and working conditions; Page 108 - Vigilance plan		

GRI 103: Management Approach 2016	**103-3** Evaluation of the management approach	**2021 Universal Registration Document** Page 179 - Human Rights and working conditions; Page 205 - CSR performance assessment **2021 Sustainability Communication** Page 54 - Human Rights and working conditions; Page 102 - CSR performance assessment	
GRI 412: Human Rights Assessment 2016	**412-1** Operations that have been subject to human rights reviews or impact assessments	**2021 Universal Registration Document** Page 73 - Ethical values and principles of conduct for the Group's managers and employees, Code of Ethics, Financial Ethics; Page 179 - Human Rights and working conditions in the supply chain **2021 Sustainability Communication** Page 54 - Human Rights and working conditions in the supply chain	Principle 1
	412-2 Employee training on human rights policies or procedures	**2021 Universal Registration Document** Page 73 - Code of Ethics and ethics training programs; Page 179 - Human Rights and working conditions in the supply chain **2021 Sustainability Communication** Page 54 - Human Rights and working conditions in the supply chain	Principle 1
	412-3 Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	**2021 Universal Registration Document** Page 179 - Human Rights and working conditions in the supply chain **2021 Sustainability Communication** Page 54 - Human Rights and working conditions in the supply chain	Principle 2
		LOCAL COMMUNITIES	
GRI 103: Management Approach 2016	**103-1** Explanation of the material topic and its Boundary	**2021 Universal Registration Document** Page 154 - Corporate Social Responsibility's challenges of the Group; Page 157 - Covid-19; Page 176 - Community impact and regional development; Page 178 - Relations with external stakeholders **2021 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 16 - Covid-19; Page 44 - Community impact and regional development; Page 46 - Relations with external stakeholders	
	103-2 The management approach and its components	**2021 Universal Registration Document** Page 157 - Covid-19; Page 176 - Community impact and regional development; Page 178 - Relations with external stakeholders; Page 209 - Vigilance plan **2021 Sustainability Communication** Page 16 - Covid-19; Page 18 - UN Global Compact and Sustainable Development Goals; Page 44 - Community impact and regional development; Page 46 - Relations with external stakeholders; Page 108 - Vigilance plan	

GRI 103: Management Approach 2016	**103-3** Evaluation of the management approach	**2021 Universal Registration Document** Page 176 - Community impact and regional development; Page 178 - Relations with external stakeholders; Page 205 - CSR performance assessment **2021 Sustainability Communication** Page 44 - Community impact and regional development; Page 46 - Relations with external stakeholders; Page 102 - CSR performance assessment	
GRI 413: Local Communities 2016	**413-1** Operations with local community engagement, impact assessments, and development programs	**2021 Universal Registration Document** Page 176 - Community impact and regional development; Page 196 - Biodiversity; Page 196 - Noise **2021 Sustainability Communication** Page 44 - Community impact and regional development; Page 81 - Biodiversity; Page 81 - Noise	Principle 1
	413-2 Operations with significant actual and potential negative impacts on local communities	**2021 Universal Registration Document** Page 173 - Transformation plans **2021 Sustainability Communication** Page 39 - Transformation plans	Principle 1
		SUPPLIER SOCIAL ASSESSMENT	
GRI 103: Management Approach 2016	**103-1** Explanation of the material topic and its Boundary	**2021 Universal Registration Document** Page 55 - Diversity and Human Rights; Page 154 - Corporate Social Responsibility's challenges of the Group; Page 179 - Human Rights and working conditions **2021 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 54 - Human Rights and working conditions	
	103-2 The management approach and its components	**2021 Universal Registration Document** Page 55 - Diversity and Human Rights; Page 179 - Human Rights and working conditions; Page 209 - Vigilance plan **2021 Sustainability Communication** Page 18 - UN Global Compact and Sustainable Development Goals; Page 54 - Human Rights and working conditions; Page 108 - Vigilance plan	
	103-3 Evaluation of the management approach	**2021 Universal Registration Document** Page 179 - Human Rights and working conditions; Page 205 - CSR performance assessment **2021 Sustainability Communication** Page 54 - Human Rights and working conditions; Page 102 - CSR performance assessment	

GRI 414: Supplier Social Assessment 2016	**414-1** New suppliers that were screened using social criteria	**2021 Universal Registration Document** Page 179 - Human Rights and working conditions in the supply chain, EcoVadis assessment platform for suppliers **2021 Sustainability Communication** Page 54 - Human Rights and working conditions in the supply chain, EcoVadis assessment platform for suppliers; Page 96 - Key sustainability data	Principle 2	SDG 5, 8
	414-2 Negative social impacts in the supply chain and actions taken	**2021 Universal Registration Document** Page 179 - Human Rights and working conditions in the supply chain, EcoVadis assessment platform for suppliers and RBA audits **2021 Sustainability Communication** Page 54 - Human Rights and working conditions in the supply chain, EcoVadis assessment platform for suppliers and RBA audits	Principle 2	SDG 5, 8
PUBLIC POLICY				
GRI 103: Management Approach 2016	**103-1** Explanation of the material topic and its Boundary	**2021 Universal Registration Document** Page 154 - Corporate Social Responsibility's challenges of the Group; Page 178 - Relations with external stakeholders; Page 201 - Product compliance and ban of hazardous materials; Page 203 - Fairness of business practices **2021 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 46 - Relations with external stakeholders; Page 86 - Product compliance and ban of hazardous materials; Page 92 - Fairness of business practices		
	103-2 The management approach and its components	**2021 Universal Registration Document** Page 178 - Relations with external stakeholders; Page 201 - Product compliance and ban of hazardous materials; Page 203 - Fairness of business practices; Page 209 - Vigilance plan **2021 Sustainability Communication** Page 18 - UN Global Compact and Sustainable Development Goals; Page 46 - Relations with external stakeholders; Page 86 - Product compliance and ban of hazardous materials; Page 92 - Fairness of business practices; Page 108 - Vigilance plan		
	103-3 Evaluation of the management approach	**2021 Universal Registration Document** Page 178 - Relations with external stakeholders; Page 201 - Product compliance and ban of hazardous materials; Page 203 - Fairness of business practices; Page 205 - CSR performance assessment **2021 Sustainability Communication** Page 46 - Relations with external stakeholders; Page 86 - Product compliance and ban of hazardous materials; Page 92 - Fairness of business practices; Page 102 - CSR performance assessment		
GRI 415: Public Policy 2016	**415-1** Political contributions	The total value is equal to zero	Principle 10	

CUSTOMER HEALTH AND SAFETY		
GRI 103: Management Approach 2016	**103-1** Explanation of the material topic and its Boundary	**2021 Universal Registration Document** Page 154 - Corporate Social Responsibility's challenges of the Group; Page 201 - Product compliance and ban of hazardous materials **2021 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 67 - Recycling of waste and optimization of raw material; Page 86 - Product compliance and ban of hazardous materials
	103-2 The management approach and its components	**2021 Universal Registration Document** Page 201 - Product compliance and ban of hazardous materials; Page 209 - Vigilance plan **2021 Sustainability Communication** Page 18 - UN Global Compact and Sustainable Development Goals; Page 67 - Recycling of waste and optimization of raw material; Page 86 - Product compliance and ban of hazardous materials; Page 108 - Vigilance plan
	103-3 Evaluation of the management approach	**2021 Universal Registration Document** Page 201 - Product compliance and ban of hazardous materials; Page 205 - CSR performance assessment **2021 Sustainability Communication** Page 67 - Recycling of waste and optimization of raw material; Page 86 - Product compliance and ban of hazardous materials; Page 102 - CSR performance assessment
GRI 416: Customer Health and Safety 2016	**416-1** Assessment of the health and safety impacts of product and service categories	**2021 Universal Registration Document** Page 201 - Product compliance and ban of hazardous materials **2021 Sustainability Communication** Page 62 - Energy efficiency; Page 67 - Recycling of waste and optimization of raw material; Page 73 - Environmental footprint of products; Page 86 - Product compliance and ban of hazardous materials
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	The organization has not identified any incidents of non-compliance with regulations and voluntary codes concerning the health and safety impacts of products and services during their life cycle

MARKETING AND LABELING				
GRI 103: Management Approach 2016	**103-1** Explanation of the material topic and its Boundary	**2021 Universal Registration Document** Page 154 - Corporate Social Responsibility's challenges of the Group **2021 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 47 - Customer satisfaction, case studies; Page 67 - Recycling of waste and optimization of raw material; Page 73 - Environmental footprint of products		
	103-2 The management approach and its components	**2021 Universal Registration Document** Page 209 - Vigilance plan **2021 Sustainability Communication** Page 18 - UN Global Compact and Sustainable Development Goals; Page 47 - Customer satisfaction surveys; Page 67 - Recycling of waste and optimization of raw material; Page 73 - Environmental footprint of products; Page 108 - Vigilance plan		
	103-3 Evaluation of the management approach	**2021 Universal Registration Document** Page 205 - CSR performance assessment **2021 Sustainability Communication** Page 47 - Customer satisfaction survey results; Page 67 - Recycling of waste and optimization of raw material; Page 73 - Environmental footprint of products; Page 102 - CSR performance assessment		
GRI 417: Marketing and Labeling 2016	**417-1** Requirements for product and service information and labeling	**2021 Universal Registration Document** Page 193 - Product reuse; Page 201 - Product compliance and ban of hazardous materials **2021 Sustainability Communication** Page 62 - Energy efficiency regulation and requirements; Page 67 - Recycling of waste and optimization of raw material; Page 73 - Environmental footprint of products; Page 73 - Product reuse; Page 86 - Product compliance and ban of hazardous materials		SDG 12
	417-2 Incidents of non-compliance concerning product and service information and labeling	The organization has not identified any incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling		
	417-3 Incidents of non-compliance concerning marketing communications		Not applicable. This information is not applicable to Technicolor activities, as Technicolor is not involved in Direct-to-Consumer sales or marketing	

CUSTOMER PRIVACY		
GRI 103: Management Approach 2016	**103-1** Explanation of the material topic and its Boundary	**2021 Universal Registration Document** Page 57 - Cybersecurity risk; Page 77 - Security of people and assets, including cybersecurity; Page 154 - Corporate Social Responsibility's challenges of the Group; Page 202 - Content security, cyber risks and respect of Intellectual Property **2021 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 90 - Content security, cyber risks and respect of Intellectual Property
	103-2 The management approach and its components	**2021 Universal Registration Document** Page 57 - Cybersecurity risk; Page 76 - Information Technology Security procedures; Page 77 - Security of people and assets, including cybersecurity; Page 202 - Content security, cyber risks and respect of Intellectual Property; Page 209 - Vigilance plan **2021 Sustainability Communication** Page 18 - UN Global Compact and Sustainable Development Goals; Page 90 - Content security, cyber risks and respect of Intellectual Property; Page 108 - Vigilance plan
	103-3 Evaluation of the management approach	**2021 Universal Registration Document** Page 77 - Security of people and assets, including cybersecurity; Page 202 - Content security, cyber risks and respect of Intellectual Property; Page 205 - CSR performance assessment **2021 Sustainability Communication** Page 90 - Content security, cyber risks and respect of Intellectual Property; Page 102 - CSR performance assessment
GRI 418: Customer Privacy 2016	**418-1** Substantiated complaints concerning breaches of customer privacy and losses of customer data	Technicolor has not identified substantiated complaints concerning breaches of customer privacy and losses of customer data

SOCIOECONOMIC COMPLIANCE		
GRI 103: Management Approach 2016	**103-1** Explanation of the material topic and its Boundary	**2021 Universal Registration Document** Page 72 - Internal control; Page 154 - Corporate Social Responsibility's challenges of the Group; Page 203 - Fairness of business practices **2021 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 92 - Fairness of business practices
	103-2 The management approach and its components	**2021 Universal Registration Document** Page 71 - Litigation; Page 72 - Internal control; Page 203 - Fairness of business practices; Page 209 - Vigilance plan; Page 271 - Contingencies **2021 Sustainability Communication** Page 18 - UN Global Compact and Sustainable Development Goals; Page 92 - Fairness of business practices; Page 108 - Vigilance plan
	103-3 Evaluation of the management approach	**2021 Universal Registration Document** Page 71 - Litigation; Page 72 - Internal control; Page 203 - Fairness of business practices; Page 205 - CSR performance assessment; Page 271 - Contingencies **2021 Sustainability Communication** Page 92 - Fairness of business practices; Page 102 - CSR performance assessment
GRI 419: Socioeconomic Compliance 2016	**419-1** Non-compliance with laws and regulations in the social and economic area	**2021 Universal Registration Document** Page 71 - Litigations; Page 271 - Contingencies

13 ACRONYMS

- 3 TGs: Tantalum, Tin, Tungsten and Gold
- AFEP: Association Française des Entreprises Privées (France)
- AP: Air Pollution
- APAC: Asia-Pacific region
- ARPA: American Rescue Act Plan
- BB: Broadband Equipment
- BCP: Business Continuity Plan
- BIPOC: Black, Indigenous and People Of Color
- BLM: Black Live Matters
- BOD: Biological Oxygen Demand
- BOM: Bill of Materials
- CapEx: Capital Expenditure
- CD: Compact Disc
- CDP: Carbon Disclosure Project
- CE: Consumer Electronics or Conformité Européenne (for CE marking)
- CEEVA: Canadian Energy Efficiency Voluntary Agreement
- CEO: Chief Executive Officer
- CEQ: Customer Experience and Quality
- CERT-CC: Computer Emergency Response Team - Coordination Center
- CMRT: Conflict Mineral Reporting Template
- CNIL: Commission Nationale de l'Informatique et des Libertés (France)
- CoC: Code of Conduct
- COD: Chemical Oxygen Demand
- CoE: Center of Excellence
- COO: Chief Operating Officer
- COP: Communication on Progress (Global Compact)
- CPE: Customer Premise Equipment
- CPI: Continuous Process Improvement
- CRT: Cathode Ray Tube
- CSA: Corporate Sustainability Assessment
- CSR: Corporate Social Responsibility
- CSTB: Complex Set Top Box
- CTA: Consumer Technology Association
- DCO: Data Control Organization
- DEI: Diversity, Equity and Inclusion
- DMP: Digital Matte Painting
- DNSH: Does Not Significantly Harm (Green Taxonomy)
- DPO: Data Protection Officer
- DVD: Digital Versatile Disc
- DWG: Designated Work Group
- EAP: Employee Assistance Program
- EC: European Community or European Commission
- ECC: Ethics Compliance Committee
- ECHA: European Chemicals Agency (EU)
- EEE: Electrical and Electronic Equipment
- EH&S or EHS: Environment, Health & Safety
- EIME: Environmental Information and Management Explorer tool
- EMEA: Europe/Middle East/Africa region
- EMRT: Extended Conflict Mineral Template
- EMS: Environmental Management System
- EOL: End of Life
- EPA: Environmental Protection Agency (US)
- EPB: Environmental Protection Bureau (Taïwan)
- EPS: External Power Supply
- ESG: Environment, Social and Governance
- ETM: Early-To-Market
- EU: European Union
- EXCOM: Executive Committee
- FAQ: Frequently Asked Question
- FCPA: Foreign Corrupt Practices Act (US)
- FEV: Film and Episodic Visual Effects
- FGM: Female Genital Mutilation
- FSI: Family Sum Insured
- FX (or VFX): Visual Effects
- GDPR: General Data Protection Regulation (Europe)
- GHG: Greenhouse Gases
- GPEC: Gestion Prévisionnelle des Emplois et des Compétences (France)
- GRI: Global Reporting Initiative (GRI Sustainability Reporting Standards)
- GW: Global Warming
- HEPA: High-Efficiency Particulate Air
- HR: Human Ressources
- H&S: Health and Safety
- HSR: Health & Safety Representatives
- HVAC: Heating, Ventilation and Air-Conditioning
- HW: Hardware
- IAS: International Accounting Standards
- IC: Internal Complaint Committee
- ICT: Information and Communications Technology
- IFRS: International Financial Reporting Standards
- ILO: International Labor Organization
- IoT: Internet of Things
- IP: Intellectual Property or Internet Protocol
- IPCC: Intergovernmental Panel on Climate Change

- IPTV: Internet Protocol Television
- ISMS: Information Security Management System
- ISO: International Organization for Standardization
- ISS: Institutional Shareholding Services
- IT: Information Technology
- KPI: Key Performance Indicator
- LATAM: Latin America region
- LCA: Life Cycle Assessment or Analysis
- LED: Light-Emitting Diode
- LGBTQ: Lesbian, Gay, Bisexual, Transgender, and Questioning
- LMS: Learning Management System
- MCOM: Management Committee
- MEDEF: Mouvement des Entreprises de France (France)
- M&E: Media & Entertainment
- MPAA: Motion Picture Association of America
- MPC: The Moving Picture Company (Technicolor)
- MPEG: Moving Picture Expert Group
- NACE: Nomenclature statistique des Activités économiques de la Communauté Européenne
- NAM: North America region
- NCTA: National Cable & Television Association (US)
- NGO: Non-Governmental Organization
- NSP: Network Service Provider
- OECD: Organization for Economic Co-operation and Development
- OEHHA: Office of Environmental Health Hazard Assessment (California)
- OH&S: Occupational Health and Safety
- OHSAS: Occupational Health and Safety Assessment (British standard)
- OpEx: Operational Expenditure
- OTT TV: Over-the-Top TV
- PCR: Polymerase Chain Reaction (PCR) testing
- PCR : Post-Consumer Recycled
- PEP: Product Environmental Profile
- PoSH: Prevention of Sexual Harassment
- PPE: Personal Protective Equipment
- PUE: Power Usage Effectiveness
- PVC: Polyvinyl Chloride
- QA: Quality Assurance
- RBA: Responsible Business Alliance
- REACH: Registration, Evaluation and Authorization of Chemicals (European Commission)
- R&D: Research and Development
- R&I: Research and Innovation
- RMAP: Responsible Minerals Assurance Process
- RMI: Responsible Minerals Initiative
- RoHS: Restriction of the Use of Certain Hazardous Substances (Europe)
- RRR: Reusability, Recyclability and Recoverability
- SA: Standards Association
- SAG-AFTRA: Screen Actors Guild-American Federation of Television and Radio Artists
- SARS: Severe Acute Respiratory Syndrome
- SBI: Significant Business Incident
- SBT: Science Based Targets
- SBTi: Science Based Targets initiative
- SCIP: Substances of Concern In Products
- SD-DVD: Standard-DVD discs
- SDG: Sustainable Development Goal (United Nations)
- SNE: Small Network Equipment
- SOR: Smelter Or Refiner
- STB: Set-Top Box
- SUP: Single-Use Plastics (EU Directive)
- SVHC: Substances of Very High Concern
- SVP: Senior Vice President
- SW: Software
- TBEN: Technicolor's Black Employee Network
- TCS: Technicolor Creative Studios
- TSO: Technicolor Security Office
- TSO-AT: Technicolor Security Office - Assessment Team
- UHD: Ultra High Definition
- UN: United Nations
- UNGC: United Nations Global Compact
- US or USA: United Nations of America
- USP: Unique Selling Proposition
- VA: Voluntary Agreement
- VAT: Value Added Tax
- VFX: Visual Effects
- VIA: Voluntary Industry Agreement
- WEEE: Waste Electrical and Electronic Equipment (EU Directive)
- WEPs: Women's Empowerment Principles (United Nations Global Compact)
- WFD: Waste Framework Directive (EU Directive)
- WP: Water Pollution
- WW: Worldwide

Headquarters
8-10 rue du Renard
75004 Paris – France
e-mail : **investor.relations@technicolor.com**
Tel. : +33 (0)1 88 23 30 00

Technicolor S.A. with a share capital of €2,357,954.83
333 773 174 R.C.S. Paris

www.technicolor.com

technicolor