2019
SUSTAINABILITY
COMMUNICATION

technicolor

2019

SUSTAINABILITY

COMMUNICATION

Ambitious Talent **Acquisition** and **Development** Programs

A policy of **Continuous Improvement** of the energy efficiency of products

Recognition of CSR performance by rating agencies (Gold rating by *EcoVadis*, C+ Prime rating by *ISS ESG*, Top performer rating by *Vigeo Eiris* and *Gaïa Ethifinance*)

Dear Stakeholder,

Technicolor has been at the forefront of the transition from analog to digital media communications over the past decades.

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

More specifically, Technicolor policies 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 its 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 employees.

For the seventh year in a row, an external audit of our social, environmental and societal information reporting took place, involving more than 50 stakeholders across multiple countries. Accurate information is vital for the continued progress of our sustainability agenda and a key input to leaders across our business making operational decisions on a wide variety of topics.

Focused on suppliers evaluated as "high risk", Technicolor also added in 2018 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, this category representing more than 90% of the total spend of the Group. Suppliers representing about 69% of total spend in this category of Technicolor's suppliers had already been assessed by *EcoVadis* by the end of 2019.

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 the supply chain. RBA membership includes compliance requirements for periodic third party audits of all critical suppliers, with an intense focus on Human Rights.

Diversity, equity and inclusion are key for all businesses of the Group to reflect the societies we serve and where we operate, to foster our creativity, and to promote an equitable approach. On the gender diversity front, actions were put in place through a full range of processes in order to better balance gender diversity and increase the ratio of women in business roles, management levels and the leadership pipeline. In 2019, several initiatives to promote gender diversity were encouraged locally in India, France, UK, Canada, Poland and Australia. In 2020, new initiatives will be launched regarding diversity in a broader approach to be more inclusive for visible and non-visible minorities.

Content security and protection, areas where the Group has demonstrated strong expertise since its inception, remain high on the CSR agenda, and are key to the long term sustainability of our business. 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. It 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.

With respect to climate change and the circular economy, Technicolor is taking all steps to fulfill its responsibilities as a global corporate citizen. In 2019, the Company participated for the twelfth 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.

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

The outbreak of the Covid-19 pandemic had a very significant impact on our business, with the almost instant halt of several activities. As a direct result of these unprecedented times, we had to make the very difficult decision to significantly downsize our workforce across certain locations, and to launch a voluntary temporary deferral in pay and reduction in working hours initiative for the remaining workforce. During this difficult time, beyond monitoring closely the evolution of the pandemic, we have been able to deploy work-from-home capabilities for 80% of employees who could work remotely, and have maintained our operations wherever possible, taking all appropriate measures to guarantee safety for our employees whilst ensuring the continuity of our activities for our clients.

Our commitment to align sustainability reporting to the *GRI Standards* 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 were recognized over the past two years by external and independent agencies. Early in 2020, Technicolor was granted a "Gold" medal for the third year in a row, based on its CSR Rating assessed by *EcoVadis*. Technicolor now ranks among the top 3% of companies rated by *EcoVadis* in the manufacture of communication equipment industry. In 2019, Technicolor CSR performance was also assessed by *Ethifinance*, a European non-financial research and consulting firm, and ranked 3 out of 230 companies in its *Gaïa Index*. In 2018, for the first year of assessment by ISS ESG, Technicolor achieved "Prime" status, and the Group was rated "Top worldwide performer in the software-IT services industry" by *Vigeo Eiris*, a CSR rating agency acquired by *Moody's*.

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

Richard Moat,
Chief Executive Officer

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

CONTENTS

GRI SUSTAINABILITY REPORTING STANDARDS (GRI STANDARDS) AND DISCLOSURES

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

Since 2014, Technicolor has been following the GRI Standards, a worldwide reporting framework on sustainability, to structure its economic, environmental and social reporting.

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. The Sustainability Report includes a GRI Content Index, located at the end of this report.

GRI Disclosure labels are included in both the Registration Document (available on Technicolor's website **https://www.technicolor.com/investor-center**), and in the Sustainability Report. Disclosure labels (for example GRI [102-1], GRI [302-3]) help readers locate the information that they are looking for as indicated in the GRI Content Index. They contribute to give 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 Effluents and 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. The more successful companies are those that integrate societal, environmental and economic reflection in how they do business thus reinforcing the links with all their stakeholders."

Didier Huck, *Vice President, Corporate Social Responsibility and Public Affairs*

Within the Group, the Corporate Social Responsibility department supervises the CSR (Corporate Social Responsibility) processes in relation with the Business divisions. CSR is backed by the Human Resources network and the Environment Health and Safety network, each network with responsible local members located in the main sites. CSR reports to the Human Resources and Corporate Social Responsibility Executive Vice President, who is a member of the Executive Committee of the Group, and who defines Human Resources & 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]*

For more information on Technicolor's activities, as well as their business models, please refer to sections 1.2 (Organization and business overview) and 1.3 (Strategy) of

Technicolor 2019 Universal Registration Document, available on Technicolor's website **https://www.technicolor.com/investor-center**

Revenues of continuing operations

c. €3.8 bn

Revenues BY ACTIVITY

24%
VS 20% IN 2018

1. Production Services
Full range of production and post production services for feature films, TV, advertising and games

23%
VS 24% IN 2018

2. DVD Services
Mastering, replication, packaging and distribution of DVD, Blu-Ray™ and Discs

52%
VS 55% IN 2018

3. Connected Home
Complete portfolio of broadband and video customer premise equipment to Pay-TV operators and network service providers

1%
VS 1% IN 2018

4. Corporate & Others
Trademark Licensing
Corporate costs

1st Worldwide
in Production Services

1st Media services provider
on physical devices

1st Worldwide supplier
of network access gateways

Revenues BY CURRENCY

47%
USD
VS 51% IN 2018

24%
Euros
VS 23% IN 2018

29%
Others
VS 26% IN 2018

Revenues BY DESTINATION

53%
North America
VS 54% IN 2018

26%
Europe, Middle-East & Africa
VS 27% IN 2018

12%
Asia-Pacific
VS 12% IN 2018

9%
South America
VS 7% IN 2018
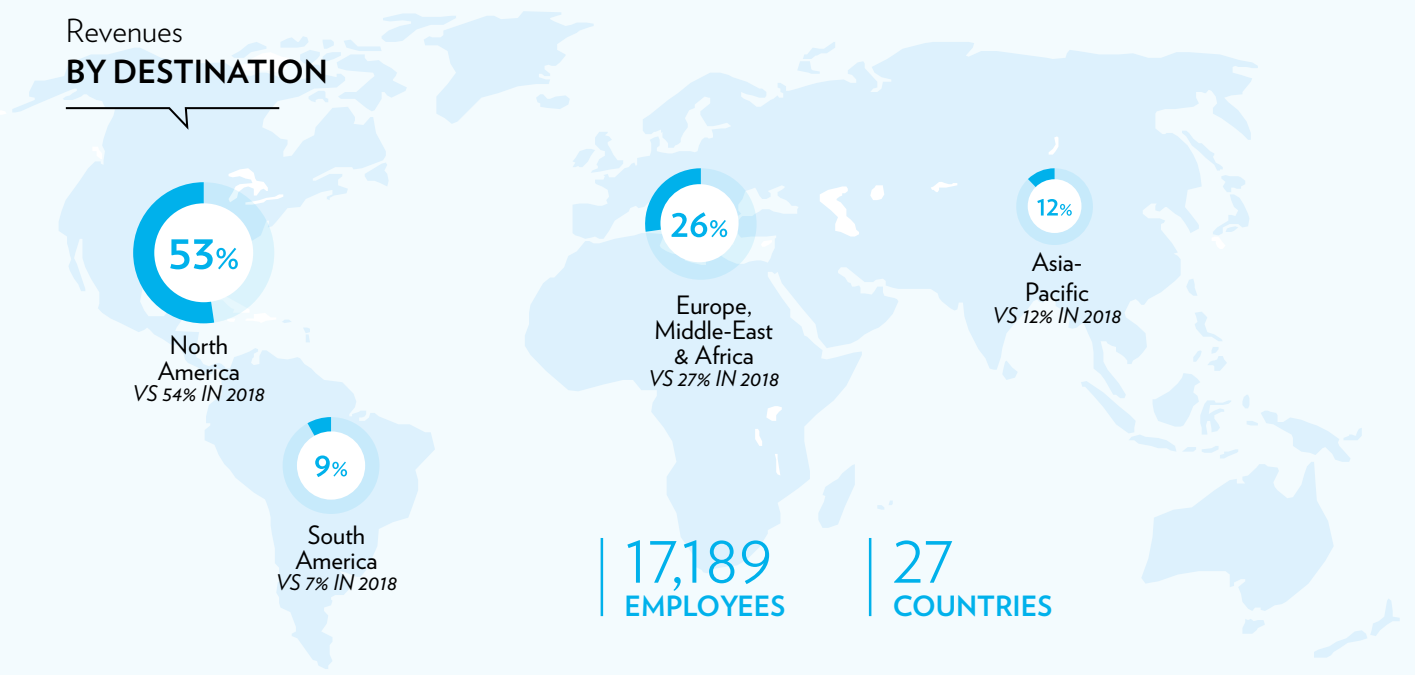
17,189 EMPLOYEES

27 COUNTRIES

WORKFORCE BREAKDOWN AS OF DECEMBER 31, 2019*

* including 225 intermittents.

8,589 CREATIVES

950 CREATIVE TECH SUPPORT
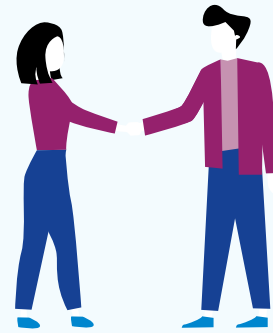
4,946 OPERATIONALS

828 RESEARCHERS & ENGINEERS

2,101 OTHERS

1.1.2 ORGANIZATION AND BUSINESS MODELS

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 (Production Services, DVD Services, Connected Home, Corporate & Others), as well as key highlights, are described below:

INPUTS

FINANCIAL
€3.8 bn revenues from continuing operations

HUMAN
17,000+ employees
27 countries

INTELLECTUAL
800+ researchers & engineers
8,000+ digital artists

ENVIRONMENTAL
Responsible use of water and energy
Waste processing treatments
Environment, Health, & Safety Charter

INDUSTRIAL
Fabless except Brazil
Best in class in Supply Chain

ACTIVITIES

PRODUCTION SERVICES

Undisputed Global Leader in Computer-Generated Imagery (CGI), Riding the Wave of Growth in Premium Content

→ FILM & EPISODIC VISUAL EFFECTS
→ ADVERTISING VFX
→ ANIMATION & GAMES
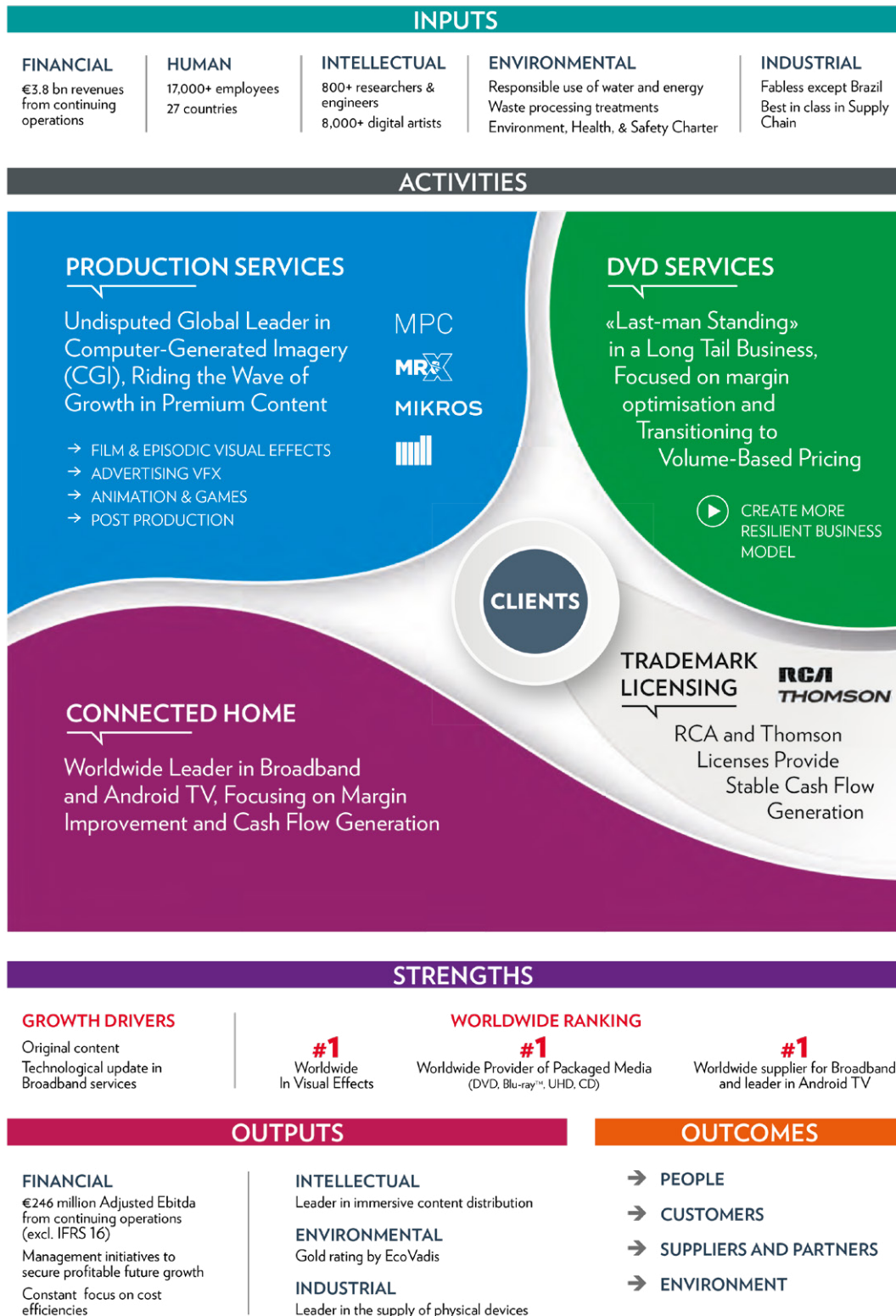→ POST PRODUCTION

MPC
MR X
MIKROS

DVD SERVICES

«Last-man Standing» in a Long Tail Business, Focused on margin optimisation and Transitioning to Volume-Based Pricing

▶ CREATE MORE RESILIENT BUSINESS MODEL

CLIENTS

CONNECTED HOME

Worldwide Leader in Broadband and Android TV, Focusing on Margin Improvement and Cash Flow Generation

TRADEMARK LICENSING

RCA THOMSON

RCA and Thomson Licenses Provide Stable Cash Flow Generation

STRENGTHS

GROWTH DRIVERS
Original content
Technological update in Broadband services

WORLDWIDE RANKING

#1
Worldwide
In Visual Effects

#1
Worldwide Provider of Packaged Media
(DVD, Blu-ray™, UHD, CD)

#1
Worldwide supplier for Broadband and leader in Android TV

OUTPUTS

FINANCIAL
€246 million Adjusted Ebitda from continuing operations (excl. IFRS 16)

Management initiatives to secure profitable future growth

Constant focus on cost efficiencies

INTELLECTUAL
Leader in immersive content distribution

ENVIRONMENTAL
Gold rating by EcoVadis

INDUSTRIAL
Leader in the supply of physical devices

OUTCOMES

→ PEOPLE
→ CUSTOMERS
→ SUPPLIERS AND PARTNERS
→ ENVIRONMENT

The Group operates in three leading operating businesses:

• in Production Services, Technicolor is a leading provider of services to content creators, including Visual Effects/Animation and video Post-Production Services ("Production Services"). The Group has worldwide leadership in VFX for films, and in 2019 contributed to 70% of top box-office films. Winning this year's Academy Award for visual effects for the film "1917" is a tribute to the quality of our offering;

• in DVD Services, Technicolor is the leader in replication, packaging and distribution of CD, DVD, Blu-ray™ discs and UHD ("DVD Services"). Technicolor is by far the largest player worldwide with around 70% market share and 90% in the U.S.

• in Connected Home, Technicolor is leader in 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 gateways, digital Set-Top Box, and other connected devices ("Connected Home"). The Company is a global leader in Broadband and AndroidTV and a trusted partner to the leaders of the industry, such as Comcast and Charter;

The sale to InterDigital of the Research & Innovation ("R&I") activity was completed on May 31, 2019. As a result, the Group reported the financial information of its R&I operation under "Discontinued operations".

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

Production services

The entertainment industry is currently experiencing one of its biggest transformations, driven by the significant growth in streaming platforms and an unprecedented demand for high-end content. Capacity expansion and related investments continued in 2019 to benefit from this dynamic, including Technicolor's announcement at the end of January 2020 of the official launch of its new episodic visual effects business, MPC Episodic.
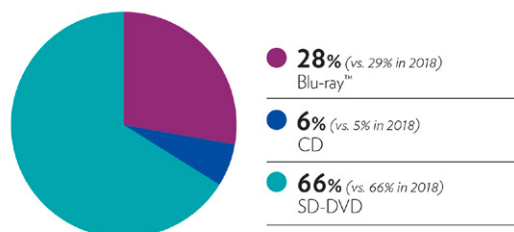
€893 M
€785 M

2018   2019

Production Services revenues were up 10.4% year-on-year at constant rate and up 13.8% at current rate.
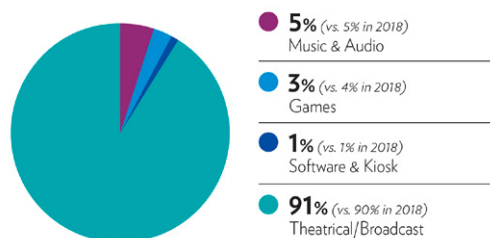
DVD services

Revenues totaled €882 million in 2019, down 9.7% at constant rate and 6.3% at current rate compared to 2018. Revenues decreased in the second half compared to the 2018 second half by 12.1% at constant rate. Total combined replication volumes reached 1,059 million discs, down 11.4% over 2018. Operations are supported by approximately 1 million square feet of dedicated replication and distribution space, with unique capability for the timely delivery of discs to more than 40,000 locations.

VOLUMES BY FORMAT

● **28%** *(vs. 29% in 2018)* Blu-ray™

● **6%** *(vs. 5% in 2018)* CD

● **66%** *(vs. 66% in 2018)* SD-DVD

VOLUMES BY SEGMENT

● **5%** *(vs. 5% in 2018)* Music & Audio

● **3%** *(vs. 4% in 2018)* Games

● **1%** *(vs. 1% in 2018)* Software & Kiosk

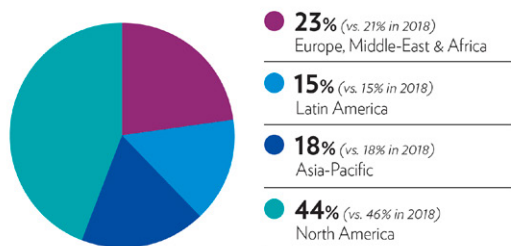● **91%** *(vs. 90% in 2018)* Theatrical/Broadcast

Connected Home

The Connected Home segment generated consolidated revenues of €1,983 million in 2019, accounting for 52% of the Group's reported consolidated revenues.
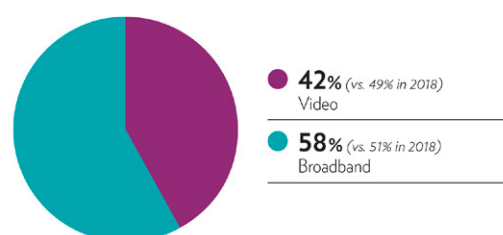
Connected Home shipped a total of 35.4 million products in 2019, or more than 680,000 devices per week. By product category, video devices represented 55% of total volumes in 2019 (2018: 56%), while broadband devices represented 45% of total shipments (2018: 44%) of which 14.6% of total volumes from Manaus.

On the video side, Ultra-High definition products represented around 43% of the Group's digital Set-Top Box revenues in 2019.

REVENUES BY REGION

- **23%** *(vs. 21% in 2018)* Europe, Middle-East & Africa
- **15%** *(vs. 15% in 2018)* Latin America
- **18%** *(vs. 18% in 2018)* Asia-Pacific
- **44%** *(vs. 46% in 2018)* North America

REVENUES BY PRODUCT

- **42%** *(vs. 49% in 2018)* Video
- **58%** *(vs. 51% in 2018)* Broadband

Corporate & Other

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

Corporate & Other operations are as follows:

• Trademark Licensing business monetizes valuable brands such as RCATM and ThomsonTM 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 America and South America;

• 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 and legal 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 operating segments. 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.

"Corporate & Other" recorded revenues of €43 million in 2019, roughly stable compared to last year as some retained patent licensing revenues were recorded for similar amounts.

1.1.3 HISTORICAL BACKGROUND AND STRATEGY

Refocusing our Businesses & Strategic Acquisitions

In the second half of 2015 Technicolor completed two acquisitions: Cisco Connected Devices, the Customer Premise Equipment business of Cisco, was integrated in Technicolor's Connected Home Division. Technicolor's Production Services Division acquired London-based The Mill. In addition, the Group also won additional large studio customers (Fox and Lionsgate) in DVD Services and acquired the North American assets of Cinram to onboard these customers immediately.

In 2018, Technicolor announced an outsourcing agreement from Sony DADC to Technicolor in North America and Australia that started the second quarter of 2018, and Connected Home launched a three-year transformation targeting market share gains while improving profitability in order to absorb potential new headwinds in the market.

In the first quarter of 2019, Technicolor announced it had received a binding offer and entered into exclusive negotiations with InterDigital for the sale of its R&I activity; the deal was closed on May 31, 2019. InterDigital had acquired Technicolor's Patent Licensing business in 2018.

Clear strategic priorities for each business segment

Our goal is to bring both stability and growth to Technicolor and to unlock its full potential in each of its 3 leading positions:

● **Production Services:**

• capture growth in episodic by working more with streaming providers;

• have a top-notch workforce in India which can help us drive profitability especially in smaller projects;

• continue to invest in people and technologies while being disciplined around business selection – taking on profitable projects that represent the best use of our resources.

● **DVD Services:**

• adapt the business model and the cost structure to a declining market;

• renew the contracts with U.S. major studios, moving to volume-based arrangements.

● **Connected Home:**

• focus our efforts on the growing and profitable segments of broadband and Android TV;

• reduce presence in the U.S. video market;

• streamline R&D to provide to customers high quality products in a more efficient way.

Financing

In 2019 the Group continued to invest in additional capacity for its Production Services Division, and in the restructuring of Connected Home. These investments were made mainly by using available cash and no significant financing transactions were undertaken in 2019.

The Group's current debt financing structure consists primarily of its term loans for an amount of €980 million (IFRS amount) at December 31, 2019 issued in 2016 and 2017, as well as lease liabilities of €312 million.

On February 13, 2020 the Group announced a comprehensive financing plan to strengthen the Group's financing structure.

For more information about the Group's refinancing, please refer to the most recent communication and financial news on Technicolor website at **https://www. technicolor.com/investor-center**.

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 2019 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 22 CSR issues. Policies and results regarding these issues are detailed throughout this chapter.

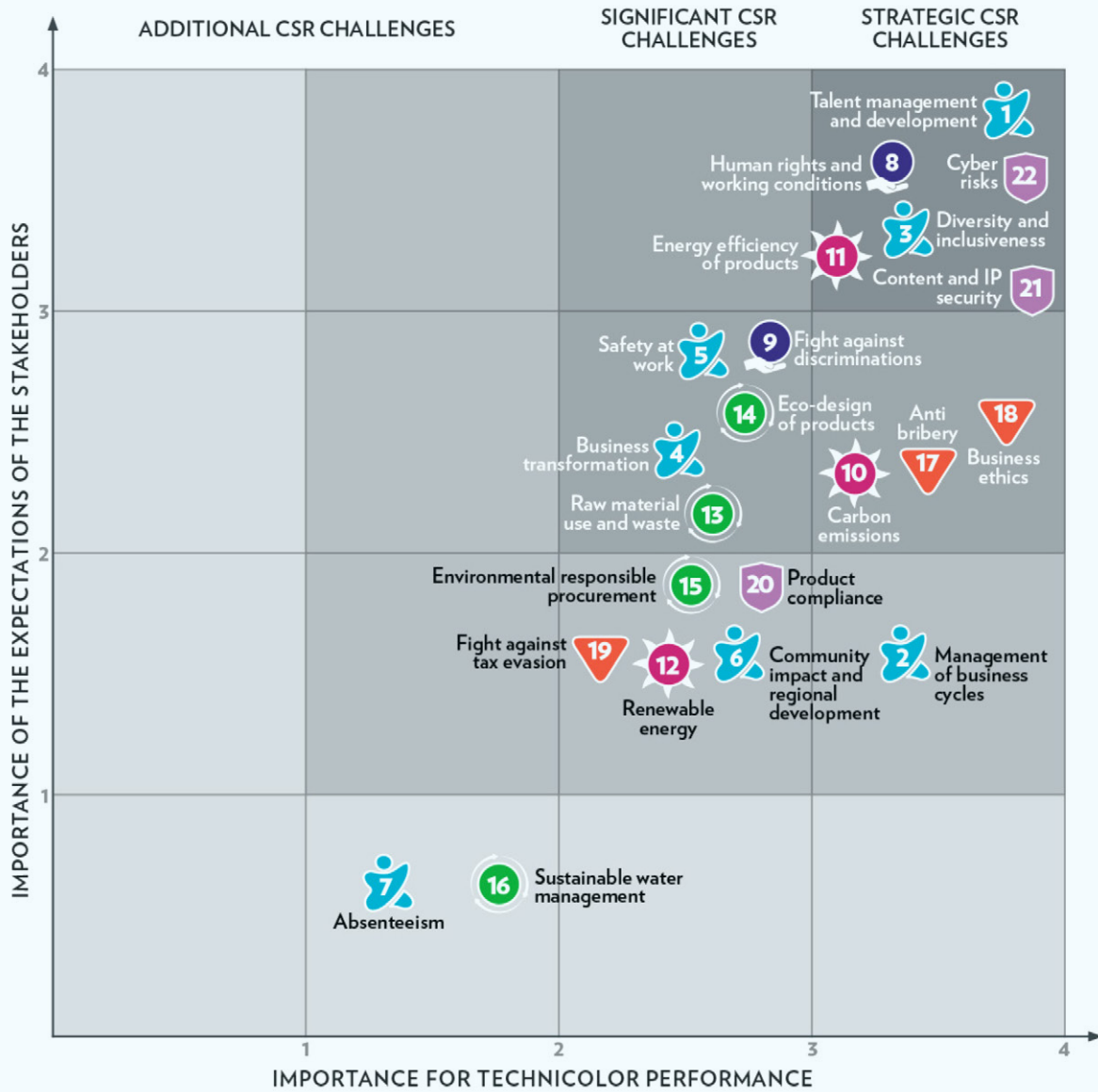|	Macro risk		CSR Challenges at stake relating to macro risk
1	Human capital	1	**Management and development of talents (acquisition, retention and training)*** (see chapter 2.2 of this report)
	In a context of on-going and rapid transformation of our business, and while the profile of talents may vary according to our business, in all cases, the diversity, availability, and development of talent is 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 – creative industries – 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 requires strong and consistent attention while national legislations related to human rights are 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 (see chapter 4.1)
	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)
		12	Renewable energy (see chapter 4.3)
4	Circular economy	13	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.	14	Environmental footprint of products – eco-design (see chapter 5.2)
		15	Environmental responsible procurement (see chapter 3.1)
		16	Sustainable water management (see chapter 5.3)
5	Fairness of practices	17	Anti-bribery (see chapter 7.1)
	In an internationalized and competitive business environment with increasing business ethics requirements, any non-compliance generates major risks	18	Compliance with competition rules – business ethics (see chapter 7.1)
		19	Fight against tax evasion (see chapter 7.2)
6	Safety of customers and protection of customers' content	20	Product compliance and ban of hazardous materials (see chapter 6.1)
	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 physical and digital content distribution	21	**Content security and respect of Intellectual Property*** (see chapter 6.2)
		22	**Cyber risks – protection of networks and of data*** (see chapter 6.2)

*   *Strategic CSR challenges.*

This challenges list is derived from the materiality matrix which prioritizes the 22 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 2018.

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

IMPORTANCE OF THE EXPECTATIONS OF THE STAKEHOLDERS

ADDITIONAL CSR CHALLENGES

SIGNIFICANT CSR CHALLENGES

STRATEGIC CSR CHALLENGES

Talent management and development **1**

Human rights and working conditions **8** Cyber risks **22**

Energy efficiency of products **11** Diversity and inclusiveness **3**

Content and IP security **21**

Safety at work **5** **9** Fight against discriminations

14 Eco-design of products Anti bribery **18**

Business transformation **4** **10** **17** Business ethics

Raw material use and waste **13** Carbon emissions

Environmental responsible procurement **15** **20** Product compliance

Fight against tax evasion **19** **12** **6** Community impact and regional development **2** Management of business cycles

Renewable energy

7 Absenteeism **16** Sustainable water management

IMPORTANCE FOR TECHNICOLOR PERFORMANCE

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 assessment and dialogue based on:

- the operational, business, and reputational impact 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.

◉ **Enabling sustainable content 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 of these products during production and the associated waste at end of life.

At the same time, video content resolution increases regularly, leading to associated increases in the volume of data to deliver and the energy required to do it.

Innovation in electronic product design and in video technologies must support energy efficiency of 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.

◉ **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, 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.

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 Effluents and 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 an integral 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 22 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 11) 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 available on the SDG Compass website: **www.sdgcompass.org**

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, Human Resources & Corporate Social Responsibility*

2.1 WORKFORCE EVOLUTION AND COMPOSITION

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

On December 31, 2019, the Group employed 17,189 employees (71% male and 29% female), compared to 17,745 employees on December 31, 2018, a decrease of 3.1%.

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.

Split by geographical region

The table below shows Technicolor's total workforce as of December 31, 2019, 2018 and 2017, as well as the distribution of personnel across geographical regions.

	2019	2018	2017
Europe	3,194	3,886	3,853
North America	6,013	6,745	6,767
Asia[1]	6,291	5,361	3,955
Latin America[2]	1,691	1,753	1,732
TOTAL NUMBER OF EMPLOYEES	**17,189**	**17,745**	**16,307**
Number of employees in entities accounted for under the equity method	42	45	46
Permanent contracts	14,079	14,225	13,712
Fixed-term contracts	3,110	3,520	2,595
[1] Including India:	5,374	4,687	3,247
[2] Including Mexico:	1,466	1,425	1,334

Total workforce figures above account for executives, non-executives and workers. Agency workers, trainees and apprentices are excluded.

French "Intermittent" contracts are not part of the above table. They represent the equivalent of 168 full time jobs over 2019 while their number decreased from 235 in December 2018 to 225 in December 2019. Over the year, 512 "intermittent" persons have worked for Technicolor.

	2019	2018	2017
Number of Intermittents having worked in December	225	235	413
Full time equivalent over the year	168	272	347

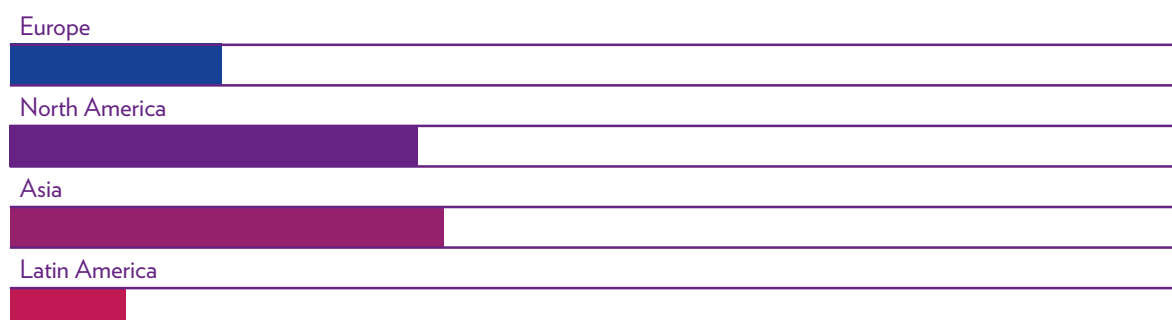### Split by business segment

The followings tables and graphs indicate the number of Group employees by segment and by region as of December 31, 2019. French "Intermittent" contracts are not part of these figures.

Segment	Number of employees	Percentage
Entertainment Services	14,586	85%
Connected Home	1,377	8%
Corporate and Other	1,226	7%
TOTAL	17,189	100%

Employees split **by segment** in 2019

Corporate & Other

Connected Home

Entertainement services

Employees split **by region** in 2019

Europe

North America

Asia

Latin America

Split by gender and job status

At the end of December 2019, the Group employed 5,008 women (representing 29% of Technicolor headcount) and 12,406 men (representing 71% of Technicolor headcount), including "intermittent" employees. The following table indicates the split by gender and job status:

	Women	Men	Total
% Total workforce	29%	71%	100%
Total workforce	5,008	12,406	17,414
% Exempt jobs	24%	76%	100%
Exempt jobs	3,158	10,044	13,202
% Management committee members	24%	76%	100%
% Excom members	23%	77%	100%
Excom [1] [2]	3	10	13
% Board of Directors [3] [4]	45%	55%	100%
Board of Directors [2] [3] [4]	5	6	11

(1) On December 31, 2019

(2) Including CEO Richard Moat

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

(4) As of the date of publication of Technicolor 2019 Universal Registration Document

Gender by job status Exempt

Women

Men

## Gender by job status Non Exempt

Women

Men

Split by gender and age

65% of employees are aged under 40; 20% are aged 40-to-49, and 15% are aged over 50. At the end of December 2019, the breakdown by gender and age is a follows:

| Age	Women	Men	Total
< 20	12	35	47
20 to 29	1,400	3,724	5,124
30 to 39	1,597	4,522	6,119
40 to 49	1,056	2,418	3,474
50 to 59	724	1,303	2,027
60+	219	404	623
TOTAL	**5,008**	**12,406**	**17,414***

*Including "intermittent" employees
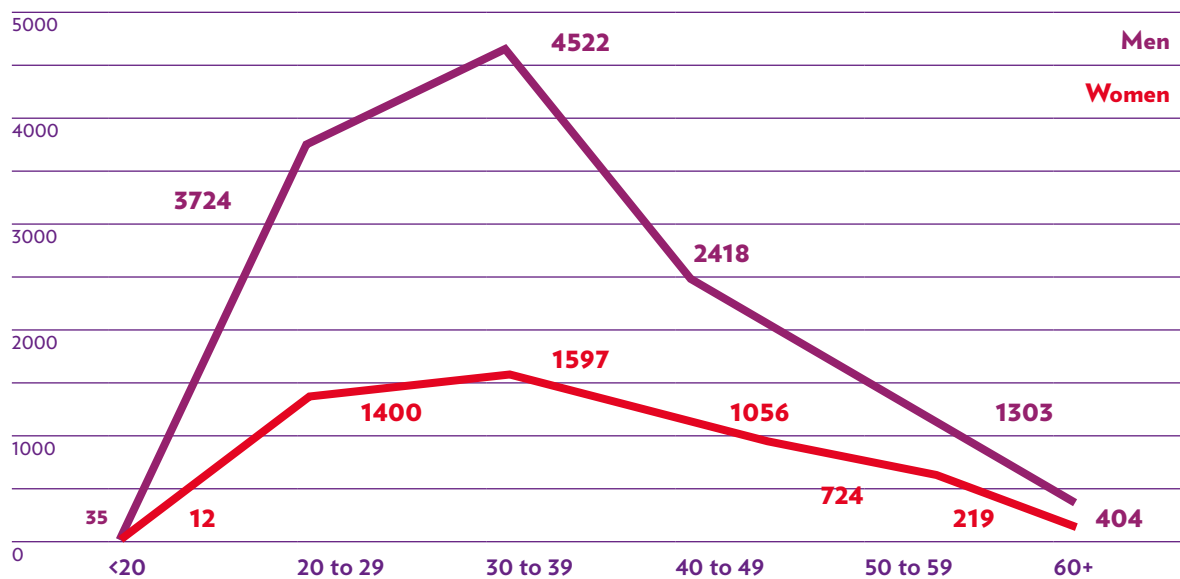
Split by gender and seniority

The following table and graph show the total number of years of employment with Technicolor. 65% of employees have worked for the Company for fewer than 5 years. 21 % have worked for the Company for 5 to 15 years, and 14 % have been employed for more than 15 years. At the end of December 2019, the breakdown by gender and seniority is a follows:

Seniority (years)	Women	Men	Total
< 2	2,105	5,749	7,854
2 to 4	854	2,556	3,410
5 to 9	498	1,334	1,832
10 to 14	640	1,144	1,784
15 to 19	605	988	1,593
20 to 29	232	488	720
30 to 39	69	143	212
40+	5	4	9
TOTAL	5,139	12,606	17,414*

*Including "intermittent" employees
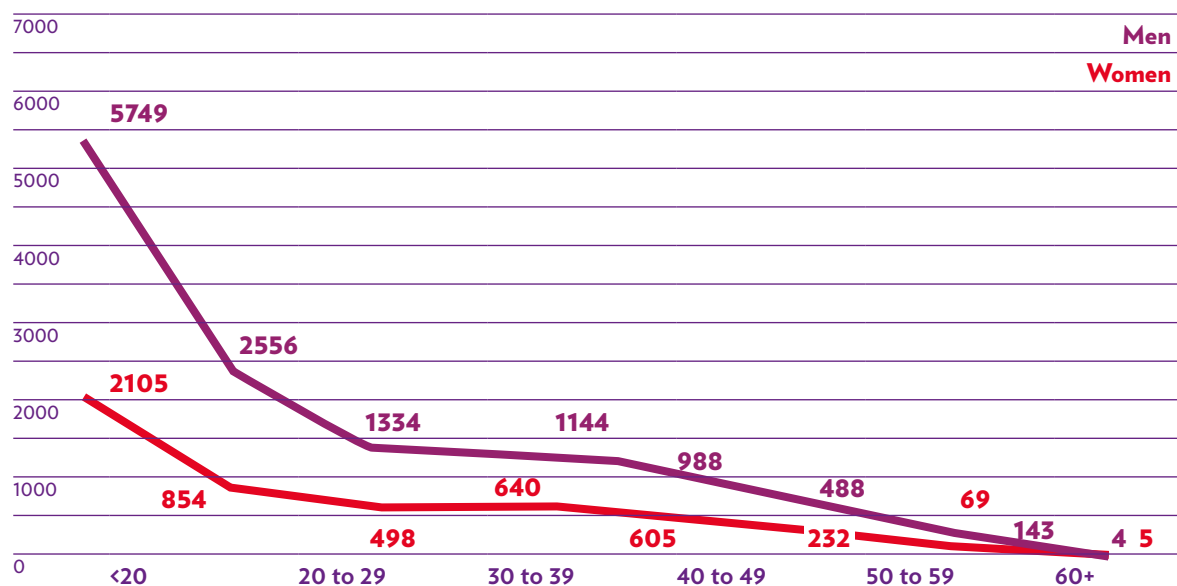
Hiring and Termination

During 2019, 8,500 employees have been hired of which 2,470 were retained as permanent employees and 1,118 were made redundant, "intermittents" excluded.

	2019	2018
Hiring of permanent employees	2,470	3,088
Hiring of fixed-term contracts	6,030	5,415
Acquisitions	-	-
Divestitures	204	253
End and resignations of fixed-term contracts	5,420	3,464
Dismissals	1,118	1,199
Resignations of permanent employees	2,260	2,080
Other (retirement…)	54	69

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:

• Production Services: creative digital talent combining media and technology skills with artistic skills for visual effects, animation and post-production, including artists, supervisors and producers. This activity, as in any creative industry, is project driven, with an important quantity 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 on 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, making critical Technicolor's attraction and retention policies;

• 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;

• 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.

Therefore, the management and the development of talent require a flexible organization to match with these different requirements. The operating model of Technicolor's Human Resources & Corporate Social Responsibility (HR & CSR) organization has three dimensions:

• strong partnership with Business divisions;

• global Centers of Expertise (CoE);

• regional Human Resources shared Services (HR Competence Centers – HRCC), reinforced with HR leaders at the main sites.

The integration of business strategy within the HR processes is constantly reinforced through the HR Business Partner (HRBP) function. HR Business Partners work closely with each business leader to analyze and plan the evolution of Technicolor's workforce skills and competencies, and to ensure they are in line with their development goals. They have a key role in the domains of organizational development, define career paths and development strategies aligned with business priorities. They leverage the Company's HR Global Centers of Expertise and Regional Competence Centers to deliver high quality and cost-efficient services.

The HR Global Centers of Expertise ensure consistency and delivery of key Group HR projects and provide specialized advice and expertise across the whole organization in the following areas:

• Compensation & Benefits focusing on rewards, incentive programs, international mobility programs, performance management, pension schemes, medical care and other benefits;

• Talent and Development focusing on people development to develop people performance programs;

• HR Information Systems, HR Processes and KPIs focusing on implementing coherent and sustainable tools supported with adequate processes;

• Corporate Social Responsibility (CSR) focusing on all areas pertaining to Sustainable Responsibility: Human rights, Health and Safety, Environmental care, Ethics, and Social Responsibility.

Under a unique HR leader, the Regional HR Competence Centers, built on a shared service model, 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. The Group has regrouped countries and regions under a unique organization: Europe, India, Asia-Pacific, Americas: including India, China, Malaysia, Hong Kong, Japan, Singapore, Taiwan, Korea, Australia, France, Belgium, Germany, the United Kingdom, the Netherlands, Sweden, Norway, Italy, Spain, Poland, Brazil, Chile, Mexico, Canada and the USA.

HR Leaders, reporting to the Regional Competence Centers, are appointed in each of the main sites to better support business activities which have common processes and regulations at the site level by delivering all necessary HR transactional activities. HR Site Leaders also contribute to the implementation of Corporate HR programs and facilitate coherent local communications. HR Sites Leaders report to their respective Regional HR Competence Centers. Starting 2019, the HR Competence Center has developed a HR Back Office in India to handle all European and Asian data management, transactional & hiring activities in a unique model.

In Europe, the HR Competence Center manages all Labor Relations, focusing on keeping a consistent set of relationships and interactions with all European union's representatives. The Head of HR & CSR, a Member of Technicolor's Executive Committee, defines HR & CSR strategic priorities in line with Technicolor's strategic plan, implements and adapts the HR & CSR model, identifies organizational needs and related resources, and pilots HR & CSR initiatives across all of the Group's activities.

In order to better support business developments, Technicolor's management and talent development efforts essentially rest on HR division business partners (HRBPs) – in collaboration with local HR – who not only have the most detailed knowledge of strategy and jobs development within their business division but are also closer to the needs of managers and employees.

On the basis of the Resource & Development Plans drawn up each year by the divisions, the HRBPs define and lead hand-in-hand with the management of their organization a HR strategy for their scope which is based on 3 pillars: Talent Acquisition, Performance, Recognition and Retention, and Talent Development.

2.2.2   TALENT ACQUISITION

Within each division, managers and HR generally identify the types of profiles and skills needed to ensure the success of current and future projects and initiatives. When apany, the entire HR team (HRBP and HRCC and CoE) is mobilized to recruit the best talents for our businesses, our projects and our culture.

In the case of animation and visual effects studios of Production Services, the project driven nature of the activities requires the launching of massive recruitment campaigns several times a year – recruiting for several hundred highly qualified jobs – and sometimes multi-country campaigns to accompany the swift launching of large projects (film, series, games…). In the past, each division in Film & Episodic VFX had individual Talent Acquisition Departments, which included Talent Acquisition managers and Recruitment Coordinators. This team and managers from the studios mobilized to recruit the best talents for our businesses, our projects and our culture. These departments worked with Talent managers to identify the types of profiles and skills needed to ensure the success of current and future projects and initiatives.

In the case of individual recruitments (replacements, job creations, creation of teams), the need is initially qualified by the manager with the help of the local HR who will then ensure appropriate research, contact, and recruitment of candidates.

To address these different situations, the Group has invested heavily in the development of its recruitment organization and teams and accompanied the professionalization of their practices.

In that respect, we created in 2018 *The Focus* as our new in-house recruitment agency, hiring for Technicolor's award-winning VFX studios – MPC Film, Mr. X, Mikros, Technicolor Academy and Mill Film.

The Focus as a brand is using its own unique website to make it easy for candidates to find the right jobs, latest news and career development opportunities (whether they are a recent graduate or already established in the in-

dustry), while ensuring the Brands are effectively utilizing the resources among themselves and within the industry.

With more than 50 major movies and TV projects in our portfolio, candidates working within the setup of *The Focus* are able to receive better service to their career aspirations and personal affiliations since we can attract and retain talent across our multiple locations and brands.

The Focus leverages experienced Recruiters to represent the Brands and their proposition/values, but also takes care to create harmonization in hiring practices and to manage the price point for the most economical values across the businesses and the brands. When there is a high volume need in a specific department, these Recruiters are partnered with Sourcers to ensure each brand has the best access to the talent in the industry. 3,100 people were hired in 2019 through *The Focus*, due to the demand for the world's best VFX artists being greater than ever.

In 2020, the Group will be looking to develop *The Focus* online platform further with the creation of user profiles, personalized push notifications, virtual academies and masterclasses. As always, we look to pioneer the way in which talent is engaged, managed and acquired within the VFX industry.

For all other businesses, since 2016, 30 recruiters in all organizations and regions covered by our businesses have had access to and benefitted from support in their professional use of online applicant tracking platform ad access to external recruitment sites (such as LinkedIn). A specific priority is given to Animation and Games to scale their recruitment processes to new massive hiring in Europe, India and Canada. This on-going practice allows Technicolor to extend its scope of research and to reach candidates traditionally invisible to the Group.

Lastly, the Group worked in 2015 and has since capitalized on the local deployment of an attractive Employer branding that allows candidates to better recognize Technicolor as an employer of choice with 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 as part of an annual plan called STEP. This system is built around 2 key moments in the year (January: setting of objectives – November/December: assessment of individual performance based on interviews between employees and managers to assess the achievement of objectives).

However, 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 third parties who collaborated with the person evaluated (360 ° feedback).

After the pilot phase, TEAM is expanding progressively to other business units. 28% of the employees are now using it, as well as 62% 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 keep using 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 Production Services jobs, to cope with the evolution of this domain, of its work organization and of its skills. It has been rolled out in 2019.

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 an 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).

	2019	2018	2017
Evolution of remuneration	5.01%	4.50%	4.12%

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

In 2019, the following extensions were implemented:

Area of action	Type of action	Description of the extension	Country
Health	Wellness	Onsite 12-minute chair massages provided by professional therapists offered to employees – 640 available sessions; over 450 participants.	U.S.
		Onsite Wellness Biometric Screenings ("mini preventive check-ups" offered to employees); over 1,000 participants.	
		Onsite flu shot clinics during Open Enrollment benefits fairs.	
Retirement	Wellness	Onsite Retirement Seminars; 12 sessions; 4 targeted topics from Social Security & Medicare Benefits to "Take the 1st step to investing".	U.S.
Health	Wellness	Personalized telephonic health coaching offered to employees.	U.S.
All benefit plans	Communications & Engagement Digitalization	Launch of Benefits website to educate employees on all benefit programs; easy navigation; valuable "at a glance" information; video library with over 15 short educational videos including topics such as medical overview & preventive care, Health Savings Account, 401(k) retirement, life & disability, etc. www.MyTechnicolorBenefits.com	U.S.
All benefit plans	Digitalization	Implementation of the new MyADP Benefits Enrollment website. New look. Easy navigation. Enhanced functionalities.	U.S.
Health	Benefits Enhancement & Innovation	Implementation of Telemedicine: immediate, personal and professional medical support from the laptop, iPhone or any Android device. Telemedicine service is available at no cost to employees.	Canada
Benefits	Communications & Engagement Digitalization	Implementation of the new Flexit360 Health Benefits Administration and Enrollment Tool allowing employees to independently enroll in the benefits plan as well as supporting them to complete life events and modify beneficiary information. Educational videos are also part of the Flexit360 tool in order to better assist and support our employees in making smart & informed decisions in regard to their benefits plans.	Canada
All benefit plans	Communications & Engagement	Launch Bilingual Benefits educational videos for both permanent and contractual population.	Canada
Health & Dental	Harmonization	Mr. X Toronto harmonization for Group benefits plan under the Technicolor Flex program for permanent and contractual employees.	Canada
Retirement	Implementation	Implementation of the Technicolor group Retirement plan for Mr. X Toronto employees.	Canada

Life	Benefits Enhancement	Addition of a Funeral coverage to help employees covering funeral expenses in case of the death of a direct relative. The funeral expenses provide coverage to Employees, Spouse and children up to age 25.	Mexico
Health	Benefits Enhancement	• Air ambulance coverage increased; • No restriction on n° of children; • Same gender Partner cover for all entities (parents of such same gender partners cannot be covered); • Voluntary Top-up policy option for employees.	India
Wellness	Wellness & Preventive	Implementation of "quality of life" actions at work.	France
Retirement	Benefits Enhancement	Implementation of an occupational Pension plan in Poland (PKK) as per new legal requirements.	Poland

As explained in this Chapter, the retention of our talents is key. Therefore, beyond the processes and initiatives described above, we strive to detect any significant trend that may hamper this objective.

Employee satisfaction surveys were also conducted for all MPC advertising employees and on selected sites for Post-Production services in Canada, the United Kingdom and USA, for DVD Services in Mexico and USA, and Connected Home activities in Brazil concerning a total of 19 sites and of 3,150 employees.

In Film & Episodic VFX (FEV), we have promoted annual Employee Engagement Surveys since 2016. Employee participation has increased year on year. We remain 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.

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. The new campaign has been launched in January 2020 covering more than 4,000 employees.

2.2.4 TRAINING AND DEVELOPMENT

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

"Each business has unique learning and development needs. Technicolor Learning & Development Center is designed to be an internal full-service consultant to support and offer custom 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, *Global Head of Learning and Development*

In order to guarantee a constant match between expectations of our customers and skills of our employees, the Group has set up a training and pragmatic development approach that is as aligned 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 Expertise advises operational managers and HR Business Partners on all aspects of training and development, particularly on leadership and management aspects. HR Business Partners coordinate the construction and monitoring of Development Plans at division or function level. Trainings are organized at the local level by the HR Competence Centers who are responsible for ensuring that training initiatives are optimized across divisions and that they comply with local regulations.

	Women	Men	Total
Number of hours of training delivered	82,556	238,511	321,068
Number of employees trained	3,919	8,949	12,868
Number of hours of training per employee trained	21.07	26.65	24.95

Overall, training initiatives offered in 2019 encompassed 340,619 hours of training for both employees and external persons working under the Group supervision, of which 321,068 hours were delivered to 12,868 Technicolor employees. This represents 24.95 hours of training per employee trained on an annualized basis.

Focus on divisions

Based on an in-depth analysis of training and development needs, and in line with the strategy, many divisional programs identify and develop essential skills, technical and non-technical, to be promoted in the coming years.

The results of these programs establish the foundation of the global training and skills development strategy.

Production Services

The Technicolor Academy
• The core training initiative of Production Services is the Technicolor Academy. It supports globally the efforts to develop excellence in leading-edge VFX skills. Capitalizing on the VFX Academy practice, Academy sessions programs were initiated for Animation. This program is an endeavor to bring in raw talent freshly graduated from University and to provide training to prepare them to work on shots; it targets graduate level artists who are recognized as high potential but have yet to show a full level of competency. Participants benefit from 6 to 12 weeks of training while being paid, followed by 12 months of employment. This program impacted a total of 712 artists (of whose 602 new trainees in 2019) in three locations in 2019 (Bangalore, Montreal and Ade-

laide) – representing 240,929 hours of training. More details are provided in chapter 2.8 of this report.

An updated definition of Skills
• In 2018, MPC Film went through a change management program which transformed how artists are categorized (job architecture) but more importantly defined the competencies and skills within the levels. The competencies have been developed into learning pathways which will be launched in first quarter of 2020.

A New Learning Management System (LMS) for FEV VFX
• In 2018, a new online LMS system (GEM – Grow, Evolve, Master) was developed, which has been initially launched by harmonizing the orientation program for all employees within MPC Film. In alignment with this, we have also been developing learning pathways which are specific e-learning and upskilling programs for each discipline, which are specifically linked to the new competency framework as described above. It was originally launched with one discipline and the remaining disciplines were rolled out during early 2019 and were extended to the FEV service line.

New Production Training programmes
The Production Department within VFX released several new in-house training programs for 2020 – Production Academy powered by The Focus, a Production Graduate program and Producer Training Scheme. These are in-house training programs using real-life examples, problems and challenges of our industry that students will encounter every day at work. Such training also provides a solid understanding of our Brands culture

and identifies the exact skills and knowledge that participants need to succeed in their jobs. All Production Training programmes are hired for locally. The gender identity for sign ups is 13 women out of 20 sign ups for the first round.

• The Production Academy, Powered by The Focus:

is a 12-week program to train future VFX Production Coordinators. The first 2020 class starts in Q1 and a second class will run during Q3. The program is made-up of classroom-based learning, online training, interactive workshops and a series of Subject Matter Expert (SME) masterclasses to provide trainees with the contextual grounding for the direct on-the-show Production experience. After 7 weeks of intensive learning and shadowing, the students will be placed onto show teams across our FEV studios for 5 weeks. During their placement, participants will benefit from experienced co-workers to develop their soft skills and ability to interact with production team, artists and supervisors. Participants will gain a complete overview of the role and acquire the skills to operate as a successful VFX Production Coordinator.

This program does not replace the traditional hiring path to enter the Production Department as Runners, VFX Production Assistants, VFX Production Coordinators, etc. The aim of the program is to respond more quickly to the pressing needs for VFX Production Coordinators across the VFX industry and to expand our diversity profile whilst ensuring that everyone in the team has a strong foundation of knowledge to effectively deliver our shows. We look to expand the diversity in our production team as we hire individuals from outside the industry who are experienced in customer-facing roles, and fast-paced environments.

• The Graduate program is an 18-week training including 12 weeks at the Academy and 6 weeks placement as a VFX Production manager. This program is for recent university graduates to give them the skills they need to be successful VFX Production manager at MPC Film, Mill Film or Mr. X.

• The Producer Training Scheme targets Business graduates with 3-5 years' experience in commercial business or large-scale project management roles. After following the Academy and Graduate program, our future VFX Producers will focus on the business management aspects of a show including gaining skills in production accounting and workforce planning. They will then experience a 7-week placement as Digital Producers within our studios.

Connected Home

Training plans have been developed to match the global resource development plans with dedicated programs targeting:

• critical jobs implementation;

• customer Delivery managers, HW Delivery Lead, SW Delivery Lead, Test Delivery Lead, Platform Delivery manager: 3 rounds of training around Technical, project management, tools, New Product Introduction, Finance, risk management, Microsoft Project, compliance and Security. 39 training sessions were delivered in 7 locations to 368 trainees for a total of 468 hours;

• product unit engineers, with in-house training on processes, were given access to two e-learning platforms Pluralsight and Safari, which includes live mentoring to provide software development training, technology and business learning.

A specific executive coaching program has been implemented for the North American Cable Leadership.

Global soft skills webex training have also been delivered around building awareness on cultural differences, building trust, risk management.

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. The Talent and Development expertise Center

is designed to be an internal full-service consultancy to support and offer custom solutions for these diverse businesses and enhance existing initiatives.

The Talent & Development Center works with businesses to 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.

technicolor

One Culture
Our Values

Diligent
Describes the **meticulous attention to detail Technicolor delivers to its customers** whether in delivering the best rendering of a film or in delivering a great user experience in a set-top box.

Inventive
Reflects one of Technicolor's strongest competitive advantages, based on **invention**, not just **innovation**. It reflects the **wealth of technology and intellectual property** that help us build better post production workflows and better gateways.

Authentic
Reflecting Technicolor's **transparency and trustworthiness** It is the embodiment of a **genuine partner.** It portrays both a sense of originality and security.

technicolor.com

Using the 2017 customized leadership competencies model as a foundation, a more agile approach to development was taken in 2019 to support the development of employee soft skills aligned with Technicolor's vision, values and strategy. The 2019 development initiatives had less focus on "High Potential" labels and more focus on behavior change across all businesses and levels. The result was more employee exposure training to better prepare them to deal with change and get along in their teams, businesses, and in the marketplace. A shift to more virtually delivered sessions, for shorter periods of time, allowed for more participation and increased exposure to colleagues across the globe. This shift allowed 619 unique employees to participate in training and training reinforcements across the organization. This resulted the Talent & Development Center sponsoring 3,912 individual training hours focused on creating a best-in-class baseline for employee soft skills. HRBPs prioritized employees and roles to participate and the T & D Center managed and facilitated the program. Global areas of focus were personal and professional effectiveness, building trust and influence, project management skills, feedback, and change management.

- **The Management Academy**

In addition to the so-called "business" training programs (technical or non-technical) offered within the divisions, the Management Academy plays an important role in the support provided by the Group to managers in all business lines and divisions/functions. Created in 2014, this program defines the common base of management skills expected at Technicolor and maintains a sense of belonging to the Group within the community of 220 managers who already participated in this program.

After a 2014 pilot period during which Management Academy sessions were organized, both internally and externally, in the United States, the United Kingdom, France and Belgium, the program evolved periodically in order to create a true reference program dedicated to the management of skills across the Group in 2015-2018. In 2019, 3 sessions of the new program were created and took place between January and March 2019: 2 days of collaborative training sessions occurred in France, the United States and India, impacting 42 managers from all divisions and functions. Managers participated in a complementary session via Webex to reinforce their learning and give them an opportunity to keep working on certain topics that were covered during the sessions. Moving forward, the Management Academy will become more agile and continuous. The course "6 Critical Practices for Leading a Team" will be offered periodically throughout the year with business-specific sessions being conducted in Connected Home, HES, and Production Services.

Focus on divisions

A Leadership program in the Production Services Division
2018 LEAP (Lead, Energize, Accelerate, Performance) has been piloted within MPC Film. This is a management development program designed to equip and up-skill anyone with management responsibilities. In 2019, this program was extended to the other brands within Technicolor FEV brands. Coaching is offered to all those in Senior Management and can be requested throughout the business. As well as this, the program is being re-energized, ensuring a range of soft skills and diversity and inclusion modules are included. Further in 2020, we hope to digitalize this and bring it in line with our continuous learning ethos.

Implementing Progression and Succession

As talent mobility is higher in the visual effects' domain, MPC Film reviews succession and progression plans on a quarterly basis, and on average promotes 10-15% of the population into new roles on an annual basis. By the end of 2019, there were 366 internal promotions across FEV.

In 2018, MPC developed a talent evaluation system in order to leverage the contribution and other performance data we have within our production systems, so that a more objective means of identifying and assessing talent is routinely used to equip managers to make more consistent and objective decision making about staff movements and developments while providing fair and accurate feedback to the workforce. In 2020, we are looking at how this can be embedded and expanded across all brands within FEV

In 2019, we introduced a new feedback tool combined with a talent evaluation system to support the notion of talent development and transparent feedback. The Continuous Feedback App is accessible throughout the FEV Brands 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.

Job transformation in the Connected Home segment

In 2018, as part of its transformation journey, the Connected Home segment initiated a review of all jobs based on 2 axes: "impact in winning deals" and "impact in generating cash". As a first step, a specific project ("competency quadrant") was launched in June 2018 for 9 critical jobs before being extended to 13 in 2019. The scope is the following:

• review of current scope of work, RACI (Responsible, Accountable, Consulted and Informed) matrix, social map;

• definition of "target profile" per individual;

• definition of a "target A team profile";

• assessment of all relevant population according to technical and professional (common to all jobs) competences defined as part of the "target profile";

• analyze gaps;

• define and implement individual action plan aligned with yearly contribution objectives and reviewed as part of the yearly contribution assessment;

• collective action plans such as training for the whole population of a defined critical job.

In December 2019, the completion rate for this project is 74%. It should be fully completed by summer 2020.

2.3 MANAGEMENT OF BUSINESS CYCLES

GRI *[102-8] [103-1 Employment] [103-2 Employment] [103-3 Employment]*

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 2019, Technicolor had in average 142 employees working less than 5 days per week. Over the year, part time employees

working at least half time represent 96% 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 59% of part time employees. French "intermittent" contracts are not considered as part time employees.

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 are the United States, Mexico, Poland and to a lesser extent Canada and Australia.

Production Services activities such as Visual Effects, Animation and Post-production 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 4,415 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 3,831 full time equivalent jobs across the Group activities.

Across Technicolor, total overtime represents about 606 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 ScheduAll, Laserbase and CETA.

	2019	2018	2017
Average number of part time employees	142	205	285
% of part time employees working at least half time	96%	96%	97%
% of part time employees working at least 4 days per week	59%	63%	57%
Full time equivalent number of fixed term contract (including « intermittents »)	3,831	2,723	2,890
Full time equivalent number of agency workers	4,415	5,414	5,960
Full time equivalent of overtime (including « intermittents »)	606	598	580

(2.4) DIVERSITY AND INCLUSIVENESS

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]

"Being a powerful multiplier of innovation, creativity and growth, it is proven more diverse and inclusive companies outperform those who aren't. We operate in industries where there is a critical talent shortage, meaning there has never been a more important time to focus on equality, inclusion and diversity to inspire a sense of belonging; thus enabling us to attract, retain and develop the right skills, perspective and contribution for the future. We have an obligation to ensure we drive systemic change and provide greater opportunities, and as an organization, we have the opportunity to be a leader in changing the employment landscape of the future. Having culture of equality and equity ensures we can leverage being a more powerful workplace to the benefit of our clients, customers and communities."

Amy Mercer, *Director of Talent, Technicolor Film, Episodic and VFX*

Diversity & inclusion in the workplace

At the end of 2015, a global plan for Diversity and Inclusion was launched. The objective of this plan is to improve processes globally to ensure that practices are 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 are gender diversity, disability, age, and ethnicity.

During 2019, at Group level, work continued to focus on action planning, internal communication and awareness building, with several business units launching programs and networks related to diversity and inclusion in alignment with their workforce requirements. More specifically, in our VFX brands, a pledge was developed to ensure all groups of people are fairly represented within each brand, to use the Technicolor Academies to actively improve diversity in the short-term, and to work long-term with education and industry events to improve the awareness of VFX as a career option for all groups. VFX operate in locations where there is a critical talent shortage, meaning there has never been a more important time to focus on equality, inclusion and diversity. We have an obligation within our businesses to reflect the diverse society in which we operate, and Technicolor also has the potential to provide greater opportunities and to be a leader in changing the employment landscape of the future.

Following this pledge, initiatives have continued with plans to integrate them into a longer-term strategy. For example, the Balance program, a global initiative focusing on improving gender diversity within operations, continues to grow and to develop within FEV.

Seven FEV Balance committees have been set up and developed in different regions, with each region identifying issues that are more prevalent to their local community (e.g., a higher focus on ethnicity equality in one region, compared to LGBTQ+ at another). MPC Film has worked in conjunction with an external diversity network, Access: VFX, and local schools to encourage young people to join the VFX industry. Access: VFX is now a global group, and all brands are looking to replicate the work done in their own regions.

Five Diversity committees were also set up in DVD Services, and one Diversity Committee was set up in Advertising in London.

Gender diversity

A first program was launched in 2014 under the sponsorship of the Executive Committee (EXCOM), in order to better balance gender diversity and increase the ratio of women in business roles, management levels and leadership pipeline. Actions were put in place through a full range of processes and progress continued during 2019:

• three women are members of the EXCOM, representing 23% of the total number of members on December 31, 2019. At the Management Committee (MCOM) level, members are three additional women, together with nine men. Women are reaching 24% of the total number of members including EXCOM members;

• a recruitment policy was adopted to encourage gender diversity 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 diversity is integrated in each division's Talent reviews, which outcomes are presented to the EXCOM, including dedicated action plans as needed.

In addition, initiatives to promote gender diversity are encouraged locally as in India, France, the UK, Canada, Poland and Australia:

• in India, we continued our Women's day celebrations in 2019. In the year 2019, we organized yoga sessions specific for women employees, selecting women's health as the focus. Quarterly women's group catch-up sessions were launched within the Business units, to understand the concerns and to solve the issues as they surface. A POSH Committee Internal Audit was conducted in 2019, to make sure that the process is abided by the law and if at all there is a gap, we work on the same and implement solutions so that these gaps do not persist. In 2019, as part of the learning initiatives, the learning and development function began to keep aside 10% of the training seats for women employees in order to ensure spaces were available for any interested woman. These seats were later opened for all only if there were no eligible women employees for the training on offer;

• in France, actions about "Gender Equity" were implemented. These actions included compensation alignment between men and women, with a dedicated budget, training for managers to appreciate gender diversity, and training to support women in developing their leadership skills and promoting their career. During 2019, Technicolor hosted for the 4th consecutive year the Estim'numérique event that aims to promote gender diversity in the digital sector of the Brittany region. Technicolor encouraged employees to participate during the French national day for Sciences de l'ingénieur au féminin during which professionals in Sciences and Engineering dedicate some time to sensitize school students to scientific and engineering careers. Internally, Technicolor organized a leadership training program, from which 10 women from Connected Home, R&I and Corporate transversal functions benefited, based on 2 aspects: a collective one with group sessions to provide participants with tools to work on leadership aspects, develop internal networks and share questions, experiences and best practices, and an individual aspect with each participant being

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

personally coached by a mentor. In 2019, an action plan was decided about gender equity. In line with the agreement signed in 2016, it authorizes a dedicated budget to align compensation between men and women, trainings to support women and to promote their careers;

• in the UK, The Mill continued to rollout equal opportunities training including unconscious bias awareness for hiring managers and staff, as well as events that champion women as an output from The Mill's internal inclusion network. An International Women's Day breakfast was held for all female employees at The Mill, giving female staff a forum to discuss the challenges and issues they're facing in a male-dominated industry and workplace. While several delicate subjects were discussed, it was a really positive morning that generated a number of great ideas and actions for change, including the rollout of mandatory anti-harassment training for all staff, a revised maternity policy, a 3 month reverse mentoring pilot, a diversity survey shared with all staff and mental-health first aiders assigned to the London studio. The Mill also offers internal mentoring to new parents under a group mentoring program.

Following The Mill's gender pay gap results, a flexible working training session was developed and is now delivered regularly for staff at all levels. The Mill continues to partner with industry to deliver VFX apprenticeships. The Mill participated in World Skills Live UK at the Birmingham NEC, the largest school careers event in the UK attracting upwards of 70,000 students across 3 days. Mill Film made public its gender parity goals with an aim of having 50/50 women in creative roles by 2020, see: **http://www.millfilm.com/millchannel/1941/celebrating-diversity-invfx-the-way-forward**. Mill Film is on the Board for Women in Animation (WIA). Founded in 1995, WIA is the only organization dedicated to advancing women in the field of animation. Mill Film envisions a world where women share equally in the creation, production and rewards of animation, and provides resources and connections to make it happen, see:

https://womeninanimation.org/our-mission. Mill Film partnered with Technicolor Academy to create an inclusion award that highlights inclusive behaviors amongst future generations of VFX artists. By simply making students more aware of the inclusive traits to foster and informing them of a plan to reward the ones that demonstrate them best – they can speak it into being.

During the FEV induction and onboarding process, the balance committees are highlighted, and employees are encouraged to join or to attend up-coming events. In 2019, training on mental health awareness and unconscious bias has been rolled out. During National Inclusion Week 2019, there were events and activities focused on different identities and cultures, such as Celebrate Diversity Month and Black History Month Screenings. Work is in process to create a multi-faith room in MPC London. A Diversity and Inclusion component was added to MPC, Mr. X and Mill Film's periodic engagement survey, and gender-neutral washrooms were facilitated worldwide;

• in Canada, The Balance Forum recorded a 55 min podcast for the entire crew, celebrating and educating gender identity with the idea that by having frank, open and honest roundtable discussions with crew from various points of reference and experience, what gender identity means today can be brought to light on a continuing education basis;

• 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. In 2019, 47 women were hired out of a total 79 hiring which makes 59%. 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 is planned for

the Warsaw offices in response to women staff's request to improve work – life balance;

• in Australia, in an afternoon of inspiring conversation and networking, "Women in Focus" saw over 100 creatives come together to hear five women in leadership share stories, offer advice and connect with other industry locals. The event, hosted by The Focus, was in line with Mill Film's commitment to creating real industry change.

All FEV locations continued to work with their local Balance committees during 2019, 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 promoted on Brand Intranets to help reinforce messaging and celebrate diversity. These types of events include "Inspiring Women" panels; workshops aimed at women to develop their leadership skills. There has also been the development of a Women Steering group, to ensure gender equity is kept to the foreground. There is now a stream called Pride, open to everyone, focusing on creating a welcoming space for all LGBTQ+ employees.

Globally, the Balance program was originally an initiative focused on improving gender diversity within operations, FEV VFX service line. Currently, at least half of the Senior Management Team in each location is female and slightly more in the overall leadership team. The hiring of women for Technicolor Academy outside India reached 34.4% in 2019. As part of FEV, Mill Film achieved an overall 43% women talent hiring at entry level during its first year, and 43.8% during its second year.

A Diversity and Inclusion component was added to MPC, Mr. X and Mill Film's periodic engagement survey, and gender-neutral washrooms were facilitated worldwide.

Employment and integration of disabled people

Depending on national legislations, 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.

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 disabled 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 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. It's ethos – is that anyone can actively pursue a career in VFX. **https://www.accessvfx. org/about-us**. The Mill, Mill Film, MPC, MPC film, and Technicolor Post-Production 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 characteristics, including a number of events promoting difference. 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 including an annual appearance at the World Skills Live UK at the Birmingham NEC. In 2019, Post Production UK has worked on its commitment to a work environment that is more diverse and inclusive. Representation has been provided at both UK Screen Alliance and Access VFX monthly meetings to discuss initiatives, surveys and events that reinforces our commitment. In October 2019, through Access VFX, Post Production UK participated in New Scientist Live UK at London Ex-CeL, attracting upwards of over 40,000 curious minds from students to school groups to families and friends across 4 days. Participation at this event has allowed Post Production UK to pursue further inclusion, diversity, awareness and opportunities for all across the industry as a whole. A Global Post-Production survey was launched in December 2019 aimed at understanding employees views and experiences around diversity and inclusion within the workplace and providing a platform for feedback. These results will help formulate improvement plans for Post Production UK in 2020. A communication campaign was also launched in Post Production UK around the World Mental Health Day which aimed at continuing our journey in raising awareness of mental health issues through encouraging open conversations and ending the stigma. Ultimately, the objective is to strive for a more inclusive environment where everyone feels supported. Further to the communication campaign, Mental Health First Aiders are also available to support any mental health matters.

At the FEV level globally, just under 10% of the employee base who participated in the employee engagement survey, self-declared that they were living with a disability. This was further broken down relatively equally, into those with a mental health condition or those with a physical health condition, or those living with both. As a result in 2019 in London, FEV undertook the Lord Mayors Mental Health Awareness pledge and trained and mobilized Mental Health First Aiders. FEV continues to look into ways the industry may be opened further to those with physical disabilities;

• 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

"At Technicolor, relations with labor unions and employee representatives are conducted on the basis of constructive dialog and mutual respect. Discussions and negotiations take place at European level with the Technicolor European Works Council and at national level with national or site Works Councils. Fostering such relations is critical to the development of an inclusive working environment and the overall success of the Company"

Nicolas Mortier, *Head of Human Resources, France.*

TRANSFORMATION PLANS

Due to the continuous changes in the Media & Entertainment industry and its associated Technicolor business divisions, Technicolor divested in the past years from several domains with the objective to sell such businesses to an external party. 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.

The Research & Innovation activity was sold to InterDigital, who took over all employees (see section 1.2.5 of **Technicolor 2019 Universal Registration Document**).

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

A transformation plan of the Connected Home segment has been launched to adapt globally this acti-

vity and to match with the drastic industry and market changes (for more information, please refer to section 1.2.3 of **Technicolor 2019 Universal Registration Document**). This plan was implemented worldwide and strives to minimize the impact on the employees. A dialog was engaged with the employees' representatives, where present, about the transformation plan

and its accompanying measures in order to promote a contractual approach.

The DVD Services Division strives to anticipate the evolution of the DVD markets and to optimize progressively its operation footprint (for more information, please refer to section 1.2.2 of **Technicolor 2019 Universal Registration Document**).

LABOR RELATIONS

GRI *[102-41]*

Labor relations with Technicolor employees are the responsibility of Site managers in each country with the support of Human Resources.

With respect to its European operations, Technicolor entered into a labor agreement with a 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.

The European Works Council is composed of:

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

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 impacts 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 one time in 2019.

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 2019, Technicolor entered into 35 collective bargaining agreements: 2 in Australia, 1 in Belgium, 6 in Brazil, 21 in France, 3 in Mexico, 1 in the United Kingdom and 1 in the United States of America.

In several countries, collective bargaining agreements are negotiated on a pluriannual basis (three years or more),

and therefore agreements may not have to be renewed in 2019 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 (for *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 propose 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 actors on their career. In order to support these evolutions, the agreement also includes measures about training, secured external mobility, and possibility to get into early retirement program for eligible employees as defined by the agreement.

In addition, 7 Health and Safety agreements were signed in Mexico, Brazil and France.

Country	Headcount	Number of collective agreements signed
India	over 3,000	0
USA	over 3,000	1
Canada	between 1,000 and 3,000	0
UK	between 1,000 and 3,000	1
Mexico	between 1,000 and 3,000	3
Poland	Under 1,000	0
France	Under 1,000	21
Brazil	Under 1,000	6
China	Under 1,000	0
Australia	Under 1,000	2
Belgium	Under 1,000	1

(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 specific requirements of law 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.

The EH&S Charter has been translated in six languages and is available on the Group's Intranet, along with all the EH&S policies and guidelines.

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 2019, 42,902 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 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 (Global Reporting Initiative) Sustainability Reporting Standards.

Safety performance

What follows are results of key safety metrics that were tracked in 2019.

In 2019, Technicolor experienced a 31% decrease in work-related injury and illness incident rate[1] from 0.99 in 2018 to 0.68 in 2019. The work-related lost workday incident rate[2], decreased 48% to 0.30 from 0.58 in 2018.

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 (0.03), to average lost days per incident (8.7), to average lost days per equivalent full-time worker (0.059).

Work-related incident rates for 200,000 hours worked

Year	Injury and Occupational Illness		Lost workday incident for Injury and Occupational Illness	
	Number of Incidents	Rate[1]	Number of Incidents	Rate[2]
2017	243	1.14	114	0.53
2018	225	0.99	132	0.58
2019	163	0.68	71	0.30

2019 Incident rate and lost workday incident rates for 200,000 hours worked

Segment	Injury and Occupational Illness		Lost workday incident for Injury and Occupational Illness	
	Number of Incidents	Rate[1]	Number of Incidents	Rate[2]
Connected Home	5	0.34	1	0.07
Entertainment Services	158	0.71	70	0.31
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 2019 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.

In Mexico, successful programs to improve health and safety have continued with the Mexicali site awarded the certificate of *Empresa Segura* by the government for the fourth year in a row. In Tultitlan, the site continued to relay national health campaigns to the workers.

Australian DVD and distribution sites in Melbourne and Sydney worked towards obtaining the ISO 45001 certification, planned for 2020, reviewing existing safety management systems in place, multiplying safety related training and meetings, reviewing procedures and workplace instructions to minimize risks, such as risks linked to manual handling. A new situational alarm system was put in place, signaling presence of pedestrian in forklifts areas. Before a pedestrian enters forklifting areas, all forklifts must be parked. Conversely, forklifts entering pedestrian areas also need to activate a signal. In Manaus, digitalization of all safety instructions for easy update and display at in production areas was made to comply with the Brazilian legislation. In Rugby, UK, improvements were made to the induction program which covers new employees and contractors.

In non-industrial sites, many initiatives were undertaken to improve the safety and well-being of employees. In Bangalore, India, late night male and female taxi drops benefit from an automated employee transport tool. In the new Paris offices, new risks assessments and action plans were made covering all employees. All through the year management meetings were organized to organize work and social life in the new environment. A website was created to help orientation for newcomers.

Technicolor sites facilitated a variety of community outreach and employee protection initiatives in 2019, including medical exams, vaccinations, flu shots, blood drives, wellness programs, massage, yoga, ergonomic evaluations, first aid training, and other cash, product, and time donations. Of particular note, Manaus welcomes children of employees and neighbors to play soccer on the facility's recreational grounds, while several Creative Services sites welcomed groups of young creatives or children on their premises. MPC sites in Canada and the U.S. were involved in initiatives to develop diversity and inclusion within the VFX industry.

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 2019 was 3.1%.

	2019	2018	2017
Absenteeism rate (%)	3.1%	3.2%	2.8%

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 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.

COMMUNITY IMPACT AND REGIONAL DEVELOPMENT

Technicolor strives to hire locally most of its employees 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, 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 industry associations, and one Film school.

Technicolor focuses its involvement in community initiatives on digital artist education. In addition to its support to the Training Academies (see below), and to the close and sustained relationships established by our studios with the major visual effects and animation schools and universities, the Group supports broader educational initiatives to give opportunities to young talent to access studios and to develop their skills: training students in schools (for example SCAD, Sheridan,and Centre NAD, Montreal) Master classes, Educator's week, consulting of curriculum design (for example with UK Screen Alliance or AI, Seattle), online tests for potential trainees, and supporting third-party digital artists schools.

In 2019, a school-oriented awareness-raising pilot was set up in London to focus working with local schools in less advantaged areas to support our campaign promoting diversity and to have a program to eventually feed into our entry level talent streams. We visited (School 21, East London and The Green School, Middlesex) and did talks and spoke with Year 9s & 10s encouraging them to think of VFX as a career choice.

We currently partner with an apprenticeship provider (White Hat) setting up a program over 12 months where 20% of participant's time is on learning. The program is designed to take participants through business-based learning modules, training of the job as well as having class-based learnings. We are looking to develop this scheme further in 2020 as it supports our campaign around diversity. In late 2019, we set up a graduate scheme to help support the next generation leaders and producers. The Graduate program is an 18-week training including 12 weeks at the Technicolor Academy and 6 weeks placement as a VFX Production manager. This program is for recent university graduates to give them the skills they need to be successful VFX Production manager at MPC Film, Mill Film or Mr. X. We have also developed a Producer Training Scheme, to launch in 2020. This targets Business graduates with 3-5 years' experience in commercial business or large-scale project management roles. After following the Academy and Graduate program, our future VFX Producers will focus on the business management aspects of a show including gaining skills in production accounting and workforce planning. They will then experience a 7-week placement as Digital Producers within our studios.

The Group partners with ChildFund in India to support the SPLASH (Splendid Platform for Learning Arts towards Sustainable Happiness) program and the STEM (Science Technology Engineering Math) program in schools, but also participates to a Women day and an Artathon showcasing works from students in supported schools. The Group supports also the India Foundation for the Arts to help advance projects of cinematographers, with again two projects currently underway over two years. In partnership with Oxfam India, Technicolor supports the WASH (Water Sanitation and Hygiene) educative program with three schools in rural Bangalore. These partnerships represent a yearly commitment of €90 thousand.

It also continues to support activities in various environments relating to the world of film: launching festivals for new talent, supporting charities, and developing new experimental technologies or supporting joint initiatives with students to foster product and service innovation.

The Technicolor Academy

Technicolor Academy's Creative Academies (formerly MPC Academy) is a global initiative of the Group to help bring new talent into the Visual Effects business. It is an in-house finishing school. We hire candidates with some education in a specialty within our field, and

work with them until they are ready to work on feature film Visual Effects. In 2018, MPC Film Academy transitioned to Technicolor Academy, with the aim to support the business units that form Technicolor's FEV VFX Service Line which includes Mr. X and Mill Film as well as Mikros.

With continued growth in the Montreal, London and Bangalore studios, the launch of a new Adelaide studio continues to create large demands for talent. The educational institutions in these areas do not graduate talent with the necessary skill sets in the quantity demanded by the industry. In response, the development and expansion of the Creative Academies aim at developing our own talent. We created in-house training space with industry standard equipment in Montreal, Adelaide and Bangalore. We offer paid employment where individuals will spend from 6-12 weeks in full time training. Those who graduate transition into their department where they begin to work on feature films.

Our first Creative Academy in our Canadian studios was in the autumn of 2014 and in our Indian studio mid-2015, with Adelaide & London starting in 2018. The departments we have trained for are compositing, lighting, FX, Digital Matte Painting (DMP), Animation, Roto Prep, Assets, Software and match-move. Since this project began, the training team has trained over 1,600 artists and developers globally. The project has been a success and continues to be a central part of our talent strategy especially as we explore new territories. 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 American 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 MPC Film, Mr. X and Mill Film. Many have received subsequent contracts and others have gone on to work for our competitors; we see that as a validation of the success of the Creative Academies. As Visual Effects is a show-

based cyclical business, artists tend to be contract based and move between a variety of companies on different projects. We believe that since we took a risk and invested on emergent talent and created an excellent experience for their entry to the business, that they are likely to return to one of Technicolor's FEV units 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.

We aim to source a significant proportion of our future junior talent in compositing, lighting, FX and DMP, Assets, Animation and Roto Prep from 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 helps 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

Technicolor's main activities are in the field of Entertainment 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.

Customer satisfaction is monitored and managed through regular face-to-face structured meetings with individual customers and executive review of any customer complaints for all activities. In addition, Connected Home also drives customer satisfaction surveys (10 in 2019) 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.

We maintain strong relationships with our shareholders and investment community. Technicolor participated to 178 events (roadshows, conference calls and conferences), met 159 institutions (institutional investors) and had 30 contacts with analysts during the course of the year. Overall Technicolor handled 199 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.

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 9)

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

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

To date, Connected Home delivered more than 570 million CPE products to its customers worldwide, since it entered the market in 1994. With a total shipment of 35.4 million products in 2019, or more than 680,000 devices per week, 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.

> "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*

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 and TL 9000 R 6.0 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), Lawrenceville (USA), Manaus (Brazil), Chennai (India), Sydney (Australia), Tokyo (Japan), and Seoul (South Korea).

TL 9000

TL 9000 is a quality management system, based on ISO 9001, designed specifically for the telecommunications industry. It includes performance and cost-based metrics that measure reliability and quality performance of products and services. Five Connected Home sites - Paris, Edegem, Lawrenceville, Hong Kong, and Beijing - have been certified to conform to the TL 9000 R 6.0 standard for supply chain quality.

RBA (formerly EICC) 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 6.0) 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;

- customer care and after-sales;

- 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 2017 to 2019 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.

	In file	Response	Response%
Total	139	32	23%
Per Quarter			
2017 - Q1	11	3	27%
2017 - Q2	28	4	14%
2018 - Q2	42	12	29%
2018 - Q3	22	3	14%
2019 - Q2	14	5	36%
2019 - Q3	22	5	23%
Per Region			
APAC	65	17	26%
EMEA	49	12	24%
NAM	25	3	12%
LATAM	-	-	-

Per Product Category			
BB_Cable	22	3	14%
BB_Telco	47	11	23%
STB_Cable	3	1	33%
STB_IPTV	8	2	25%
STB_OTT	18	2	11%
STB_Sat	41	13	32%

The graph below illustrates the customer survey results for the combined period 2017, 2018 and 2019 across the respective parameters measured (scale 0 to 10)

Satisfaction per question per segment: Total 2017 - 2019

Question	Score
Ease of reaching project management/engineering	7,95
Understanding your business needs	6,71
Working with you and your team	7,18
Communications and formal reporting	6,48
Pro-active approach and information provided	6,24
Flexbility/ability to adapt to changing situations/requirements	5,77
Quality of planning and achieving project & delivery timelines	6,65
Risk management and mitigation planning	6,32
Responding promptly to problems	6,40
Keeping you informed of progress	6,31
Resolving problems to your satisfaction	6,23
Program/project management capabilities	7,78
Hardware engineering capabilities	7,78
Software engineering capabilities	7,09
Test capabilities	5,85
The ease of deployment of the product	7,30
The industrial design of the product	7,94
The final performance of the product in the field	7,17
Price/quality ratio	6,10
Price of professional services (exemple: kitting/ change request)	4,74
Cost of after sales (either performed by Technicolor or done by the customer directly)	5,20

The system structure and attention to customer expectations - as highlighted in the customer satisfaction survey - enable 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.

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*

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 2018, Technicolor sold a total of 1,130 billion DVD, Blu-ray™ 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 10 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	2017	2018	2019
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 2015-2019, 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

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. 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 Ethics and Social 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

"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 EH&S 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.

52 on-site Supplier Ethics audits were performed in 2019 by Technicolor concerning 45 sites as some sites have been audited two times. 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.

Only 1 audit revealed a critical violation that was child labor related. 77% of detected violations relate to health and safety, and 13% to working hours. Health and safety violations represent 92% of major violations, while the remaining categories of major violations detected are

discrimination, young workers and forced 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 2019, such category represents 90.4% of the total spending of the Group.

Suppliers representing about 69% of total spend of this category of Technicolor's suppliers are already assessed by EcoVadis.

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 Entertainment Services. Conversely, the year-end seasonal labor peaks are strongly represented in Entertainment 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, the same as any other worker within the Group.

Technicolor monitors key performance indicators according to SA8000 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 OHSAS 18001.

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 Supplier Ethics 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** available on **www.technicolor.com**, along with other **Technicolor statements on compliance with UK and California anti-human trafficking laws**.

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 to 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 that are illegal and also hamper our ability to perform and to retain talented employees.

Beyond existing legislations, 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 is under preparation 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 the 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 is-

sue. Overall, 50 cases of discrimination and harassment were reported in 2019.

3,179 hours of training including fight against unconscious bias, discrimination and harassment were delivered to 1,198 employees in 2019, of which 1,048 hours of anti-harassment focused training to 643 employees.

In several countries, managers and supervisors are provided Legal awareness training sessions about anti-harassment and non-discrimination. Several new or on-going initiatives were active during 2019:

• 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 on "unconscious bias" was conducted for the leadership team. PoSH Internal Complaint Committee (IC) was revamped with on-boarding a new external consultant, and all were inducted to the complaint handling process. In continuation of this, all the employees were trained on PoSH with the help of video-based modules, and awareness posters were put up on the notice board at all floors. This training covered employees from all the service lines at Bangalore and Mumbai (Trace VFX). 1,242 employees attended such training through 33 sessions. Through various avenues, we continue to educate employees on the unconscious bias. In India, the practice continued to make provision for mutually agreeable extension of employment for senior workers, past the national retire-

ment 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. Partnering with Oxfam India, the Technicolor team supported 98 local teams in the 2018 Trailwalker "Walk for Equality" event, with walks of 50 and 100 km over three days, while also staffing a checkpoint along the route for support and hospitality during the 3-day event;

• 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. In 2019, training on mental health awareness and unconscious bias has been rolled out. We have recently rolled out our Men-

tal Health Pledge and moved to core hours in order to promote positive work life balance. During National Inclusion Week 2019, there were events and activities focused on different identities and cultures, such as Celebration Diversity Month and Black History Month Screenings.

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

• in Australia, workshops were facilitated for Women in Leadership, to inspire current and future female leaders in the workplace. Development needs were discussed, and personalized succession plans developed and continuous action is planned for 2020.

MPC Film ▌▌▌ MRX technicolor
FEEL THE WONDER

Inclusion and Balance Committees

We launched our Balance Committees – a key component to our Balance brand. Our committees are open to everyone and cover all aspects including ethnicity, LGBTQ+, women, culture, personalities and backgrounds – ensuring all groups are fairly represented.

Committees meet on a bi-monthly basis to discuss initiatives, with regular interviews, video updates and events promoted on our company intranet to help reinforce our messaging and celebrate our diversity.

Technicolor celebrates cultural diversity during National Inclusion Week in London

4 CLIMATE CHANGE

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 2019.

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.

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.

The EH&S Charter has been translated into six 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 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, environ-

mental 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 50 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 51 sites included in this report may be reviewed in the subsection "Data collection method and rationale" (see chapter 8.2) 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 2019-2021

Technicolor established the following climate change goals and objectives for the Group, to be met by its worldwide operations by the end of 2021:

• 30% minimum proportion of electricity coming from renewable sources;

• reporting to satisfy GRI (Global Reporting Initiative) Sustainability Reporting 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 2019, worldwide energy use was approximately 1,214 terajoules, a decrease of about 11% compared with 2018. Of the total energy consumed, 88.4% was in the form of electricity (of which 24% was from renewable sources), 11.2% was in the form of fossil fuels, and 0.3% was in the form of purchased steam or chilled water. When compared to total revenue, average energy intensity was 0.319 TJ/M€ across the business in 2019.

Energy consumption

	Total (terajoules)	Electricity (terajoules)	Fuel sources (terajoules)	Total per revenue (terajoules per M€)
2017	1,452[1]	1,314	124	0.333
2018	1,368[2]	1,200	151	0.342
2019	1,214[3]	1,073	137	0.319

(1) Total energy includes about 14 TJ steam or chilled water purchase.
(2) Total energy includes about 18 TJ steam or chilled water purchase.
(3) Total energy includes about 4 TJ steam or chilled water purchase

2019 Energy consumption

	Total Energy (terajoules)	% Total Group (%)	Electricity (terajoules)	% Total Segment (%)	Fuels (terajoules)	% Total Segment (%)
Connected Home	44.4[1]	3.7%	41.0	92.3%	1.2	2.7%
Entertainment Services	1,168.3[2]	96.2%	1,030.6	88.2%	136.0	11.6%
Corporate & Other	1.4	0.1%	1.2	85.7%	0.2	14.3%

(1) Total energy includes about 2.2 TJ chilled water purchase.
(2) Total energy includes about 1.7 TJ steam purchase.

Greenhouse gas emissions

Upon evaluation of 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 (CO2eq) 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 2019, a total of 7,846 metric tons of CO2eq were emitted from combustion sources within Technicolor's industrial plants and larger non-industrial locations. This figure was calculated using the 1996 Intergovernmental Panel on Climate Change (IPCC) Emission factors.

Air emission

Scope 1 emissions	CO$_{2eq}$ (metric tons)
2017	7,087
2018	8,638
2019	7,846

Indirect emissions from consumption of electricity, steam, and chilled water (Scope 2) were 134,064 metric tons CO2eq and were estimated using the 2018 International Energy Agency emissions factors.

Scope 2 emissions	CO$_{2eq}$ (metric tons)
2017[1]	199,036
2018[1]	172,836
2019	134,064

(1) In prior years, Scope 2 emissions were estimated using the 2014 GHG Protocol version 4.5 emissions factors.

Beyond scope 1 and scope 2 greenhouse gas emissions, the most significant contributions to scope 3 greenhouse gas emissions are shown below, in decreasing significance. 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. The total impact of all Connected Home devices produced during 2019 is estimated to be an equivalent 1.07 million tons of CO2eq during each full year 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;

• raw materials and distribution of DVD and Blu-rayTM discs. The estimated impact of all inbound and outbound traffic controlled by Technicolor during 2019 for DVD products was 65,745 tons CO2eq;

• raw materials, manufacturing, distribution, and dismantling (cradle-to-cradle) of Connected Home devices (Set-Top Box and gateways). The estimated impact of all inbound and outbound traffic controlled by Technicolor during 2019 for Connected Home devices was 11,817 tons CO2eq;

• employee commuting;

• business travel, primarily air travel, had an estimated impact of 28,040 tons CO2eq during 2019;

• data centers supporting all businesses and functions within Technicolor, but primarily attributable to Production Services generated an estimated impact during 2019 of 16,340 tons CO2eq.

In 2019, Technicolor participated for the twelfth 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, Production Services 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 2019 was estimated to be 16,340 tons CO2eq.

Climate change highlights

Sites, both industrial and non-industrial try equally to reduce their energy consumption. Efforts to reduce energy consumption locally continued in 2019. Typical efforts involve lighting fixtures changeover to LED appliances, HVAC improvements (heating, ventilation and air-conditioning), and shutting down of light or systems during week-ends 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 insulation in exposed offices. Many initiatives took place at the site level in 2019 to reduce carbon emissions in addition to energy saving initiatives implemented in both Industrial and non-industrial sites:

• indirect energy saving initiatives continued such as replacing travel by an array of teleconferencing, messaging, and various video calls applications (such as in London The Mill), or teleworking which benefits both people and planet, saving time and fuel wasted in commutes. Some sites also have put in place local bus commutes or are organizing smart routes for transporting workers from or to their homes when need be (India, Bangalore), or are encouraging employees to use bicycles (Paris Mikros site has a bike space, Edegem participates in a bicycle day program, offering breakfast to employees riding their bicycles on that day);

• purchasing green energy or developing renewable energy on site: a couple non-industrial sites have shifted to 100% green energy contracts (New York The Mill, and London MPC), and the Connected Home factory located in Manaus Brazil continues to produce solar energy;

• offsetting emissions also takes place either through mandatory participation schemes such as in Hollywood where the site purchases CO2, NOx, and VOC emission credits, or through voluntary action such as at Montreal Mikros Image where the site organized a fundraiser to offset travel emissions, donating money to the Carbone Boréale scientific organization which manages reforestation in primary forests in North Quebec;

• other initiatives and experiences are beneficial in more than one way, as they raise awareness and knowledge of life cycle assessment tools and carbon footprint approaches in a way that influences local selection of products or services. Many sites have opted for new choices, shifting to eco-office paper, eco-friendly hygiene products, ceramic mugs or disposable paper cups versus disposable plastic cups, replacing plastic cutlery by durable metal cutlery, replacing bottled water by chilled water fountains or faucets, (Mikros Paris, Montreal MPC).

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. These include the European Union Code of Conduct on Energy Efficiency of Digital TV Service and Energy Consumption of Broadband Equipment, the European Union's Industry Voluntary Agreement to improve energy consumption of Complex Set-Top Box (CSTB), the U.S. Voluntary Agreement for Ongoing Improvement

to the Energy Efficiency of Set-Top Box (STB), the U.S. Voluntary Agreement for Ongoing Improvement to the Energy Efficiency of Small Network Equipment (SNE), and the Canadian Pay-TV Set-Top Box Energy Efficiency Voluntary Agreement (STB CEEVA). In 2019, Technicolor decided to sign the Canadian Energy-Efficiency Voluntary Agreement for Small Network Equipment (CEEVA SNE) to extend its existing energy saving initiatives into the Canadian market.

As it relates to Customer Premises Equipment (CPE), Technicolor was the first 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. By anticipating the revision of Voluntary Agreement release and the elaboration of the European energy efficiency regulation, Technicolor acts for the improvement of energy efficiency of Gateways and Set-Top Box.

As it relates to 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, the total impact of all Connected Home devices produced during 2019 is estimated to be an equivalent 1.07 million tons of CO_2eq during each full year 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.

Energy efficiency regulation

One of Technicolor's corporate values is a commitment to globally agreed standards and voluntary agreements. Technicolor maintains representation in international environmental and safety standards-setting bodies, just as it does in the relevant engineering committees.

Connected Home engineers have served on several international boards focusing on energy consumption standards, endeavoring to draw together the work carried out in this respect in Europe, the U.S., Canada and Australia.

Within Digital Europe (DE) industry association, Technicolor participates actively to working groups related to energy efficiency in relation with Technicolor products. The role of DE is to provide inputs when a new environmental EU regulation is elaborated. In energy efficiency regulatory matter, the first objective of DE is to check that regulation pre-study reflects the real situation regarding energy and non-energy related aspects, and to ensure the consistency and the completion of the pre-study. The second objective is to verify that the new regulation provides a real energy saving. The third is to avoid negative impact considering a larger context than energy aspects such as technology, manufacturing, functionalities, price, and all other direct and indirect environmental impacts. To this end, DE provides technical

and non-technical inputs, position papers, and proposition, at each stage of the EU regulation elaboration.

Externally, there has been an increased drive towards good practice through voluntary codes such as Voluntary Agreements for ongoing improvement to the energy efficiency of Set-Top Boxes and Small Network Equipment in the United States, Pay-TV Set-Top-Boxes Energy and Small Network Equipment Voluntary Agreements in Canada and the European Union's Code of Conduct (CoC) on the energy efficiency of Broadband Equipment (CoC BB) as well as the European Union's Industry Voluntary Agreement (VIA) on Complex Set-Top Box.

Technicolor was an early signatory of the latter Code of Conduct with the Company putting its name to it in May 2008, which commits Technicolor to developing and bringing to market products that comply with stringent energy efficiency levels.

In 2019, Technicolor has participated and contributed to the revision of CoC BB V7with the finalization and the publication of CoC BB V7. The VIA version 6 has been published inApril, 2018, including some non-energy requirements related e.g. to Repair, Reuse and Recycling (RRR), to products' durability and upgradeability, to restriction of some flame retardants in plastic parts in addition to RoHS, restriction of Short Chain Chlorinated Paraffins (SCCP), and the full recyclability of packaging.

In Australia, Technicolor is an Associate Member of the Subscription Television Industry Voluntary Code for improving the energy efficiency of conditional access Set-Top Box.

In Canada, Technicolor is signatory of the Canadian Energy Efficiency Voluntary Agreement for Set-Top Box (CEEVA) and the Canadian Energy-Efficiency Voluntary Agreement for Small Network Equipment (CEEVA SNE).

As such, Technicolor must ensure the products we manufacture meet or exceed the energy efficiency guidelines in the different countries.

In Europe, Company reporting for 2019 demonstrates 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. 2019 reporting demonstrated that:

• 88% of our Set-Top Box units put on the market are compliant with 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 of the Code of Conduct for

Broadband Equipment and 75% are compliant with the idle state power target.

This recurrent issue demonstrates that the power or energy consumption model of Code of Conduct for Broadband Equipment (CoC BB) and all other Voluntary Agreements should permanently be reviewed in order to reflect the change of hardware and software functionalities of Home Gateways:

• the CoC BB power model needs to be relevant also for High End Gateways model;

• the CoC BB should evolve from a power consumption model to an energy consumption model to reflect the real carbon footprint of Home Gateway during its use phase.

The traffic condition used for on mode power measurement should follow the increased bandwidth needed by new TV services such as Multi-room TV, UHD definition, Over-The-Top TV.

Energy-related Products - ErP Directive
The European Union's Energy-related Products (ErP) directive (2009/125/EC) aims to improve the energy efficiency and environmental performance of products throughout their life cycle. ErP is a framework directive meaning that products are not subject to eco-design or energy efficiency requirements until "Implementing Measures" (E.U. Commission regulations) have been issued setting specific standards for priority products.

Implementing Measures include designing products with both eco-design and power consumption/energy efficiency requirements for products placed on the market, with conformity verified through application of the CE label. In December 2012, the European Commission published its Eco-design 2012-2014 working plan setting out an indicative list of energy-using products which will be considered in priority for the adoption of implementing measures (as an indicative list, twelve broad product groups will be considered with no major direct impact on the Technicolor current business activities).

To date, products marketed by Technicolor Connected Home are not subject to the Energy Labeling Directive.

The ErP directive stipulates that self-regulation may be an alternative to an Implementing Measure for setting eco-design requirements if self-regulation achieves policy objectives more quickly or at lesser expense. It is within this framework that a group consisting of service providers, equipment manufacturers, software providers, conditional access providers and component manufacturers has tabled a Voluntary Industry Agreement

(VIA) to address the environmental impact and energy consumption of complex set-top boxes (set-top boxes with conditional access).

In December 2008, the European Commission adopted Eco-design Regulation n°1275/2008 to reduce the energy consumption of all household and office products in standby and off mode (the "Standby Regulation"). Under the regulation, eco-design requirements took effect in two tiers: in January 2010 and January 2013. This second tier introduced a power management feature in addition to eco-design requirements relating to power consumption in "off mode", power consumption in "standby mode", availability of off mode and/or standby mode with more stringent energy performance requirements.

Other EC regulations impacting Technicolor business activities include eco-design requirements for no-load condition electric power consumption, average active efficiency of external power supplies (278/2009/EC), and eco-design requirements for simple Set-Top Box (107/2009/EC).

Technicolor continues to develop eco-design assessment tools and systems to effectively deal with ErP regulations, including new and future features and builds a comprehensive strategy in this regard.

Furthermore, as European Union regulations continue to evolve, Technicolor constantly tracks developments directly via Digital Europe, a European industry association, and other industry organizations.

In this way, Technicolor contributes to preparatory studies that will feed into drafting of the Implementing Measures for the ErP framework directive and shares its knowledge accordingly.

This was notably the case for the preparatory study on Networked Equipment (known as Lot 26), now Commission Regulation 801/2013/EU, amending the existing Standby Regulation 1275/2008. Changes include the addition of new definitions of networked standby electric power consumption levels, power management of networked equipment, information to be provided by manufacturers, transition periods, new measurement requirements & verification procedure.

It was also the case for the comments ahead of the publication of the Commission's draft proposal for ErP External Power Supplies (EPS, known as Lot 7), and impact study related documents. Industry recommendations were that ErP Lot 7 and its energy efficiency requirements should be fully aligned with the US regulation on EPS from the US Department of Energy (DoE),

which came into force in 2016. These recommendations were finally retained and adopted in the Commission Regulation n°2019/1782 of October 1, 2019 laying down eco-design requirements for external power supplies (repealing regulation 278/2009/EC). Revised scope includes multiple voltage output external power supplies, which were not covered by the regulation 278/2009/EC and will deliver further energy savings. Application date of revised requirements is April 1st, 2020.

Acutely aware of the contribution of energy efficiencies to environmental improvements, Technicolor is continually innovating to achieve optimal energy efficiency targets.

4.3 RENEWABLE ENERGY

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

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 for 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, the 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 (%)
2017	16.8%	15.2%
2018	19.0%	16.6%
2019	24.1%	21.3%

Business Segment	As a percentage of Electricity (%)	As a percentage of Total Energy (%)
Connected Home	25.3%	23.3%
Entertainment Services	24.0%	21.2%
Corporate & Other	17.5%	14.9%

Local highlight, Brazil

In Brazil, the Connected Homes manufacturing plant dedicated to the production of set-top box for the Americas has a long-term plan to improve its carbon footprint, in part by increasing its proportion of energy from renewable sources. While some portion of electricity available on the market is from renewable sources, the site also installed solar panels, energy storage systems, and control systems sufficient to generate 10% of the electricity consumed by the site.

Over the past years, Technicolor's reforestation program in Manaus involved the planting of acai berry trees - renowned for their ability to absorb greenhouse gases - in deforested areas of the Amazon. In this way, program participants not only contribute to tackling deforestation which is responsible for 15% of the world's greenhouse gas emissions but also help raise the awareness of fellow employees and residents as regards the importance of preserving natural resources and how we all play an important part in the fight against global warming.

NEUTRA de CARBONO
IBDN.ORG.BR

DEFESA
IBDN

Certification

The Brazilian Institute for the Defense of Nature certifies that the

TECHNICOLOR BRASIL MIDIA E ENTRETENIMENTO LTDA

carried out the **NEUTRALIZATION OF THE EMISSION OF GASES OF THE GREENHOUSE EFFECT** relative to the year 2018 with the planting of 5,106 (five thousand, one hundred and six) açaí seedlings in the Santo Antônio community.

The Compensation Project promoted socio-environmental responsibility in the community of its implementation.

Date of issue:
JANUARY 2019

The Manaus site is also harvesting rainwater and is sharing the part that it does not use with the community via redirection pipes the site paid for. An organic plant project is unfolding in parallel, featuring a composting plant, a nursery of fruit, vegetable and ornamental plants, a vegetable garden, all contributing to a decrease of carbon emissions generated by the activity (Manaus already compensates 100% of its emissions), while proposing a more favorable social environment for the employees.

New for 2019, the site invested in a biodigester, whereby the residual organic food waste generated each day at the on-site canteen can be mixed with bacteria undergoing an anaerobic digestion process, and that process generates enough methane gas to supply one full 8-hour shift for the industrial stove in the canteen. Additionally, the biodigester by-product becomes a natural fertilizer that is then used as part of the site's organic garden, at a rate of about 19 kg per day.

For all these accomplishments, the site was awarded in September 2019 the *Chico Mendes Selo Verde* green certificate, which recognizes continuous improvement in socio-environmental performance. In January 2020, Technicolor Brazil was certified as a *Nature Partner Company* by *the Brazilian Institute for the Defense of Nature*. By generating savings, and yielding environmental benefits, the Manaus green project contributes to making Technicolor's plant in Brazil environmentally friendly, economically viable, and socially fair.

CIRCULAR ECONOMY

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 2019.

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 2019, three SBIs associated with EH&S aspects were reported, and penalties or fines in the amount of €35 thousand 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 2019, five locations were internally audited as part of Technicolor's objective of auditing each industrial location at least every three years. As a result of these audits 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 2019, 42,902 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 (Global Reporting Initiative) Sustainability Reporting Standards.

5.1 RECYCLING OF WASTE AND OPTIMIZATION OF RAW MATERIAL

GRI *[103-1 Materials] [103-2 Materials] [103-3 Materials] [103-1 Effluents and waste] [103-2 Effluents and waste] [103-3 Effluents and 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] [306-2] [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.

Total waste generated was 37,288 tons (about 8.6% of total waste was generated by non-industrial sites). The recycling rate was 69.9% decreasing significantly compared to 2018. When compared to total revenue, the average waste generation rate across the business was 9.81 M-Ton/M€ in 2019.

Waste

	Total Waste Generated (metric tons)	% Treated Hazardous (%)	% Recycled (%)	Total per Revenue (metric tons per M€)
2017	37,773	2.0%	74.5%	8.66
2018	35,657	2.4%	75.6%	8.93
2019	37,288	2.5%	69.9%	9.81

2019 Waste generation

	Total Waste Generated (metric tons)	% Total (%)	% Treated Hazardous (%)	% Recycled (%)
Connected Home	435.9	1.2%	11.5%	81.1%
Entertainment Services	36,836.7	98.8%	2.4%	69.8%
Corporate & Other	15.7	-	0%	29.2%

The primary industrial waste streams that were recycled were cardboard packaging, wood pallets, and plastics related to products or packaging.

New questionnaires about waste were sent to non-industrial sites for the first time during 2013 in recognition of their increased significance in the Group EHS profile due to headcount and surface area. It helped these sites begin to focus on their waste streams, although work remains to more completely measure and categorize this waste generation. For 2019, the overall reported non-industrial waste was significant at about 8.6% of the Group total tonnage, with approximately 170 tons of hazardous waste from non-industrial locations (batteries, mercury-containing bulbs, e-waste). New for 2016 was the first recognition of organic composting as part of recycled waste, with about 33 tons reported during 2019.

Raw material usage

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 2019 were:

Raw materials

(metric tons)	
Polycarbonate molding plastic	17,885
Wood packaging	11,138
Cardboard and paper packaging	9,117
DVD bonding resin	1,104
Plastic packaging	901

Waste highlights

Waste reduction, reuse and recycle efforts continued in 2019. 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. Non-industrial sites are also increasingly reducing waste produced by discontinuing the use of disposable paper cups, plastic cutlery, or bottled water, shifting to durable options. More both-sides paper printing takes place. Composting is being discussed at two more sites in 2019 for implementation in 2020 (about a total of 30 metric tons were composted in 2019 from 5 sites).

Waste Regulation

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), and the E.U. Packaging Directive (94/62/EC) and their subsequent amendments. In non-E.U. countries, when there is no local regulation, we have noticed that more and more customers request CE marking of product, demonstrating that environmental and non-environmental CE marking is considered as a worldwide reference.

WEEE (Waste Electrical and Electronic Equipment Directive) Implementation
In summary, the European Union WEEE Directive 2002/96/EC ("former WEEE Directive") introduced obligations on manufacturers/brand owners and importers/distributors with respect to (1) product design, (2) separate collection, (3) treatment, (4) recovery, (5) financing and (6) product marking, information, and reporting.

It also required them to register in each European Union country to implement local WEEE legislation and to support the recycling of discarded electronic products. Technicolor is committed to respect WEEE implementation laws and regulations in each E.U. member state. As required by law the Connected Home activity of Technicolor attaches WEEE labels (a mark symbolizing a cross-out dustbin) to its products and provides appropriate instructions to end-users so that the equipment will not be discarded with general waste. 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.

The former WEEE Directive has been in force since February 2003. After practical experiences with this former WEEE Directive, the Commission published a recasting Directive 2012/19/EU ("new WEEE Directive") that entered into force on August 13, 2012. This new WEEE Directive focuses on clarification of the scope and definition of the directive, waste collection, recovery and recycling targets with ambitious new collection rates, treatment requirements, the harmonization of national registration stipulations, a change of referenced WEEE categories (from 10 to 6) and a range of producer responsibility provisions including reporting. Starting August 15, 2018, the classification system have been updated and the ten WEEE categories have been replaced by six new categories listed in Annex III of the new WEEE Directive.

Technicolor took all necessary steps to meet provisions of the WEEE Directive.

Battery Treatment and Recycling Processes
The E.U. Battery Directive (2006/66/EC) and its subsequent amendments require manufacturers to design products so that batteries (primary cells) and accumulators (rechargeable cells) are easily removable and to provide instructions for end-users.

The directive also requires producers and importers of batteries and appliances incorporating batteries to finance the cost of collection, treatment and recycling of waste batteries and accumulators.

Mercury, lead and cadmium substances in batteries are also restricted. 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.

In 2017, the European Union started an evaluation intended to assess whether Battery Directive 2006/66/EC meets its objectives and contributes to the general objectives of the EU environmental policy in terms of effectiveness, efficiency, relevance and coherence. The results of this evaluation will be used to identify measures to improve the Directive or may feed into an impact assessment of possible amendments to the Battery Directive. A report will set out the conclusions from the

public consultation. The consultation runs until beginning of 2019.

Technicolor supports the aims of the Battery Directive and is compliant with the battery legislation of each country where we are obligated as a producer.

In support of the E.U. Battery Directive, Technicolor has undertaken the necessary registrations to collective compliance schemes in France, Germany, and Italy.

Packaging Waste Regulation
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 imposes "essential requirements" for packaging waste which can be summarized as follows: (1) packaging weight and volume shall be reduced to the minimum necessary for safety and consumer acceptance of the packed product; (2) hazardous substances and materials shall be minimized as constituents of the packaging with regard to emissions from incineration or landfill (as well as specific concentration limits on named heavy metals); (3) if reuse is claimed, packaging shall be suitable for that purpose.

It also requires 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.

Technicolor is aware that packaging is an increasingly important recycling issue and is engaged in actions to optimize the amount and type of packaging we use. By way of example, one of Technicolor's goals is to propose carefully sized packaging to ensure that, while providing adequate protection for the product itself, this packaging is kept to an absolute minimum whilst 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 will 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.

The latest revision of the Packaging Directive occurred in April 2015 with the adoption of Directive (EU) 2015/720 of the European Parliament and of the Council as regards the consumption of lightweight plastic carrier bags.

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]

> "Minimizing the environmental footprint of our products and activities continues to drive Connected Home efforts and creativity. Beyond the eco-design of the products, we are developing and continuously improving our processes and tools analyzing the full life cycle of products from raw material to distribution and end of life. We cooperate with our customers and suppliers to reduce direct and indirect environmental impacts of our products in a collective purpose to protect our planet."
>
> **Jean-Paul Riolacci,** Connected Home, Vice President, Central Engineering

Product design and life cycle assessment

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 main new products families. Rigorous product environmental performance analysis has been used in past years to measure the impact of innovations and to target key areas of focus. Specific eco-design studies have been completed on many aspects of core product design (e.g., energy consumption, electronic cards and components, casing and cable materials, accessories, etc.) as well as on related elements including packaging and transportation. For more information on eco-design initiatives, 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 2.9 million units as 4,200 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.

Eco-Design as a business advantage

Customer environmental awareness (both that of businesses and end-consumers) is growing and many purchasers take environmental criteria into account when making buying decisions. Responsible consumers also want to be reassured that vendors are taking all steps possible to ensure that the best environmental practices are applied at every stage of manufacturing and delivery processes.

Increasingly, Technicolor's direct customers are making good environmental practice a part of their contract terms - or at least are engaging in a dialogue on the subject. A Connected Home customer satisfaction survey conducted by Technicolor showed that most of customers take environmental performance into account when selecting suppliers and business partners. More and more customers require access to environmental criteria via dedicated on-line collaborative platforms, such as the EcoVadis platform used by Technicolor, to be able to better monitor and evaluate the environmental and sustainability performance of their suppliers.

Clearly, good "green" design is important to everyone.

Inevitably, meeting market expectations of good environmental stewardship involves some changes, in particular as far as design and manufacturing are concerned. For example, to be able to guarantee that a specific electronic design is as energy efficient as possible, developers have to prioritize energy efficiency when evaluating other design options and criteria.

Furthermore, eco-design considerations may also have an impact on costs, product functionality, user habits, and service implementation while some green efforts have clear cost-savings, as is the case with most energy efficiency projects. It is only when a win-win situation can be demonstrated that all parties - end-users, manufacturers and service providers - will buy into best design practices. Understanding and identifying sustainability benefits requires accurate data and sound analysis about the true environmental performance across the product life cycle. This calls for reliable methodologies and tools.

Eco-design methodology

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 segment rigorously observes international standards, such as the ISO 14000 series and especially ISO 14062.

International Standard ISO/TR 14062 covers practices and methodologies relating to the integration of environmental considerations into the product design and development process. It describes examples of inputs and outputs for each phase and the tools that need to be applied accordingly from conception through to market launch.

For each product lifecycle state (planning, conceptual and detailed design, testing and prototyping, product market launch, product review, etc.), the actions to be performed to design a product have to be compliant with the product's target environmental specifications. This eco-design methodology has been merged with ETM (Early-to-Market) process methodology, which is the Technicolor-specific product development process deployed across the Connected Home development sites and which is compliant with above ISO/TR 14062 international Standard.

Product environmental profile

To facilitate transparency on environmental information, a Product Environmental Profile (PEP) 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.

A PEP is standardized according to international standard ISO14025: 2006 which governs Type III Environmental Declarations and IEC PAS 62545 relative to environmental information on electrical and electronic products.

Eco-design principles and 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 the cradle to the 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 allow Technicolor, upon request, to evaluate, compare, improve and communicate product design and environmental performance more effectively.
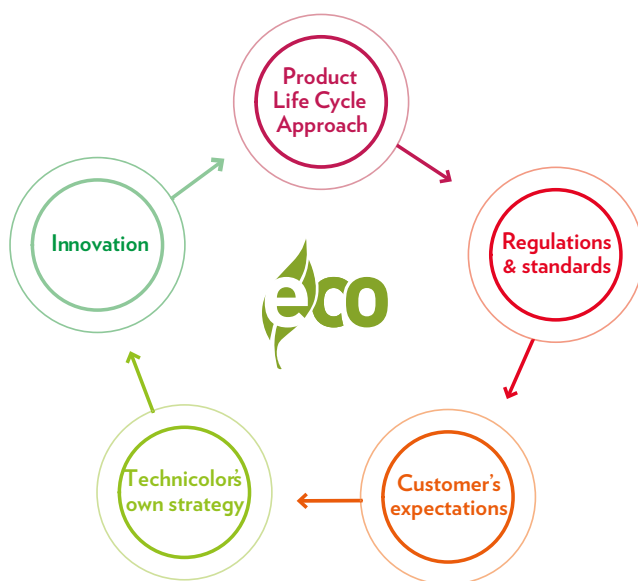
Technicolor Connected Home has developed expertise and experience in the fields of LCA full-scape as described in the following tables and graph.

The following table shows the environmental impacts of a set-top box across its entire lifecycle:

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

Indicator	Unit	Total	Manu-facturing	Distri-bution	Installa-tion	Use	End of life
Air Acidification (AA)	Kg H+ eg	1.70E-02	17%	2%	0%	81%	0%
Air toxicity (AT)	m³	2.11E+07	19%	2%	0%	79%	0%
Energy Depletion (ED)	MJ	1.55E+03	19%	0%	0%	80%	0%
Global Warming Potential (GWP)	Kg CO_2 eq,	98	16%	1%	0%	83%	0%
Hazardous Waste Production (HWP)	Kg	1.44E+00	62%	0%	0%	38%	0%
Ozone Depletion Potential (ODP)	Kg CFC-11 eq,	1.60E-05	16%	1%	0%	83%	1%
Photochemical Ozone Creation Potential (POCP)	Kg C_2H_4 eq,	3.77E-02	15%	1%	0%	83%	0%
Raw Material Depletion (RMD)	Y-1	2.98E-13	99%	0%	0%	1%	0%
Water Depletion (WD)	dm³	1.86E+02	74%	0%	0%	25%	0%
Water Eutrophication (WE)	Kg PO_4 eq,	1.72E-03	83%	0%	0%	15%	2%
Water Toxicity (WT)	m³	2.07E+01	23%	1%	0%	53%	23%

The following graph shows the distribution of each environmental impact over the different phases in the lifecycle:

Breakdown of Environmental Impacts over Lifecycle of a Technicolor IP/terrestrial high-end Set-Top Box
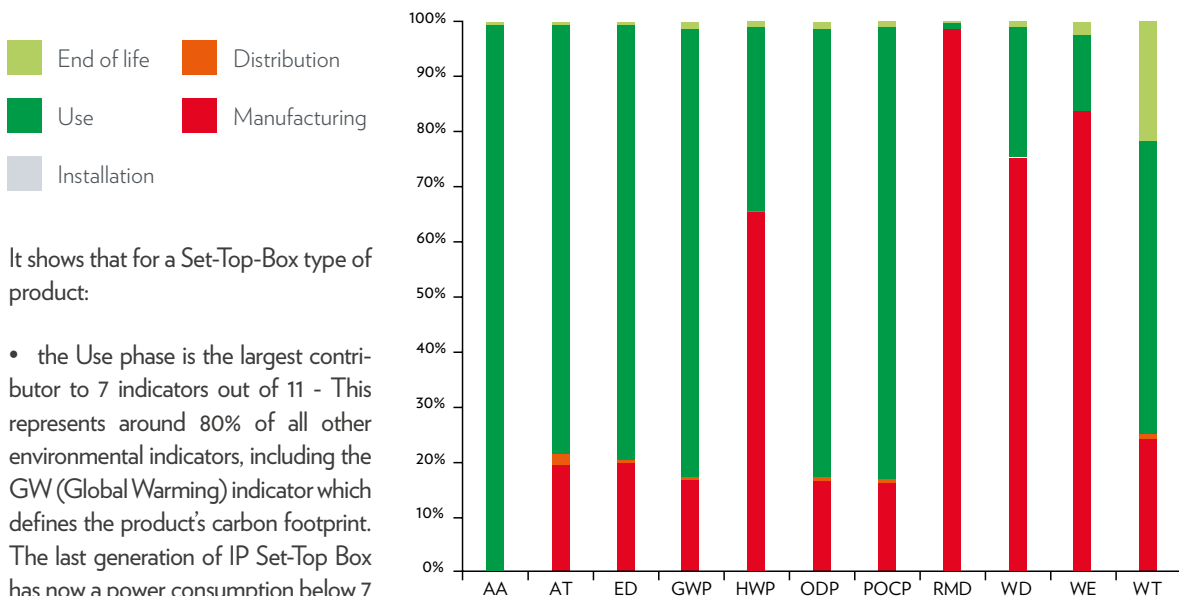
It shows that for a Set-Top-Box type of product:

• the Use phase is the largest contributor to 7 indicators out of 11 - This represents around 80% of all other environmental indicators, including the GW (Global Warming) indicator which defines the product's carbon footprint. The last generation of IP Set-Top Box has now a power consumption below 7 Watts when a channel is displayed, and below 2 Watts in standby mode;

• the Manufacturing phase represents 99% of RMD (Resource Material Depletion) which calculates the depletion of natural resources;

• the Distribution phase has a very small impact due to ship transportation - except for WE (Water Eutrophication) caused by cardboard packaging;

• end-of-life treatments are not responsible for any significant environmental impact. The main impact of this phase is on Water Toxicity (WT) and Water Eutrophication (WE).

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.

The following table shows the impact of a VDSL (Very-high-bit-rate Digital Subscriber Line) home gateway and the distribution of the various environmental impacts over the different phases of the product lifecycle.

Example of a Technicolor DSL Home Gateway

Indicator	Unit	Total	Manu-facturing	Distri-bution	Installa-tion	Use	End of life
Air Acidification (AA)	Kg H+ eg	1.53E-02	8%	2%	0%	90%	0%
Air toxicity (AT)	m^3	1.85E+07	9%	2%	0%	89%	0%
Energy Depletion (ED)	MJ	1.95E+03	6%	2%	0%	92%	0%
Global Warming Potential (GWP)	Kg CO_2 eq,	111	6%	1%	0%	93%	0%
Hazardous Waste Production (HWP)	Kg	1.78E+00	12%	4%	0%	84%	0%
Ozone Depletion Potential (ODP)	Kg CFC-11 eq,	2.98E-06	37%	6%	0%	56%	1%
Photochemical Ozone Creation Potential (POCP)	Kg C_2H_4 eq,	2.76E-02	11%	2%	0%	87%	0%
Raw Material Depletion (RMD)	Y-1	9.54E-14	97%	0%	0%	3%	0%
Water Depletion (WD)	dm^3	2.10E+02	21%	9%	0%	70%	0%
Water Eutrophication (WE)	Kg PO_4 eq,	1.51E-03	36%	49%	0%	12%	3%
Water Toxicity (WT)	m^3	1.65E+01	15%	4%	0%	70%	11%

Indeed, full-scale LCA studies give the best background for decisions and Technicolor Connected Home has widely performed such full-scale LCA to identify the significant environmental aspects. Thanks to these studies, Technicolor Connected Home was able to identify the applicable environmental hotspots to improve on its categories of products. However, a full scale LCA study is usually very detailed and in practice a simplified form of LCA may be used to efficiently identify the significant environmental aspects for eco-designing a product. In 2019, Technicolor Connected Home has started a new project and simplified LCA, using the EIME tool as a database and standardized methodology in a continuity approach, maintaining results on eleven criteria for selected hotspots.

Eco-design challenges and achievements

As a leading supplier of Set Top Box (STB), Technicolor has many years of experience incorporating Eco-design principles and methodology into its products. Energy consumption remains a key priority across the industry as well as regulatory bodies and voluntary agreements organizations.

Making all Technicolor Gateway (GW) and Consumer STB models compliant with Regulation 801/2013 tier 2017 and tier 2019 has been a main energy efficiency challenge. Because networked devices such as GW or STB are in idle mode more than 75% of the time, and because bandwidth needs are increasing continuously, all types of WAN (Wide Area Network) and LAN (Local Area Network) network interface, including on the network infrastructure side, should provide a low power mode.

Today, a very small number of network technologies provides an efficient low power mode when connected, making problematic the compliance with the 801/2013 targets, or worse, making the compliance not feasible for a number of complex devices even when Best Available Technology (BAT) is used.

An additional difficulty lies in the "one size fits all" target which does not take into consideration the product functionalities context, making makeshift solutions not energy efficient in real life. Building on Technicolor methods and resulting success in meeting tier 2017 targets, its GW and STB models comply with tier 2019 targets as well.

Deployment of 801/2013 across Technicolor Products
Technicolor has actively contributed to the completion of the European 801/2013 regulation on the associated guidance document providing practical guidance on the implementation of the regulation in networked products and in 2016 to its revision. 801/2013 regulation establishes eco-design requirements related to standby and off mode, and networked standby, electric power consumption for the placing on the market of electrical and electronic household and office equipment. The requirements in the amended regulation take effect in 5 steps from 2010 to 2019 including tier 2015 (as from January 1st, 2015), tier 2017 (as from January 1st, 2017) and tier 2019 (as from January 1st, 2019).

In 2015, all Set-Top Box (STB) and Gateway (GW) models have been made compliant with the 801/2013 tier 2015. In 2016, the challenge was to make all products compliant with the 2017 targets. Even if Technicolor has a deep understanding of the regulation and is able to identify, for each product, the relevant solution in order to make the product compliant, those targets were really challenging to meet. Compliancy with those 2017 targets has in fact implied deep changes of the software and sometime of the hardware. All opportunities to save energy have been kept in order to make the product compliant. The main issue came from the regulation which has established power target which does not take into account the provided functionality, and also from some inconsistencies of the regulation which have to be corrected in on-going revision of 801/2013.

However, compliancy with tier 2017 and tier 2019 was a good opportunity to identify and deploy, when needed, various and innovative solutions. It was also a good opportunity to identify what should be corrected in the future revision and also the change in hardware and software product design to reach the compliancy at minimum cost and workload.

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 smaller, the temperature of the box increases and demands larger cooler to evacuate the heat.

To this day, eco-design options exist to further reduce the environmental impacts of products, but their implementation may be refrained from 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 35 to 85% or even 100% recycled material together with associated design constraints, colors and quality limitations.

• ban of substances that are known to have a negative impact on health or the environment such as phthalates, halogenated flame retardants, PVC material, and their replacement by better alternatives is virtually impossible in a highly competitive market environment where price remains a key differentiator along with functionalities and box aspects;

• this issue can only be solved by an amendment of existing regulation requesting the partial or total banishment of these substances. If substance banishment is easy to implement, it takes years to validate that alternative solutions have really less impact or no additional impacts than the existing ones;

• the use of standardized External Power Supply (EPS), as CE certification requests that products having an EPS must be put on the market only with the EPS model(s) which has been used for the Certification, which means that the use of a standardized EPS will not bring any environmental benefits as long as device and EPS cannot be sold independently.

Only new regulation and/or revision of existing regulation (see below) 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.

Other regulatory challenges
Technicolor continued to actively participate to the revision of the European Commission (EC) Regulations N° 278/2009 on External Power Supply (EPS), and N° 1275/2008 on Standby and Network Standby through Digital Europe.

External Power Supplies (EPS)
The finalization of the European 278/2009 regulation revision on External Power Supplies (EPS), Regulation n° 2019.1782, was published in the European Official Journal in October 2019. The aim of this revision was to improve the energy efficiency of EPS. Industry debated with the European Commission to promote alignment of 278/2009 revision with the already published

US Department of Energy (DOE) Level VI rulemaking since February 2014, in order to be able to use the same EPS in the EU and in the USA, reducing the cost and workload attached to multiple EPS certification. The European Commission has updated the draft revision in December 2018, while the US DOE (US Department of Energy) already finalized EPS energy efficiency. The Frequently Asked Question (FAQ) document has been released in December 2019.

Standby and Network Standby

In 2016, the revision of 1275/2008 and 801/2013 regulation on Standby and Network Standby has started and still continues. Technicolor is advocating for no change of targets, as those set are already difficult to meet, but will work so that some of the legislation inconsistencies and constraints are removed as they cannot bring any energy saving gain in real life. Technicolor is also defending a more vertical approach of the targets.

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 2019, water consumption at the Technicolor reporting locations decreased by about 14.3% *versus* 2018 to 511 thousand cubic meters. When compared to revenues, average water consumption rate was 134 m3/M€ across the business in 2018.

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 2019 was about 3,203 m³.

Water consumption

	Total Consumption (thousands of cubic meters)	Total per Revenue (cubic meters per M€)
2017	668	153
2018	596	149
2019	511	134

2019 Water consumption

	Total Consumption (thousands of cubic meters)	% Total (%)
Connected Home	12.9	2.5%
Entertainment Services	496.6	97.2%
Corporate & Other	1.4	0.3%

Process waste water

Within Technicolor's facilities, 5 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 2019, the amount of treated water discharged was 76,244 cubic meters, and the total estimated amount of discharged priority pollutants was 80 kilograms.

Water highlights

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 3,203 cubic meters of rainwater in 2019). 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.

Discharged priority pollutants

	Total Discharged (kilograms)	**Total per Revenue** (grams per M€)
2017	80	18.8
2018	123	30.8
2019	80	21.0

In addition, due to effluent characteristics, 3 sites are required to monitor biological oxygen demand (BOD) or chemical oxygen demand (COD), in 2019 an estimated total of 1,301 and 160 kilograms were discharged within process effluent respectively.

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

Regardless of site geographical location, in drought affected areas or in more temperate climates, sites endeavor to reduce their water footprint as well.

To conserve water, equipment upgrades have taken place such as in Melbourne, where the site renovated its cooling tower, changing to higher efficiency fill packs, which improved cooling efficiency while reducing water need, or in Camarillo, where the Microfluidics pilot operation replaced a heat press which used one-time-through city water with a closed system with recirculated process-cooling water. In other sites, aerators in taps or water pipes reduced flow of water for sanitary purposes.

On the non-technical side, campaigns to remind staff to make a conservative use of water are in place, as is water-conscious gardening by planting drought resistant species in California, and re-use of condensate water from the air conditioning systems to irrigate an organic garden at Manaus.

Organic gardening
in 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 2019, a total of six industrial sites held an ISO 14001 certification and one recently acquired operation is working toward it. 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	Entertainment Services	October 2004
Manaus	Connected Home	February 2004
Melbourne	Entertainment Services	December 2005
Piaseczno	Entertainment Services	December 2004
Rugby	Entertainment Services	November 2004
Sydney	Entertainment Services	December 2005

Environmental investments, remediation, and pollution prevention

GRI *[306-3] [307-1]*

In total, approximately €1.42 million was spent on environmental remediation projects in 2019.

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 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 note 10 of Technicolor's consolidated financial

statements for 2019, included in **Technicolor 2019 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 completed during 2009. The remediation work plan for this site has been approved and completed and the site is in the final stages of project closure;

• 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 2019.

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

All 50 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 2019, no sites reported any impact on sensitive habitats.

Many Creative Services 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 The Mill), 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

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.

SAFETY OF CUSTOMERS AND PROTECTION OF CONTENT

6.1 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 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 the European Restriction of Hazardous Substances (RoHS) directive and the Restriction, Evaluation and Authorization of Chemical substances (REACH) regulation.

Regarding consumer product health and safety, the Group 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, the Group 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.

In Europe, therefore, Technicolor continues to support voluntary EU industry initiatives such as the Industry Voluntary Agreement (VA) for Complex Set-Top Box, and the Code of Conduct (CoC) for Broadband equipment.

Technicolor has actively contributed to new or revision of eco-design regulation by providing inputs to the EU commission, *via* its membership of the *Digital Europe* organization of leading Digital Technology European companies. The scope of Technicolor contributions and monitoring are extended on non-energy related topics such as Reusability/Recyclability/Recoverability (RRR). Each eco-design regulation contains provisions for its future evaluation and possible revision, taking into account the experience gained with their implementation and technological progress. As such, in 2019, Technicolor has continued to provide key contributions to the EU eco-design work plan 2016-2019 including the published revision of 278/2009 regulation with regards to eco-design requirements for no-load condition electric power consumption and average efficiency of External Power Supply, the revision of 1275/2008 and 801/2013 regulation on standby and network standby, the CoC for Broadband Equipment version 7 (CoC BBV7), and to the Voluntary Industry Agreement (VIA) for Set-Top Box (STB) Version 6 (VIA V6), which are all impacting significantly the design, development, and cost of Technicolor Gateways and Set-Top Box. For more information on Technicolor's involvement in EU energy efficiency initiatives and regulations, please refer also to chapter 4.2 Energy efficiency and chapter 5.2 Environmental footprint of products.

In the Americas, in Australia, in Asia, in Africa, and in the same manner, Technicolor monitors and follows environmental regulations and standards. In the United States for example, Technicolor follows the Department of Energy proposed amendment on external power supplies and rulemaking initiatives on efficiency standards for Set-Top Box and Network Equipment. For a number of years, most of Connected Home STB models marketed in U.S. met the Energy-Star STB energy efficiency levels. Currently, Technicolor is signatory of the U.S. Voluntary Agreement for Ongoing Improvement to the Energy Efficiency of Small Network Equipment and the U.S. Voluntary Agreement for the Ongoing Improvement to the Energy Efficiency of Set Top Box Equipment. In Canada, Technicolor is signatory of the Canadian Pay-TV Set-Top

Box Energy Efficiency Voluntary Agreement (STB CEE-VA). In 2019, to extend its existing energy saving initiatives into the Canadian market, Technicolor decided to sign the Canadian Energy-Efficiency Voluntary Agreement for Small Network Equipment (CEEVA SNE). In Australia, Technicolor is an Associate Member of the *Subscription Television Industry Voluntary Code* for improving the energy efficiency of conditional access Set-Top Box.

Compliance methods and actions are in place with regard to the RoHS (Restriction on Hazardous Substances) European directive, 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.

RoHS - European Restriction of Hazardous Substances

The RoHS Directive 2011/65/EU (RoHS2) on the restrictions of the use of certain hazardous substances in Electrical and Electronic Equipment (EEE) replaces Directive 2002/95/EC (RoHS1). It aims at adapting its provisions to the technical and scientific progresses made concerning the use of hazardous substances in EEE and the development of substitutes and thus is expected to improve the environmental protection of human health and the environment. Compared to RoHS1, RoHS2 expanded the scope of products covered but also imposed new obligations on EEE manufacturers to prepare EU Declaration of Conformity and affix CE markings on finished products. The original six restricted substances [lead, mercury, cadmium, hexavalent chromium and the flame retardants Polybrominated Biphenyls (PBB) and Polybrominated Diphenyl Ethers (PBDE)] and their maximum concentration values remain the same. RoHS2 contains a list of exemptions similar to the original RoHS1 Directive and subsequent Decisions. Several changes with regard to the requirements for exemptions in RoHS2 have been introduced.

On 31 March 2015, under the Commission delegated directive 2015/863, the following four phthalates were added to Annex II of RoHS2 with an effective date on July 22, 2019 for EEE: BBP (Butyl Benzyl Phthalate - a PVC plasticizer), DBP (Dibutylphthalate - a plasticizer, used in some adhesives and inks), DEPH [bis (2-ethyl-hexyl) Phthalate - PVC plasticizer and a dielectric in some capacitors] and DIBP (Diisobutyl Phthalate - another phthalate plasticizer). As a result, ten hazardous substances are now restricted in EEE under RoHS2 with a transition period ending July 22, 2019.

In January 2017, the Commission adopted a legislative proposal to introduce adjustments in the scope of the Directive concerning the application scope and the exemption validity period, supported by the impact assessment. The respective legislative act (2017/2102/EU) amending RoHS 2, adopted by the European Parliament and the Council, has been published in the EU Official Journal on November 21, 2017. It states that, provided that reuse takes place in auditable closed-loop business-to-business return systems, and that the reuse of spare parts is notified to the consumer, the requirements of restricted substances in Annex II shall not apply to reused spare parts in some particular cases. These exceptions cover 1) spare parts recovered from EEE (Electrical and Electronic Equipment) placed on the market before July 1, 2006 and reused in EEE placed on the market before July 1, 2016, and 2) spare parts recovered from all other EEE that was outside the scope of Directive 2002/95/EC and which is placed on the market before July 22, 2019, and reused in EEE placed on the market before July 22, 2029.

Following EU's restrictions of the four phthalates, the EU Commission announced a public consultation on the RoHS Directive aiming to assess its performances with the view of finding ways to improve its efficiency, effectiveness, relevance and coherence. A working document is planned for the fourth quarter of 2020, and RoHS2 evaluation work is scheduled to be complete by July 2021. The outcome of the review and the drafting of legislation will be the beginning of a RoHS recast, or RoHS3.

To ensure that Technicolor products sold in the European Union comply with RoHS and other relevant requirements, the Group ensures that all components and product parts are RoHS compliant via a combination of supplier declarations, supplier audits, and random finished product RoHS testing as additional verification. This includes close collaboration and constant dialogue with suppliers in order to gradually gather relevant information;

RoHS compliance requires all homogeneous materials in products placed on the market to not contain RoHS substances unless they are exempted. The approach to adjudicating on the case of exemptions is different under RoHS2 regime as compared to that of RoHS1. Exemptions are now granted for a maximum validity period and may be renewed only upon request (application for renewal) after a case by case assessment. Under RoHS2, exemptions remain in effect until a decision is made on renewal applications that have been submitted.

Several requests to renew existing exemptions as well as requests for new exemptions were submitted to the European Commission in the period October 2014 to

January 2018. Existing exemptions for which a renewal request has been submitted remain valid until a decision on the renewal request is taken by the Commission. The Commission decision on renewal request(s) for an exemption will either indicate the new expiry date in case of renewal, or, in case of rejection, grant a transition before the exemption expires, i.e. a period of minimum 12 months, maximum 18 months following the decision date. In contrast, exemptions for which no application for renewal was submitted in due time will expire on the date specified in RoHS 2 Article 5 or in RoHS 2 Annexes. A table providing an overview of Annex III and IV exemptions, including their validity status and submitted exemption requests, is available on the European Commission website (**RoHS 2 exemptions – Validity and roll-out plan**).

In February 2018, the EU Commission shortlisted seven types of additional substances for evaluation and possible restriction. If restrictions are adopted, these could take effect by 2025.

As a member of industry groups such as Digital Europe, Technicolor is committed to contribute to ongoing discussions and to intensively pursue implementation of the updated regulation including exemption with suppliers.

REACH - Registration, Evaluation and Authorization of Chemicals

REACH Training
Over the past years, Technicolor has conducted REACH training sessions at most of its European sites in R&D, Sourcing, Quality, EH&S, Supply Chain and Manufacturing. REACH requirements are now embedded in our procedures and policies and the Group ensures that relevant personnel at all sites worldwide receive regular updates on REACH developments where appropriate.

The topics covered by REACH training sessions have included: REACH information to involve suppliers in the data collection, information on chemicals used to provide to suppliers (manufacturers and importers of chemicals), the authorization process linked to annex XIV, the restriction conditions laid out in annex XVII and the Classification, Labeling & Packaging directive (Dir. 2008/1272/EC).

REACH Initiatives
Substances and preparations used, contained and embedded in our products (both purchased products and finished goods marketed in Europe) are closely monitored through our Supply Chain. This monitoring includes the identification of SVHC (Substances of Very High Concern) pursuant to the Candidate List, banned

substances as listed since May 2009, restricted substances (Annex XVII) as well as substances subject to authorization (Annex XIV).

Some of our products may contain more than traces (i.e. more than 0.1%) of some of the 201 hazardous chemicals categorized as Substances of Very High Concern (SVHC) by REACH. When necessary, we communicate to our direct clients so as to comply with this REACH obligation pursuant to article 33.

Internally, a REACH governance program was set up in 2009.

In line with our corporate policy, REACH program management, through REACH network members, are implementing processes to comply with requirements directly applicable by the Business Units, such as:

- customer communication process;

- safety data sheets management process;

- controls management process;

- supplier data collection and management;

- uses information for suppliers;

- classification, labeling and packaging of substances (pursuant to Dir. CLP n° 1272/2008).

Additional processes have been set up in the Sourcing organization, such as the creation/qualification of new components as well as supplier selection and follow up.

REACH Judgment of the European Court of Justice
The REACH Regulation provides that, where a chemical substance 'of very high concern' for health or the environment because, in particular, of its carcinogenic, mutagenic or toxic properties is present in a concentration above 0.1% of the mass of an article, the producer or importer must, in principle, notify the European Chemicals Agency (ECHA). Similarly, the supplier must inform the recipient thereof and, on request, the consumer of the article.

In 2011, a note sent by the Commission to the Member States and a guide published by ECHA specified how the regulation is to be applied as regards substances of very high concern included in articles. In essence, with regard to articles incorporated in goods, those documents provide that the duties to notify and provide information laid down in the regulation apply only if the substance of very high concern exceeds 0.1% in the entire article.

By its judgment delivered on September 10, 2015, the Court of Justice of the European Union recalls, firstly, that the regulation defines the concept of 'article' as 'an object which during production is given a special shape, surface or design which determines its function to a greater degree than does its chemical composition'. However, it does not contain any provisions specifically governing the situation of a complex product containing several "simple" articles. Consequently, there is no need to draw a distinction between the situation of articles incorporated as a component of a complex product and that of articles present in an isolated manner.

In those circumstances, the Court rules that each "simple article" incorporated as a component of a complex product is covered by the relevant duties to notify and provide information when a substance of very high concern is present in a concentration above 0.1% by weight in each such "simple article".

The Court rules disagree with the interpretation of an 'article' as described in the guidance documents produced by the ECHA in 2011.

Following the judgement, ECHA initiated a fast-track update procedure and published an updated Version 3.0 of this Guidance document in December 2015, correcting the key parts of the Guidance that were no longer consistent with the conclusions of the Court's judgement, and in particular removing examples.

In June 2017, ECHA published a new Guidance (version 4.0) on how to report substances in articles to recipients or notify to ECHA. The Version 4.0 is a more comprehensive update of the Guidance, following a normal three-step Guidance consultation process, including a consultation of the Partner Expert Group (PEG) selected from ECHA's accredited stakeholders. This version aims primarily at aligning further the text of the Guidance and introducing new examples that are consistent with the conclusions of the Court's judgement. However, explanations proposed in this latest Version 4.0 does not provide sufficient guidance when complex assemblies, comprising a lot of component articles, are to be reported. Therefore, industry sectoral specific guidelines under REACH would be necessary to be developed to complement this ECHA Guidance Version 4.0, since by nature this Guidance cannot cover all existing product types and their specificities.

In 2019, the European Chemicals Agency (ECHA) has established a new database on Substances of Concern in Products (SCIP) 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 will be available to waste treatment operators and consumers with the objective 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 when purchasing about safer products. The purpose of such database is to improve risk management of chemicals during waste recovery, promote non-toxic material cycles, help consumers make informed choices about safer products and increase pressure to substitute substances of concern. Deadline for submission of information is January 5, 2021. Early 2020, the launch of a prototype version of the database is foreseen.

Conflict minerals
Final rules of the Dodd-Frank Wall Street Reform and Consumer Protection Act, in its Section 1502 Requirements, were published and approved mid-2012. Section 1502 covers the reporting of specific conflict minerals (columbite-tantalite-coltan, cassiterite, gold, wolframite, or their derivatives) used by companies governed by the Securities and Exchange Commission (SEC); i.e. companies publicly traded in the US. Final rules restricted these minerals to the following metals: tantalum, tungsten, tin and gold (3TGs). On May 17, 2017, inspired in large part by this US Dodd-Franck Act, the European Union adopted new import regulations on conflict minerals under regulation (EU) 2017/821 (see Section 7.10 for more details). This EU Conflict Minerals regulations will apply throughout the EU as from January 1, 2021.

In 2014, companies in scope of U.S. Law were first required to check and report on the use of conflict minerals in their products. Our approach is to rely on the *Responsible Business Alliance* (RBA), formerly *Electronics Industry Citizenship Coalition*, and *Global e-Sustainability Initiative* (GeSI) Conflict Minerals Due Diligence reporting template and dashboard as a standard questionnaire for conducting inquiries into our supplier database. The *Responsible Minerals Initiative* (RMI), formerly *Conflict-Free Sourcing Initiative* (CFSI), a combined initiative of RBA and GeSI, defined a common industry approach to support the due diligence information requirements. They develop a reporting template for downstream suppliers called the *Conflict Mineral Reporting Template* (CMRT), and the *Responsible Minerals Assurance Process* (RMAP), formerly the *Conflict-Free Smelter Program* (CFSP), that enable companies to work with their supply chains through a common interface: the CMRT

is the standard for Conflict Minerals reporting between customers and suppliers. The 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.

We extended supplier's Conflict Mineral surveys to the European market during 2015 through 2019. 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 3 TGs conflict minerals (tin, tantalum, tungsten and gold) provided to Technicolor. Note that based on current knowledge and suppliers surveyed in 2019, 100% of the smelters identified in the Connected Home supply chain are classified under the RMI. Some are still engaged in the RMAP. The majority of smelters are located in South East Asia and China. In 2019, Technicolor has also started to conduct supplier surveys and due diligence on cobalt sourcing.

Other local regulations

Asia-Pacific
Efforts to deal with substances management and waste electronic products are also being stepped up in Asia-Pacific.

In 2016, The Chinese Ministry of Industry and Information Technology (MIIT) promulgated the "Management Methods for the Restriction of the Use of Hazardous Substances in Electronic and Electrical Products" (known as China RoHS2). China RoHS2 establishes key requirements for manufacturers and importers of in-scope electrical and electronic products, parts and components: hazardous-substances content limits for substances similar to E.U. RoHS2 and labeling and information-disclosure requirements as specified in a separate labeling standard (SJ/T 11364-2014). Companies will have to consult the Catalogue of Management Standards for Electrical and Electronic Products (EEPs) for a list of products subject to China-RoHS2. In 2018, Chinese MITT published the first batch catalogue including 12 categories of electrical and electronic products subject to compliance management and a list of RoHS exemptions. The catalogue will come into force on March 15, 2019. Connected Home devices are not covered by this first batch but devices shall comply with the labeling requirements.

Singapore's Ministry of the Environment and Water Resources published the Environmental Protection and Management Act order in 2016. This Act incorporates RoHS-like requirements into the existing chemical regulatory framework in Singapore, with provisions taking effect on June 1, 2017.

Similar "RoHS-like" regulations have also been proposed in the Customs Union (Russian Federation, Kazakhstan and Belarus), Malaysia, Taiwan, Ukraine, Vietnam and the United Arab Emirates.

South Korea introduced in 2015 the Act on the Registration and Evaluation of Chemicals "K-REACH" with a list of Priority Existing Chemicals (PEC) subject to registration. It is regarded as the first REACH-style chemical regulation adopted in an Asian country.

Measures regulating energy performance standards and energy efficiency labels are still in progress most notably in Australia and New Zealand. In addition, standards governing the eco-efficiency of products related to Technicolor's Connected Home activity are also being implemented.

United States
In the United States, regulations discouraging industry's use of certain heavy metals are being proposed with many States also considering legislation that would establish a variety of collection schemes for waste electronics.

Technicolor takes actions to comply with the US Californian Safe Drinking Water and Toxic Enforcement Act of 1986, commonly called *California Proposition 65*, a standalone program affecting all commercial goods sold in the State of California. Businesses are required to provide warnings if their products can expose consumers or workers to a listed chemical above identified threshold levels, known to the State of California to cause cancer or reproductive harm. Compliance is required for all products which are or may be sold to and/or distributed by Technicolor under its Connected Home division, or by third parties on behalf of Technicolor, in the State of California. In-scope products shall not emit chemicals during normal use conditions which exceed the threshold values or requirements listed in the California Proposition 65 (Prop65). In addition, a product that is available for sale in California might require Prop65 warning information, unless companies can ensure that the exposure of a listed chemical poses "no significant risk level" for cancer causing chemicals or "no observable effect level" for chemicals causing birth defects or reproductive harm. As a precautionary approach and preemptively, Technicolor provided the Prop65 warning for the products targeted by this Law in California. From August 30, 2018, this Prop65 on-product label has been adapted to reflect the new required warning symbol and language with a shorter warning to comply with the "Clear and Reasonable Warning" under Proposition 65, as amended and adopted in August 2016.

In 2015, Technicolor also endorsed the US Voluntary Agreement for Ongoing Improvement to the Energy

Efficiency of Set-Top Boxes (STB), and the US Voluntary Agreement for Ongoing Improvement to the Energy Efficiency of Small Network Equipment (SNE).

Other regions
Environmental laws in key Latin American countries, including Brazil, Chile, Colombia and Mexico, are evolving at a rapid pace.

Chile and Mexico have introduced mandatory Energy Consumption labelling for most electronics, including devices marketed by Technicolor in these countries (respectively Set-Top Box and Complex Set-Top Box, external power supply, router).

Brazil, the largest Latin America market, has drafted a RoHS regulation on the control and use of hazardous substances in electrical and electronic equipment, drawn from EU RoHS2.

Regulations in Africa are also increasing, both those developed by African countries and those imposed by international treaties (such as Basel, Rotterdam and Stockholm).

Technicolor's Connected Home activity is constantly monitoring and tracking environmental regulations and standards to ensure that the products we market across the globe are compliant with such legislation and satisfy our customer requirements and expectations.

6.2 CONTENT SECURITY, CYBER RISKS AND RESPECT OF INTELLECTUAL PROPERTY

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

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 on-line content distribution, and of content creation within our premises and using our network.

Respective risks description and risks management are presented in section 3.1.2 (Operational risks) of **Technicolor 2019 Universal Registration Document** (available on Technicolor's website **https://www.technicolor.com/investor-center**):

• cyber and physical content security for the Production Services Division (post-production, visual effects, animation and games);

• physical security for the DVD Services Division;

• products development and cybersecurity for the Connected Home segment.

Technicolor information technologies security procedures as well as security processes of people and assets are presented in section 3.2.5 of **Technicolor 2019 Universal Registration Document** (**https://www.technicolor.com/investor-center**)

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 Business Units (Production Services, DVD Services, Connected Home) focusing on their specific risks.

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. This scope will progressively extend beyond this initial service to certify other operational services that are key to our customers' security.

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 property. 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 establi-

shed with skilled cybersecurity partners, and the CERT-CC 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.

data transferred within the Technicolor Group outside of the European Union.

As a French company with headquarters in Paris, the Group has nominated a global Data Protection Officer (DPO) to the French Data Protection Authority (CNIL). The CNIL is an independent administrative authority, which mission is to protect personal data, preserve civil liberties and accompany innovation by helping companies integrate personal data requirements within their technological developments. Technicolor Data Control Organization (DCO) is in place worldwide, to support compliance to Technicolor Priva-

"From its facilities up to the border of the private sphere of the end-user, Technicolor needs to achieve best-in-class information security management to address both privacy concerns, and security of our customers' content and systems."

Florent Chabaud, Vice President Business Security

A formal Data Protection Policy was also issued by the Technicolor Ethics Compliance Committee to govern legal compliance aspects and has been completely revised in November 2017 in order to prepare the Group for the EU General Data Protection Regulation that was enforced in May 2018. The purpose of this policy is to ensure that Technicolor, its staff, contractors, suppliers and other people working on its behalf comply with any applicable provisions of the current Data Protection EU Directive and as from May 25, 2018, the General Data Protection Regulation, 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 in 2016 by all Technicolor parties in order to protect EU personal

cy 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.

For all employees, security-conscious behavior is key. Over the past years, security campaigns were launched to bring knowledge and awareness to all employees through a series of accessible in-house animation films tackling physical security, password protection practices, and content leaks prevention. Training sessions and exams were also scheduled on a wide scale. These programs are regularly reviewed as part of external audits conducted by customers. Company-wide email phishing awareness programs are regularly deployed using an industry-leading service.

FAIRNESS OF BUSINESS PRACTICES

GRI *[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] [205-3]*

7.1 COMPETITION RULES AND ANTI-BRIBERY

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

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: These Code and Policy were updated in 2018. 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 system: 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: The Risk mapping done in 2018 is currently being reviewed 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. E-learning training targeting as well as on-site training for specific employee categories such as sales team, legal team, finance team or human resource team have been put in place;

• 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 the anti-bribery matter.

Compliance with competition rules 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 2019 Universal Registration Document** (available on Technicolor's website **https://www.technicolor.com/investor-center).**

Code of Ethics
Created in 1999 and last updated in 2018, the Code of Ethics establishes the foundation of the Group's core values and requires all employees to observe high standards
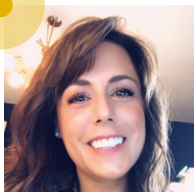
"Technicolor's Code of Ethics and related policies guide and support our employees each day in accomplishing the Company's business objectives with ethical integrity."
Kate Winders, Secretary of Technicolor Ethics Compliance Committee

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. Technicolor has also adopted several additional key policies including a Whistleblower Policy, Anticorruption Policy and Manual, and Ethical Sourcing Policy. Ethical behavior and observance of laws are two main ingredients in building our reputation for uncompromising integrity.

The Group also created an Ethics Compliance Committee in 2006, which is responsible for all ethical issues related to Technicolor's activities and which is governed by the Code of Ethics and the charter for the Ethics Compliance Committee. 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 three times per year and more frequently when required.

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.

The Financial Ethics Charter was first published in December 2005, is signed by the Chief Executive Officer and the Chief Financial Officer, and is distributed to key persons within the Finance organization.

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 www.mytechnicolor.com or upon request to the Company.

Ethics Compliance Committee

The Ethics Compliance Committee (ECC), created in 2006, is responsible for all ethical issues related to the Group's activities. In 2020, the ECC members are: Olga Damiron (Executive Vice President, Human Resources and Corporate Social Responsibility), Didier Huck (Vice President Corporate Social Responsibility & Public Af-

fairs), Nathan Wappet (COO of the Production Services Division), Cindya Williams (Head of Internal Audit), and Kate Winders (General Counsel, Labor, Employment and Litigation). Didier Huck serves as the Chair of the Committee and Kate Winders as the Committee's secretary. The ECC reports directly to the Audit Committee. In 2019, the ECC treated and followed up on a number of whistleblowing cases, of which 1 case of bribery was reported and actions taken.

Anti-Corruption & Anti-Bribery Policy

The comprehensive Technicolor commitment to prevent corruption, formalized in our Anti-Corruption & Anti-Bribery Policy, 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 new Anti-Corruption & Anti-Bribery Policy, which was revised 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. The issuance of the new Anti-Corruption & Anti-Bribery Policy was followed by an all-group message from the CEO, and campaigns of e-trainings and physical trainings took place in 2018 and 2019.

Whistleblower Policy

The Technicolor Whistleblower Policy, launched in 2006 and last updated in November 2017, is designed to make it easier for employees to share questions, concerns, suggestions or complaints about financial, accounting, banking or anti-bribery matters with an appropriate person. Like the Code of Ethics, the Whistleblower Policy has been widely communicated to all Technicolor employees and is available on the Company's Intranet.

Pursuant to this policy, any bona fide 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, which enables employees to easily and confidentially report alleged violations of the Code of Ethics. 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, and preventing sexual harassment. 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 to be enforced in May 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 2019.

(7.2) 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 we operate in or do business. Our strategy is to pay the fair and right amount of tax in all jurisdictions in which we operate, as dictated by local requirements. We pay corporate 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.

Acquisitions, Group's reorganizations and simplifications are driven by commercial factors as opposed to tax savings.

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

Technicolor will take into account the underlying policy objectives, of relevant tax laws and will comply with current practices. Where tax incentives and exemptions are implemented to encourage investment, employment and economic development, we aim to apply these in the manner intended to minimize the tax cost of conducting our business. 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 finance team 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 approach to tax, and major changes to tax policies are approved by the Company's Board of Directors and Audit Committee.

The local tax manager has responsibility for local tax and ensures that adequate controls are in place so that the correct amount of taxes are identified and paid.

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.

8 CSR KEY DATA

8.1 KEY SUSTAINABILITY DATA

GRI *[102-43] [103-3 Materials] [103-3 Energy] [103-3 Water and effluents] [103-3 Emissions] [103-3 Effluents and 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] [306-2] [308-1] [308-2] [403-9] [403-10] [414-1]*

THREE - YEAR PERFORMANCE DATA, TRENDS AND EXPLANATION

ENVIRONMENT	2017	2018	2019
Energy Consumption (Terajoules or TJ/M€)(1)			
Electricity	1,314	1,200	1,073
o/w renewable Energy Sources	16.8%	19%	24%
Fuel Sources	124	151	137
Total	1,452	1,368	1,214
Total / Revenue	0.333	0.342	0.319
Total Water Withdrawal Consumption by Source (Thousand Cubic Meters or m³/M€)(2)			
Total Consumption	668	596	511
City Water consumed	512	434	364
Well Water consumed	137	142	144
Rainwater harvested	21	21	3
Surface Water	0	0	0
Total per Revenue	153	149	134
Water Recycled Internally	31	33	30
Waste Generation and Management (Metric Tons or M-Ton/M€)			
Total Waste generated	37,773	35,657	37,288
% treated hazardous(3)	2.0%	2.4%	2.5%
% recycled	74.5%	75.6%	69.9%
Total per Revenue	8.66	8.93	9.81
Greenhouse Gas Emissions (Metric Tons CO_2e)			
Fuel Combustion Sources (Direct Sources)	7,087	8,638	7,846
Total Indirect Greenhouse Emissions by Weight (Scope 2 from electricity)	199,036	172,836	134,064
Total CO_2 emitted (Scope 1 and 2)	206,123	181,501	141,910
Industrials Effluents (in Million Cubic Meters)			
Industrials Effluents (in Thousand Cubic Meters) (4)	70	84	76
Priority Pollutants (in Kilograms)	80	123	80
Biological Oxygen Demand (in Tons)	1.7	1.4	1.3
Chemical Oxygen Demand (in Tons)	0.7	0.5	0.16
Main Raw Materials Usage (in Metric Tons)*			
Polycarbonate Molding Plastic	23,084	20,092	17,885
Cardboard and Paper Packaging	12,291	14,534	9,117
Wood Packaging	8,043	12,035	11,138
Bonding Resin for DVD	1,269	1,222	1,104
Plastic Packaging	1,296	1,191	901

* The Group sources all raw materials externally.

THREE - YEAR PERFORMANCE DATA, TRENDS AND EXPLANATION

SOCIAL AND HUMAN RESOURCES	2017	2018	2019
Health and Safety (Work-related Incident Rates per 200,000 hours worked)			
Incidents	243	225	163
Incident Rate	1.14	0.99	0.68
Lost Workday Incidents	114	132	71
Lost Workday Incident Rate	0.53	0.58	0.30
External Stakeholders			
Suppliers			
Number of Supplier Audits	22	59	52
Records per Category			
Excellent	0	1	1
Acceptable	17	43	37
Unsatisfactory	5	12	11
Unacceptable	0	3	3
Customer Satisfaction Survey Results [5]			
Total Sample Contacts	39	64	36
Number of Customers surveyed	7	15	10
Response Rate	18%	23%	28%

(1) Non-industrial sites reported energy consumption for the first time in 2010. Their consumption represented approximately 15% of total usage. It represents 18% in 2019. In 2019 worldwide energy use was approximately 1,214 tera joules, a decrease of about 11% compared with 2018. Of the total energy consumed, 88.4% was in the form of electricity (of which 24% was from renewable sources), 11.2% was in the form of fossil fuels, and 0.3% was in the form of purchased steam or chilled water. When compared to total revenue, average energy intensity was 0.319 TJ/M€ across the business in 2019.

(2) Non-industrial sites reported water consumption for the first time in 2010. Their usage represented approximately 15% of total 2012 consumption. It represented 17.6% in 2019. In 2019, water consumption at the Technicolor reporting locations decreased by about 14.3% versus 2018 to 511 thousand cubic meters. When compared to revenues, average water consumption rate was 134 m3 /M€ across the business in 2019. 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, total rainwater harvested and consumed during 2019 was about 3,203 m3.

(3) 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. Total waste generated was 37,288 tons (about 8.6% of total waste was generated by non-industrial sites), a small increase of 1,631 metric tons, or 4% compared to 2018. The recycling rate was 69.9 % decreasing slightly compared to 2018. When compared to total revenue, the average waste generation rate across the business was 9.82 M-Ton/m€ in 2019.

(4) Five of our industrial sites use water in their industrial processes. To measure the impact of effluents after treatment and before discharge into the environment, we took into account 100 substances considered "priority pollutants" by both the European Union and the U.S. Environmental Protection Agency. Based upon these lists and information received from the sites regarding the parameters they are required to monitor and report on, 13 pollutants were identified as listed by the EC, the EPA, or both. For reporting year 2019, the amount of effluents discharged was about 76,244 cubic meters and the total estimated amount of discharged priority pollutants was 80 kilograms. In addition, due to effluent characteristics, 3 sites are required to monitor biological oxygen demand (BOD) or chemical oxygen demand (COD), in 2019 an estimated total of 1,301 and 160 kilograms were discharged within process effluent respectively. 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.

(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. The latest customer satisfaction survey was conducted over a period of two years from Q1-2017 until Q3-2019. 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 2019

ENVIRONMENT, HEALTH AND SAFETY	Entertainment Services	Connected Home	Corporate & Other
Energy Consumption (Terajoules or %)			
Total Energy (1)	1,168.3	44.4	1.4
% Total Group	96.2%	3.7%	0.1%
Electricity	1,030.6	41.0	1.2
% Total Segment	88.2%	92.3%	85.7%
Fuels	136.0	1.2	0.2
% Total Segment	11.6%	2.7%	14.3%
Water consumption (Thousand Cubic Meters)			
Total Consumption	496.6	12.9	1.4
% Total	97.2%	2.5%	0.3%
Waste generation (Metric Tons or M-Ton/M€)			
Total Waste generated	36,836.7	435.9	15.7
% Total	98.8%	1.2%	-
% treated hazardous	2.4%	11.5%	0%
% recycled	69.8%	81.1%	29.2%
Health and Safety (Work-related Incident Rates per 200,000 hours worked)			
Injuries and Illnesses	158	5	0
Incident Rate	0.71	0.34	0
Lost Workday Incidents	70	1	0
Lost Workday Incidents Rate	0.31	0.07	0

Collection Period: January 1, 2019 - December 31, 2019

Total energy includes about 1.7 TJ steam purchase and 2.2 TJ chilled water purchase

8.2 DATA COLLECTION METHOD AND RATIONALE

GRI [102-4]

This report contains data from 50 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.

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, 2019 to December 31, 2019.

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 2019)	Location	2017		2018		2019	
			Industrial Profile	Non-Industrial Profile	Industrial Profile	Non-Industrial Profile	Industrial Profile	Non-Industrial Profile
Adelaide Mill Film	Entertainment Services	Australia						X
Avon	Entertainment Services	France		X		X		X
Bangalore	Entertainment Services	India		X		X		X
Beijing	Connected Home	China		X		X		X
Boulogne	Entertainment Services	France		X		X		X
Burbank	Entertainment Services	California, USA		X		X		X
Camarillo	Entertainment Services	California, USA		X		X		X
Camarillo MFL	Entertainment Services	California, USA			X		X	
Chennai	Connected Home	India		X		X		X
Chicago The Mill	Entertainment Services	Illinois, USA		X		X		X
Culver City MPC	Entertainment Services	California, USA		X		X		X
Edegem	Connected Home	Belgium		X		X		X
Guadalajara	Entertainment Services	Mexico	X		X		X	
Guadalajara FSSC	Corporate & Other	Mexico		X		X		X
Hollywood	Entertainment Services	California, USA		X		X		X
Huntsville	Entertainment Services	Alabama, USA	X		X		X	
Indianapolis[1]	Connected Home	Indiana, USA		X				
Issy[1]	Corporate & Other	France		X		X		
LaVergne	Entertainment Services	Tennessee, USA	X		X		X	
Lawrenceville	Connected Home	Georgia, USA		X		X		X
London MPC	Entertainment Services	UK		X		X		X
London Post	Entertainment Services	UK		X		X		X
London The Mill	Entertainment Services	UK		X		X		X
Los Altos[1]	Corporate & Other	California, USA		X		X		
Los Angeles The Mill	Entertainment Services	California, USA		X		X		X
Manaus	Connected Home	Brazil	X		X		X	
Melbourne	Entertainment Services	Australia	X		X		X	
Memphis	Entertainment Services	Tennessee, USA	X		X		X	
Mexicali	Entertainment Services	Mexico	X		X		X	
Montreal Mr. X	Entertainment Services	Canada				X		X
Montreal Mikros Image	Entertainment Services	Canada		X		X		X
Montreal Mill Film	Entertainment Services	Canada						X
Montreal MPC	Entertainment Services	Canada		X		X		X
Montreal Post	Entertainment Services	Canada		X		X		
Mumbai	Entertainment Services	India		X		X		X
New York MPC	Entertainment Services	New York, USA		X		X		X

SCOPE OF DATA COLLECTION: THE FOLLOWING SITES PROVIDED DATA FOR THIS REPORT

SITE	Segment (ref 2019)	Location	2017 Industrial Profile	2017 Non-Industrial Profile	2018 Industrial Profile	2018 Non-Industrial Profile	2019 Industrial Profile	2019 Non-Industrial Profile
New York The Mill	Entertainment Services	New York, USA		X		X		X
Olyphant(1)	Entertainment Services	Pennsylvania, USA	X		X			
Ontario(2)	Corporate & Other	California, USA		X				
Paramount	Entertainment Services	California, USA		X		X		X
Paris Renard	Corporate & Other	France						X
Paris Hauteville		France						X
Paris Mikros Image(1)	Entertainment Services	France		X				
Piaseczno	Entertainment Services	Poland	X		X		X	
Princeton(1)	Corporate & Other	New Jersey, USA		X		X		
Rennes – Cesson	Connected Home	France		X		X		X
Rugby	Entertainment Services	UK	X		X		X	
Seoul	Connected Home	South Korea				X		X
Shanghai(3)	Connected Home	China		X				
Shanghai MPC	Entertainment Services	China				X		X
Sydney	Entertainment Services	Australia	X		X		X	
Tokyo	Connected Home	Japan				X		X
Toronto DVD Services	Entertainment Services	Canada	X		X		X	
Toronto Mr. X	Entertainment Services	Canada		X		X		X
Toronto Post	Entertainment Services	Canada		X		X		X
Tultitlan	Entertainment Services	Mexico	X		X		X	
Vancouver MPC	Entertainment Services	Canada		X		X		X
Vancouver Post	Entertainment Services	Canada		X		X		X
Warsaw	Corporate & Other	Poland		X		X		X

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.

(1) These sites have been moved or closed or sold.

(2) The prior Ontario location stopped Industrial during 2014 and remaining non-industrial operations moved to a different facility beginning 2015 and was closed mid-year 2017.

(3) Shanghai operations were merged into Beijing operations mid-year 2017.

9 CSR PERFORMANCE ASSESSMENT

Over the past two years, Technicolor has been assessed by ISS ESG (formerly Oekom Research), *EcoVadis, Vigeo Eiris, Gaïa-Ethifinance,* and is member of the *Responsible Business Alliance* (RBA) which also performs audits on portions of Technicolor's Supply Chain. Since 2015, the Group Sustainability report has been prepared in accordance with the *GRI Standards: Comprehensive option.*

Rating or assessment body	Rating in 2018	Rating in 2019/20	Comment
ISS ESG	C+ – Prime	Not assessed in 2019	Technicolor achieved a Prime status for its first year of assessment
EcoVadis	68/100 – Gold	70/100 – Gold	Third year of "Gold" rating (february 2020)
Vigeo Eiris (Moody's)	68/100	Not assessed in 2019	Rated "Top performer"
Gaïa – Ethifinance	78/100	87/100	Rank 3 out of 230 companies
RBA (Responsible Business Alliance)	Member in full compliance	Member in full compliance	Since 2017

ECOVADIS

EcoVadis operates a leading global collaborative platform enabling companies to monitor the sustainability performance of their supply chain, across 190 purchasing categories and 21 CSR criteria grouped into 4 themes. In 2019, 60.000 companies were rated by *EcoVadis* in more than 160 countries.

Technicolor first started to respond to the *EcoVadis* questionnaire in 2009. The assessment of the Technicolor CSR practices is performed by a team of independent sustainable development experts. Analysts take into account Technicolor's answers to the *EcoVadis* questionnaire, supporting reports and documents, and other evidence of the Group's CSR policies, in particular public and stakeholder information. The analysis results are combined on a dedicated Scorecard accessible on-line by Technicolor customers.

Early 2020, for the third year in a row, Technicolor reached the Advanced level for its CSR engagement and received the GOLD Medal based on its CSR Rating assessed by *EcoVadis.* The Group is in the TOP 3 % of suppliers assessed by *EcoVadis* in the category Manufacture of Communication Equipment worldwide.

ecovadis

TECHNICOLOR SA (GROUP)
has been awarded a
Gold medal
as a recognition of their EcoVadis CSR (Corporate Social Responsibility) Rating

· FEBRUARY 2020·

GAIA - ETHIFINANCE

EthiFinance, a European non-financial research and consulting firm, assesses every year a panel of 230 French listed companies through its '*Gaïa Rating*' campaign. The firm publishes the sustainability '*Gaïa Index*', composed of the Top 70 CSR performers.

In 2019, Technicolor ranked 3rd out of 230 companies.
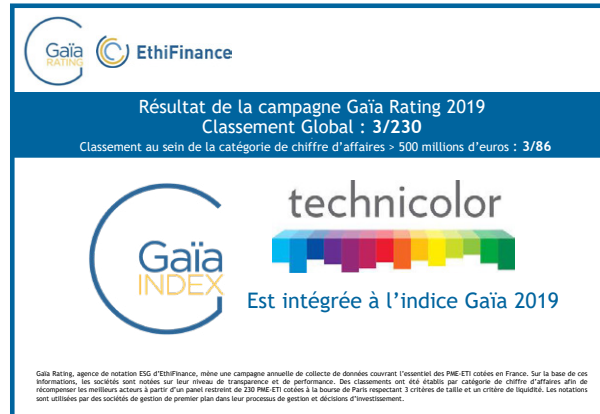
ISS ESG

ISS ESG (formerly Oekom Research), a sustainable development rating agency acquired in 2018 by *ISS*, awards Prime status to those companies that, according to the *ISS ESG corporate rating*, are among the leaders in their industry and that meet industry-specific minimum requirements.

For the first year of assessment by *ISS ESG* in 2018, Technicolor achieved the "Prime" status.

VIGEO EIRIS

Vigeo Eiris, a CSR rating and research agency acquired in 2019 by *Moody's*, evaluates companies' integration of social, environmental and governance factors into their strategies, operations and management.

In 2018, Technicolor was rated by *Vigeo Eiris* "Top performer in the software-IT services industry" worldwide.

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)

VIGILANCE PLAN

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 set in 2018 by the Ethics Compliance Committee, the Group identified six macro risks translating into 22 CSR issues (see chapter 1.2 of this report). It included the Internal Audit, HR, Legal, CSR, IT Security Departments and the business divisions. CSR inquiries received from and focus points expressed by external stakeholders to the Group were also integrated.	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 2019 registration document**). • internal Audits and other periodic monitoring (EH&S) (see chapter 2.5 and chapter 5 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 90.4% of spending of the Group. About 69% of spending are already assessed. • 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 related to CSR issues are described in this report.	• agreement with Group's Suppliers Ethic policy 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 7.1 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 2019 universal registration document**).

• EHS audits and other periodic monitoring (see chapter 2.5 and chapter 5 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.

UNITED NATIONS GLOBAL COMPACT 2019 COMMUNICATION ON PROGRESS

GRI *[102-12]*

Technicolor has been a member of the United Nations Global Compact since 2003. The Company submits each year a Communication on Progress (COP) as part of its support and engagement in favor of the 10 universal principles of the Global Compact. For the latest annual update on Technicolor initiatives and the UN Global Compact, please visit: **https://www.unglobalcompact.org/**.

Since 2016, the table featuring Technicolor's annual actions and results with regards to human rights, labor, environment and anti-corruption, is included below in the present sustainability report and is an integral part of Technicolor's Global Compact COP (see following pages) together with the message of our CEO at the beginning of this report.

In addition, the GRI Content Index – Comprehensive option presented in chapter 11 of this report links the United Nations Global Compact ten principles and the identified priority Sustainable Development Goals (SDGs) to the relevant GRI Standards and Disclosures.

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 and 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 2019 Actions and Results	- The Group updated in 2018 its Code of Ethics to include reinforced or additional sections on inclusion, employee data protection, anti-corruption and bribery, anti-human trafficking and modern slavery in the supply chain, anti-money laundering, respect for the environment, among other topics. The Group's Whistleblower Policy was also revised in 2018; - 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 were implemented by the legal compliance team in concertation with the Ethics Compliance Committee (ECC), including both in-person and online courses. Training sessions involved more than 15,000 employees from 2010 through 2019; - Occupational Health and Safety training in 2019 totaled some 42,902 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 topics; - 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; - In 2017, Technicolor also revised its Personal Data Protection Policy to prepare the Group for the European General Data Protection Regulation enforced in May 2018 and e-learning sessions were organized for employees. Furthermore, an independent Data Privacy Officer is registered with the French CNIL, an independent administrative authority, whose mission is to protect personal data and preserve civil liberties.

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, Supplier Monitoring and KPIs on labor issues, EcoVadis supplier assessment platform.
TECHNICOLOR **2019 Actions and Results**	- Technicolor is a member of the Responsible Business Alliance (formerly named EICC, now RBA) and complies with its latest Code of Conduct (version 6.0 which was ratified in 2017 and went into effect Jan. 1, 2018) 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 380 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. 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; - 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 for suppliers representing a yearly spending of more than €1 million. In 2019, such category represents 90.4% of the total spending of the Group. Suppliers representing about 69% of total spend of this category of Technicolor's suppliers are already assessed by EcoVadis (an improvement over 2018 when coverage was 55%).

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 **2019 Actions and Results**	- In 2019, Technicolor entered into 35 collective bargaining agreements: 2 in Australia, 1 in Belgium, 6 in Brazil, 21 in France, 3 in Mexico, 1 in the United Kingdom and 1 in the United States of America. In several countries, collective bargaining agreements are negotiated on a pluriannual basis (three years or more), and therefore agreements may not have to be renewed in 2019 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 (for 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 propose 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 actors on their career. In order to support these evolutions, the agreement also includes measures about training, secured external mobility, and possibility to get into early retirement program for eligible employees as defined by the agreement.

In addition, 7 Health and Safety agreements were signed in Mexico, Brazil and France.

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 **2019 Actions and Results**	- 52 on-site Supplier Ethics audits were performed in 2019 by Technicolor concerning 45 sites as some sites have been audited two times.

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 **2019 Actions and Results**	- Out of the 52 supplier audits mentioned above, 1 audit revealed a critical violation that was child labor related. Overall, in 2019, 77% of detected violations related to health and safety, and 13% to working hours. Health and safety violations represented 92% of major violations, while the remaining categories of major violations detected are discrimination, young workers and forced labor by decreasing order.

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 and reinforced including to 2019. The objective of this plan is to improve globally our processes to ensure that practices are 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 are gender diversity, disability, aging, and ethnicity.
TECHNICOLOR **2019 Actions and Results**	- During 2019, at the Group level, work continued to focus on action planning and internal communication and awareness building, while several business units launched programs and networks related to diversity and inclusion in alignment with their workforce requirements. More specifically, in Production Services, a pledge was developed to ensure all groups of people are fairly represented within each brand, to use the Technicolor Academies to actively change diversity in the short-term, and to work long-term with education and industry event to improve the awareness of VFX as a career option for all groups;

- In several countries, managers and supervisors are provided legal awareness training sessions about anti-harassment and non-discrimination. Several new or on-going initiatives were active during 2019, in particular in India, Australia, or the UK. Some 3,179 hours of training including fight against unconscious bias discrimination and harassment were delivered to 1,198 employees in 2019, of which 1,048 hours of anti-harassment focused training to 643 employees. In addition to the role of the 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. Overall, 50 cases of discrimination and harassment were reported in 2019, reflecting the impact of awareness campaigns about harassment. For more information, please refer to chapter 3.2 of this report;

- On the gender diversity front, a first program was launched in 2014 under the sponsorship of the Executive Committee (EXCOM), in order to better balance gender diversity and increase the ratio of women in business roles, management levels and leadership pipeline. Actions were put in place through a full range of processes and progress continued during 2019:

• three women are members of the EXCOM, representing 23% of the total number of members on December 31, 2019. At the Management Committee (MCOM) level, members are three additional women, together with nine men. Women are reaching 24% of the total number of members including EXCOM members;

• a recruitment policy was adopted to encourage gender diversity 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 diversity is integrated in each division's Talent reviews, which outcomes are presented to the EXCOM, including dedicated action plans as needed.

• in 2019, several local initiatives to promote gender diversity were encouraged locally as in India, France, the UK, Canada, Poland and Australia. For more information, please refer to chapter 2.4 of this report;

- On the inclusion front concerning 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 disabled 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. Other initiatives continued in 2019 in Canada, Australia, the UK, and in Poland. For more information, please refer to chapter 2.4 of this report.

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 **2019 Actions and** **Results**	- In 2019, Technicolor participated for the twelfth 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.cdproject.net;** - Technicolor carefully monitors all relevant pieces of legislation worldwide which stem from a precautionary approach to environmental challenges (e.g. Reach, RoHS in Europe, etc.). For complete details, please refer to chapter 6.1 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 pro-gram 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.
TECHNICOLOR **2019 Actions and Results**	- During 2019, a total of 6 sites held ISO 14001 certification, and one recently acquired operation is working toward it; - As part of Technicolor's objective of auditing each industrial location at least every three years, three locations were audited in 2019. As a result of these audits, potential improvement items were identified and evaluated, and more importantly, appropriate action plans were developed; - Climate Change: a transportation emissions blueprint was made in 2017 and in 2018, and renewed in 2019. Partnering with award-winning and certified French TK'Blue company, which conducts in-depth emissions calculations for its customers, Connected Home bene-fited from accrued vision and control over the impact of its global logistics chain and was better able to assess which products and partners were best able to align with the Connected Home practice of sea freight first, air freight last, with preference for rail trans-port within Europe. In 2019 Technicolor expanded its footpring knowledge by estimating emissions of data centers supporting all businesses and functions within the Group.

ENVIRONMENT	
GLOBAL COMPACT **10 Principles**	**PRINCIPLE 9:** **Encourage the development and diffusion of environmentally friendly technologies.**
TECHNICOLOR **Program and Policies**	Life Cycle Analysis (LCA), Eco-design, Energy efficiency of devices and systems, Industry Voluntary Initiatives and Codes of Conduct.
TECHNICOLOR **2019 Actions and Results**	- Technicolor started to implement Eco-design guidelines in 2008 and has long taken a positive stance towards environmental issues in the development, manufacture, use and ultimate disposal of its products. The Group is an active contributor to Voluntary Industry Agreements (VIA) or Codes of Conduct (CoC). - In 2019, Technicolor signed the Canadian Energy-Efficiency Voluntary Agreement for Small Network Equipment (CEEVA SNE) to extend its existing energy saving iniatives to the Canadian market. - In 2019, Technicolor participated and contributed to the revision of the EU CoC BB V7 with the finalization and the publication of CoC BB V7. The VIA version 6 was published in April, 2018, addressing some non-energy requirements related e.g. to Repair, Reuse and Recycling (RRR), to products' durability and upgradeability, to restriction of some flame retardants in plastic parts in addition to RoHS, restriction of Short Chain Chlorinated Paraffins (SCCP), and the full recyclability of packaging. - In Europe, Company reporting for 2019 demonstrates 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. 2019 reporting demonstrated that: • 88% of our Set-Top Box units put on the market are compliant with 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 of the Code of Conduct for Broadband Equipment and 75% are compliant with the idle state power target. - In the Americas, in Australia, in Asia, in Africa, and in the same manner, Technico-lor monitors and follows environmental regulations and standards.

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, Ethics Compliance Committee, Financial Ethics Charter, Anti-Corruption & Anti-Bribery Policy, Sourcing Ethics Policy, Technicolor Supplier Responsibility Program, RBA Code of Conduct, Supplier Monitoring and KPIs, Whistleblower Policy and portal.
TECHNICOLOR **2019 Actions and Results**	- The Group updated its Code of Ethics in 2018 and revised its Anti-Corruption & Anti-Bribery Policy to include reinforced or additional sections, including a Compliance Manual. The Policy provides now practical examples showing employees how to do the right thing when faced with a dilemma; - The Ethics Compliance Committee (ECC) is responsible for all ethical issues related to the Group's activities. In 2019, the ECC treated and followed up on a number of whistle-blowing cases, of which 1 case of bribery was reported and actions taken; - As part of Technicolor's efforts 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 and the Sourcing Ethics Policy, numerous training programs were implemented in the past years by the legal compliance team in concertation with the Ethics Compliance Committee (ECC), including both in-person and online courses. From 2010 through 2019, training sessions related to business ethics, competition rules, fraud, anti-corruption and anti-bribery involved more than 15,000 employees worldwide; - Over the last few years, 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, and preventing sexual harassment. 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 Loi Sapin II. In addition, several in-person trainings took place in Mexico, India and China on various aspects of the Company's Code of Ethics; - The comprehensive Technicolor commitment to prevent corruption, formalized in our Anti-Corruption & Anti-Bribery Policy, 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 new Anti-Corruption & Anti-Bribery Policy 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; - The issuance of the new Anti-Corruption & Anti-Bribery Policy was followed by an all-group message from the CEO. E-learning training targeting all employee categories has been delivered as well as on-site training for specific employee categories such as sales team, legal team or specific countries. Technicolor top management has shown its engagement by issuing several communications to all employees regarding anti-bribery practices, and by requiring regular updates on the anti-bribery program at the Audit Committee of the Company's Board of Directors. A risk mapping exercise was performed which involved among others, controlling and sourcing teams, business leaders and specific managers, in order to identify priorities areas for anti-bribery purpose. A subsequent screening of our third parties (customers, vendors, partners) has been done with the support of an external assessment (*Lexis Diligence*); - Pertaining to these policies, any employee or partner may report anonymously any suspected breach of competition rules or anti-bribery rules, and more broadly any breach of the Code of Ethics, through the Whistleblowing portal (phone, email) in the countries where Technicolor is active.

GRI CONTENT INDEX COMPREHENSIVE OPTION

GRI *[102-47] [102-54] [102-55]*

Content Index TECHNICOLOR SA — Jul 2020 Service

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 the identified priority Sustainable Development Goals (SDGs) to the relevant GRI Standards and Disclosures (please refer to chapter 1.5 of this report). The alignment of the SDGs with the GRI Standards are based on a detailed analysis available on SDG Compass: **www.sdgcompass.org**

GRI CONTENT INDEX					
GRI Standard	**Disclosure**	**Page number(s) and/or URL(s)** 2019 Universal Registration Document (Externally Assured) 2019 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	**2019 Universal Registration Document** Page 296 - Company profile			
	102-2 Activities, brands, products, and services	**2019 Universal Registration Document** Page 9 - Overview of the Group; Page 12 - Organization and business overview; Page 12 - Production Services; Page 16 - DVD Services; Page 18 - Connected Home; Page 21 - Corporate & Other **2019 Sustainability Communication** Page 6 - Overview of the Group; Page 9 - Organization and business models			
	102-3 Location of headquarters	**2019 Universal Registration Document** Page 296 - Company profile			
	102-4 Location of operations	**2019 Universal Registration Document** Page 182 - Operating facilities and locations **2019 Sustainability Communication** Page 92			

102-5 Ownership and legal form	**2019 Universal Registration Document** Page 296 - Company profile	
102-6 Markets served	**2019 Universal Registration Document** Page 12 - Production Services; Page 16 - DVD Services; Page 18 - Connected Home; **2019 Sustainability Communication** Page 6 - Overview of the Group; Page 9 - Organization and business models	
102-7 Scale of the organization	**2019 Universal Registration Document** Page 5 - Overview of the Group; Page 24 - Holding of share capital and voting rights, including identity and percentage of ownership of largest shareholders; Page 157 - Employment figures; Page 215 - Revenue & geographical information; Page 296 - Company profile **2019 Sustainability Communication** Page 6 - Overview of the Group; Page 9 - Organization and business models; Page 18 - Workforce evolution and composition	
102-8 Information on employees and other workers	**2019 Universal Registration Document** Page 157 - Employment figures; Page 159 - Management of business cycles **2019 Sustainability Communication** Page 18 - Workforce evolution and composition; Page 32 - Management of business cycles	Principle 6 SDG 8
102-9 Supply chain	**2019 Universal Registration Document** Page 169 - Human Rights and working conditions in the supply chain **2019 Sustainability Communication** Page 52 - Human Rights and working conditions in the supply chain	
102-10 Significant changes to the organization and its supply chain	**2019 Universal Registration Document** Page 11 - Refocusing our businesses and strategic acquisitions; Page 21 - Discontinued operations; Page 22 - Strategy; Pages 26, 27 and 28 - Changes regarding ownership and share capital; Page 43 - Subsequent events; Page 44 - Information on Covid-19; Page 203 - Main events of the year; Page 211 - Change in the scope of consolidation of 2019 and 2108; Page 230 - Equity and earnings per share, including change in share capital; Page 254 - Specific operations, including acquisitions and disposals of subsidiaries & investments; Page 257 - Discontinued operations and held for sale operations; Page 259 - Subsequent events **2019 Sustainability Communication** Page 12 - Historical background and strategy	
102-11 Precautionary Principle or approach	**2019 Universal Registration Document** Page 147 - The CSR risks; Page 193 - Vigilance plan **2019 Sustainability Communication** Page 13 - The CSR risks; Page 98 - Vigilance plan	

	102-12 External initiatives	**2019 Universal Registration Document** Page 96 - Compliance with AFEP MEDEF Corporate Governance Code; Page 146 - Global Reporting Initiative (GRI) Standards; Page 168 - 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 169 - EcoVadis, the Responsible Business Alliance and other initiatives; Page 172 - Carbon Disclosure Project (CDP); Pages 174 and 185 - Industry codes of conduct (CoC) and energy efficiency voluntary industry agreements (VIA); Page 179 - Sustainable water highlights and initiatives; Page 185 - Responsible Minerals Initiative (RMI) **2019 Sustainability Communication** Page 6 - GRI Standards; Page 16 - UN Global Compact and Sustainable Development Goals; Page 52 - 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 57 - Carbon Disclosure Project (CDP); Pages 59 and 78 - Industry codes of conduct (CoC) and energy efficiency voluntary industry agreements (VIA); Page 74 - Sustainable water highlights and initiatives; Page 100 - UN Global Compact Communication on Progress (COP)
	102-13 Membership of associations	**2019 Universal Registration Document** Page 168 - UN Global Compact, Responsible Business Alliance (formerly EICC); Page 179 - Sustainable water highlights and initiatives; Page 185 - Digital Europe **2019 Sustainability Communication** Page 16 - UN Global Compact; Page 52 - UN Global Compact, Responsible Business Alliance (formerly EICC); Pages 59 and 78 - Digital Europe; Page 74 - Sustainable water highlights and initiatives
	STRATEGY	
GRI 102: General Disclo- sures 2016	**102-14** Statement from senior decision-marker	**2019 Universal Registration Document** Page 2 **2019 Sustainability Communication** Page 3
	102-15 Key impacts, risks, and opportunities	**2019 Universal Registration Document** Pages 9, 11 and 22 - Overview, historical background and strategy; Page 43 - Subsequent events; Page 44 - Information on Covid-19; Pages 46, 47, 50 and 58 - Risk factors, global market and industry risks, operational risks, financial risks; Page 61 - Litigations; Page 65 - Risk Management; Page 147 - The CSR risks; Page 193 - Vigilance plan; Page 234 - Management of financial risks; Page 259 - Subsequent events **2019 Sustainability Communication** Page 12 - Historical background and strategy; Page 13 - The CSR risks; Page 98 - Vigilance plan

ETHICS AND INTEGRITY			
GRI 102: General Disclosures 2016	**102-16** Values, principles, standards, and norms of behavior	**2019 Universal Registration Document** Page 64 - Ethical values and principles of conduct for the Group's managers and employees, Code of Ethics and Financial Ethics Charter	Principle 10
	102-17 Mechanisms for advice and concern about ethics	**2019 Universal Registration Document** Page 64 - Ethics Compliance Committee and whistleblower Policy; Page 187 - Fairness of business practices, code of ethics and whistleblower policy **2019 Sustainability Communication** Page 86 - Fairness of business practices, code of ethics and whistleblower policy	Principle 10

GOVERNANCE			
GRI 102: General Disclosures 2016	**102-18** Governance structure	**2019 Universal Registration Document** Pages 72 and 75 - Corporate governance structure; Page 96 - Preparation and organization of the Board of Directors' work; Page 100 - Board of Director's activities; Page 103 - Composition and activities of the Board Committees; Page 108 - Internal Board regulations	
	102-19 Delegating authority	**2019 Universal Registration Document** Page 64 - Group management and decision-making processes; Page 75 - Corporate governance structure; Page 96 - Organization of the Board of Directors' work; Page 108 - Internal Board regulations	
	102-20 Executive-level responsibility for economic, environmental, and social topics	**2019 Universal Registration Document** Page 75 - Corporate governance structure; Page 96 - Organization of the Board of Directors' work	
	102-21 Consulting stakeholders on economic, environmental, and social topics	**2019 Universal Registration Document** Page 96 - Organization of the Board of Directors' work; Page 108 - Internal Board regulations; Page 168 - Relations with external stakeholders **2019 Sustainability Communication** Page 44 - Relations with external stakeholders	
	102-22 Composition of the highest governance body and its committees	**2019 Universal Registration Document** Page 72 - Corporate governance; Page 75 - Composition and expertise of the Board of Directors; Page 83 - Other information about members of the Board of Directors	SDG 5
	102-23 Chair of the highest governance body	**2019 Universal Registration Document** Page 75 - Corporate governance structure, composition and expertise of the Board of Directors; Page 96 - Organization of the Board of Directors' work	
	102-24 Nominating and selecting the highest governance body	**2019 Universal Registration Document** Page 75 - Composition and expertise of the Board of Directors	SDG 5

	102-25 Conflicts of interest	**2019 Universal Registration Document** Page 75 - Composition of the Board of Directors; Page 95 - Arrangements or agreements made with major shareholders, customers, suppliers or others; Page 106 - Regulated agreements / conflicts of interest; Page 108 - Internal Board regulations
	102-26 Role of highest governance body in setting purpose, values, and strategy	**2019 Universal Registration Document** Page 64 - Group management and decision-making processes; Page 75 - Corporate governance structure; Page 96 - Preparation and organization of the Board of Directors' work; Page 100 - Board of Director's activities; Page 103 - Composition and activities of the Board Committees; Page 108 - Internal Board regulations
	102-27 Collective knowledge of highest governance body	**2019 Universal Registration Document** Page 96 - Organization of the Board of Directors' work; Page 100 - Board of Director's activities SDG 4
	102-28 Evaluating the highest governance body's performance	**2019 Universal Registration Document** Page 100 - Board of Directors' activities, including Board evaluation; Page 108 - Internal Board regulations
GRI 102: General Disclosures 2016	**102-29** Identifying and managing economic, environmental, and social impacts	**2019 Universal Registration Document** Page 63 - Internal control; Page 108 - Internal Board regulations
	102-30 Effectiveness of risk management processes	**2019 Universal Registration Document** Page 63 - Internal control; Page 65 - Risk management
	102-31 Review of economic, environmental, and social topics	**2019 Universal Registration Document** Page 96 - Preparation and organization of the Board of Directors' work; Page 100 - Board of Director's activities; Page 103 - Composition and activities of the Board Committees
	102-32 Highest governance body's role in sustainability reporting	**2019 Universal Registration Document** Pages 113 and 146 - Executive Committee **2019 Sustainability Communication** Page 6 - Executive Committee
	102-33 Communicating critical concerns	**2019 Universal Registration Document** Page 63 - Internal control; Page 65 - Risk management; Page 65 - Internal audit
	102-34 Nature and total number of critical concerns	**2019 Universal Registration Document** Page 65 - Risk management; Page 65 - Internal audit; Page 100 - Board of Director's activities; Page 103 - Activities of the Board Committees

	102-35 Remuneration policies	**2019 Universal Registration Document** Page 44 - Information on Covid-19; Page 115 - Compensation policy for corporate officers; Page 120 - Compensation and benefits of corporate officers; Page 133 - Directors' fees and other compensation; Page 135 - Executive committee compensation; Page 135 - Stock option plans and performance or restricted share plans		
	102-36 Process for determining remuneration	**2019 Universal Registration Document** Page 103 - Composition and activities of the Board Committees, including the Remunerations Committee; Page 115 - Compensation policy for corporate officers; Page 151 - Performance, recognition and retention **2019 Sustainability Communication** Page 26 - Performance, recognition and retention policy		
	102-37 Stakeholders' involvement in remuneration	**2019 Universal Registration Document** Page 115 - Compensation policy for corporate officers; Page 120 - Compensation and benefits of corporate officers; Page 133 - Directors' fees and other compensation		
	102-38 Annual total compensation ratio	**2019 Universal Registration Document** Page 134 - Pay equity ratio		
	102-39 Percentage increase in annual total compensation ratio	**2019 Universal Registration Document** Page 134 - Pay equity ratio. The information is disclosed on page 134. However, the corresponding GRI label 102-39 has been omitted on this page.		
	STAKEHOLDER ENGAGEMENT			
GRI 102: General Disclosures 2016	**102-40** List of stakeholder groups	**2019 Universal Registration Document** Page 24 - List of shareholders; Page 166 - Communities; Page 168 - List of stakeholder groups **2019 Sustainability Communication** Page 42 - Communities; Page 44 - List of stakeholder groups		
	102-41 Collective bargaining agreements	**2019 Universal Registration Document** Page 163 - Labor relations **2019 Sustainability Communication** Page 38 - Labor relations	Principle 3	SDG 8
	102-42 Identifying and selecting stakeholders	**2019 Universal Registration Document** Page 148 - The materiality matrix; Page 166 - Community impact and regional development; Page 168 - Relations with external stakeholders **2019 Sustainability Communication** Page 14 - The materiality matrix; Page 42 - Community impact and regional development; Page 44 - Relations with external stakeholders		

	102-43 Approach to stakehol- der engagement	**2019 Universal Registration Document** Page 148 - The approach to sustainability; Page 166 - Community impact and regional development; Page 168 - Relations with external stakeholders **2019 Sustainability Communication** Page 15 - The approach to sustainability; Page 42 - Community impact and regional development; Page 44 - Relations with external stakeholders; Page 44 - Customer satisfaction surveys; Page 90 - Customer satisfaction surveys results
	102-44 Key topics and concerns raised	**2019 Universal Registration Document** Page 95 - Arrangements or agreements made with major shareholders, customers, suppliers or others; Page 106 - Regulated agreements / conflicts of interest; Page 147 - The CSR risks; Page 148 - The materiality matrix; Page 164 - Safety at work; Page 166 - Community impact and regional development; Page 168 - Relations with external stakeholders; Page 169 - Human Rights and working conditions in the supply chain; Page 171 - Climate change; Page 176 - Circular economy; Page 193 - Vigilance plan **2019 Sustainability Communication** Page 13 - The CSR risks; Page 14 - The materiality matrix; Page 39 - Safety at work; Page 42 - Community impact and regional development; Page 44 - Relations with external stakeholders; Page 44 - Customer satisfaction, case studies; Page 52 - Human Rights and working conditions in the supply chain; Page 56 - Climate change; Page 64 - Circular economy; Page 98 - Vigilance plan

REPORTING PRACTICE

	102-45 Entities included in the consolidated financial statements	**2019 Universal Registration Document** Page 210 - Summary table of the Group's subsidiaries broken down by geographic location; Page 261 - List of main consolidated subsidiaries; Page 301 - Legal organizational chart of the Group including main legal entities; Page 303 - Operational organization, including main operating subsidiaries classified by business segments and geographies
GRI 102: **General** **Disclo-** **sures** **2016**	102-46 Defining report content and topic Boundaries	**2019 Universal Registration Document** Page 3 - Report content; Page 147 - The CSR risks; Page 148 - The materiality matrix; Page 193 - Vigilance plan; Page 309 - Reporting framework and principles; Page 311 - Annual Financial reporting; Page 312 - Elements of the management report; Page 313 - Elements of the corporate governance report; Page 314 - Disclosure on extra-financial performance and vigilance plan **2019 Sustainability Communication** Page 13 - The CSR risks; Page 14 - The materiality matrix; Page 98 - Vigilance plan

	102-47 List of material topics	**2019 Universal Registration Document** Page 147 - The CSR risks; Page 148 - The materiality matrix; Page 193 - Vigilance plan **2019 Sustainability Communication** Page 13 - The CSR risks; Page 14 - The materiality matrix; Page 98 - Vigilance plan; Page 106 - List of material topics reported in the GRI Content Index
	102-48 Restatements of information	**2019 Universal Registration Document** Page 203 - Accounting policies; Page 257 - Discontinued operations and held for sale operations
	102-49 Changes in reporting	**2019 Universal Registration Document** Page 11 - Historical background; Page 21 - Discontinued operations; Page 203 - Main events of the year; Page 211 - Change in the scope of consolidation of 2019 and 2018; Page 254 - Specific operations, including acquisitions and disposals of subsidiaries & investments; Page 257 - Discontinued operations and held for sale operations **2019 Sustainability Communication** Page 12 - Historical background and strategy
	102-50 Reporting period	**2019 Universal Registration Document** Page 296 - Company profile
	102-51 Date of most recent report	**2019 Universal Registration Document** 2019 Registration Document filed on April 20, 2020 and available on the Company website: https://www.technicolor.com/investor-center **2019 Sustainability Communication** Our latest Sustainability Report is available on the Company website: https://www.technicolor.com/corporate-social-responsibility
	102-52 Reporting cycle	**2019 Universal Registration Document** Page 296 - Company profile **2019 Sustainability Communication** Annual reporting cycle
	102-53 Contact point for questions regarding the report	**2019 Universal Registration Document** Page 305
GRI 102: General Disclo- sures 2016	**102-54** Claims of reporting in accordance with the GRI Standards	**2019 Universal Registration Document** Page 146 - Global Reporting Initiative (GRI) Standards; Page 189 - CSR performance assessment **2019 Sustainability Communication** Pages 3, 6, 96 and 106 - GRI Standards: Comprehensive option
	102-55 GRI content index	**2019 Sustainability Communication** Page 106 - GRI content index, including organizational mark and statement

	102-56 External assurance	**2019 Universal Registration Document** Page 106 - Statutory auditor's special report on regulated agreements and commitments; Page 190 - 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 263 - Statutory auditor's report on the consolidated financial statements; Page 290 - Statutory auditor's report on the financial statements

MATERIAL TOPICS

GRI 200 ECONOMIC STANDARD SERIES

ECONOMIC PERFORMANCE

	103-1 Explanation of the material topic and its Boundary	**2019 Universal Registration Document** Page 22 - Strategy; Page 43 - Subsequent events; Page 44 - Information on Covid-19; Page 146 - Corporate Social Responsibility's challenges of the Group; Page 202 - Notes to the consolidated financial statements; Page 259 - Subsequent events; Page 270 - Notes to the parent company financial statements **2019 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group
GRI 103: Management Approach 2016	**103-2** The management approach and its components	**2019 Universal Registration Document** Page 22 - Strategy; Page 40 - Liquidity and capital resources; Page 43 - Subsequent events; Page 44 - Information on Covid-19; Page 66 - Internal control procedures relating to the preparation and treatment of accounting and financial information; Page 193 - Vigilance plan; Page 202 - Notes to the consolidated financial statements; Page 270 - Notes to the parent company financial statements **2019 Sustainability Communication** Page 16 - UN Global Compact and Sustainable Development Goals; Page 98 - Vigilance plan

GRI	Disclosure	References	Principle	SDG
	103-3 Evaluation of the management approach	**2019 Universal Registration Document** Page 32 - Summary of results; Page 32 - Results of operations for 2018 and 2019, including revenues, adjusted EBITDA, operating expenses, net finance costs and net income; Page 189 - CSR performance assessment; Page 202 - Notes to the consolidated financial statements; Page 270 - Notes to the parent company financial statements **2019 Sustainability Communication** Page 96 - CSR performance assessment		
GRI 201: **Economic** **Perfor-** **mance** **2016**	**201-1** Direct economic value generated and distributed	**2019 Universal Registration Document** Page 30 - Dividend policy; Page 32 - Summary of results; Page 32 - Results of operations for 2018 and 2019, including revenues, adjusted EBITDA, operating expenses, net finance costs and net income; Page 40 - Liquidity and capital resources; Page 202 - Notes to the consolidated financial statements; Page 230 - Equity and earnings per share; Page 242 - Employee benefit including post-employment & long-term benefits, and share-based compensation plans; Pages 267 and 270 - 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	**2019 Universal Registration Document** Page 171 - Climate change **2019 Sustainability Communication** Page 56 - Climate change **CDP Website** Technicolor CDP response	Principle 7	SDG 13
	201-3 Defined benefit plan obligations and other retirement plans	**2019 Universal Registration Document** Page 120 - Compensation and benefits of corporate officers; Page 135 - Stock option plans and performance or restricted share plans; Page 242 - Employee benefit including post-employment & long-term benefits, and share-based compensation plans		
	201-4 Financial assistance received from government	**2019 Universal Registration Document** Page 216 - Research and development expenses and subsidies		
MARKET PRESENCE				
GRI 103: **Manage-** **ment** **Approach** **2016**	**103-1** Explanation of the material topic and its Boundary	**2019 Universal Registration Document** Page 12 - Production Services; Page 16 - DVD Services; Page 18 - Connected Home; Page 48 - Competition; Page 146 - Corporate Social Responsibility's challenges of the Group; **2019 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	**2019 Universal Registration Document** Page 12 - Production Services; Page 16 - DVD Services; Page 18 - Connected Home; Page 48 - Competition; Page 193 - Vigilance plan **2019 Sustainability Communication** Page 9 - Organization and business models; Page 16 - UN Global Compact and Sustainable Development Goals; Page 98 - Vigilance plan			
	103-3 Evaluation of the management approach	**2019 Universal Registration Document** Page 12 - Production Services; Page 16 - DVD Services; Page 18 - Connected Home; Page 189 - CSR performance assessment **2019 Sustainability Communication** Page 9 - Organization and business models; Page 96 - 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	**2019 Universal Registration Document** Page 166 - Community impact and regional development **2019 Sustainability Communication** Page 42 - 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	**2019 Universal Registration Document** Page 146 - Corporate Social Responsibility's challenges of the Group; Page 166 - Community impact and regional development; Page 168 - Relations with external stakeholders **2019 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 42 - Community impact and regional development; Page 44 - Relations with external stakeholders			
	103-2 The management approach and its components	**2019 Universal Registration Document** Page 166 - Community impact and regional development; Page 168 - Relations with external stakeholders; Page 193 - Vigilance plan **2019 Sustainability Communication** Page 16 - UN Global Compact and Sustainable Development Goals; Page 42 - Community impact and regional development; Page 44 - Relations with external stakeholders; Page 98 - Vigilance plan			

	103-3 Evaluation of the management approach	**2019 Universal Registration Document** Page 166 - Community impact and regional development; Page 168 - Relations with external stakeholders; Page 189 - CSR performance assessment **2019 Sustainability Communication** Page 42 - Community impact and regional development; Page 44 - Relations with external stakeholders; Page 72 - CSR performance assessment	
GRI 203: Indirect Economic Impacts 2016	**203-1** Infrastructure investments and services supported	**2019 Universal Registration Document** Page 154 - Training and development; Page 166 - Community impact and regional development **2019 Sustainability Communication** Page 28 - Training and development; Page 42 - Community impact and regional development	SDG 5
	203-2 Significant indirect economic impacts	**2019 Universal Registration Document** Page 154 - Training and development; Page 166 - Community impact and regional development; **2019 Sustainability Communication** Page 28 - Training and development; Page 42 - 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	**2019 Universal Registration Document** Page 44 - Information on Covid-19; Page 53 - Raw material and other key input cost availability and volatility; Page 53 - Supply chain and manufacturing; Page 55 - Supplier and key component dependency; Page 56 - Supply chain management; Page 146 - Corporate Social Responsibility's challenges of the Group; Page 168 - Human Rights and working conditions; Page 185 - Product compliance and ban of hazardous materials **2019 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 52 - Human Rights and working conditions; Page 78 - Product compliance and ban of hazardous materials	
	103-2 The management approach and its components	**2019 Universal Registration Document** Page 44 - Information on Covid-19; Page 53 - Raw material and other key input cost availability and volatility; Page 53 - Supply chain and manufacturing; Page 55 - Supplier and key component dependency; Page 56 - Supply chain management; Page 168 - Human Rights and working conditions; Page 185 - Product compliance and ban of hazardous materials; Page 193 - Vigilance plan **2019 Sustainability Communication** Page 16 - UN Global Compact and Sustainable Development Goals; Page 52 - Human Rights and working conditions; Page 78 - Product compliance and ban of hazardous materials; Page 98 - Vigilance plan	

	103-3 Evaluation of the management approach	**2019 Universal Registration Document** Page 168 - Human Rights and working conditions; Page 185 - Product compliance and ban of hazardous materials; Page 189 - CSR performance assessment **2019 Sustainability Communication** Page 52 - Human Rights and working conditions; Page 78 - Product compliance and ban of hazardous materials; Page 96 - CSR performance assessment	
GRI 204: **Procure-** **ment** **Practices** **2016**	**204-1** Proportion of spending on local suppliers	**2019 Universal Registration Document** Due to the nature of the activity, the proportion is almost equal to zero	SDG 12

ANTI-CORRUPTION

GRI 103: **Manage-** **ment** **Approach** **2016**	**103-1** Explanation of the material topic and its Boundary	**2019 Universal Registration Document** Page 64 - Ethical values and principles of conduct for the Group's managers and employees, Code of Ethics and Financial Ethics Charter; Page 146 - Corporate Social Responsibility's challenges of the Group; Page 187 - Fairness of business practices **2019 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 86 - Fairness of business practices	
	103-2 The management approach and its components	**2019 Universal Registration Document** Page 64 - Ethical values and principles of conduct for the Group's managers and employees, Code of Ethics and Financial Ethics Charter; Page 187 - Fairness of business practices; Page 193 - Vigilance plan **2019 Sustainability Communication** Page 16 - UN Global Compact and Sustainable Development Goals; Page 86 - Fairness of business practices; Page 98 - Vigilance plan	
	103-3 Evaluation of the management approach	**2019 Universal Registration Document** Page 64 - Ethical values and principles of conduct for the Group's managers and employees, Code of Ethics and Financial Ethics Charter; Page 187 - Fairness of business practices; Page 189 - CSR performance assessment **2019 Sustainability Communication** Page 86 - Fairness of business practices; Page 96 - CSR performance assessment	
GRI 205: **Anti-cor-** **ruption** **2016**	**205-1** Operations assessed for risks related to corruption	**2019 Universal Registration Document** Page 63 - Internal control procedures; Page 64 - Ethical values and principles of conduct for the Group's managers and employees, Code of Ethics and Financial Ethics Charter; Page 187 - Competition rules and anti-bribery **2019 Sustainability Communication** Page 86 - Competition rules and anti-bribery	Principle 10
	205-2 Communication and training about anti-corruption policies and procedures	**2019 Universal Registration Document** Page 64 - Ethical values and principles of conduct for the Group's managers and employees, Code of Ethics, Financial Ethics Charter, and ethics training programs; Page 187 - Competition rules and anti-bribery **2019 Sustainability Communication** Page 86 - Competition rules and anti-bribery	Principle 10

	205-3 Confirmed incidents of corruption and actions taken	**2019 Sustainability Communication** Page 86 - Fairness of business practices	Principle 10
**ANTI-COMPETITIVE BEHAVIOR**		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	**2019 Universal Registration Document** Page 146 - Corporate Social Responsibility's challenges of the Group; Page 187 - Fairness of business practices **2019 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 86 - Fairness of business practices	
	103-2 The management approach and its components	**2019 Universal Registration Document** Page 62 - Litigations related to antitrust procedures; Page 187 - Fairness of business practices; Page 193 - Vigilance plan; Page 253 - Contingencies **2019 Sustainability Communication** Page 16 - UN Global Compact and Sustainable Development Goals; Page 86 - Fairness of business practices; Page 98 - Vigilance plan	
	103-3 Evaluation of the management approach	**2019 Universal Registration Document** Page 62 - Litigations related to antitrust procedures; Page 187 - Fairness of business practices; Page 189 - CSR performance assessment; Page 253 - Contingencies **2019 Sustainability Communication** Page 86 - Fairness of business practices; Page 96 - CSR performance assessment	
GRI 206: Anti-competitive behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	**2019 Universal Registration Document** Page 62 - Litigations related to antitrust procedures; Page 253 - Contingencies	
**MATERIAL TOPICS**		
**GRI 300 ENVIRONMENTAL STANDARD SERIES**		
**MATERIALS**		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	**2019 Universal Registration Document** Page 53 - Raw material and other key input cost availability and volatility; Page 146 - Corporate Social Responsibility's challenges of the Group; Page 176 - Circular economy; Page 177 - Recycling of waste and optimization of raw material; Page 185 - Product compliance and ban of hazardous materials **2019 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 64 - Circular economy; Page 65 - Recycling of waste and optimization of raw material; Page 78 - Product compliance and ban of hazardous materials	

	103-2 The management approach and its components	**2019 Universal Registration Document** Page 53 - Raw material and other key input cost availability and volatility; Page 176 - Circular economy; Page 177 - Recycling of waste and optimization of raw material; Page 185 - Product compliance and ban of hazardous materials; Page 193 - Vigilance plan **2019 Sustainability Communication** Page 16 - UN Global Compact and Sustainable Development Goals; Page 64 - Circular economy; Page 65 - Recycling of waste and optimization of raw material; Page 78 - Product compliance and ban of hazardous materials; Page 98 - Vigilance plan			
	103-3 Evaluation of the management approach	**2019 Universal Registration Document** Page 176 - Circular economy; Page 177 - Recycling of waste and optimization of raw material; Page 185 - Product compliance and ban of hazardous materials; Page 189 - CSR performance assessment **2019 Sustainability Communication** Page 64 - Circular economy; Page 65 - Recycling of waste and optimization of raw material; Page 78 - Product compliance and ban of hazardous materials; Page 90 - Key sustainability data; Page 96 - CSR performance assessment			
GRI 301: **Materials** **2016**	**301-1** Materials used by weight or volume	**2019 Universal Registration Document** Page 177 - Recycling of waste and optimization of raw material **2019 Sustainability Communication** Page 65 - Recycling of waste and optimization of raw material; Page 90 - Key sustainability data		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	**2019 Universal Registration Document** Page 146 - Corporate Social Responsibility's challenges of the Group; Page 171 - Climate change; Page 172 - Carbon emissions and energy consumption; Page 174 - Energy efficiency; Page 174 - Renewable energy **2019 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 56 - Climate change; Page 57 - Carbon emissions and energy consumption; Page 59 - Energy efficiency; Page 62 - Renewable energy		
	103-2 The management approach and its components	**2019 Universal Registration Document** Page 171 - Climate change; Page 172 - Carbon emissions and energy consumption; Page 174 - Energy efficiency; Page 174 - Renewable energy; Page 193 - Vigilance plan **2019 Sustainability Communication** Page 16 - UN Global Compact and Sustainable Development Goals; Page 56 - Climate change; Page 57 - Carbon emissions and energy consumption; Page 59 - Energy efficiency; Page 62 - Renewable energy; Page 98 - Vigilance plan		
	103-3 Evaluation of the management approach	**2019 Universal Registration Document** Page 171 - Climate change; Page 172 - Carbon emissions and energy consumption; Page 174 - Energy efficiency; Page 174 - Renewable energy; Page 189 - CSR performance assessment **2019 Sustainability Communication** Page 56 - Climate change; Page 57 - Carbon emissions and energy consumption; Page 59 - Energy efficiency; Page 62 - Renewable energy; Page 90 - Key sustainability data; Page 96 - CSR performance assessment		
GRI 302: Energy 2016	**302-1** Energy consumption within the organization	**2019 Universal Registration Document** Page 172 - Carbon emissions and energy consumption **2019 Sustainability Communication** Page 57 - Carbon emissions and energy consumption; Page 90 - Key sustainability data	Principles 7 and 8	SDG 8, 12, 13
	302-2 Energy consumption outside of the organization	**2019 Universal Registration Document** Page 172 - Carbon emissions and energy consumption **2019 Sustainability Communication** Page 57 - Carbon emissions and energy consumption	Principle 8	SDG 8, 12, 13

	302-3 Energy intensity	**2019 Universal Registration Document** Page 172 - Carbon emissions and energy consumption **2019 Sustainability Communication** Page 57 - Carbon emissions and energy consumption; Page 90 - Key sustainability data	Principle 8	SDG 8, 12, 13
	302-4 Reduction of energy consumption	**2019 Universal Registration Document** Page 172 - Carbon emissions and energy consumption; Page 174 - Renewable energy **2019 Sustainability Communication** Page 57 - Carbon emissions and energy consumption	Principles 8 and 9	SDG 8, 12, 13
	302-5 Reduction in energy requirements of products and services	**2019 Universal Registration Document** Page 174 - Energy efficiency initiatives **2019 Sustainability Communication** Page 59 - Energy efficiency initiatives; Page 69 - 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	**2019 Universal Registration Document** Page 124 - Corporate Social Responsibility's challenges of the Group; Page 176 - Circular economy; Page 179 - Sustainable water highlights and initiatives **2019 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 64 - Circular economy; Page 74 - Sustainable water management		
	103-2 The management approach and its components	**2019 Universal Registration Document** Page 176 - Circular economy; Page 179 - Sustainable water highlights and initiatives; Page 193 - Vigilance plan **2019 Sustainability Communication** Page 16 - UN Global Compact and Sustainable Development Goals; Page 64 - Circular economy; Page 74 - Sustainable water management; Page 98 - Vigilance plan		
	103-3 Evaluation of the management approach	**2019 Universal Registration Document** Page 176 - Circular economy; Page 179 - Sustainable water highlights and initiatives; Page 189 - CSR performance assessment **2019 Sustainability Communication** Page 64 - Circular economy; Page 74 - Sustainable water management; Page 90 - Key sustainability data; Page 96 - CSR performance assessment		

GRI 303: Water and Effluents 2018	**303-1** Interactions with water as a shared resource	**2019 Universal Registration Document** Page 179 - Sustainable water management **2019 Sustainability Communication** Page 74 - Sustainable water management; Page 90 - Key sustainability data	Principles 7 and 8	
	303-2 Management of water discharge-related impacts	**2019 Universal Registration Document** Page 179 - Sustainable water management **2019 Sustainability Communication** Page 74 - Sustainable water management; Page 90 - Key sustainability data	Principle 8	
	303-3 Water withdrawal	**2019 Universal Registration Document** Page 179 - Sustainable water management **2019 Sustainability Communication** Page 74 - Sustainable water management; Page 90 - Key sustainability data	Principle 8	SDG 8, 12
	303-4 Water discharge	**2019 Universal Registration Document** Page 179 - Sustainable water management **2019 Sustainability Communication** Page 74 - Sustainable water management; Page 90 - Key sustainability data	Principle 8	
	303-5 Water consumption	**2019 Universal Registration Document** Page 179 - Sustainable water management **2019 Sustainability Communication** Page 74 - Sustainable water management; Page 90 - Key sustainability data	Principle 8	

EMISSIONS

GRI 103: Management Approach 2016	**103-1** Explanation of the material topic and its Boundary	**2019 Universal Registration Document** Page 146 - Corporate Social Responsibility's challenges of the Group; Page 171 - Climate change; Page 172 - Carbon emissions and energy consumption; Page 174 - Renewable energy **2019 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 56 - Climate change; Page 57 - Carbon emissions and energy consumption		
	103-2 The management approach and its components	**2019 Universal Registration Document** Page 171 - Climate change; Page 172 - Carbon emissions and energy consumption; Page 174 - Renewable energy; Page 193 - Vigilance plan **2019 Sustainability Communication** Page 16 - UN Global Compact and Sustainable Development Goals; Page 56 - Climate change; Page 57 - Carbon emissions and energy consumption; Page 98 - Vigilance plan		SDG 12, 13
	103-3 Evaluation of the management approach	**2019 Universal Registration Document** Page 171 - Climate change; Page 172 - Carbon emissions and energy consumption; Page 174 - Renewable energy; Page 189 - CSR performance assessment **2019 Sustainability Communication** Page 56 - Climate change; Page 57 - Carbon emissions and energy consumption; Page 90 - Key sustainability data; Page 96 - CSR performance assessment		

GRI 305: Emissions 2016	**305-1** Direct (Scope 1) GHG emissions	**2019 Universal Registration Document** Page 172 - Carbon emissions and energy consumption **2019 Sustainability Communication** Page 57 - Carbon emissions and energy consumption; Page 90 - Key sustainability data **CDP Website** Technicolor CDP response		Principles 7 and 8	SDG 3, 12, 13
	305-2 Energy indirect (Scope 2) GHG emissions	**2019 Universal Registration Document** Page 172 - Carbon emissions and energy consumption **2019 Sustainability Communication** Page 57 - Carbon emissions and energy consumption; Page 90 - Key sustainability data **CDP Website** Technicolor CDP response		Principles 7 and 8	SDG 3, 12, 13
	305-3 Other indirect (Scope 3) GHG emissions	**2019 Universal Registration Document** Page 172 - Carbon emissions and energy consumption **2019 Sustainability Communication** Page 57 - Carbon emissions and energy consumption **CDP Website** Technicolor CDP response		Principles 7 and 8	SDG 3, 12, 13
	305-4 GHG emissions intensity	**CDP Website** Technicolor CDP response		Principle 8	SDG 13
GRI 305: Emissions 2016	**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)	**2019 Sustainability Communication** Page 69 - 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 CO2 eq	Principles 7 and 8	SDG 3, 12, 13

EFFLUENTS AND WASTE					
GRI 103: Manage-ment Approach 2016	**103-1** Explanation of the material topic and its Boundary	**2019 Universal Registration Document** Page 146 - Corporate Social Responsibility's challenges of the Group; Page 176 - Circular economy; Page 177 - Recycling of waste and optimization of raw material **2019 Sustainability Communication** Page 5 - Corporate Social Responsibility's challenges of the Group; Page 64 - Circular economy; Page 65 - Recycling of waste and optimization of raw material			
	103-2 The management approach and its components	**2019 Universal Registration Document** Page 176 - Circular economy; Page 177 - Recycling of waste and optimization of raw material; Page 193 - Vigilance plan **2019 Sustainability Communication** Page 16 - UN Global Compact and Sustainable Development Goals; Page 64 - Circular economy; Page 65 - Recycling of waste and optimization of raw material; Page 98 - Vigilance plan			SDG 12, 13
	103-3 Evaluation of the ma-nagement approach	**2019 Universal Registration Document** Page 176 - Circular economy; Page 177 - Recycling of waste and optimization of raw material; Page 189 - CSR performance assessment **2019 Sustainability Communication** Page 64 - Circular economy; Page 65 - Recycling of waste and optimization of raw material; Page 90 - Key sustainability data; Page 96 - CSR performance assessment			
GRI 306: Effluents and Waste 2016	**306-1** Water discharge by quality and destination		Not applicable. The Group is now reporting on effluents using GRI 303 2018, and therefore does not need to report on the effluents-related disclosure 306-1 in GRI 306 2016	Principle 8	SDG 3, 12
	306-2 Waste by type and disposal method	**2019 Universal Registration Document** Page 177 - Recycling of waste and optimization of raw material **2019 Sustainability Communication** Page 65 - Recycling of waste and optimization of raw material; Page 90 - Key sustainability data		Principle 8	SDG 3, 12
	306-3 Significant spills	**2019 Universal Registration Document** Page 181 - Environmental investments, remediation, and pollution prevention **2019 Sustainability Communication** Page 76 - Environmental investments, remediation, and pollution prevention		Principle 8	SDG 3, 12, 13
	306-4 Transport of hazar-dous waste		Not applicable. Technicolor does not transport, import, export or treats waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII	Principle 8	SDG 3, 12

| | **306-5**
Water bodies affected by water discharges and/or runoff | | Not applicable. Technicolor operations are mostly located in urban areas and do not affect environmental sensitive areas, water bodies and related habitats. An inventory was carried out internally to verify that there were no unidentified instances. | Principle 8 |

ENVIRONMENTAL COMPLIANCE

GRI 103: Management Approach 2016	**103-1** Explanation of the material topic and its Boundary	**2019 Universal Registration Document** Page 146 - Corporate Social Responsibility's challenges of the Group; Page 180 - Additional environmental aspects; Page 185 - Product compliance and ban of hazardous materials **2019 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 59 - Energy efficiency regulation; Page 65 - Recycling of waste and optimization of raw material; Page 69 - Environmental footprint of products, including regulatory challenges; Page 76 - Additional environmental aspects; Page 78 - Product compliance and ban of hazardous materials	
	103-2 The management approach and its components	**2019 Universal Registration Document** Page 62 - Litigations related to environmental procedures; Page 180 - Additional environmental aspects; Page 185 - Product compliance and ban of hazardous materials; Page 193 - Vigilance plan; Page 253 - Contingencies **2019 Sustainability Communication** Page 16 - UN Global Compact and Sustainable Development Goals; Page 59 - Energy efficiency regulation; Page 65 - Recycling of waste and optimization of raw material; Page 69 - Environmental footprint of products, including regulatory challenges; Page 76 - Additional environmental aspects; Page 78 - Product compliance and ban of hazardous materials; Page 98 - Vigilance plan	SDG 12, 13
	103-3 Evaluation of the management approach	**2019 Universal Registration Document** Page 62 - Litigations related to environmental procedures; Page 180 - Additional environmental aspects including ISO 14001 certified EMS locations; Page 185 - Product compliance and ban of hazardous materials; Page 189 - CSR performance assessment; Page 253 - Contingencies **2019 Sustainability Communication** Page 59 - Energy efficiency regulation; Page 65 - Recycling of waste and optimization of raw material; Page 69 - Environmental footprint of products, including regulatory challenges; Page 76 - Additional environmental aspects; Page 78 - Product compliance and ban of hazardous materials; Page 96 - CSR performance assessment	

GRI 307: Environmental Compliance 2016	**307-1** Non-compliance with environmental laws and regulations	**2019 Universal Registration Document** Page 62 - Litigations related to environmental procedures; Page 181 - Environmental investments, remediation, and pollution prevention; Page 253 - Contingencies **2019 Sustainability Communication** Page 76 - 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	**2019 Universal Registration Document** Page 146 - Corporate Social Responsibility's challenges of the Group; Page 168 - Supply chain assessment; Page 185 - Product compliance and ban of hazardous materials **2019 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 52 - Supply chain assessment; Page 78 - Product compliance and ban of hazardous materials	
	103-2 The management approach and its components	**2019 Universal Registration Document** Page 168 - Supply chain assessment; Page 185 - Product compliance and ban of hazardous materials; Page 193 - Vigilance plan **2019 Sustainability Communication** Page 16 - UN Global Compact and Sustainable Development Goals; Page 52 - Supply chain assessment; Page 78 - Product compliance and ban of hazardous materials; Page 98 - Vigilance plan	
	103-3 Evaluation of the management approach	**2019 Universal Registration Document** Page 168 - Supply chain assessment; Page 185 - Product compliance and ban of hazardous materials; Page 189 - CSR performance assessment **2019 Sustainability Communication** Page 52 - Supply chain assessment; Page 78 - Product compliance and ban of hazardous materials; Page 90 - Key sustainability data, supplier audits; Page 96 - CSR performance assessment	
GRI 308: Supplier Environmental Assessment 2016	**308-1** New suppliers that were screened using environmental criteria	**2019 Universal Registration Document** Page 169 - Supply chain assessment and EcoVadis assessment platform for suppliers; Page 185 - Product compliance, ban of hazardous materials, and conflict minerals **2019 Sustainability Communication** Page 52 - Supply chain assessment and EcoVadis assessment platform for suppliers; Page 78 - Product compliance and ban of hazardous materials; Page 90 - Key sustainability data	Principle 8
	308-2 Negative environmental impacts in the supply chain and actions taken	**2019 Universal Registration Document** Page 169 - Supply chain assessment, EcoVadis assessment platform for suppliers, and RBA audits; Page 185 - Product compliance, ban of hazardous materials, and conflict minerals **2019 Sustainability Communication** Page 52 - Supply chain assessment, EcoVadis assessment platform for suppliers, and RBA audits; Page 78 - Product compliance and ban of hazardous materials; Page 90 - 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	**2019 Universal Registration Document** Page 44 - Information on Covid-19; Page 54 - Labor force availability; Page 146 - Corporate Social Responsibility's challenges of the Group; Page 150 - Management and development of talent; Page 159 - Management of business cycles **2019 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 23 - Management and development of talent; Page 32 - Management of business cycles			
	103-2 The management approach and its components	**2019 Universal Registration Document** Page 44 - Information on Covid-19; Page 54 - Labor force availability; Page 150 - Management and development of talent; Page 159 - Management of business cycles; Page 193 - Vigilance plan **2019 Sustainability Communication** Page 16 - UN Global Compact and Sustainable Development Goals; Page 23 - Management and development of talent; Page 32 - Management of business cycles; Page 98 - Vigilance plan			SDG 8
	103-3 Evaluation of the management approach	**2019 Universal Registration Document** Page 150 - Management and development of talent; Page 159 - Management of business cycles; Page 189 - CSR performance assessment **2019 Sustainability Communication** Page 23 - Management and development of talent; Page 32 - Management of business cycles; Page 96 - CSR performance assessment			
GRI 401: Employment 2016	**401-1** New employee hires and employee turnover	**2019 Universal Registration Document** Page 157 - Employment figures **2019 Sustainability Communication** Page 18 - 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	**2019 Universal Registration Document** Page 135 - Stock option plans and performance or restricted share plans; Page 151 - Performance, recognition and retention; Page 157 - Employee profit-sharing and shares held by employees; Page 242 - Employee benefit including post-employment & long-term benefits and share-based compensation plans **2019 Sustainability Communication** Page 26 - 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	**2019 Universal Registration Document** Page 146 - Corporate Social Responsibility's challenges of the Group; Page 163 - Business transformation and social dialogue **2019 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 37 - Business transformation and social dialogue			
	103-2 The management approach and its components	**2019 Universal Registration Document** Page 163 - Business transformation and social dialogue; Page 193 - Vigilance plan **2019 Sustainability Communication** Page 16 - UN Global Compact and Sustainable Development Goals; Page 37 - Business transformation and social dialogue; Page 98 - Vigilance plan			
	103-3 Evaluation of the management approach	**2019 Universal Registration Document** Page 163 - Business transformation and social dialogue; Page 189 - CSR performance assessment **2019 Sustainability Communication** Page 37 - Business transformation and social dialogue; Page 96 - 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	**2019 Universal Registration Document** Page 44 - Information on Covid-19; Page 47 - Health and safety risks; Page 146 - Corporate Social Responsibility's challenges of the Group; Page 164 - Safety at work; Page 168 - Human Rights and working conditions **2019 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 39 - Safety at work; Page 52 - Human Rights and working conditions
	103-2 The management approach and its components	**2019 Universal Registration Document** Page 44 - Information on Covid-19; Page 47 - Health and safety risks; Page 164 - Safety at work; Page 168 - Human Rights and working conditions; Page 193 - Vigilance plan **2019 Sustainability Communication** Page 16 - UN Global Compact and Sustainable Development Goals; Page 39 - Safety at work; Page 52 - Human Rights and working conditions; Page 98 - Vigilance plan

	103-3 Evaluation of the management approach	**2019 Universal Registration Document** Page 164 - Safety at work; Page 168 - Human Rights and working conditions; Page 189 - CSR performance assessment **2019 Sustainability Communication** Page 39 - Safety at work; Page 52 - Human Rights and working conditions; Page 90 - Key sustainability data; Page 96 - CSR performance assessment	
GRI 403: Occupational Health and Safety 2018	**403-1** Occupational health and safety management system	**2019 Universal Registration Document** Page 164 - Safety at work **2019 Sustainability Communication** Page 39 - Safety at work	SDG 8
	403-2 Hazard identification, risk assessment, and incident investigation	**2019 Universal Registration Document** Page 164 - Safety at work; Page 176 - Audits and internal governance **2019 Sustainability Communication** Page 39 - Safety at work; Page 64 - Audits and internal governance	SDG 3, 8
	403-3 Occupational health services	**2019 Universal Registration Document** Page 164 - Safety at work **2019 Sustainability Communication** Page 39 - Safety at work	SDG 3, 8
	403-4 Worker participation, consultation, and communication on occupational health and safety	**2019 Universal Registration Document** Page 164 - Safety at work **2019 Sustainability Communication** Page 39 - Safety at work	SDG 8
	403-5 Worker training on occupational health and safety	**2019 Universal Registration Document** Page 47 - Health and safety risks; Page 164 - Safety at work and training; Page 177 - Environment, Health and Safety training **2019 Sustainability Communication** Page 39 - Safety at work and training; Page 65 - Environment, Health and Safety training	
	403-6 Promotion of worker health	**2019 Universal Registration Document** Page 151 - Performance, recognition and retention; Page 164 - Safety at work **2019 Sustainability Communication** Page 26 - Performance, recognition and retention; Page 39 - Safety at work	
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	**2019 Universal Registration Document** Page 169 - Human Rights and working conditions in the supply chain **2019 Sustainability Communication** Page 52 - Human Rights and working conditions in the supply chain	
	403-8 Workers covered by an occupational health and safety management system	**2019 Universal Registration Document** Page 164 - Safety at work **2019 Sustainability Communication** Page 39 - Safety at work	

	403-9 Work-related injuries	**2019 Universal Registration Document** Page 164 - Safety at work **2019 Sustainability Communication** Page 39 - Safety at work; Page 90 - Key sustainability data
	403-10 Work-related ill health	**2019 Universal Registration Document** Page 164 - Safety at work **2019 Sustainability Communication** Page 39 - Safety at work; Page 90 - Key sustainability data
TRAINING AND EDUCATION		
GRI 103: Mana- gement Approach 2016	**103-1** Explanation of the material topic and its Boundary	**2019 Universal Registration Document** Page 49 - Talent and Human Rights; Page 50 - Attract, develop & retain creative, production and technology talents; Page 146 - Corporate Social Responsibility's challenges of the Group; Page 150 - Management and development of talent; Page 164 - Safety at work; Page 166 - Community impact and regional development; Page 168 - Relations with external stakeholders **2019 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 23 - Management and development of talent; Page 39 - Safety at work; Page 42 - Community impact and regional development; Page 44 - Relations with external stakeholders
	103-2 The management approach and its components	**2019 Universal Registration Document** Page 49 - Talent and Human Rights; Page 50 - Attract, develop & retain creative, production and technology talents; Page 150 - Management and development of talent; Page 164 - Safety at work; Page 166 - Community impact and regional development; Page 168 - Relations with external stakeholders; Page 193 - Vigilance plan **2019 Sustainability Communication** Page 16 - UN Global Compact and Sustainable Development Goals; Page 23 - Management and development of talent; Page 39 - Safety at work; Page 42 - Community impact and regional development; Page 44 - Relations with external stakeholders; Page 98 - Vigilance plan
	103-3 Evaluation of the ma- nagement approach	**2019 Universal Registration Document** Page 150 - Management and development of talent; Page 164 - Safety at work; Page 166 - Community impact and regional development; Page 168 - Relations with external stakeholders; Page 189 - CSR performance assessment **2019 Sustainability Communication** Page 23 - Management and development of talent; Page 39 - Safety at work; Page 42 - Community impact and regional development; Page 44 - Relations with external stakeholders; Page 96 - CSR performance assessment

	404-1 Average hours of training per year per employee	**2019 Universal Registration Document** Page 154 - Training and development; Page 164 - Safety at work **2019 Sustainability Communication** Page 28 - Training and development; Page 39 - Safety at work and training	Principle 6	SDG 4, 5, 8
GRI 404: **Training** **and** **Educa-** **tion** **2016**	**404-2** Programs for upgra-ding employee skills and transition assistance programs	**2019 Universal Registration Document** Page 154 - Training and development; Page 163 - Transformation plans; Page 166 - Community impact and regional development, the Technicolor Academy **2019 Sustainability Communication** Page 28 - Training and development; Page 37 - Transformation plans; Page 42 - Community impact and regional development		SDG 8
	404-3 Percentage of employees receiving regular performance and career develop-ment reviews	**2019 Universal Registration Document** Page 151 - Performance, recognition and retention; Page 154 - Training and development **2019 Sustainability Communication** Page 26 - Performance, recognition and retention; Page 28 - Training and development	Principle 6	SDG 5, 8

DIVERSITY AND EQUAL OPPORTUNITY

	103-1 Explanation of the material topic and its Boundary	**2019 Universal Registration Document** Page 49 - Talent and Human Rights; Page 146 - Corporate Social Responsibility's challenges of the Group; Page 160 - Diversity and inclusiveness; Page 170 - Fight against harassment and discrimination **2019 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 33 - Diversity and inclusiveness; Page 54 - Fight against harassment and discrimination		
GRI 103: **Manage-** **ment** **Approach** **2016**	**103-2** The management approach and its components	**2019 Universal Registration Document** Page 49 - Talent and Human Rights; Page 160 - Diversity and inclusiveness; Page 170 - Fight against harassment and discrimination; Page 193 - Vigilance plan **2019 Sustainability Communication** Page 16 - UN Global Compact and Sustainable Development Goals; Page 33 - Diversity and inclusiveness; Page 54 - Fight against harassment and discrimination; Page 98 - Vigilance plan		SDG 5
	103-3 Evaluation of the ma-nagement approach	**2019 Universal Registration Document** Page 160 - Diversity and inclusiveness; Page 170 - Fight against harassment and discrimination; Page 189 - CSR performance assessment **2019 Sustainability Communication** Page 33 - Diversity and inclusiveness; Page 54 - Fight against harassment and discrimination; Page 96 - CSR performance assessment		

GRI 405: Diversity and Equal Opportunity 2016	**405-1** Diversity of governance bodies and employees	**2019 Universal Registration Document** Page 75 - Composition and expertise of the Board of Directors; Page 113 - Members of the Executive Committee; Page 157 - Employment figures; Page 160 - Diversity and inclusiveness **2019 Sustainability Communication** Page 18 - Workforce evolution and composition; Page 33 - Diversity and inclusiveness	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	**2019 Universal Registration Document** Page 49 - Talent and Human Rights; Page 146 - Corporate Social Responsibility's challenges of the Group; Page 160 - Diversity and inclusiveness; Page 170 - Fight against harassment and discrimination **2019 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 33 - Diversity and inclusiveness; Page 54 - Fight against harassment and discrimination		
	103-2 The management approach and its components	**2019 Universal Registration Document** Page 49 - Talent and Human Rights; Page 160 - Diversity and inclusiveness; Page 170 - Fight against harassment and discrimination; Page 193 - Vigilance plan **2019 Sustainability Communication** Page 16 - UN Global Compact and Sustainable Development Goals; Page 33 - Diversity and inclusiveness; Page 54 - Fight against harassment and discrimination; Page 98 - Vigilance plan		
	103-3 Evaluation of the management approach	**2019 Universal Registration Document** Page 160 - Diversity and inclusiveness; Page 170 - Fight against harassment and discrimination; Page 164 - CSR performance assessment **2019 Sustainability Communication** Page 33 - Diversity and inclusiveness; Page 54 - Fight against harassment and discrimination; Page 96 - CSR performance assessment		
GRI 406: Non-Discrimination 2016	**406-1** Incidents of discrimination and corrective actions taken	**2019 Universal Registration Document** Page 160 - Diversity and inclusiveness; Page 169 - Human Rights and working conditions in the supply chain; Page 170 - Fight against harassment and discrimination **2019 Sustainability Communication** Page 33 - Diversity and inclusiveness; Page 52 - Human Rights and working conditions in the supply chain; Page 54 - 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	**2019 Universal Registration Document** Page 146 - Corporate Social Responsibility's challenges of the Group; Page 163 - Business transformation and social dialogue **2019 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 37 - Business transformation and social dialogue		
	103-2 The management approach and its components	**2019 Universal Registration Document** Page 163 - Business transformation and social dialogue; Page 193 - Vigilance plan **2019 Sustainability Communication** Page 16 - UN Global Compact and Sustainable Development Goals; Page 37 - Business transformation and social dialogue; Page 98 - Vigilance plan		
	103-3 Evaluation of the management approach	**2019 Universal Registration Document** Page 163 - Business transformation and social dialogue; Page 189 - CSR performance assessment **2019 Sustainability Communication** Page 37 - Business transformation and social dialogue; Page 96 - 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	**2019 Universal Registration Document** Page 169 - Human Rights and working conditions in the supply chain **2019 Sustainability Communication** Page 52 - 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	**2019 Universal Registration Document** Page 146 - Corporate Social Responsibility's challenges of the Group; Page 168 - Human Rights and working conditions **2019 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 52 - Human Rights and working conditions		
	103-2 The management approach and its components	**2019 Universal Registration Document** Page 168 - Human Rights and working conditions; Page 193 - Vigilance plan **2019 Sustainability Communication** Page 16 - UN Global Compact and Sustainable Development Goals; Page 52 - Human Rights and working conditions; Page 98 - Vigilance plan		
	103-3 Evaluation of the management approach	**2019 Universal Registration Document** Page 168 - Human Rights and working conditions; Page 189 - CSR performance assessment **2019 Sustainability Communication** Page 52 - Human Rights and working conditions; Page 96 - CSR performance assessment		

GRI 408: Child Labor 2016	**408-1** Operations and suppliers at significant risk for incidents of child labor	**2019 Universal Registration Document** Page 169 - Human Rights and working conditions in the supply chain **2019 Sustainability Communication** Page 52 - 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	**2019 Universal Registration Document** Page 146 - Corporate Social Responsibility's challenges of the Group; Page 168 - Human Rights and working conditions **2019 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 52 - Human Rights and working conditions
	103-2 The management approach and its components	**2019 Universal Registration Document** Page 168 - Human Rights and working conditions; Page 193 - Vigilance plan **2019 Sustainability Communication** Page 16 - UN Global Compact and Sustainable Development Goals; Page 52 - Human Rights and working conditions; Page 98 - Vigilance plan
	103-3 Evaluation of the management approach	**2019 Universal Registration Document** Page 168 - Human Rights and working conditions; Page 189 - CSR performance assessment **2019 Sustainability Communication** Page 52 - Human Rights and working conditions; Page 96 - 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	**2019 Universal Registration Document** Page 169 - Human Rights and working conditions in the supply chain **2019 Sustainability Communication** Page 52 - 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	**2019 Universal Registration Document** Page 49 - Talent and Human Rights; Page 146 - Corporate Social Responsibility's challenges of the Group; Page 168 - Human Rights and working conditions **2019 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 52 - Human Rights and working conditions
	103-2 The management approach and its components	**2019 Universal Registration Document** Page 49 - Talent and Human Rights; Page 168 - Human Rights and working conditions; Page 193 - Vigilance plan **2019 Sustainability Communication** Page 16 - UN Global Compact and Sustainable Development Goals; Page 52 - Human Rights and working conditions; Page 98 - Vigilance plan

	103-3 Evaluation of the management approach	**2019 Universal Registration Document** Page 168 - Human Rights and working conditions; Page 189 - CSR performance assessment **2019 Sustainability Communication** Page 52 - Human Rights and working conditions; Page 96 - CSR performance assessment	
GRI 412: Human Rights Assessment 2016	**412-1** Operations that have been subject to human rights reviews or impact assessments	**2019 Universal Registration Document** Page 64 - Ethical values and principles of conduct for the Group's managers and employees, Code of Ethics, Financial Ethics; Page 169 - Human Rights and working conditions in the supply chain **2019 Sustainability Communication** Page 52 - Human Rights and working conditions in the supply chain	Principle 1
	412-2 Employee training on human rights policies or procedures	**2019 Universal Registration Document** Page 64 - Code of Ethics and ethics training programs; Page 169 - Human Rights and working conditions in the supply chain **2019 Sustainability Communication** Page 52 - 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	**2019 Universal Registration Document** Page 169 - Human Rights and working conditions in the supply chain **2019 Sustainability Communication** Page 52 - 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	**2019 Universal Registration Document** Page 44 - Information on Covid-19; Page 146 - Corporate Social Responsibility's challenges of the Group; Page 166 - Community impact and regional development; Page 168 - Relations with external stakeholders **2019 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 42 - Community impact and regional development; Page 44 - Relations with external stakeholders	
	103-2 The management approach and its components	**2019 Universal Registration Document** Page 44 - Information on Covid-19; Page 166 - Community impact and regional development; Page 168 - Relations with external stakeholders; Page 193 - Vigilance plan **2019 Sustainability Communication** Page 16 - UN Global Compact and Sustainable Development Goals; Page 42 - Community impact and regional development; Page 44 - Relations with external stakeholders; Page 98 - Vigilance plan	

	103-3 Evaluation of the management approach	**2019 Universal Registration Document** Page 166 - Community impact and regional development; Page 168 - Relations with external stakeholders; Page 189 - CSR performance assessment **2019 Sustainability Communication** Page 42 - Community impact and regional development; Page 44 - Relations with external stakeholders; Page 96 - CSR performance assessment		
GRI 413: **Local** **Commu-** **nities** **2016**	**413-1** Operations with local community engagement, impact assessments, and development programs	**2019 Universal Registration Document** Page 166 - Community impact and regional development **2019 Sustainability Communication** Page 42 - Community impact and regional development	Information unavailable. The necessary information cannot be obtained currently. However, most operations have implemented local community engagement, impact assessments, and development programs. The organization is currently working to disclose information in the next reporting cycle	Principle 1
	413-2 Operations with significant actual and potential negative impacts on local communities	**2019 Universal Registration Document** Page 163 - Transformation plans **2019 Sustainability Communication** Page 37 - Transformation plans		Principle 1
	SUPPLIER SOCIAL ASSESSMENT			
GRI 103: **Manage-** **ment** **Approach** **2016**	**103-1** Explanation of the material topic and its Boundary	**2019 Universal Registration Document** Page 49 - Talent and Human Rights; Page 146 - Corporate Social Responsibility's challenges of the Group; Page 168 - Human Rights and working conditions **2019 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 52 - Human Rights and working conditions		
	103-2 The management approach and its components	**2019 Universal Registration Document** Page 49 - Talent and Human Rights; Page 168 - Human Rights and working conditions; Page 193 - Vigilance plan **2019 Sustainability Communication** Page 16 - UN Global Compact and Sustainable Development Goals; Page 52 - Human Rights and working conditions; Page 98 - Vigilance plan		
	103-3 Evaluation of the management approach	**2019 Universal Registration Document** Page 168 - Human Rights and working conditions; Page 189 - CSR performance assessment **2019 Sustainability Communication** Page 52 - Human Rights and working conditions; Page 96 - CSR performance assessment		

GRI 414: Supplier Social Assess- ment 2016	**414-1** New suppliers that were screened using social criteria	**2019 Universal Registration Document** Page 169 - Human Rights and working conditions in the supply chain, EcoVadis assessment platform for suppliers **2019 Sustainability Communication** Page 52 - Human Rights and working conditions in the supply chain, EcoVadis assessment platform for suppliers; Page 90 - Key sustainability data	Principle 2	SDG 5, 8
	414-2 Negative social impacts in the supply chain and actions taken	**2019 Universal Registration Document** Page 169 - Human Rights and working conditions in the supply chain, EcoVadis assessment platform for suppliers and RBA audits **2019 Sustainability Communication** Page 52 - 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: Manage- ment Approach 2016	**103-1** Explanation of the material topic and its Boundary	**2019 Universal Registration Document** Page 146 - Corporate Social Responsibility's challenges of the Group; Page 168 - Relations with external stakeholders; Page 185 - Product compliance and ban of hazardous materials; Page 187 - Fairness of business practices **2019 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 44 - Relations with external stakeholders; Page 78 - Product compliance and ban of hazardous materials; Page 86 - Fairness of business practices		
	103-2 The management approach and its components	**2019 Universal Registration Document** Page 168 - Relations with external stakeholders; Page 185 - Product compliance and ban of hazardous materials; Page 187 - Fairness of business practices; Page 193 - Vigilance plan **2019 Sustainability Communication** Page 16 - UN Global Compact and Sustainable Development Goals; Page 44 - Relations with external stakeholders; Page 78 - Product compliance and ban of hazardous materials; Page 86 - Fairness of business practices; Page 98 - Vigilance plan		
	103-3 Evaluation of the ma- nagement approach	**2019 Universal Registration Document** Page 168 - Relations with external stakeholders; Page 185 - Product compliance and ban of hazardous materials; Page 187 - Fairness of business practices; Page 189 - CSR performance assessment **2019 Sustainability Communication** Page 44 - Relations with external stakeholders; Page 78 - Product compliance and ban of hazardous materials; Page 86 - Fairness of business practices; Page 96 - CSR performance assessment		
GRI 415: Public Po- licy 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	**2019 Universal Registration Document** Page 146 - Corporate Social Responsibility's challenges of the Group; Page 185 - Product compliance and ban of hazardous materials **2019 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 65 - Recycling of waste and optimization of raw material; Page 78 - Product compliance and ban of hazardous materials
	103-2 The management approach and its components	**2019 Universal Registration Document** Page 185 - Product compliance and ban of hazardous materials; Page 193 - Vigilance plan **2019 Sustainability Communication** Page 16 - UN Global Compact and Sustainable Development Goals; Page 65 - Recycling of waste and optimization of raw material; Page 78 - Product compliance and ban of hazardous materials; Page 98 - Vigilance plan
	103-3 Evaluation of the management approach	**2019 Universal Registration Document** Page 185 - Product compliance and ban of hazardous materials; Page 189 - CSR performance assessment **2019 Sustainability Communication** Page 65 - Recycling of waste and optimization of raw material; Page 78 - Product compliance and ban of hazardous materials; Page 96 - CSR performance assessment
GRI 416: Customer Health and Safety 2016	**416-1** Assessment of the health and safety impacts of product and service categories	**2019 Universal Registration Document** Page 185 - Product compliance and ban of hazardous materials **2019 Sustainability Communication** Page 59 - Energy efficiency; Page 65 - Recycling of waste and optimization of raw material; Page 69 - Environmental footprint of products; Page 78 - 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	**2019 Universal Registration Document** Page 146 - Corporate Social Responsibility's challenges of the Group **2019 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 44 - Customer satisfaction, case studies; Page 65 - Recycling of waste and optimization of raw material; Page 69 - Environmental footprint of products, including regulatory challenges	
	103-2 The management approach and its components	**2019 Universal Registration Document** Page 193 - Vigilance plan **2019 Sustainability Communication** Page 16 - UN Global Compact and Sustainable Development Goals; Page 44 - Customer satisfaction surveys; Page 65 - Recycling of waste and optimization of raw material; Page 69 - Environmental footprint of products, including regulatory challenges; Page 98 - Vigilance plan	
	103-3 Evaluation of the management approach	**2019 Universal Registration Document** Page 189 - CSR performance assessment **2019 Sustainability Communication** Page 44 - Customer satisfaction survey results; Page 65 - Recycling of waste and optimization of raw material; Page 69 - Environmental footprint of products, including regulatory challenges; Page 96 - CSR performance assessment	
GRI 417: Marketing and Labeling 2016	**417-1** Requirements for product and service information and labeling	**2019 Universal Registration Document** Page 179 - Product reuse; Page 185 - Product compliance and ban of hazardous materials **2019 Sustainability Communication** Page 59 - Energy efficiency regulation and requirements; Page 65 - Recycling of waste and optimization of raw material; Page 69 - Environmental footprint of products; Page 69 - Product reuse; Page 78 - 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	**2019 Universal Registration Document** Page 52 - Cyber and physical content security risk; Page 54 - Physical security risk; Page 57 - Products development and cybersecurity; Page 68 - Security of people and assets, including cybersecurity; Page 146 - Corporate Social Responsibility's challenges of the Group; Page 186 - Content security, cyber risks and respect of Intellectual Property **2019 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 83 - Content security, cyber risks and respect of Intellectual Property
	103-2 The management approach and its components	**2019 Universal Registration Document** Page 52 - Cyber and physical content security risk; Page 54 - Physical security; Page 57 - Products development and cybersecurity; Page 67 - Information Technology Security procedures; Page 68 - Security of people and assets, including cybersecurity; Page 186 - Content security, cyber risks and respect of Intellectual Property; Page 193 - Vigilance plan **2019 Sustainability Communication** Page 16 - UN Global Compact and Sustainable Development Goals; Page 83 - Content security, cyber risks and respect of Intellectual Property; Page 98 - Vigilance plan
	103-3 Evaluation of the management approach	**2019 Universal Registration Document** Page 68 - Security of people and assets, including cybersecurity; Page 186 - Content security, cyber risks and respect of Intellectual Property; Page 189 - CSR performance assessment **2019 Sustainability Communication** Page 83 - Content security, cyber risks and respect of Intellectual Property; Page 96 - 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 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	**2019 Universal Registration Document** Page 48 - Legal compliance; Page 63 - Internal control; Page 146 - Corporate Social Responsibility's challenges of the Group; Page 187 - Fairness of business practices **2019 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 86 - Fairness of business practices
	103-2 The management approach and its components	**2019 Universal Registration Document** Page 48 - Competition; Page 61 - Litigations; Page 63 - Internal control; Page 187 - Fairness of business practices; Page 193 - Vigilance plan; Page 253 - Contingencies **2019 Sustainability Communication** Page 16 - UN Global Compact and Sustainable Development Goals; Page 86 - Fairness of business practices; Page 98 - Vigilance plan
	103-3 Evaluation of the management approach	**2019 Universal Registration Document** Page 61 - Litigations; Page 63 - Internal control; Page 187 - Fairness of business practices; Page 189 - CSR performance assessment; Page 253 - Contingencies **2019 Sustainability Communication** Page 86 - Fairness of business practices; Page 96 - CSR performance assessment
GRI 419: Socioeconomic Compliance 2016	**419-1** Non-compliance with laws and regulations in the social and economic area	**2019 Universal Registration Document** Page 61 - Litigations; Page 253 - Contingencies

- 3 TGs: Tantalum, Tin, Tungsten and Gold
- ADSL: Asymmetric Digital Subscriber Line
- AFEP: Association Française des Entreprises Privées (France)
- APAC: Asia-Pacific region
- BB: Broadband Equipment
- BOD: Biological Oxygen Demand
- BU: Business Unit
- CCO: Chief Compliance Officer
- 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
- CFSI: Conflict Free Sourcing Initiative
- CFSP: Conflict Free Smelter Program
- CMRT: Conflict Mineral Reporting Template
- CNIL: Commission Nationale de l'Informatique et des Libertés (France)
- CoC: Code of Conduct
- CoC BB: Code of Conduct for Broadband Equipment
- COD: Chemical Oxygen Demand
- CoE: Center of Expertise
- COO: Chief Operating Officer
- COP: Communication on Progress (Global Compact)
- CPE: Customer Premise Equipment
- CPI: Continuous Process Improvement
- CRT: Cathode Ray Tube
- CSR: Corporate Social Responsibility
- CSTB: Complex Set Top Box
- DCO: Data Control Organization
- DE: Digital Europe
- DMP: Digital Matte Painting
- DOE or DoE: Department of Energy (US)
- DPO: Data Protection Officer
- DSL / ADSL / VDSL: Digital Subscriber Line / Asymmetric DSL / Very-high-bit-rate DSL
- DTV: Digital TV
- DVD: Digital Versatile Disc
- EC: European Commission
- EC: Electronically Commuted

- ECC: Ethics Compliance Committee
- ECHA: European Chemicals Agency (EU)
- EEC: European Economic Community
- EEE: Electrical and Electronic Equipment
- EEPs: Electrical and Electronic Products
- EH&S or EHS: Environment, Health & Safety
- EICC: Electronics Industrial Citizenship Coalition (US)
- EIME: Environmental Information and Management Explorer tool
- EMEA: Europe/Middle East/Africa region
- EMS: Environmental Management System or Electronic Manufacturing Service
- EOL: End of Life
- EPA: Environmental Protection Agency (US)
- EPS: External Power Supply
- ErP: Energy related Products (EU Directive), previously EuP (Energy using Products)
- ETM: Early-To-Market
- EU: European Union
- EXCOM: Executive Committee
- FAQ: Frequently Asked Question
- FCPA: Foreign Corrupt Practices Act (US)
- FTV: Film and Television Visual Effects
- FX (or VFX): Visual Effects
- GDPR: General Data Protection Regulation (Europe)
- GeSI: Global e-Sustainability Initiative
- GHG: Greenhouse Gases
- GRI: Global Reporting Initiative
- GW: Gateway or Global Warming
- H&S: Health and Safety
- HD: Hard Drive or Hard Disk Drive
- HW: Hardware
- HR: Human Ressources
- HRBP: Human Ressources Business Partner
- HRCC: Human Ressources Competence Center
- HVAC: Heating, Ventilation and Air-Conditioning
- IC: Internal Complaint Committee
- ICT: Information and Communications Technology
- IEC: International Electrotechnical Commission
- ILO: International Labor Organization
- INRIA: Institut National de Recherche en Informatique et en Automatique (France)
- 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
- IT: Information Technology
- KPI: Key Performance Indicator
- K-REACH: Registration, Evaluation and Authorization of Chemicals (South-Korea)
- LAN: Local Area Network
- 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
- LTD: Long-Term Disability
- LTE: Long Term Evolution (a high-speed wireless communication standard for mobile phones and data terminals)
- MCOM: Management Committee
- MEDEF : Mouvement des Entreprises de France (France)
- M&E: Media & Entertainment
- MIIT: Ministry of Industry and Information Technology (China)
- MPC: The Moving Picture Company (Technicolor)
- MSO: Multiple System Operator
- MVPD: Multichannel Video Programming Distributor
- NAM: North American region
- NSP: Network Service Provider
- ODM: Original Design Manufacturer
- OECD: Organization for Economic Co-operation and Development
- OEM: Original Equipment Manufacturer
- OHSAS: Occupational Health and Safety Assessment (British standard)
- OTT TV: Over-the-Top TV
- PEC: Priority Existing Chemicals (Korea)
- PEG: Partner Expert Group
- PEP: Product Environmental Profile
- PoSH: Prevention of Sexual Harassment
- PUE: Power Usage Effectiveness
- PVC: Polyvinyl Chloride
- QA: Quality Assurance
- RBA: Responsible Business Alliance

- RCOI: Reasonable Country of Origin Inquiry
- REACH: Registration, Evaluation and Authorization of Chemicals (European Commission)
- RED: Radio Equipment Directive (Europe)
- R&D: Research and Development
- R&I: Research and Innovation
- R&TTE: Radio and Telecommunication Terminal Equipment (EU Directive)
- RMAP: Responsible Minerals Assurance Process
- RMD: Resource Material Depletion
- RMI: Responsible Minerals Initiative
- RoHS: Restriction of the Use of Certain Hazardous Substances (Europe)
- RRR: Reusability, Recyclability and Recoverability
- RRSP: Registered Retirement Savings Plan (Canada)
- SBI: Significant Business Incident
- SCCP: Short Chain Chlorinated Paraffins
- SCIP: Substances of Concern In Products
- SD: Sustainable Development
- SDG: Sustainable Development Goal (United Nations)
- SEC: Securities and Exchange Commission (US)
- SME: Small and Medium-sized Enterprises
- SNE: Small Network Equipment
- STB: Set-Top Box
- SVHC: Substances of Very High Concern
- SVP: Senior Vice President
- SW: Software
- TSO: Technicolor Security Office
- UHD: Ultra High Definition
- UN: United Nations
- UNGC: United Nations Global Compact
- US or USA: United Nations of America
- VA: Voluntary Agreement
- VDSL: Very-high-bit-rate Digital Subscriber Line
- VFX: Visual Effects
- VIA: Voluntary Industry Agreement
- WAN: Wide Area Network
- WEEE: Waste Electrical and Electronic Equipment (EU Directive)

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