2020

SUSTAINABILITY
COMMUNICATION

technicolor

2020
SUSTAINABILITY
COMMUNICATION

Ambitious Talent and Strong Diversity Policy: **Acquisition** and **Development, Diversity, Equity & Inclusion** 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 *Gaia-Ethifinance*)

Dear Stakeholder,

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

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

More specifically, Technicolor policies and practices prohibit the use of child labor, forced labor, human trafficking and modern slavery, and of any form of discrimination and harassment in its operations and its supply chain, and require 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 workforce.

Diversity, Equity and Inclusion are key for all businesses of the Group in order to reflect the societies we serve and where we operate, to foster our creativity, and to promote an equitable approach. We aim to recruit and retain the most talented people from a broad range of disciplines and experiences, regardless of race, gender, sexual orientation, religion, ethnicity, national origin, or ability status. In 2020, several initiatives to promote Diversity, Equity and Inclusion were encouraged locally, and new initiatives are being launched in 2021 to be more inclusive for visible and non-visible minorities. In that respect, worldwide anti-discrimination and anti-harassment training will be delivered to all employees from 2021 on a yearly basis. Also, beyond its commitment to the UNGC, early this year Technicolor endorsed the *Women's Empowerment Principles* (WEPs).

Focused on supply chain vigilance, in 2018 Technicolor also added a more systematic risk assessment of suppliers with the implementation of the *EcoVadis* (an independent global organization allowing companies to assess the environmental and social performance of their suppliers) *assessment platform* for suppliers, representing a yearly spend of more than €1 million. This category represents more than 90% of the total spend of the Group. Suppliers representing about 81% of total spend in this category of Technicolor's Supply Chain had already been assessed by *EcoVadis* by the end of 2020.

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.

With respect to climate change and the circular economy, Technicolor is taking steps to fulfill its responsibilities as a global corporate citizen, and is currently preparing its submission for early 2022 of a carbon trajectory to the *Science Based Targets initiative* (SBTi). In 2020, the Company participated for the thirteenth consecutive year in the *Carbon Disclosure Project* (CDP). The Group started to implement eco-design guidelines in 2008, and has long taken a positive stance towards environmental issues in the development, manufacture, energy use and ultimate disposal of its products, bringing benefits for both customers and the environment.

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

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

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, where furlough was not possible, 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 period, beyond closely monitoring 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. Mental Health awareness programs have been launched, and are now part of our ongoing yearly training.

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

All these long-term efforts have been recognized by external and independent agencies. In 2021, Technicolor achieved *ISS ESG* "Prime" status for the second time. We reached also the *ISS* "Best-in-class" status and received the *ISS QualityScore* - the highest rating awarded by *ISS* - for both our Environmental and our Social Performance. In 2020, for the third year in a row, Technicolor reached the *EcoVadis* Advanced level for its CSR engagement and was granted a "Gold Medal" based on its CSR Rating. The Group now ranks among the top 3 % of companies rated by *EcoVadis* in the manufacture of communication equipment industry. Technicolor's ranking assessed by *Gaïa-Ethifinance,* a European non-financial research and consulting firm, has steadily improved over the years, reaching number 1 out of 390 companies in the overall ranking in 2020.

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

GRI [102-14] [102-54]

Richard Moat,
Chief Executive Officer

CONTENTS

GRI SUSTAINABILITY REPORTING STANDARDS (GRI STANDARDS) AND DISCLOSURES

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

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

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

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

1 CORPORATE SOCIAL RESPONSIBILITY'S CHALLENGES OF THE GROUP

GRI *[102-32] [103-1 Economic performance] [103-1 Market presence] [103-1 Indirect economic impacts] [103-1 Procurement practices] [103-1 Anti-corruption] [103-1 Anti-competitive behavior] [103-1 Materials] [103-1 Energy] [103-1 Water and effluents] [103-1 Emissions] [103-1 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. Successful companies are those that integrate societal, environmental and economic issues into their business and governance, thus strengthening the link and trust with all stakeholders."

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

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

Within the Group, the Corporate Social Responsibility Department supervises the CSR (Corporate Social Responsibility) processes in cooperation with the business divisions.

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

1.1 OVERVIEW AND BUSINESS MODELS OF THE GROUP

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

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

(Strategy) of **Technicolor 2020 Universal Registration Document,** available on Technicolor's website **https:// www.technicolor.com/investor-center**

OVERVIEW OF
TECHNICOLOR IN 2020

Revenues of continuing operations

c.€3 bn

Revenues
BY ACTIVITY

59%
VS 52% in 2019

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

23%
VS 23% in 2019

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

17%
VS 24% in 2019

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

1%
vS 1% in 2019

4. Corporate & Others
Trademark Licensing
Corporate costs

1st **Worldwide supplier**
of media services on physical devices

1st **Media services provider**
on physical devices

1st **Worldwide supplier**
of network access gateways

Revenue
BY CURRENCY

72%
USD
VS 47% in 2019

7%
Euros
VS 24% in 2019

21%
Other
VS 29% in 2019

Revenues
BY DESTINATION

57%
North America
VS 53% in 2019

29%
Europe, Middle-East & Africa
VS 26% in 2019

9%
Asia-Pacific
VS 12% in 2019

5%
Amérique du Sud
VS 9% in 2019
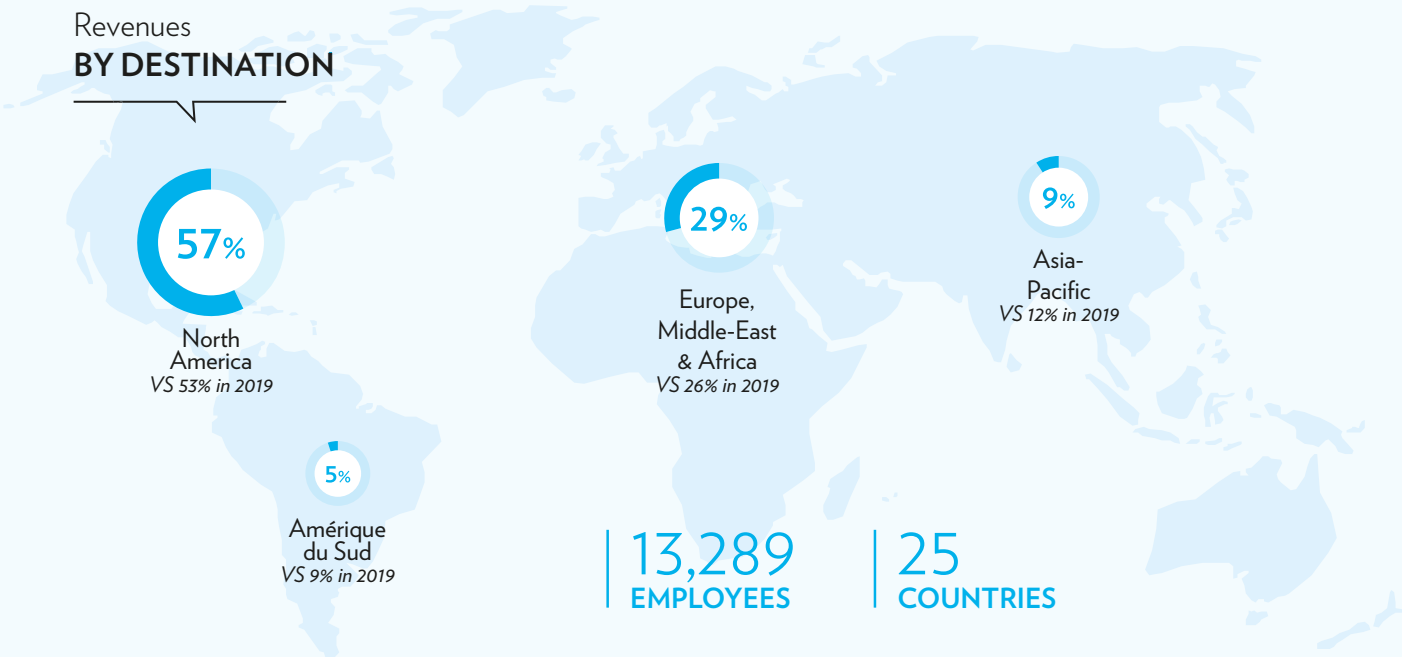
13,289
EMPLOYEES

25
COUNTRIES

WORKFORCE BREAKDOWN AS OF DECEMBER 31, 2020*

*including 260 intermittent employees

5,392 CREATIVES

1,417 CREATIVE TECH SUPPORT

3,937 OPERATIONALS

755 RESEARCHERS & ENGINEERS

1,788 OTHERS

1.1.2 ORGANIZATION AND BUSINESS MODELS

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

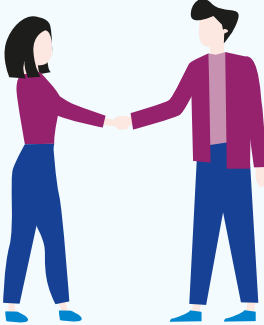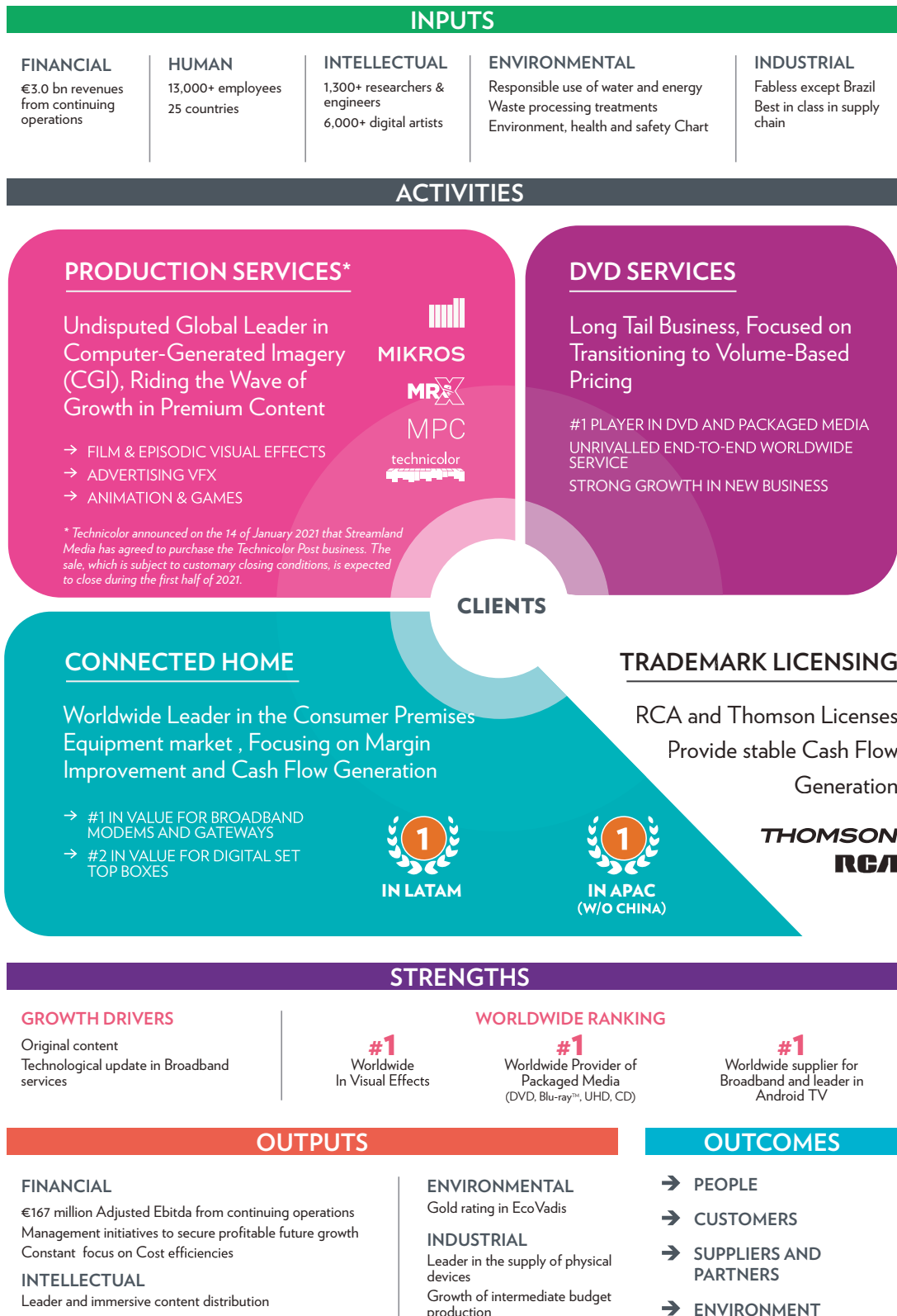Technicolor has been contributing to the development of video technologies, products and services for more than one hundred years and is a worldwide leader in the Media & Entertainment ("M&E") sector. The Continuing Operations of the Group (Production Services, Connected Home, DVD Services, Corporate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

INPUTS

FINANCIAL
€3.0 bn revenues from continuing operations

HUMAN
13,000+ employees
25 countries

INTELLECTUAL
1,300+ researchers & engineers
6,000+ digital artists

ENVIRONMENTAL
Responsible use of water and energy
Waste processing treatments
Environment, health and safety Chart

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

MIKROS
MRX
MPC
technicolor

* Technicolor announced on the 14 of January 2021 that Streamland Media has agreed to purchase the Technicolor Post business. The sale, which is subject to customary closing conditions, is expected to close during the first half of 2021.

DVD SERVICES

Long Tail Business, Focused on Transitioning to Volume-Based Pricing

#1 PLAYER IN DVD AND PACKAGED MEDIA
UNRIVALLED END-TO-END WORLDWIDE SERVICE
STRONG GROWTH IN NEW BUSINESS

CLIENTS

CONNECTED HOME

Worldwide Leader in the Consumer Premises Equipment market , Focusing on Margin Improvement and Cash Flow Generation

→ #1 IN VALUE FOR BROADBAND MODEMS AND GATEWAYS
→ #2 IN VALUE FOR DIGITAL SET TOP BOXES

1 IN LATAM
1 IN APAC (W/O CHINA)

TRADEMARK LICENSING

RCA and Thomson Licenses Provide stable Cash Flow Generation

THOMSON
RCA

STRENGTHS

GROWTH DRIVERS
Original content
Technological update in Broadband services

#1
Worldwide
In Visual Effects

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

#1
Worldwide supplier for Broadband and leader in Android TV

OUTPUTS

FINANCIAL
€167 million Adjusted Ebitda from continuing operations
Management initiatives to secure profitable future growth
Constant focus on Cost efficiencies

INTELLECTUAL
Leader and immersive content distribution

ENVIRONMENTAL
Gold rating in EcoVadis

INDUSTRIAL
Leader in the supply of physical devices
Growth of intermediate budget production

OUTCOMES

→ PEOPLE
→ CUSTOMERS
→ SUPPLIERS AND PARTNERS
→ ENVIRONMENT

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

• in Production Services, Technicolor is a leading provider of services to content creators and offers award-winning Visual Effects ("VFX"), Animation and Post-Production services for feature films, episodic series, advertising, video games and other audiovisual content ("Production Services"). The Group has worldwide leadership in visual effects for films and episodic work, and is the n°1 provider to Hollywood studios;

• in Connected Home, Technicolor is at the front of the design and supply of solutions enabling the delivery of digital video entertainment, data, voice and Smart Home services to Pay-TV operators and Network Service Providers including broadband modems and gateway, digital set-top 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;

• in DVD Services, Technicolor is the worldwide leader in replication, packaging and supply chain solutions for packaged media and related products (CD, DVD, Blu-ray™ discs and UHD) serving global content producers across film, television, games and music ("DVD Services"). The Group is by far the largest player, with around 70% market share worldwide, and 90% in North America.

In January 2021, in order to focus on VFX and animation for the entertainment industry, and creative services and technologies for the advertising industry, the Group announced the sale of the Technicolor Post-Production business to Streamland Media.

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

Productions Services

Revenues were down (41.4)% year-on-year at constant rate and down (42.5)% at current rate, driven by the previously anticipated (pre-Covid-19) delays in awards coming from one key client and the subsequent pandemic-related impacts on production around the world. This was partially offset by double-digit revenue growth at Mikros Animation and the launch of MPC Episodic in early 2020.
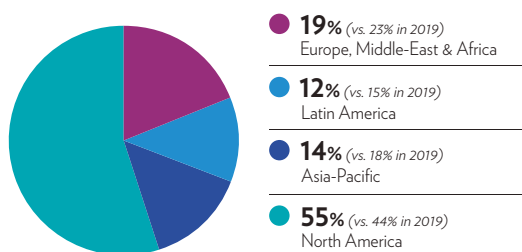
€893 M

€513 M

2019   **2020**
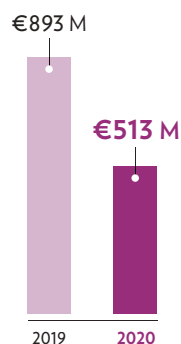
Connected Home

The Connected Home segment generated consolidated revenues of €1,764 million in 2020, accounting for 59% of the Group's reported consolidated revenues.
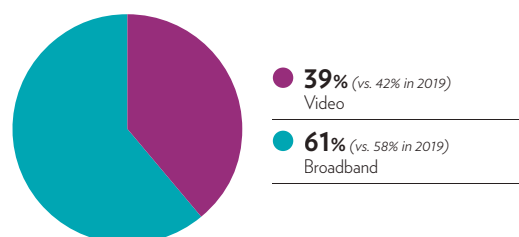
Connected Home shipped a total of 29 million products in 2020, or more than 500,000 devices per week. By product category, video devices represented 54% of total volumes in 2020 (2019: 55%), while broadband devices represented 46% of total shipments (2019: 45%) of which 8.7% of total volumes from Technicolor factory in Manaus.

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

REVENUES BY REGION

19% (vs. 23% in 2019)
Europe, Middle-East & Africa

12% (vs. 15% in 2019)
Latin America

14% (vs. 18% in 2019)
Asia-Pacific

55% (vs. 44% in 2019)
North America

REVENUES BY PRODUCT

39% (vs. 42% in 2019)
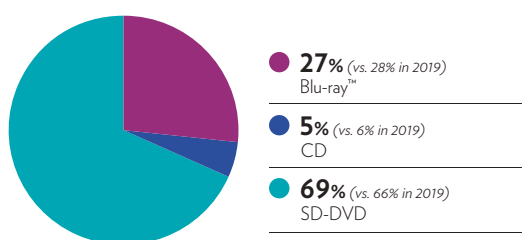Video
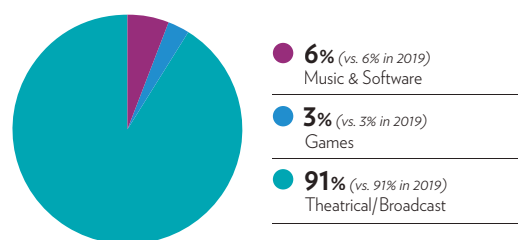
61% (vs. 58% in 2019)
Broadband

DVD Services

DVD Services revenues totaled €706.0 million in 2020, down (18.6)% at constant rate and (20.0)% at current rate compared to 2019, due predominately to lower replication & packaging disc volumes across all formats and lower distribution activity as a result of the negative impact of Covid-19, which exacerbated the structural decline trend. Total combined replication volumes reached 817.1 million discs in 2020, down 23% year-on-year.

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

27% *(vs. 28% in 2019)* Blu-ray™

5% *(vs. 6% in 2019)* CD

69% *(vs. 66% in 2019)* SD-DVD

VOLUMES BY SEGMENT

6% *(vs. 6% in 2019)* Music & Software

3% *(vs. 3% in 2019)* Games

91% *(vs. 91% in 2019)* Theatrical/Broadcast

Corporate & Other

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

Corporate & Other operations are as follows:

• Trademark Licensing business which monetizes valuable brands such as RCA™ and Thomson™ which were operated by the Group when it was a leading stakeholder in the Consumer Electronics business. Trademarks create business and market opportunities for licensing partners around the globe, which benefit from a complete brand service including rights management & protection, quality insurance, marketing and design. Main product categories developed are Television, Tablets, Home appliances with an increased market and awareness presence in EMEA, North and South America;

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

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

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

"Corporate & Other" recorded revenues of €23 million in 2020, decreasing compared to last year.

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

1.1.3 STRATEGY

The Group announced on September 22, 2020, the successful completion of the final steps of the financial restructuring of the Company.

Our Strategic Plan will allow Technicolor to better serve clients and take advantage of market opportunities. Its pillars are:

- concentrate resources on areas of the business offering profitable growth;

- take a more disciplined approach to business selection and focus on new projects which drive attractive returns;

- continue to produce market leading products and solutions;

- divest business units which are unprofitable or do not generate acceptable margins, and where there is no opportunity to improve them organically;

- significantly streamline operations from an organizational point of view and continue the implementation of a new cost savings plan which will improve margins;

- increase transparency providing tangible financial targets.

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

Clear strategic priorities for each division

● **Production Services:**

- exploit burgeoning demand for VFX content: secure volume agreements with key players, and expand presence in the episodic and streaming market,

- optimise headcount allocation to individual projects,

- standardise technology tools and where possible use across multiple business lines,

- Advertising: improve margins/continue agency disintermediation;

- Animation & Games: expand pipeline and explore opportunities in the gaming sector,

- maximise offshoring of Indian resources, consolidating delivery pipelines;

● **Connected Home:**

- continue to pivot from Video to Broadband,

- exploit growth in Android TV,

- focus growth on scale customers using platform model;

● **DVD Services:**

- continue significant business transformation, reducing real estate footprint,

- explore potential of adjacent businesses,

- maximise "cash cow" potential of the business;

● **Transversal functions:**

- streamline the business model in each function,

- reduce organisational complexity,

- centralise functions where appropriate,

- achieve step change reduction in costs;

● **Overall:**

- combined impact of new capital structure and strict focus on profitable growth and financial discipline will provide a sustainable future for Technicolor.

1.2 THE CSR RISKS

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

Beyond the global risk factors of the Group's businesses presented in section 3.1 of **Technicolor 2020 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.

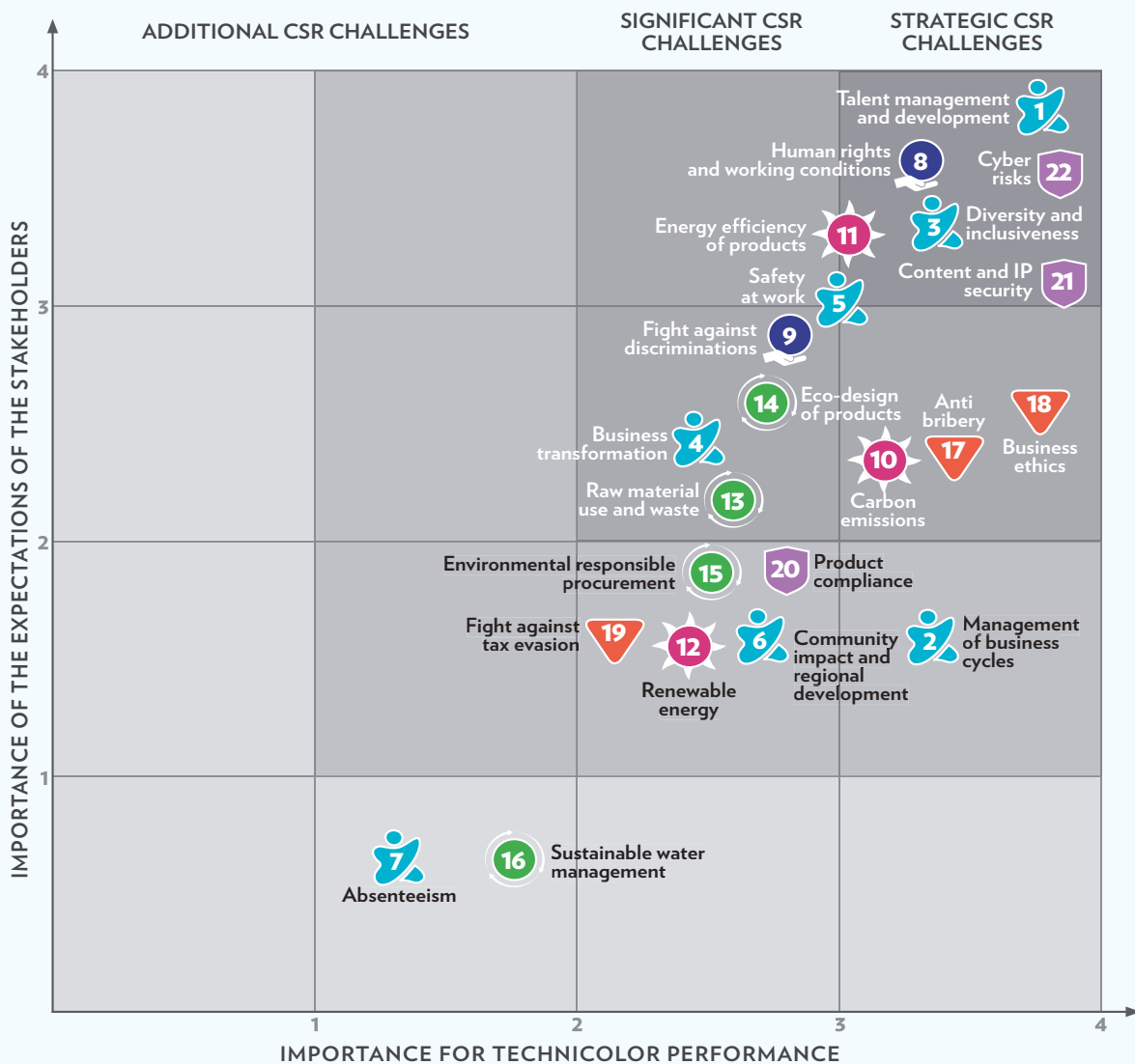|	Macro risk		CSR challenges at stake relating to macro risk
1	Human capital	1	**Management and development of talents (acquisition, retention and training)*** (see chapter 2.2 of this report)
	In a context of on-going and rapid transformation of our business, and while the profile of talents may vary according to our business, in all cases, the diversity, availability, and development of talent are at the core of our production and competitive capabilities, in creative activities, in research and development and in distribution.	2	Management of business cycles – fixed-term/temporary staff (see chapter 2.3)
		3	**Diversity and inclusiveness – 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 work (injuries, illnesses and severity)*** (see chapter 2.6)
		6	Community impact and regional development (see chapter 2.8)
		7	Absenteeism (see chapter 2.7)
2	Human Rights and working conditions	8	**Human Rights and working conditions, including suppliers and sub-contractors*** (see chapter 3.1)
	The global organization and performance of our supply chain with multiple contributors require strong and consistent attention while national legislation related to human rights is increasing.	9	Fight against discriminations (see chapter 3.2)
3	Climate change	10	Carbon emissions generated by production, supply chain (logistics and purchasing) and data centers (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	Environmentally 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 in 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.

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

THE MATERIALITY MATRIX

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

ADDITIONAL CSR CHALLENGES	SIGNIFICANT CSR CHALLENGES	STRATEGIC CSR CHALLENGES

IMPORTANCE OF THE EXPECTATIONS OF THE STAKEHOLDERS

1 Talent management and development
8 Human rights and working conditions
22 Cyber risks
11 Energy efficiency of products
3 Diversity and inclusiveness
21 Content and IP security
5 Safety at work
9 Fight against discriminations
14 Eco-design of products
18 Anti bribery
4 Business transformation
17 Business ethics
10 Carbon emissions
13 Raw material use and waste
15 Environmental responsible procurement
20 Product compliance
19 Fight against tax evasion
12 Renewable energy
6 Community impact and regional development
2 Management of business cycles
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, the business, and the reputational impacts on the Group (the most important across the 3 business divisions, as the impact of any single CSR challenge on a business division may differ widely from one issue to the next);

• the likelihood of occurrence;

• the likelihood of generation of risk by the Supply Chain (suppliers and subcontractors).

The importance for the Stakeholders was determined based on:

• the focus of customers' requests per CSR issue;

• the feedback from employees;

• the focus of questions and alignment with subjects judged important by CSR rating agencies.

1.4 THE APPROACH TO SUSTAINABILITY

GRI [102-43]

Technicolor's approach to sustainability relies on 3 pillars:

● **Attracting and developing a diverse talent pool of creative individuals**

Creative industries require significant diversity of imagination, experience, culture, and profiles to stimulate innovative ideas and visual creations in order to bring to life the ideas of project directors (film, series, games…) or advertising agencies. Developing the skills of talented creatives on a continuous basis to keep them at the state of the art is another permanent challenge;

● **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 for 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 achieve 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.

1.5 COVID-19

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

• by Business division, led by business Heads and their Chief Operating Officer;

• by Country, led by the Human Resources network.

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

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

ternal subject matter experts to manage the on-going implementation of safe working policy and practice.

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

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

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

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

At different periods during this pandemic, depending on the rate of change in the Covid-19 knowledge base and regulatory environment, working groups and committees at different levels of the Group were meeting daily or weekly in order to be sure that all actions taken were well-aligned with current conditions and requirements, and that improvements in best practices were rapidly implemented at all Technicolor locations. PPE, primarily masks, were sourced and distributed globally in order to fairly manage the need for masks for all on-site personnel while managing the supply chain as it ramped up to meet the worldwide need.

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

At times, when governments issued direction to close or to lockdown or to limit operations significantly, all in order to protect public health, there were consequences for staff due to the workplace closure, shortage of work, or project delays. In these cases, Technicolor worked to retain staff by using locally available furlough programs where possible and eligible. These furlough programs were generally designed to retain staff and to subsidize pay in part or in full until such time as operations could resume. Technicolor viewed the retention of staff as a critical action so that the restart or reopening of projects and locations could begin without delay as soon as possible, without the burden of seeking and rehiring talent recently on board. In order to limit permanent lay-off, when furlough and other similar programs were not possible or eligible, when shortage of work and delays of projects happened due

to this pandemic, employees were advised to consider temporarily reducing their working time or their remuneration, in jurisdictions where it was legal to do so. Information on benefits, health plan coverage and governmental assistance were also delivered to the impacted employees based on a country approach. When such programs were not possible, we had unfortunately to adapt the workforce to the new situation. Laid-off temporary foreign workers willing to go back to their home country for personal reasons were also impacted at times by the public authorities' restrictions imposed on air travel, and in these cases support was offered to find flights.

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

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

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

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

requirements for returning to work, and this follow-up contact was on-going until each worker received the all-clear to return to work, whether working remotely or on-site.

In order to help the wider community with this pandemic, Technicolor:

• proposed support to communities and government with logistics management using DVD Services' fa-

cilities when communities faced mounting medical supply demands;

• reached out to governments, NGOs and Health Organizations to offer free creative services from studios for public education campaigns;

• explored opportunities to support telecommunications customers who were providing broadband services to low income populations in need of Internet access.

1.6 UNITED NATIONS GLOBAL COMPACT AND SUSTAINABLE DEVELOPMENT GOALS

GRI *[102-12] [102-13] [103-2 Economic performance] [103-2 Market presence] [103-2 Indirect economic impacts] [103-2 Procurement practices] [103-2 Anti-corruption] [103-2 Anti-competitive behavior] [103-2 Materials] [103-2 Energy] [103-2 Water and effluents] [103-2 Emissions] [103-2 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 available as part of this Sustainability report (see chapter 11 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 12) 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**

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

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

2.1   WORKFORCE EVOLUTION AND COMPOSITION

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

On December 31, 2020, the Group employed 13,289 employees (71.6% male and 28.4% female), of which 260 were *Intermittents*, compared to 17,414 employees on December 31, 2019, a decrease of 23.7%.

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. The Covid-19 pandemic stopped film shooting and generated a drastic reduction of projects for the Production Services Division as well as DVD releases for the DVD Services Division, leading to adapt the workforce.

Split by geographical region

The table below (with and without *Intermittents* who are all located in France) shows Technicolor's total workforce as of December 31, 2020, 2019 and 2018, as well as the distribution of personnel across geographical regions.

	2020 with Intermittents	**2020 without Intermittents**	**2019**	**2018**
Europe	2,999	2,739	3,194	3,886
North America	4,030	4,030	6,013	6,745
Asia[(1)]	4,808	4,808	6,291	5,361
Latin America[(2)]	1,452	1,452	1,691	1,753
TOTAL NUMBER OF EMPLOYEES	**13,289**	**13,029**	**17,189**	**17,745**
Number of employees in entities accounted for under the equity method	-	-	42	45
Permanent contracts	*11,228*	*11,228*	*14,079*	*14,225*
Fixed-term contracts	*2,061*	*1,801*	*3,110*	*3,520*
[(1)] *Including India:*	*4,318*	*4,318*	*5,374*	*4,687*
[(2)] *Including Mexico:*	*1,255*	*1,255*	*1,466*	*1,425*

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

French *Intermittent* contracts are part of the above table only when specifically mentioned. They represent the equivalent of 179 full time jobs over 2020 while their number increased from 225 in December 2019 to 260 in December 2020. Over the year, 501 *Intermittent* persons have worked for Technicolor. At the year end, women represented 32.3% of *Intermittent* employees.

	2020	2019	2018
Number of *Intermittents* having worked in December	260	225	235
Full time equivalent over the year	179	168	272

Split by business segment

The following tables and graphs indicate the number and percentage of Group employees by segment and by region as of December 31, 2020. French *Intermittent* contracts are part of these figures.

Segment	Number of employees	Percentage
Production Services	7,194	54.1%
Connected Home	1,249	9.4%
DVD Services	3,704	27.9%
Corporate and Other	1,142	8.6%
TOTAL	**13,289**	**100%**

Employees split **by segment** in 2020

Production Services
54%

Connected Home
9%

DVD Services
28%

Corporate & Other
9%

Employees split **by region** in 2020

Europe
23%

North America
30%

Asia
36%

Latin America
11%

Employees split **by type of contract** in 2020

Permanent

84%

Fixed-term

16%

Split by gender and job status

At the end of December 2020, the Group employed 3,769 women (representing 28.4% of Technicolor headcount) and 9,520 men (representing 71.6% of Technicolor headcount), including "Intermittent" employees. The following table indicates the split by gender and job status:

	Women	Men	Total
% Total workforce	28.4%	71.6%	100%
Total workforce	3,769	9,520	13,289
% Exempt jobs	23.2%	76.8%	100%
Exempt jobs	2,334	7,716	10,050
% Management committee members (including Excom members) [5]	33%	67%	100%
% Excom members	27%	73%	100%
Excom [1] [2]	3	8	11
% Board of Directors [3] [4]	50%	50%	100%
Board of Directors [3] [4]	4	4	8

(1) On December 31, 2020

(2) Including CEO Richard Moat

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

(4) As of the date of publication of Technicolor 2020 Universal Registration Document

(5) On July 1st, 2021, the percentage of women is 35%

Gender by job status in 2020 - Exempt

Women

23%

Men

77%

Gender by job status in 2020 - Non Exempt

Women

44%

Men

56%

Split by gender and age

60% of employees are aged under 40; 23% are aged 40-to-49, and 17% are aged over 50. French *Intermittent* contracts are part of these figures. At the end of December 2020, the breakdown by gender and age is a follows:

Age	Women	Men	Total
<20	6	4	10
20 to 29	800	2,093	2,893
30 to 39	1,266	3,765	5,031
40 to 49	888	2,157	3,045
50 to 59	639	1,151	1,790
60+	170	350	520
TOTAL	3,769	9,520	13,289
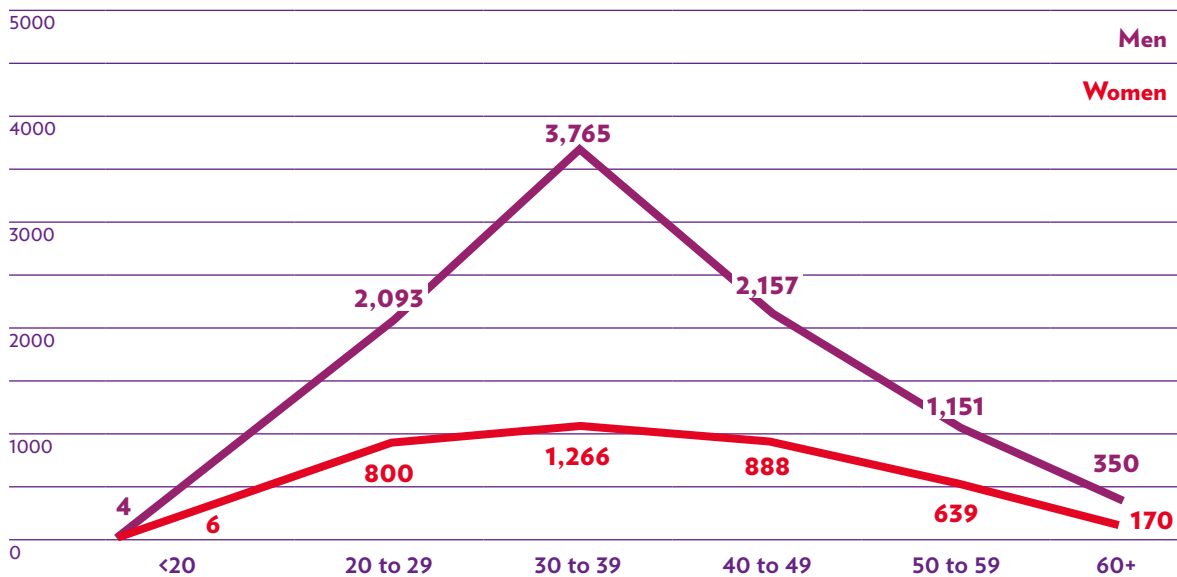
Split by gender and seniority

The following table and graph show the total number of years of employment with Technicolor. 58% of employees have worked for the Company for fewer than 5 years. 24% have worked for the Company for 5 to 15 years, and 18% have been employed for more than 15 years. French Intermittent contracts are part of these figures. At the end of December 2020, the breakdown by gender and seniority is a follows:

Seniority (years)	Women	Men	Total
< 2	1,036	2,755	3,791
2 to 4	907	2,979	3,886
5 to 9	494	1,290	1,784
10 to 14	512	962	1,474
15 to 19	508	924	1,432
20 to 29	240	460	700
30 to 39	70	143	213
40+	2	7	9
TOTAL	3,769	9,520	13,289
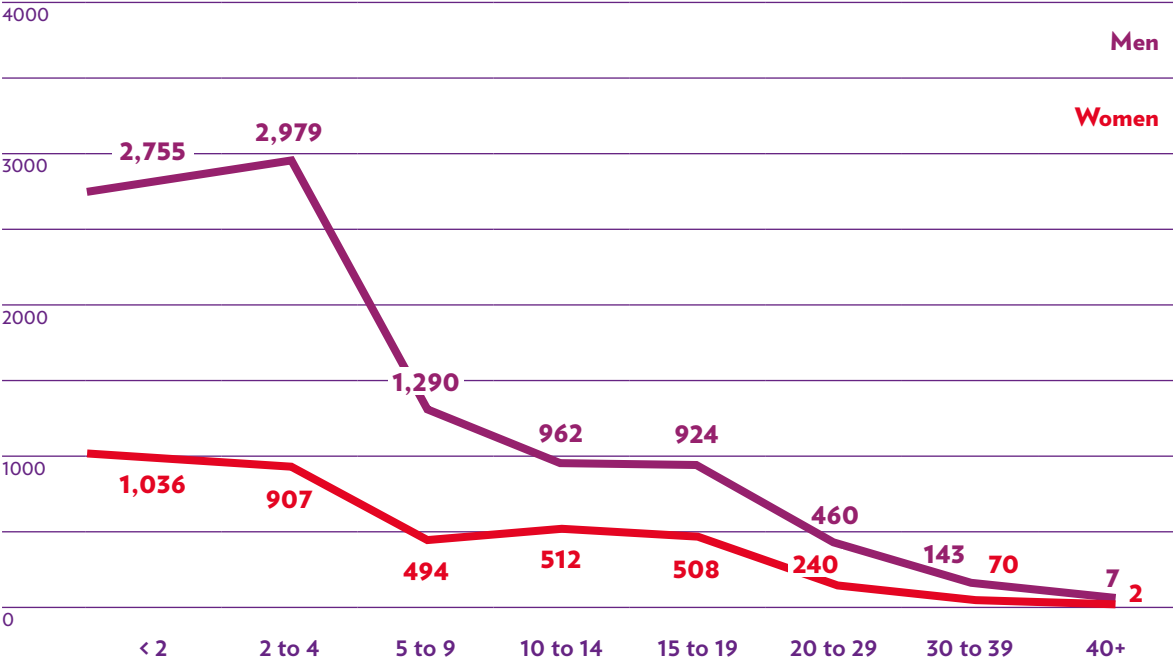
Hiring and termination

During 2020, 2,692 employees have been hired of which 687 were retained as permanent employees. 3,198 employees were made redundant. *Intermittents* are not part of this table.

	2020	2019	2018
Hiring of permanent employees	687	2,470	3,088
Hiring of fixed-term contracts	2,005	6,030	5,415
Acquisitions	-	-	-
Divestitures	-	204	253
End and resignations of fixed-term contracts	2,226	5,420	3,464
Of which end of fixed-term contracts	*1,197*		
Of which resignations of fixed-term contracts	*1,029*		
Dismissals	3,198	1,118	1,199
Resignations of permanent employees	1,371	2,260	2,080
Other (retirement…)	57	54	69

The increase of dismissals, the reduction of hiring and resignations are direct consequences of the pandemic impacts on the activities.

Methodology

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

2.2 MANAGEMENT AND DEVELOPMENT OF TALENT

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

2.2.1 A GLOBAL ORGANIZATION

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

• 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 a large majority of artists hired using a fixed-term contract tied to the project, and is subject to significant turnover and recruitment rates: artists move easily worldwide from one company to another, to join a more technically challenging project in order to improve their track record and experience, their employability and their remuneration, leading to the creation of some tensions in the labor market. Diversity of employees is a critical success factor for this creative industry. Therefore, volume recruitment is significant and permanent and is managed on a worldwide basis, rendering Technicolor's attraction and retention policies critical;

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

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

Therefore, the management and the development of talent require a flexible organization to match with these different requirements. In 2020, Technicolor launched the re-en-

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

The organization has **four dimensions:**

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

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

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

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

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

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

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

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

    • talent identification and development,

    • employee relations,

    • performance Management,

    • global Rewards,

    • payroll, time & attendance,

    • employment compliance and labor relations,

    • local DEI or Wellness initiatives;

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

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

2.2.2 TALENT ACQUISITION

Within each division, managers and HR generally identify the types of profiles and skills needed to ensure the success of current and future projects and initiatives. When the profiles or skills identified are not available in the Company, the entire People & Talent team 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, and the Technicolor Academy.

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

With, during normal years (without pandemic), 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 and 722 in 2020 through The Focus, due to the demand for the world's best VFX artists being greater than ever.

In 2020, the Group developed 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. The pandemic created pressure to accelerate this move.

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

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

2.2.3 PERFORMANCE, RECOGNITION AND RETENTION

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

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

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

• contribution replaces the notion of performance: the contribution is defined in this tool as the global appreciation of the concrete contribution of an individual to the results and successes of the collective;

• observed behaviors (the "how") are taken into account in the evaluation of the contribution as well as the results obtained (the "what");

• "continuous" conversations aim at ensuring frequent exchanges between employees and their managers: setting or modifying objectives or missions, feedback loops on obtained results and observed behaviors; and finally

• for those who wish to do so, integration into the contribution assessment of the justified and formalized opinions of relevant stakeholders who collaborated with the person evaluated (multisource feedback).

After the pilot phase, TEAM is expanding progressively to other business units. 35% 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 uses a classification structure based upon Willis Towers Watson methodology, with grades and bands that ultimately emphasize and reinforce the strong link between contribution and remuneration. Technicolor is steadily reviewing its job definitions and levels and reflects the evolutions of the Group. Such classification allows the Group to ensure the internal equity of remuneration packages. Moreover, Technicolor participates to relevant salary surveys to assess the competitiveness of remuneration in the proper marketplaces. This provides Technicolor with sustainable, objective and equitable means of remunerating employees while closely controlling its wage bill.

In 2018, this job architecture has been rebuilt for 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, and fully implemented during 2020.

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

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

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

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

also and in particular, solid and consistent group and division performances.

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

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

	2020	2019	2018
Evolution of remuneration	1.62%	5.01%	4.50%

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

In 2020, the following extensions were implemented:

Area of action	Type of action	Description of the extension	Country
Health	Benefits modification	Inclusion of 10% co-participation (will be considered for elective consultations, emergency room and simple exams).	Brazil
Health	Benefits enhancement	Pre-existing conditions are now covered following change of insurer for local foreign employees.	China
Health	Benefits enhancements	Free upgrade GP (General Practitioner) from HK$300 to HK$320/visit and SP (Specialist practitioner) from HK$600 to HK$620/visit. Referral letter from a Doctor is now valid for six months from issuance date. Referral letter is waived for attending Specialists under Hospital Authority and Department of Health. Referral letter for Clinical or Medical Oncologist will be waived upon renewal.	HK
Health	Benefits enhancements	Increase the sum insured of Technicolor Mexicana from 2 to 2.5 million MXN. Removal of waiting period endorsements for some conditions (i.e. endometriosis, eye cataracts, kidney stones, hip surgery for disease…). Increase the amount for medical check-ups ($10 thousand for each limited to 30/year) for Technicolor DVD Services.	Mexico
Life & Disability	Benefits enhancements	Increase of the Life provision for all entities in order to bring benefits up to market median (4 x annual salary). Increase of the disability provision for all entities (except the Moving Picture Company) in order to bring benefits up to market median (70% of Salary for 5 Years or 50% of Salary for until State Pension Age for The Mill). Disability insurer services include EAP (including 6 face-to-face counselling sessions) available to all employees.	UK
Health	Benefits enhancement	Extension of Cash Plan to all entities (excluding MPC Film).	UK
Health	Benefits modifications	Launch of *100 % Santé* on optic and dental care (New regulatory requirement). Communication campaign on flu shots.	France
Life	Benefits enhancements	Increase accidental death benefits (if due to traffic accident or accident at work) for the employer sponsored life insurance. Increase the death, accidental death (if due to traffic accident or accident at work), detriment to health, death of a child, orphaning of a child, serious disease occurrence benefits for the voluntary life insurance.	Poland

Health & Retirement	Wellness	Launch of a New Wellness & Lifestyle Rewards program: a series of 12 activities targeted towards medical & dental prevention, telemedicine and financial webinars & consultations to engage employees and their families. Medical premium discount incentive applies to employees who complete 4 of the Lifestyle activities.	U.S.
Health	Wellness	Implementation of "Wellness Wednesday" (prior Covid-19): onsite 12-minute and 24-minute chair massages provided by professional therapists offered to employees in selected locations (in February and March – 85 sessions).	U.S.
Health	Medical	Access to Blue Distinction Centers available to Anthem members: healthcare facilities that are highly rated in delivering safe, effective treatment for complex medical procedures, such as heart conditions, knee or hip replacement, back surgery or cancer conditions.	U.S.
Health	Medical	Implementation of Virtual Second Opinion to help Anthem members to make sure diagnosis is correct, compare treatment options, and get an expert second opinion.	U.S.
Health	Medical	Implementation of Autism Spectrum Disorder program (for Anthem members) to provide personalized case management services to support behavioral health treatment for autism.	U.S.
All Benefit Plans	Communication & Engagement Digitalization	Implementation of a Covid-19 Benefits Resource Center on **www. MyTechnicolorBenefits.com** including over 30 Frequently Asked Questions (FAQs) to provide employees with meaningful resources and timely information about their benefits during uncertain times.	U.S.
All Benefit Plans	Communication & Engagement	Launch Bilingual Benefits website to educate employees on all benefit programs with easy navigation, valuable "at a glance" information, videos, benefits guides, etc. **www.TechnicolorPlus.com**	Canada
Retirement	Implementation	Implement new investment line up for the Retirement Plan.	Canada

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.

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

• check employees' morale and mindset for those employees who were working from home for long periods, due to the likely effects of the different lockdowns and restrictions;

• survey the diversity or our employees and understand their perception about the way diversity is managed by the Company and their expectations. As diversity was understood in a very broad sense, this survey could not be conducted in a few countries where national legislations prevent the collection of such information (data privacy and some personal information).

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. Just before the emergence of the pandemic, the new campaign was launched in January 2020 covering more than 4,000 employees.

Film & Episodic VFX (FEV) remains committed to receiving and acting on that employee feedback – utilizing an internal communications strategy of "You Said, We Did". This ensures that employee feedback is worked into our internal strategies of Talent Management. This is then communicated to all employees to show that we are taking their feedback seriously.

In addition, one employee engagement survey covering all Post-production Canadian sites was performed.

2.2.4 TRAINING AND DEVELOPMENT

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

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

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

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

2.2.4.1 Training

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

In addition, the Talent Development Center of Excellence advises operational managers and Talent & Business Partners on all aspects of training and development, particularly on leadership and management aspects. Talent & Business Partners coordinate the construction and monitoring of Development Plans at division or function level. Trainings are organized at the local level by the People Partners who are responsible for ensuring that training initiatives are optimized across divisions and that they comply with local regulations. While this was still the model, the 2020 Covid-19 crisis brought specific priorities to light, in particular:

- immediate need to move all training to virtual spaces;

- an increased emphasis on soft skills development; and

- attention to personal well-being.

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

	Women	Men	Total
Number of hours of training delivered	26,550	58,720	85,270
Number of employees trained	2,774	6,206	8,980
Number of hours of training per employee trained	9.57	9.46	9.50

Overall, training initiatives offered in 2020 encompassed 95,220 hours of training for both employees and external persons working under Group supervision, of which 85,270 hours were delivered to Technicolor employees. This represents 9.50 hours of training per employee trained on an annualized basis. The training hour gender gap per trained employee is monitored to ensure training is delivered on an equal basis to women and men, as part of our strategy to prevent a structural gender pay gap.

Focus on Production Services Division

Learning & Development
• Production Services in 2018 launched The Focus to consolidate talent recruitment across all Film & Episodic VFX business units to make more efficient the global recruiting process, identify new talent pools, facilitate international mobility, and fill the expansion in capacity. The Focus continues to be rolled out to Production Services' other service lines.

• In 2020, Production Services repositioned The Focus as a career hub under a combined talent management and lifelong learning model, utilizing real-time data to effectively and efficiently support the growth of the business. Also, during the year, Technicolor Academy has adapted to virtual learning under Academy @ The Focus, allowing the division to increase its global reach, particularly during this pandemic environment.

Global Artist Development
• Technicolor Production Services continued to deliver high quality artist training academies to graduates, and in 2020 migrated these to live virtual delivery ensuring flexibility and scalability. New Virtual Academies are supporting artist development across studios globally to ensure a consistent show-ready skill set. During 2020, 33,435 hours of training were delivered to 188 Academy trainees who mostly graduated (included in the above table). Part of this training was delivered on-site and then virtually, after the pandemic emerged. More details on the Technicolor Academy are provided in chapter 2.8 of this report.

Our creative artist training team partners closely with departments to support virtual cross-skilling and to deliver masterclasses to further develop our experienced artists and help ensure the latest techniques are rapidly deployed. In addition to launching several virtual academies in 2020, onboarding/pipeline training was moved online to shorten time to competency for new hires at all levels and provided remotely where needed.

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.

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:

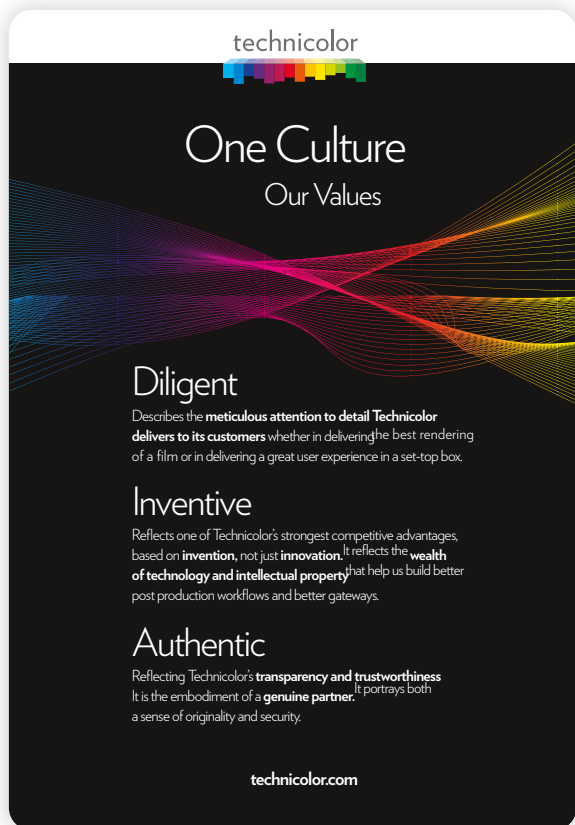• *the Leadership Talent Pool and the Leadership Development program:*

Each business has unique learning and development needs. The Talent and Development Center of Excellence 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.

2020 brought even more agility to support the development of employee soft skills during a year of change and uncertainty. The 2020 development initiatives had more focus on adapting to change and collaboration across all businesses and levels. The result was more accessible

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.

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support training to better prepare them to deal with change and get along in their teams, businesses, and in the uncertain marketplace. Almost all sessions in 2020 were virtually delivered, for shorter periods of time, this allowed for more participation and increased exposure across the globe. Talent & Development (T & D) Center sponsored 3,724 individual training hours focused on creating a best-in-class baseline for employee soft skills. Talent & Business Partners kept the T & D Center informed of changes as they happened and T & D adapted, managed, and facilitated programs to support the changes. Global areas of focus were change management, remote working, listening, personal and professional effectiveness, building trust and influence, project management skills, and feedback;

- *FranklinCovey's All Access Pass:*
In addition to the so-called "business" training programs (technical or non-technical) offered within the divisions, FranklinCovey's All AccessPass Program played an im-

portant role in the support provided by the Group to 600 managers in all business lines and divisions/functions. Using their world-class methodologies for personal effectiveness, people management, and leadership, top managers were trained using a blended approach of live virtual, on demand e-learning, bite-sized tip sheets for real-time problem solving, and coaching reinforcement sessions.

The DVD Services Division conducted a virtual High-Potential program with thirty key employees that utilized this resource for reducing unconscious bias, building trust and influence, increasing effectiveness, and managing change.

Focus on divisions

A Leadership program in the Production Services Division
During 2020, Production Services implemented the manager training course LEAP (Lead, Energize, Accelerate, Performance), within its VFX brands. Powered by The Focus, this program channels the specific knowledge and experience of our managers to create a bespoke training package designed to upskill aspiring and experienced managers alike. Virtual learning sessions, easily digestible articles and resources are shared with a manager community *via* a shared platform to create a sense of community and enable shared learnings.

Implementing Progression and Succession in the Production Services Division
In 2019, a new feedback tool combined with a talent evaluation system was introduced to support the notion of talent development and transparent feedback. The Continuous Feedback App is accessible throughout the Film & Episodic VFX 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.

MANAGEMENT OF BUSINESS CYCLES

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

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

Part-time and remote working are authorized on a case-by-case basis according to the Group policies and depending on the occupational requirements. During 2020, Technicolor had in average 175 employees working less than 5 days per week. Over the year, part time employees working at least half time represent 97% 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 71% of part time employees. French *intermittent* contracts are not considered as part time employees. The slight increase of part-time employees compared to 2019 are an impact of the pandemic, as we had a few more employees working 4 days a week in order to mitigate the shortage of work and project delays. Part time figures at beginning and end of year 2020 are more in line with 2019 figures.

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 3,069 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 2,071 full time equivalent jobs across the Group activities.

Across Technicolor, total overtime represents about 316 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.

	2020	2019	2018
Average number of part time employees	175	142	205
% of part time employees working at least half time	97%	96%	96%
% of part time employees working at least 4 days per week	71%	59%	63%
Full time equivalent number of fixed term contract (including *Intermittents*)	2,071	3,831	2,723
Full time equivalent number of agency workers	3,069	4,415	5,414
Full time equivalent of overtime (including *Intermittents*)	316	606	598

2.4 DIVERSITY, EQUITY AND INCLUSION

> "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, *Vice President, Talent and Business Partner*

Diversity, equity & inclusion in the workplace

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

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

One of the first listening actions was a group-wide, voluntary, and anonymous survey, which will be repeated every six months. This initial survey helped the DEI taskforce understand the diversity of staff and their perceptions about the way DEI is managed by the Company, and also to capture their expectations about actions and support that could come from the Company. This survey also helps to determine critical as well as manageable KPIs that should be monitored. Critical questions were asked to all respondents such as have you experienced discrimination or been discriminated against in the past year or have you observed the effects of discrimination in the workplace in the last year, in order to gain a sense of the current working environment, along with as many details as the respondent was willing to share. These periodic survey results will be used as guidance and on-going direction for DEI policy, program, and projects.

The initial work during 2020 was to focus on identifying opportunities to be of service and to step in when gaps were identified. Initiatives included Unconscious Bias training, the "Share Our Stories" podcasts, the my.technicolor.com Intranet resource center, a global DEI research study, and working group establishment. 2021 will involve continued definition of KPIs for DEI, external speaker series, additional working groups (Generations, Cognition, Caste, and Ability), monthly "Share Our Stories" podcasts, continuous updates to Intranet, and a global DEI calendar to celebrate key events. The intent of the "Share Our Stories" series is to highlight individual

stories as they relate to DEI in order to gain insight and understanding of the different issues faced around the globe. Staff can join the events live and ask questions, or they may listen to the recordings later.

Gender parity

A first program was launched in 2014 under the sponsorship of the Executive Committee (EXCOM), in order to improve gender parity, and increase the ratio of women in business roles, management levels and leadership pipeline. Recognizing that, as a business, Technicolor has a stake in, and a responsibility for, gender equality and women's empowerment, and so the current mission is to advocate, to promote, and to implement gender parity and women's empowerment in the business, the brands, the workplaces and also the surrounding business communities. Technicolor will base its gender parity goals and initiatives on the United Nations (UN) Women's Empowerment Principles (WEPs) from UN Women. These goals include equal pay for work of equal value, gender-responsive supply chain practices, and zero tolerance against sexual harassment in the workplace. Specific actions concerning a full range of processes and progress continued during 2020:

• three women are members of the EXCOM, representing 27% of the total number of members on December 31, 2020. At the Management Committee (MCOM) level, membership includes seven additional women, together with twelve men. Women therefore represent 33% of the total number of members including EXCOM members. On July 1st, 2021, this percentage rose to 35% of women;

• a recruitment policy was adopted to encourage gender parity in Senior Management positions: Technicolor requires recruitment and personnel search professionals worldwide to ensure that the *curriculum vitae* of at least one qualified woman is included in every list of finalists submitted for open Senior Management positions within the Company;

• leadership talent criteria are adapted to secure equity between men and women in leadership positions, and gender parity is integrated in each division's Talent reviews, which outcomes are presented to the EXCOM, including dedicated action plans as needed.

Two of the first "Share Our Stories" podcasts were "Women in India" and "Women in Technology", each about an hour in duration with 6 to 8 speakers currently working at Technicolor.

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

Gender pay gap measures the lack of parity for women across the different quartiles of remuneration, reflecting, among other things, the distortion of representation of women across the different levels of responsibility, because unequal pay may amplify the distortion. Gender pay gap is very dependent on business and geography, as the remuneration profile may vary significantly from one business to another and from one country to another, thus, this indicator can only be monitored by business and by geography. Technicolor aims to increase the representation of women in the higher quartile, through promotion and hiring.

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

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

• in the UK, The Mill continued to roll out equal opportunity training including unconscious bias awareness for hiring managers and staff, as well as events that champion women 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 are facing in a male-dominated industry and workplace;

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

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

Women's network and women's day celebration at Technicolor in India in 2019

Black employee network

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

The initial "Share Our Stories" podcast was entitled "BLM in the United States" and early in 2021 the second podcast will launch with "Technicolor Welcomes Xernona Taylor", each about an hour in duration. Additionally, a virtual cinema club is now offered beginning with *I am not your Negro* by Raoul Peck and then *One Night in Miami* by Regina King, each with open follow-up meetings for active discussion.

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

LGBTQ+

All Film and Episodic VFX locations continued to work with their local Balance DEI committees during 2020, which have expanded to include different representations of diversity, such as the LGBTQ+ community, religion, and ethnicity. Committees meet on a bi-monthly basis to discuss initiatives, with regular interviews, video updates and events promoted on branded studio Intranets to help reinforce messaging and celebrate diversity. There is now a stream called Pride, open to everyone, focusing on creating a welcoming space for all LGBTQ+ employees.

One of the initial "Share Our Stories" podcasts launching in 2021 is entitled "The G in LGBTQ+". Worldwide staff profiles are now facilitated in a way that allows each member of staff to designate their preferred pronouns.

Ethnicity and race

The working group surrounding ethnicity and race seeks to understand and to create recommendations for the broader Technicolor business specifically around ethnicity and race. These recommendations must have both global, national and local relevance and be able to scale and to create meaningful impact. Strategies and plans must be inclusive and consider local requirements and nuances while respecting, celebrating and mobilizing the uniqueness of individuals, along with their perspectives and talents. The desired outcome is to create impacts at Technicolor global, national and local level through, engagement, education, analysis and reporting, community outreach, philanthropy, and the recruitment and nurturing of talent. A key measure of success will demonstrate that every employee, regardless of their ethnicity or race, feels safe and respected in the workplace and has a sense of belonging.

Employment and integration of disabled people

Depending on national legislation, legal requirements to integrate disabled persons or to hire a specified number or percentage of disabled employees, and thus the definition of a disabled employee, may strongly vary, or may not even exist. Also, labeling, categorizing, or making a record of an employee as disabled may be legally prevented in certain countries or subject to the individual

authorization by each concerned employee who may refuse. Therefore, statistics cannot reflect the reality with accuracy.

However, beyond the legal requirements when they exist, Technicolor strives to adapt our working places, including factories, to provide equal employment opportunities with no discrimination against disabled people with regard to hiring, training, allocation of work, promotion, or reward, and seeks to eliminate employment barriers and to accommodate disabled employees. In that regard, employment of people who have a disability is part of our non-discrimination policy, and Technicolor has been and continues to be willing to integrate different needs including modified duties, adapted hours, and adapted workspaces:

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

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

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

• in the UK, a joint industry network continued under the name of Access: VFX, which is a global, industry-led, non-profit network comprised of 40 leading companies, industry bodies and educational establishments in the VFX, animation and games industries. It focuses on actively pursuing and encouraging inclusion, diversity, awareness and opportunity under its four pillars of Inspiration, Education, Mentoring and Recruitment. It's ethos – is that anyone can actively pursue a career in VFX. **https://www.accessvfx.org/about-us.** The Mill, 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. The 'One Mill Forum' is a global DEI group who seek to promote, raise awareness and educate employees on matters concerning diversity, equity, and inclusion. Expert speakers are invited to monthly sessions on subjects which have included autism and mental health. Human Resources staff have attended mental health first aider training and support staff with managing mental health illness. Unconscious bias training remains available for all hiring managers and staff. All managers are trained in core management and people skills under The Mill Masters leadership program. The Mill continues to drive creative industry diversity movement, promoting VFX careers globally, targeting school-age and entry level talent. The Mill have signed up to 'Disability Confident'. Through Disability Confident, we are working to ensure that disabled people and those with long-term health conditions have the opportunities to work with The Mill and fulfil their potential and realize their aspirations. The Mill conducted a Diversity Questionnaire which included questions regarding disability.

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

2.5 BUSINESS TRANSFORMATION AND SOCIAL DIALOGUE

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

"At Technicolor, 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"

Emmanuel Horeaux, *Head People Partner, Europe*

TRANSFORMATION PLANS

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

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

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

A worldwide transformation plan of the Connected Home segment was launched in 2019 to globally adapt this activity and to respond to the drastic industry and market changes (for more information, please refer to section 1.2.2 of **Technicolor 2020 Universal Registration Document).** Its implementation in France and in Belgium took place in 2020 with a plan for reduction of job positions. A dialog was engaged with the employees' representatives about the transformation plan and its accompanying measures to minimize the impact on the employees, and agreements were signed. A significant part of impacted employees had already found a new occupation at the end of 2020.

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 1.2.3 of **Technicolor 2020 Universal Registration Document).**

LABOR RELATIONS

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 the European council of employee representatives (the "European Council") confirming the Group's labor practices. This council, which meets several times each year, comprises union representatives or Members of local Works Councils in European countries.

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 impact upon employment and working conditions. It is also informed of major structural, industrial and commercial changes as well as organizational transformations within the Group. It met three times in 2020.

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 2020, Technicolor entered into 19 collective bargaining agreements: 3 in Belgium, 5 in Brazil, 7 in France, 3 in Mexico, and 1 in the United States of America.

In several countries, collective bargaining agreements are negotiated on a multiannual basis (three years or more), and therefore agreements may not have to be renewed in 2020 in certain countries, due to this calendar. Also due to the Covid-19 pandemic and its impact on the business including the shortage of work, general annual salary review negotiations were conducted only in countries or businesses when it was mandatory.

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

In addition, 5 Health and Safety agreements were signed in Mexico and Brazil.

Country	Headcount	Number of collective agreements signed
India	over 3,000	0
USA	between 1,000 and 3,000	1
Mexico	between 1,000 and 3,000	3
Canada	between 1,000 and 3,000	0
UK	between 1,000 and 3,000	0
France	Under 1,000	7
Poland	Under 1,000	0
China	Under 1,000	0
Brazil	Under 1,000	5
Australia	Under 1,000	0
Belgium	Under 1,000	3

2.6 SAFETY AT WORK

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

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

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

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

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

Charter, policies and guidelines

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

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 2020, 24,847 hours of EHS documented training reported through the EHS reporting system (*Enablon*) on a wide variety of environmental and safety compliance and protection, injury prevention, emergency preparation and response, and occupational health topics were provided to employees and contractors throughout Technicolor.

Emergency preparedness and response

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

Goals and objectives 2019-2022

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

• 5% annual reduction in incident rate;

• reporting to satisfy GRI Sustainability Reporting Standards (GRI Standards).

Safety performance

What follows are results of key safety metrics that were tracked in 2020.

In 2020, Technicolor experienced a 25% decrease in the work-related injury and illness incident rate from 0.68 in 2019 to 0.51. The work-related lost workday incident rate, decreased 20% to 0.24 from 0.30 in 2019.

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 (0.03765), to average lost days per incident (14.7), to average lost days per equivalent full-time worker (0.0753).

Work-related incident rates for 200,000 hours worked

	Injury and Occupational Illness		Lost workday incidents for Injury and Occupational Illness	
Year	Number of Incidents	Rate[1]	Number of Incidents	Rate[2]
2018	225	0.99	132	0.58
2019	163	0.68	71	0.30
2020	**91**	**0.51**	**43**	**0.24**

2020 Incident rate and lost workday incident rates for 200,000 hours worked

	Injury and Occupational Illness		Lost workday incidents for Injury and Occupational Illness	
Segment	Number of Incidents	Rate[1]	Number of Incidents	Rate[2]
Production Services	5	0.06	1	0.01
Connected Home	2	0.16	2	0.16
DVD Services	83	1.14	39	0.54
Corporate & Other	1	0.44	1	0.44

[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 2020, 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.

Australian DVD Services sites of Sydney and Melbourne both achieved certification to ISO 45001:2018, an international standard on occupational health and safety (OH&S) management, based on consensus best practices. Both locations had been working towards the goal since 2019.

In Mexico, the Guadalajara DVD factory maintained its vaccination program and annual health campaigns. The Tultitlan site continued to relay governmental health campaigns, maintained work on all usual occupational topics such as ergonomics, mental health, *etc*.

Production Services sites continued to facilitate operations with ergonomically flexible workstation equipment such as height adjustable sit/stand workstations or vertically adjustable computer display positioning equipment to accommodate specific known needs. Some sites facilitated teleworking by transferring site equipment such as chairs or displays or computers to staff working at home during the pandemic. Montreal Mikros Image also organized online events for staff to stay in touch, along with various mental health seminars.

Team building in times of crisis is good for everyone, giving a sense of purpose and usefulness. Some sites were particularly active to facilitate worker engagement to assist populations affected by natural disasters (such as in Guadalajara, Mexico) or populations affected by the economic impact of Covid-19.

As in the past, Production Services sites kept being active aspiring and developing creatives, such as MPC New York working with several institutions including the Ghetto film school, or The Mill in Chicago participating in the state's high school fair to educate potential staff about possible careers in the VFX creative content world. Employees at The Mill in New York engaged in funding various non-profits in the city. The Paris Mikros site organized the purchase and distribution of masks for small VFX and post-production studios in the city.

The Connected Home Chennai team contributed through donations in kind, books and stationery for the Good Life Orphanage Center or food for contractors. The Technicolor Camarillo site donated supplies to the local YMCA. These are a few of the remarkable behaviors and donations deployed by Group employees through 2020.

(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 2020 was 2.5%.

	2020	2019	2018
Absenteeism rate (%)	2.5%	3.1%	3.2%

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

However, as a very significant proportion of employees in the Production Services and the Connected Home Divisions were requested to work from home due to the pandemic in a broad context of lockdown, reported absences dropped for these businesses. As a result, the overall absenteeism rate decreases slightly.

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.

2.8 COMMUNITY IMPACT AND REGIONAL DEVELOPMENT

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

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

Therefore, where there is a local talent shortage requiring the hiring of employees from abroad, in addition to its internal Academy training initiative, Technicolor supports the regional development or expansion of education bodies targeting the required skills. Technicolor also contributes actively and dedicates time and resources to industry associations and to cooperative initiatives aiming at developing education and employment at the regional level (Canada, France, UK, India). As part of these cooperative actions, Technicolor representatives chair France and Québec film technical industry associations.

Technicolor focuses its involvement in community initiatives on digital artist education. In addition to its support for 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. However, the pandemic stopped most initiatives in 2020.

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 in a Women's day and an Artathon showcasing works from students in supported schools. The Group also supports 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.

The Technicolor Academy

Academy History and Validation

Our first Creative Academy in our Canadian studios was established in the autumn of 2014, and in our Indian studio mid-2015, with Adelaide & London starting in 2018. The departments for which we have training are compositing, lighting, FX, Digital Matte Painting (DMP), Animation, Roto Prep, Assets, Software and match-move. Since this project began, the training team has trained over 2,000 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 welco-

med 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, MPC Episodic and Mr. X. 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.

In 2020, 188 artist trainees (54 women and 134 men) went through the Academy and received 33,435 hours of training, bringing them up to the requested level of expertise for our productions.

University Partnerships & Outreach
The Focus team continues to build university partnerships to provide *curriculum* guidance to help ensure skill alignment with market needs, provides mentoring to students, and participates in recruitment initiatives.

As an example, in 2020 we further built our relationship with Escape Studios/Pearson College in London by providing mentoring by world class trainers to students on their Compositing and 3D courses. We also participated in a joint Escape Studios/Epic Games (Unreal Engine) new course delivery to provide feedback and benefit from the latest real time production skills development.

Our lead artists, trainers and supervisors continue to contribute to this and other outreach programs.

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

We see this as a partnership between the Group and local education establishments which 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 Production Services, DVD Services and Connected Home devices. They require creative talents for innovation of technologies and services and for development of products. This leads Technicolor to maintain relationships with a variety of key stakeholder groups to ensure growth and sustainability of its businesses, primarily:

- clients and customers;

- investors and shareholders;

- education bodies;

- communities;

- suppliers and subcontractors;

- public authorities.

Within these general categories, specific stakeholders are identified as engagement opportunities based on their nearness to or connection with critical aspects of Technicolor (people, products, services, or property). Dialog may take place in a variety of ways, such as face-to-face meetings, memberships, surveys, contracts, or public event/forum/webinar/panel, as detailed in the below descriptive examples.

In 2020, customer satisfaction was monitored and managed through regular video conference calls, email communication and executive review of any customer complaints. In addition, Connected Home also drives customer satisfaction surveys (13 in 2020) 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 181 events (roadshows, conference calls and conferences), met 171 institutions (institutional investors) and had 58 contacts with analysts during the course of the year. Overall, Technicolor handled 213 meetings or calls with investors and analysts over the course of the year.

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

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

Relations with suppliers and subcontractors are described in Chapter 3.1 as well as in the Vigilance Plan (Chapter 10).

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

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

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

To date, Connected Home have delivered nearly 600 million CPE products to its customers worldwide, since it entered the market in 1994. With a total shipment of 29 million products in 2020, or more 550,000 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.

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, and since Dec 2019 certified to ISO27001 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.

ISO 27001

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

• identify and maintain the assets, technologies and processes needed to ensure the confidentiality, integrity and availability of information and supporting services;

• ensure the security of our products and services with a focus on customers' needs and expectations. Currently, Technicolor has implemented an Information Security Management System (ISMS) for a first set of business processes and services in Lawrenceville (US), and Rennes (France), with a plan to gradually expand and implement the ISMS for other processes and services in the future.

RBA membership

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

supply chain, and sub-contracting in the Electronics manufacturing and ICT sector.

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

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

Customer Satisfaction Survey

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

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

- products/services in general;

- business operations and supply chain;

- 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 2018 to 2020 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.

2018 - 2019 - 2020	In file	Response	Response%
Total	153	38	25%
Per Quarter			
2018 - Q2	42	12	29%
2018 - Q3	22	3	14%
2019 - Q2	14	5	36%
2019 - Q3	22	5	23%
2020 - Q2	22	4	18%
2020 - Q3	7	0	0%
2020 - Q4	24	9	38%
Per Region			
APAC	55	18	33%
EMEA	43	13	30%
LATAM	27	5	19%
NAM	28	2	7%

Per Product Category			
BB_Cable	41	4	10%
BB_Telco	42	14	33%
STB_Cable	6	1	17%
STB_IPTV	5	1	20%
STB_OTT	23	6	26%
STB_Sat	36	12	33%

The graph below illustrates the customer survey results for the combined period 2018, 2019, and 2020 across the respective parameters measured (scale 0 to 10):

Satisfaction per question per segment: Total 2018 - 2020

Question	Value
Ease of reaching project management/engineering	8,51
Understanding your business needs	7,10
Working with you and your team	7,50
Communications and formal reporting	6,89
Pro-active approach and information provided	6,71
Flexbility/ability to adapt to changing situations/requirements	6,09
Quality of planning and achieving project & delivery timelines	6,89
Quality of planning and on time delivery	N.A.
Risk management and mitigation planning	6,65
Responding promptly to problems	7,00
Keeping you informed of progress	6,92
Resolving problems to your satisfaction	6,62
Program/project management capabilities	7,92
Hardware engineering capabilities	7,92
Software engineering capabilities	7,37
Test capabilities	6,54
The ease of deployment of the product	7,84
The industrial design of the product	8,00
The Hardware design	10,00
The Software design	8,20
The final performance of the product in the field	7,69
Price/quality ratio	6,72
Price of professional services (exemple: kitting/ change request)	5,50
Cost of after sales (either performed by Technicolor or done by the customer directly)	6,06

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 & Compliance*

As the world's leading optical disc manufacturer, Technicolor places the highest priority on the quality of its products and services. The DVD Services business unit, which specializes in high-volume production and full turnkey services, provides complete supply chain management services for Hollywood studios, software publishers, game publishers and independent rights holders. In 2020, Technicolor sold a total of 817 million 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 8 million square feet of dedicated replication and distribution space, with unique capability for the timely delivery of discs to more than 40,000 locations.

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

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

Improving Quality and After-sales Service Customer Satisfaction Surveys
The DVD Services business unit maintains an ongoing dialogue with major customers through:

• regular face-to-face meetings on overall performance;

• weekly/monthly/quarterly KPI reporting;

• quarterly performance scorecards;

• service level agreements with measurement criteria for most customer contracts.

DVD Services ISO 9001 Certification Locations

ISO 9001 Certification	First year of Certification	2018	2019	2020
Memphis Packaging & Distribution - USA	2004	✓	✓	✓
Guadalajara Replication - Mexico	2004	✓	✓	✓
Piaseczno Replication & Packaging - Poland	2005	✓	✓	✓
Melbourne Replication - Australia	1997	✓	✓	✓
Sydney Packaging - Australia	1997	✓	✓	✓
Sydney Distribution - Australia	2014	✓	✓	✓
Rugby Distribution - UK	2009	✓	✓	✓
Huntsville Replication, Packaging & Distribution – USA	2001	✓	✓	✓
Nashville Packaging & Distribution - USA	2005	✓	✓	✓

Aiming for Continuous Improvement

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

CPI and Best Practice Sharing

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

Throughout 2016-2020, 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.

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 (see details on Global Compact in Chapter 1.6 of this report). In this way, the Company pledges to ensure freedom of association and the effective recognition of the right to collective bargaining, elimination of all forms of forced or compulsory labor, effective abolition of child labor and elimination of discrimination in respect of employment and occupa-

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

Beyond raw material and component purchasing, the main areas where Technicolor subcontracts production and ser-

vices 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.

33 on-site Supplier Responsibility audits were performed in 2020 by Technicolor, either on-site or remotely, concerning 32 sites as one site was 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.

No critical violation was detected during 2020. 56% of detected violations relate to health and safety, and 33% to working hours. Health and safety violations represent 82% of major violations, while the remaining categories of major

violations detected were labor and management system 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 2020, such category represents 91.2% of the total spending of the Group.

Suppliers representing about 80.9% 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 Production Services and DVD Services. Conversely, the year-end seasonal labor peaks are strongly represented in DVD Services, and the Group ensures that all temporary workers receive all required EH&S training, information, and equipment for their responsibilities, no matter how limited the duration of employment, so that they are treated the same as any other worker within the Group.

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

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

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

Additionally, the Responsible Business Alliance (RBA) may perform on-site audits to monitor and verify the implementation of the RBA Code of Conduct. RBA membership includes compliance requirements for periodic third-party

audits of all critical suppliers with an intense focus on Human Rights, and over time all main suppliers of Technicolor who are also members of RBA will have Validated Audit Process reports on record within the RBA communication platform. Further, as a member of RBA, the Group is committed to ensure that minerals contained in its products are sourced with due respect to Human Rights, the need to avoid contributing to conflicts, and the desire to support developments through our supply chain practices.

Mindful of regulations banning or restricting certain chemical substances (see additional details in Chapter 6.1), Technicolor implemented a process for obtaining and tracking information about its suppliers. This system allows for the identification and estimation of relevant chemical subs-

tances in Technicolor's products and ensures that banned substances are not included.

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

In 2016, Technicolor's commitment was confirmed by a **Technicolor public statement on Conflict Minerals,** updated in 2020, available on **www.technicolor.com,** 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 for Technicolor in its competitive environment. It must be able to recruit and retain the most talented candidates from a broad range of disciplines and experiences. Technicolor's policy is not only to provide equal employment opportunity without regard to race, sex, religion, national origin, age or disability status, but also to fight actively against harassment and discrimination, which are illegal, and also hamper our ability to perform and to retain talented employees.

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

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

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

Overall, 52 cases of harassment and discrimination were reported in 2020.

3,543 hours of training about fight against unconscious bias, discrimination and harassment were delivered to 1,814 employees in 2020.

In several countries, managers and supervisors are provided legal awareness training sessions about anti-harassment and non-discrimination. Several new or ongoing initiatives were active during 2020:

• in India, a PoSH (Prevention, Prohibition and redressal of Sexual Harassment at workplace) liability survey and awareness and training campaigns with all the service line management teams and key talent was conducted. Based on the survey results, an experiential training course on "unconscious bias" was conducted for the leadership team. PoSH Internal Complaint Committee (IC) was revamped by onboarding a new external consultant, and all were inducted to the complaint handling process. In continuation of this, all employees were trained on PoSH with the help of video-based modules, and awareness posters were put up on the notice board on all floors. This training covered employees from all the service lines at Bangalore and Mumbai (Trace VFX). 384 employees attended such training, representing 576 hours in 2020. Through various avenues, we continue to educate employees on unconscious bias. In India, we continued to make provision for mutually agreeable extensions of employment for senior workers, past the national retirement age of 58. The Bangalore operation

also provides a written document concerning local community conditions and advice for new workers moving in from other areas;

• in the UK, during the Film & Episodic VFX (FEV) induction and onboarding process, the employee engagement committees are highlighted, and employees are encouraged to join or attend up-coming events. In 2020, training on mental health awareness and unconscious bias were continued during the beginning of the year.
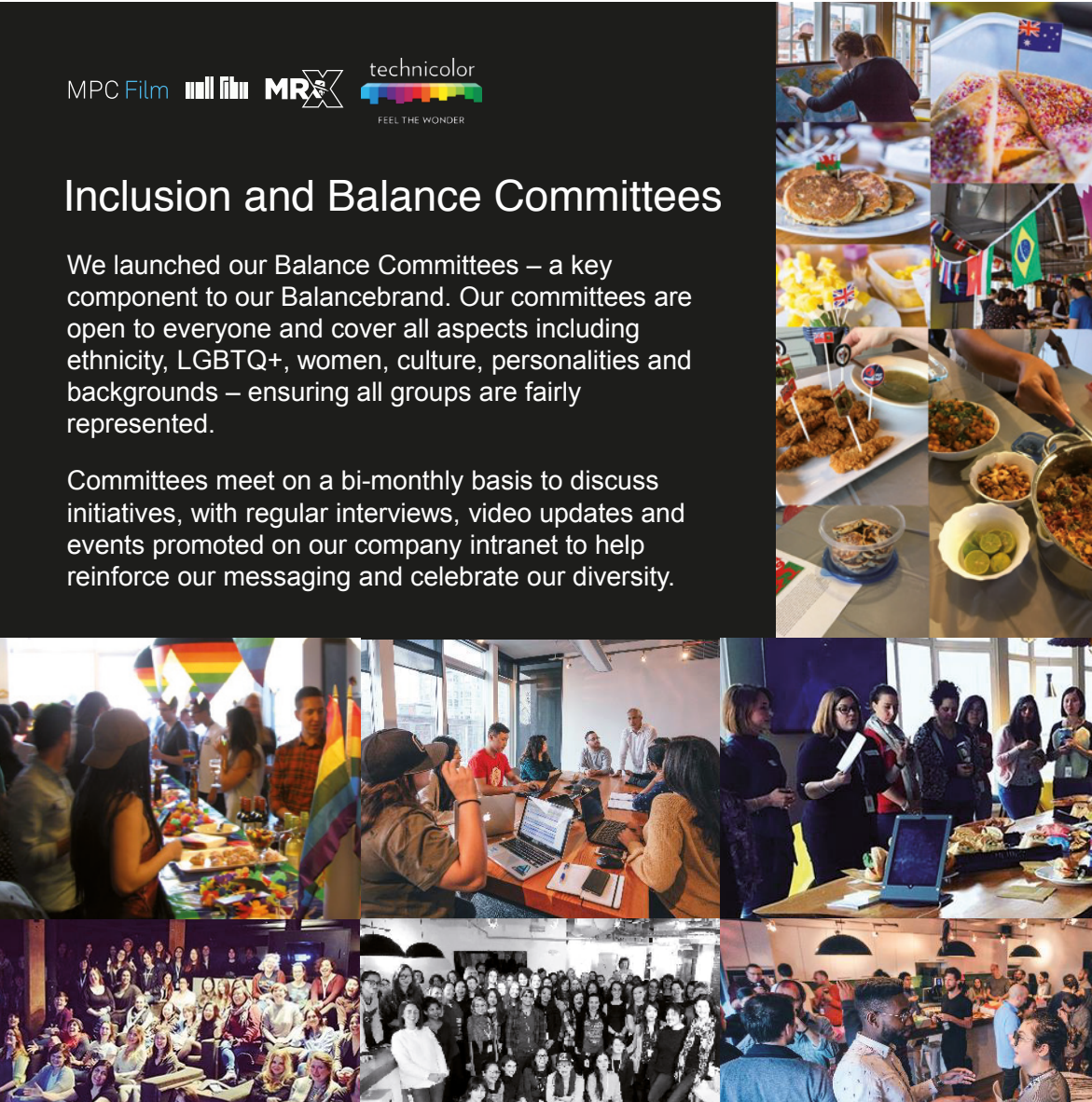
Throughout the VFX brands in the Balance committees, there is a stream called Pride, open to everyone, focusing on creating a welcoming space for all LGBTQ+ employees, as well as Women Steering groups.

Inclusion and Balance Committees

We launched our Balance Committees – a key component to our Balancebrand. 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 celebrated cultural diversity during National Inclusion Week in London in 2019.

CLIMATE CHANGE

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

This report provides an overview of the activities that Technicolor is taking to fulfill its responsibilities as a global corporate citizen with respect to Climate Change. As such, Technicolor is reporting on what it has determined to be the most significant aspects and impacts, both globally and by business unit, for the fiscal year 2020.

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 (Talent & People) and Corporate Social Responsibility, who is a Member of Technicolor's Executive Committee. Overseeing EH&S is a Corporate manager, who directs the efforts of EH&S personnel throughout the business. Business Unit liaisons work to ensure that initiatives relevant to their particular business are shared quickly among sites with similar activity. Legal support and counsel for issues such as product safety, environmental protection and workplace safety is provided by Technicolor in-house attorneys.

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

Reporting perimeter and risk profile

This report contains data from 49 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 49 sites included in this report may be reviewed in the subsection: "Data collection method and rationale" (see Chapter 8.2 herein) 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.

Goals and objectives 2019-2022

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

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

• reporting to satisfy GRI Sustainability Reporting Standards (GRI Standards).

Training

Please refer to Chapter 5 for Environmental training.

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 2020, worldwide energy use was approximately 1,006.1 terajoules, a decrease of about 17% compared with 2019. Of the total energy consumed, 88.9% was in the form of electricity (of which 20% was from renewable sources), 9.7% was in the form of fossil fuels, and 1.5% was in the form of purchased steam or chilled water. When compared to total revenue, average energy intensity was 0.335 TJ/M€ across the business in 2020.

Energy consumption

	Total (terajoules)	Electricity (terajoules)	Fuel sources (terajoules)	Total per revenue (terajoules per M€)
2018	1,368[1]	1,200	151	0.342
2019	1,214[2]	1,073	137	0.319
2020	**1,006.1[3]**	**893.9**	**97.3**	**0.335**

(1) Total energy includes about 18 TJ steam or chilled water purchase.
(2) Total energy includes about 4 TJ steam or chilled water purchase.
(3) Total energy includes about 15 TJ steam or chilled water purchase.

2020 Energy consumption

	Total Energy (terajoules)	% Total Group (%)	Electricity (terajoules)	% Total Segment (%)	Fuels (terajoules)	% Total Segment (%)
Production Services	208.0[1]	20.7%	202.1	97.2%	4.4	2.1%
Connected Home	49.8[2]	4.9%	35.7	71.7%	0.7	1.4%
DVD Services	746.5	74.2%	655.4	87.8%	91.1	12.2%
Corporate & Other	1.85	0.2%	0.778	42.1%	1.071	57.9%

(1) Total energy includes about 1.5 TJ steam purchase.
(2) Total energy includes about 13.4 TJ chilled water purchase.

Greenhouse gas emissions

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

In 2020, a total of 5,512 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)
2018	8,638
2019	7,846
2020	**5,512**

Indirect emissions from consumption of electricity, steam, and chilled water (Scope 2) were 110,604 metric tons CO$_{2eq}$ and were estimated using the 2018 International Energy Agency emissions factors.

Scope 2 emissions	CO$_{2eq}$ (metric tons)
2018[1]	172,836
2019	134,064
2020	**110,604**

(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 2020 is estimated to be an equivalent 887 thousand 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. Emissions factors used were selected from electricity-specific emission factors for grid electricity, Ecometrica (2011);

• raw materials and distribution of DVD and Blu-ray™ discs. The estimated impact of all inbound and outbound traffic controlled by Technicolor during 2020 for DVD products was 49,072 tons CO$_{2eq}$. Emissions factors used were selected from UK Government GHG Conversion Factors Freighting Goods (2020);

• 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 2020 for Connected Home devices was 14,937 tons CO$_{2eq}$. Emissions were estimated by third-party specialist company TK'Blue, focusing on climate change impact of shipping and logistics activities;

• employee commuting;

• business travel;

• data centers supporting all businesses and functions within Technicolor, but primarily attributable to Production Services generated an estimated impact during 2020 of 14,267 tons CO$_{2eq}$. Emissions factors used were selected from International Energy Agency emissions factors (2018).

In 2020, Technicolor participated for the thirteenth 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 re-

quirements, 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 2020 was estimated to be 14,267 tons CO_{2eq}. Emissions factors used were selected from International Energy Agency emissions factors (2018).

Climate change highlights

Sites, both industrial and non-industrial, try equally to reduce their energy consumption. Efforts to reduce energy consumption locally continued in 2020. Typical efforts involve lighting fixtures changeover to LED appliances, HVAC improvements (heating, ventilation and air-conditioning), and shutting down as many lighting or other systems during 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 2020 to reduce carbon emissions in addition to energy saving initiatives implemented in both industrial and non-industrial sites:

• within Connected Home, the Manaus assembly site in Amazonas, Brazil, changed older generation air ventilation systems for more efficient ones, and continued using solar panels to power external lighting needs;

• in DVD Services, sites strive to adapt their footprint to varying production requirements, decommissioning equipment such as unnecessary cooling towers, while also upgrading necessary equipment with new technological solutions, reorganizing floor layouts and production lines for improved energy efficiency such as in Melbourne and Sydney, Australia or Rugby, UK. The Piaseczno site, Poland, continues to reduce electricity consumption by 452 mWh per year due to the year's installation of two more efficient offset machines in the Printing Department. The Rugby site, UK, calculated that in one area, adding passive infrared sensors (PIR), and replacing halogen lamps by led lamps, resulted in 167 kg CO_{2e} reduction per fitting (279 of them), generating a 45% percent reduction in energy consumption;

• in Production Services sites, a critical energy impact is related to the use of data centers. To save energy, The Mill site in New York, decided to move the most energy intensive equipment out of their in-house data center and are

now using a more efficient and purpose-built external and co-located data center. To generally minimize their climate footprint, some sites located in areas where the national grid does not guarantee electricity from renewable sources have chosen to go for green electricity supply contracts, such as MPC New York and London sites, The Mill New York and London sites, and the London Post site. Canadian sites benefit from a national grid powered by hydroelectricity. Other reducing initiatives took place. The Bangalore site in India installed sunscreens on façade windows, added EC fans for data centers air conditioning units, and installed proximity sensors in meeting rooms among other improvements. The Adelaide Mr. X site organized a booking system to precisely calibrate HVAC and lighting needs for work performed out of normal working hours. Shanghai MPC upgraded their HVAC system with more efficient equipment.

Of course, due to Covid-19, business travel was drastically reduced, and therefore by necessity the usage of video conferencing systems became the dominant worldwide collaboration tool, with the side benefit of greatly reduced carbon emissions due to travel, facilitating exchanges across sites and teams located thousands of kilometers apart, or between internal teams and customers, suppliers, partners, and generally all stakeholders. The acceleration of the remote working mode certainly did not come without challenges and the Human Resources team developed and published guiding principles for homeworking on the Group Intranet.

Additional in some locations and situations; the traditional commute was changed with some members of staff shifting from using the public transportation to walking or bicycling. Consequently, incentives to use the public transportation system were proposed in a few sites and more bike spaces were created in others with some incentives at times also proposed to staff using their bicycles. In Montreal Mr. X site, subscriptions to municipal bike programs were proposed. Bangalore site continued to offer transportation choices.

4.2 ENERGY EFFICIENCY

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 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);

• the Canadian Pay-TV Set-Top Box Energy Efficiency Voluntary Agreement (STB CEEVA);

• and 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.

Technicolor was the first Customer Premises Equipment (CPE) vendor to sign the Code of Conduct for Broadband Equipment, putting itself in a leading role for low energy consumption residential gateways. By designing devices compliant with regulations as well as various Voluntary Agreements, Technicolor is committing to improve energy efficiency and to reduce the carbon footprint of gateways and set-top box. By anticipating the revision of Voluntary Agreement release and the elaboration of the European energy efficiency regulation, Technicolor is promoting the improvement of energy efficiency of gateways and set top box.

As concerns electricity consumption during the use of Connected Home devices (set-top box and gateways) in their targeted markets during their estimated product lifetime of 5 years, the total impact of all Connected Home devices produced during 2020 is estimated to be an equivalent 887 thousand 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 customer habits for using their television at home. For any individual piece of equipment, the true equivalent emission will depend on the country and region of operation, as emission factors vary significantly depending on electricity generation methods and sources in each country.

Product energy efficiency initiatives

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

Technicolor has actively contributed to 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 2020, Technicolor has participated to the revision of CoC BB V8 specifying new Tiers and allowances starting 2021.

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.

Via its membership in the Digital Europe (DE) industry association, Technicolor participated to working groups related to energy efficiency in relation with Technicolor products. Digital Europe provides technical and non-technical inputs, position papers, and proposition, at each stage of the EU regulation elaboration.

In Australia, Technicolor is an Associate Member of the Subscription Television Industry Voluntary Code for im-

proving 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 goals in the different countries.

In Europe, Company reporting for 2020 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. 2020 reporting demonstrated that:

• 93% of our Set-Top Box units put on the market are compliant with the energy requirements of the Voluntary Agreement;

• 100% of our Home Gateways new models introduced on the market for the first time are compliant with the on-state power target and with the idle state power target of the Code of Conduct for Broadband Equipment.

Energy-related Products - ErP Directive
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.

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

This was notably the case for the preparatory studies on Networked Equipment (known as Lot 26), now Commission Regulation 801/2013/EU, amending the existing Standby Regulation 1275/2008 and the External Power Supplies Commission Regulation n°2019/1782 (known as Lot 7). Application date of revised requirements of the latter was 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] [302-4]*

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

Renewable energy

Group	As a percentage of Electricity (%)	As a percentage of Total Energy (%)
2018	19.0%	16.6%
2019	24.1%	21.3%
2020	**20.0%**	**17.7%**

Business Segment	As a percentage of Electricity (%)	As a percentage of Total Energy (%)
Production Services	50.8%	49.3%
Connected Home	24.3%	17.4%
DVD Services	10.2%	9.0%
Corporate & Other	15.4%	6.5%

Local highlight, Brazil

In Manaus, Brazil, the Connected Home factory dedicated to the production of set top boxes for the Americas has a long-term plan to improve its carbon footprint, and already compensates 100% of its emissions. In 2020, the site purchased 100% of its consumed electricity from renewable sources, generating less environmental impact and therefore benefiting from government incentives. The sources that Technicolor buys from are hydroelectric projects, with a power less than or equal to 5,000 kW, plus projects based on solar, wind, biomass or qualified cogeneration. The site also installed solar panels, energy storage systems, and control systems sufficient to generate 10% of the electricity consumed by the site.

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

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

At the same time, an organic plant project using compost made from leftover food generated by the cafeteria, supports a fruit and vegetable nursery, which are used to make organic salads for the employees, bringing health benefits and better quality of life, all of which contribute to the reduction of carbon emissions generated by the activity, and at the same time help to create a more favorable social environment for the employees.

For all these projects, the site won, in 2020, the certificate from the Instituto Socio Ambiental *Chico Mendes Internacional,* which recognizes continuous improvement in socio-environmental performance, and was certified as a *Partner Company of Nature* by *the Brazilian Institute for the Defense of Nature*.

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

Certificado

O Instituto Brasileiro de Defesa da Natureza tem a honra de certificar

technicolor

como Empresa Parceira da Natureza.
Este selo é concedido às empresas que demonstram Responsabilidade
com as questões Socioambientais do Brasil, adotando Conceitos
Sustentáveis e promovendo a Educação Ambiental em benefício das
Presentes e Futuras Gerações.

Validade
Janeiro de 2021 a Janeiro de 2022

Parceira desde 2010

INSTITUTO INTERNACIONAL DE PESQUISA E RESPONSABILIDADE SOCIOAMBIENTAL

CHICO MENDES

CERTIFICADO

O Instituto Internacional de Pesquisa e Responsabilidade
Socioambiental Chico Mendes certifica que a

TECHNICOLOR BRASIL MÍDIA E ENTRETENIMENTO LTDA
CNPJ 02.773.531/0001-42
Manaus - AM

Possui o Compromisso com a Gestão Socioambiental
Responsável, de acordo com os critérios do PROCERT –
Programa de Certificação.

Categoria

GESTÃO SOCIOAMBIENTAL RESPONSÁVEL
Parecer nº PT G0019/18

Política socioambiental, atendimentos a legislação, gestão de pessoas,
gestão de recursos hídricos, gestão de resíduos, gestão de energia e mu-
danças climáticas e biodiversidade, baseada na lei 10165/2000.

Quatro Barras, 10 de Setembro de 2019.
Data de validade: 10 de Setembro de 2020.

_____
Presidente da Comissão Técnica

GESTÃO SOCIOAMBIENTAL RESPONSÁVEL
INSTITUTO CHICO MENDES
SELO VERDE

GREEN FACTORY

5 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 2020.

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 2020, two SBIs associated with EH&S aspects were reported, and no penalties or fines were incurred as a result of SBI events.

Audits and internal governance

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 2020, due to Covid-19 impact on travel, no industrial sites were audited, however ten non-industrial sites were remotely reviewed as part of Technicolor's objective of monitoring all locations at least every three years. As a result of these reviews, potential improvement items were identified and evaluated, and more importantly, appropriate associated action plans developed.

Acquisitions and closures

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

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

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

Training

GRI *[403-5]*

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

In 2020, 24,847 hours of EHS documented training reported through the EHS reporting system (*Enablon*) on a wide variety of environmental and safety compliance and protection, injury prevention, emergency preparation and response, and occupational health topics were provided to employees and contractors throughout Technicolor.

Goals and objectives 2019-2022

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

• 75% minimum waste recycling rate;

• reporting to satisfy GRI Sustainability Reporting Standards (GRI Standards).

5.1 RECYCLING OF WASTE AND OPTIMIZATION OF RAW MATERIAL

GRI *[103-1 Materials] [103-2 Materials] [103-3 Materials] [103-1 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 22,016 tons (about 2.2% of total waste was generated by non-industrial sites), a massive decline compared to 2019. The recycling rate was 62.7%, decreasing significantly compared to 2019. When compared to total revenue, the average waste generation rate across the business was 7.32 M-Ton/M€ in 2020.

Waste

	Total Waste Generated (metric tons)	% Treated Hazardous (%)	% Recycled (%)	Total per Revenue (metric tons per M€)
2018	35,657	2.4%	75.6%	8.93
2019	37,288	2.5%	69.9%	9.81
2020	**22,016**	**2.4%**	**62.7%**	**7.32**

2020 Waste generation

	Total Waste Generated (metric tons)	% Total (%)	% Treated Hazardous (%)	% Recycled (%)
Production Services	391.4	1.8%	0.7%	53.2%
Connected Home	414.8	1.9%	3.2%	86.2%
DVD Services	21,207.4	96.3%	2.4%	62.4%
Corporate & Other	2.8	-	0%	18.9%

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 2020, the overall reported non-industrial waste was significant at about 2.2% of the Group total tonnage, with approximately 16 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 35 tons reported during 2020.

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 2020 were:

Raw materials

(in metric tons)	
Polycarbonate molding plastic	13,681
Carboard and paper packaging	8,255
Wood packaging	6,967
DVD bonding resin	832
Plastic packaging	744

Waste highlights

Waste reduction, reuse and recycle efforts continued in 2020.

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.

In 2020, the Guadalajara, Mexico DVD factory implemented a project to recycle internally more polycarbonate from metallized disks. Pallet recycling programs have been continued and developed in Mexicali and Huntsville sites, thereby reducing the need to purchase new pallets. In Piaseczno, Poland, the site reduced plastic waste by 23 tons in the year, and cardboard waste by 4 tons. The Rugby site reinforced its waste segregation efforts.

For Technicolor Connected Home, the key priorities are to design packaging which can be shipped with a minimum amount of materials, and, whenever possible, to choose packaging materials that have less adverse impact on the environment, e.g., by opting for recycled materials. During 2020, Technicolor Connected Home engineers have been investigating opportunities to minimize waste from plastic packaging by eliminating any remaining non-essential plastics bags and using alternative materials.

Product 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.

WEEE (Waste Electrical and Electronic Equipment Directive)

The WEEE Directive establishes the EU legislative framework to increase recycling of and reduce waste from electrical and electronic equipment. Manufacturers (otherwise known as producers in WEEE) and importers/distributors are required to establish processes and systems to ensure the safe and effective collection and recovery of most electrical and electronic waste. They are also encouraged to maximize the use of recoverable and recyclable materials in their products, and to design products in order to facilitate the dismantling and recovery of recyclable materials. Nonetheless, all stakeholders and operators, as well as recycling industries, need to be involved for developing an efficient and sustainable waste management system. The role of end-users has also to be outlined, as they have to actively contribute to a successful collection of WEEE.

Technicolor takes all necessary steps to meet provisions of the WEEE Directive, and continuously seeks opportunities to avoid natural resource depletion and waste generation. In particular, the Connected Home business of Technicolor attaches WEEE labels (a mark symbolizing a crossed-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.

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 December 2020, the European Commission published a proposal for a revision of the Battery Directive which aims to ensure that EU's legal framework will regulate all stages of a battery's lifecycle to respond to the Circular Economy Action Plan and EU's Green Deal. Under the current legislation, only the end-of-life stage of batteries is subject to regulation. Once the new regulation takes effect, it will see additional requirements

throughout the entire life cycle covering performance, sustainability, collection and recycling. Once adopted, the regulation is scheduled to apply from January 2022 onwards.

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

Packaging Waste
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.

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 E.U. Member States to (1) adopt packaging waste prevention measures; (2) meet specific recovery and recycling targets; (3) set-up collection and recovery systems; (4) set-up information systems on packaging and packaging waste; and (5) ensure that consumers are informed on packaging take back.

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

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

5.2 ENVIRONMENTAL FOOTPRINT OF PRODUCTS

"Technicolor's ECO-Design Transformation program addresses all aspects of the product life cycle from an end-to-end perspective, in close collaboration with customers and suppliers. This approach allows to structurally improve the direct and indirect environmental footprint of our products and activities, beyond natural evolution coming from technical advancements and continuous process and tool improvements."

Koen de Wulf, *Connected Home, Company lead of ECO-Design Transformation Program*

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

• development of eco-friendly products and services – and a policy of continuous improvement that addresses energy efficiency (carbon emissions generated by product use and carbon emissions resulting from shipping

and transportation of products) and increasing the use of renewable energy within the infrastructure as stated in Chapter 4.2 of this report;

• infrastructure improvements to reduce emissions or to maintain performance when faced with climate impacts. A prime example is Connected Home operations in Manaus, Amazonas, Brazil. In 2020, the site purchased 100% of its consumed electricity from renewable sources. It has also installed solar panels, and energy storage and control systems, generating approximately 10% of the site energy needs. The factory has been certified carbon neutral every year for several years;

• enablement of a Circular Economy through the reuse of material, as well as the avoidance and recycling of waste and optimization of raw material as explained in Chapter 5.1. During 2020, Technicolor achieved a decrease of 25% of waste when compared to revenue generation.

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

Product reuse

GRI [417-1]

Beginning in 2016, as part of its reuse strategy, the Group began to recover used units from the American market in partnership with a major network provider capable of taking back product from individual consumers. Using its network of post-sales locations, Technicolor inspects, refurbishes, and requalifies the returned products whenever feasible, and then sells them as a clearly labeled refurbished product and at a reduced price. Since the program commenced in 2016, the destruction and disposal of 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-innovation approach as a business imperative

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

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

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

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

These practices include, among others:
• New concept development: Design for the Environment involves new concept development by the designer of the product;

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

• Optimization of energy efficiency minimizes emissions and waste production: high use of energy during the life

of a product greatly contributes to its overall environmental performance;

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

In 2020, Technicolor Connected Home, driven by global concerns around our environment, decided as part of its commitment to a sustainable business transformation to accelerate its eco-stance and launch an eco-innovation approach and a supporting roadmap.

As a direct result, a revamped eco-strategy that provides a realistic, powerful and futureproof set of objectives has been outlined. New Vision and Mission statements facilitate a stronger communication framework that meets the different needs of employees, customers, partners, and suppliers.

A multifunctional and multicultural eco-design transformation team was created to drive and coordinate all initiatives to decrease the ecological impact of our devices. All aspects of our devices during their lifecycle are addressed by this team: from design and manufacturing, packaging and shipping to the energy consumption during use and finally how the devices are handled at the end of their lifecycle, addressing concerns of the Circular Economy.

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

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

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

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

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

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

• Enabling employees, suppliers, customers, and partners to understand the need to accelerate in the race for reversing climate change before 2030 and becoming carbon neutral in-house by 2022;

• Promoting inclusive, diverse, and futureproof circular economies that protect and respect human and animal rights.

Product environmental profile

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

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

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

Eco-design tools

To support the eco-design process, Life Cycle Assessment (LCA) tools are needed to identify and measure the environmental impacts of a product over its entire life (i.e. from 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 allows Technicolor, upon request, to evaluate, compare, improve and communicate product design and environmental performance more effectively.
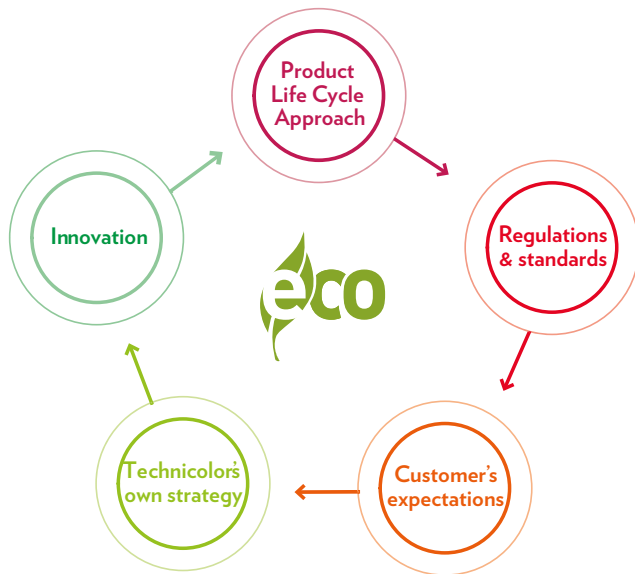
Technicolor Connected Home has developed expertise and experience in the fields of LCA full scope.

In 2019, Technicolor Connected Home started a new project and simplified LCA, using the EIME tool as a database and standardized methodology in a continuity approach, maintaining results on eleven criteria for selected aspects. This environmental assessment tool was developed and finalized in 2020, allowing Technicolor Connected Home to perform simplified LCA of Technicolor products.

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

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

Indicator	Unit	Total	Manufacturing	Distribution	Use	End of life
ADPE Abiotic depletion (elements, ultimate reserves)	kg Sb eq.	1,232E-02	99,99%	0,00%	0,01%	0,00%
ADPF Abiotic depletion (fossil fuels)	MJ	6,713E+02	42,07%	0,42%	57,40%	0,11%
A Acidification potential of soil and water (total average for Europe)	kg SO2 eq.	2,795E-01	13,65%	2,44%	83,85%	0,06%
AP Air Pollution	m³	4,818E+03	63,89%	0,68%	35,29%	0,14%
EP Eutrophication (fate not incl.)	kg (PO4)3eq.	2,253E-02	51,98%	2,93%	44,81%	0,27%
GWP100 Global warming	kg CO_2eq.	63,505	44,04%	0,36%	55,50%	0,11%
ODP Ozone layer depletion ODP steady state	kg CFC-11 eq.	9,251E-06	38,02%	0,00%	61,93%	0,04%
POCP Photochemical oxydation (high NOx)	kg C_2H_4eq.	1,685E-02	28,35%	1,99%	69,52%	0,13%
WP Water Pollution	m³	4,480E+03	66,70%	0,74%	32,41%	0,16%
Energy Total Primary Energy	MJ	1,011E+03	35,87%	0,28%	63,76%	0,09%
Freshwater Net use of freshwater	m³	5,507E-01	84,92%	0,00%	15,06%	0,01%

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

Legend:
- End of life
- Use
- Distribution
- Manufacturing
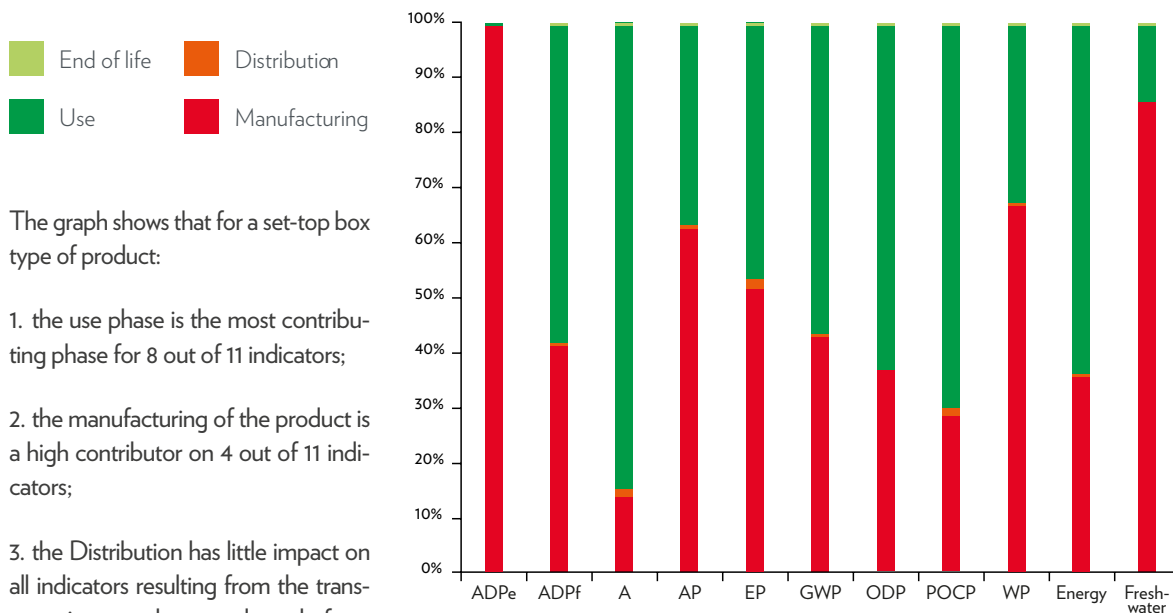
The graph shows that for a set-top box type of product:

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

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

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

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

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

Technicolor product eco-design main trends

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

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

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

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

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

• Use of recycled material or less impacting material may be limited due to customer requirements in terms of material type, aesthetic aspect, and color. Based on our learnings from tests as well as different studies conducted by our experts, Technicolor Connected Home strives to put forward further innovative ideas for greener product design, including the use of recycled plastic to reach 35 to 85% or even 100% recycled material together with associated design constraints, colors and quality limitations. Alternatives to single-use plastics can have a more beneficial ecological footprint than using plastics that would be properly recycled;

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

• only new regulation and/or revision of existing regulation (see Chapter 6.1 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.

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 2020, water consumption at the Technicolor reporting locations decreased by about 20.7% versus 2019 to 405.2 thousand cubic meters. When compared to revenues, the average water consumption rate was 135 m³/M€ across the business in 2020.

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 2020 was about 3,382 m³.

Water consumption

	Total Consumption (thousands of cubic meters)	Total per Revenue (cubic meters per M€)
2018	596	149
2019	511	134
2020	**405.2**	**135**

2020 Water consumption

	Total Consumption (thousands of cubic meters)	% Total (%)
Production Services	53.0	13.08%
Connected Home	9.3	2.3%
DVD Services	342.3	84.47%
Corporate & Other	0.6	0.15%

Process wastewater

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 2020, the amount of treated water discharged was 67,639 cubic meters, and the total estimated amount of discharged priority pollutants was 46 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 3,382 cubic meters of rainwater in 2020). 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€)
2018	123	30.8
2019	80	21.0
2020	46	15.3

In addition, due to effluent characteristics, 3 sites are required to monitor biological oxygen demand (BOD) or chemical oxygen demand (COD), in 2020 an estimated total of 2,244 kg BOD and 180 kg COD were discharged within process effluent.

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

Sustainable water highlights

While Technicolor is not a water intensive business, efforts to save water are made wherever possible, at industrial sites but also non-industrial sites, with sites in water stressed areas being particularly sensitive to careful water management. The Melbourne site continued to use rainwater harvesting tanks and also installed a camera in the wastewater pits to control the amount of wastewater coming from the mask cleaning areas to control water usage as well as to reduce wastewater collections to a minimum. In non-industrial sites, initiatives such are reducing bottled water by installation of CO_2 water dispensers were deployed in several sites, some sites added aerators in taps, and dishwasher were set to eco-wash cycles to save both water and energy.

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 2020, a total of six industrial sites held an ISO 14001 certification. The Group makes an environmental risk assessment of each site before concluding an ISO 14001 certification is required. A few sites work beyond the Group requirement and achieve the certification even though the risk threshold is not exceeded.

Technicolor locations with ISO 14001 certified EMS

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

Environmental investments, remediation, and pollution prevention

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

In total, approximately €2.24 million was spent on environmental remediation projects in 2020.

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 section 3.1.4.2 of **Technicolor 2020 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 2020.

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 49 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 2020, 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 Mr. X), or welcoming beehives (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.

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

Key product environmental and safety requirements compliance

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

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 creation or revision of eco-design regulations impacting the design and development of Technicolor gateways and set-top box by providing inputs to the EU commission, *via* its membership of the Digital Europe organization of leading Digital Technology European companies. Especially with regard to eco-design requirements on the new regulation for no-load condition electric power consumption and average efficiency of External Power Supply 2019/1782 and regulation 801/2013/EU on standby and network standby. The scope of Technicolor contributions and monitoring are extended on non-energy related topics such as Reusability/Recyclability/Recoverability (RRR). 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. For more information on Technicolor's involvement in EU energy efficiency initiatives, 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. Currently, Technicolor is signatory of the *U.S. Voluntary Agreement for the 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 CEEVA), and 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), and WEEE (Waste Electrical and Electronic Equipment) European directives, and the REACH (Registration, Evaluation, Authorization and Restriction of Chemicals) European regulation, or similar legislation in regions other than EU Member States, dealing with the Restriction on the use of Hazardous Substances within products and systems, and preparing for better end-of-life handling of Electrical and Electronic Equipment Waste. In 2021, in the context of the Waste Framework Directive, the European Chemicals Agency (ECHA) will establish the Substance of Concern in Products (SCIP) database, and companies that supply articles containing Substances of Very High Concern (SVHCs) will have to submit notification on these articles to the new EU SCIP database. In 2020, Technicolor Connected Home studied and developed a new program and processes to successfully support supply chain data communications required for compliance with the new EU REACH SCIP database (including but not limited to suppliers' awareness and training, instructions and data collection templates).

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

RoHS - European Restriction of Hazardous Substances
The Directive 2011/65/EU ("RoHS 2") is the global effective standard to evaluate and restrict the use of substances in electronics in support of a circular economy. RoHS2 complements the WEEE Directive. RoHS 2 aims at preventing the release of hazardous substances during the use and waste treatment of EEE by restricting the use of selected hazardous substances. The objectives are to contribute to the protection of human health and the environment.

Since its first implementation, the scope of RoHS has been widened, with regards to the restricted substances and the EEE covered. RoHS has inspired other regions of the world to take similar action. RoHS compliance requires all homogeneous materials in products placed on the market to not contain RoHS substances unless they are exempted. Exemptions are 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).** The European Commission has made available the full list of exemption requests submitted to the Commission between November 2019 and January 2020. There are a large number of exemption renewal requests currently being reviewed.

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, 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 211 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.

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

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

Technicolor Connected Home initiated actions in Q1-Q2 2020 by conducting a specific readiness analysis to review and identify missing chemical information, as well as to establish recommendations and specific steps for the preparation of SCIP declarations starting in January 2021. To support our current programs on substances reporting, and integrate our supply chain against SCIP requirements, Technicolor Connected Home awarded a contract to a third-party consultant, a software and service platform. In addition, we hired an expert to globally drive the SCIP database project along with other compliance projects. In Q3-Q4 2020, Technicolor Connected Home continued to manage actions related to supply chain communications on SCIP requirements (such as company specific guidance, trainings, and data collection templates). The overall objective was to create SCIP-acceptable product dossiers which fully identify the content of any substances down to the BOM part article level, to complete the required product data imports into the SCIP Database for products shipping to European Union.

Responsible Approach to Conflict Minerals

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

As a RBA member, 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 developed 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 conflict minerals (tin, tantalum, tungsten and gold) provided to Technicolor. Note that based on current knowledge and suppliers surveyed in 2020, 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 started to conduct supplier surveys and due diligence on cobalt sourcing. In 2020, Technicolor initiated

Mica Sourcing supplier surveys, to establish whether Mica is included in products and parts provided to Technicolor. This mineral mainly originates from India, in challenged regions where there is a risk of unsafe working conditions and child labor.

California Proposition 65
Technicolor takes actions to comply with "California Proposition 65", officially known as the Safe Drinking Water and Toxic Enforcement Act of 1986. The proposition protects the state's drinking water sources from being contaminated with chemicals known to cause cancer, birth defects or reproductive harm, and requires businesses to inform Californians about exposures to such chemicals. Per OEHHA guideline (California's Office of Environmental Health Hazard Assessment), businesses are required to provide warnings if their products can expose consumers or workers to a listed chemical in excess of the identified threshold "safe harbor" level.

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.

6.2 CONTENT SECURITY, CYBER RISKS AND RESPECT OF INTELLECTUAL PROPERTY

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

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

Ginny Davis, *Group Chief Information and Security Officer*

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

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

Respective risks description and risks management are presented in section 3.1.1 "Global market and industry risks" of **Technicolor 2020 Universal Registration Document:**

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

• products development and cybersecurity for the Connected Home segment;

• physical security for the DVD Services Division.

Technicolor information technologies security procedures, as well as security processes of people and assets, are presented in section 3.2.5 of **Technicolor 2020 Universal Registration Document.**

As a major actor involved in all steps of the delivery of Media & Entertainment content to the end user, Technicolor has anticipated the new threats in cybersecurity, and implemented an internal program to address them. Organized at the corporate level around an Information Security Management System (ISMS), this program is now further implemented in the three Business Units (Production Services, Connected Home, DVD Services) 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. Due to the Covid-19 context, the certification scope has been kept the same for the 2020 surveillance audit. 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 established 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.

A formal Data Protection Policy was issued in 2017 by the Technicolor Ethics Compliance Committee – and reinforced in 2020 – to govern legal compliance aspects and ensure that

Technicolor, its staff, contractors, suppliers and other people working on its behalf comply with the EU General Data Protection Regulation (GDPR), where and when appropriate, as well as comply – as appropriate – with any applicable other legislation when processing personal data. The policy applies regardless of where the data is held, i.e. if it is held on Technicolor-owned equipment or outside Technicolor property (for example by a subcontractor).

In addition, an intragroup agreement based on the Standard Contractual Clauses Controller to Controller approved by the EU Commission has been signed by all Technicolor parties in order to protect EU personal data transferred within the Technicolor Group outside of the European Union. Following the Schrems decision in July 2020 by the European Court of Justice, the TSO has acted as the central coordination point for the remediation of the internal legal framework to reinforce the Security clauses applicable to our providers related to EU data privacy and ensure GDPR compliance.

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

Cybersecurity highlights

In 2020, in the context of the Covid-19 pandemic, working in collaboration with clients and industry organizations, the Group has successfully transitioned to secure work-from-home environments and workflows where required based on local government requirements.

Technicolor security standards were continuously reviewed and updated to stay current with the industry and with established security policies. Overall in 2020, Technicolor supported over 202 security audits, which included a combination of internal and external audits. Audit findings are tracked and managed by internal teams.

In 2020, the Group delivered security awareness training to all employees and provided multiple communications around phishing, malware and general security practices, with an increased focus on the impacts of an increase in remote work.

7 FAIRNESS OF BUSINESS PRACTICES

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

7.1 COMPETITION RULES AND ANTI-BRIBERY

GRI *[205-1] [205-2] [205-3]*
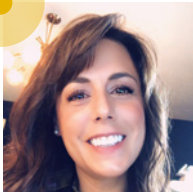
> "Technicolor's Code of Ethics and related policies guide and support our employees each day in accomplishing the Company's business objectives with ethical integrity."
>
> **Kate Winders,** *Secretary of Technicolor Ethics Compliance Committee*

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

The anti-bribery program now includes the following:

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

• Code of Ethics & Anti-Bribery Policy: This Code 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: Our risk mapping has been reviewed in 2020 to identify new risks specific to business conduct and to re-assess all of them;

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

• training: Specific training courses on anti-bribery are developed and delivered within the Group to the staff categories with the highest level of exposure. Targeted E-learning training as well as on-site training for specific employee categories such as sales, legal, finance or human resource employees have been put in place;

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

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

Compliance with competition rules and with more general business ethics rules, are at the core of our Code of Ethics. Our overall approach regarding these two aspects are presented in section 3.2.2: "General control environment" of **Technicolor 2020 Universal Registration Document.**

Code of ethics

Created in 1999 and regularly updated, the Code of Ethics establishes the foundation of the Group's core values. It requires all employees to observe high standards of business and personal ethics in the conduct of their

duties and responsibilities – based on the following basic principles:

- Respect for People & our Stakeholders

- Respect for the Environment

- Valuing Integrity

The Code of Ethics details specific rules to guide employees in their day-to-day activities. Several additional key policies – including a Whistleblower Policy; Anticorruption Policy and Manual; and Ethical Sourcing Policy – underline 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 four times per year and more frequently when required.

Financial ethics charter

Technicolor has published an Ethics Charter specific to Finance personnel and activities, as an extension of the Company's Code of Ethics. 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 **https://www.technicolor.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. As of December 31, 2020, the ECC members were: Olga Damiron (Executive Vice President, Human Resources and Corporate Social Responsibility), Didier Huck (Head of Corporate Social Responsibility, Human Resources Compliance and Public Affairs), 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 2020, 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

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

The 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.

Whistleblower policy

The Technicolor Whistleblower Policy, launched in 2006 and revised in 2018, is designed to make it easier for employees and partners to share questions, concerns, suggestions or complaints about financial, accounting, banking or anti-bribery matters. The whistleblowing system enables all Technicolor employees and partners to report anything that they suspect to be unethical, illegal or unsafe, through a dedicated website or by phone.

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

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

Ethics training programs and initiatives

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

Amongst other ethics training courses, members of the finance community completed the Global Financial Fraud Prevention course. During that same time, online training courses focused on the EU Competition-Dealing with Competitors, anti-corruption and anti-bribery regulations and policies. The Americas population has received training on anti-bribery, competition, anti-corruption, business communications, addressing employee concerns, and fraud prevention. In-person training and preparation meetings took place with key managers, focusing on the evolution of anti-corruption and anti-bribery policies based on the requirements of French anti-bribery Law "Sapin II". A considerable effort was made also to prepare the Group for the EU General Data Protection Regulation that was 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 2020.

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 in which we operate 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 at the corporate level all applicable taxes such as income taxes, property and local taxes, green tax, stamp duties, employment and other taxes. We also collect and pay employee income taxes, and indirect taxes such as import duties and VAT. The taxes we pay and collect form a significant part of our economic contribution to the countries in which we operate.

Our tax strategy accords with the following principles:

Tax planning

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

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

We conduct transactions between the 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	2018	2019	2020
Energy Consumption (Terajoules, %, or TJ/m€)[(1)]			
Electricity	1,200	1,073	893.9
o/w renewable Energy Sources	19%	24%	20%
Fuel Sources	151	137	97.3
Total	1,368	1,214	1,006
Total / Revenue	0.342	0.319	0.335
Total Water Withdrawal Consumption by Source (Thousand Cubic Meters or m³/ M€)[(2)]			
Total Consumption	596	511	405
City Water consumed	434	364	254
Well Water consumed	142	144	147
Rainwater harvested and consumed	21	3	3
Surface Water	0	0	0
Total per Revenue	149	134	135
Water Recycled Internally	33	30	31
Waste Generation and Management (Metric Tons, %, or M-Ton/M€)			
Total Waste generated	35,657	37,288	22,016
% treated hazardous[(3)]	2.4%	2.5%	2.4%
% recycled	75.6%	69.9%	62.7%
Total per Revenue	8.93	9.81	7.32
Greenhouse Gas Emissions (Metric Tons CO_2e)			
Fuel Combustion Sources (Direct Sources)	8,638	7,846	5,512
Total Indirect Greenhouse Emissions by Weight (Scope 2 from electricity, steam, chilled water)	172,836	134,064	110,604
Total CO2 emitted (Scope 1 and 2)	181,501	141,910	116,116
Industrial Effluents			
Industrials Effluents (in Thousand Cubic Meters)[(4)]	84	76	68
Priority Pollutants (in Kilograms)	123	80	46
Biological Oxygen Demand (in Tons)	1.4	1.3	0.2
Chemical Oxygen Demand (in Tons)	0.5	0.16	0.18
Main Raw Materials Usage (in Metric Tons)*			
Polycarbonate Molding Plastic	20,092	17,885	13,681
Cardboard and Paper Packaging	14,534	9,117	8,255
Wood Packaging	12,035	11,138	6,967
Bonding Resin for DVD	1,222	1,104	832
Plastic Packaging	1,191	901	744

* The Group sources all raw materials externally.

THREE - YEAR PERFORMANCE DATA, TRENDS AND EXPLANATION

SOCIAL AND HUMAN RESOURCES	2018	2019	2020
Health and Safety (Work-related Incident Rates per 200,000 hours worked)			
Incidents	225	163	91
Incident Rate	0.99	0.68	0.51
Lost Workday Incidents	132	71	43
Lost Workday Incident Rate	0.58	0.30	0.24
External Stakeholders			
Suppliers			
Number of Supplier Audits	59	52	33
Records per Category			
Excellent	1	1	8
Acceptable	43	37	19
Unsatisfactory	12	11	4
Unacceptable	3	3	2
Customer Satisfaction Survey Results[5]			
Total Sample Contacts	64	36	53
Number of Customers surveyed	15	10	13
Response Rate	23%	28%	25%

(1) Non-industrial sites reported energy consumption for the first time in 2010. Their consumption represented approximately 15% of total usage. It represents 26 % in 2020. In 2020 worldwide energy use was approximately 1,006.1 tera joules, a decrease of about 17% compared with 2019. Of the total energy consumed, 88.9%was in the form of electricity (of which 20% was from renewable sources), 9.7%was in the form of fossil fuels, and 1.5% was in the form of purchased steam or chilled water. When compared to total revenue, average energy intensity was 0.335 TJ/M€ across the business in 2020.

(2) Non-industrial sites reported water consumption for the first time in 2010. Their usage represented approximately 15% of total 2012 consumption. It represented 14% in 2020. In 2020, water consumption at the Technicolor reporting locations decreased by about 20.7% versus 2019 to 405.2 thousand cubic meters. When compared to revenues, the average water consumption rate was 135 m3/M€ across the business in 2020. 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 2020 was about 3,382m3.

(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 22,016 tons (about 2.2% of total waste was generated by non-industrial sites). The recycling rate was 62.7% decreasing

significantly compared to 2019. When compared to total revenue, the average waste generation rate across the business was 7.32 M-Ton/M€ in 2020.

(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 2020, the amount of treated water discharged was 67,639 cubic meters, and the total estimated amount of discharged priority pollutants was 46 kilograms.

In addition, due to effluent characteristics, 3 sites are required to monitor biological oxygen demand (BOD) or chemical oxygen demand (COD).

In 2020, an estimated total of 2,244 kg BOD and 180 kg COD were discharged within process effluent. All above quantities of discharged pollutants are fully compliant with authorized limits. Summary weights of pollutants are calculated using volume-averaged, full year, average concentrations, based on periodic laboratory sampling. Periodic effluent sampling is performed in accordance with local regulatory requirements, and in general pollutants are not monitored continuously.

(5) Committed to customer satisfaction and continual improvement in products and services, Technicolor tracks the performance of its business units and segments compared to competition. We measure the entire customer relationship, to highlight strengths, weaknesses and expectations. We identify key satisfaction drivers to understand what is most important to customer satisfaction. We spotlight areas needing improvement to develop the most appropriate solutions. For more information on customer satisfaction survey results, please see chapter 2.10.2.1 of this report.

PERFORMANCE DATA FOR BUSINESS SEGMENTS, YEAR ENDING 31 DECEMBER 2020

ENVIRONMENT, HEALTH AND SAFETY	Production Services	Connected Home	DVD Services	Corporate & Other
Energy Consumption (Terajoules or %)				
Total Energy [(1)]	208.0	49.8	746.5	1.85
% Total Group	20.7%	4.9%	74.2%	0.2%
Electricity	202.1	35.7	655.4	0.778
% Total Segment	97.2%	71.7%	87.8%	42.1%
Fuels	4.4	0.7	91.1	1.071
% Total Segment	2.1%	1.4%	12.2%	57.9%
Water consumption (Thousand Cubic Meters)				
Total Consumption	53.0	9.3	342.3	0.6
% Total	13.08%	2.3%	84.47%	0.15%
Waste generation (Metric Tons or %)				
Total Waste generated	391.4	414.8	21,207.4	2.8
% Total	1.8%	1.9%	96.3%	-
% treated hazardous	0.7%	3.2%	2.4%	0%
% recycled	53.2%	86.2%	62.4%	18.9%
Health and Safety (Work-related Incident Rates per 200,000 hours worked)				
Injuries and Illnesses	5	2	83	1
Incident Rate	0.06	0.16	1.14	0.44
Lost Workday Incidents	1	2	39	1
Lost Workday Incident Rate	0.01	0.16	0.54	0.44

Collection Period: January 1, 2020 - December 31, 2020

[(1)] Total energy includes about 15 TJ steam or chilled water purchase

(8.2) DATA COLLECTION METHOD AND RATIONALE

GRI [102-4]

This report contains data from 49 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, 2020 to December 31, 2020.

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 2020)	Location	2018		2019		2020	
			Industrial Profile	Non - industrial Profile	Industrial Profile	Non - industrial Profile	Industrial Profile	Non - industrial Profile
Adelaide Mr. X (ex Mill Film)	Production Services	Australia				X		X
Avon	DVD Services	France		X		X		X
Bangalore	Production Services	India		X		X		X
Beijing	Connected Home	China		X		X		X
Berlin	Production Services	Germany						X
Boulogne[1]	Production Services	France		X		X		
Burbank	Production Services	California, USA		X		X		X
Camarillo	DVD Services	California, USA		X		X		X
Camarillo MFL	DVD Services	California, USA	X		X		X	
Chennai	Connected Home	India		X		X		X
Chicago The Mill	Production Services	Illinois, USA		X		X		X
Culver City MPC	Production Services	California, USA		X		X		X
Edegem	Connected Home	Belgium		X		X		X
Guadalajara	DVD Services	Mexico	X		X		X	
Guadalajara FSSC	Corporate & Other	Mexico		X		X		X
Hollywood	Production Services	California, USA		X		X		X
Huntsville	DVD Services	Alabama, USA	X		X		X	
Issy[1]	Corporate & Other	France		X				
LaVergne	DVD Services	Tennessee, USA	X		X		X	
Lawrenceville	Connected Home	Georgia, USA		X		X		X
London MPC	Production Services	UK		X		X		X
London Post	Production Services	UK		X		X		X
London The Mill	Production Services	UK		X		X		X
Los Altos[1]	Corporate & Other	California, USA		X				
Los Angeles The Mill	Production Services	California, USA		X		X		X
Manaus	Connected Home	Brazil	X		X		X	
Melbourne	DVD Services	Australia	X		X		X	
Memphis	DVD Services	Tennessee, USA	X		X		X	
Mexicali	DVD Services	Mexico	X		X		X	
Montreal Mr. X	Production Services	Canada		X		X		X
Montreal Mikros Image	Production Services	Canada		X		X		X
Montreal Mr. X (ex Mill Film)	Production Services	Canada				X		X
Montreal MPC	Production Services	Canada		X		X		X
Montreal Post(1)	Production Services	Canada		X				
Mumbai	Production Services	India		X		X		X
New York MPC	Production Services	New York, USA		X		X		X
New York The Mill	Production Services	New York, USA		X		X		X
Olyphant[1]	DVD Services	Pennsylvania, USA	X					
Paramount	Production Services	California, USA		X		X		X

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

SITE	Segment (ref 2020)	Location	2018		2019		2020	
			Industrial Profile	Non - industrial Profile	Industrial Profile	Non - industrial Profile	Industrial Profile	Non - industrial Profile
Paris Renard	Corporate & Other	France				X		X
Paris Hauteville	Production Services	France				X		X
Piaseczno	DVD Services	Poland	X		X		X	
Princeton[1]	Corporate & Other	New Jersey, USA		X				
Rennes - Cesson	Connected Home	France		X		X		X
Rugby	DVD Services	UK	X		X		X	
Seoul	Connected Home	South Korea		X		X		X
Shanghai MPC	Production Services	China		X		X		X
Sydney	DVD Services	Australia	X		X		X	
Tokyo	Connected Home	Japan		X		X		X
Toronto DVD Services	DVD Services	Canada	X		X		X	
Toronto Mr. X	Production Services	Canada		X		X		X
Toronto Post	Production Services	Canada		X		X		X
Tultitlan	DVD Services	Mexico	X		X		X	
Vancouver MPC[1]	Production Services	Canada		X		X		
Vancouver Post	Production Services	Canada		X		X		X
Warsaw	Corporate & Other	Poland		X		X		X

[1] *These sites have been moved or closed or sold.*

All sites report information about work injury and illness, water, and power.

Industrial profiles also report extensive waste data monthly, and wastewater/effluent and raw materials annually.

Non-Industrial profiles also report summary waste data annually.

CSR PERFORMANCE ASSESSMENT

Our long-term efforts to be a responsible citizen company have been recognized by external and independent agencies, including assessments by *EcoVadis, Gaïa-Ethifinance, ISS and ISS ESG* (formerly *Oekom Research*), and *Vigeo Eiris.* Technicolor is also a member of the *Responsible Business Alliance* (RBA), which performs audits on portions of Technicolor's Supply Chain. This report has been prepared **in accordance with the GRI Standards: Comprehensive option.**

Rating or assessment body	Rating in 2018/19	Rating in 2020/21	Comment
EcoVadis	68/100 – GOLD (December 2018)	70/100 – GOLD (February 2020)	Rated *"GOLD"* for the third year in a row
Gaïa – Ethifinance	82/100 – NUMBER 3 (October 2019)	91/100 – NUMBER 1 (December 2020)	Ranked *"NUMBER 1"* out of 390 companies
ISS ESG	C+ / PRIME (May 2018)	C+ / PRIME (June 2021)	Achieved *"PRIME"* status for its second assessment in a row
ISS		BEST-in-CLASS (June 2021)	Reached *"BEST-in-CLASS"* status, and received the *ISS QualityScore* for both its Environmental & Social Performance
Vigeo Eiris (Moody's)	68/100 – TOP PERFORMER (September 2018)	(Not assessed in 2020)	Ranked *"TOP PERFORMER"* worldwide
RBA (Responsible Business Alliance)	Member in full compliance	Member in full compliance	*Member in full compliance* since 2017

ECOVADIS

In 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 ranks among the TOP 3 % of companies rated by *EcoVadis* in the category "Manufacture of Communication Equipment" worldwide.

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.

EcoVadis operates a leading global collaborative platform enabling companies to monitor the sustainability performance of their supply chain, across 200+ purchasing categories and 21 CSR criteria grouped into 4 themes. In 2020, 75.000+ companies were rated by *EcoVadis* in more than 160 countries.

ecovadis

TECHNICOLOR SA (GROUP)

has been awarded a

Gold medal

as a recognition of their EcoVadis CSR (Corporate Social Responsibility) Rating

- FEBRUARY 2020-

GAIA RATING – ETHIFINANCE

Technicolor's ranking assessed by *Ethifinance,* a European non-financial research and consulting firm, has steadily improved over the years, reaching **NUMBER 1** out of 390 companies in the overall ranking in 2020. With an overall ESG score of 91/100, the Group outperforms the benchmark average (51/100).

Résultat de la campagne Gaïa Rating 2020
Classement Global : **1/390**
Classement au sein de la catégorie de chiffre d'affaires > 500 millions d'euros : **1/182**

Gaïa Rating, agence de notation ESG d'EthiFinance, mène une campagne annuelle de collecte de données couvrant l'essentiel des PME-ETI cotées en France. Sur la base de ces informations, les sociétés sont notées sur leur niveau de transparence et de performance. Des classements ont été établis par catégorie de chiffre d'affaires afin de récompenser les meilleurs acteurs à partir d'un panel restreint de 230 PME-ETI cotées à la bourse de Paris respectant 3 critères de taille et un critère de liquidité. Les notations sont utilisées par des sociétés de gestion de premier plan dans leur processus de gestion et décisions d'investissement.

ISS AND ISS ESG

In 2021, Technicolor achieved *ISS ESG* "**PRIME**" status for the second time. The Company reached also the *ISS* "**BEST-in-CLASS**" status and received the ***ISS QualityScore*** - the highest rating awarded by *ISS* - for both its Environmental and its Social Performance.

According to *ISS ESG,* companies are categorized as "PRIME" if they achieve/exceed the minimum sustainability performance requirements (Prime threshold) defined for a specific industry (absolute best-in-class approach) in the *ISS ESG* Corporate Rating, and "PRIME" companies are those that rank among the global sustainability leaders in their industry. The Group demonstrates a very high level of transparency in its disclosure level regarding environmental, social & governance performance indicators and is ranked in the 2nd decile of its industry worldwide.

ISS ESG (formerly *Oekom Research*) is the non-financial rating agency of *ISS (Institutional Shareholder Services),* a leading proxy advisor company. The ESG Corporate Rating universe expanded from 8,000 corporate issuers to a targeted 10,000 issuers in 2020 and covers important national and international indices as well as additional companies from sectors with direct links to sustainability. The assessment by *ISS ESG* of a company's social & governance and environmental performance is based on approximately 100 environmental, social and governance indicators per sector, selected from a pool of 800+ proprietary indicators.

Transparency Level				
0-20%	20-40%	40-60%	60-80%	80-100%
Very Low	Low	Medium	High	Very High

Decile Rank									
10	9	8	7	6	5	4	3	2	1
Low relative performance									High relative performance
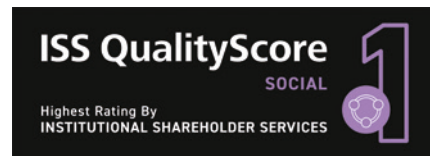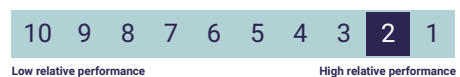
VIGEO EIRIS

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

In 2018, Technicolor was ranked **"TOP PERFORMER"** in the software-IT services industry" worldwide.

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)

10 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 2020 Universal 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 91.2% of spending of the Group. About 80.9% 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 with regard to CSR issues are described in this report.	• Agreement with Group's Supplier Responsibility Program as part of terms and conditions of contract. • Implementation of corrective/remediation measures in case of violation/breaches of critical principles discovered during on-site audits. Certain violations generate immediate breach of contract (see chapter 3.1 of this report).

4 Warning and collection process of alerts relating to the existence or the materialization of risks

• Global whistleblowing procedure (phone, email, website) in place since more than 10 years for breach of the Group's Code of Ethics and Code business ethics. It covers harassment, discrimination and human rights topics and any breach of compliance of fraud (see chapter 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 2020 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 2020 COMMUNICATION ON PROGRESS

GRI [102-12]

Since 2003, Technicolor has renewed its commitment every year to the principles of the United Nations (UN) Global Compact, and seeks to comply with the highest ethical standards taking into account the 10 universally accepted UN founding principles covering human rights, labor standards, environmental practices and anti-corruption.

The Company submits each year a **Global Compact Communication on Progress** (COP). Since 2016, the report featuring Technicolor's annual actions, results and progress (see below), together with the message of our CEO at the beginning of this Sustainability report, form an integral part of our COP. In addition, the GRI Content Index – Comprehensive option presented in chapter 12 links the UN Global Compact 10 principles and the identified priority Sustainable Development Goals (SDGs) to the relevant GRI Standards and Disclosures.

For the latest annual update on Technicolor initiatives and the UN Global Compact, please visit: **https://www.unglobalcompact.org/**

HUMAN RIGHTS	
GLOBAL COMPACT 10 Principles	**PRINCIPLE 1:** **Businesses should support and respect the protection of internationally proclaimed human rights; and**
TECHNICOLOR Program and Policies	Technicolor Code of Ethics, Sourcing Policy and Sourcing Ethics Policy, Environment Health 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 2020 Actions, Results and Progress	• 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. For more information on our codes and our policies, please refer to chapter 7.1 of this report; • As part of Technicolor's effort to ensure that employees are familiar with the Code of Ethics and related policies, such as the Whistleblower Policy, the Anti-Corruption & Anti-Bribery Policy, the Sourcing Ethics Policy, or the Data Protection Policy, numerous training programs 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 2020. For more information on Ethics training and initiatives, please refer to chapter 7.1 of this report; • Occupational Health and Safety (OHS): Environmental Health and Safety (EHS) training in 2020 totaled some 24,847 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. Australian DVD Services sites of Sydney and Melbourne both achieved certification to ISO 45001:2018, an international standard on occupational health and safety management, based on consensus best practices. Both locations had been working towards the goal since 2019. For more information on EHS training and initiatives, please refer to chapter 2.6 of this report;

• Covid 19:

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

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

In order to help the wider community with this pandemic, Technicolor: proposed support to communities and government with logistics management using DVD Services' facilities when communities faced mounting medical supply demands, reached out to governments, NGOs and Health Organizations to offer free creative services from studios for public education campaigns, and explored opportunities to support telecommunications customers who were providing broadband services to low income populations in need of internet access.

For more information on Covid-19, please refer to chapter 1.5 of this report;

• Conflict Minerals:

As part of Technicolor's overall commitments to Corporate Social Responsibility, the Group is committed to ensure that minerals contained in its products are sourced with due respect to human rights, the need to avoid contributing to conflicts, and the desire to support developments through our supply chain practices. The Group has implemented a due diligence process by asking its suppliers to conduct investigations in their own supply chain, and to avoid directly or indirectly any use of 3TG minerals originated from conflict-affected countries. Our commitments are confirmed by public statements on Conflict Minerals and on compliance with UK and California anti-human trafficking laws, available on our website.

Note that based on current knowledge and suppliers surveyed in 2020, 100% of the smelters identified in the Connected Home supply chain are classified under the Responsible Minerals Initiative (RMI). Some are still engaged in the Responsible Minerals Assurance Process (RMAP). The majority of smelters are located in South East Asia and China. In 2019, Technicolor started to conduct supplier surveys and due diligence on cobalt sourcing. In 2020, Technicolor initiated Mica Sourcing supplier surveys, to establish whether Mica is included in products and parts provided to Technicolor. This mineral mainly originates from India, in challenged regions where there is a risk of unsafe working conditions and child labor.

For more information on our responsible approach to Conflict Minerals, please refer to chapters 3.1 and 6.1 of this report;

• Data Protection Policy:

A formal policy was issued in 2017 by the Technicolor Ethics Compliance Committee - and reinforced in 2020 - to govern legal compliance aspects and ensure that Technicolor, its staff, contractors, suppliers and other people working on its behalf comply with the EU General Data Protection Regulation (GDPR), as well as comply with any applicable other legislation when processing personal data.

Following the Schrems decision in July 2020 by the European Court of Justice, the Technicolor Security Officer (TSO) has acted as the central coordination point for the remediation of the internal legal framework to reinforce the Security clauses applicable to our providers related to EU data privacy and ensure GDPR compliance.

As a French company with headquarters in Paris, the Group has also nominated a global Data

TECHNICOLOR **2020 Actions, Results** **and Progress**	Protection Officer (DPO) to the French Data Protection Authority (CNIL). Technicolor Data Control Organization (DCO) is in place worldwide, to support compliance to Technicolor Privacy Policy and the 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. In 2020, the Group delivered security awareness training to all employees and provided multiple communications around phishing, malware and general security practices, with an increased focus on the impacts of an increase in remote work. For more information on personal data protection and preservation of civil liberties, please refer to chapter 7.2 of this report.

HUMAN RIGHTS	
GLOBAL COMPACT **10 Principles**	**PRINCIPLE 2:** **make sure that they are not complicit in human rights abuses;**
TECHNICOLOR **Program and Policies**	Technicolor Code of Ethics, Sourcing Ethics Policy, Environment Health and Safety Charter, Technicolor Supplier Responsibility Program, RBA Code of Conduct, Supplier Monitoring and KPIs on labor issues, EcoVadis supplier assessment platform.
TECHNICOLOR **2020 Actions, Results** **and Progress**	• Human rights in the supply chain: Technicolor is a member of the Responsible Business Alliance (RBA) since 2017 and complies with its latest Code of Conduct (currently RBA Code of Conduct version 7.0 which went into effect Jan. 1, 2021) to ensure that working conditions in the electronics industry and its supply chains are safe, that workers are treated with respect and dignity, and that business operations are environmentally responsible and conducted ethically. The RBA Code of Conduct is a set of social, environmental and ethical industry standards. The standards set out in the Code of Conduct reference international norms and standards including the Universal Declaration of Human Rights, ILO International Labor Standards, OECD Guidelines for Multinational Enterprises, ISO and SA standards, and many more. With more than 400 members, RBA is a non-profit, recognized coalition of electronics companies that are committed to supporting the rights and well-being of workers and communities worldwide affected by the global electronics supply chain. While the Code of Conduct originated with the electronics industry in mind, it is applicable to and used by many industries beyond electronics. 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; • Supply chain assessment: Focused on suppliers evaluated as "high risk", Technicolor added in 2018 a more systematic risk assessment of suppliers with the implementation of the EcoVadis assessment platform (EcoVadis Rating Framework) for suppliers representing a yearly spending of more than €1 million. In 2020, such category represents 91.2% of the total spending of the Group. Suppliers representing about 80.9% of total spend of this category of Technicolor's suppliers are already assessed by EcoVadis (an improvement over 2019 when coverage was 69%); • For more information on Human Rights and working conditions in the supply chain, please refer to chapter 3.1 of this report.

LABOR	
GLOBAL COMPACT **10 Principles**	**PRINCIPLE 3:** **Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;**

TECHNICOLOR **Program and Policies**	HR regional correspondents are responsible for ensuring that the group's HR policy is in line with national regulations, most notably with respect to social dialogue, freedom of association and the right to collective bargaining.
TECHNICOLOR **2020 Actions, Results and Progress**	• Social dialogue and labor relations: In 2020, Technicolor entered into 19 collective bargaining agreements: 3 in Belgium, 5 in Brazil, 7 in France, 3 in Mexico, and 1 in the United States of America. In several countries, collective bargaining agreements are negotiated on a multiannual basis (three years or more), and therefore agreements may not have to be renewed in 2020 in certain countries, due to this calendar. Also due to the Covid-19 pandemic and its impact on the business including the shortage of work, general annual salary review negotiations were conducted only in countries or businesses when it was mandatory. In France, a collective agreement was signed with the Unions in 2019 for a 3 years period of time (2019–2021) on Rennes site about GPEC (Gestion Prévisionnelle des Emplois et des Compétences, that is to say provisional jobs and skills management). This agreement includes the publication of a cartography (to be revised on an annual basis) of existing jobs along with their anticipated quantitative and qualitative evolution within the next 3 years, and proposes bridges from one job to another. The objective of giving these perspectives is to increase visibility for all Rennes employees on the Company's vision of the jobs evolution, and thus allow employees to become more in control of their career. In order to support these evolutions, the agreement also includes measures about training, secured external mobility, and the possibility of getting into an early retirement program for eligible employees as defined by the agreement. In addition, 5 Health and Safety agreements were signed in Mexico and Brazil; • For more information on social dialogue and labor relations, please refer to chapter 2.5 of this report.

LABOR

GLOBAL COMPACT **10 Principles**	**PRINCIPLE 4:** **the elimination of all forms of forced and compulsory labor;**
TECHNICOLOR **Program and Policies**	Technicolor Code of Ethics, Sourcing Policy and Sourcing Ethics Policy, Supplier Responsibility Program, Supplier Audit program, RBA Code of Conduct, with a specific audit scope and focus on suppliers in countries with a relatively high potential for adverse human rights issues. All suppliers are required to sign a General Rules of Conduct Compliance Certificate. Audits revealing employee discrimination, forced labor, safety violations, permanent disabilities or fatal injuries are classified as "major," and require immediate corrective action.
TECHNICOLOR **2020 Actions, Results and Progress**	• 33 on-site Supplier Responsibility audits were performed in 2020 by Technicolor, either on-site or remotely, concerning 32 sites as one site was audited two times; • For more information on elimination of forced and compulsory labor, please refer to chapter 3.1 of this report.

LABOR

GLOBAL COMPACT **10 Principles**	**PRINCIPLE 5:** **the effective abolition of child labor; and**
TECHNICOLOR **Program and Policies**	Auditing of suppliers: during the audit process, instances of child labor are classified as critical and entail an immediate stoppage of business.
TECHNICOLOR **2020 Actions, Results and Progress**	• Out of the 33 supplier audits mentioned above, no critical violation was detected during 2020. 56% of detected violations related to health and safety, and 33% to working hours. Health and safety violations represented 82% of major violations, while the remaining categories of major violations detected were labor and management system by decreasing order; • For more information, please refer to chapter 3.1 of this report.

LABOR

GLOBAL COMPACT **10 Principles**	**PRINCIPLE 6:** **the elimination of discrimination in respect of employment and occupation.**
TECHNICOLOR **Program and Policies**	At the end of 2015, a global plan for Diversity and Inclusion was launched. The objective of this plan was to improve globally our processes to ensure that practices were not discriminatory at any stage in the Group, but also to promote a mindset of openness and inclusiveness globally, and a willingness to bring support and assistance to persons or groups who may be under-represented compared to their regional demographics. The 4 key areas of the plan were gender diversity, disability, aging, and ethnicity.
TECHNICOLOR **2020 Actions, Results and Progress**	• Diversity, equity and inclusion in the workplace: During 2020, and following the tragic events happened in the USA and the subsequent BLM (Black Live Matters) movement initiative, it became clear that a much stronger and more active culture regarding diversity, equity, and inclusion (DEI) was required from all market leaders worldwide, and so Technicolor established a global and company-wide DEI taskforce in June in order to truly become an inclusive and supportive employer. Using the cyclic process of Listen-Learn-Lead, Technicolor developed specific stakeholder groups and networks, gathered data and assessments, and established critical KPIs at all levels of the company. The structure that developed began with a top-level task force that supports several topical working groups, all of them making sure to balance the common areas of focus: KPIs; Programs, Policies, and Initiatives; Learning and Development; and Communication. At the same time, the first wave of working groups was launched concerning: Gender Parity; LGBTQ+; Black Employee Network; and Ethnicity and Race – all of those working groups aligned with consistent guiding principles while embracing important variations at business level, at local level, and in each of the specific working group topical themes. One of the first listening actions was a group-wide, voluntary, and anonymous survey, which will be repeated every six months. This initial survey helped the DEI taskforce understand the diversity of staff and their perceptions about the way DEI is managed by the company, and also to capture their expectations about actions and support that could come from the company. This survey also helps to determine critical as well as manageable KPIs that should be monitored; • Fight against harassment and discrimination: 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 2020. 3,543 hours of training about fight against unconscious bias, discrimination and harassment were delivered to 1,814 employees in 2020. In addition to the role of management, detection of discrimination cases also relies on the whistleblower policy allowing any employee to confidentially disclose their situation or the situation of a co-worker, without fear of publicity or adverse reaction. Such cases are reported to the Ethics Committee and investigated. Some countries implement in addition an official trust person or advocate for employees if there is a discrimination issue. Overall, 52 cases of harassment and discrimination were reported in 2020. For more information on fight again harassment and discrimination, please refer to chapter 3.2 of this report; • Gender parity: 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 2020: - three women are members of the EXCOM, representing 27% of the total number of members on December 31, 2020. At the Management Committee (MCOM) level, membership includes seven additional women, together with twelve men. Women therefore represent 33% of the total number of members including EXCOM members;

- a recruitment policy is in place 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.

- beyond specific national or local regulations requiring the public reporting of gender pay gap indexes in highly variable and non-comparable ways, a global gender pay equity index was implemented internally in 2020 to measure and monitor the global consolidated percentage pay gap between women and men for similar local job occupations and to identify gaps and shifts between remunerations. Technicolor aims to increase the representation of women in the higher remuneration quartile, through promotion and hiring.

- in 2020, in addition, initiatives to promote gender parity were encouraged locally such as in France, the UK, Poland and Brazil.

For more information on gender parity, please refer to chapter 2.4 of this report;

• Employment and integration of disabled people:
Beyond the legal requirements when they exist, Technicolor strives to adapt our working places, including factories, to provide equal employment opportunities with no discrimination against disabled people with regard to hiring, training, allocation of work, promotion, or reward, and seeks to eliminate employment barriers and to accommodate disabled employees. In that regard, employment of people who have a disability is part of our non-discrimination policy, and Technicolor has been and continues to be willing to integrate different needs including modified duties, adapted hours, and adapted workspaces. In France, a new agreement was signed in 2019 with labor representatives in support of Technicolor's *Mission Handicap – France* program. Other initiatives continued in 2020 in Canada, Australia, the UK, and in Poland.

For more information on employment and integration of disabled people, please refer to chapter 2.4 of this 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 **2020 Actions, Results** **and Progress**	Technicolor has put in place the necessary processes and tools to help ensure a continued compliance with worldwide environmental laws and regulations and support a precautionary approach to environmental challenges. New or modified requirements are identified and reviewed as necessary; • Eco-design regulations: Technicolor has actively contributed to creation or revision of eco-design regulations impacting the design and development of Technicolor gateways and set-top boxes by providing inputs to the EU commission, via its membership of the Digital Europe organization of leading Digital Technology European companies. Especially with regard to eco-design requirements on the new regulation for no-load condition electric power consumption and average efficiency of External Power Supply 2019/1782 and regulation 801/2013/EU on standby and network standby. The scope of Technicolor contributions and monitoring are extended on non-energy related topics such as Reusability/Recyclability/Recoverability (RRR);

TECHNICOLOR
2020 Actions, Results and Progress

- Product compliance and ban of hazardous substances:
Compliance methods and actions are in place with regard to the RoHS (Restriction on Hazardous Substances), and WEEE (Waste Electrical and Electronic Equipment) European directives, and the REACH (Registration, Evaluation, Authorization and Restriction of Chemicals) European regulation, or similar legislation in regions other than EU Member States, dealing with the Restriction on the use of Hazardous Substances within products and systems, and preparing for better end-of-life handling of Electrical and Electronic Equipment Waste.

In 2021, in the context of the Waste Framework Directive, the European Chemicals Agency (ECHA) will establish the Substance of Concern in Products (SCIP) database, and companies that supply articles containing Substances of Very High Concern (SVHCs) will have to submit notification on these articles to the new EU SCIP database. In 2020, Technicolor Connected Home studied and developed a new program and processes to successfully support supply chain data communications required for compliance with the new EU REACH SCIP database (including but not limited to suppliers' awareness and training, instructions and data collection templates);

- Carbon Disclosure Project:
In 2020, Technicolor participated for the 13th 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: **https://www.cdp. net;**

- For more information on our precautionary approach to environment, 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 program in place at industrial locations, Corporate goals, RBA Code of Conduct, EcoVadis supplier assessment platform. Carbon Disclosure Project participant. Compliance and monitoring on Hazardous Substances in products or systems. ISO 14001 certification. Climate change and circular economy programs.
TECHNICOLOR 2020 Actions, Results and Progress	- During 2020, a total of 6 industrial sites held ISO 14001 certification; - In 2020, due to Covid-19 impact on travel, no industrial sites were audited, however ten non-industrial sites were remotely reviewed as part of Technicolor's objective of monitoring all locations at least every three years. As a result of these reviews, potential improvement items were identified and evaluated, and more importantly, appropriate associated action plans developed; - Climate Change: Connected Home business initiated in 2017 a transportation emissions blueprint, which is renewed each year since, by partnering with third-party certified specialist company TK'Blue, focusing on climate change impact of shipping and logistics activities. Connected Home benefited 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 transport within Europe. For Connected Home devices, during 2020, the estimated impact of all inbound and outbound traffic controlled by Technicolor devices was 14,937 tons CO2eq. For DVD products, the estimated impact of all inbound and outbound traffic controlled by Technicolor during 2020 was 49,072 tons CO2eq. Emissions factors used were selected from UK Government GHG Conversion Factors Freighting Goods (2020).

In 2019, Technicolor expanded its footprint knowledge by estimating emissions of data centers. During 2020, data centers supporting all businesses and functions within Technicolor, but primarily attributable to Production Services, generated an estimated impact of 14,267 tons CO2eq. Emissions factors used were selected from International Energy Agency emissions factors (2018).

In 2020, Connected Home operations in Manaus, Amazonas, Brazil purchased 100% of its consumed electricity from renewable sources. It has also installed solar panels, and energy storage and control systems, generating approximately 10% of the site energy needs. The factory has been certified carbon neutral every year for several years;

- Circular economy:
Waste reduction, reuse and recycle efforts continued in 2020. Total waste generated was 22,016 tons (about 2.2% of total waste was generated by non-industrial sites), a massive decline compared to 2019. During 2020, the Group achieved a decrease of 25% of waste when compared to revenue generation.

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.

In 2020, the Guadalajara, Mexico DVD factory implemented a project to recycle internally more polycarbonate from metallized disks. Pallet recycling programs have been continued and developed in Mexicali and Huntsville sites, thereby reducing the need to purchase new pallets. In Piaseczno, Poland, the site reduced plastic waste by 23 tons in the year, and cardboard waste by 4 tons. The Rugby site reinforced its waste segregation efforts.

For Technicolor Connected Home, the key priorities are to design packaging which can be shipped with a minimum amount of materials, and, whenever possible, to choose packaging materials that have less adverse impact on the environment, e.g., by opting for recycled materials. During 2020, Technicolor Connected Home engineers have been investigating opportunities to minimize waste from plastic packaging by eliminating any remaining non-essential plastics bags and using alternative materials.

While Technicolor is not a water intensive business, efforts to save water are made wherever possible, at industrial sites but also non-industrial sites. In 2020, water consumption at the Technicolor reporting locations decreased by about 20.7% versus 2019 to 405.2 thousand cubic meters;

- For more information on climate change, circular economy and our initiatives to promote greater environmental responsibility, please refer to chapter 4 and chapter 5 of this sustainability report.

ENVIRONMENT	
GLOBAL COMPACT **10 Principles**	**PRINCIPLE 9:** **encourage the development and diffusion of environmentally friendly technologies.**
TECHNICOLOR **Program and Policies**	Life Cycle Analysis (LCA), Eco-design, Energy efficiency of devices and systems, Industry Voluntary Initiatives and Codes of Conduct.
TECHNICOLOR **2020 Actions, Results and Progress**	- 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 has actively contributed to 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
2020 Actions, Results and Progress

TECHNICOLOR
2020 Actions, Results
and Progress
	• In 2020, Technicolor has participated to the revision of CoC BB V8 specifying new Tiers and allowances starting 2021. In Europe, our reporting for 2020 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:
	
	  - 93% of our Set-Top Box units put on the market are compliant with the energy requirements of the Voluntary Agreement;
	
	  - 100% of our Home Gateways new models introduced on the market for the first time are compliant with the on-state power target and with the idle state power target of the Code of Conduct for Broadband Equipment;
	
	• In 2019, Technicolor Connected Home started a new project and simplified LCA, using the EIME tool as a database and standardized methodology in a continuity approach, maintaining results on eleven criteria for selected aspects. This environmental assessment tool was developed and finalized in 2020, allowing Technicolor Connected Home to perform simplified LCA of Technicolor products;
	
	• Generally, based on product life cycle assessment, Technicolor advises and supports its customers to reduce the ecological impact of their activities, addressing short-term product aspects of core product design (e.g., energy consumption reduction during its life cycle, elimination of hazardous substances in electronic cards, components, casings, accessories, and cable materials, use of recycled materials and contributions to a more circular economy) as well as on related elements to reduce single-use plastics and packaging and to decrease carbon emissions due to transportation. Technicolor also looks forward, collaborating with its customers to support them in their ambitions to reduce their carbon footprint and evolve towards carbon-neutral activities;
	
	• For more information on our programs and initiatives to encourage the development and diffusion of environmentally friendly technologies, please refer to chapter 4 and chapter 5 of this sustainability report.

ANTI-CORRUPTION	
GLOBAL COMPACT **10 Principles**	**PRINCIPLE 10:** **Businesses should work against corruption in all its forms, including extortion and bribery.**
TECHNICOLOR **Program and Policies**	Technicolor Code of Ethics, 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 **2020 Actions, Results** **and Progress**	• The Group's Code of Ethics, created in 1999 and regularly updated, requires all employees to observe high standards of business and personal ethics in the conduct of their duties and responsibilities. The Ethics Compliance Committee (ECC), created in 2006, is responsible for all ethical issues related to Technicolor's activities. This includes implementing any new policies if needed, training on existing policies, and investigating any and all reports of unethical behavior. It meets at least four times per year and more frequently when required; • 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;

**TECHNICOLOR
2020 Actions, Results
and Progress**

- Code of Ethics & Anti-Bribery Policy: This 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 has been reviewed in 2020 to identify new risks specific to business conduct and to re-assess all of them;

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

- training: Specific training courses on anti-bribery are developed and delivered within the Group to the staff categories with the highest level of exposure. Targeted E-learning training as well as on-site training for specific employee categories such as sales, legal, finance or human resource employees have been put in place;

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

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

• For more information on our programs and initiatives to fight against corruption in all its forms, please refer to chapter 7 of this sustainability report and section 3.2.2: "General control environment" of **Technicolor 2020 Universal Registration Document.**

GRI CONTENT INDEX
COMPREHENSIVE OPTION

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

GRI | CONTENT INDEX SERVICE | 2021

This report has been prepared **in accordance with the GRI Standards: Comprehensive option.** Technicolor has successfully completed the GRI Content Index Service. For the GRI Content Index Service, GRI Services reviewed that the GRI content index is clearly presented and the references for all disclosures included align with the appropriate sections in the body of the report. You can find below the entire GRI Standards Content Index table with general and specific standard disclosures.

In addition, the table also links the United Nations Global Compact ten principles and Technicolor priority Sustainable Development Goals (SDGs) to the relevant GRI Standards and Disclosures (please refer to chapter 1.6 of this report). The alignment of the SDGs with the GRI Standards are based on a detailed analysis available on SDG Compass: **www.sdgcompass.org**

GRI CONTENT INDEX					
GRI Standard	**Disclosure**	**Page number(s) and/or URL(s)** 2020 Universal Registration Document (Externally Assured) 2020 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	**2020 Universal Registration Document** Page 316 - Company profile			
	102-2 Activities, brands, products, and services	**2020 Universal Registration Document** Page 9 - Overview of the Group; Page 12 - Organization and business overview; Page 12 - Production Services; Page 16 - Connected Home; Page 19 - DVD Services; Page 20 - Corporate & Other **2020 Sustainability Communication** Page 6 - Overview of the Group; Page 9 - Organization and business models			
	102-3 Location of headquarters	**2020 Universal Registration Document** Page 316 - Company profile			
	102-4 Location of operations	**2020 Universal Registration Document** Page 187 - Operating facilities and locations **2020 Sustainability Communication** Page 92			

102-5 Ownership and legal form	**2020 Universal Registration Document** Page 316 - Company profile		
102-6 Markets served	**2020 Universal Registration Document** Page 12 - Production Services; Page 16 - Connected Home; Page 19 - DVD Services **2020 Sustainability Communication** Page 6 - Overview of the Group; Page 9 - Organization and business models		
102-7 Scale of the organization	**2020 Universal Registration Document** Page 9 - Overview of the Group; Page 25 - Holding of share capital and voting rights, including identity and percentage of ownership of largest shareholders; Page 162 - Employment figures; Page 219 - Revenue & geographical information; Page 316 - Company profile **2020 Sustainability Communication** Page 6 - Overview of the Group; Page 9 - Organization and business models; Page 20 - Workforce evolution and composition		
102-8 Information on employees and other workers	**2020 Universal Registration Document** Page 162 - Employment figures; Page 164 - Management of business cycles **2020 Sustainability Communication** Page 20 - Workforce evolution and composition; Page 34 - Management of business cycles	Principle 6	SDG 8
102-9 Supply chain	**2020 Universal Registration Document** Page 173 - Human Rights and working conditions in the supply chain **2020 Sustainability Communication** Page 54 - Human Rights and working conditions in the supply chain		
102-10 Significant changes to the organization and its supply chain	**2020 Universal Registration Document** Page 11 - Refocusing our businesses and strategic acquisitions; Page 21 - Discontinued operations; Page 21 - Strategy; Pages 28, 29 and 30 - Changes regarding ownership and share capital; Page 44 - Subsequent events; Page 44 - Information on Covid-19; Page 207 - Main events of the year; Page 215 - Change in the scope of consolidation of 2020 and 2019; Page 234 - Equity and earnings per share, including change in share capital; Page 262 - Specific operations, including acquisitions and disposals of subsidiaries & investments; Page 265 - Discontinued operations and held for sale operations; Page 267 - Subsequent events **2020 Sustainability Communication** Page 12 - Strategy		
102-11 Precautionary Principle or approach	**2020 Universal Registration Document** Page 151 - The CSR risks; Page 197 - Vigilance plan **2020 Sustainability Communication** Page 13 - The CSR risks; Page 100 - Vigilance plan		

	102-12 External initiatives	**2020 Universal Registration Document** Page 101 - Compliance with AFEP MEDEF Corporate Governance Code; Page 150 - Global Reporting Initiative (GRI) Standards; Page 173 - 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 173 - EcoVadis, the Responsible Business Alliance and other initiatives; Page 176 - Carbon Disclosure Project (CDP); Pages 178 and 189 - Industry codes of conduct (CoC) and energy efficiency voluntary industry agreements (VIA); Page 184 - Sustainable water highlights and initiatives; Page 189 - Responsible Minerals Initiative (RMI) **2020 Sustainability Communication** Page 6 - Global Reporting Initiative (GRI) Standards; Page 18 - UN Global Compact and Sustainable Development Goals; Page 54 - ILO, UN Global Compact, Responsible Business Alliance (formerly EICC) Code of Conduct, EcoVadis assessment platform for suppliers, and other initiatives in the supply chain; Page 59 - Carbon Disclosure Project (CDP); Pages 62 and 80 - Industry codes of conduct (CoC) and energy efficiency voluntary industry agreements (VIA); Page 75 - Sustainable water highlights and initiatives; Page 102 - UN Global Compact Communication on Progress (COP)
	102-13 Membership of associations	**2020 Universal Registration Document** Page 173 - UN Global Compact, Responsible Business Alliance (formerly EICC); Page 184 - Sustainable water highlights and initiatives; Page 189 - Digital Europe **2020 Sustainability Communication** Page 18 - UN Global Compact; Page 54 - UN Global Compact, Responsible Business Alliance (formerly EICC); Pages 62 and 80 - Digital Europe; Page 75 - Sustainable water highlights and initiatives
	STRATEGY	
GRI 102: General Disclo- sures 2016	**102-14** Statement from senior decision-marker	**2020 Universal Registration Document** Page 2 **2020 Sustainability Communication** Page 3
	102-15 Key impacts, risks, and opportunities	**2020 Universal Registration Document** Pages 9, 11 and 21 - Overview, historical background and strategy; Page 44 - Information on Covid-19; Pages 46, 47, 54 and 60 - Risk factors, global market and industry risks, operational risks, financial risks; Page 65 - Litigations; Page 68 - Risk Management; Page 151 - The CSR risks; Page 197 - Vigilance plan; Page 240 - Management of financial risks **2020 Sustainability Communication** Page 12 - Strategy Page 13 - The CSR risks; Page 100 - Vigilance plan

	ETHICS AND INTEGRITY		
GRI 102: General Disclo-sures 2016	**102-16** Values, principles, standards, and norms of behavior	**2020 Universal Registration Document** Page 67 - Ethical values and principles of conduct for the Group's managers and employees, Code of Ethics and Financial Ethics Charter **2020 Sustainability Communication** Page 86 - Fairness of business practices	Principle 10
	102-17 Mechanisms for advice and concern about ethics	**2020 Universal Registration Document** Page 67 - Ethics Compliance Committee and whistleblower Policy; Page 191 - Fairness of business practices, code of ethics and whistleblower policy **2020 Sustainability Communication** Page 86 - Fairness of business practices, code of ethics and whistleblower policy	Principle 10
	GOVERNANCE		
GRI 102: General Disclo-sures 2016	**102-18** Governance structure	**2020 Universal Registration Document** Pages 74 and 77 - Corporate governance structure; Page 101 - Preparation and organization of the Board of Directors' work; Page 104 - Board of Director's activities; Page 109 - Composition and activities of the Board Committees; Page 116 - Internal Board regulations	
	102-19 Delegating authority	**2020 Universal Registration Document** Page 67 - Group management and decision-making processes; Page 77 - Corporate governance structure; Page 101 - Organization of the Board of Directors' work; Page 116 - Internal Board regulations	
	102-20 Executive-level responsibility for eco-nomic, environmental, and social topics	**2020 Universal Registration Document** Page 77 - Corporate governance structure; Page 101 - Organization of the Board of Directors' work	
	102-21 Consulting stakeholders on economic, environ-mental, and social topics	**2020 Universal Registration Document** Page 101 - Organization of the Board of Directors' work; Page 116 - Internal Board regulations; Page 172 - Relations with external stakeholders **2020 Sustainability Communication** Page 46 - Relations with external stakeholders	
	102-22 Composition of the highest governance body and its committees	**2020 Universal Registration Document** Page 74 - Corporate governance; Page 77 - Composition and expertise of the Board of Directors; Page 85 - Other information about members of the Board of Directors	SDG 5
	102-23 Chair of the highest governance body	**2020 Universal Registration Document** Page 77 - Corporate governance structure, composition and expertise of the Board of Directors; Page 101 - Organization of the Board of Directors' work	
	102-24 Nominating and selecting the highest governance body	**2020 Universal Registration Document** Page 77 - Composition and expertise of the Board of Directors	SDG 5

	102-25 Conflicts of interest	**2020 Universal Registration Document** Page 77 - Composition of the Board of Directors; Page 99 - Arrangements or agreements made with major shareholders, customers, suppliers or others; Page 113 - Regulated agreements / conflicts of interest; Page 116 - Internal Board regulations	
GRI 102: General Disclosures 2016	**102-26** Role of highest governance body in setting purpose, values, and strategy	**2020 Universal Registration Document** Page 67 - Group management and decision-making processes; Page 77 - Corporate governance structure; Page 101 - Preparation and organization of the Board of Directors' work; Page 104 - Board of Director's activities; Page 109 - Composition and activities of the Board Committees; Page 116 - Internal Board regulations	
	102-27 Collective knowledge of highest governance body	**2020 Universal Registration Document** Page 101 - Organization of the Board of Directors' work; Page 104 - Board of Director's activities	SDG 4
	102-28 Evaluating the highest governance body's performance	**2020 Universal Registration Document** Page 104 - Board of Directors' activities, including Board evaluation; Page 116 - Internal Board regulations	
	102-29 Identifying and managing economic, environmental, and social impacts	**2020 Universal Registration Document** Page 66 - Internal control; Page 116 - Internal Board regulations	
	102-30 Effectiveness of risk management processes	**2020 Universal Registration Document** Page 66 - Internal control; Page 68 - Risk management	
	102-31 Review of economic, environmental, and social topics	**2020 Universal Registration Document** Page 101 - Preparation and organization of the Board of Directors' work; Page 104 - Board of Director's activities; Page 109 - Composition and activities of the Board Committees	
	102-32 Highest governance body's role in sustainability reporting	**2020 Universal Registration Document** Pages 121 and 150 - Executive Committee **2020 Sustainability Communication** Page 6 - Executive Committee	
	102-33 Communicating critical concerns	**2020 Universal Registration Document** Page 66 - Internal control; Page 68 - Risk management; Page 68 - Internal audit	
	102-34 Nature and total number of critical concerns	**2020 Universal Registration Document** Page 53 - Business continuity; Page 68 - Risk management; Page 68 - Internal audit; Page 104 - Board of Director's activities; Page 109 - Activities of the Board Committees	

	102-35 Remuneration policies	**2020 Universal Registration Document** Page 123 - Compensation policy for corporate officers; Page 129 - Compensation and benefits of corporate officers; Page 136 - Directors' fees and other compensation; Page 138 - Executive committee compensation; Page 139 - Stock option plans and performance or restricted share plans	
	102-36 Process for determining remuneration	**2020 Universal Registration Document** Page 109 - Composition and activities of the Board Committees, including the Remunerations Committee; Page 123 - Compensation policy for corporate officers; Page 157 - Performance, recognition and retention **2020 Sustainability Communication** Page 28 - Performance, recognition and retention policy	
	102-37 Stakeholders' involvement in remuneration	**2020 Universal Registration Document** Page 123 - Compensation policy for corporate officers; Page 129 - Compensation and benefits of corporate officers; Page 136 - Directors' fees and other compensation	
	102-38 Annual total compensation ratio	**2020 Universal Registration Document** Page 137 - Pay equity ratio	
	102-39 Percentage increase in annual total compensation ratio	**2020 Universal Registration Document** Page 137 - Pay equity ratio	
STAKEHOLDER ENGAGEMENT			
GRI 102: General Disclosures 2016	**102-40** List of stakeholder groups	**2020 Universal Registration Document** Page 25 - List of shareholders; Page 171 - Communities; Page 172 - List of stakeholder groups **2020 Sustainability Communication** Page 44 - Communities; Page 46 - List of stakeholder groups	
	102-41 Collective bargaining agreements	**2020 Universal Registration Document** Page 168 - Labor relations **2020 Sustainability Communication** Page 40 - Labor relations	Principle 3 SDG 8
	102-42 Identifying and selecting stakeholders	**2020 Universal Registration Document** Page 152 - The materiality matrix; Page 171 - Community impact and regional development; Page 172 - Relations with external stakeholders **2020 Sustainability Communication** Page 14 - The materiality matrix; Page 44 - Community impact and regional development; Page 46 - Relations with external stakeholders	

	102-43 Approach to stakeholder engagement	**2020 Universal Registration Document** Page 153 - The approach to sustainability; Page 171 - Community impact and regional development; Page 172 - Relations with external stakeholders **2020 Sustainability Communication** Page 15 - The approach to sustainability; Page 44 - Community impact and regional development; Page 46 - Relations with external stakeholders; Page 46 - Customer satisfaction surveys; Page 90 - Customer satisfaction surveys results
	102-44 Key topics and concerns raised	**2020 Universal Registration Document** Page 99 - Arrangements or agreements made with major shareholders, customers, suppliers or others; Page 113 - Regulated agreements / conflicts of interest; Page 151 - The CSR risks; Page 152 - The materiality matrix; Page 168 - Safety at work; Page 171 - Community impact and regional development; Page 172 - Relations with external stakeholders; Page 173 - Human Rights and working conditions in the supply chain; Page 175 - Climate change; Page 180 - Circular economy; Page 197 - Vigilance plan **2020 Sustainability Communication** Page 13 - The CSR risks; Page 14 - The materiality matrix; Page 41 - Safety at work; Page 44 - Community impact and regional development; Page 46 - Relations with external stakeholders; Page 46 - Customer satisfaction, case studies; Page 54 - Human Rights and working conditions in the supply chain; Page 58 - Climate change; Page 66 - Circular economy; Page 100 - Vigilance plan

REPORTING PRACTICE

GRI 102: **General** **Disclo-** **sures** **2016**	**102-45** Entities included in the consolidated financial statements	**2020 Universal Registration Document** Page 214 - Summary table of the Group's subsidiaries broken down by geographic location; Page 269 - List of main consolidated subsidiaries; Page 320 - Legal organizational chart of the Group including main legal entities; Page 322 - Operational organization, including main operating subsidiaries classified by business segments and geographies
	102-46 Defining report content and topic Boundaries	**2020 Universal Registration Document** Page 3 - Report content; Page 151 - The CSR risks; Page 152 - The materiality matrix; Page 197 - Vigilance plan; Page 327 - Reporting framework and principles; Page 330 - Annual Financial reporting; Page 330 - Elements of the management report; Page 332 - Elements of the corporate governance report; Page 333 - Disclosure on extra-financial performance and vigilance plan **2020 Sustainability Communication** Page 13 - The CSR risks; Page 14 - The materiality matrix; Page 100 - Vigilance plan

	102-47 List of material topics	**2020 Universal Registration Document** Page 151 - The CSR risks; Page 152 - The materiality matrix; Page 197 - Vigilance plan **2020 Sustainability Communication** Page 13 - The CSR risks; Page 14 - The materiality matrix; Page 100 - Vigilance plan; Page 112 - List of material topics reported in the GRI Content Index
	102-48 Restatements of information	**2020 Universal Registration Document** Page 211 - Accounting policies; Page 265 - Discontinued operations and held for sale operations
	102-49 Changes in reporting	**2020 Universal Registration Document** Page 11 - Historical background; Page 21 - Discontinued operations; Page 211 - Accounting policies; Page 215 - Change in the scope of consolidation of 2020 and 2019; Page 262 - Specific operations, including acquisitions and disposals of subsidiaries & investments; Page 265 - Discontinued operations and held for sale operations
	102-50 Reporting period	**2020 Universal Registration Document** Page 316 - Company profile
	102-51 Date of most recent report	**2020 Universal Registration Document** 2020 Universal Registration Document filed on April 7, 2021 and available on the Company website: https://www.technicolor.com/investor-center **2020 Sustainability Communication** Our latest Sustainability Report is available on the Company website: https://www.technicolor.com/corporate-social-responsibility
	102-52 Reporting cycle	**2020 Universal Registration Document** Page 316 - Company profile **2020 Sustainability Communication** Annual reporting cycle
	102-53 Contact point for questions regarding the report	**2020 Universal Registration Document** Page 324
GRI 102: **General** **Disclo-** **sures** **2016**	**102-54** Claims of reporting in accordance with the GRI Standards	**2020 Universal Registration Document** Page 150 - Global Reporting Initiative (GRI) Standards; Page 193 - CSR performance assessment **2020 Sustainability Communication** Pages 3, 6, 96 and 112 - GRI Standards: Comprehensive option
	102-55 GRI content index	**2020 Sustainability Communication** Page 112 - GRI content index, including organizational mark and statement

	102-56 External assurance	**2020 Universal Registration Document** Page 114 - Statutory auditor's special report on regulated agreements and commitments; Page 194 - 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 271 - Statutory auditor's report on the consolidated financial statements; Page 308 - 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	**2020 Universal Registration Document** Page 21 - Strategy; Page 44 - Information on Covid-19; Page 48 - Economic environment; Page 150 - Corporate Social Responsibility's challenges of the Group; Page 206 - Notes to the consolidated financial statements; Page 207 - Main events of the year; Page 280 - Notes to the parent company financial statements **2020 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 6 - Overview and business models of the Group
GRI 103: Manage- ment Approach 2016	103-2 The management approach and its components	**2020 Universal Registration Document** Page 21 - Strategy; Page 41 - Liquidity and capital resources; Page 44 - Information on Covid-19; Page 48 - Economic environment; Page 69 - Internal control procedures relating to the preparation and treatment of accounting and financial information; Page 197 - Vigilance plan; Page 206 - Notes to the consolidated financial statements; Page 207 - Main events of the year; Page 280 - Notes to the parent company financial statements **2020 Sustainability Communication** Page 6 - Overview and business models of the Group; Page 18 - UN Global Compact and Sustainable Development Goals; Page 100 - Vigilance plan

	103-3 Evaluation of the management approach	**2020 Universal Registration Document** Page 21 - Strategy; Page 34 - Summary of results; Page 34 - Results of operations for 2019 and 2020, including revenues, adjusted EBITDA, operating expenses, net finance costs and net income; Page 193 - CSR performance assessment; Page 206 - Notes to the consolidated financial statements; Page 207 - Main events of the year; Page 280 - Notes to the parent company financial statements **2020 Sustainability Communication** Page 6 - Overview and business models of the Group; Page 96 - CSR performance assessment		
GRI 201: Economic Performance 2016	**201-1** Direct economic value generated and distributed	**2020 Universal Registration Document** Page 32 - Dividend policy; Page 34 - Summary of results; Page 34 - Results of operations for 2019 and 2020, including revenues, adjusted EBITDA, operating expenses, net finance costs and net income; Page 41 - Liquidity and capital resources; Pages 200 and 206 - Notes to the consolidated financial statements; Page 234 - Equity and earnings per share; Page 249 - Employee benefit including post-employment & long-term benefits, and share-based compensation plans; Pages 277 and 280 - 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	**2020 Universal Registration Document** Page 175 - Climate change **2020 Sustainability Communication** Page 58 - Climate change **CDP Website** Technicolor CDP response	Principle 7	SDG 13
	201-3 Defined benefit plan obligations and other retirement plans	**2020 Universal Registration Document** Page 129 - Compensation and benefits of corporate officers; Page 139 - Stock option plans and performance or restricted share plans; Page 249 - Employee benefit including post-employment & long-term benefits, and share-based compensation plans		
	201-4 Financial assistance received from government	**2020 Universal Registration Document** Page 207 - Main events of the year / Covid-19 pandemic; Page 220 - Research and development expenses and subsidies		
MARKET PRESENCE				
GRI 103: Management Approach 2016	**103-1** Explanation of the material topic and its Boundary	**2020 Universal Registration Document** Page 12 - Production Services; Page 16 - Connected Home; Page 19 - DVD Services; Page 44 - Information on Covid-19; Page 150 - Corporate Social Responsibility's challenges of the Group **2020 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	**2020 Universal Registration Document** Page 12 - Production Services; Page 16 - Connected Home; Page 19 - DVD Services; Page 44 - Information on Covid-19; Page 197 - Vigilance plan **2020 Sustainability Communication** Page 9 - Organization and business models; Page 18 - UN Global Compact and Sustainable Development Goals; Page 100 - Vigilance plan			
	103-3 Evaluation of the management approach	**2020 Universal Registration Document** Page 12 - Production Services; Page 16 - Connected Home; Page 19 - DVD Services; Page 193 - CSR performance assessment **2020 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	**2020 Universal Registration Document** Page 171 - Community impact and regional development **2020 Sustainability Communication** Page 44 - Community impact and regional development. All senior managers at significant industrial locations are hired from the local country or community		Principle 6	SDG 8

INDIRECT ECONOMIC IMPACTS					
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	**2020 Universal Registration Document** Page 150 - Corporate Social Responsibility's challenges of the Group; Page 153 - Covid-19; Page 164 - Management of business cycles; Page 171 - Community impact and regional development; Page 172 - Relations with external stakeholders **2020 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 16 - Covid-19; Page 34 - Management of business cycles; Page 44 - Community impact and regional development; Page 46 - Relations with external stakeholders			
	103-2 The management approach and its components	**2020 Universal Registration Document** Page 153 - Covid-19; Page 164 - Management of business cycles; Page 171 - Community impact and regional development; Page 172 - Relations with external stakeholders; Page 197 - Vigilance plan **2020 Sustainability Communication** Page 16 - Covid-19; Page 18 - UN Global Compact and Sustainable Development Goals; Page 34 - Management of business cycles; Page 44 - Community impact and regional development; Page 46 - Relations with external stakeholders; Page 100 - Vigilance plan			

	103-3 Evaluation of the management approach	**2020 Universal Registration Document** Page 164 - Management of business cycles; Page 166 - Community impact and regional development; Page 172 - Relations with external stakeholders; Page 193 - CSR performance assessment **2020 Sustainability Communication** Page 34 - Management of business cycles; Page 44 - Community impact and regional development; Page 46 - Relations with external stakeholders; Page 96 - CSR performance assessment	
GRI 203: Indirect Economic Impacts 2016	**203-1** Infrastructure investments and services supported	**2020 Universal Registration Document** Page 160 - Training and development; Page 171 - Community impact and regional development **2020 Sustainability Communication** Page 31 - Training and development; Page 44 - Community impact and regional development	SDG 5
	203-2 Significant indirect economic impacts	**2020 Universal Registration Document** Page 153 - Covid-19; Page 160 - Training and development; Page 171 - Community impact and regional development **2020 Sustainability Communication** Page 16 - Covid-19 Page 31 - Training and development; Page 44 - Community impact and regional development	SDG 3, 8, 10

PROCUREMENT PRACTICES

GRI 103: Manage-ment Approach 2016	**103-1** Explanation of the material topic and its Boundary	**2020 Universal Registration Document** Page 44 - Information on Covid-19; Page 56 - Supplier and key component dependency; Page 57 - Raw material and other key input cost availability and volatility; Page 59 - Supply chain and manufacturing; Page 150 - Corporate Social Responsibility's challenges of the Group; Page 173 - Human Rights and working conditions; Page 189 - Product compliance and ban of hazardous materials **2020 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 54 - Human Rights and working conditions; Page 80 - Product compliance and ban of hazardous materials
	103-2 The management approach and its components	**2020 Universal Registration Document** Page 44 - Information on Covid-19; Page 56 - Supplier and key component dependency; Page 57 - Raw material and other key input cost availability and volatility; Page 59 - Supply chain and manufacturing; Page 173 - Human Rights and working conditions; Page 189 - Product compliance and ban of hazardous materials; Page 197 - Vigilance plan **2020 Sustainability Communication** Page 18 - UN Global Compact and Sustainable Development Goals; Page 54 - Human Rights and working conditions; Page 80 - Product compliance and ban of hazardous materials; Page 100 - Vigilance plan

	103-3 Evaluation of the management approach	**2020 Universal Registration Document** Page 173 - Human Rights and working conditions; Page 189 - Product compliance and ban of hazardous materials; Page 193 - CSR performance assessment **2020 Sustainability Communication** Page 54 - Human Rights and working conditions; Page 80 - 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	**2020 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	**2020 Universal Registration Document** Page 67 - Ethical values and principles of conduct for the Group's managers and employees, Code of Ethics and Financial Ethics Charter; Page 150 - Corporate Social Responsibility's challenges of the Group; Page 191 - Fairness of business practices **2020 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	**2020 Universal Registration Document** Page 67 - Ethical values and principles of conduct for the Group's managers and employees, Code of Ethics and Financial Ethics Charter; Page 191 - Fairness of business practices; Page 197 - Vigilance plan **2020 Sustainability Communication** Page 18 - UN Global Compact and Sustainable Development Goals; Page 86 - Fairness of business practices; Page 100 - Vigilance plan	
	103-3 Evaluation of the management approach	**2020 Universal Registration Document** Page 67 - Ethical values and principles of conduct for the Group's managers and employees, Code of Ethics and Financial Ethics Charter; Page 191 - Fairness of business practices; Page 193 - CSR performance assessment **2020 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	**2020 Universal Registration Document** Page 66 - Internal control procedures; Page 67 - Ethical values and principles of conduct for the Group's managers and employees, Code of Ethics and Financial Ethics Charter; Page 191 - Competition rules and anti-bribery **2020 Sustainability Communication** Page 86 - Competition rules and anti-bribery	Principle 10
	205-2 Communication and training about anti-corruption policies and procedures	**2020 Universal Registration Document** Page 67 - Ethical values and principles of conduct for the Group's managers and employees, Code of Ethics, Financial Ethics Charter, and ethics training programs; Page 191 - Competition rules and anti-bribery **2020 Sustainability Communication** Page 86 - Competition rules and anti-bribery	Principle 10

	205-3 Confirmed incidents of corruption and actions taken	**2020 Sustainability Communication** Page 86 - Competition rules and anti-bribery	Principle 10
		ANTI-COMPETITIVE BEHAVIOR	
GRI 103: Manage-ment Approach 2016	103-1 Explanation of the material topic and its Boundary	**2020 Universal Registration Document** Page 150 - Corporate Social Responsibility's challenges of the Group; Page 191 - Fairness of business practices **2020 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	**2020 Universal Registration Document** Page 65 - Litigations related to antitrust procedures; Page 191 - Fairness of business practices; Page 197 - Vigilance plan; Page 260 - Contingencies **2020 Sustainability Communication** Page 18 - UN Global Compact and Sustainable Development Goals; Page 86 - Fairness of business practices; Page 100 - Vigilance plan	
	103-3 Evaluation of the management approach	**2020 Universal Registration Document** Page 65 - Litigations related to antitrust procedures; Page 191 - Fairness of business practices; Page 193 - CSR performance assessment; Page 260 - Contingencies **2020 Sustainability Communication** Page 86 - Fairness of business practices; Page 96 - CSR performance assessment	
GRI 206: Anti-com-petitive behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	**2020 Universal Registration Document** Page 65 - Litigations related to antitrust procedures; Page 260 - Contingencies	
		MATERIAL TOPICS	
		GRI 300 ENVIRONMENTAL STANDARD SERIES	
		MATERIALS	
GRI 103: Manage-ment Approach 2016	103-1 Explanation of the material topic and its Boundary	**2020 Universal Registration Document** Page 57 - Raw material and other key input cost availability and volatility; Page 150 - Corporate Social Responsibility's challenges of the Group; Page 180 - Circular economy; Page 182 - Recycling of waste and optimization of raw material; Page 189 - Product compliance and ban of hazardous materials **2020 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 66 - Circular economy; Page 67 - Recycling of waste and optimization of raw material; Page 80 - Product compliance and ban of hazardous materials	

	103-2 The management approach and its components	**2020 Universal Registration Document** Page 57 - Raw material and other key input cost availability and volatility; Page 180 - Circular economy; Page 182 - Recycling of waste and optimization of raw material; Page 189 - Product compliance and ban of hazardous materials Page 197 - Vigilance plan **2020 Sustainability Communication** Page 18 - UN Global Compact and Sustainable Development Goals; Page 66 - Circular economy; Page 67 - Recycling of waste and optimization of raw material; Page 80 - Product compliance and ban of hazardous materials; Page 100 - Vigilance plan		
	103-3 Evaluation of the management approach	**2020 Universal Registration Document** Page 180 - Circular economy; Page 182 - Recycling of waste and optimization of raw material; Page 189 - Product compliance and ban of hazardous materials Page 193 - CSR performance assessment **2020 Sustainability Communication** Page 66 - Circular economy; Page 67 - Recycling of waste and optimization of raw material; Page 80 - 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	**2020 Universal Registration Document** Page 182 - Recycling of waste and optimization of raw material **2020 Sustainability Communication** Page 67 - 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	**2020 Universal Registration Document** Page 150 - Corporate Social Responsibility's challenges of the Group; Page 175 - Climate change; Page 176 - Carbon emissions and energy consumption; Page 178 - Energy efficiency; Page 179 - Renewable energy **2020 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 58 - Climate change; Page 59 - Carbon emissions and energy consumption; Page 62 - Energy efficiency; Page 63 - Renewable energy		
	103-2 The management approach and its components	**2020 Universal Registration Document** Page 175 - Climate change; Page 176 - Carbon emissions and energy consumption; Page 178 - Energy efficiency; Page 179 - Renewable energy; Page 197 - Vigilance plan **2020 Sustainability Communication** Page 18 - UN Global Compact and Sustainable Development Goals; Page 58 - Climate change; Page 59 - Carbon emissions and energy consumption; Page 62 - Energy efficiency; Page 63 - Renewable energy; Page 100 - Vigilance plan		
	103-3 Evaluation of the management approach	**2020 Universal Registration Document** Page 175 - Climate change; Page 176 - Carbon emissions and energy consumption; Page 178 - Energy efficiency; Page 179 - Renewable energy; Page 193 - CSR performance assessment **2020 Sustainability Communication** Page 58 - Climate change; Page 59 - Carbon emissions and energy consumption; Page 62 - Energy efficiency; Page 63 - Renewable energy; Page 90 - Key sustainability data; Page 96 - CSR performance assessment		
GRI 302: Energy 2016	**302-1** Energy consumption within the organization	**2020 Universal Registration Document** Page 176 - Carbon emissions and energy consumption **2020 Sustainability Communication** Page 59 - 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	**2020 Universal Registration Document** Page 176 - Carbon emissions and energy consumption **2020 Sustainability Communication** Page 59 - Carbon emissions and energy consumption	Principle 8	SDG 8, 12, 13

	302-3 Energy intensity	**2020 Universal Registration Document** Page 176 - Carbon emissions and energy consumption **2020 Sustainability Communication** Page 59 - Carbon emissions and energy consumption; Page 90 - Key sustainability data	Principle 8	SDG 8, 12, 13
	302-4 Reduction of energy consumption	**2020 Universal Registration Document** Page 176 - Carbon emissions and energy consumption; Page 179 - Renewable energy **2020 Sustainability Communication** Page 59 - Carbon emissions and energy consumption; Page 63 - Renewable energy	Principles 8 and 9	SDG 8, 12, 13
	302-5 Reduction in energy requirements of products and services	**2020 Universal Registration Document** Page 178 - Energy efficiency initiatives **2020 Sustainability Communication** Page 62 - Energy efficiency initiatives; Page 70 - Environmental footprint of products	Principles 8 and 9	SDG 8, 12, 13
	WATER AND EFFLUENTS			
GRI 103: Manage- ment Approach 2016	103-1 Explanation of the material topic and its Boundary	**2020 Universal Registration Document** Page 150 - Corporate Social Responsibility's challenges of the Group; Page 180 - Circular economy; Page 184 - Sustainable water highlights and initiatives **2020 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 66 - Circular economy; Page 75 - Sustainable water management		
	103-2 The management approach and its components	**2020 Universal Registration Document** Page 180 - Circular economy; Page 184 - Sustainable water highlights and initiatives; Page 197 - Vigilance plan **2020 Sustainability Communication** Page 18 - UN Global Compact and Sustainable Development Goals; Page 66 - Circular economy; Page 75 - Sustainable water management; Page 100 - Vigilance plan		
	103-3 Evaluation of the management approach	**2020 Universal Registration Document** Page 180 - Circular economy; Page 184 - Sustainable water highlights and initiatives; Page 193 - CSR performance assessment **2020 Sustainability Communication** Page 66 - Circular economy; Page 75 - 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	**2020 Universal Registration Document** Page 184 - Sustainable water management **2020 Sustainability Communication** Page 75 - Sustainable water management; Page 90 - Key sustainability data	Principles 7 and 8	
	303-2 Management of water discharge-related impacts	**2020 Universal Registration Document** Page 184 - Sustainable water management **2020 Sustainability Communication** Page 75 - Sustainable water management; Page 90 - Key sustainability data	Principle 8	
	303-3 Water withdrawal	**2020 Universal Registration Document** Page 184 - Sustainable water management **2020 Sustainability Communication** Page 75 - Sustainable water management; Page 90 - Key sustainability data	Principle 8	SDG 8, 12
	303-4 Water discharge	**2020 Universal Registration Document** Page 184 - Sustainable water management **2020 Sustainability Communication** Page 75 - Sustainable water management; Page 90 - Key sustainability data	Principle 8	
	303-5 Water consumption	**2020 Universal Registration Document** Page 184 - Sustainable water management **2020 Sustainability Communication** Page 75 - 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	**2020 Universal Registration Document** Page 150 - Corporate Social Responsibility's challenges of the Group; Page 175 - Climate change; Page 176 - Carbon emissions and energy consumption; Page 179 - Renewable energy **2020 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 58 - Climate change; Page 59 - Carbon emissions and energy consumption		
	103-2 The management approach and its components	**2020 Universal Registration Document** Page 175 - Climate change; Page 176 - Carbon emissions and energy consumption; Page 179 - Renewable energy; Page 197 - Vigilance plan **2020 Sustainability Communication** Page 18 - UN Global Compact and Sustainable Development Goals; Page 58 - Climate change; Page 59 - Carbon emissions and energy consumption; Page 100 - Vigilance plan		SDG 12, 13
	103-3 Evaluation of the management approach	**2020 Universal Registration Document** Page 175 - Climate change; Page 176 - Carbon emissions and energy consumption; Page 179 - Renewable energy; Page 193 - CSR performance assessment **2020 Sustainability Communication** Page 58 - Climate change; Page 59 - 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	**2020 Universal Registration Document** Page 176 - Carbon emissions and energy consumption **2020 Sustainability Communication** Page 59 - 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	**2020 Universal Registration Document** Page 176 - Carbon emissions and energy consumption **2020 Sustainability Communication** Page 59 - 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	**2020 Universal Registration Document** Page 176 - Carbon emissions and energy consumption **2020 Sustainability Communication** Page 59 - 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)	**2020 Sustainability Communication** Page 70 - 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: Management Approach 2016	**103-1** Explanation of the material topic and its Boundary	**2020 Universal Registration Document** Page 150 - Corporate Social Responsibility's challenges of the Group; Page 180 - Circular economy; Page 182 - Recycling of waste and optimization of raw material **2020 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 66 - Circular economy; Page 67 - Recycling of waste and optimization of raw material			
	103-2 The management approach and its components	**2020 Universal Registration Document** Page 180 - Circular economy; Page 182 - Recycling of waste and optimization of raw material; Page 197 - Vigilance plan **2020 Sustainability Communication** Page 18 - UN Global Compact and Sustainable Development Goals; Page 66 - Circular economy; Page 67 - Recycling of waste and optimization of raw material; Page 100 - Vigilance plan			SDG 12, 13
	103-3 Evaluation of the management approach	**2020 Universal Registration Document** Page 180 - Circular economy; Page 182 - Recycling of waste and optimization of raw material; Page 193 - CSR performance assessment **2020 Sustainability Communication** Page 66 - Circular economy; Page 67 - 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	**2020 Sustainability Communication** Page 75 - Sustainable water management; Page 90 - Key sustainability data		Principle 8	SDG 3, 12
	306-2 Waste by type and disposal method	**2020 Universal Registration Document** Page 182 - Recycling of waste and optimization of raw material **2020 Sustainability Communication** Page 67 - Recycling of waste and optimization of raw material; Page 90 - Key sustainability data		Principle 8	SDG 3, 12
	306-3 Significant spills	**2020 Universal Registration Document** Page 186 - Environmental investments, remediation, and pollution prevention **2020 Sustainability Communication** Page 77 - Environmental investments, remediation, and pollution prevention		Principle 8	SDG 3, 12, 13
	306-4 Transport of hazardous 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	**2020 Universal Registration Document** Page 150 - Corporate Social Responsibility's challenges of the Group; Page 185 - Additional environmental aspects; Page 189 - Product compliance and ban of hazardous materials **2020 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 62 - Product Energy efficiency; Page 67 - Recycling of waste and optimization of raw material; Page 70 - Environmental footprint of products; Page 77 - Additional environmental aspects; Page 80 - Product compliance and ban of hazardous materials	
	103-2 The management approach and its components	**2020 Universal Registration Document** Page 65 - Litigations related to environmental procedures; Page 185 - Additional environmental aspects; Page 189 - Product compliance and ban of hazardous materials; Page 197 - Vigilance plan; Page 260 - Contingencies **2020 Sustainability Communication** Page 18 - UN Global Compact and Sustainable Development Goals; Page 62 - Product Energy efficiency; Page 67 - Recycling of waste and optimization of raw material; Page 70 - Environmental footprint of products; Page 77 - Additional environmental aspects; Page 80 - Product compliance and ban of hazardous materials; Page 100 - Vigilance plan	SDG 12, 13
	103-3 Evaluation of the management approach	**2020 Universal Registration Document** Page 65 - Litigations related to environmental procedures; Page 185 - Additional environmental aspects including ISO 14001 certified EMS locations; Page 189 - Product compliance and ban of hazardous materials; Page 193 - CSR performance assessment; Page 260 - Contingencies **2020 Sustainability Communication** Page 62 - Product Energy efficiency; Page 67 - Recycling of waste and optimization of raw material; Page 70 - Environmental footprint of products; Page 77 - Additional environmental aspects; Page 80 - 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	**2020 Universal Registration Document** Page 65 - Litigations related to environmental procedures; Page 186 - Environmental investments, remediation, and pollution prevention; Page 260 - Contingencies **2020 Sustainability Communication** Page 77 - 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	**2020 Universal Registration Document** Page 150 - Corporate Social Responsibility's challenges of the Group; Page 173 - Supply chain assessment; Page 189 - Product compliance and ban of hazardous materials **2020 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 54 - Supply chain assessment; Page 80 - Product compliance and ban of hazardous materials	
	103-2 The management approach and its components	**2020 Universal Registration Document** Page 173 - Supply chain assessment; Page 189 - Product compliance and ban of hazardous materials; Page 197 - Vigilance plan **2020 Sustainability Communication** Page 18 - UN Global Compact and Sustainable Development Goals; Page 54 - Supply chain assessment; Page 80 - Product compliance and ban of hazardous materials; Page 100 - Vigilance plan	
	103-3 Evaluation of the management approach	**2020 Universal Registration Document** Page 173 - Supply chain assessment; Page 189 - Product compliance and ban of hazardous materials; Page 193 - CSR performance assessment **2020 Sustainability Communication** Page 54 - Supply chain assessment; Page 80 - 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	**2020 Universal Registration Document** Page 173 - Supply chain assessment and EcoVadis assessment platform for suppliers; Page 189 - Product compliance, ban of hazardous materials, and conflict minerals **2020 Sustainability Communication** Page 54 - Supply chain assessment and EcoVadis assessment platform for suppliers; Page 80 - 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	**2020 Universal Registration Document** Page 173 - Supply chain assessment, EcoVadis assessment platform for suppliers, and RBA audits; Page 189 - Product compliance, ban of hazardous materials, and conflict minerals **2020 Sustainability Communication** Page 54 - Supply chain assessment, EcoVadis assessment platform for suppliers, and RBA audits; Page 80 - 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	**2020 Universal Registration Document** Page 44 - Information on Covid-19; Page 49 - Attract talent and invest in culture; Page 59 - Labor force availability; Page 150 - Corporate Social Responsibility's challenges of the Group; Page 153 - Covid-19; Page 155 - Management and development of talent; Page 164 - Management of business cycles **2020 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 16 - Covid-19; Page 25 - Management and development of talent; Page 34 - Management of business cycles	
	103-2 The management approach and its components	**2020 Universal Registration Document** Page 44 - Information on Covid-19; Page 49 - Attract talent and invest in culture; Page 59 - Labor force availability; Page 153 - Covid-19; Page 155 - Management and development of talent; Page 164 - Management of business cycles; Page 197 - Vigilance plan **2020 Sustainability Communication** Page 16 - Covid-19; Page 18 - UN Global Compact and Sustainable Development Goals; Page 25 - Management and development of talent; Page 34 - Management of business cycles; Page 100 - Vigilance plan	SDG 8
	103-3 Evaluation of the management approach	**2020 Universal Registration Document** Page 153 - Covid-19; Page 155 - Management and development of talent; Page 164 - Management of business cycles; Page 193 - CSR performance assessment **2020 Sustainability Communication** Page 25 - Management and development of talent; Page 34 - Management of business cycles; Page 96 - CSR performance assessment	
GRI 401: Employment 2016	**401-1** New employee hires and employee turnover	**2020 Universal Registration Document** Page 162 - Employment figures **2020 Sustainability Communication** Page 20 - Workforce evolution and composition	Principle 6 SDG 5, 8
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	**2020 Universal Registration Document** Page 139 - Stock option plans and performance or restricted share plans; Page 157 - Performance, recognition and retention; Page 162 - Employee profit-sharing and shares held by employees; Page 249 - Employee benefit including post-employment & long-term benefits and share-based compensation plans **2020 Sustainability Communication** Page 28 - Performance, recognition and retention	SDG 8
	401-3 Parental leave		Information unavailable. The necessary information cannot be obtained currently. For next steps, the organization will focus first on information for main countries in which it operates and publish it in the next reporting cycle Principle 6 SDG 5, 8

LABOR/MANAGEMENT RELATIONS

GRI 103: Management Approach 2016	**103-1** Explanation of the material topic and its Boundary	**2020 Universal Registration Document** Page 150 - Corporate Social Responsibility's challenges of the Group; Page 167 - Business transformation and social dialogue; **2020 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 39 - Business transformation and social dialogue
	103-2 The management approach and its components	**2020 Universal Registration Document** Page 167 - Business transformation and social dialogue; Page 197 - Vigilance plan **2020 Sustainability Communication** Page 18 - UN Global Compact and Sustainable Development Goals; Page 39 - Business transformation and social dialogue; Page 100 - Vigilance plan
	103-3 Evaluation of the management approach	**2020 Universal Registration Document** Page 167 - Business transformation and social dialogue; Page 193 - CSR performance assessment **2020 Sustainability Communication** Page 39 - 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	**2020 Universal Registration Document** Page 44 - Information on Covid-19; Page 47 - Health and safety risks; Page 150 - Corporate Social Responsibility's challenges of the Group; Page 153 - Covid-19; Page 168 - Safety at work; Page 173 - Human Rights and working conditions **2020 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 16 - Covid-19; Page 41 - Safety at work; Page 54 - Human Rights and working conditions
	103-2 The management approach and its components	**2020 Universal Registration Document** Page 44 - Information on Covid-19; Page 47 - Health and safety risks; Page 153 - Covid-19; Page 168 - Safety at work; Page 173 - Human Rights and working conditions; Page 197 - Vigilance plan **2020 Sustainability Communication** Page 16 - Covid-19; Page 18 - UN Global Compact and Sustainable Development Goals; Page 41 - Safety at work; Page 54 - Human Rights and working conditions; Page 100 - Vigilance plan

	103-3 Evaluation of the management approach	**2020 Universal Registration Document** Page 168 - Safety at work; Page 173 - Human Rights and working conditions; Page 193 - CSR performance assessment **2020 Sustainability Communication** Page 41 - Safety at work; Page 54 - Human Rights and working conditions; Page 90 - Key sustainability data; Page 96 - CSR performance assessment	
GRI 403: Occupa- tional Health and Safety 2018	**403-1** Occupational health and safety management system	**2020 Universal Registration Document** Page 153 - Covid-19; Page 168 - Safety at work **2020 Sustainability Communication** Page 16 - Covid-19; Page 41 - Safety at work	SDG 8
	403-2 Hazard identification, risk assessment, and incident investigation	**2020 Universal Registration Document** Page 153 - Covid-19; Page 168 - Safety at work; Page 181 - Audits and internal governance **2020 Sustainability Communication** Page 16 - Covid-19; Page 41 - Safety at work; Page 66 - Audits and internal governance	SDG 3, 8
	403-3 Occupational health services	**2020 Universal Registration Document** Page 153 - Covid-19; Page 168 - Safety at work **2020 Sustainability Communication** Page 16 - Covid-19; Page 41 - Safety at work	SDG 3, 8
	403-4 Worker participation, consultation, and communication on occupational health and safety	**2020 Universal Registration Document** Page 153 - Covid-19; Page 168 - Safety at work **2020 Sustainability Communication** Page 16 - Covid-19; Page 41 - Safety at work	SDG 8
	403-5 Worker training on occupational health and safety	**2020 Universal Registration Document** Page 47 - Health and safety risks; Page 153 - Covid-19; Page 168 - Safety at work and training; Page 185 - Environment, Health and Safety training **2020 Sustainability Communication** Page 16 - Covid-19; Page 41 - Safety at work and training; Page 67 - Environment, Health and Safety training	
	403-6 Promotion of worker health	**2020 Universal Registration Document** Page 153 - Covid-19; Page 157 - Performance, recognition and retention; Page 168 - Safety at work **2020 Sustainability Communication** Page 16 - Covid-19; Page 28 - Performance, recognition and retention; Page 41 - Safety at work	
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	**2020 Universal Registration Document** Page 173 - Human Rights and working conditions in the supply chain **2020 Sustainability Communication** Page 54 - Human Rights and working conditions in the supply chain	
	403-8 Workers covered by an occupational health and safety management system	**2020 Universal Registration Document** Page 168 - Safety at work **2020 Sustainability Communication** Page 41 - Safety at work	

	403-9 Work-related injuries	**2020 Universal Registration Document** Page 168 - Safety at work **2020 Sustainability Communication** Page 41 - Safety at work; Page 90 - Key sustainability data
	403-10 Work-related ill health	**2020 Universal Registration Document** Page 168 - Safety at work **2020 Sustainability Communication** Page 41 - 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	**2020 Universal Registration Document** Page 49 - Attract talent and invest in culture; Page 50 - Diversity and Human Rights; Page 50 - Skills and knowledge management, development and retention; Page 150 - Corporate Social Responsibility's challenges of the Group; Page 153 - Covid-19; Page 155 - Management and development of talent; Page 168 - Safety at work; Page 171 - Community impact and regional development; Page 172 - Relations with external stakeholders **2020 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 16 - Covid-19; Page 25 - Management and development of talent; Page 41 - Safety at work; Page 44 - Community impact and regional development; Page 46 - Relations with external stakeholders
	103-2 The management approach and its components	**2020 Universal Registration Document** Page 49 - Attract talent and invest in culture; Page 50 - Diversity and Human Rights; Page 50 - Skills and knowledge management, development and retention; Page 153 - Covid-19; Page 155 - Management and development of talent; Page 168 - Safety at work; Page 171 - Community impact and regional development; Page 172 - Relations with external stakeholders; Page 197 - Vigilance plan **2020 Sustainability Communication** Page 16 - Covid-19; Page 18 - UN Global Compact and Sustainable Development Goals; Page 25 - Management and development of talent; Page 41 - Safety at work; Page 44 - Community impact and regional development; Page 46 - Relations with external stakeholders; Page 100 - Vigilance plan
	103-3 Evaluation of the management approach	**2020 Universal Registration Document** Page 155 - Management and development of talent; Page 168 - Safety at work; Page 171 - Community impact and regional development; Page 172 - Relations with external stakeholders; Page 193 - CSR performance assessment **2020 Sustainability Communication** Page 25 - Management and development of talent; Page 41 - Safety at work; Page 44 - Community impact and regional development; Page 46 - Relations with external stakeholders; Page 96 - CSR performance assessment

	404-1 Average hours of training per year per employee	**2020 Universal Registration Document** Page 160 - Training and development; Page 168 - Safety at work **2020 Sustainability Communication** Page 31 - Training and development; Page 41 - Safety at work and training	Principle 6	SDG 4, 5, 8
GRI 404: Training and Education 2016	**404-2** Programs for upgrading employee skills and transition assistance programs	**2020 Universal Registration Document** Page 160 - Training and development; Page 167 - Transformation plans; Page 171 - Community impact and regional development, the Technicolor Academy **2020 Sustainability Communication** Page 31 - Training and development; Page 39 - Transformation plans; Page 44 - Community impact and regional development		SDG 8
	404-3 Percentage of employees receiving regular performance and career development reviews	**2020 Universal Registration Document** Page 157 - Performance, recognition and retention; Page 160 - Training and development **2020 Sustainability Communication** Page 28 - Performance, recognition and retention; Page 31 - Training and development	Principle 6	SDG 5, 8

DIVERSITY AND EQUAL OPPORTUNITY

	103-1 Explanation of the material topic and its Boundary	**2020 Universal Registration Document** Page 49 - Attract talent and invest in culture; Page 50 - Diversity and Human Rights; Page 150 - Corporate Social Responsibility's challenges of the Group; Page 165 - Diversity, equity and inclusion; Page 175 - Fight against harassment and discrimination **2020 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 35 - Diversity, equity and inclusion; Page 56 - Fight against harassment and discrimination		
GRI 103: Management Approach 2016	**103-2** The management approach and its components	**2020 Universal Registration Document** Page 49 - Attract talent and invest in culture; Page 50 - Diversity and Human Rights; Page 165 - Diversity, equity and inclusion; Page 175 - Fight against harassment and discrimination; Page 197 - Vigilance plan **2020 Sustainability Communication** Page 18 - UN Global Compact and Sustainable Development Goals; Page 35 - Diversity, equity and inclusion; Page 56 - Fight against harassment and discrimination; Page 100 - Vigilance plan		SDG 5
	103-3 Evaluation of the management approach	**2020 Universal Registration Document** Page 165 - Diversity, equity and inclusion; Page 175 - Fight against harassment and discrimination; Page 193 - CSR performance assessment **2020 Sustainability Communication** Page 35 - Diversity, equity and inclusion; Page 56 - 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	**2020 Universal Registration Document** Page 77 - Composition and expertise of the Board of Directors; Page 121 - Members of the Executive Committee; Page 162 - Employment figures; Page 165 - Diversity, equity and inclusion **2020 Sustainability Communication** Page 20 - Workforce evolution and composition; Page 35 - Diversity, equity and inclusion	Principle 6	SDG 5, 8
	405-2 Ratio of basic salary and remuneration of women to men	**Technicolor Website** France Gender Equality Index U.K. Gender Pay Gap Data	Principle 6	SDG 5, 8, 10

NON-DISCRIMINATION				
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	**2020 Universal Registration Document** Page 50 - Diversity and Human Rights; Page 150 - Corporate Social Responsibility's challenges of the Group; Page 165 - Diversity, equity and inclusion; Page 175 - Fight against harassment and discrimination **2020 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 35 - Diversity, equity and inclusion; Page 56 - Fight against harassment and discrimination		
	103-2 The management approach and its components	**2020 Universal Registration Document** Page 50 - Diversity and Human Rights; Page 165 - Diversity, equity and inclusion; Page 175 - Fight against harassment and discrimination; Page 197 - Vigilance plan **2020 Sustainability Communication** Page 18 - UN Global Compact and Sustainable Development Goals; Page 35 - Diversity, equity and inclusion; Page 56 - Fight against harassment and discrimination; Page 100 - Vigilance plan		
	103-3 Evaluation of the management approach	**2020 Universal Registration Document** Page 165 - Diversity, equity and inclusion; Page 175 - Fight against harassment and discrimination; Page 193 - CSR performance assessment **2020 Sustainability Communication** Page 35 - Diversity, equity and inclusion; Page 56 - Fight against harassment and discrimination; Page 96 - CSR performance assessment		
GRI 406: Non-Discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	**2020 Universal Registration Document** Page 165 - Diversity, equity and inclusion; Page 173 - Human Rights and working conditions in the supply chain; Page 175 - Fight against harassment and discrimination **2020 Sustainability Communication** Page 35 - Diversity, equity and inclusion; Page 54 - Human Rights and working conditions in the supply chain; Page 56 - Fight against harassment and discrimination	Principle 6	SDG 5, 8

FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING				
GRI 103: Management Approach 2016	**103-1** Explanation of the material topic and its Boundary	**2020 Universal Registration Document** Page 150 - Corporate Social Responsibility's challenges of the Group; Page 167 - Business transformation and social dialogue **2020 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 39 - Business transformation and social dialogue		
	103-2 The management approach and its components	**2020 Universal Registration Document** Page 167 - Business transformation and social dialogue; Page 197 - Vigilance plan **2020 Sustainability Communication** Page 18 - UN Global Compact and Sustainable Development Goals; Page 39 - Business transformation and social dialogue; Page 100 - Vigilance plan		
	103-3 Evaluation of the management approach	**2020 Universal Registration Document** Page 167 - Business transformation and social dialogue; Page 193 - CSR performance assessment **2020 Sustainability Communication** Page 39 - 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	**2020 Universal Registration Document** Page 173 - Human Rights and working conditions in the supply chain **2020 Sustainability Communication** Page 54 - Human Rights and working conditions in the supply chain	Principle 3	SDG 8
CHILD LABOR				
GRI 103: Management Approach 2016	**103-1** Explanation of the material topic and its Boundary	**2020 Universal Registration Document** Page 150 - Corporate Social Responsibility's challenges of the Group; Page 173 - Human Rights and working conditions **2020 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 54 - Human Rights and working conditions		
	103-2 The management approach and its components	**2020 Universal Registration Document** Page 173 - Human Rights and working conditions; Page 197 - Vigilance plan **2020 Sustainability Communication** Page 18 - UN Global Compact and Sustainable Development Goals; Page 54 - Human Rights and working conditions; Page 100 - Vigilance plan		
	103-3 Evaluation of the management approach	**2020 Universal Registration Document** Page 173 - Human Rights and working conditions; Page 193 - CSR performance assessment **2020 Sustainability Communication** Page 54 - 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	2020 Universal Registration Document Page 173 - Human Rights and working conditions in the supply chain 2020 Sustainability Communication Page 54 - Human Rights and working conditions in the supply chain	Principle 5	SDG 8

FORCED OR COMPULSORY LABOR				
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	2020 Universal Registration Document Page 150 - Corporate Social Responsibility's challenges of the Group; Page 173 - Human Rights and working conditions 2020 Sustainability Communication Page 6 - Corporate Social Responsibility's challenges of the Group; Page 54 - Human Rights and working conditions		
	103-2 The management approach and its components	2020 Universal Registration Document Page 173 - Human Rights and working conditions; Page 197 - Vigilance plan 2020 Sustainability Communication Page 18 - UN Global Compact and Sustainable Development Goals; Page 54 - Human Rights and working conditions; Page 100 - Vigilance plan		
	103-3 Evaluation of the management approach	2020 Universal Registration Document Page 173 - Human Rights and working conditions; Page 193 - CSR performance assessment 2020 Sustainability Communication Page 54 - 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	2020 Universal Registration Document Page 173 - Human Rights and working conditions in the supply chain 2020 Sustainability Communication Page 54 - Human Rights and working conditions in the supply chain	Principle 4	SDG 8

HUMAN RIGHTS ASSESSMENT				
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	2020 Universal Registration Document Page 50 - Diversity and Human Rights; Page 150 - Corporate Social Responsibility's challenges of the Group; Page 173 - Human Rights and working conditions 2020 Sustainability Communication Page 6 - Corporate Social Responsibility's challenges of the Group; Page 54 - Human Rights and working conditions		
	103-2 The management approach and its components	2020 Universal Registration Document Page 50 - Diversity and Human Rights; Page 173 - Human Rights and working conditions; Page 197 - Vigilance plan 2020 Sustainability Communication Page 18 - UN Global Compact and Sustainable Development Goals; Page 54 - Human Rights and working conditions; Page 100 - Vigilance plan		

	103-3 Evaluation of the management approach	**2020 Universal Registration Document** Page 173 - Human Rights and working conditions; Page 193 - CSR performance assessment **2020 Sustainability Communication** Page 54 - Human Rights and working conditions; Page 96 - CSR performance assessment	
GRI 412: Human Rights Assess- ment 2016	**412-1** Operations that have been subject to human rights reviews or impact assessments	**2020 Universal Registration Document** Page 67 - Ethical values and principles of conduct for the Group's managers and employees, Code of Ethics, Financial Ethics; Page 173 - Human Rights and working conditions in the supply chain **2020 Sustainability Communication** Page 54 - Human Rights and working conditions in the supply chain	Principle 1
	412-2 Employee training on human rights policies or procedures	**2020 Universal Registration Document** Page 67 - Code of Ethics and ethics training programs; Page 173 - Human Rights and working conditions in the supply chain **2020 Sustainability Communication** Page 54 - Human Rights and working conditions in the supply chain	Principle 1
	412-3 Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	**2020 Universal Registration Document** Page 173 - Human Rights and working conditions in the supply chain **2020 Sustainability Communication** Page 54 - Human Rights and working conditions in the supply chain	Principle 2
	LOCAL COMMUNITIES		
GRI 103: Manage- ment Approach 2016	**103-1** Explanation of the material topic and its Boundary	**2020 Universal Registration Document** Page 150 - Corporate Social Responsibility's challenges of the Group; Page 153 - Covid-19; Page 171 - Community impact and regional development; Page 172 - Relations with external stakeholders **2020 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 16 - Covid-19; Page 44 - Community impact and regional development; Page 46 - Relations with external stakeholders	
	103-2 The management approach and its components	**2020 Universal Registration Document** Page 153 - Covid-19; Page 171 - Community impact and regional development; Page 172 - Relations with external stakeholders; Page 197 - Vigilance plan **2020 Sustainability Communication** Page 16 - Covid-19; Page 18 - UN Global Compact and Sustainable Development Goals; Page 44 - Community impact and regional development; Page 46 - Relations with external stakeholders; Page 100 - Vigilance plan	

	103-3 Evaluation of the management approach	**2020 Universal Registration Document** Page 171 - Community impact and regional development; Page 172 - Relations with external stakeholders; Page 193 - CSR performance assessment **2020 Sustainability Communication** Page 44 - Community impact and regional development; Page 46 - Relations with external stakeholders; Page 96 - CSR performance assessment		
GRI 413: Local Communities 2016	**413-1** Operations with local community engagement, impact assessments, and development programs	**2020 Universal Registration Document** Page 171 - Community impact and regional development **2020 Sustainability Communication** Page 44 - Community impact and regional development	Information unavailable. Most operations have implemented local community engagement, impact assessments, and development programs. However, we are currently working to disclose in our next reporting the exact percentage of operations having implemented such initiatives and programs.	Principle 1
	413-2 Operations with significant actual and potential negative impacts on local communities	**2020 Universal Registration Document** Page 167 - Transformation plans **2020 Sustainability Communication** Page 39 - Transformation plans		Principle 1
		SUPPLIER SOCIAL ASSESSMENT		
GRI 103: Management Approach 2016	**103-1** Explanation of the material topic and its Boundary	**2020 Universal Registration Document** Page 50 - Diversity and Human Rights; Page 150 - Corporate Social Responsibility's challenges of the Group; Page 173 - Human Rights and working conditions **2020 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 54 - Human Rights and working conditions		
	103-2 The management approach and its components	**2020 Universal Registration Document** Page 50 - Diversity and Human Rights; Page 173 - Human Rights and working conditions; Page 197 - Vigilance plan **2020 Sustainability Communication** Page 18 - UN Global Compact and Sustainable Development Goals; Page 54 - Human Rights and working conditions; Page 100 - Vigilance plan		
	103-3 Evaluation of the management approach	**2020 Universal Registration Document** Page 173 - Human Rights and working conditions; Page 193 - CSR performance assessment **2020 Sustainability Communication** Page 54 - Human Rights and working conditions; Page 96 - CSR performance assessment		

GRI 414: Supplier Social Assessment 2016	**414-1** New suppliers that were screened using social criteria	**2020 Universal Registration Document** Page 173 - Human Rights and working conditions in the supply chain, EcoVadis assessment platform for suppliers **2020 Sustainability Communication** Page 54 - 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	**2020 Universal Registration Document** Page 173 - Human Rights and working conditions in the supply chain, EcoVadis assessment platform for suppliers and RBA audits **2020 Sustainability Communication** Page 54 - Human Rights and working conditions in the supply chain, EcoVadis assessment platform for suppliers and RBA audits	Principle 2	SDG 5, 8
PUBLIC POLICY				
GRI 103: Management Approach 2016	**103-1** Explanation of the material topic and its Boundary	**2020 Universal Registration Document** Page 150 - Corporate Social Responsibility's challenges of the Group; Page 172 - Relations with external stakeholders; Page 189 - Product compliance and ban of hazardous materials; Page 191 - Fairness of business practices **2020 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 46 - Relations with external stakeholders; Page 80 - Product compliance and ban of hazardous materials; Page 86 - Fairness of business practices		
	103-2 The management approach and its components	**2020 Universal Registration Document** Page 172 - Relations with external stakeholders; Page 189 - Product compliance and ban of hazardous materials; Page 191 - Fairness of business practices; Page 197 - Vigilance plan **2020 Sustainability Communication** Page 18 - UN Global Compact and Sustainable Development Goals; Page 46 - Relations with external stakeholders; Page 80 - Product compliance and ban of hazardous materials; Page 86 - Fairness of business practices; Page 100 - Vigilance plan		
	103-3 Evaluation of the management approach	**2020 Universal Registration Document** Page 172 - Relations with external stakeholders; Page 189 - Product compliance and ban of hazardous materials; Page 191 - Fairness of business practices; Page 193 - CSR performance assessment **2020 Sustainability Communication** Page 46 - Relations with external stakeholders; Page 80 - Product compliance and ban of hazardous materials; Page 86 - Fairness of business practices; Page 96 - CSR performance assessment		
GRI 415: Public Policy 2016	**415-1** Political contributions	The total value is equal to zero	Principle 10	

CUSTOMER HEALTH AND SAFETY		
GRI 103: Management Approach 2016	**103-1** Explanation of the material topic and its Boundary	**2020 Universal Registration Document** Page 150 - Corporate Social Responsibility's challenges of the Group; Page 189 - Product compliance and ban of hazardous materials **2020 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 67 - Recycling of waste and optimization of raw material; Page 80 - Product compliance and ban of hazardous materials
	103-2 The management approach and its components	**2020 Universal Registration Document** Page 189 - Product compliance and ban of hazardous materials; Page 197 - Vigilance plan **2020 Sustainability Communication** Page 18 - UN Global Compact and Sustainable Development Goals; Page 67 - Recycling of waste and optimization of raw material; Page 80 - Product compliance and ban of hazardous materials; Page 100 - Vigilance plan
	103-3 Evaluation of the management approach	**2020 Universal Registration Document** Page 189 - Product compliance and ban of hazardous materials; Page 193 - CSR performance assessment **2020 Sustainability Communication** Page 67 - Recycling of waste and optimization of raw material; Page 80 - 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	**2020 Universal Registration Document** Page 189 - Product compliance and ban of hazardous materials **2020 Sustainability Communication** Page 62 - Energy efficiency; Page 67 - Recycling of waste and optimization of raw material; Page 70 - Environmental footprint of products; Page 80 - 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	**2020 Universal Registration Document** Page 150 - Corporate Social Responsibility's challenges of the Group **2020 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 46 - Customer satisfaction, case studies; Page 67 - Recycling of waste and optimization of raw material; Page 70 - Environmental footprint of products, including regulatory challenges	
	103-2 The management approach and its components	**2020 Universal Registration Document** Page 197 - Vigilance plan **2020 Sustainability Communication** Page 18 - UN Global Compact and Sustainable Development Goals; Page 46 - Customer satisfaction surveys; Page 67 - Recycling of waste and optimization of raw material; Page 70 - Environmental footprint of products, including regulatory challenges; Page 100 - Vigilance plan	
	103-3 Evaluation of the management approach	**2020 Universal Registration Document** Page 193 - CSR performance assessment **2020 Sustainability Communication** Page 46 - Customer satisfaction survey results; Page 67 - Recycling of waste and optimization of raw material; Page 70 - 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	**2020 Universal Registration Document** Page 183 - Product reuse; Page 189 - Product compliance and ban of hazardous materials **2020 Sustainability Communication** Page 62 - Energy efficiency regulation and requirements; Page 67 - Recycling of waste and optimization of raw material; Page 70 - Environmental footprint of products; Page 71 - Product reuse; Page 80 - 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	**2020 Universal Registration Document** Page 52 - Cybersecurity risk; Page 53 - Physical security risk; Page 71 - Security of people and assets, including cybersecurity; Page 150 - Corporate Social Responsibility's challenges of the Group; Page 190 - Content security, cyber risks and respect of Intellectual Property **2020 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	**2020 Universal Registration Document** Page 52 - Cybersecurity risk; Page 53 - Physical security risk; Page 70 - Information Technology Security procedures; Page 71 - Security of people and assets, including cybersecurity; Page 190 - Content security, cyber risks and respect of Intellectual Property; Page 197 - Vigilance plan **2020 Sustainability Communication** Page 18 - UN Global Compact and Sustainable Development Goals; Page 83 - Content security, cyber risks and respect of Intellectual Property; Page 100 - Vigilance plan
	103-3 Evaluation of the management approach	**2020 Universal Registration Document** Page 71 - Security of people and assets, including cybersecurity; Page 190 - Content security, cyber risks and respect of Intellectual Property; Page 193 - CSR performance assessment **2020 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 substantiated complaints concerning breaches of customer privacy and losses of customer data

SOCIOECONOMIC COMPLIANCE		
GRI 103: Management Approach 2016	**103-1** Explanation of the material topic and its Boundary	**2020 Universal Registration Document** Page 51 - Legal compliance and ethics; Page 66 - Internal control; Page 150 - Corporate Social Responsibility's challenges of the Group; Page 191 - Fairness of business practices **2020 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	**2020 Universal Registration Document** Page 51 - Legal compliance and ethics; Page 65 - Litigations; Page 66 - Internal control; Page 191 - Fairness of business practices; Page 197 - Vigilance plan; Page 260 - Contingencies **2020 Sustainability Communication** Page 18 - UN Global Compact and Sustainable Development Goals; Page 86 - Fairness of business practices; Page 100 - Vigilance plan
	103-3 Evaluation of the management approach	**2020 Universal Registration Document** Page 65 - Litigations; Page 66 - Internal control; Page 191 - Fairness of business practices; Page 193 - CSR performance assessment; Page 260 - Contingencies **2020 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	**2020 Universal Registration Document** Page 65 - Litigations; Page 260 - Contingencies

- 3 TGs: Tantalum, Tin, Tungsten and Gold
- AFEP: Association Française des Entreprises Privées (France)
- AP: Air Pollution
- APAC: Asia-Pacific region
- BB: Broadband Equipment
- BCP: Business Continuity Plan
- BLM: Black Live Matters
- BOD: Biological Oxygen Demand
- BOM: Bill of Materials
- CD: Compact Disc
- CDP: Carbon Disclosure Project
- CE: Consumer Electronics or Conformité Européenne (for CE marking)
- CEEVA: Canadian Energy Efficiency Voluntary Agreement
- CEO: Chief Executive Officer
- CEQ: Customer Experience and Quality
- CERT-CC: Computer Emergency Response Team - Coordination Center
- 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
- DEI: Diversity, Equity and Inclusion
- DMP: Digital Matte Painting
- DOE or DoE: Department of Energy (US)
- DPO: Data Protection Officer
- DVD: Digital Versatile Disc
- EAP: Employee Assistance Program

- 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
- 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)
- EPB: Environmental Protection Bureau (Taïwan)
- EPS: External Power Supply
- ErP: Energy related Products (EU Directive), previously EuP (Energy using Products)
- ESG: Environment, Social and Governance
- EU: European Union
- EXCOM: Executive Committee
- FAQ: Frequently Asked Question
- FCPA: Foreign Corrupt Practices Act (US)
- FEV: Film and Episodic Visual Effects
- FX (or VFX): Visual Effects
- GDPR: General Data Protection Regulation (Europe)
- GeSI: Global e-Sustainability Initiative
- GHG: Greenhouse Gases
- GPEC: Gestion Prévisionnelle des Emplois et des Compétences (France)
- GRI: Global Reporting Initiative
- GW: Global Warming
- H&S: Health and Safety
- HEPA: High-Efficiency Particulate Air
- HR: Human Ressources
- HVAC: Heating, Ventilation and Air-Conditioning
- IC: Internal Complaint Committee
- ICT: Information and Communications Technology
- IEC: International Electrotechnical Commission
- IFRS: International Financial Reporting Standards
- ILO: International Labor Organization
- IP: Intellectual Property or Internet Protocol
- IPCC: Intergovernmental Panel on Climate Change

- IPTV: Internet Protocol Television
- ISMS: Information Security Management System
- ISO: International Organization for Standardization
- ISS: Institutional Shareholding Services
- IT: Information Technology
- KPI: Key Performance Indicator
- LATAM: Latin America region
- LCA: Life Cycle Assessment or Analysis
- LED: Light-Emitting Diode
- LGBTQ: Lesbian, Gay, Bisexual, Transgender, and Questioning
- MCOM: Management Committee
- MEDEF: Mouvement des Entreprises de France (France)
- M&E: Media & Entertainment
- MPC: The Moving Picture Company (Technicolor)
- MPEG: Moving Picture Expert Group
- NAM: North American region
- NGO: Non-Governmental Organization
- OECD: Organization for Economic Co-operation and Development
- OEHHA: Office of Environmental Health Hazard Assessment (California)
- OH&S: Occupational Health and Safety
- OHSAS: Occupational Health and Safety Assessment (British standard)
- OTT TV: Over-the-Top TV
- PEP: Product Environmental Profile
- PoSH: Prevention of Sexual Harassment
- PPE: Personal Protective Equipment
- Prop65: Proposition 65 (California)
- PUE: Power Usage Effectiveness
- QA: Quality Assurance
- RBA: Responsible Business Alliance
- REACH: Registration, Evaluation and Authorization of Chemicals (European Commission)
- R&D: Research and Development
- RMAP: Responsible Minerals Assurance Process
- RMI: Responsible Minerals Initiative
- RoHS: Restriction of the Use of Certain Hazardous Substances (Europe)
- RRR: Reusability, Recyclability and Recoverability
- SA: Standards Association
- SAG-AFTRA: Screen Actors Guild American Federation of Television and Radio Artists
- SARS: Severe Acute Respiratory Syndrome

- SBI: Significant Business Incident
- SBTi: Science Based Targets initiative
- SCIP: Substances of Concern In Products
- SDG: Sustainable Development Goal (United Nations)
- SNE: Small Network Equipment
- SPLASH: Splendid Platform for Learning Arts towards Sustainable Happiness
- STB: Set-Top Box
- STEM: Science Technology Engineering Math
- SVHC: Substances of Very High Concern
- TBEN: Technicolor's Black Employee Network
- TSO: Technicolor Security Office
- UHD: Ultra High Definition
- UN: United Nations
- UNGC: United Nations Global Compact
- US or USA: United Nations of America
- UV-C: Ultra Violet-C
- VA: Voluntary Agreement
- VAT: Value Added Tax
- VFX: Visual Effects
- VIA: Voluntary Industry Agreement
- WASH: Water Sanitation and Hygiene
- WEEE: Waste Electrical and Electronic Equipment (EU Directive)
- WEPs: Women's Empowerment Principles (United Nations Global Compact)
- WP: Water Pollution

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