2018
SUSTAINABILITY
COMMUNICATION

technicolor

2018

SUSTAINABILITY
COMMUNICATION

Ambitious Talent
Acquisition and
Development
Programs

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

**Recognition of
CSR Performance**
by rating agencies (Gold
rating by EcoVadis, C+
Prime rating by ISS-oekom,
Top performer by Vigeo-
Eiris, Top 10 performer by
Gaia-Ethifinance)

Dear Stakeholder,

Technicolor has been at the forefront of the transition from analog to digital media communications over the past decade. Delivering growth, development and increased profitability in our two business segments (Entertainment Services and Connected Home) is a high priority for me and my entire leadership team.

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

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

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

Focused on suppliers evaluated as "high risk", Technicolor also added in 2018 a more systematic risk assessment of suppliers with the implementation of the EcoVadis assessment platform for suppliers representing a yearly spending of more than €1 million, such category representing more than 90% of the total spending of the Group.

Since 2017, Technicolor is 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.

For all its businesses, diversity and equal opportunity is one of the most valuable assets of the Group. On the gender diversity front, actions were put in place through a full range of processes in order to better balance gender diversity and increase the ratio of women in business roles and management levels and leadership pipeline. In 2018, several initiatives to promote gender diversity were encouraged locally in India, France, UK, Poland and Australia. Focusing on equality, inclusion and diversity enables us to attract, retain and develop the right skills.

High on the CSR agenda, content security and protection, one of the strong expertise of the Group since its beginning, remains key to our business long-term sustainability. 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, issued a Security Policy and implemented an internal program to address risks such as content leaks affecting customers (film), suppliers (source code) or employee personal data, as well as to defend its products and systems against cyberattacks, or theft of otherwise valuable intellectual property.

With respect to climate change and the circular economy, Technicolor is taking all steps to fulfill its responsibilities as a global corporate citizen. In 2018, the Company participated for the eleventh consecutive year in the Carbon Disclosure Project. The Group started to implement eco-design guidelines in 2008 and has long taken a positive stance towards environmental issues in the development, manufacture, energy use and ultimate disposal of its products, bringing benefits for both customers and the environment.

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

Our commitment to align sustainability reporting to the Global Reporting Initiative (GRI) Standards relies on diligent data harvesting processes, and audits help us retain focus year after year. This report has been prepared in accordance with the GRI Standards: Comprehensive option. Technicolor thereby demonstrates that its non-financial information and disclosures are exhaustive and give more control to stakeholders over the transparency, comparability, quality and accountability of the Group's sustainability data.

All these long-term efforts were recognized in 2018 by external and independent agencies. For the first year of assessment by ISS-oekom, Technicolor achieved the "Prime" status. The Group was rated by Vigeo-Eiris "Top performer in the software-IT services industry" worldwide and ranked 9 out of 230 companies in the Gaïa-Ethifinance index. Finally, Technicolor was granted a "Gold" medal for the second year in a row, based on its CSR Rating assessed by EcoVadis, an independent global organization allowing companies to assess the environmental and social performance of their suppliers. In 2018, Technicolor ranked among the top 5% of companies rated by EcoVadis in the Manufacture of communication equipment industry.

Frederic Rose,
Chief Executive Officer

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GRI SUSTAINABILITY REPORTING STANDARDS

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

Since 2014, Technicolor has been following the Global Reporting Initiative (GRI), a worldwide reporting framework on sustainability, to structure its economic, environmental and social reporting.

This report has been prepared in accordance with the GRI Standards: Comprehensive option. Technicolor thereby demonstrates that its non-financial information and disclosures are exhaustive. The Sustainability Report includes a GRI Content Index, located at the end of this report.

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

1 CORPORATE SOCIAL RESPONSIBILITY'S CHALLENGES OF THE GROUP

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

"Now more than ever, corporate social responsibility is a business imperative. The more successful companies are those that integrate societal, environmental and economic reflection in how they do business thus reinforcing the links with all their stakeholders. At Technicolor, we know it is in everyone's interest to contribute to the sustainability of the communities we serve and in which we operate."

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

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

1.1 OVERVIEW AND BUSINESS MODELS OF THE GROUP

GRI *[102-2] [102-6] [102-7]*

For more information on Technicolor's activities, as well as their business models, please refer to sections 1.2 (Organization and business overview) and 1.3 (Strategy) of Technicolor 2018 Registration Document, available on Technicolor's website **https://www.technicolor.com/investor-center**

OVERVIEW OF TECHNICOLOR IN 2018

Revenues of continuing operations

c. €4 M

Revenues BY ACTIVITY

Entertainment Services

20%
VS. 18% IN 2017
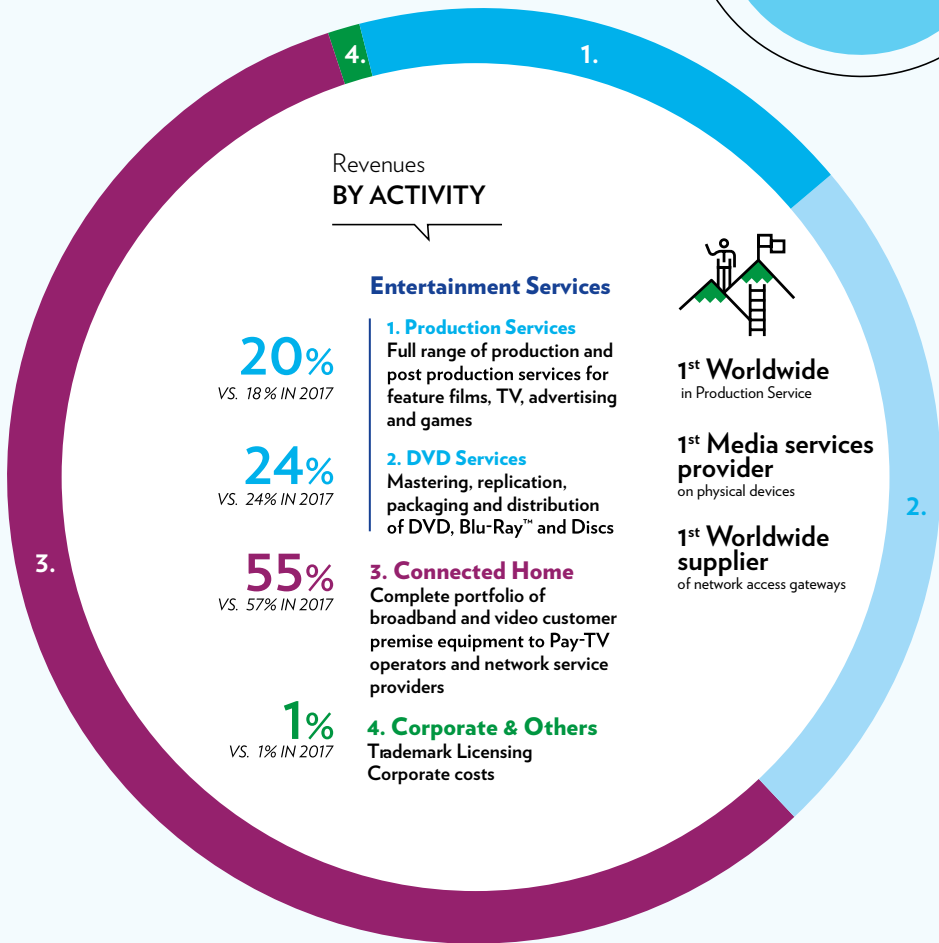
1. Production Services
Full range of production and post production services for feature films, TV, advertising and games

24%
VS. 24% IN 2017

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

55%
VS. 57% IN 2017

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

1%
VS. 1% IN 2017

4. Corporate & Others
Trademark Licensing
Corporate costs

1st Worldwide
in Production Service

1st Media services provider
on physical devices

1st Worldwide supplier
of network access gateways

Revenues BY CURRENCY

51%
USD

23%
Euros

26%
Others

Revenues BY ORIGIN

44%
North America

17%
South America

27%
Europe, Middle-East & Africa

12%
Asia-Pacific
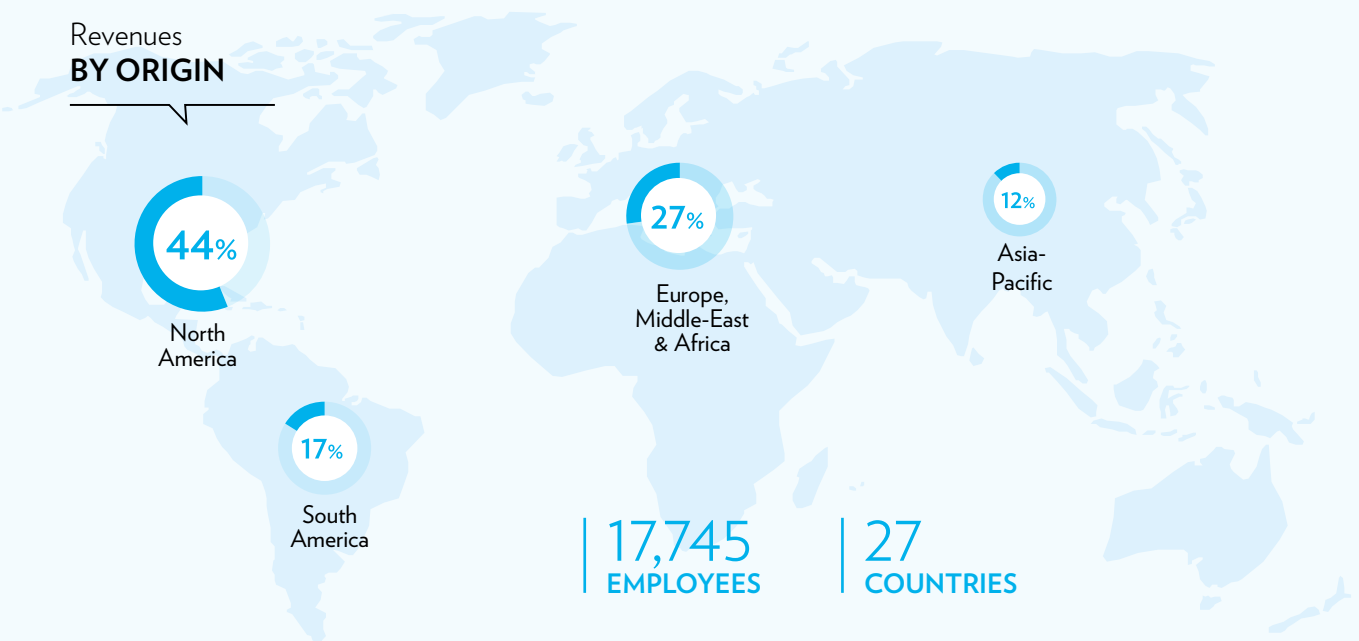
17,745
EMPLOYEES

27
COUNTRIES
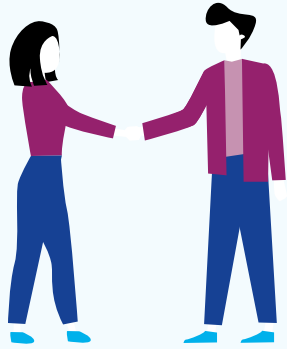
5,393
OPERATIONALS

2,428
OTHERS

8,559
CREATIVES

1,365
RESEARCHERS
& ENGINEERS

1.1.2 ORGANIZATION, BUSINESS MODELS AND STRATEGY

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.

The Group is a worldwide leader operating in the Media & Entertainment ("M&E") sector. Our mission: developing, creating and delivering immersive augmented digital life experiences that ignite our imagination.

Technicolor operates in three leading operating businesses:

• in Production Services, Technicolor is a leading provider of services to content creators, including Visual Effects/Animation and video Post-Production Services ("Production Services");

• in DVD Services, Technicolor is the leader in replication, packaging and distribution of CD, DVD and Blu-ray™ discs ("DVD Services");

• in the Connected Home segment, Technicolor is a leader in the design and supply of solutions enabling the delivery of digital video entertainment, data, voice and Smart Home services to Pay-TV operators and Network Service Providers including broadband modems and

gateways, digital Set-Top Box and other connected devices («Connected Home»).

On February 11, 2019, Technicolor announced that it has received a binding offer and entered into exclusive negotiations with InterDigital, for the sale of its Research & Innovation ("R&I") activity. As a result, the Group reported the financial information of its R&I, previously included in the Corporate and Other segment under Discontinued operations. 2017 results were restated for comparative purposes.

Technicolor now operates two business segments:
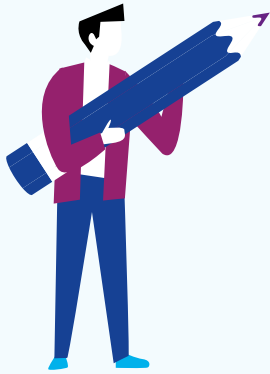
• the Entertainment Services segment that regroups Production Services and DVD Services activities;

• the Connected Home segment.

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

The Continuing Operations of the Group (Production Services, DVD Services, Connected Home, Corporate & Others), as well as key highlights, are described below:

Continuing Operations			
Entertainment Services		**Connected Home**	**Corporate & Other**
Production Services	DVD Services		
Award-winning Visual Effects, Animation and Postproduction services for feature films, TV series, advertising, video games and other audiovisual content	Replication, packaging and distribution of video, game and music CD, DVD and Blu-ray™ discs	Complete portfolio of Broadband and Video Customer Premise Equipment to Pay-TV operators and Network Service Providers	Trademark Licensing Corporate costs

Entertainment Services

The Entertainment Services segment, which generated consolidated revenues of €1,726 million in 2018, accounting for 43% of the Group's reported consolidated revenues, supports content creators from creation to post production (Production Services), while offering global distribution solutions through its replication and distribution services for DVD, Blu-ray™ discs and CD (DVD Services).

PRODUCTION SERVICES REVENUE

€766 M €785 M

2017 2018

Revenues grew 5.6% at constant currency, driven by significant volume expansion in Film & TV VFX and growth in Advertising.

DVD SERVICES REVENUE

VOLUMES BY FORMAT

- 29% (vs. 25% in 2017) Blu-ray™
- 5% (vs. 7% in 2017) CD
- 66% (vs. 71% in 2017) SD-DVD

VOLUMES BY SEGMENT
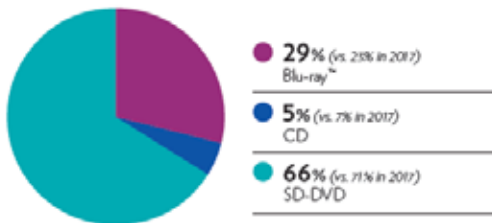
- 5% (vs. 6% in 2017) Music & Audio
- 4% (vs. 4% in 2017) Games
- 1% (vs. 1% in 2017) Software & Kiosk
- 90% (vs. 89% in 2017) Theatrical/Broadcast
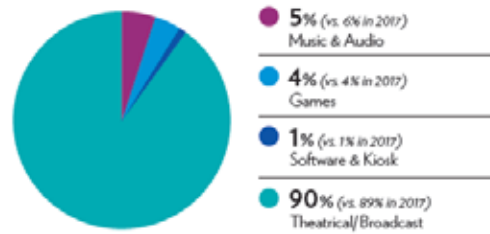
Technicolor sold a total of 1,195 million DVD, Blu-ray™ discs and CD, in 2018 compared with 1,347 million discs in 2017. Operations are supported by approximately 1 million square feet of dedicated replication and distribution space, with unique capability for the timely delivery of discs to more than 40,000 locations.

Connected Home

The Connected Home segment generated consolidated revenues of €2,218 million in 2018, accounting for 55% of the Group's reported consolidated revenues.

Connected Home shipped a total of 39.1 million products in 2018, or more than 752,000 devices per week. By product category, video devices represented 56% of total volumes in 2018 (2017: 59%), while broadband devices represented 44% of total shipments (2017: 41%) of which 9.6% of total volumes from Manaus.

On the video side, Ultra-High definition products represented around 33.3% of the Group's digital Set-Top Box revenues in 2018.

REVENUES BY REGION

- 21% (vs. 18% in 2017) Europe, Middle-East & Africa
- 15% (vs. 14% in 2017) Latin America
- 18% (vs. 12% in 2017) Asia-Pacific
- 46% (vs. 56% in 2017) North America

REVENUES BY PRODUCT

- 49% (vs. 65% in 2017) Video
- 51% (vs. 35% in 2017) Broadband
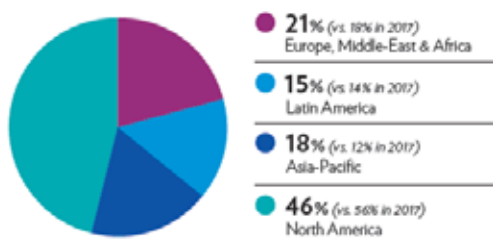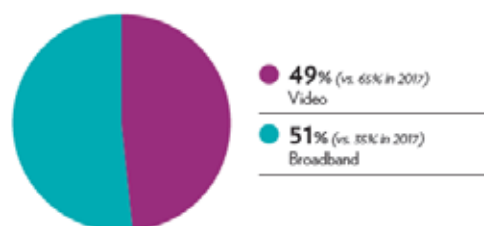
Corporate & Other

Corporate & Other includes Trademark Licensing business.

Trademark Licensing business 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.

Corporate & Other recorded revenues of €44 million in 2018, related to the Trademark Licensing business and to Patent Licensing retained revenues from prior years.

1.1.3   HISTORICAL BACKGROUND AND STRATEGY

GRI *[102-10] [102-15] [102-49]*

Technicolor launched a strategic roadmap in February 2015 focused on improving the scale of Connected Home and on growing Production Services by expanding its offering in the Animation, Games and Advertising segments.

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

In 2018, Technicolor increased its investments in organic growth in Production Services and in the transformation program in Connected Home. The Group announced an outsourcing agreement from Sony DADC to Technicolor in North America and Australia to start in the second quarter of 2018 and Connected Home launched a three-year transformation targeting market share gains while improving profitability being able to absorb potential new headwinds in the market.

These initiatives are expected to continue over the next few years in well-defined areas.

Specifically:

• the Group will continue to build upon its strong position as worldwide leader in Production Services by increasing capacity (in particular in India, France, Australia and Canada), while continuing to improve profitability;

• in Connected Home, the benefits from the implementation of the ongoing transformation plan and the expected improvement in components availability and pricing, will enable the Group to invest in market share gains in broadband access and Android based video solutions which will lead to improving margins over the next several years;

• in DVD Services the Group expects to start renewing contracts with its major customers on improved trading terms over the next several years to reflect structural reductions in volumes.

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 2018 Registration Document**, and regarding the implementation of articles L. 225-102-1 and L. 225-102-4 of the French Commercial Code, the Group has identified 6 macro risks resulting in 22 CSR issues. Policies and results regarding these issues are detailed throughout this chapter.

	Macro risk		CSR Challenges at stake relating to macro risk
1	Human capital	1	**Management and development of talents (acquisition, retention and training)*** (see chapter 2.2 of this report)
	In a context of on-going and rapid transformation of our business, and while the profile of talents may vary according to our business, in all cases, the diversity, availability, and development of talent is at the core of our production and competitive capabilities, in creative activities, in research and development and in distribution.	2	Management of business cycles – fixed-term/temporary staff (see chapter 2.3)
		3	**Diversity and inclusiveness – creative industries – gender equality and access for women to positions of responsibility*** (see chapter 2.4)
		4	Business transformation and social dialogue (see chapter 2.5)
		5	Safety at work (injuries, illnesses and severity) (see chapter 2.6)
		6	Community impact and regional development (see chapter 2.8)
		7	Absenteeism (see chapter 2.7)
2	Human Rights and working conditions	8	**Human Rights and working conditions, including suppliers and sub-contractors*** (see chapter 3.1)
	The global organization and performance of our supply chain with multiple contributors requires strong and consistent attention while national legislations related to human rights are increasing	9	Fight against discriminations (see chapter 3.2)
3	Climate change	10	Carbon emissions generated by production, supply chain (logistics and purchasing) and data centers (see chapter 4.1)
	Climate change requires improvement of efficiency at every step of the life cycle of our products and services.	11	**Energy efficiency: carbon emissions generated by products' use*** (see chapter 4.2)
		12	Renewable energy (see chapter 4.3)
4	Circular economy	13	Recycling of waste and optimization of raw material consumption (see chapter 5.1)
	Depletion of raw material and of water resources creates a risk for both our business and the communities in which we operate. Resources must be saved or reused or recycled.	14	Environmental footprint of products – eco-design (see chapter 5.2)
		15	Environmental responsible procurement (see chapter 3.1)
		16	Sustainable water management (see chapter 5.3)
5	Fairness of practices	17	Anti-bribery (see chapter 7.1)
	In an internationalized and competitive business environment with increasing business ethics requirements, any non-compliance generates major risks	18	Compliance with competition rules – business ethics (see chapter 7.1)
		19	Fight against tax evasion (see chapter 7.2)
6	Safety of customers and protection of customers' content	20	Product compliance and ban of hazardous materials (see chapter 6.1)
	Physical safety of end customers is vital to sustainable relationships with our customers. Intellectual Property rights of our customers are critical assets and must be highly protected in content production and physical and digital content distribution	21	**Content security and respect of Intellectual Property*** (see chapter 6.2)
		22	**Cyber risks – protection of networks and of data*** (see chapter 6.2)

* *Strategic CSR challenges.*

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

Identification of the CSR challenges is based on the CSR requests from customers and rating agencies, on peer evaluation, and on internal analysis of key levers to anticipate evolution of customers and markets and of regulations. It was updated in 2018.

1.3 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

- Talent management and development **1**
- Human rights and working conditions **8**
- Cyber risks **22**
- Diversity and inclusiveness **3**
- Energy efficiency of products **11**
- Content and IP security **21**
- Safety at work **5**
- Fight against discriminations **9**
- Eco-design of products **14**
- Anti bribery **18**
- Business transformation **4**
- Business ethics **17**
- Carbon emissions **10**
- Raw material use and waste **13**
- Environmental responsible procurement **15**
- Product compliance **20**
- Fight against tax evasion **19**
- Renewable energy **12**
- Community impact and regional development **6**
- Management of business cycles **2**
- Absenteeism
- Sustainable water management **16**

IMPORTANCE FOR TECHNICOLOR PERFORMANCE

MACRO RISKS

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

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

- The operational, business, and reputational impact on the Group (the most important across the 3 business divisions, as the impact of any single CSR challenge on a business division may differ widely from one issue to the next);

- The likelihood of occurrence;

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

- The importance for the Stakeholders was determined based on:

- The focus of customers' requests per CSR issue;

- The feedback from employees;

- The focus of questions and alignment with subjects judged important by CSR rating agencies.

1.4 THE APPROACH TO SUSTAINABILITY

GRI [102-43]

Technicolor's approach to sustainability relies on 3 pillars:

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

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

● **Enabling sustainable content distribution.**

Content distribution requires energy in all cases:

- energy consumption based on the raw materials used within and by manufacturing and distribution operations of physical media;

- energy consumption of products (set-top box and modems) used for digital distribution and raw material of these products during production and the associated waste at end of life.

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

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

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

● **Ensuring a safe and healthy work environment throughout the supply chain.**

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

1.5 UNITED NATIONS GLOBAL COMPACT AND SUSTAINABLE DEVELOPMENT GOALS

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

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

Based on its CSR risks and materiality analysis resulting in 22 CSR challenges (please refer to chapter 1.2 and 1.3 of this report), Technicolor has identified 8 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

SDG 16: Peace, justice and strong institutions

The GRI Content Index table presented at the end of this report (please refer to chapter 11) links these 8 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 must begin at home. Human Resources plays a key role in ensuring that sustainable business practices are embedded in the organizational structure and drive all our activities. Our actions are focused on compensation, diversity, inclusion and people development, and also on environmental awareness and community involvement of our own employees."
>
> **Fabienne Brunet,** *Executive Vice President, Human Resources & Corporate Social Responsibility*

2.1 WORKFORCE EVOLUTION AND COMPOSITION

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

On December 31, 2018, the Group employed 17,745 employees (71% male and 29% female), compared to 16,307 employees on December 31, 2017, an increase of 8.8%.

The highly competitive and rapidly-changing Media & Entertainment sector in which the Group provides its products, technology and services requires continuing adjustment to the workforce.

Split by geographical region

The table below shows Technicolor's total workforce as of December 31, 2018, 2017, and 2016, as well as the distribution of personnel across geographical regions.

	2018	2017	2016
Europe	3,886	3,853	3,990
North America	6,745	6,767	7,678
Asia[(1)]	5,361	3,955	3,651
Latin America[(2)]	1,753	1,732	1,698
TOTAL NUMBER OF EMPLOYEES	**17,745**	**16,307**	**17,017**
Number of employees in entities accounted for under the equity method	45	46	45
Permanent contracts	14,225	13,712	14,208
Fixed-term contracts	3,520	2,595	2,809
[(1)] Including India.	4,687	3,247	2,862
[(2)] Including Mexico.	1,425	1,334	1,313

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

French "Intermittent" contracts are not part of the above table. They represent the equivalent of 272 full time jobs over 2018 while their number decreased from 413 in December 2017 to 235 in December 2018. Over the year, 775 "intermittent" persons have worked for Technicolor.

	2018	2017	2016
Number of Intermittents having worked in December	235	413	388
Full time equivalent over the year	272	347	164

Split by business segment

The followings tables and graphs indicate the number of Group employees by segment and by region as of December 31, 2018. French "Intermittent" contracts are not part of these figures.

Segment	Number of employees	Percentage
Corporate and Other	1,365	8%
Connected Home	1,602	9%
Entertainment Services	14,778	83%
TOTAL	17,745	100%

Employees split **by segment** in 2018

Corporate & Other

Connected Home

Entertainement services

Employees split **by region** in 2018

Europe

North America

Asia

Latin America

Split by gender and job status

At the end of December 2018, the Group employed 5,139 women (representing 29% of Technicolor headcount) and 12,606 men (representing 71% of Technicolor headcount), "intermittents" excluded. The following table indicates the split by gender and job status:

	Women	Men	Total
% Total workforce	29%	71%	100%
Total workforce	5,139	12,606	5,053
% Exempt jobs	24%	76%	100%
Exempt jobs	3,152	10,101	13,253
% Management committee members	33%	67%	100%
% Excom members	25%	75%	100%
Excom [1] [2]	3	9	12
% Board of Directors [3] [4]	43%	57%	100%
Board of Directors [2] [3] [4]	3	4	7

[1] On December 31, 2018

[2] Including CEO Frederic Rose

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

[4] As of the date of publication of Technicolor 2018 Registration Document

Gender by job status Exempt

Women

Men

Gender by job status Non Exempt

Women

Men

Split by gender and age

64% of employees are aged under 40; 20% are aged 40-to-49, and 16% are aged over 50. At the end of December 2018, the breakdown by gender and age is a follows:

Age	Women	Men	Total
< 20	13	31	44
20 to 29	1,430	3,623	5,053
30 to 39	1,657	4,670	6,327
40 to 49	1,095	2,475	3,570
50 to 59	744	1,414	2,158
60+	200	393	593
TOTAL	5,139	12,606	17,745
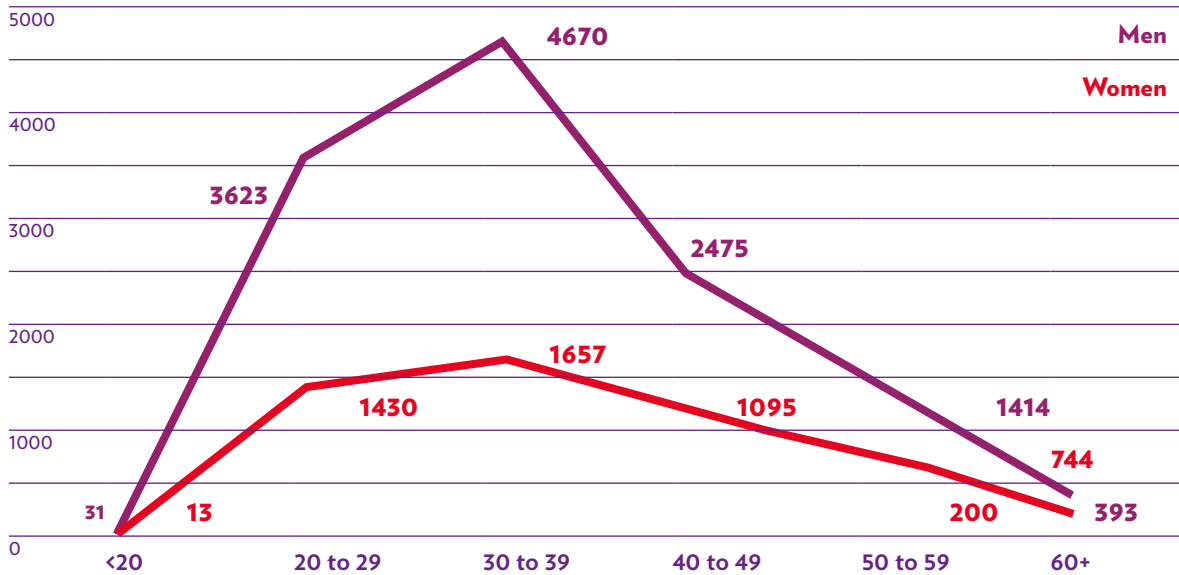
Split by gender and seniority

The following table and graph show the total number of years of employment with Technicolor. 62% of employees have worked for the Company for fewer than 5 years. 24% have worked for the Company for 5 to 15 years, and 14% have been employed for more than 15 years. At the end of December 2018, the breakdown by gender and seniority is a follows:

Seniority (years)	Women	Men	Total
< 2	2,142	5,795	7,937
2 to 4	799	2,354	3,153
5 to 9	500	1,371	1,871
10 to 14	842	1,463	2,305
15 to 19	556	959	1,515
20 to 29	236	510	746
30 to 39	62	151	213
40+	2	3	5
TOTAL	5,139	12,606	17,745
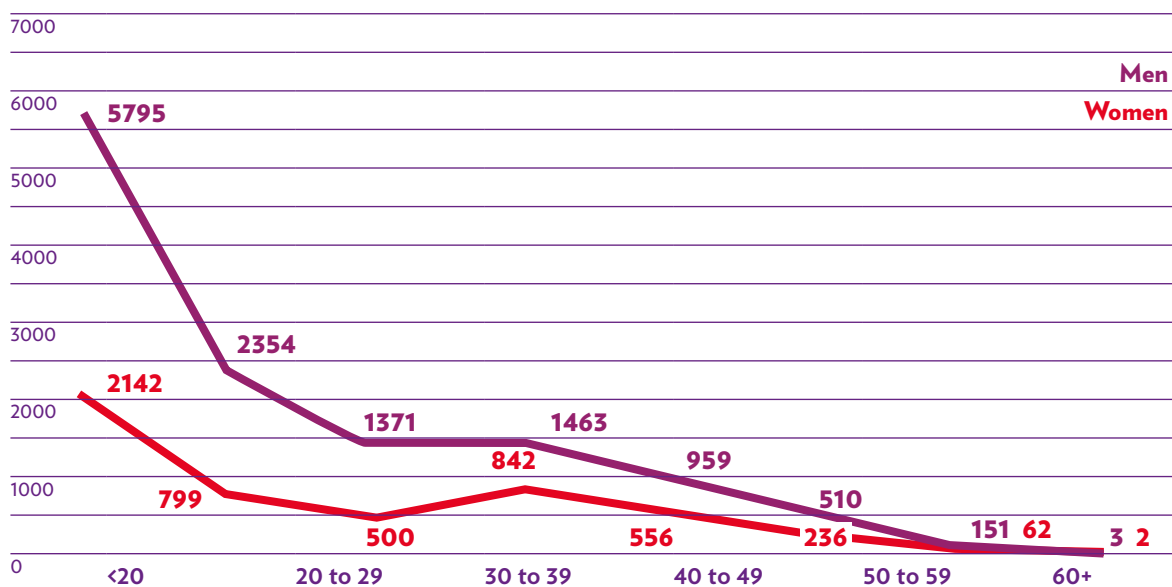
Hiring and Termination

During 2018, 8,504 employees have been hired of which 3,088 were retained as permanent employees and 1,199 were made redundant, "intermittents» excluded.

	2018
Hiring of permanent employees	3,088
Hiring of fixed-term contracts	5,415
Acquisitions	0
Divestitures	253
End and resignations of fixed-term contracts	3,464
Dismissals	1,199
Resignations of permanent employees	2,080
Other (retirement,..)	69

Methodology

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

2.2 MANAGEMENT AND DEVELOPMENT OF TALENT

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

2.2.1 A GLOBAL ORGANIZATION

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

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

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

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

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

• strong partnership with Business Divisions;

• global Centers of Expertise (CoE);

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

The integration of business strategy within the HR processes has been reinforced through the HR Business Partner (HRBP) function. HR Business Partners work closely with each business leader to analyze and plan the evolution of Technicolor's workforce skills and competencies, and to ensure they are in line with their development goals. They leverage the Company's HR Global Centers of Expertise and Regional Competence Centers to deliver high quality and cost-efficient services.

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

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

• Talent and Development focusing on people development, organizational development practices, career and performance management;

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

• Resources Management focusing on Technicolor resource plan definition and tracking;

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

• Labor Relations, focusing on keeping a consistent set of relationships and interactions with all European union's representatives.

Under a unique HR leader, the Regional HR Competence Centers, built on a shared service model, ensure a consistent HR approach across sites and functions within each geographical region, and guarantee that Technicolor remains compliant with local employment laws and practices. The Group has two main Regional HR Competence Centers:

• Europe, India, Asia-Pacific: including India, China, Malaysia, Hong Kong, Japan, Singapore, Taiwan, Korea, Australia, France, Belgium, Germany, the United Kingdom, the Netherlands, Sweden, Norway, Italy, Spain and Poland;

• Americas: including Brazil, Chile, Mexico, Canada and the USA.

HR Leaders, reporting to the Regional Competence Centers, are appointed in each of the sites to better support business activities which have common processes and regulations at the site level by delivering all necessary HR transactional activities. HR Site Leaders also contribute to the implementation of Corporate HR programs and facilitate coherent local communications. HR Sites Leaders report to their respective Regional HR Competence Centers.

The Head of HR&CSR, a Member of Technicolor's Executive Committee, defines HR&CSR strategic priorities in line with Technicolor's strategic plan, implements and adapts the HR&CSR model, identifies organizational needs and related resources, and pilots HR&CSR initiatives across all of the Group's activities.

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

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

2.2.2   TALENT ACQUISITION

Within each division, managers and HR generally identify the types of profiles and skills needed to ensure the success of current and future projects and initiatives. When the profiles or skills identified are not available in the Company, the entire HR team (HRBP and HRCC and CoE) is mobilized to recruit the best talents for our businesses, our projects and our culture. In the case of studios, the project driven nature of the activities requires the launching of massive recruitment campaigns several times a year – several hundred highly qualified jobs – and sometimes multi-country campaigns to accompany the swift launching of large projects (film, series, games, ...).

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 being our new in-house recruitment agency, hiring for Technicolor's award-winning VFX studios – MPC Film, Mr X, Mikros, Technicolor Academy and the newly launched Mill Film.

3,000 people were hired in 2018 through The Focus, due to the demand for the world's best VFX artists being greater than ever. The Focus as a brand has developed its own unique website to make it easy for artists/candidates to find the right opportunity (whether they're a recent gra-duate or already established in the industry) while ensuring the brands are effectively utilizing the resources among themselves and within the industry. With more than 50 major movies and TV projects in our portfolio, candidates working within the setup of The Focus are able to receive better service to their career aspirations and personal affiliations since we can attract and retain talent across our multiple locations and brands.

The Focus leverages experienced Recruiters to represent the Brands and their proposition/values, but also takes care to create harmonization in hiring practices and to manage the price point for the most economical values across the businesses – these recruiters are partnered with Sourcers to ensure each brand has the best access to the talent in the industry.

In 2019, the Group will be looking to develop The Focus further with the creation of a Social Recruitment Platform, pioneering the way in which talent is engaged, managed and acquired within the VFX industry. For all other businesses, since 2016, 30 recruiters in all organizations and regions covered by our businesses have had access to and benefitted from support in their professional use of online recruitment tools (such as LinkedIn). This on-going practice allows Technicolor to extend its scope of research and to reach candidates traditionally invisible to the Group.

Lastly, the Group worked in 2015 and has since capitalized on the local deployment of an attractive employer brand that allows candidates to better identify the pillars of Technicolor's culture and values.

2.2.3 PERFORMANCE, RECOGNITION AND RETENTION

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

Since 2010, Technicolor has been evaluating the individual performance of all employees as part of an annual plan called STEP. This system is built around 2 key moments in the year (January: setting of objectives – November/December: assessment of individual performance based on interviews between employees and managers to assess the achievement of objectives). However, determined 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,…), the Group launched in March 2018 a pilot for a project to overhaul the system of performance evaluation and employee development. This tool called "TEAM" is based on 4 fundamental principles:

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

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

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

• And finally, for those who wish to do so, integration into the contribution assessment of the justified and formalized opinions of relevant third parties who collaborated with the person evaluated (360 ° feedback).

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 continues to incorporate a classification structure based upon 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 competi-

tiveness 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 will be rolled out in 2019.

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

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

• **equitable approach:** Technicolor believes that it remunerates its employees on an equitable 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 means of various remuneration factors defined by the Group.

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).

	2018	2017	2016
Evolution of remuneration	4.50%	4.12%	4.08%

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

In 2018, the following extensions were implemented:

Area of action	Type of action	Description of the extension	Country
Wellness	Benefit enhancement	Implementation of an Employee Wellbeing and Assistance Program to address distress situations at work or in their personal life.	India
Life & Accident	Harmonization	Extension of Group Personal Accident and Group Term Life policies to Trace VFX Solutions India Pvt Ltd (Mumbai).	India
Health	Benefit enhancement	Improve existing medical coverage.	Poland
Life	Benefit enhancement	Provide a Sponsored Life and Accident coverage to all employees and enhanced conditions for voluntary coverage. Urgent care campaigns to educate employees about their options to save time and money to get care fast.	Poland
Health	Wellness & Preventive	10 Onsite Biometric Screenings ("mini preventive check-ups"); Personalized telephonic health coaching; Preventive Care campaigns; Telemedicine campaigns "See a doctor online 24/7" (virtual visits that give direct access to a licensed doctor 24/7/365); Urgent care campaigns to educate employees about their options to save time and money to get care fast.	US
Disability	Long-Term Disability (LTD)	Long-Term Disability benefits to all exempt employees and select groups of hourly employees at no cost to employees, with an income replacement protection program covering extended periods of disability, illness, or accident.	US
Health	Medical, Dental and Vision	Medical, Dental and Vision plan enhancement. Benefits of DVD Services employees aligned and enhanced with Flex Plan and RRSP of Production Services employees, within the two legal entities.	Canada
Health	Harmonization	Waiting period of the fixed-term employees reduced from 9 months to 3 months and aligned with the permanent employees; Benefits of DVD Services employees aligned and enhanced with Flex Plan and RRSP of Production Services employees, within the two legal entities.	Canada
Health	Harmonization	Inclusion of Mikros and MPC Creative employees to the French Group scheme.	France

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 that respect, worldwide employee engagement surveys have been conducted for film visual effects and advertising visual effects businesses concerning 5,150 employees. Employee satisfaction surveys were also conducted on selected sites for DVD services in Poland, Mexico and the United Kingdom concerning a total of 1,960 employees.

2.2.4 TRAINING AND DEVELOPMENT

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

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

2.2.4.1 Training

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

In addition, the Talent Development Center of Expertise advises operational managers and HR Business Partners on all aspects of training and development, particularly on leadership and management aspects. HR Business Partners coordinate the construction and monitoring of development plans at division or function level. Trainings are organized at the local level by the HR Competence Centers who are responsible for ensuring that training initiatives are optimized across divisions and that they comply with local regulations.

Overall, training initiatives offered in 2018 encompassed 312,367 hours of training for both employees and external persons working under the Group supervision, of which 296,137 hours were delivered to 14,718 Technicolor employees. This represents 20.1 hours of training per employee on an annualized basis.

	Women	Men	Total
Number of hours of training delivered	71,786	224,351	296,137
Number of employees trained	4,350	10,368	14,718
Number of hours of training per employee trained	16.5	21.6	20.1

Focus on divisions

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

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

Production Services

The Technicolor Academy

The core training initiative of Production services is the Technicolor Academy. It supports globally the efforts to develop excellence in leading-edge VFX skills. This program can be defined as an endeavor to bring in raw talent freshly graduated from University and to provide training to prepare them to work on shots; it targets graduate level artists who are recognized as high potential but have yet to show a full level of competency. Participants benefit from 6 to 12 weeks of training while being paid, followed by 12 months of employment. This program impacted 488 artists in five locations in 2018 (Bangalore, Vancouver, Montreal, London and Adelaide) – representing 152,668 hours of training. An Academy location will be opened in Paris in 2019. More details are provided in chapter 2.8 of this report.

The MPC University

The MPC University supplements the Academy by delivering online courses to our visual effects talent to improve and maintain their skills on a regular basis.

An updated definition of Skills

In 2018, MPC Film went through a change management program which transformed how artists are categorized (job architecture) but more importantly defined the competencies and skills within the levels. The competencies have been developed into learning pathways for a Learning Management System (LMS) which will be launched in first quarter of 2019.

Formal upskilling/creative programs in MPC

In 2018, Technicolor Academy helped support 211 employees going through creative programs (i.e. formal

up-skilling) in Bangalore. These are a combination of 4-8 weeks of formal training (218 hours in average).

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

Apprenticeship Scheme (inclusion)
In 2018, an apprenticeship scheme pilot in London was set up to focus on working with local schools in less advantaged areas to support our campaign around diversity and to have a program to support our entry level talent. We have partnered with a provider to set up the program over 12 months where 20% of participants' time is on learning. The program is designed to take participants through business-based learning modules. We are looking to expand and develop this scheme further in 2019 and it supports our campaign around diversity.

In 2019 we will be looking at setting up a grad scheme to help support the next generation leaders and producers.

Mikros
A global development program of 792 hours is delivered to leaders & creative officers to support the implementation of the new organisation and to help the new Service Lines directors in their new role. Training topics include the acquisition of a leadership posture, the development of leadership, the release of energy of their teams, the management of profit and loss account and the understanding of human resources and legal aspects.

Connected Home

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

• product managers, with training on pre-sales, bid, sales. In 2018, we ran internally 9 webex sales enablement presentations with a total of 644 attendees;

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

"Each business has unique learning and development needs. Technicolor Learning & Development Center is designed to be an internal full-service consultant to support and offer custom solutions for each business. We tailor content and delivery modalities to fit the business culture with the mission to improve individual and organizational effectiveness through cultivating awareness, common language, and interpersonal skills in our talent across the globe."

Mary Vinette, *Global Head of Learning and Development*

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
There are 184 High Potential and Group High Potential within the leadership talent pool. Members of the Leadership talent pool assessed their competencies through a 360° evaluation based on the brand-new leadership profile that was collaboratively designed for the Company during the year 2017. Individual Development Plans were drawn and executed from the conclusions of this assessment and implemented in the divisions.

the Leadership Development Program

In 2017, based on the new leadership competencies model, a training course was also developed to reinforce the personal development capabilities of HR Team Members so that they may support the development of employee skills aligned with Technicolor's vision, values and strategy. This initiative resulted in the creation of a pool of 30 fully trained HR professionals, who can act as internal coaches for Group High Potentials (analysis and feedback of 360° assessments, definition of individual development plans, as well as employee individual coaching during the deployment of development plans).

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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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the Management Academy

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

After a 2014 pilot period during which Management Academy sessions were organized, both internally and externally, in the United States, the United Kingdom, France and Belgium, the program evolved periodically in order to create a true reference program dedicated to the management of skills across the Group in 2015, 2016

and 2017. In 2018, 3 sessions of the new program were created and are planned to take place between January and March 2019: 3 days of collaborative training sessions organized in France, the United States and India, impacting 60 managers from all divisions and functions. Participants will also be offered to participate in a complementary session via Webex to reinforce their learning and give them an opportunity to keep working on certain topics that were covered during the sessions.

A total of 5,500 hours of training were given to managers worldwide to improve the attitude and management skills of our employees.

Focus on divisions

A Leadership program in the Production Services division

2018 LEAP (Lead, Energize, Accelerate, Performance) has been piloted within MPC Film. This is a management development program designed to equip and up-skill anyone with management responsibilities. In 2019 this program will be extended to the other brands within Technicolor Film and TV. Coaching is offered to all those in senior management and can be requested throughout the business.

Implementing Progression and Succession

As talent mobility is higher in the visual effects domain, MPC Film reviews succession and progression plans on a quarterly basis, and on average promotes 10-15% of the population into new roles on an annual basis.

In 2018, MPC developed a talent evaluation system in order to leverage the contribution and other performance data we have within our production systems, so that a more objective means of identifying and assessing talent is routinely used to equip managers to make more consistent and objective decision making about staff movements and developments while providing fair and accurate feedback to the workforce. In 2019, we will be introducing a new feedback tool combined with a talent evaluation system to support the notion of talent development and transparent feedback.

Job transformation in the Connected Home segment

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

- review of current scope of work, RACI (Responsible, Accountable, Consulted and Informed) matrix, social map;
- definition of "target profile";
- assessment of all relevant population according to technical and professional competences defined as part of the "target profile";
- analyze gaps and put action plan in place.

2.3 MANAGEMENT OF BUSINESS CYCLES

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 2018, Technicolor had in average 205 employees working less than 5 days per week. Over the year, part time employees working at least half time represent 96% of part time employees and part time employees working at least the equivalent of 4 days per week (80% of a full-time worker's time) represent 63% of part time employees. French "intermittent" contracts are not considered as part time employees.

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

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

Overall, seasonal interim workers represent about 5,414 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 2,720 full time equivalent jobs across the Group activities.

Across Technicolor, total overtime represents about 598 full time equivalent jobs.

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

	2018	2017	2016
Average number of part time employees	205	285	350
% of part time employees working at least half time	96%	97%	97%
% of part time employees working at least 4 days per week	63%	57%	50%
Full time equivalent number of fixed term contract (including « intermittents »)	2,723	2,890	2,600
Full time equivalent number of agency workers	5,414	5,960	6,250
Full time equivalent of overtime (including « intermittents »)	598	580	700

Full time equivalent worker generally means 2080 hours *worked in the calendar year.v*

2.4 DIVERSITY AND INCLUSIVENESS

"Being a powerful multiplier of innovation, creativity and growth, it is proven more diverse 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 for our business reflect the diverse society we operate in, but Technicolor also has the potential to provide greater opportunities and be a leader in changing the employment landscape of the future. Having culture of equality ensures we can leverage being a more powerful workplace to the benefit of our clients, customers and communities."

Amy Mercer, *Director of Talent, Technicolor Film and TV*

Diversity & Inclusion in the Workplace

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

During 2018, at the Group level, work continued to focus on action planning and internal communication and awareness building, while several business units launched programs and networks related to diversity and inclusion in alignment with their workforce requirements. More specifically, in Production Services, a pledge was developed to ensure all groups of people are fairly represented within each brand, to use the Technicolor Academies to actively change diversity in the short-term, and to work long-term with education and industry event to improve the awareness of VFX as a career option for all groups.

Gender Diversity

A first program was launched in 2014 under the sponsorship of the Executive Committee (EXCOM), in order to better balance gender diversity and increase the ratio of women in business roles, management levels and leadership pipeline. Actions were put in place through a full range of processes and progress continued during 2018:

• three women are members of the EXCOM, representing 25% of the total number of members on December 31, 2018. At Management Committee (MCOM) level, five women are members, reaching 33% of the total number of members including EXCOM members;

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

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

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

• in India, the local Women's Network continued to build momentum and several specific events were held during the year 2018 such as one week of Women's Day celebration, a keynote speech by eminent Women leader Ms. Shanthi Menon, and Women's Discussion Circle sessions. Technicolor India also developed Service line specific employee referral programs which help in attracting more Women talent to have a balance in gender diversity. Women participation in all the training initiatives across Services lines has been ensured to prevent creation of skill gap. Also, women are actively encouraged to participate in all initiatives like Employee engagement activi-

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

ties, health and wellness programs and training sessions for overall personal and career development;

• in France, an agreement was reached in 2016 about "Gender Equity." It includes compensation alignment between men and women, with a dedicated budget, training for managers to appreciate gender diversity, training to support women in developing their leadership and promoting their career. During 2018, about 43 changes in compensation for women and 13 changes for men were introduced as part of the Gender Equity program actions. Technicolor ranked 11 in 2018 in the yearly ranking for gender diversity in the governance bodies of French companies (SBF120);

• in the UK, The Mill hosted a panel and training event on International Women's Day that involved schools and Talk Radio's 'Badass Women's Hour', with workshops focusing on freelancing, leadership, and empowerment. The Balance program, a global initiative focusing on improving gender diversity within operations, continued and currently at Film and Television VFX (FTV) service line (MPC Film, MrX, MillFilm). At least half of the Senior Management Team in each location is female and slightly more in the overall leadership team. All FTV locations continued work with local Balance (diversity) committees during 2018 representing gender, LGBTQ, culture and ethnicity. 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. The hiring target for Technicolor Academy remained at 40 percent women. A 50-50 gender split was achieved during 2018 for entry-level staff hiring at MPC Advertising. As part of FTV, Mill Film achieved an overall 43% women talent hiring target during its first year. A Diversity and Inclusion component was added to MPC's periodic engagement survey, and gender-neutral washrooms were facilitated worldwide;

• 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;

• In Australia, Women in Leadership workshop was held to stimulate women in leadership roles.

Employment and Integration of Disabled People

Depending on national legislations, legal requirements to integrate disabled persons or to hire a specified number or percentage of disabled employees, and thus the definition of a disabled employee, may strongly vary, or may not even exist. Also, labeling, categorizing, or making a record of an employee as disabled may be legally prevented in certain countries or subject to the individual authorization by each concerned employee who may refuse. Therefore, statistics cannot reflect the reality with accuracy.

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

• in France, agreements were signed during 2016 with labor representatives in support of Technicolor's "Mission Handicap – France" program, which was launched during the second half 2016 and focuses on four critical aspects: increase recruitment of persons with disabilities, provided their competence is in line with the position requirements; encourage job retention and career development of employees with disabilities; develop knowledge and expertise on disability within Technicolor through training and coaching; and increase the use of disabled people from service providers. End of 2018 confirmed 5 persons recruited;

• 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 partnered with a disability employment agency to hire employees with disabilities, and placements are on-going;

• in the UK, a joint industry network continued under the name of Access: VFX, with the guiding principle of promoting diversity and inclusion in the VFX industry. The Mill and MPC are both key correspondents in the Access: VFX launch, including hosting seminars and workshops on-site for small groups of targeted individuals. The Mill also participated in two 'Industry Connect' speed networking and skills-based events that targeted BAME (Black Asian Minority Ethnic) and talent who are disabled;

• 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"

Aude Goulon, *Human Resources Competence Center for Europe, India & Asia Pacific*

TRANSFORMATION PLANS

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

Due to the continuous changes in the Media & Entertainment industry and its associated Technicolor business divisions (e.g., cinema distribution, dubbing), Technicolor divested in the past years from several domains with the objective to sell such businesses to an external party. When such sale of the impacted activities was not achievable, the Group committed significant resources and support, according to its existing policies, in order to mitigate the impact for the concerned stakeholders. Several activities of the Group are subject to fast changing competitive environments requiring regular adaptation of their organization and of the production tool.

A transformation plan of the Connected Home segment has been launched to adapt globally this activity and to match with the drastic industry and market changes (for more information, please refer to section 1.2.1.3 of **Technicolor 2018 Registration Document**). This plan was implemented worldwide and strives to minimize the impact on the employees. A dialog was engaged with the employees' representatives, where present, about the transformation plan and its accompanying measures in order to promote a contractual approach.

The DVD Services division strives to anticipate the evolution of the DVD markets and to optimize progressively its operation footprint (for more information, please refer to section 1.2.1.2 of **Technicolor 2018 Registration Document**).

LABOR RELATIONS

GRI *[102-41]*

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

With respect to its European operations, Technicolor entered into a labor agreement with a European council of employee representatives (the "European Council") confirming the Group's labor practices. This council, which meets several times each year, comprises union representatives or Members of local works councils in European countries.

The European Works Council is composed of:

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

Technicolor's European Works Council is a supranational body, the purpose of which is to address topics of a transnational nature. The European Works Council is informed of Technicolor's European operations in respect of personnel, finance, production, sales, and research and development, and their impacts upon employment and working conditions. It is also informed of major structural, industrial and commercial changes as well as organizational transformations within the Group. It met one time in 2018.

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 rate 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 2018, Technicolor entered into 26 collective bargaining agreements: 1 in Australia, 1 in Belgium, 2 in Brazil, 2 in Canada, 15 in France, 3 in Mexico, 1 in the United Kingdom and 1 in the United States of America.

In several countries, collective bargaining agreements are negotiated on a pluriannual basis (three years or more), and therefore agreements may not have to be renewed in 2018 in certain countries, due to this calendar.

Country	Headcount	Unionization rate*	Number of collective agreements signed
India	over 3,000		0
USA	over 3,000	2.9%	1
Canada	between 1,000 and 3,000	3.7%	2
UK	between 1,000 and 3,000		1
Mexico	between 1,000 and 3,000	53%	3
Poland	Under 1,000		0
France	Under 1,000		15
Brazil	Under 1,000		2
China	Under 1,000		0
Australia	Under 1,000	57%	1
Belgium	Under 1,000		1

SAFETY AT WORK

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

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

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

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

Tom Sipher, Vice President, Environment, Health & Safety

Charter, policies and guidelines

Standards and direction begin with Technicolor's Code of Ethics and then flow to the EHS Charter, authorized by top management. After that comes a library of more than 50 EH&S Policies and Guidelines, beginning with the Health and Safety policy, supported by numerous topical guidelines such as hazard communication, personal protective equipment, or emergency preparedness. The EH&S Charter has been translated in six languages and is available on the Group's Intranet, along with all the EH&S policies and guidelines.

Training

Technicolor understands that each employee has the ability to impact Environment, Health and Safety (EH&S) efforts and performance, thus it is critical that they are provided with the appropriate tools, resources and knowledge. EH&S training programs develop awareness and skills that allow employees and contractors to perform their jobs in such a manner that will not only ensure compliance with appropriate laws, regulations and policies, but also so that they may prevent accidents which may lead to injuries or harm to the environment. Training programs are evaluated during the EH&S Audit process and are a core requirement in the EH&S performance measurement process. In 2018, 42,712 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 2015-2018

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 2018:

• 5% annual reduction in incident rate;

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

Safety performance

What follows are results of key safety metrics that were tracked in 2018.

In 2018, Technicolor experienced a 13% decrease in work-related injury and illness incident rate[1] from 1.14 in 2017 to 0.99 in 2018. The work-related lost workday incident rate[2], increased 9% to 0.58 from 0.53 in 2017.

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 (0.061), to average lost days per incident (12.4), to average lost days per equivalent full-time worker (0.121).

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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.

Work-related incident rates for 200,000 hours worked

Year	Injury and Occupational Illness		Lost workday incident for Injury and Occupational Illness	
	Number of Incidents	Rate[1]	Number of Incidents	Rate[2]
2016	215	0.96	102	0.46
2017	243	1.14	114	0.53
2018	225	0.99	132	0.58

[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.*

2018 Incident rate and lost workday incident rates for 200,000 hours worked

Segment	Injury and Occupational Illness		Lost workday incident for Injury and Occupational Illness	
	Number of Incidents	Rate[1]	Number of Incidents	Rate[2]
Connected Home	3	0.17	3	0.17
Entertainment Services	220	1.08	127	0.63
Corporate & Other	2	0.30	2	0.30

[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 health and safety initiatives

There were many notable H&S achievements during 2018 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.

Successful programs to improve health and safety have continued with the Mexicali site awarded the certificate of "Empresa Segura" by the government for the third year in a row. In Tultitlan, the site continued to relay national health campaigns to the workers. Physical security was improved in Melbourne with new railings and walkways to prevent fall from heights in a mezzanine. In Piaseczno, a new safety shower was installed near the battery charging room. In Rugby, a new "Health Scheme" is proposed to employees whereby counselling is offered on a variety of topics to reduce work-related and non-work-related stress, such as legal, financial and family counselling along with health and well-being advice on nutrition, addictions, all available through a 24-hours service.

In non-industrial sites, of particular note, a PoSH (Prevention of Sexual Harassment) project was launched in Bangalore to foster awareness on health and safety issues across all Indian sites. Office ergonomics assessments and action plans were conducted in many locations with purchase of a few additional sit-stand desks such as in The Mill in Los Angeles. The Chennai site put in place a series of health events such as yoga workshops, eye and dental camps, and Friday fitness sessions. In Montreal Mikros as well as in the Paris new site, snacks and soda dispensers were removed and fruit and healthy foods introduced.

Technicolor sites facilitated a variety of community outreach and employee protection initiatives in 2018, including medical exams, vaccinations, flu shots, blood drives, wellness programs, massage, yoga, ergonomic evaluations, first aid training, holiday adoptions, collections for food, clothing, and eyewear, and other cash, product, and time donations.

(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 2018 was 3.2%.

	2018	2017	2016
Absenteeism rate (%)	3.2%	2.8%	2.6%

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

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

Technicolor focuses its involvement in community initiatives on digital artist education. In addition to its support to the Training Academies (see below), and to the close and sustained relationships established by our studios with the major visual effects and animation schools and universities, the Group supports broader educational initiatives to give opportunities to young talent to access studios and to develop their skills: training students in schools, Master classes, Educator's week, consulting of curriculum design, online tests for potential trainees, and supporting third-party digital artists schools. Pilots have been launched to target less favored communities to recruit and train talents.

In 2018, an apprenticeship scheme pilot in London was set up to focus on working with local schools in less advantaged areas to support our campaign around diversity and to have a program to support our entry level talent. We have partnered with a provider to set up the program over 12 months where 20% of participant's time is on learning. The program is designed to take participants through business-based learning modules. We are looking to expand and develop this scheme further in 2019 and it supports

our campaign around diversity. In 2019, we will be looking at setting up a grad scheme to help support the next generation leaders and producers.

The Group supports also the India Foundation for the Arts to help advance projects of cinematographers, with two projects currently underway. The Group also partnered in India with the Attakkalari Foundation to co-create a conference on 'Poetics of Technology in Performance'. In partnership with Oxfam India, Technicolor supports schools' engagement initiatives about recycling and painting activities.

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

THE TECHNICOLOR ACADEMY

Technicolor Academy's Creative Academies (formerly MPC Academy) is a global initiative of the Group to help bring new talent into the Visual Effects business. It is an in-house finishing school. We hire candidates with some education in a specialty within our field, and work with them until they are ready to work on feature film Visual Effects. In 2018, MPC Film Academy transitioned to Technicolor Academy, with the aim to support the business units that form Technicolor's Film and TV Service Line which includes Mr. X and Mill Film as well as Mikros.

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

Our first Creative Academy in our Canadian studios was in the autumn of 2014 and in our Indian studio mid 2015, with Adelaide & London starting in 2018. The departments we have trained for are compositing, lighting, FX, Digital Matte Painting (DMP), Animation, Roto Prep, Assets, Software and match-move. Since this project began, the training team has trained over 1,000 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 welcomed Academy students from Mexico, Brazil, Thailand, Columbia, Indonesia, China, Japan, Korea, together with India, North American and Europe. Hundreds of young people, who may not have otherwise been given a chance, have been provided an opportunity to join our creative community. They have the support of a full-time trainer in the department they are preparing for, and they are given detailed feedback along the way, so they understand what they need to do to succeed.

A big proportion of those hired into the Academy have graduated and continued on to employment within MPC Film, Mr.X and Mill Film. Many have received subsequent contracts and others have gone on to work for our competitors; we see that as a validation of the success of the Creative Academies. As Visual Effects is a show-based cyclical business, artists tend to be contract based and move between a variety of companies on different projects. We believe that since we took a risk and invested on emergent talent and created an excellent experience for their entry to the business, that they are likely to return to one of Technicolor's Film and TV business units because of the loyalty inspired. Overall, this program allows us to contribute to local economies and employment and can help grow a larger available talent pool for the industry cluster.

We aim to source a significant proportion of our future junior talent in compositing, lighting, FX and DMP, Assets, Animation and Roto Prep from Academy graduates. Our heads of department have expressed satisfaction with their performance, and we have many cases of Creative Academies graduates performing well above expectations.

We see this as a partnership between the Group and local education establishments which helps make the countries we work in attractive to creative talent. To this end, further steps are being taken to better prepare students while they are still in school. Through the robust 'Education Partnerships and Engagement strategy', we continue to work with c.30 local colleges and universities to build an affiliation basis and offer our help to better prepare their students to work in Visual Effects. Subsequent events have been held in Montreal such as "Educator week", consulting in Curriculum design, Master classes.

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

2.9 RELATIONS WITH EXTERNAL STAKEHOLDERS

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

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

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

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

Customer satisfaction is monitored and managed through regular face-to-face structured meetings with individual customers and executive review of any customer complaints for all activities. In addition, Connected Home also drives customer satisfaction surveys (15 in 2018) 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 311 events (roadshows, conference calls and conferences), met 312 institutions (institutional investors) and had 41 contacts with analysts during the course of the year. Overall Technicolor handled 375 meetings or calls with investors and analysts over the course of the year.

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

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

Relations with suppliers and subcontractors are described in chapter 3.1 as well as in the Vigilance plan (chapter 9).

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

2.10 CUSTOMER SATISFACTION – CASE STUDIES

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

2.10.1 CUSTOMER SATISFACTION AND QUALITY APPROACH

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

Technicolor quality management system extends to our 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 us avoid procedures that might hinder new initiatives or innovation.

To achieve continuous quality improvement, we:

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

- track 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 our broad range of products and services.

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

2.10.2 CASE STUDIES

2.10.2.1 Connected Home

To date, Connected Home delivered more than 500 million CPE products to its customers worldwide, since it entered the market in 1994. With a total shipment of 39.1 million products in 2018, or more than 752,000 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 deploy-

ment 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 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 mission of Connected Home's Customer Experience and Quality (CEQ) team is to assure that our customers receive exactly what they want, when they want it, and that each device stays active with our customers' subscribers for the duration of the product life cycle. 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."

Mark Bradford, *Connected Home, Vice President, Quality and Post Sales*

The Connected Home Customer Experience and Quality department is reporting directly to the President 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:

• issues resolution loop whereby feedback from the field facilitates the more effective deployment of corrective measures if required;

• issues prevention loop whereby quality policies are consistently enforced;

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

• change in culture and mindset of each engineer as supported by persons assigned as 'evangelists' 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 continual 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 repair costs. That explains why the Group includes 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 make it possible to continuously improve business processes and product development while minimizing problems and risk.

Various quality certifications from independent third parties boost quality management efficiency and effectiveness and help ensure that Technicolor meets stringent internationally recognized standards. Conformity to the ISO 9001: 2015 and TL 9000 R 6.0 standard helps foster a culture of continuous improvement while increasing customer confidence in our products and services.

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

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

RBA (formerly EICC) membership
As a Member of the Responsible Business Alliance (RBA), Technicolor fully supports the vision and mission of the RBA by adopting its Code of Conduct (**currently RBA Code of Conduct version 6.0**) within its global operations for Electronics and Information and Commu-

nications 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 Q3 2016 to Q4 2018 period and per geographical region:

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

	In file	Response	Response%
Total	341	96	28%
Per Quarter			
2016 - Q3	108	42	39%
2016 - Q4	127	32	25%
2017 - Q1	11	3	27%
2017 - Q2	31	4	13%
2018 - Q2	42	12	29%
2018 - Q3	22	3	14%
Per Region			
APAC	104	30	29%
EMEA	79	28	35%
LATAM	137	36	26%
NAM	21	2	10%

Per Product Category			
BB_Cable	57	16	28%
BB_LTE	5	1	20%
BB_Telco	102	35	34%
STB_Cable	30	10	33%
STB_IPTV	8	2	25%
STB_OTT	9	1	11%
STB_Sat	130	31	24%

The graph below illustrates the customer survey results across the respective parameters measured (scale 0 to 10)

Satisfaction per question per segment: Total

Parameter	Value
Ease of reaching project Management/Engineering	8,07
Understanding your business needs	7,96
Working with you and team	8,44
Communications and formal reporting	7,84
Pro-active approach and information provided	7,24
Flexbility/ability to adapt to changing situations/requirements	7,60
Quality of planning and achieving projet & delivery timelines	7,23
Quality of planning and on time delivery	10
Risk management and mitigation Planning	7,43
Responding promptly to problems	7,90
Keeping you informed of progress	7,90
Resolving problems to your satisfaction	7,60
Program/project management capabilites	8,50
Hardware engineering capabilities	7,90
Software engineering capabilities	7,60
Test capabilities	6,70
The ease of deployment of the product	8,80
The industrial design of the product	8,65
The hardware design	8,80
The software design	5,68
The final performance of the product in the field	7,00
Price/quality ratio	7,60
Price of professional services (exemple: kitting/change request)	7,30
Cost of after sales (either performed by Technicolor or done by the customer directly)	7,60

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

2.10.2.2 DVD Services

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

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

As the world's leading optical disc manufacturer, Technicolor places the highest priority on the quality of its products and services. The DVD Services business unit, which specializes in high-volume production and full turnkey services, provides complete supply chain management services for Hollywood studios, software publishers, game publishers and independent rights holders. In 2018, Technicolor sold a total of 1,130 billion DVD, Blu-ray™ and CD discs and has annual capacity to produce in excess of 3 billion discs, allowing the flexibility to respond to the seasonal demand for packaged media. Operations are supported by approximately 10 million square feet of dedicated replication and distribution space, with unique capability for the timely delivery of discs to more than 40,000 locations.

Global Network

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

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

Improving Quality and After-sales Service Customer Satisfaction Surveys

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

- Regular face-to-face meetings on overall performance;
- Weekly/monthly/quarterly KPI reporting;
- Quarterly performance scorecards;
- Service level agreements with measurement criteria for most customer contracts.

ISO 9001 Certification	2012	2013	2014	2015	2016	2017	2018
Memphis Packaging & Distribution - USA	✓	✓	✓	✓	✓	✓	✓
Toronto Packaging & Distribution - Canada	✓	✓	✓	✓	✓	✓	✓
Guadalajara Replication - Mexico	✓	✓	✓	✓	✓	✓	✓
Piaseczno Replication & Packaging - Poland	✓	✓	✓	✓	✓	✓	✓
Melbourne Replication - Australia	✓	✓	✓	✓	✓	✓	✓
Sydney Packaging & Distribution - Australia	✓	✓	✓	✓	✓	✓	✓
Rugby Distribution - UK	✓	✓	✓	✓	✓	✓	✓
Huntsville Replication, Packaging & Distribution – USA	**Newly Acquired in 2015**			✓	✓	✓	✓
Nashville Packaging & Distribution - USA	**Newly Acquired in 2015**			✓	✓	✓	✓

Aiming for Continuous Improvement

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

CPI and Best Practice Sharing

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

Throughout 2015-2018, major focus was placed on significant footprint/re-structuring changes in packaging and distribution centered around the addition of new clients/business and the ongoing consolidation of US-based activities. Numerous 'Continuous Improvement' projects were implemented that were derived from structured review of DVD Services Quality including identifying a list of opportunities to improve customer experience via process improvements. Weekly discussion and collaboration sessions are conducted between WW site-based QA Leadership under the guidance of SVP Quality.

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

3 HUMAN RIGHTS AND WORKING CONDITIONS

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

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

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

3.1 HUMAN RIGHTS AND WORKING CONDITIONS IN THE SUPPLY CHAIN

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

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

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

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

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

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

• defines a list of high-risk commodities and countries;

• determines when ethics 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 Ethics Handbook/Checklist procedure.

The Technicolor Supplier Ethics 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 or forced labor;

• protect peoples' health, safety and the environment;

• support employee development;

• respect fair market competition;

• strive to be a good corporate citizen;

• respect consumer and personal privacy;

• avoid potential conflicts of interests.

59 on-site Supplier Ethics audits were performed in 2018 by Technicolor concerning 53 sites as some sites have been audited two times. Through these audits and other methods, Technicolor shares its expectations that suppliers and their subcontractors provide safe and healthy working conditions for their employees, abide by human rights laws and standards, and strive for continual improvement in their environmental management systems, processes and products. During the audit process, instances of child labor are classified as "critical," resulting in an immediate stoppage of business. Audits revealing employee discrimination, forced labor, safety violations, permanent disabilities or fatal injuries are classified as "major," and require immediate corrective action.

Only 1 audit revealed a critical violation that was child labor related. 79% of detected violations relate to health and safety, and 12% to working hours. Health and safety violations represent 90% of major violations, while the remaining categories of major violations detected are discrimination, young workers and compensation by decreasing order.

In addition to this approach, focused on suppliers evaluated as "high risk", Technicolor added a more systematic risk assessment of suppliers in 2018 with the implementation of the EcoVadis assessment platform for suppliers representing a yearly spending of more than €1 million. Such category represents 91.7% of the total spending of the Group.

Suppliers representing about 55% 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 Ethics program are targeting suppliers and sub-contractors for the Connected Home business as sub-contracting is very low profile in Entertainment Services and Technology. Conversely, the year-end seasonal labor peaks are strongly represented in Entertainment Services and the Group ensures that all temporary workers receive all required EH&S training, information, and equipment for their responsibilities, no matter how limited the duration of employment, the same as any other worker within the Group.

Technicolor monitors key performance indicators according to SA8000 criteria for key active electronics manufacturing service partners to ensure they comply with Corporate Social Responsibility regulations and practices. Technicolor Sourcing gives preference to suppliers who have achieved ISO 9001 certification and who are certified to meet such EH&S standards such as ISO 14001 and OHSAS 18001.

KPIs are weighted 40% on CSR focus at top 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, EH&S (Environmental, Health and Safety) training for operators and injury trends.

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

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

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

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

In 2016, our commitment was confirmed by a **Technicolor public statement on Conflict Minerals** available on our website. See also on our website **Technicolor statements on compliance with UK and California anti-human trafficking laws**.

3.2 FIGHT AGAINST HARASSMENT AND DISCRIMINATION

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

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

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

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

In addition to the role of the management, detection of discrimination cases also relies on the whistleblower policy allowing any employee to confidentially disclose their situation or the situation of a co-worker, without fear of publicity or adverse reaction. Such cases are reported to the Ethics Committee and investigated. Some countries implement in addition an official trust person or advocate for employees if there is a discrimination issue. Overall, 36 cases of discrimination and harassment were reported in 2018, reflecting the impact of awareness campaigns about harassment.

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 2018:

• in India, a PoSH (Prevention, Prohibition and redressal of Sexual Harassment at workplace) liability survey and awareness and training campaigns with all the service line management teams and key talent was conducted. Based on the survey results, an experiential training on "unconscious bias" was conducted for the leadership team. PoSH internal complaint committee (IC) was revamped with on-boarding a new external consultant, and all were inducted to the complaint handling process. In continuation of this, all the employees were trained on PoSH with the help of video-based modules, and awareness posters were put up on the notice board at all floors. This training covered employees from all the service lines at Bangalore and Mumbai (Trace VFX). 1242 employees attended such training through 33 sessions. Through various avenues, we continue to educate employees on the unconscious bias. In India, the practice continued to make provision for mutually agreeable extension of employment for senior workers, past the national 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. Partnering with Oxfam India, the Technicolor team supported 98 local teams in the 2018 Trailwalker "Walk for Equality" event, with walks of 50 and 100 km over three days, while also staffing a checkpoint along the route for support and hospitality during the 3-day event;

• in France, the "generation contract" initiative to enhance employment of juniors and maintain employment of seniors continued;

• in the UK, in the Film and Television VFX (FTV) Service line, equal opportunities policy is part of the employee handbook and of the induction for all new starters. Regular training on mental health awareness & unconscious bias have been delivered to prevent discrimination. FTV held a week of activities focused on ethnicity during National Inclusion Week, and also continued to support social clubs at each location, named MPC Pride, open to everyone, focusing on being a welcoming space for all LGBTQ workers at MPC;

• in Australia, workshops were facilitated for Women in Leadership, to inspire current and future female leaders in the workplace. Development needs were discussed, and personalized succession plans developed. Additionally, the business sponsored a woman in Nigeria for participation in a year-long social and economic empowerment program

that proves marginalized women with the opportunity, often for the first time in their lives, to come together in classes of twenty-five women to build support networks, to share experiences, to learn critical skills, and to access new resources.

• in France, *Mikros* supported La *Fondation des Femmes* in the production of its broad public audience spots (TV and web) for Women's Day on March 8 and the fight against harassment and violence against women.

MPC celebrates cultural diversity during the inclusion week in London

4 CLIMATE CHANGE

This report provides an overview of the activities that Technicolor is taking to fulfill its responsibilities as a global corporate citizen with respect to Climate Change. As such, Technicolor is reporting on what it has determined to be the most significant aspects and impacts, both globally and by business unit, for the fiscal year 2018.

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

Charter, policies and guidelines

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

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

Organization

EH&S is managed transversally within Technicolor and by extension becomes the duty of each Executive Committee Member, Technicolor business manager, and Site manager. Technicolor established a Corporate EH&S group in 1993 to develop, direct and oversee the development of global policies, guidelines, programs and initiatives. The Corporate EH&S organization reports to Corporate Social Responsibility, headed by the Director of Human Resources and Corporate Social Responsibility, who is a Member of Technicolor's Executive Committee. Overseeing EH&S is a Corporate manager, who directs the efforts of EH&S personnel throughout the business. Business Unit liaisons work to ensure that initiatives relevant to their particular business are shared quickly among sites with similar activity. Legal support and counsel for issues such as product safety, 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 51 operating locations, of which 14 are industrial. Prior year data are reported for the same locations when available, although some newly acquired sites may not have data values for years prior to acquisition or sites may have been closed or sold. By Technicolor's definition an industrial location is a facility where DVDs are produced, packaged or distributed or where any Connected Home product is made. To provide finished products and services, Technicolor utilizes purchased materials, chemicals, components, energy, and water. As a result of the products and services it provides, there are a number of potential activities that may result in adverse impacts to the environment.

Given the diversity of the Group's operations, the environmental aspects and potential impacts vary by location, thus not every location is required to report on each of the established metrics. Environmental aspects reviewed in this report include waste management (total waste generated, landfilled, and recycled), energy consumption (electricity, fossil fuels, steam, and chilled water), water consumption, air emissions (greenhouse gas emissions), main materials used, and processing wastewater effluents. The 51 sites included in this report may be reviewed in the subsection "Data Collection Method and Rationale" (see chapter 8.2) herein.

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

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

Training

Please refer to chapter 5 for Environmental training.

Goals and objectives 2015-2018

Technicolor established the following climate change goals and objectives for the Group, to be met by its worldwide operations by the end of 2018:

- 20% minimum proportion of electricity coming from renewable sources;
- reporting to satisfy GRI (Global Reporting Initiative) Sustainability Reporting Standards.

4.1 CARBON EMISSIONS

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

Energy consumption

In 2018, worldwide energy use was approximately 1,368 tera joules, a decrease of about 6% compared with 2017. Of the total energy consumed, 87.7% was in the form of electricity (of which 19% was from renewable sources), 11% was in the form of fossil fuels, and 1.3% was in the form of purchased steam or chilled water. When compared to total revenue, average energy intensity was 0.342 TJ/M€ across the business in 2018.

Energy consumption

	Total (terajoules)	**Electricity** (terajoules)	**Fuel sources** (terajoules)	**Total per revenue** (terajoules per M€)
2016	1,633[(1)]	1,446	183	0.334
2017	1,452[(2)]	1,314	124	0.333
2018	1,368[(3)]	1,200	151	0.342

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

2018 Energy consumption

	Total Energy (terajoules)	**% Total Group** (%)	**Electricity** (terajoules)	**% Total Segment** (%)	**Fuels** (terajoules)	**% Total Segment** (%)
Connected Home	60.6[(1)]	4.4%	46.4	76.6%	1.3	2.1%
Entertainment Services	1,287.4	94.1%	1,138.1	88.4%	149.3	11.6%
Corporate & Other	20.4[(2)]	1.5%	15.0	73.5%	0.2	1.0%

(1) Total energy includes about 13 TJ chilled water purchase.
(2) Total energy includes about 5 TJ steam purchase.

Greenhouse gas emissions

Upon evaluation of its operations, Technicolor determined the most significant but limited air emission contaminant resulting from the Group's operations (Scope 1) to be equivalent carbon dioxide (CO2eq) associated with on-site combustion of fuels for heating and cooling, back-up power generation, fire-suppression equipment, or other typical engine-driven equipment.

In 2018, a total of 8,638 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	**CO2eq** (metric tons)
2016	10,557
2017	7,087
2018	8,638

Indirect emissions from consumption of electricity, steam, and chilled water (Scope 2) were 172,836 metric tons CO_2eq and were estimated using guidance and tools from the GHG Protocol (World Resources Institute (2014) GHG Protocol tool version 4.5 for stationary combustion).

Scope 2 emissions	CO_2eq (metric tons)
2016	218,386
2017	199,036
2018	172,836

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 7 years. The total impact of all Connected Home devices produced during 2018 is estimated to be an equivalent 1.44 million tons of CO_2eq during each full year of product operation. The assumed product operation that may be controlled in part by the network operator and the consumer, includes active hours during use, standby hours when not actively in use, and switched-off hours, aligned primarily with the customer habits for using their television at home. For any individual piece of equipment, the true equivalent emission will depend on the country and region of operation as emission factors vary significantly depending on electricity generation methods and sources in each country;

• raw materials and distribution of DVD and Blu-ray™ discs. The estimated impact of all inbound and outbound traffic controlled by Technicolor during 2018 for DVD products was 81,228 tons CO_2eq;

• 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 2018 for Connected Home devices was 70,755 tons CO_2eq;

• employee commuting;

• business travel;

• data centers.

In 2018, Technicolor participated for the eleventh 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 cloud and local infrastructure to meet these requirements, depending on data security, response time, availability, and other aspects. As a first step, Technicolor has mapped its requirements and its current infrastructure and continues to work toward reduced energy consumption and increased energy efficiency for data centers while working to understand the power usage effectiveness methodology (PUE) and definitions that could be further implemented to improve the business performance while reducing carbon emissions.

Climate change highlights

Sites, both industrial and non-industrial try equally to reduce their energy consumption. Typical energy reduction opportunities relate to re-lamping with LED lights (Memphis, London MPC, Piaseczno, Edegem, Culver City), introduction of variable speed drives to heating, ventilation and air-conditioning (HVAC) systems allowing system consumption to better match actual load requirements, controlling energy needs more efficiently through sensors or programable timers on equipment, turning off lighting on sections of floor where not needed (Sydney), increasing data center set temperatures, improving performance of outdoor cooling units with electronically commutated (EC) fans (Bangalore), as well as awareness campaigns for employees.

Technicolor sites are finding opportunities to reduce the carbon footprint of their activity on different scale and through different means by:

• **Reducing emissions from DVD Services distribution and manufacturing**: Rugby optimized the frequency of delivery to retail stores, with the number of deliveries per week reduced, Melbourne consolidated spare parts orders to reduce shipments, and Piasezcno improving the palletization of large orders to optimize stacking and loading of trucks.

• **Buying greener electricity**: A few non-industrials sites transitioned to 100% green electricity contracts (The Mill), or are considering doing so in the short-term (London MPC).

• **Offsetting emissions**: the Hollywood site is participating to a program of offsetting vehicles emissions by purchasing offset credits. The Manaus site has been offsetting its emissions for a number of years. The Culver City site planted more trees in front of the reception area.

Certification

The Brazilian Institute for the Defense of Nature certifies that the

TECHNICOLOR BRASIL MIDIA E ENTRETENIMENTO LTDA

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

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

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• **Reducing emissions from Connected Home**: Partnering with award-winning and certified French TK'Blue company, which conducts in-depth emissions calculations for its customers, 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.

• **Building green energy capacity**: The Connected Home Manaus site further increased the energy capacity of its solar farm to power production.

• **Reducing emissions from commutes and business travel: Some sites installed more charging areas for** electrical bicycles, participated in an awareness building car-free day event (Edegem), or worked to adapt cab routes used by employees to reduce distances or to avoid congestion areas or hours (Chennai). Shuttles between Memphis locations allowed workers to move easily between sites during peak season which helped reduce local road congestion. Business travel was strictly controlled throughout the Group and Video Conferencing as well as video supporting applications are deployed widely.

4.2 ENERGY EFFICIENCY

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

Technicolor started to implement eco-design guidelines in 2008 and has long taken a positive stance towards environmental and efficiency issues in the development, manufacture, and use of its products. The Connected Home segment complies with all the laws, regulations and industry guidelines endorsed by Technicolor. These include the European Union Code of Conduct on Energy Efficiency of Digital TV Service and Energy Consumption of Broadband Equipment, the European Union's Industry Voluntary Agreement to improve energy consumption of Complex Set-Top Box (CSTB), and more recently in 2015 the U.S. Voluntary

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

As it relates to electricity consumption during the use of Connected Home devices (Set-Top Box and gateways) in their targeted markets during their estimated product lifetime of 7 years, the total impact of all Connected Home devices produced during 2018 is estimated to be an equivalent 1.44 million tons of CO_2eq during each full year of product

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

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

Energy efficiency regulation

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

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

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

Technicolor is also actively involved in voluntary initiatives, to improve product energy efficiency and to push forward energy targets in accordance with Best Available Technology (BAT).

Externally, there has been an increased drive towards good practice through voluntary codes such as Energy Star in the United States 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 2018, Technicolor has participated and contributed to the revision of CoC BB V6 and VIA V4.0. The work on CoC BB V7 has continued and the finalization of CoC BB V7 is foreseen beginning of 2019. The VIA version 5 has been published in September of 2017. The intent is now to add in the VIA version 6 some non-energy requirements related e.g. to Repair, Reuse and Recycling (RRR), to products' durability and upgradeability, to restriction of some flame retardants in plastic parts in addition to RoHS, restriction of Short Chain Chlorinated Paraffins (SCCP), and the full recyclability of packaging. VIA V6 publication is planned in 2019.

For a number of years, most of Connected Home's complex Set-Top-Box models marketed in the US have been compliant with the Energy Star program. Technicolor test laboratory was accredited by the US Environmental Protection Agency (EPA) to perform Energy Star testing on complex Set-Top-Box.

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

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

In Europe, Company reporting for 2018 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. 2018 reporting demonstrated that:

• 98% of our Set-Top Box units put on the market are compliant with the Voluntary Agreement;

• 100% of our Home Gateways new models introduced on the market for the first time are compliant with the on-state power target of the Code of Conduct for Broadband Equipment and 87,5% are compliant with the idle state power target.

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

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

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

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

Energy-related Products - ErP Directive

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

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

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

The ErP directive stipulates that self-regulation may be an alternative to an Implementing Measure for setting eco-design requirements if self-regulation achieves policy objectives more quickly or at lesser expense. It is within this framework that a group consisting of service providers, equipment manufacturers, software providers, conditional access providers and component manufacturers has tabled a Voluntary Industry Agreement (VIA) to address the environmental impact and energy consumption of complex set-top boxes (set-top boxes with conditional access).

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

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

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

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

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

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

It was also the case for the comments ahead of the publication of the Commission's draft proposal for ErP External Power Supplies (EPS, known as Lot 7), and impact study related documents. Industry is recommending that ErP Lot 7 and its energy efficiency requirements should be fully aligned with the US regulation on EPS from the US Department of Energy (DoE), which came into force in 2016.

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 Emissions] [103-2 Emissions] [103-3 Emissions]*

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

Renewable energy

Group	As a percentage of Electricity (%)	As a percentage of Total Energy (%)
2016	16.8%	14.8%
2017	16.8%	15.2%
2018	19.0%	16.6%

Business Segment	As a percentage of Electricity (%)	As a percentage of Total Energy (%)
Connected Home	15.5%	11.9%
Entertainment Services	19.1%	16.9%
Corporate & Other	18.5%	13.7%

Local highlight, Brazil

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

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

An organic plant project is unfolding in parallel, featuring a composting plant, a nursery of fruit, vegetable and ornamental plants, a vegetable garden, all contributing to a decrease of carbon emissions generated by the activity (Manaus already compensates 100% of its emissions), while proposing a more favorable social environment for the employees.

For all these accomplishments, and the year's project to collect water from the air conditioning units and reuse it for gardening, the site was awarded in 2017 the Chico Mendes Selo Verde green certificate, which recognizes continuous improvement in socio-environmental performance. By generating savings, and yielding environmental benefits, the project contributes to making Technicolor's plant in Brazil environmentally friendly, economically viable, and socially fair.

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 2018.

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 2018, eight SBIs associated with EH&S aspects were reported, and no penalties or fines were incurred as a result of these SBI events.

Audits and internal governance

GRI [403-2]

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

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

In 2018, three locations were internally audited as part of Technicolor's objective of auditing each industrial location at least every three years. As a result of these audits potential improvement items were identified and evaluated, and more importantly, appropriate associated action plans developed.

Acquisitions and closures

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

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

Training GRI *[403-5]*

Technicolor understands that each employee has the ability to impact the Environment, Health and Safety (EH&S) efforts and performance, thus it is critical that they are provided with appropriate tools, resources and knowledge. EH&S training programs develop awareness and skills that allow employees and contractors to perform their jobs in such a manner that will not only ensure compliance with appropriate laws, regulations and policies, but also so that they may prevent accidents which may lead to injuries or harm to the environment. Training programs are evaluated during the EH&S audit process and are a core requirement in the EH&S performance measurement process. In 2018, 42,712 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 2015-2018

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 2018:

* 75% minimum waste recycling rate;

* reporting to satisfy GRI (Global Reporting Initiative) Sustainability Reporting Standards.

(5.1) RECYCLING OF WASTE AND OPTIMIZATION OF RAW MATERIAL

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

Waste generation and recycling

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

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

Total waste generated was 35,657 tons (about 4.2% of total waste was generated by non-industrial sites). The recycling rate was 75.6% increasing slightly compared to 2017. When compared to total revenue, the average waste generation rate across the business was 8.93 M-Ton/M€ in 2018.

Waste

	Total Waste Generated (metric tons)	% Treated Hazardous (%)	% Recycled (%)	Total per Revenue (metric tons per M€)
2016	40,342	1.97%	77.9%	8.25
2017	37,773	2.0%	74.5%	8.66
2018	35,657	2.4%	75.6%	8.93

2018 Waste generation

	Total Waste Generated (metric tons)	% Total (%)	% Treated Hazardous (%)	% Recycled (%)
Connected Home	380.5	1.1%	6.2%	68.7%
Entertainment Services	35,160.0	98.6%	2.3%	75.8%
Corporate & Other	116.2	0.3%	11.2%	48.8%

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 for 2018 to more completely measure and categorize this waste generation. For 2018, the overall reported non-industrial waste was significant at about 4.2% of the Group total tonnage, with approximately 94 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 55 tons reported during 2018.

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 2018 were:

Raw materials

(metric tons)	
Polycarbonate molding plastic	20,092
Cardboard and paper packaging	14,534
Wood packaging	12,035
DVD bonding resin	1,222
Plastic packaging	1,191

Waste highlights

The Guadalajara site created a new process during 2018 to recover polycarbonate from metallized disks, diverting a major part of the material to recycling with a higher quality of re-use compared to prior disc destruction processes. In Piaseczno, plastic film wrap waste reduction was achieved by adopting a basic material width better suited to the product dimensions.

In non-industrial sites, as digitalization decreases the need for paper, efforts to reduce the use of plastic consumables such as plastic cups, straws and lids are the trend. To achieve proper sorting by workers, new bins for segregating waste were installed in Rennes, Paris, and Toronto MrX. Other sites such as the The Mill or MPC sites in London or Connected Home in Edegem Belgium improved their recycling rate by changing their waste contractors. Composting experiments yield increasing diversion of organic or paper waste from traditional disposal schemes.

Relocation or refurbishment of non-industrial sites notably in the Paris area permitted to make donations in-kind of furniture and office supplies to local administration, schools, associations, and through a lottery for employees. Some furniture was also re-distributed to other Technicolor sites inasmuch as possible. All these operations were the occasion to promote reuse versus dismantling and recycling or disposal. The Paris area furniture reuse rate reached 40%. In Memphis, a new internal pallet repair-reuse recycling program was implemented for enhanced performance.

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 (2002/96/EC), the E.U. Battery Directive (2006/66/EC), and the E.U. Packaging Directive (94/62/EC) and their subsequent amendments. In non-E.U. countries, when there is no local regulation, we have noticed that more and more customers request CE marking of product, demonstrating that environmental and non-environmental CE marking is considered as a worldwide reference.

WEEE (Waste Electrical and Electronic Equipment Directive) Implementation
In summary, the European Union WEEE Directive 2002/96/EC ("former WEEE Directive") introduced

obligations on manufacturers/brand owners and importers/distributors with respect to (1) product design, (2) separate collection, (3) treatment, (4) recovery, (5) financing and (6) product marking, information, and reporting.

It also required them to register in each European Union country to implement local WEEE legislation and to support the recycling of discarded electronic products. Technicolor is committed to respect WEEE implementation laws and regulations in each E.U. member state. As required by law the Connected Home activity of Technicolor attaches WEEE labels (a mark symbolizing a cross-out dustbin) to its products and provides appropriate instructions to end-users so that the equipment will not be discarded with general waste. Technicolor is registered as a producer and has joined collective compliance schemes in countries and for products we bear the producer WEEE responsibility. As of today, this is the case in France, Germany, Italy, Spain and the U.K.

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

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

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

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

Mercury, lead and cadmium substances in batteries are also restricted. All batteries are required to be marked with the separate collection symbol and those contai-

ning mercury, cadmium or lead are required to be marked with their chemical symbol(s) when their content exceeds specific values. Batteries must be readily removable by the end user or a qualified professional and accompanied by instructions which explain how they can be removed safely. Portable secondary (rechargeable) batteries are required to be marked with their capacity.

In 2017, the European Union started an evaluation intended to assess whether Battery Directive 2006/66/EC meets its objectives and contributes to the general objectives of the EU environmental policy in terms of effectiveness, efficiency, relevance and coherence. The results of this evaluation will be used to identify measures to improve the Directive or may feed into an impact assessment of possible amendments to the Battery Directive. A report will set out the conclusions from the public consultation. The consultation runs until beginning of 2019.

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

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

Packaging Waste Regulation
The E.U. Packaging Directive (94/62/EC) and its subsequent amendments provide for measures aimed at limiting the production of packaging waste and promoting recycling, re-use and other forms of waste recovery.

The Directive imposes "essential requirements" for packaging waste which can be summarized as follows: (1) packaging weight and volume shall be reduced to the minimum necessary for safety and consumer accep-

tance of the packed product; (2) hazardous substances and materials shall be minimized as constituents of the packaging with regard to emissions from incineration or landfill (as well as specific concentration limits on named heavy metals); (3) if reuse is claimed, packaging shall be suitable for that purpose.

It also requires member states to (1) adopt packaging waste prevention measures; (2) meet specific recovery and recycling targets; (3) set-up collection and recovery systems; (4) set-up information systems on packaging and packaging waste; and (5) ensure that consumers are informed on packaging take back.

Technicolor is aware that packaging is an increasingly important recycling issue and is engaged in actions to optimize the amount and type of packaging we use. By way of example, one of Technicolor's goals is to propose carefully sized packaging to ensure that, while providing adequate protection for the product itself, this packaging is kept to an absolute minimum whilst at the same time perfectly fitting stacking dimensions of standard pallets and containers. Thus, in addition to reducing the total volume of packaging waste, such measures will also help lower the environmental impact and costs associated with product transportation.

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

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

ENVIRONMENTAL FOOTPRINT OF PRODUCTS

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

> Technicolor is committed to develop eco-friendly products. This goal to design sustainable products is embedded into the core of Connected Home processes, in design guidelines, material selection, energy consumption limitations and design-for-manufacturing in order to reduce environmental impact in both manufacturing and use of the products we put in the market.
>
> **Jean-Paul Riolacci,** Connected Home, Vice President, Central Engineering

Product design and life cycle assessment

As a leading supplier of Set-Top Box (STBs) and Home Gateways, Technicolor has acquired experience and decided to incorporate eco-design principles and methodology into its main new products families. Rigorous product environmental performance analysis has been used in past years to measure the impact of innovations and to target key areas of focus. Specific eco-design studies have been completed on many aspects of core product design (e.g., energy consumption, electronic cards and components, casing and cable materials, accessories, etc.) as well as on related elements including packaging and transportation. Technicolor eco-design initiatives are not limited to the Group, but also ultimately extend to OEM (Original Equipment Manufacturer) and ODM (Original Design Manufacturer) suppliers. For more information on eco-design initiatives, please refer also to chapter 4.2 on Energy efficiency.

Eco-design as a business advantage

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

Increasingly, Technicolor's direct customers are making good environmental practice a part of their contract

Eco-design methodology

Eco-design is an activity that integrates environmental considerations into product design and development - without compromising quality and performance - over the entire lifecycle of the product. It therefore includes

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

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

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

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

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 eve-

rywhere it operates. The Connected Home segment rigorously observes international standards, such as the ISO 14000 series and especially ISO 14062.,

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

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

Product environmental profile

To facilitate transparency on environmental information, Technicolor's has voluntarily put in place a system whereby the so-called Product Environmental Profile (PEP) of any given product may be obtained on request.

A PEP contains environmental data for any given product including its carbon footprint and summarizes the

benefits of an environmentally conscious design. It provides information required to assess the environmental impact of products over their entire lifecycle and thus allows the identification of efficient eco-design options.

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

Eco-design principles and tools

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

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

It measures environmental impact indicators such as global warming (i.e. CO_2 footprint), water eutrophication, resource material depletion, etc., which allow Technicolor, upon request, to evaluate, compare, improve and communicate product design and environmental performance more effectively.
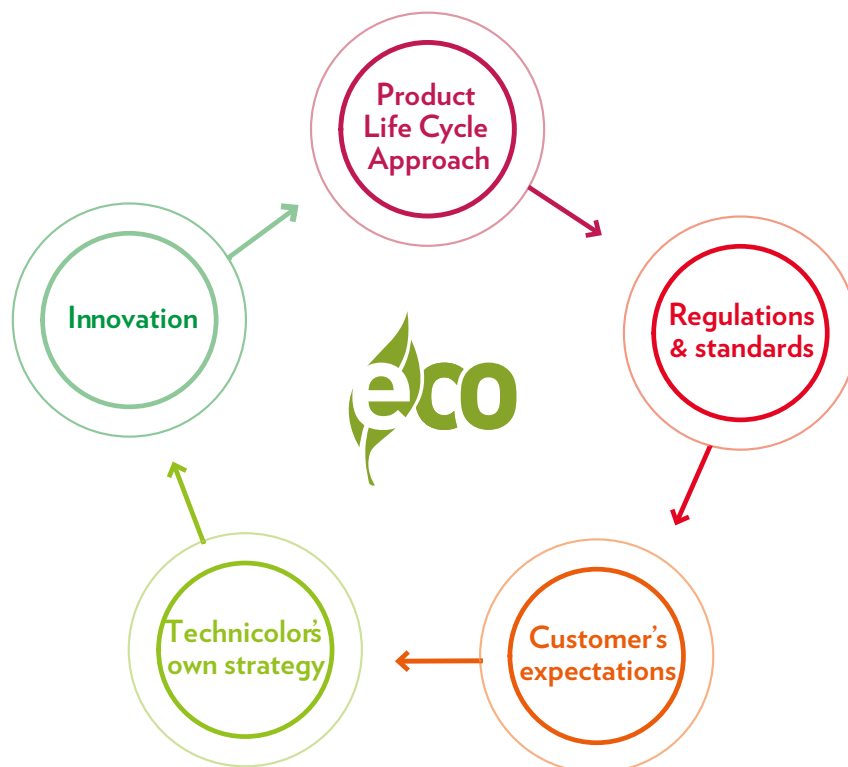
The following table shows the environmental impacts of a set-top box across its entire lifecycle:

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

Indicator	Unit	Total	Manu-facturing	Distri-bution	Installa-tion	Use	End of life
Air Acidification (AA)	Kg H+ eg	1.70E-02	17%	2%	0%	81%	0%
Air toxicity (AT)	m^3	2.11E+07	19%	2%	0%	79%	0%
Energy Depletion (ED)	MJ	1.55E+03	19%	0%	0%	80%	0%
Global Warming Potential (GWP)	Kg CO_2 eq,	98	16%	1%	0%	83%	0%
Hazardous Waste Production (HWP)	Kg	1.44E+00	62%	0%	0%	38%	0%
Ozone Depletion Potential (ODP)	Kg CFC-11 eq,	1.60E-05	16%	1%	0%	83%	1%
Photochemical Ozone Creation Potential (POCP)	Kg C_2H_4 eq,	3.77E-02	15%	1%	0%	83%	0%
Raw Material Depletion (RMD)	Y-1	2.98E-13	99%	0%	0%	1%	0%
Water Depletion (WD)	dm^3	1.86E+02	74%	0%	0%	25%	0%
Water Eutrophication (WE)	Kg PO_4 eq,	1.72E-03	83%	0%	0%	15%	2%
Water Toxicity (WT)	m^3	2.07E+01	23%	1%	0%	53%	23%

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

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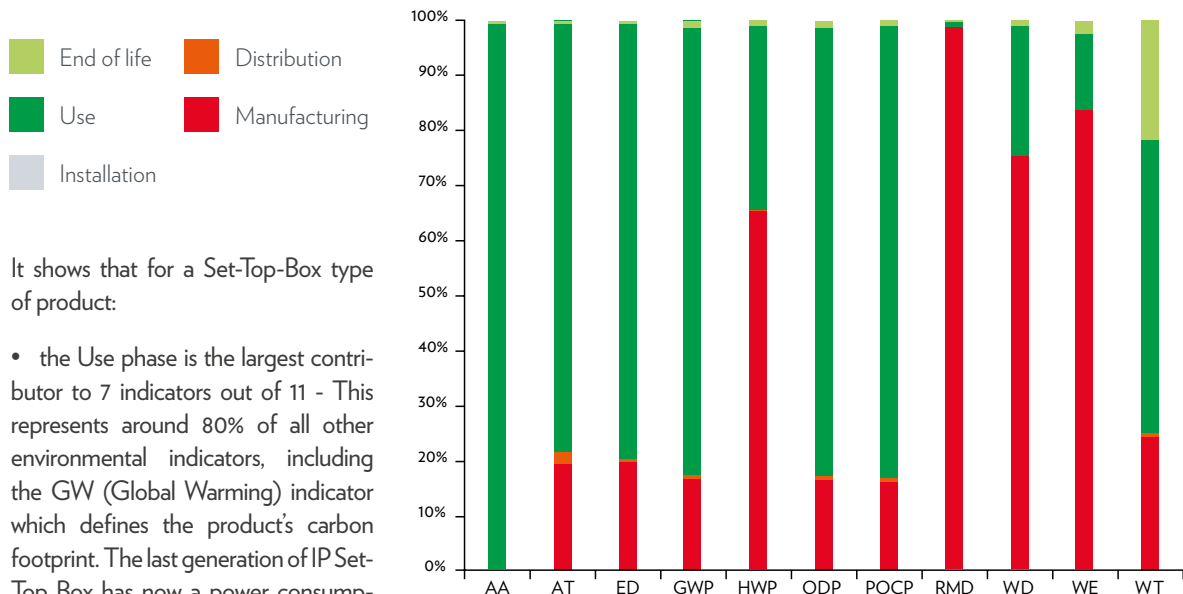
It shows that for a Set-Top-Box type of product:

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

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

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

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

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

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

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

Eco-design challenges and achievements

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

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

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

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

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

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

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

Technicolor Product Eco-design Main Trends

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

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

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

But this approach also might have some environmental drawbacks. As the enclosure becomes smaller, the temperature of the box increases and demands larger cooler to evacuate the heat.

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

• Use of recycled material or less impacting material may be limited due to customer requirements in terms of material type, aesthetic aspect, and color;

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

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

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

Only new regulation and/or revision of existing regulation (see below) may solve these particular issues. In the meantime, improvements on device compactness and energy efficiency are the best options to reduce the environmental impacts of Technicolor Gateway and Set-Top-Box products.

Other regulatory challenges

Technicolor continued to actively participate to the revision of the European Commission (EC) Regulations N° 278/2009 on External Power Supply (EPS), and N° 1275/2008 on Standby and Network Standby through Digital Europe. The Group also applies the new RED (Radio Equipment Directive 2014/53/EU) guide, applicable since June 13, 2017.

External Power Supplies (EPS)

The finalization of the European 278/2009 regulation revision on External Power Supplies (EPS) is still pending. The aim of this revision is to improve the energy efficiency of EPS. Industry is currently debating with the European Commission to promote alignment of 278/2009 revision with the already published US Department of Energy (DOE) Level VI rulemaking since February 2014, in order to be able to use the same EPS in the EU and in the USA, reducing the cost and workload attached to multiple EPS certification. The European Commission has updated the draft revision in December 2018, while the US DOE (US Department of Energy) already finalized EPS energy efficiency. Work continues on 278/2009 regulation revision as well as on inputs to the Frequently Asked Question (FAQ) document that could be released at the time of publication of the 278/2009 regulation revision text in the European Official Journal.

Standby and Network Standby

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

Radio Equipment Directive (RED)

As part of the radio safety regulation, the Radio Equipment Directive (2014/53/EU) establishes a regulatory framework for placing radio equipment on the market. It ensures a Single Market for radio equipment by setting essential requirements for safety and health, electromagnetic compatibility, and the efficient use of the radio spectrum. It applies to all products using the radio frequency spectrum. It has been applicable since June 13, 2016. A 1-year transitional period between this Directive and the now-repealed Radio and Telecommunication Terminal Equipment (R&TTE) Directive (1999/5/EC) ended on June 12, 2017. As of June 13, 2017, only the new RED is applicable.

Technicolor is applying the new RED guide that is available, and harmonized standards that are regularly published in Official Journal of European Union. On July 20, 2017, the Commission Implementing Regulation (EU) 2017/1354 was adopted. This specifies how to present the information provided for in Article 10(10) of Directive 2014/53/EU.

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 2018, water consumption at the Technicolor reporting locations decreased by about 10.8% versus 2017 to 596 thousand cubic meters. When compared to revenues, average water consumption rate was 149 m³/M€ across the business in 2018.

Where raw water is developed on-site from local wells, all consumption and pre-treatment is in accordance with granted permissions and approved processes. All water consumption, other than that related to building and facilities, is linked to DVD replication or Set-Top Box manufacturing. Locations experiencing periodic water shortages, such as DVD replication in Australia, invest in rainwater harvesting, while other manufacturing locations in Brazil, Mexico, and Poland may invest in process water recycling so that overall source consumption is reduced. Including laboratory operations in Rennes, France and industrial sites in Australia, Brazil, and Mexico, total rainwater harvested and consumed during 2018 was about 21,165 m³.

Water consumption

	Total Consumption (thousands of cubic meters)	Total per Revenue (cubic meters per M€)
2016	709	144
2017	668	153
2018	596	149

2018 Water consumption

	Total Consumption (thousands of cubic meters)	% Total (%)
Connected Home	33.8	5.7%
Entertainment Services	556.8	93.4%
Corporate & Other	5.4	0.9%

Process waste water

Within Technicolor's facilities, 6 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 2018, the amount of treated water discharged was 83,530 cubic meters, and the total estimated amount of discharged priority pollutants was 123 kilograms.

Discharged priority pollutants

	Total Discharged (kilograms)	Total per Revenue (grams per M€)
2016	126	25.8
2017	80	18.8
2018	123	30.8

In addition, due to effluent characteristics, 3 sites are required to monitor biological oxygen demand (BOD) or chemical oxygen demand (COD), in 2018 an estimated total of 1,369 and 507 kilograms were discharged within process effluent respectively.

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

Sustainable water highlights

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

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

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

Organic gardening in Manaus, Brazil

(5.4) ADDITIONAL ENVIRONMENTAL ASPECTS

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

Environmental management systems

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

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

During 2018, a total of six sites held an ISO 14001 certification and one recently acquired operation is working toward it. The Group makes an environmental risk assessment of each site before concluding an ISO 14001 certification is required. A few sites work beyond the Group requirement and achieve the certification even though the risk threshold is not exceeded.

Technicolor locations with iso 14001 certified ems

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

Environmental investments, remediation, and pollution prevention

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

In total, approximately €1.44 million was spent on environmental remediation projects in 2018.

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

• Soil and groundwater contamination was detected at a former production facility in Taoyuan, Taiwan that was acquired from GE in 1987. In 1992, the facility was sold to a local developer. Soil remediation was completed in 1998. In 2002, the Taoyuan County Environmental Protection Bureau ("EPB") ordered remediation of the groundwater underneath the former facility. The groundwater remediation process is underway. EPB and TCETVT continue to negotiate over the scope of that work. Technicolor has reached an agreement with General Electric with respect to allocation of the responsibility related to the soil and groundwater remediation (for further information, please refer to note 10 of Technicolor's consolidated financial statements for 2018, included in **Technicolor 2018 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 is now primarily related to monitoring.

• 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 2018.

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 51 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 2018, no sites reported any impact on sensitive habitats.

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 and frameworks, influenced both by stakeholders and in-process regulations, has reinforced the need for better environmental management. The Group has put into place the necessary processes and initiatives to comply with law restricting the use of hazardous substances, such as the European Restriction of Hazardous Substances (RoHS) directive and the Restriction, Evaluation and Authorization of Chemical substances (REACH) regulation.

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

Key product environmental and safety requirements compliance

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

In particular, energy consumption, which is the main significant environmental impact for our products remains a key priority across the industry and regions.

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

Technicolor has actively contributed to new or revision of eco-design regulation by providing inputs to the EU commission, via its membership of the Digital Europe organization of leading Digital Technology European companies. The scope of Technicolor contributions and monitoring are extended beyond energy efficiency such as Reusability/Recyclability/Recoverability (RRR), and planned obsolescence. In 2018 and in the recent past years, Technicolor has provided key contributions to the EU eco-design work plan 2015-2017, the revision of 278/2009 on External Power Supply, the revision of 1275/2008 and 801/2013 regulation on standby and network standby, the CoC for Broadband Equipment version 6 (CoC BB V6), and to the Voluntary Industry Agreement (VIA) for Set-Top Box (STB) Version 6 (VIA V6), which are all impacting significantly the design, development, and cost of Technicolor Gateways and Set-Top Boxes. For more information on Technicolor's involvement in EU energy efficiency initiatives and regulations, please refer also to chapter 4.2 Energy efficiency and chapter 5.2 Environmental footprint of products.

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

Concerning the ban of hazardous substances and materials, compliance methods and actions are in place with regard to the RoHS (Restriction on Hazardous Substances) European directive, and the REACH (Registration, Evaluation, Authorization and Restriction of Chemicals) European regulation, or similar legislation in regions other than EU Member States.

RoHS - European Restriction of Hazardous Substances

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

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

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

To ensure that Technicolor products sold in the European Union comply with RoHS and other relevant requirements:

• Technicolor ensures that all components and product parts are RoHS compliant via a combination of supplier declarations, supplier audits and random finished product RoHS testing as additional verification. This includes close collaboration and constant dialogue with suppliers in order to gradually gather relevant information;

• Technicolor has already voluntarily expanded its list of controlled or banned substances by adding the additional four phthalates to the six already included in RoHS1.

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

Several requests to renew existing exemptions as well as requests for new exemptions were submitted to the European Commission in the period October 2014 to January 2018. Existing exemptions for which a renewal request has been submitted remain valid until a decision on the renewal request is taken by the Commission. The Commission decision on renewal request(s) for an exemption will either indicate the new expiry date in case of renewal, or, in case of rejection, grant a transition before the exemption expires, i.e. a period of minimum 12 months, maximum 18 months following the decision date. In contrast, exemptions for which no application for renewal was submitted in due time will expire on the date specified in

RoHS 2 Article 5 or in RoHS 2 Annexes. A table providing an overview of Annex III and IV exemptions, including their validity status and submitted exemption requests, is available on the European Commission website (**RoHS 2 exemptions – Validity and roll-out plan**).

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

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

REACH - Registration, Evaluation and Authorization of Chemicals

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

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

REACH Initiatives
Substances and preparations used, contained and embedded in our products (both purchased products and finished goods marketed in Europe) are closely monitored through our Supply Chain. This monitoring includes the identification of SVHC (Substances of Very High Concern) pursuant to the Candidate List, banned substances as listed since May 2009, restricted substances (Annex XVII) as well as substances subject to authorization (annex XIV).

Some of our products may contain more than traces (i.e. more than 0.1%) of some of the 191 hazardous chemicals categorized as Substances of Very High Concern (SVHC) by REACH. When necessary, we communicate to our direct clients so as to comply with this REACH obligation pursuant to article 33.

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

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

• Customer communication process;

• Safety data sheets management process;

• Controls management process;

• Supplier data collection and management;

• Uses information for suppliers;

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

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

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

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

By its judgment delivered on September 10, 2015, the Court of Justice of the European Union recalls, firstly, that the regulation defines the concept of 'article' as 'an object which during production is given a special shape, surface or design which determines its function to a greater degree than does its chemical composition'. However, it does not contain any provisions specifically governing the situation of a complex product containing several "simple" articles. Consequent-

ly, there is no need to draw a distinction between the situation of articles incorporated as a component of a complex product and that of articles present in an isolated manner.

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

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

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

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

By end of 2019, the European Chemicals Agency (ECHA) is to establish a new database on the presence of hazardous substances in articles, comprising of information submitted by companies producing, importing or selling articles containing Candidate List substances. This information will be available to waste treatment operators and consumers with the objective to help waste operators in treating waste and recycling materials as well as help consumers make informed choices about safer products.

Conflict minerals

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

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

The Group extended supplier's Conflict Mineral surveys to the European market during 2015 through 2018. As such, Technicolor is exercising a due diligence approach by asking its suppliers to conduct investigations in their own supply chain, so as to determine the origin of any 3 TGs conflict minerals (tin, tantalum, tungsten and gold) provided to Technicolor. Note that based on current knowledge and suppliers surveyed in 2018, 100% of the smelters identified in the Connected Home supply chain are classified under the RMI. Some are still engaged in the CFSP. The majority of smelters are located in South East Asia and China.

Other local regulations

Asia-Pacific

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

In 2016, The Chinese Ministry of Industry and Information Technology (MIIT) promulgated the "Management Methods for the Restriction of the Use of Hazardous Substances in Electronic and Electrical Products" (known as China RoHS2). China RoHS2 establishes key requirements for manufacturers and importers of in-scope electrical and electronic products, parts and components: hazardous-substances content limits for substances similar to E.U. RoHS2 and labeling and information-disclosure requirements as specified in a separate labeling standard (SJ/T 11364-2014). Companies will have to consult the Catalogue of Management Standards for Electrical and Electronic Products for a list of products subject to China-RoHS2.

In 2018, Chinese MITT published the first batch catalogue including 12 categories of electrical and electronic products subject to compliance management and a list of RoHS exemptions. The catalogue will come into force on March 15, 2019. Connected Home devices are not covered by this first batch but devices shall comply with the labeling requirements.

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

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

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

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

United States

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

Compliance with the US Californian Safe Drinking Water and Toxic Enforcement Act of 1986 (commonly called "California Prop 65") 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 Prop 65. 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 Proposition 65 warning for the products targeted by this Law in California. From August 30, 2018, this Proposition 65 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.

The Energy Star program relating to energy consumption for Small Network Equipment, following US customer requests, potentially impacting Technicolor models in the United States, entered into force in September 2013. As a whole, proposed Energy Star programs and specifications now gradually require that products meet certain other design for environment provisions such as substances restrictions and appropriate design for recyclability. The Environmental Protection Agency (EPA) as well as the Department of Energy (DOE) regularly issue environmental regulations including technical, operational and legal details for the purpose of implementing associated legislation. Technicolor most notably follows the DOE amendment on external power supplies.

In 2015, Technicolor also endorsed the US Voluntary Agreement for Ongoing Improvement to the Energy Efficiency of Set-Top Boxes (STB), and the US Voluntary Agreement for Ongoing Improvement to the Energy Efficiency of Small Network Equipment (SNE).

Other regions

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

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

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

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

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

6.2 CONTENT SECURITY, CYBER RISKS AND RESPECT OF INTELLECTUAL PROPERTY

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

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

The Group policies and practices cover protection of invention, of physical media content, of physical and 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 (Operational risks) of Technicolor 2018 Registration Document (available on Technicolor's website **https://www.technicolor.com/investor-center**) :

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

• physical security for the DVD Services division;

• products development and cybersecurity for the Connected Home segment.

Technicolor information technologies security procedures as well as security processes of people and assets are presented in section 3.3.5. of the Registration Document **(https://www.technicolor.com/investor-center).**

Prevention of growing cybersecurity issues is critical for Technicolor.

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

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.

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.

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). The CNIL is an independent administrative authority, which mission is to protect personal data, preserve civil liberties and accompany innovation by helping companies integrate personal data requirements within their technological developments.

programs are regularly reviewed as part of external audits conducted by customers. In 2017 and 2018, a Company-wide email phishing awareness program was deployed using an industry-leading service.

A formal Data Protection Policy was also issued by the Technicolor Ethics Compliance Committee to govern legal compliance aspects and has been completely revised in November 2017 in order to prepare the Group for the EU General Data Protection Regulation that was enforced in May 2018. The purpose of this policy is to ensure that Technicolor, its staff, contractors,

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

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.

For all employees, security-conscious behavior is key. In 2015 and 2016, a security campaign was launched to bring knowledge and awareness to all employees through a series of accessible in-house animation films tackling physical security, password protection practices, and content leaks prevention. Training sessions and exams were also scheduled on a wide scale. These

suppliers and other people working on its behalf comply with any applicable provisions of the current Data Protection EU Directive and as from May 25, 2018, the General Data Protection Regulation, where and when appropriate, as well as comply – as appropriate – with any applicable other legislation when processing personal data. The policy applies regardless of where the data is held, i.e. if it is held on Technicolor-owned equipment or outside Technicolor property (for example by a subcontractor).

In addition, an intragroup agreement based on the Standard Contractual Clauses Controller to Controller approved by the EU Commission has been signed in 2016 by all Technicolor parties in order to protect EU personal data transferred within the Technicolor Group outside of the European Union.

7 FAIRNESS OF BUSINESS PRACTICES

7.1 COMPETITION RULES AND ANTI-BRIBERY

Following regulatory evolutions, especially the Sapin II Law adopted on December 9, 2016, the Group performed an in-depth review of its Code of Ethics so as to be in compliance with the new regulatory requirements and business practices.

Compliance with competition rules and prevention of bribery and corruption, together 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 3.3.2 Code of Ethics and Financial Ethics Charter of Technicolor 2018 Registration Document (available on Technicolor's website **https://www.technicolor.com/investor-center).**

The Antibribery policy has been reshuffled and a manual has been developed to present practical cases.

The Travel and Customer Entertainment policy has also been updated to harmonize processes across businesses.

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.

E-learning training targeting all employee categories has been delivered as well as on-site training for specific employee categories such as sales team, legal team or specific countries.

Technicolor top management has shown its engagement by issuing several communication to all employees regarding anti-bribery practices, and by requiring regular updates on the anti-bribery program at the Audit Committee of the Company's Board of Directors. A risk mapping exercise was performed which involved among others, controlling and sourcing teams, business leaders and specific managers, in order to identify priorities areas for anti-bribery purpose. A subsequent screening of our third parties (customers, vendors, partners) has been done with the support of an external assessment (Lexis Diligence).

Pertaining to these policies, any employee may report anonymously any suspected breach of competition rules or anti-bribery rules, and more broadly any breach of the Code of Ethics, through the whistleblowing portal (phone, email) in the countries where Technicolor is active.

Code of ethics

Created in 1999 and last updated in 2018, the Code of Ethics establishes the foundation of the Group's core values and requires all employees to observe high standards of business and personal ethics in the conduct of their duties and responsibilities. The Code of Ethics details the specific rules to guide employees in their day-to-day activities. Technicolor has also adopted several additional key policies including a Whistleblower Policy, Anticorruption Policy and Manual, and Ethical Sourcing Policy. Indeed, Technicolor is committed to uncompromising integrity in all of our actions. A reputation for integrity benefits Technicolor in countless large and small ways – we are a trusted advisor and service provider to our customers, a dependable collaborator for our business partners, a valuable member of our communities, and a reliable long-term investment

"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."

Ségolène Simonin du Boullay, General Counsel Corporate and Chief Compliance Officer

for our shareholders. Ethical behavior and observance of laws are two main ingredients in building our reputation for uncompromising integrity.

The Group also created an Ethics Compliance Committee in 2006, which is responsible for all ethical issues related to Technicolor's activities and which is governed by the Code of Ethics and the charter for the Ethics Compliance Committee. This includes implementing any new policies if needed, training on existing policies, and investigating any and all reports of unethical behavior. It meets at least three times per year and more frequently when required.

Financial ethics charter

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

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

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

A copy of the Code of Ethics and the Financial Ethics Charter is available on the Company's website at www.mytechnicolor.com or upon request to the Company.

Ethics compliance committee

The Ethics Compliance Committee (ECC), created in 2006, is responsible for all ethical issues related to the Group's activities. In 2018, the ECC members are: Fabienne Brunet (Executive Vice President, Human Resources and Corporate Social Responsibility), Didier Huck (Vice President Corporate Social Responsibility & Public Affairs), Cyndia Williams (Head of Internal Audit), Nathan Wappet (COO of the Production Services Division) 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 2018, the ECC treated and followed up on a number of whistleblowing cases.

Anti-corruption & anti-bribery policy

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

The new Anti-Corruption & Anti-Bribery Policy which was issued at the end of 2017, includes a practical guide to anti-bribery. Several specific policies (notably targeting third parties such as agents) have been reviewed and background check processes for certain third parties were put in place. The issuance of the new Anti-Corruption & Anti-Bribery Policy was followed by an all-group message from the CEO, and a campaign of e-training and physical trainings took place in 2018.

Whistleblower policy

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

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

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 Webex conferencing. Amongst other ethics training courses, members of the finance community completed the Global Financial Fraud Prevention course. During that same time, online training courses focused on the EU Competition-Dealing with Competitors, anti-corruption and anti-bribery regulations and policies, and preventing sexual harassment. The Americas population has received training on anti-bribery, competition, anti-corruption, business communications, addressing employee concerns, and fraud prevention. In-person training and preparation meetings took place with key managers in 2017 and 2018, focusing on the evolution of anti-corruption and anti-bribery policies based on the requirements of French anti-bribery Law "Sapin II". A considerable effort was made also to prepare the Group for the EU General Data Protection Regulation to be enforced in May 2018, and online training sessions were delivered to all employees in the course of the first semester 2018. In addition, over the past years, 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 2018.

7.2 TAX EVASION

The Group operates in many countries around the world. Our strategy is to pay the right amount of tax in the jurisdictions in which we operate, as dictated by local requirements. We pay corporate income taxes, stamp duties, employment and other taxes. We also collect and pay employee income taxes, and indirect taxes such as import duties and VAT. The taxes we pay and collect form a significant part of our economic contribution to the countries in which we operate.

Our tax strategy accords with the following principles:

Tax planning

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

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

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

Technicolor will take into account the underlying policy objectives of relevant tax laws and will comply with current practices. Where tax incentives and exemptions are implemented to encourage investment, employment and economic development, we aim to apply these in the manner intended to minimize the tax cost of conducting our business. We do not use artificial arrangements to generate a tax advantage.

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

Tax risk

Our tax policies aim to ensure that we identify tax risks and take actions to address them. Tax risk is considered as part of our management process and is overseen by the Company's Board of Directors. To prevent any tax risk, a worldwide tax guideline is sent annually to all the Group's finance team to prevent, identify and mitigate the occurrence of risks.

The Group has a dedicated tax team with the necessary experience and skill set, which works with the Group's businesses to provide the required tax advice and guidance.

Our controls and governance ensure that tax risks that could affect our business plans, shareholder value and reputation are identified and addressed by the finance and tax departments.

Tax returns are prepared by the Group's internal departments or delegated to external advisors (inclu-

ding 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.

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	2016	2017	2018
Energy Consumption (Terajoules or TJ/M€)[(1)]			
Electricity	1,446	1,314	1,200
o/w renewable Energy Sources	16.8%	16.8%	19%
Fuel Sources	183	124	151
Total	1,633	1,452	1,368
Total / Revenue	0.334	0.333	0,342
Total Water Withdrawal Consumption by Source (Thousand Cubic Meters or m³/M€)[(2)]			
Total Consumption	709	668	596
City Water consumed	568	512	434
Well Water consumed	134	137	142
Rainwater harvested	7.0	21	21
Surface Water	0	0	0
Total per Revenue	144	153	149
Water Recycled Internally	44	31	33
Waste Generation and Management (Metric Tons or M-Ton/M€)			
Total Waste generated	40,342	37,773	35,657
% treated hazardous[(3)]	1.97%	2.0%	2.4%
% recycled	77.9%	74.5%	75,6%
Total per Revenue	8.25	8.66	8.93
Greenhouse Gas Emissions (Metric Tons CO_2e)			
Fuel Combustion Sources (Direct Sources)	10,557	7,087	8,638
Total Indirect Greenhouse Emissions by Weight (Scope 2 from electricity)	218,386	199,036	172,836
Total CO_2 emitted (Scope 1 and 2)	228,943	206,123	181,501
Industrials Effluents (in Million Cubic Meters)			
Industrials Effluents (in Thousand Cubic Meters) [(4)]	115	70	84
Priority Pollutants (in Kilograms)	126	80	123
Biological Oxygen Demand (in Tons)	3.3	1.7	1.4
Chemical Oxygen Demand (in Tons)	1.1	0.7	0.5
Main Raw Materials Usage (in Metric Tons)*			
Polycarbonate Molding Plastic	25,911	23,084	20,092
Cardboard and Paper Packaging	13,590	12,291	14,534
Wood Packaging	7,791	8,043	12,035
Bonding Resin for DVD	1,401	1,269	1,222
Plastic Packaging	1,173	1,296	1,191

* The Group sources all raw materials externally.

THREE - YEAR PERFORMANCE DATA, TRENDS AND EXPLANATION

SOCIAL AND HUMAN RESOURCES	2016	2017	2018
Health and Safety (Work-related Incident Rates per 200,000 hours worked)			
Incidents	215	243	225
Incident Rate	0.96	1.14	0.99
Lost Workday Incidents	102	114	132
Lost Workday Incident Rate	0.46	0.53	0.58
External Stakeholders			
Suppliers			
Number of Supplier Audits	20	22	59
Records per Category			
Excellent	0	0	1
Acceptable	17	17	43
Unsatisfactory	3	5	12
Unacceptable	0	0	3
Customer Satisfaction Survey Results [5]			
Total Sample Contacts	235	42	64
Number of Customers surveyed	74	7	15
Response Rate	31%	17%	23%

(1) Non-industrial sites reported energy consumption for the first time in 2010. Their consumption represented approximately 15% of total usage. It represents 22% in 2018. In 2018, worldwide energy use was approximately 1,368 tera joules, a decrease of about 6% compared with 2017. Of the total energy consumed, 87,7% was in the form of electricity (of which 19% was from renewable sources), 11% was in the form of fossil fuels, and 1.3% was in the form of purchased steam or chilled water. When compared to total revenue, average energy intensity was 0.342 TJ/M€ across the business in 2018.

(2) Non-industrial sites reported water consumption for the first time in 2010. Their usage represented approximately 15% of total 2012 consumption. It represented 18% in 2018. In 2018, water consumption at the Technicolor reporting locations decreased by about 10.8% versus 2017 to 596 thousand cubic meters. When compared to revenues, average water consumption rate was 149 m³ /M€ across the business in 2018.

Where raw water is developed on-site from local wells, all consumption and pre-treatment is in accordance with granted permissions and approved processes. All water consumption, other than that related to building and facilities, is linked to DVD replication or Set-Top Box manufacturing. Locations experiencing periodic water shortages, such as DVD replication in Australia, invest in rainwater harvesting, while other manufacturing locations in Brazil, Mexico, and Poland may invest in process water recycling so that overall source consumption is reduced. Including laboratory operations in Rennes, France, total rainwater harvested and consumed during 2018 was about 21,165 m³.

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

Total waste generated was 35,657 tons (about 4.2% of total waste was generated by non-industrial sites), a decrease of 2,000 metric tons, or

6% compared to 2017. The recycling rate was 75.6% increasing slightly compared to 2017, mainly due to improved reporting from non-industrial sites for all wastes. When compared to total revenue, the average waste generation rate across the business was 8.93 M-Ton/m€ in 2018.

(4) Six of our industrial sites use water in their industrial processes. To measure the impact of effluents after treatment and before discharge into the environment, we took into account 100 substances considered "priority pollutants" by both the European Union and the U.S. Environmental Protection Agency. Based upon these lists and information received from the sites regarding the parameters they are required to monitor and report on, 13 pollutants were identified as listed by the EC, the EPA, or both. For reporting year 2018, the amount of effluents discharged was about 83,520 thousand m³ and the total estimated amount of discharged priority pollutants was 123 kilograms.

In addition, due to effluent characteristics, 3 sites are required to monitor biological oxygen demand (BOD) or chemical oxygen demand (COD), in 2017 an estimated total of 1,369 and 507 kilograms were discharged within process effluent respectively.

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

(5) Committed to customer satisfaction and continual improvement in products and services, Technicolor tracks the performance of its business units and segments compared to competition. We measure the entire customer relationship, to highlight strengths, weaknesses and expectations. We identify key satisfaction drivers to understand what is most important to customer satisfaction. We spotlight areas needing improvement to develop the most appropriate solutions. The latest customer satisfaction survey was conducted over a period of two years from mid-2016 until mid-2018.

PERFORMANCE DATA FOR BUSINESS SEGMENTS, YEAR ENDING 31 DECEMBER 2018

ENVIRONMENT, HEALTH AND SAFETY	Entertainment Services	Connected Home	Corporate & Other
Energy Consumption (Terajoules or %)			
Total Energy (1)	1,287.4	60.6	20.4
% Total Group	94.1%	4.4%	1.5%
Electricity	1,138.1	46.4	15.0
% Total Segment	88.4%	76.6%	73.5%
Fuels	149.3	1.3	0.2
% Total Segment	11.6%	2.1%	1.0%
Water consumption (Thousand Cubic Meters)			
Total Consumption	556.8	33.8	5.4
% Total	93.4%	5.7%	0.9%
Waste generation (Metric Tons or M-Ton/M€)			
Total Waste generated	35,160	380.5	116.2
% Total	98.6%	1.1%	0.3%
% treated hazardous	2.3%	6.2%	11.2%
% recycled	75.8%	68.7%	48.4%
Health and Safety (Work-related Incident Rates per 200,000 hours worked)			
Injuries and Illnesses	220	2	2
Incident Rate	1.08	0.17	0.30
Lost Workday Incidents	127	3	2
Lost Workday Incidents Rate	0.63	0.17	0.30

Collection Period: January 1, 2018 - December 31, 2018

(1) Total energy includes about 5TJ steam purchase and 13TJ chilled water purchase

8.2 DATA COLLECTION METHOD AND RATIONALE

GRI [102-4]

This report contains data from 51 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, 2018 to December 31, 2018.

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.

SITE	Segment (ref 2018)	LOCATION	2016		2017		2018	
			Industrial Profile	Non-Industrial Profile	Industrial Profile	Non-Industrial Profile	Industrial Profile	Non-Industrial Profile
Avon	Entertainment Services	France		X		X		X
Bangalore	Entertainment Services	India		X		X		X
Beijing	Connected Home	China		X		X		X
Boulogne	Entertainment Services	France		X		X		X
Brampton[1]	Entertainment Services	Canada	X					
Burbank	Entertainment Services	California, USA		X		X		X
Camarillo	Entertainment Services	California, USA	X			X		X
Camarillo MFL	Entertainment Services	California, USA					X	
Chennai	Connected Home	India		X		X		X
Chicago The Mill	Entertainment Services	Illinois, USA		X		X		X
Culver City MPC	Entertainment Services	California, USA		X		X		X
Edegem	Connected Home	Belgium		X		X		X
Guadalajara	Entertainment Services	Mexico	X		X		X	
Guadalajara FSSC	Corporate & Other	Mexico				X		X
Hollywood	Entertainment Services	California, USA		X		X		X
Huntsville	Entertainment Services	Alabama, USA	X		X		X	
Indianapolis[1]	Connected Home	Indiana, USA		X		X		
Issy	Corporate & Other	France		X		X		X
LaVergne	Entertainment Services	Tennessee, USA	X		X		X	
Lawrenceville	Connected Home	Georgia, USA		X		X		X
Livonia[1]	Entertainment Services	Michigan, USA	X					
London MPC	Entertainment Services	UK.		X		X		X
London Post	Entertainment Services	UK.		X		X		X
London The Mill	Entertainment Services	UK.		X		X		X
Los Altos	Corporate & Other	California, USA		X		X		X
Los Angeles The Mill	Entertainment Services	California, USA		X		X		X
Manaus	Connected Home	Brazil	X		X		X	
Melbourne	Entertainment Services	Australia	X		X		X	
Memphis	Entertainment Services	Tennessee, USA	X		X		X	
Mexicali	Entertainment Services	Mexico	X		X		X	
Montreal Mr X.	Entertainment Services	Canada						X
Montreal Mikros Image	Entertainment Services	Canada		X		X		X
Montreal MPC	Entertainment Services	Canada		X		X		X
Montreal Post	Entertainment Services	Canada		X		X		X
Mumbai	Entertainment Services	India		X		X		X
New York MPC	Entertainment Services	New York, USA		X		X		X
New York Mr. X[1]	Entertainment Services	New York, USA		X				

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

SITE	Segment (ref 2018)	LOCATION	2016		2017		2018	
			Industrial Profile	Non-Industrial Profile	Industrial Profile	Non-Industrial Profile	Industrial Profile	Non-Industrial Profile
New York The Mill	Entertainment Services	New York, USA		X		X		X
Olyphant	Entertainment Services	Pennsylvania, USA	X		X		X	
Ontario California[2]	Corporate & Other	California, USA	X			X		
Paramount	Entertainment Services	California, USA		X		X		X
Paris Mikros Image[1]	Entertainment Services	France				X		
Piaseczno	Entertainment Services	Poland	X		X		X	
Princeton	Corporate & Other	New Jersey, USA		X		X		X
Rennes – Cesson	Connected Home	France		X		X		X
Rugby	Entertainment Services	UK.	X		X		X	
Seoul	Connected Home	South Korea						X
Shanghai[3]	Connected Home	China				X		
Shanghai MPC	Entertainment Services							X
Sydney	Entertainment Services	Australia	X		X		X	
Tokyo	Connected Home	Japan						X
Toronto DVD Services	Entertainment Services	Canada	X		X		X	
Toronto Mr. X	Entertainment Services	Canada		X		X		X
Toronto Post	Entertainment Services	Canada		X		X		X
Tultitlan	Entertainment Services	Mexico	X		X		X	
Vancouver MPC	Entertainment Services	Canada		X		X		X
Vancouver Post	Entertainment Services	Canada		X		X		X
Warsaw	Corporate & Other	Poland		X		X		X

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

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

Non-Industrial profiles also report summary waste data annually.

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

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

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

CSR PERFORMANCE ASSESSMENT

Technicolor has been assessed by *Vigeo Eiris, Oekom Research and EcoVadis*, and is member of *the Responsible Business Alliance (RBA)* which also 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	Comment
Oekom Research (now ISS-Oekom)	C+ – Prime	2018 is the first year of assessment. Technicolor achieved a Prime status.
EcoVadis	68/100 – Gold	Second year of "Gold" rating
Vigeo Eiris	68/100	Top performer of software-IT services industry worldwide
Gaïa – Ethifinance	86/100	Rank 9 out of 230 companies
RBA (Responsible Business Alliance)	Member in full compliance	Since 2017
GRI (Global Reporting Initiative)	Comprehensive option	Since 2015

OEKOM RESEARCH (NOW ISS-OEKOM)

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

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

VIGEO EIRIS

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

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

TOP PERFORMERS

- Europe: Technicolor (68/100)
- North America: DXC Technology (51/100)
- Asia Pacific: NTT Data Corporation (38/100)
- Emerging Markets: Wipro (61/100)

MOST IMPROVED since 2017

- Europe: Technicolor (+14)
- North America: VMware (+10)
- Asia Pacific: KAKAKU.COM (+1)
- Emerging Markets: NetEase (+1)

GAIA - ETHIFINANCE

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

In 2018, Technicolor ranked 9th out of 230 companies.
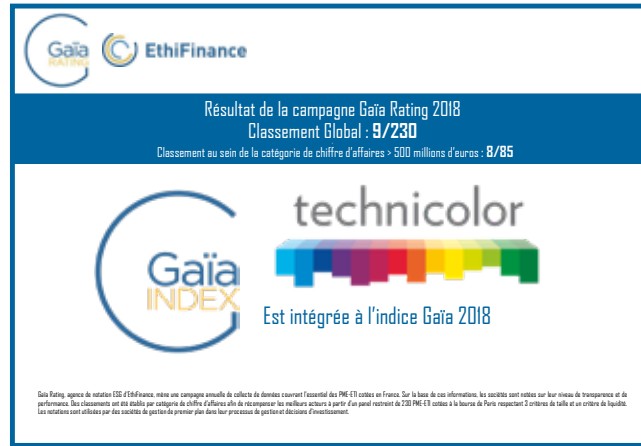
ECOVADIS

EcoVadis operates a leading global collaborative platform enabling companies to monitor the sustainability performance assess of their supply chain, across 190 purchasing categories and 21 CSR criteria grouped into 4 themes. More than 30.000 organizations in 150 countries (whether buyers or suppliers) are using the EcoVadis platform.

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.

In 2018, for the second year in a row, Technicolor reached the Advanced level for its CSR engagement and received the GOLD Medal based on its CSR Rating assessed by EcoVadis. The Group is in the TOP 5 % of suppliers assessed by EcoVadis in the category Manufacture of Communication Equipment.

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, the Group identified six macro risks translating into 22 CSR issues (see chapter 1.2 of this report). This analysis was performed internally in 2018 by the Ethics Compliance Committee. 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 to 3.4 of **Technicolor 2018 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 per business division. It represents 91.7% of spending of the Group. 55% of spending are already assessed. • Physical on-site Internal Audits of critical suppliers for higher risk country and industry. • RBA (Responsible Business Alliance) audits.
3 Appropriate actions to mitigate risks or prevent serious harm	
• Policies related to CSR issues are described in this report.	• Agreement with Group's Suppliers Ethic policy as part of terms and conditions of contract. • Implementation of corrective/remediation measures in case of violation/breaches of critical principles discovered during on site audits. Certain violations generate immediate breach of contract (see chapter 3.1 of this report).

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

• Global whistleblowing procedure (phone, email, website) in place since more than 10 years for breach of the Group's Code of Ethics and Code business ethics. It covers harassment, discrimination and human rights topics and any breach of compliance of fraud (see chapter 7.1 of this report).

• In several countries/sites, additional local procedures to collect and investigate about harassment/ discrimination complaints are in place and include protection of the complainer.

• Internal physical on-site audits with finding reports available to business division and sourcing (see chapter 3.1 of this report).

Global whistleblowing procedure access progressively extended to Supplier's employees in countries of presence.

NGO and CSR agencies reports and inquiries.

5 Monitoring the measures implemented and evaluating their effectiveness

• Internal control procedures (see sections 3.1 to 3.4 of **Technicolor 2018 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.

GRI STANDARDS CONTENT INDEX COMPREHENSIVE OPTION

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

Content Index
TECHNICOLOR SA

Jul 2019 Service

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

 In addition, the table also links the United Nations Global Compact ten principles and the identified priority Sustainable Development Goals (SDGs) to the relevant GRI Standards and Disclosures (please refer to chapter 1.5 of this report). The alignment of the SDGs with the GRI Standards are based on a detailed analysis available on SDG Compass: **www.sdgcompass.org**

GRI CONTENT INDEX					
GRI Standard	**Disclosure**	**Page number(s) and/or URL(s) 2018 Registration Document (Externally Assured) 2018 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	2018 Registration Document (Externally Assured) Page 284 - Company profile			
	102-2 Activities, brands, products, and services	2018 Registration Document (Externally Assured) Page 8 - Overview of the Group; Page 11 - Organization and business overview; Page 11 - Production Services; Page 15 - DVD Services; Page 16 - Connected Home; Page 19 - Corporate & Other 2018 Sustainability Communication Page 6 - Overview of the Group; Page 9 - Organization and business models			
	102-3 Location of headquarters	2018 Registration Document (Externally Assured) Page 284 - Company profile			
	102-4 Location of operations	2018 Registration Document (Externally Assured) Pages 158 and 292 - Operating facilities and locations 2018 Sustainability Communication Page 86			
	102-5 Ownership and legal form	2018 Registration Document (Externally Assured) Page 284 - Company profile			

102-6 Markets served	**2018 Registration Document (Externally Assured)** Page 11 - Production Services; Page 15 - DVD Services; Page 16 - Connected Home **2018 Sustainability Communication** Page 6 - Overview of the Group; Page 9 - Organization and business models		
102-7 Scale of the organization	**2018 Registration Document (Externally Assured)** Page 8 - Overview of the Group; Page 21 - Holding of share capital and voting rights, including identity and percentage of ownership of largest shareholders; Page 134 - Employment figures; Page 193 - Revenue & geographical information; Page 284 - Company profile; Page 295 - Manufacturing, production and distribu- tion footprint **2018 Sustainability Communication** Page 6 - Overview of the Group; Page 9 - Organization and business models; Page 16 - Workforce evolution and composition		
102-8 Information on employees and other workers	**2018 Registration Document (Externally Assured)** Page 134 - Employment figures; Page 136 - Management of business cycles **2018 Sustainability Communication** Page 16 - Workforce evolution and composition; Page 29 - Management of business cycles	Principle 6	SDG 8
102-9 Supply chain	**2018 Registration Document (Externally Assured)** Page 145 - Human Rights and working conditions in the supply chain **2018 Sustainability Communication** Page 46 - Human Rights and working conditions in the supply chain		
102-10 Significant changes to the organization and its supply chain	**2018 Registration Document (Externally Assured)** Page 10 - Refocusing our businesses and strategic acquisitions; Page 19 - Discontinued operations; Page 20 - Strategy; Pages 23, 24 and 25 - Changes regarding ownership and share capital; Page 41 - Events subsequent to December 31, 2018; Page 179 - Main events of the year; Pages 188, 189 - Change in the scope of consolidation; Page 209 - Equity and earnings per share, including change in share capital; Page 238 - Specific operations, including acquisitions and disposals of subsidiaries & investments; Page 241 - Discontinued operations and held for sale operations; Page 244 -Subsequent events **2018 Sustainability Communication** Page 11 - Historical background and strategy		
102-11 Precautionary Principle or approach	**2018 Registration Document (Externally Assured)** Page 53 - Environmental risk; Page 125 - The CSR risks; Page 168 - Vigilance plan **2018 Sustainability Communication** Page 12 - The CSR risks; Page 92 - Vigilance plan		

| | 102-12
External initiatives | **2018 Registration Document (Externally Assured)**
Page 87 - Compliance with AFEP MEDEF Corporate Governance Code;
Page 124 - Global Reporting Initiative (GRI) Standards;
Page 145 - 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 148 - Carbon Disclosure Project (CDP);
Pages 150 and 161 - Industry codes of conduct (CoC) and energy efficiency voluntary industry agreements (VIA);
Page 155 - Sustainable water highlights and initiatives;
Page 161 - Responsible Minerals Initiative (RMI)
2018 Sustainability Communication
Page 6 - Global Reporting Initiative (GRI) Standards;
Page 15 - UN Global Compact and Sustainable Development Goals;
Page 46 - 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 51 - Carbon Disclosure Project (CDP);
Pages 53 and 72 - Industry codes of conduct (CoC) and energy efficiency voluntary industry agreements (VIA);
Page 68 - Sustainable water highlights and initiatives;
Page 132 - UN Global Compact Communication on Progress (COP) |
| | 102-13
Membership
of associations | **2018 Registration Document (Externally Assured)**
Page 145 - UN Global Compact, Responsible Business Alliance (formerly EICC);
Page 161 - Digital Europe
2018 Sustainability Communication
Page 15 - UN Global Compact;
Page 46 - UN Global Compact, Responsible Business Alliance (formerly EICC);
Pages 53 and 72 - Digital Europe;
Page 68 - Sustainable water highlights and initiatives |

STRATEGY		
GRI 102: General Disclo- sures 2016	102-14 Statement from senior decision-marker	**2018 Registration Document (Externally Assured)** Page 2 **2018 Sustainability Communication** Page 3
	102-15 Key impacts, risks, and opportunities	**2018 Registration Document (Externally Assured)** Pages 8, 10 and 20 - Overview, historical background and strategy; Page 41 - Strategy update and guidance; Pages 44, 50, 51 and 53 - Risk factors, operational risks, global market and industry risks, financial risks, CSR and compliance; Page 56 - Litigations; Page 59 - Risk Management Page 125 - The CSR risks; Page 168 - Vigilance plan; Page 213 - Management of financial risks **2018 Sustainability Communication** Page 11 - Historical background and strategy; Page 12 - The CSR risks; Page 92 - Vigilance plan

ETHICS AND INTEGRITY				
GRI 102: General Disclosures 2016	**102-16** Values, principles, standards, and norms of behavior	**2018 Registration Document (Externally Assured)** Page 57 - Ethical values and principles of conduct for the Group's managers and employees, Code of Ethics and Financial Ethics Charter	Principle 10	SDG 16
	102-17 Mechanisms for advice and concern about ethics	**2018 Registration Document (Externally Assured)** Page 57 - Ethics Compliance Committee and whistleblower Policy **2018 Sustainability Communication** Page 80 - Fairness of business practices, code of ethics and whistleblower policy	Principle 10	SDG 16
GOVERNANCE				
GRI 102: General Disclosures 2016	**102-18** Governance structure	**2018 Registration Document (Externally Assured)** Pages 66 and 68 - Corporate governance structure; Pages 87 and 88 - Preparation and organization of the Board of Directors' work; Page 90 - Board of Director's activities; Page 93 - Composition and activities of the Board Committees; Page 97 - Internal Board regulations		
	102-19 Delegating authority	**2018 Registration Document (Externally Assured)** Page 58 - Group management and decision-making processes; Page 68 - Corporate governance structure; Page 88 - Organization of the Board of Directors' work; Page 97 - Internal Board regulations		
	102-20 Executive-level responsibility for economic, environmental, and social topics	**2018 Registration Document (Externally Assured)** Page 68 - Corporate governance structure; Page 88 - Organization of the Board of Directors' work		
	102-21 Consulting stakeholders on economic, environmental, and social topics	**2018 Registration Document (Externally Assured)** Page 88 - Organization of the Board of Directors' work; Page 97 - Internal Board regulations; Page 144 - Relations with external stakeholders **2018 Sustainability Communication** Page 38 - Relations with external stakeholders		SDG 16
	102-22 Composition of the highest governance body and its committees	**2018 Registration Document (Externally Assured)** Page 66 - Corporate governance; Page 68 - Governance structure, composition and expertise of the Board of Directors; Page 75 - Other information about members of the Board of Directors		SDG 5, 16
	102-23 Chair of the highest governance body	**2018 Registration Document (Externally Assured)** Page 68 - Corporate governance structure; Page 88 - Organization of the Board of Directors' work		SDG 16
	102-24 Nominating and selecting the highest governance body	**2018 Registration Document (Externally Assured)** Page 68 - Composition and expertise of the Board of Directors		SDG 5, 16

	102-25 Conflicts of interest	**2018 Registration Document (Externally Assured)** Page 68 - Composition of the Board of Directors; Page 85 - Arrangements or agreements made with major shareholders, customers, suppliers or others; Page 96 - Regulated agreements / conflicts of interest; Page 97 - Internal Board regulations	SDG 16
	102-26 Role of highest governance body in setting purpose, values, and strategy	**2018 Registration Document (Externally Assured)** Page 58 - Group management and decision-making processes; Page 68 - Corporate Governance structure; Pages 87 and 88 - Preparation and organization of the Board of Directors' work; Page 90 - Board of Director's activities Page 93 - Composition and activities of the Board Committees; Page 97 - Internal Board regulations	
	102-27 Collective knowledge of highest governance body	**2018 Registration Document (Externally Assured)** Page 88 - Organization of the Board of Directors' work; Page 90 - Board of Directors' activities	SDG 4
	102-28 Evaluating the highest governance body's performance	**2018 Registration Document (Externally Assured)** Page 90 - Board of Directors' activities, including Board evaluation; Page 97 - Internal Board regulations	
GRI 102: **General** **Disclosures** **2016**	**102-29** Identifying and managing economic, environmental, and social impacts	**2018 Registration Document (Externally Assured)** Page 57 - Internal control; Page 97 - Internal Board regulations	SDG 16
	102-30 Effectiveness of risk management processes	**2018 Registration Document (Externally Assured)** Page 57 - Internal control; Page 59 - Risk management	
	102-31 Review of economic, environmental, and social topics	**2018 Registration Document (Externally Assured)** Pages 87 and 88 - Preparation and organization of the Board of Directors' work; Page 90 - Board of Director's activities; Page 93 - Composition and activities of the Board Committees	
	102-32 Highest governance body's role in sustainability reporting	**2018 Registration Document (Externally Assured)** Pages 101 and 124 - Executive Committee **2018 Sustainability Communication** Page 6 - Executive Committee	
	102-33 Communicating critical concerns	**2018 Registration Document (Externally Assured)** Page 57 - Internal control; Page 59 - Risk management; Page 59 - Internal audit	
	102-34 Nature and total number of critical concerns	**2018 Registration Document (Externally Assured)** Page 59 - Risk management; Page 59 - Internal audit; Page 90 - Board of Director's activities; Page 93 - Activities of the Board Committees	

	102-35 Remuneration policies	**2018 Registration Document (Externally Assured)** Page 103 - Compensation policy for corporate officers; Page 107 - Compensation and benefits of corporate officers; Page 114 - Directors' fees and other compensation; Page 115 - Executive committee compensation; Page 115 - Stock option plans and performance or restricted share plans	
	102-36 Process for determining remuneration	**2018 Registration Document (Externally Assured)** Page 93 - Composition and activities of the Board Committees, including the Remunerations Committee; Page 103 - Compensation policy for corporate officers; Page 129 - Performance, recognition and retention policy **2018 Sustainability Communication** Page 24 - Performance, recognition and retention policy	
	102-37 Stakeholders' involvement in remuneration	**2018 Registration Document (Externally Assured)** Page 103 - Compensation policy for corporate officers; Page 107 - Compensation and benefits of corporate officers; Page 114 - Directors' fees and other compensation	SDG 16
	102-38 Annual total compensation ratio		Confidentiality constraints. Given the highly competitive environment in which the Group evolves, where search for talents is key, the organization does not wish to publish remuneration information that could be used by competitors
	102-39 Percentage increase in annual total compensation ratio		Confidentiality constraints. Given the highly competitive environment in which the Group evolves, where search for talents is key, the organization does not wish to publish remuneration information that could be used by competitors
	STAKEHOLDER ENGAGEMENT		
GRI 102: General Disclosures 2016	**102-40** List of stakeholder groups	**2018 Registration Document (Externally Assured)** Page 21 - List of shareholders; Page 142 - Communities; Page 144 - List of stakeholder groups **2018 Sustainability Communication** Page 36 - Communities; Page 38 - List of stakeholder groups	
	102-41 Collective bargaining agreements	**2018 Registration Document (Externally Assured)** Page 139 - Labor relations **2018 Sustainability Communication** Page 33 - Labor relations	Principle 3 SDG 8

	102-42 Identifying and selecting stakeholders	**2018 Registration Document (Externally Assured)** Page 126 - The materiality matrix; Page 142 - Community impact and regional development; Page 144 - Relations with external stakeholders **2018 Sustainability Communication** Page 13 - The materiality matrix; Page 36 - Community impact and regional development; Page 38 - Relations with external stakeholders
	102-43 Approach to stakeholder engagement	**2018 Registration Document (Externally Assured)** Page 142 - Community impact and regional development; Page 144 - Relations with external stakeholders **2018 Sustainability Communication** Page 14 - The approach to sustainability; Page 36 - Community impact and regional development; Page 38 - Relations with external stakeholders; Page 39 - Customer satisfaction surveys; Page 84 - Customer satisfaction surveys results
	102-44 Key topics and concerns raised	**2018 Registration Document (Externally Assured)** Page 85 - Arrangements or agreements made with major shareholders, customers, suppliers or others; Page 96 - Regulated agreements / conflicts of interest; Page 125 - The CSR risks; Page 126 - The materiality matrix; Page 140 - Safety at work; Page 142 - Community impact and regional development; Page 144 - Relations with external stakeholders; Page 145 - Human Rights and working conditions in the supply chain; Page 152 - Circular economy; Page 168 - Vigilance plan **2018 Sustainability Communication** Page 12 - The CSR risks; Page 13 - The materiality matrix; Page 34 - Safety at work; Page 36 - Community impact and regional development; Page 38 - Relations with external stakeholders; Page 39 - Customer satisfaction, case studies; Page 46 - Human Rights and working conditions in the supply chain; Page 50 - Climate change; Page 58 - Circular economy; Page 92 - Vigilance plan
	REPORTING PRACTICE	
GRI 102: General Disclosures 2016	**102-45** Entities included in the consolidated financial statements	**2018 Registration Document (Externally Assured)** Page 187 - Summary table of the Group's subsidiaries broken down by geographic location; Page 245 - List of main consolidated subsidiaries; Page 289 - Legal organizational chart of the Group including main legal entities; Page 291 - Operational organization, including main operating subsidiaries classified by business segments and geographies

102-46 Defining report content and topic Boundaries	**2018 Registration Document (Externally Assured)** Page 3 - Report content; Page 125 - The CSR risks; Page 126 - The materiality matrix; Page 168 - Vigilance plan; Page 300 - Reporting framework and principles; Page 304 - Annual Financial reporting; Page 304 - Elements of the management report; Page 306 - Elements of the corporate governance report; Page 307 - Disclosure on extra-financial performance and vigilance plan **2018 Sustainability Communication** Page 12 - The CSR risks; Page 13 - The materiality matrix; Page 92 - Vigilance plan	
102-47 List of material topics	**2018 Registration Document (Externally Assured)** Page 125 - The CSR risks; Page 126 - The materiality matrix; Page 168 - Vigilance plan **2018 Sustainability Communication** Page 12 - The CSR risks; Page 13 - The materiality matrix; Page 92 - Vigilance plan; Page 94 - List of material topics reported in the GRI Content Index	
102-48 Restatements of information	**2018 Registration Document (Externally Assured)** Page 41 - Events subsequent to December 31, 2018; Page 179 - Accounting policies; Page 241 - Discontinued operations and held for sale operations; Page 244 - Subsequent events	
102-49 Changes in reporting	**2018 Registration Document (Externally Assured)** Page 10 - Refocusing our businesses and strategic acquisitions; Page 19 - Discontinued operations; Page 20 - Strategy; Page 41 - Events subsequent to December 31, 2018; Page 179 - Main events of the year; Pages 188, 189 - Change in the scope of consolidation; Page 238 - Specific operations, including acquisitions and disposals of subsidiaries & investments; Page 241 - Discontinued operations and held for sale operations; Page 244 - Subsequent events **2018 Sustainability Communication** Page 11 - Historical background and strategy	
102-50 Reporting period	**2018 Registration Document (Externally Assured)** Page 284 - Company profile	
102-51 Date of most recent report	**2018 Registration Document (Externally Assured)** 2018 Registration Document filed on March 29, 2019 and available on the Company website: **https://www.technicolor.com/investor-center** **2018 Sustainability Communication** Our latest Sustainability Report is available on the Company website: **https://www.technicolor.com/corporate-social-responsibility**	
102-52 Reporting cycle	**2018 Registration Document (Externally Assured)** Page 284 - Company profile **2018 Sustainability Communication** Annual reporting cycle	

	102-53 Contact point for questions regarding the report	**2018 Registration Document (Externally Assured)** Page 297
GRI 102: General Disclo- sures 2016	102-54 Claims of reporting in accordance with the GRI Standards	**2018 Sustainability Communication** Pages 3, 6, 90 and 94 - GRI Standards: Comprehensive option
	102-55 GRI content index	**2018 Sustainability Communication** Page 94 - GRI content index, including organizational mark and statement
	102-56 External assurance	**2018 Registration Document (Externally Assured)** Page 96 - Statutory auditor's special report on regulated agreements and commitments; Page 165 - 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 247 - Statutory auditor's report on the consolidated financial statements; Page 277 - Statutory auditor's report on the financial statements

MATERIAL TOPICS

GRI 200 ECONOMIC STANDARD SERIES

ECONOMIC PERFORMANCE

	103-1 Explanation of the material topics and its boundaries	**2018 Registration Document (Externally Assured)** Page 41 - Events subsequent to December 31, 2018; Page 124 - Corporate Social Responsibility's challenges of the Group; Page 178 - Notes to the consolidated financial statements; Page 255 - Notes to the parent company financial statements **2018 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group
GRI 103: Manage- ment Approach 2016	103-2 The management approach and its components	**2018 Registration Document (Externally Assured)** Page 37 - Liquidity and capital resources; Page 41 - Strategy update and guidance; Page 59 - Internal control procedures relating to the preparation and treatment of accounting and financial information; Page 168 - Vigilance plan; Page 178 - Notes to the consolidated financial statements; Page 255 - Notes to the parent company financial statements **2018 Sustainability Communication** Page 15 - UN Global Compact and Sustainable Development Goals; Page 92 - Vigilance plan

	103-3 Evaluation of the management approach	**2018 Registration Document (Externally Assured)** Page 30 - Summary of results; Page 30 - Results of operations for 2017 and 2018, including revenues, adjusted EBITDA, operating expenses, net finance costs and net income; Page 164 - CSR performance assessment; Page 178 - Notes to the consolidated financial statements; Page 255 - Notes to the parent company financial statements **2018 Sustainability Communication** Page 90 - CSR performance assessment	
GRI 201: Economic Performance 2016	**201-1** Direct economic value generated and distributed	**2018 Registration Document (Externally Assured)** Page 27 - Dividend policy; Page 30 - Summary of results; Page 30 - Results of operations for 2017 and 2018, including revenues, adjusted EBITDA, operating expenses, net finance costs and net income Page 37 - Liquidity and capital resources; Page 172 - Technicolor 2018 consolidated financial statements; Page 209 - Equity and earnings per share; Page 224 - Employee benefit including post-employment & long-term benefits, and share-based compensation plans; Pages 252 and 255 - 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	**2018 Registration Document (Externally Assured)** Page 53 - Environmental risk; Page 147 - Climate change **2018 Sustainability Communication** Page 50 - Climate change **CDP Website** Technicolor CDP response	Principle 7 SDG 13
	201-3 Defined benefit plan obligations and other retirement plans	**2018 Registration Document (Externally Assured)** Page 107 - Compensation and benefits of corporate officers; Page 115 - Stock option plans and performance or restricted share plans; Page 224 - Employee benefit including post-employment & long-term benefits, and share-based compensation plans	
	201-4 Financial assistance received from government	**2018 Registration Document (Externally Assured)** Page 194 - Research and development expenses and subsidies	
	MARKET PRESENCE		
GRI 103: Management Approach 2016	**103-1** Explanation of the material topics and its boundaries	**2018 Registration Document (Externally Assured)** Page 11 - Production Services; Page 15 - DVD Services; Page 16 - Connected Home; Page 51 - Competition; Page 124 - Corporate Social Responsibility's challenges of the Group **2018 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	**2018 Registration Document (Externally Assured)** Page 11 - Production Services; Page 15 - DVD Services; Page 16 - Connected Home; Page 51 - Competition; Page 168 - Vigilance plan **2018 Sustainability Communication** Page 9 - Organization and business models; Page 15 - UN Global Compact and Sustainable Development Goals; Page 92 - Vigilance plan			
	103-3 Evaluation of the management approach	**2018 Registration Document (Externally Assured)** Page 11 - Production Services; Page 15 - DVD Services; Page 16 - Connected Home; Page 164 - CSR performance assessment **2018 Sustainability Communication** Page 9 - Organization and business models; Page 90 - 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	**2018 Registration Document (Externally Assured)** Page 142 - Community impact and regional development **2018 Sustainability Communication** Page 36 - 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 topics and its boundaries	**2018 Registration Document (Externally Assured)** Page 124 - Corporate Social Responsibility's challenges of the Group; Page 142 - Community impact and regional development; Page 144 - Relations with external stakeholders **2018 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 36 - Community impact and regional development; Page 38 - Relations with external stakeholders			
	103-2 The management approach and its components	**2018 Registration Document (Externally Assured)** Page 142 - Community impact and regional development; Page 144 - Relations with external stakeholders; Page 168 - Vigilance plan **2018 Sustainability Communication** Page 15 - UN Global Compact and Sustainable Development Goals; Page 36 - Community impact and regional development; Page 38 - Relations with external stakeholders; Page 92 - Vigilance plan			

	103-3 Evaluation of the management approach	**2018 Registration Document (Externally Assured)** Page 142 - Community impact and regional development; Page 144 - Relations with external stakeholders; Page 164 - CSR performance assessment **2018 Sustainability Communication** Page 36 - Community impact and regional development; Page 38 - Relations with external stakeholders; Page 90 - CSR performance assessment	
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	**2018 Registration Document (Externally Assured)** Page 131 - Training and development; Page 142 - Community impact and regional development **2018 Sustainability Communication** Page 26 - Training and development; Page 36 - Community impact and regional development	SDG 5
	203-2 Significant indirect economic impacts	**2018 Registration Document (Externally Assured)** Page 131 - Training and development; Page 142 - Community impact and regional development **2018 Sustainability Communication** Page 26 - Training and development; Page 36 - Community impact and regional development	SDG 3, 8, 10

PROCUREMENT PRACTICES

	103-1 Explanation of the material topics and its boundaries	**2018 Registration Document (Externally Assured)** Page 47 - Supply chain and manufacturing; Page 47 - Raw material and other key input cost availability and volatility; Page 49 - Supplier and key component dependency; Page 49 - Supply chain management; Page 124 - Corporate Social Responsibility's challenges of the Group; Page 145 - Human Rights and working conditions **2018 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 46 - Human Rights and working conditions; Page 72 - Product compliance and ban of hazardous materials	
GRI 103: Management Approach 2016	103-2 The management approach and its components	**2018 Registration Document (Externally Assured)** Page 47 - Supply chain and manufacturing; Page 47 - Raw material and other key input cost availability and volatility; Page 49 - Supplier and key component dependency; Page 49 - Supply chain management; Page 145 - Human Rights and working conditions; Page 168 - Vigilance plan **2018 Sustainability Communication** Page 15 - UN Global Compact and Sustainable Development Goals; Page 46 - Human Rights and working conditions; Page 72 - Product compliance and ban of hazardous materials; Page 92 - Vigilance plan	

	103-3 Evaluation of the management approach	**2018 Registration Document (Externally Assured)** Page 145 - Human Rights and working conditions; Page 164 - CSR performance assessment **2018 Sustainability Communication** Page 46 - Human Rights and working conditions; Page 72 - Product compliance and ban of hazardous materials; Page 90 - CSR performance assessment	
GRI 204: **Procurement** **Practices** **2016**	**204-1** Proportion of spending on local suppliers	**2018 Registration Document (Externally Assured)** Due to the nature of the activity, the proportion is almost equal to zero	SDG 12

ANTI-CORRUPTION

	103-1 Explanation of the material topics and its boundaries	**2018 Registration Document (Externally Assured)** Page 57 - Ethical values and principles of conduct for the Group's managers and employees, Code of Ethics and Financial Ethics Charter; Page 124 - Corporate Social Responsibility's challenges of the Group; Page 163 - Fairness of business practices **2018 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 80 - Fairness of business practices		
GRI 103: **Management** **Approach** **2016**	**103-2** The management approach and its components	**2018 Registration Document (Externally Assured)** Page 57 - Ethical values and principles of conduct for the Group's managers and employees, Code of Ethics and Financial Ethics Charter; Page 163 - Fairness of business practices; Page 168 - Vigilance plan **2018 Sustainability Communication** Page 15 - UN Global Compact and Sustainable Development Goals; Page 80 - Fairness of business practices; Page 92 - Vigilance plan		
	103-3 Evaluation of the management approach	**2018 Registration Document (Externally Assured)** Page 57 - Ethical values and principles of conduct for the Group's managers and employees, Code of Ethics and Financial Ethics Charter; Page 163 - Fairness of business practices; Page 164 - CSR performance assessment **2018 Sustainability Communication** Page 80 - Fairness of business practices; Page 90 - CSR performance assessment		
GRI 205: **Anti-corruption** **2016**	**205-1** Operations assessed for risks related to corruption	**2018 Registration Document (Externally Assured)** Page 57 - Internal control procedures; Page 57 - Ethical values and principles of conduct for the Group's managers and employees, Code of Ethics and Financial Ethics Charter; Page 163 - Competition rules and anti-bribery **2018 Sustainability Communication** Page 80 - Competition rules and anti-bribery	Principle 10	SDG 16

	205-2 Communication and training about anti-corruption policies and procedures	**2018 Registration Document (Externally Assured)** Page 57 - Ethical values and principles of conduct for the Group's managers and employees, Code of Ethics, Financial Ethics Charter, and ethics training programs; Page 163 - Competition rules and anti-bribery **2018 Sustainability Communication** Page 80 - Competition rules and anti-bribery	Principle 10	SDG 16
	205-3 Confirmed incidents of corruption and actions taken	**2018 Registration Document (Externally Assured)** No case to report	Principle 10	SDG 16
**ANTI-COMPETITIVE BEHAVIOR**	
GRI 103: Management Approach 2016	**103-1** Explanation of the material topics and its boundaries	**2018 Registration Document (Externally Assured)** Page 124 - Corporate Social Responsibility's challenges of the Group; Page 163 - Fairness of business practices **2018 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 80 - Fairness of business practices		
	103-2 The management approach and its components	**2018 Registration Document (Externally Assured)** Page 56 - Litigations related to antitrust procedures; Page 163 - Fairness of business practices; Page 168 - Vigilance plan; Page 236 - Contingencies **2018 Sustainability Communication** Page 15 - UN Global Compact and Sustainable Development Goals; Page 80 - Fairness of business practices; Page 92 - Vigilance plan		
	103-3 Evaluation of the management approach	**2018 Registration Document (Externally Assured)** Page 56 - Litigations related to antitrust procedures; Page 163 - Fairness of business practices; Page 164 - CSR performance assessment; Page 236 - Contingencies **2018 Sustainability Communication** Page 80 - Fairness of business practices; Page 90 - CSR performance assessment		
GRI 206: Anti-com- petitive behavior 2016	**206-1** Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	**2018 Registration Document (Externally Assured)** Page 56 - Litigations related to antitrust procedures; Page 236 - Contingencies;		SDG 16

MATERIAL TOPICS

GRI 300 ENVIRONMENTAL STANDARD SERIES

MATERIALS

GRI 103: Management Approach 2016	**103-1** Explanation of the material topics and its boundaries	**2018 Registration Document (Externally Assured)** Page 47 - Raw material and other key input cost availability and volatility; Page 124 - Corporate Social Responsibility's challenges of the Group; Page 152 - Circular economy **2018 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 58 - Circular economy; Page 59 - Recycling of waste and optimization of raw material; Page 72 - Product compliance and ban of hazardous materials			
	103-2 The management approach and its components	**2018 Registration Document (Externally Assured)** Page 47 - Raw material and other key input cost availability and volatility; Page 152 - Circular economy; Page 168 - Vigilance plan **2018 Sustainability Communication** Page 15 - UN Global Compact and Sustainable Development Goals; Page 58 - Circular economy; Page 59 - Recycling of waste and optimization of raw material; Page 72 - Product compliance and ban of hazardous materials; Page 92 - Vigilance plan			
	103-3 Evaluation of the management approach	**2018 Registration Document (Externally Assured)** Page 152 - Circular economy; Page 164 - CSR performance assessment **2018 Sustainability Communication** Page 58 - Circular economy; Page 59 - Recycling of waste and optimization of raw material; Page 72 - Product compliance and ban of hazardous materials; Page 84 - Key sustainability data; Page 90 - CSR performance assessment			
GRI 301: Materials 2016	**301-1** Materials used by weight or volume	**2018 Registration Document (Externally Assured)** Page 153 - Recycling of waste and optimization of raw material **2018 Sustainability Communication** Page 59 - Recycling of waste and optimization of raw material; Page 84 - 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 topics and its boundaries	**2018 Registration Document (Externally Assured)** Page 124 - Corporate Social Responsibility's challenges of the Group; Page 147 - Climate change **2018 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 50 - Climate change; Page 51 - Carbon emissions and energy consumption; Page 53 - Energy efficiency			
	103-2 The management approach and its components	**2018 Registration Document (Externally Assured)** Page 147 - Climate change; Page 168 - Vigilance plan **2018 Sustainability Communication** Page 15 - UN Global Compact and Sustainable Development Goals; Page 50 - Climate change; Page 51 - Carbon emissions and energy consumption; Page 53 - Energy efficiency; Page 92 - Vigilance plan			
	103-3 Evaluation of the management approach	**2018 Registration Document (Externally Assured)** Page 147 - Climate change; Page 164 - CSR performance assessment **2018 Sustainability Communication** Page 50 - Climate change; Page 51 - Carbon emissions and energy consumption; Page 53 - Energy efficiency; Page 84 - Key sustainability data; Page 90 - CSR performance assessment			
GRI 302: Energy 2016	**302-1** Energy consumption within the organization	**2018 Registration Document (Externally Assured)** Page 148 - Carbon emissions and energy consumption **2018 Sustainability Communication** Page 51 - Carbon emissions and energy consumption; Page 84 - Key sustainability data	Principles 7 and 8	SDG 8, 12, 13	
	302-2 Energy consumption outside of the organization	**2018 Registration Document (Externally Assured)** Page 148 - Carbon emissions and energy consumption **2018 Sustainability Communication** Page 51 - Carbon emissions and energy consumption	Principle 8	SDG 8, 12, 13	
	302-3 Energy intensity	**2018 Registration Document (Externally Assured)** Page 148 - Carbon emissions and energy consumption **2018 Sustainability Communication** Page 51 - Carbon emissions and energy consumption; Page 84 - Key sustainability data	Principle 8	SDG 8, 12, 13	

	302-4 Reduction of energy consumption	**2018 Registration Document (Externally Assured)** Page 151 - Renewable energy **2018 Sustainability Communication** Page 51 - Carbon emissions and energy consumption	Principles 8 and 9	SDG 8, 12, 13
	302-5 Reduction in energy requirements of products and services	**2018 Registration Document (Externally Assured)** Page 150 - Energy efficiency initiatives **2018 Sustainability Communication** Page 53 - Energy efficiency initiatives; Page 63 - Environmental footprint of products	Principles 8 and 9	SDG 8, 12, 13
**WATER AND EFFLUENTS**			
GRI 103: Management Approach 2016	**103-1** Explanation of the material topics and its boundaries	**2018 Registration Document (Externally Assured)** Page 124 - Corporate Social Responsibility's challenges of the Group; Page 152 - Circular economy **2018 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 58 - Circular economy; Page 68 - Sustainable water management		
	103-2 The management approach and its components	**2018 Registration Document (Externally Assured)** Page 152 - Circular economy; Page 168 - Vigilance plan **2018 Sustainability Communication** Page 15 - UN Global Compact and Sustainable Development Goals; Page 58 - Circular economy; Page 68 - Sustainable water management; Page 92 - Vigilance plan		
	103-3 Evaluation of the management approach	**2018 Registration Document (Externally Assured)** Page 152 - Circular economy; Page 164 - CSR performance assessment **2018 Sustainability Communication** Page 58 - Circular economy; Page 68 - Sustainable water management; Page 84 - Key sustainability data; Page 90 - CSR performance assessment		
GRI 303: Water and Effluents 2018	**303-1** Interactions with water as a shared resource	**2018 Registration Document (Externally Assured)** Page 155 - Sustainable water management **2018 Sustainability Communication** Page 68 - Sustainable water management; Page 84 - Key sustainability data	Principles 7 and 8	
	303-2 Management of water discharge-related impacts	**2018 Registration Document (Externally Assured)** Page 155 - Sustainable water management **2018 Sustainability Communication** Page 68 - Sustainable water management; Page 84 - Key sustainability data	Principle 8	
	303-3 Water withdrawal	**2018 Registration Document (Externally Assured)** Page 155 - Sustainable water management **2018 Sustainability Communication** Page 68 - Sustainable water management; Page 84 - Key sustainability data	Principle 8	SDG 8, 12
	303-4 Water discharge	**2018 Registration Document (Externally Assured)** Page 155 - Sustainable water management **2018 Sustainability Communication** Page 68 - Sustainable water management; Page 84 - Key sustainability data	Principle 8	
	303-5 Water consumption	**2018 Registration Document (Externally Assured)** Page 155 - Sustainable water management **2018 Sustainability Communication** Page 68 - Sustainable water management; Page 84 - Key sustainability data	Principle 8	

EMISSIONS				
GRI 103: Management Approach 2016	**103-1** Explanation of the material topics and its boundaries	**2018 Registration Document (Externally Assured)** Page 124 - Corporate Social Responsibility's challenges of the Group; Page 147 - Climate change **2018 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 50 - Climate change; Page 51 - Carbon emissions and energy consumption; Page 56 - Renewable energy		
	103-2 The management approach and its components	**2018 Registration Document (Externally Assured)** Page 147 - Climate change; Page 168 - Vigilance plan **2018 Sustainability Communication** Page 15 - UN Global Compact and Sustainable Development Goals; Page 50 - Climate change; Page 51 - Carbon emissions and energy consumption; Page 56 - Renewable energy; Page 92 - Vigilance plan		SDG 12, 13
	103-3 Evaluation of the management approach	**2018 Registration Document (Externally Assured)** Page 147 - Climate change; Page 164 - CSR performance assessment **2018 Sustainability Communication** Page 50 - Climate change; Page 51 - Carbon emissions and energy consumption; Page 56 - Renewable energy; Page 84 - Key sustainability data; Page 90 - CSR performance assessment		
GRI 305: Emissions 2016	**305-1** Direct (Scope 1) GHG emissions	**2018 Registration Document (Externally Assured)** Page 148 - Carbon emissions and energy consumption **2018 Sustainability Communication** Page 51 - Carbon emissions and energy consumption; Page 84 - Key sustainability data **CDP Website** Technicolor CDP response	Principles 7 and 8	SDG 3, 12, 13
	305-2 Energy indirect (Scope 2) GHG emissions	**2018 Registration Document (Externally Assured)** Page 148 - Carbon emissions and energy consumption **2018 Sustainability Communication** Page 51 - Carbon emissions and energy consumption; Page 84 - Key sustainability data **CDP Website** Technicolor CDP response	Principles 7 and 8	SDG 3, 12, 13
	305-3 Other indirect (Scope 3) GHG emissions	**2018 Registration Document (Externally Assured)** Page 148 - Carbon emissions and energy consumption **2018 Sustainability Communication** Page 51 - Carbon emissions and energy consumption **CDP Website** Technicolor CDP response	Principles 7 and 8	SDG 3, 12, 13

GRI 305: Emissions 2016	305-4 GHG emissions intensity	**CDP Website** Technicolor CDP response		Principle 8	SDG 13
	305-5 Reduction of GHG emissions	**CDP Website** Technicolor CDP response		Principles 8 and 9	SDG 13
	305-6 Emissions of ozone-depleting substances (ODS)	**2018 Sustainability Communication** Page 63 - 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 topics and its boundaries	**2018 Registration Document (Externally Assured)** Page 124 - Corporate Social Responsibility's challenges of the Group; Page 152 - Circular economy **2018 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 58 - Circular economy; Page 59 - Recycling of waste and optimization of raw material			
	103-2 The management approach and its components	**2018 Registration Document (Externally Assured)** Page 152 - Circular economy; Page 168 - Vigilance plan **2018 Sustainability Communication** Page 15 - UN Global Compact and Sustainable Development Goals; Page 58 - Circular economy; Page 59 - Recycling of waste and optimization of raw material; Page 92 - Vigilance plan			SDG 12, 13
	103-3 Evaluation of the management approach	**2018 Registration Document (Externally Assured)** Page 152 - Circular economy; Page 164 - CSR performance assessment **2018 Sustainability Communication** Page 58 - Circular economy; Page 59 - Recycling of waste and optimization of raw material; Page 84 - Key sustainability data; Page 90 - CSR performance assessment			

	306-1 Water discharge by quality and destination		Not applicable. The Group is now reporting on effluents using GRI 303 2018, and therefore does not need to report on the effluents-related disclosure 306-1 in GRI 306 2016	Principle 8	SDG 3, 12
	306-2 Waste by type and disposal method	**2018 Registration Document (Externally Assured)** Page 153 - Recycling of waste and optimization of raw material **2018 Sustainability Communication** Page 59 - Recycling of waste and optimization of raw material; Page 84 - Key sustainability data		Principle 8	SDG 3, 12
GRI 306: Effluents and Waste 2016	**306-3** Significant spills	**2018 Registration Document (Externally Assured)** Page 157 - Environmental investments, remediation, and pollution prevention **2018 Sustainability Communication** Page 70 - 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 topics and its boundaries	**2018 Registration Document (Externally Assured)** Page 53 - Environmental risk; Page 124 - Corporate Social Responsibility's challenges of the Group; Page 156 - Additional environmental aspects; Page 161 - Product compliance and ban of hazardous materials **2018 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 53 - Energy efficiency regulation; Page 59 - Recycling of waste and optimization of raw material; Page 63 - Environmental footprint of products, including regulatory challenges; Page 69 - Additional environmental aspects; Page 72 - Product compliance and ban of hazardous materials			

	103-2 The management approach and its components	**2018 Registration Document (Externally Assured)** Page 53 - Environmental risk; Page 56 - Litigations related to environmental procedures; Page 156 - Additional environmental aspects; Page 161 - Product compliance and ban of hazardous materials; Page 168 - Vigilance Plan; Page 236 - Contingencies **2018 Sustainability Communication** Page 15 - UN Global Compact and Sustainable Development Goals; Page 53 - Energy efficiency regulation; Page 59 - Recycling of waste and optimization of raw material; Page 63 - Environmental footprint of products, including regulatory challenges; Page 69 - Additional environmental aspects; Page 72 - Product compliance and ban of hazardous materials; Page 92 - Vigilance plan	SDG 12, 13
	103-3 Evaluation of the management approach	**2018 Registration Document (Externally Assured)** Page 56 - Litigations related to environmental procedures; Page 156 - Additional environmental aspects including ISO 14001 certified EMS locations; Page 161 - Product compliance and ban of hazardous materials; Page 164 - CSR performance assessment; Page 236 - Contingencies **2018 Sustainability Communication** Page 53 - Energy efficiency regulation; Page 59 - Recycling of waste and optimization of raw material; Page 63 - Environmental footprint of products, including regulatory challenges; Page 69 - Additional environmental aspects; Page 72 - Product compliance and ban of hazardous materials; Page 90 - CSR performance assessment	
GRI 307: Environmental Compliance 2016	**307-1** Non-compliance with environmental laws and regulations	**2018 Registration Document (Externally Assured)** Page 56 - Litigations related to environmental procedures; Page 157 - Environmental investments, remediation, and pollution prevention; Page 236 - Contingencies **2018 Sustainability Communication** Page 70 - Environmental investments, remediation, and pollution prevention	Principle 8 SDG 16

SUPPLIER ENVIRONMENTAL ASSESSMENT

| **GRI 103:
Management
Approach
2016** | **103-1**
Explanation of the material topics and its boundaries | **2018 Registration Document (Externally Assured)**
Page 124 - Corporate Social Responsibility's challenges of the Group;
Page 145 - Supply chain assessment;
Page 161 - Product compliance and ban of hazardous materials
2018 Sustainability Communication
Page 6 - Corporate Social Responsibility's challenges of the Group;
Page 46 - Supply chain assessment;
Page 72 - Product compliance and ban of hazardous materials | |

	103-2 The management approach and its components	**2018 Registration Document (Externally Assured)** Page 145 - Supply chain assessment; Page 161 - Product compliance and ban of hazardous materials; Page 168 - Vigilance plan **2018 Sustainability Communication** Page 15 - UN Global Compact and Sustainable Development Goals; Page 46 - Supply chain assessment; Page 72 - Product compliance and ban of hazardous materials; Page 92 - Vigilance plan	
	103-3 Evaluation of the management approach	**2018 Registration Document (Externally Assured)** Page 145 - Supply chain assessment; Page 161 - Product compliance and ban of hazardous materials; Page 164 - CSR performance assessment **2018 Sustainability Communication** Page 46 - Supply chain assessment; Page 72 - Product compliance and ban of hazardous materials; Page 84 - Key sustainability data, supplier audits; Page 90 - CSR performance assessment	
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	**2018 Registration Document (Externally Assured)** Page 145 - Supply chain assessment and EcoVadis assessment platform for suppliers **2018 Sustainability Communication** Page 46 - Supply chain assessment and EcoVadis assessment platform for suppliers; Page 72 - Product compliance and ban of hazardous materials; Page 84 - Key sustainability data	Principle 8
	308-2 Negative environmental impacts in the supply chain and actions taken	**2018 Registration Document (Externally Assured)** Page 145 - Supply chain assessment, EcoVadis assessment platform for suppliers, and RBA audits **2018 Sustainability Communication** Page 46 - Supply chain assessment and EcoVadis assessment platform for suppliers; Page 72 - Product compliance and ban of hazardous materials; Page 84 - Key sustainability data	Principle 8

MATERIAL TOPICS

GRI 400 SOCIAL STANDARD SERIES

EMPLOYMENT

	103-1 Explanation of the material topics and its boundaries	**2018 Registration Document (Externally Assured)** Page 46 - Labor force availability; Page 124 - Corporate Social Responsibility's challenges of the Group; Page 128 - Management and development of talent; Page 136 - Management of business cycles **2018 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 21 - Management and development of talent; Page 29 - Management of business cycles	
GRI 103: Management Approach 2016			

	103-2 The management approach and its components	**2018 Registration Document (Externally Assured)** Page 46 - Labor force availability; Page 128 - Management and development of talent; Page 136 - Management of business cycles; Page 168 - Vigilance plan **2018 Sustainability Communication** Page 15 - UN Global Compact and Sustainable Development Goals; Page 21 - Management and development of talent; Page 29 - Management of business cycles; Page 92 - Vigilance plan			SDG 8
	103-3 Evaluation of the management approach	**2018 Registration Document (Externally Assured)** Page 128 - Management and development of talent; Page 136 - Management of business cycles; Page 164 - CSR performance assessment **2018 Sustainability Communication** Page 21 - Management and development of talent; Page 29 - Management of business cycles; Page 90 - CSR performance assessment			
GRI 401: Employment 2016	**401-1** New employee hires and employee turnover	**2018 Registration Document (Externally Assured)** Page 134 - Employment figures; **2018 Sustainability Communication** Page 16 - 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	**2018 Registration Document (Externally Assured)** Page 115 - Stock option plans and performance or restricted share plans; Page 129 - Performance, recognition and retention; Page 134 - Employee profit-sharing and shares held by employees; Page 224 - Employee benefit including post-employment & long-term benefits and share-based compensation plans **2018 Sustainability Communication** Page 24 - 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

	103-1 Explanation of the material topics and its boundaries	**2018 Registration Document (Externally Assured)** Page 124 - Corporate Social Responsibility's challenges of the Group; Page 138 - Business transformation and social dialogue **2018 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 32 - Business transformation and social dialogue			

GRI 103: Management Approach 2016	**103-2** The management approach and its components	**2018 Registration Document (Externally Assured)** Page 138 - Business transformation and social dialogue; Page 168 - Vigilance plan **2018 Sustainability Communication** Page 15 - UN Global Compact and Sustainable Development Goals; Page 32 - Business transformation and social dialogue; Page 92 - Vigilance plan			
	103-3 Evaluation of the management approach	**2018 Registration Document (Externally Assured)** Page 138 - Business transformation and social dialogue; Page 164 - CSR performance assessment; **2018 Sustainability Communication** Page 32 - Business transformation and social dialogue; Page 90 - 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 topics and its boundaries	**2018 Registration Document (Externally Assured)** Page 54 - Health and safety risk; Page 124 - Corporate Social Responsibility's challenges of the Group; Page 140 - Safety at work; Page 145 - Human Rights and working conditions **2018 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 34 - Safety at work; Page 46 - Human Rights and working conditions	
	103-2 The management approach and its components	**2018 Registration Document (Externally Assured)** Page 54 - Health and safety risk; Page 140 - Safety at work; Page 145 - Human Rights and working conditions; Page 168 - Vigilance plan **2018 Sustainability Communication** Page 15 - UN Global Compact and Sustainable Development Goals; Page 34 - Safety at work; Page 46 - Human Rights and working conditions; Page 92 - Vigilance plan	
	103-3 Evaluation of the management approach	**2018 Registration Document (Externally Assured)** Page 140 - Safety at work; Page 145 - Human Rights and working conditions; Page 164 - CSR performance assessment **2018 Sustainability Communication** Page 34 - Safety at work; Page 46 - Human Rights and working conditions; Page 84 - Key sustainability data; Page 90 - CSR performance assessment	

GRI 403: Occupational Health and Safety 2018	**403-1** Occupational health and safety management system	**2018 Registration Document (Externally Assured)** Page 140 - Safety at work **2018 Sustainability Communication** Page 34 - Safety at work	SDG 8
	403-2 Hazard identification, risk assessment, and incident investigation	**2018 Registration Document (Externally Assured)** Page 140 - Safety at work; Page 152 - Audits and internal governance **2018 Sustainability Communication** Page 34 - Safety at work; Page 58 - Audits and internal governance	SDG 3, 8
	403-3 Occupational health services	**2018 Registration Document (Externally Assured)** Page 140 - Safety at work **2018 Sustainability Communication** Page 34 - Safety at work	SDG 3, 8
	403-4 Worker participation, consultation, and communication on occupational health and safety	**2018 Registration Document (Externally Assured)** Page 140 - Safety at work **2018 Sustainability Communication** Page 34 - Safety at work	SDG 8
	403-5 Worker training on occupational health and safety	**2018 Registration Document (Externally Assured)** Page 54 - Health and safety risk; Page 140 - Safety at work and training; Page 153 - Environment, Health and Safety training **2018 Sustainability Communication** Page 34 - Safety at work and training; Page 59 - Environment, Health and Safety training	
	403-6 Promotion of worker health	**2018 Registration Document (Externally Assured)** Page 129 - Performance, recognition and retention; Page 140 - Safety at work **2018 Sustainability Communication** Page 24 - Performance, recognition and retention; Page 34 - Safety at work	
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	**2018 Registration Document (Externally Assured)** Page 145 - Human Rights and working conditions in the supply chain **2018 Sustainability Communication** Page 46 - Human Rights and working conditions in the supply chain	
	403-8 Workers covered by an occupational health and safety management system	**2018 Registration Document (Externally Assured)** Page 140 - Safety at work **2018 Sustainability Communication** Page 34 - Safety at work	
	403-9 Work-related injuries	**2018 Registration Document (Externally Assured)** Page 140 - Safety at work **2018 Sustainability Communication** Page 34 - Safety at work; Page 84 - Key sustainability data	
	403-10 Work-related ill health	**2018 Registration Document (Externally Assured)** Page 140 - Safety at work **2018 Sustainability Communication** Page 34 - Safety at work; Page 84 - Key sustainability data	

TRAINING AND EDUCATION		
GRI 103: Management Approach 2016	**103-1** Explanation of the material topics and its boundaries	**2018 Registration Document (Externally Assured)** Page 45 - Attract, develop & retain creative, production and technology talents; Page 54 - Talent and Human Rights; Page 124 - Corporate Social Responsibility's challenges of the Group; Page 128 - Management and development of talent; Page 140 - Safety at work; Page 142 - Community impact and regional development; Page 144 - Relations with external stakeholders **2018 Sustainability Communication** Page 5 - Corporate Social Responsibility's challenges of the Group; Page 21 - Management and development of talent; Page 34 - Safety at work; Page 36 - Community impact and regional development; Page 38 - Relations with external stakeholders
	103-2 The management approach and its components	**2018 Registration Document (Externally Assured)** Page 45 - Attract, develop & retain creative, production and technology talents; Page 54 - Talent and Human Rights; Page 128 - Management and development of talent; Page 140 - Safety at work; Page 142 - Community impact and regional development; Page 144 - Relations with external stakeholders; Page 168 - Vigilance plan **2018 Sustainability Communication** Page 15 - UN Global Compact and Sustainable Development Goals; Page 21 - Management and development of talent; Page 34 - Safety at work; Page 36 - Community impact and regional development; Page 38 - Relations with external stakeholders; Page 92 - Vigilance plan
	103-3 Evaluation of the management approach	**2018 Registration Document (Externally Assured)** Page 128 - Management and development of talent; Page 140 - Safety at work; Page 142 - Community impact and regional development; Page 144 - Relations with external stakeholders; Page 164 - CSR performance assessment **2018 Sustainability Communication** Page 21 - Management and development of talent; Page 34 - Safety at work; Page 36 - Community impact and regional development; Page 38 - Relations with external stakeholders; Page 90 - CSR performance assessment

GRI 404: Training and Education 2016	**404-1** Average hours of training per year per employee	**2018 Registration Document (Externally Assured)** Page 131 - Training and development; Page 140 - Safety at work and training **2018 Sustainability Communication** Page 26 - Training and development; Page 34 - Safety at work and training	Principle 6 SDG 4, 5, 8
	404-2 Programs for upgrading employee skills and transition assistance programs	**2018 Registration Document (Externally Assured)** Page 131 - Training and development; Page 138 - Transformation plans; Page 142 - Community impact and regional development, the Technicolor Academy **2018 Sustainability Communication** Page 26 - Training and development; Page 32 - Transformation plans; Page 36 - Community impact and regional development	SDG 8
	404-3 Percentage of employees receiving regular performance and career development reviews	**2018 Registration Document (Externally Assured)** Page 129 - Performance, recognition and retention; Page 131 - Training and development **2018 Sustainability Communication** Page 24 - Performance, recognition and retention; Page 26 - Training and development	Principle 6 SDG 5, 8

DIVERSITY AND EQUAL OPPORTUNITY

GRI 103: Management Approach 2016	**103-1** Explanation of the material topics and its boundaries	**2018 Registration Document (Externally Assured)** Page 54 - Talent and Human Rights; Page 124 - Corporate Social Responsibility's challenges of the Group; Page 137 - Diversity and inclusiveness; Page 146 - Fight against harassment and discrimination **2018 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 30 - Diversity and inclusiveness; Page 48 - Fight against harassment and discrimination	
	103-2 The management approach and its components	**2018 Registration Document (Externally Assured)** Page 54 - Talent and Human Rights; Page 137 - Diversity and inclusiveness; Page 146 - Fight against harassment and discrimination; Page 168 - Vigilance plan **2018 Sustainability Communication** Page 15 - UN Global Compact and Sustainable Development Goals; Page 30 - Diversity and inclusiveness; Page 48 - Fight against harassment and discrimination; Page 92 - Vigilance plan	SGD 5
	103-3 Evaluation of the management approach	**2018 Registration Document (Externally Assured)** Page 137 - Diversity and inclusiveness; Page 146 - Fight against harassment and discrimination; Page 164 - CSR performance assessment **2018 Sustainability Communication** Page 30 - Diversity and inclusiveness; Page 36 - Fight against harassment and discrimination; Page 90 - CSR performance assessment	

GRI 405: Diversity and Equal Opportunity 2016	**405-1** Diversity of governance bodies and employees	**2018 Registration Document (Externally Assured)** Page 68 - Composition and expertise of the Board of Directors; Page 101 - Members of the Executive Committee; Page 134 - Employment figures; Page 137 - Diversity and inclusiveness **2018 Sustainability Communication** Page 16 - Workforce evolution and composition; Page 30 - Diversity and inclusiveness		Principle 6	SDG 5, 8
	405-2 Ratio of basic salary and remuneration of women to men	**Technicolor Website** Technicolor U.K. Gender Pay Gap Data	Information unavailable. The organization has started to disclose this information for main countries where it operates in compliance with local laws. The organization will continue to publish information in the next reporting cycle.	Principle 6	SDG 5, 8, 10

NON-DISCRIMINATION

GRI 103: Management Approach 2016	**103-1** Explanation of the material topics and its boundaries	**2018 Registration Document (Externally Assured)** Page 54 - Talent and Human Rights; Page 124 - Corporate Social Responsibility's challenges of the Group; Page 137 - Diversity and inclusiveness; Page 146 - Fight against harassment and discrimination **2018 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 30 - Diversity and inclusiveness; Page 48 - Fight against harassment and discrimination			
	103-2 The management approach and its components	**2018 Registration Document (Externally Assured)** Page 54 - Talent and Human Rights; Page 137 - Diversity and inclusiveness; Page 146 - Fight against harassment and discrimination; Page 168 - Vigilance plan **2018 Sustainability Communication** Page 15 - UN Global Compact and Sustainable Development Goals; Page 30 - Diversity and inclusiveness; Page 48 - Fight against harassment and discrimination; Page 92 - Vigilance plan			
	103-3 Evaluation of the management approach	**2018 Registration Document (Externally Assured)** Page 137 - Diversity and inclusiveness; Page 146 - Fight against harassment and discrimination; Page 164 - CSR performance assessment **2018 Sustainability Communication** Page 30 - Diversity and inclusiveness; Page 48 - Fight against harassment and discrimination; Page 90 - CSR performance assessment			

GRI 406: Non-Discrimination 2016	**406-1** Incidents of discrimination and corrective actions taken	**2018 Registration Document (Externally Assured)** Page 137 - Diversity and inclusiveness; Page 145 - Human Rights and working conditions in the supply chain; Page 146 - Fight against harassment and discrimination **2018 Sustainability Communication** Page 30 - Diversity and inclusiveness; Page 46 - Human Rights and working conditions in the supply chain; Page 48 - Fight against harassment and discrimination	Principle 6 SDG 5, 8, 16

FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING

GRI 103: Management Approach 2016	**103-1** Explanation of the material topics and its boundaries	**2018 Registration Document (Externally Assured)** Page 138 - Business transformation and social dialogue **2018 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 32 - Business transformation and social dialogue	
	103-2 The management approach and its components	**2018 Registration Document (Externally Assured)** Page 138 - Business transformation and social dialogue; Page 168 - Vigilance plan **2018 Sustainability Communication** Page 15 - UN Global Compact and Sustainable Development Goals; Page 32 - Business transformation and social dialogue; Page 92 - Vigilance plan	
	103-3 Evaluation of the management approach	**2018 Registration Document (Externally Assured)** Page 138 - Business transformation and social dialogue; Page 164 - CSR performance assessment **2018 Sustainability Communication** Page 32 - Business transformation and social dialogue; Page 90 - 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	**2018 Registration Document (Externally Assured)** Page 145 - Human Rights and working conditions in the supply chain **2018 Sustainability Communication** Page 46 - 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 topics and its boundaries	**2018 Registration Document (Externally Assured)** Page 124 - Corporate Social Responsibility's challenges of the Group; Page 145 - Human Rights and working conditions **2018 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 46 - Human Rights and working conditions	

	103-2 The management approach and its components	**2018 Registration Document (Externally Assured)** Page 145 - Human Rights and working conditions; Page 168 - Vigilance plan **2018 Sustainability Communication** Page 15 - UN Global Compact and Sustainable Development Goals; Page 46 - Human Rights and working conditions; Page 92 - Vigilance plan		
	103-3 Evaluation of the management approach	**2018 Registration Document (Externally Assured)** Page 145 - Human Rights and working conditions; Page 164 - CSR performance assessment **2018 Sustainability Communication** Page 46 - Human Rights and working conditions; Page 90 - CSR performance assessment		
GRI 408: Child Labor 2016	**408-1** Operations and suppliers at significant risk for incidents of child labor	**2018 Registration Document (Externally Assured)** Page 145 - Human Rights and working conditions in the supply chain **2018 Sustainability Communication** Page 46 - Human Rights and working conditions in the supply chain	Principle 5	SDG 8, 16

FORCED OR COMPULSORY LABOR

GRI 103: Management Approach 2016	**103-1** Explanation of the material topics and its boundaries	**2018 Registration Document (Externally Assured)** Page 124 - Corporate Social Responsibility's challenges of the Group; Page 145 - Human Rights and working conditions **2018 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 46 - Human Rights and working conditions		
	103-2 The management approach and its components	**2018 Registration Document (Externally Assured)** Page 145 - Human Rights and working conditions; Page 168 - Vigilance plan **2018 Sustainability Communication** Page 15 - UN Global Compact and Sustainable Development Goals; Page 46 - Human Rights and working conditions; Page 92 - Vigilance plan		
	103-3 Evaluation of the management approach	**2018 Registration Document (Externally Assured)** Page 145 - Human Rights and working conditions; Page 164 - CSR performance assessment **2018 Sustainability Communication** Page 46 - Human Rights and working conditions; Page 90 - 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	**2018 Registration Document (Externally Assured)** Page 145 - Human Rights and working conditions in the supply chain **2018 Sustainability Communication** Page 46 - Human Rights and working conditions in the supply chain	Principle 4	SDG 8, 16

HUMAN RIGHTS ASSESSMENT

GRI 103: Management Approach 2016	**103-1** Explanation of the material topics and its boundaries	**2018 Registration Document (Externally Assured)** Page 54 - Talent and Human Rights; Page 124 - Corporate Social Responsibility's challenges of the Group; Page 145 - Human Rights and working conditions **2018 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 46 - Human Rights and working conditions		

	103-2 The management approach and its components	**2018 Registration Document (Externally Assured)** Page 54 - Talent and Human Rights; Page 145 - Human Rights and working conditions; Page 168 - Vigilance plan **2018 Sustainability Communication** Page 15 - UN Global Compact and Sustainable Development Goals; Page 46 - Human Rights and working conditions; Page 92 - Vigilance plan	
	103-3 Evaluation of the management approach	**2018 Registration Document (Externally Assured)** Page 145 - Human Rights and working conditions; Page 164 - CSR performance assessment **2018 Sustainability Communication** Page 46 - Human Rights and working conditions; Page 90 - CSR performance assessment	
GRI 412: Human Rights Assessment 2016	412-1 Operations that have been subject to human rights reviews or impact assessments	**2018 Registration Document (Externally Assured)** Page 57 - Ethical values and principles of conduct for the Group's managers and employees, Code of Ethics, Financial Ethics; Page 145 - Human Rights and working conditions in the supply chain **2018 Sustainability Communication** Page 46 - Human Rights and working conditions in the supply chain	Principle 1
	412-2 Employee training on human rights policies or procedures	**2018 Registration Document (Externally Assured)** Page 57 - Code of Ethics and ethics training programs; Page 145 - Human Rights and working conditions in the supply chain **2018 Sustainability Communication** Page 46 - 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	**2018 Registration Document (Externally Assured)** Page 145 - Human Rights and working conditions in the supply chain **2018 Sustainability Communication** Page 46 - Human Rights and working conditions in the supply chain	Principle 2
	LOCAL COMMUNITIES		
GRI 103: Management Approach 2016	103-1 Explanation of the material topics and its boundaries	**2018 Registration Document (Externally Assured)** Page 124 - Corporate Social Responsibility's challenges of the Group; Page 142 - Community impact and regional development; Page 144 - Relations with external stakeholders **2018 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 36 - Community impact and regional development; Page 38 - Relations with external stakeholders	

	103-2 The management approach and its components	**2018 Registration Document (Externally Assured)** Page 142 - Community impact and regional development; Page 144 - Relations with external stakeholders; Page 168 - Vigilance plan **2018 Sustainability Communication** Page 15 - UN Global Compact and Sustainable Development Goals; Page 36 - Community impact and regional development; Page 38 - Relations with external stakeholders; Page 92 - Vigilance plan		
	103-3 Evaluation of the management approach	**2018 Registration Document (Externally Assured)** Page 142 - Community impact and regional development; Page 144 - Relations with external stakeholders; Page 164 - CSR performance assessment **2018 Sustainability Communication** Page 36 - Community impact and regional development; Page 38 - Relations with external stakeholders; Page 90 - CSR performance assessment		
GRI 413: **Local Communities 2016**	**413-1** Operations with local community engagement, impact assessments, and development programs	**2018 Sustainability Communication** Page 36 - Community impact and regional development;	Information unavailable. The necessary information cannot be obtained currently. However, most operations have implemented local community engagement, impact assessments, and development programs. The organization is currently working to disclose information in the next reporting cycle	Principle 1
	413-2 Operations with significant actual and potential negative impacts on local communities	**2018 Registration Document (Externally Assured)** Page 138 - Transformation plans **2018 Sustainability Communication** Page 32 - Transformation plans		Principle 1
		SUPPLIER SOCIAL ASSESSMENT		
GRI 103: **Management Approach 2016**	**103-1** Explanation of the material topics and its boundaries	**2018 Registration Document (Externally Assured)** Page 54 - Talent and Human Rights; Page 124 - Corporate Social Responsibility's challenges of the Group; Page 145 - Human Rights and working conditions **2018 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 46 - Human Rights and working conditions		
	103-2 The management approach and its components	**2018 Registration Document (Externally Assured)** Page 54 - Talent and Human Rights; Page 145 - Human Rights and working conditions; Page 168 - Vigilance plan **2018 Sustainability Communication** Page 15 - UN Global Compact and Sustainable Development Goals; Page 46 - Human Rights and working conditions; Page 92 - Vigilance plan		

	103-3 Evaluation of the management approach	**2018 Registration Document (Externally Assured)** Page 145 - Human Rights and working conditions; Page 164 - CSR performance assessment **2018 Sustainability Communication** Page 46 - Human Rights and working conditions; Page 90 - CSR performance assessment		
GRI 414: Supplier Social Assess- ment 2016	414-1 New suppliers that were screened using social criteria	**2018 Registration Document (Externally Assured)** Page 145 - Human Rights and working condi- tions in the supply chain, EcoVadis assessment platform for suppliers **2018 Sustainability Communication** Page 46 - Human Rights and working condi- tions in the supply chain, EcoVadis assessment platform for suppliers; Page 84 - Key sustainability data	Principle 2	SDG 5, 8, 16
	414-2 Negative social impacts in the supply chain and actions taken	**2018 Registration Document (Externally Assured)** Page 145 - Human Rights and working condi- tions in the supply chain, EcoVadis assessment platform for suppliers and RBA audits **2018 Sustainability Communication** Page 46 - Human Rights and working condi- tions in the supply chain, EcoVadis assessment platform for suppliers and RBA audits	Principle 2	SDG 5, 8, 16

PUBLIC POLICY			

	103-1 Explanation of the material topics and its boundaries	**2018 Registration Document (Externally Assured)** Page 124 - Corporate Social Responsibility's challenges of the Group; Page 144 - Relations with external stakeholders; Page 161 - Product compliance and ban of hazardous materials **2018 Sustainability Communication** Page 6 - Corporate Social Responsibility's challen- ges of the Group; Page 38 - Relations with external stakeholders; Page 72 - Product compliance and ban of hazar- dous materials; Page 80 - Fairness of business practices
GRI 103: Manage- ment Approach 2016	103-2 The management approach and its components	**2018 Registration Document (Externally Assured)** Page 144 - Relations with external stakeholders; Page 161 - Product compliance and ban of hazardous materials; Page 168 - Vigilance plan **2018 Sustainability Communication** Page 15 - UN Global Compact and Sustainable Development Goals; Page 38 - Relations with external stakeholders; Page 72 - Product compliance and ban of hazar- dous materials; Page 80 - Fairness of business practices; Page 92 - Vigilance plan
	103-3 Evaluation of the ma- nagement approach	**2018 Registration Document (Externally Assured)** Page 144 - Relations with external stakeholders; Page 161 - Product compliance and ban of hazardous materials; Page 164 - CSR performance assessment **2018 Sustainability Communication** Page 38 - Relations with external stakeholders; Page 72 - Product compliance and ban of hazar- dous materials; Page 80 - Fairness of business practices; Page 90 - CSR performance assessment

GRI 415: Public Policy 2016	415-1 Political contributions	The total value is equal to zero	Principle 10	SDG 16

CUSTOMER HEALTH AND SAFETY				
GRI 103: Management Approach 2016	103-1 Explanation of the material topics and its boundaries	**2018 Registration Document (Externally Assured)** Page 124 - Corporate Social Responsibility's challenges of the Group; Page 161 - Product compliance and ban of hazardous materials **2018 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 59 - Recycling of waste and optimization of raw material; Page 72 - Product compliance and ban of hazardous materials		
	103-2 The management approach and its components	**2018 Registration Document (Externally Assured)** Page 161 - Product compliance and ban of hazardous materials; Page 168 - Vigilance plan **2018 Sustainability Communication** Page 15 - UN Global Compact and Sustainable Development Goals; Page 59 - Recycling of waste and optimization of raw material; Page 72 - Product compliance and ban of hazardous materials; Page 92 - Vigilance plan		
	103-3 Evaluation of the management approach	**2018 Registration Document (Externally Assured)** Page 161 - Product compliance and ban of hazardous materials; Page 164 - CSR performance assessment **2018 Sustainability Communication** Page 59 - Recycling of waste and optimization of raw material; Page 72 - Product compliance and ban of hazardous materials; Page 90 - CSR performance assessment		
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	**2018 Registration Document (Externally Assured)** Page 161 - Product compliance and ban of hazardous materials **2018 Sustainability Communication** Page 53 - Energy efficiency; Page 59 - Recycling of waste and optimization of raw material; Page 63 - Environmental footprint of products; Page 72 - 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		SDG 16

MARKETING AND LABELING			
GRI 103: Manage-ment Approach 2016	**103-1** Explanation of the material topics and its boundaries	**2018 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 39 - Customer satisfaction, case studies; Page 59 - Recycling of waste and optimization of raw material; Page 63 - Environmental footprint of products, including regulatory challenges	
	103-2 The management approach and its components	**2018 Sustainability Communication** Page 15 - UN Global Compact and Sustainable Development Goals; Page 39 - Customer satisfaction surveys; Page 59 - Recycling of waste and optimization of raw material; Page 63 - Environmental footprint of products, including regulatory challenges; Page 92 - Vigilance plan	
	103-3 Evaluation of the ma-nagement approach	**2018 Sustainability Communication** Page 39 - Customer satisfaction survey results; Page 59 - Recycling of waste and optimization of raw material; Page 63 - Environmental footprint of products, including regulatory challenges; Page 90 - CSR performance assessment	
GRI 417: Marke-ting and Labeling 2016	**417-1** Requirements for product and service information and labeling	**2018 Registration Document (Externally Assured)** Page 161 - Product compliance and ban of hazardous materials **2018 Sustainability Communication** Page 53 - Energy efficiency regulation and requirements; Page 59 - Recycling of waste and optimization of raw material; Page 63 - Environmental footprint of products; Page 72 - Product compliance and ban of hazar-dous materials	SDG 12, 16
	417-2 Incidents of non-com-pliance 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	SDG 16
	417-3 Incidents of non-com-pliance concerning marketing communi-cations	This information is not applicable to Technico-lor 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 topics and its boundaries	**2018 Registration Document (Externally Assured)** Page 45 - Cyber and physical content security risk; Page 48 - Physical security risk; Page 50 - Products development and cybersecurity; Page 61 - Security of people and assets, including cybersecurity; Page 124 - Corporate Social Responsibility's challenges of the Group; Page 162 - Content security, cyber risks and respect of Intellectual Property **2018 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 77 - Content security, cyber risks and respect of Intellectual Property	
	103-2 The management approach and its components	**2018 Registration Document (Externally Assured)** Page 45 - Cyber and physical content security; Page 48 - Physical security; Page 50 - Products development and cyberse-curity; Page 61 - Security of people and assets, including cybersecurity; Page 62 - Information Technology Security procedures; Page 162 - Content security, cyber risks and respect of Intellectual Property; Page 168 - Vigilance plan **2018 Sustainability Communication** Page 15 - UN Global Compact and Sustainable Development Goals; Page 77 - Content security, cyber risks and respect of Intellectual Property; Page 92 - Vigilance plan	
	103-3 Evaluation of the ma-nagement approach	**2018 Registration Document (Externally Assured)** Page 61 - Security of people and assets, inclu-ding cybersecurity; Page 162 - Content security, cyber risks and respect of Intellectual Property; Page 164 - CSR performance assessment **2018 Sustainability Communication** Page 77 - Content security, cyber risks and respect of Intellectual Property; Page 90 - CSR performance assessment	
GRI 418: Customer Privacy 2016	**418-1** Substantiated com-plaints concerning breaches of customer privacy and losses of customer data	Technicolor has not identified complaints concerning breaches of customer privacy and losses of customer data	SDG 16

SOCIOECONOMIC COMPLIANCE

GRI 103: Manage- ment Approach 2016	**103-1** Explanation of the material topics and its boundaries	**2018 Registration Document (Externally Assured)** Page 54 - Legal compliance; Page 57 - Internal control; Page 124 - Corporate Social Responsibility's challenges of the Group; Page 163 - Fairness of business practices **2018 Sustainability Communication** Page 6 - Corporate Social Responsibility's challenges of the Group; Page 80 - Fairness of business practices;	
	103-2 The management approach and its components	**2018 Registration Document (Externally Assured)** Page 54 - Legal compliance; Page 56 - Litigations; Page 57 - Internal control; Page 163 - Fairness of business practices; Page 168 - Vigilance plan; Page 236 - Contingencies **2018 Sustainability Communication** Page 15 - UN Global Compact and Sustainable Development Goals; Page 80 - Fairness of business practices; Page 92 - Vigilance plan	SDG 16
	103-3 Evaluation of the ma- nagement approach	**2018 Registration Document (Externally Assured)** Page 56 - Litigations; Page 57 - Internal control; Page 163 - Fairness of business practices; Page 164 - CSR performance assessment; Page 236 - Contingencies **2018 Sustainability Communication** Page 80 - Fairness of business practices; Page 90 - CSR performance assessment	
GRI 419: Socioeco- nomic Com- pliance 2016	**419-1** Non-compliance with laws and regulations in the social and economic area	**2018 Registration Document (Externally Assured)** Page 56 - Litigations; Page 236 - Contingencies	SDG 16

(12) UNITED NATIONS GLOBAL COMPACT 2018 COMMUNICATION ON PROGRESS

GRI [102-12]

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

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

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 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 2018 Actions and Results	- The Group updated in 2018 its Code of Ethics to include reinforced or additional sections on inclusion, employee data protection, anti-corruption and bribery, anti-human trafficking and modern slavery in the supply chain, anti-money laundering, respect for the environment, among other topics. The Group's Whistleblower Policy was also revised in 2017; - 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, WebEx and online courses. These training initiatives were continued through 2018. Training sessions involved more than 15,000 employees from 2010 through 2018; - Occupational Health and Safety training in 2018 totaled some 42,712 hours and were provided to employees and contractors throughout the Group on a wide variety of topics, from environmental and safety compliance and protection, injury prevention, emergency preparation and response, and occupational health topics; - As part of Technicolor's overall commitments to Corporate Social Responsibility, the Group is committed to ensure that minerals contained in its products are sourced with due respect to human rights, the need to avoid contributing to conflicts, and the desire to support developments through our supply chain practices. The Group has implemented a due diligence process by asking its suppliers to conduct investigations in their own supply chain, and to avoid directly or indirectly any use of 3TG minerals originated from conflict-affected countries. Our commitments are confirmed by public statements on Conflict Minerals and on compliance with UK and California anti-human trafficking laws, available on our website; - In 2017, Technicolor also revised its Personal Data Protection Policy to prepare the Group for the European General Data Protection Regulation enforced in May 2018 and e-learning sessions were organized for employees. Furthermore, an independent Data Privacy Officer is registered with the French CNIL, an independent administrative authority, whose mission is to protect personal data and preserve civil liberties.

HUMAN RIGHTS	
GLOBAL COMPACT **10 Principles**	**PRINCIPLE 2:** **Make sure that they are not complicit in human rights abuses;**
TECHNICOLOR **Program and Policies**	Technicolor Code of Ethics, Sourcing Ethics Policy, Environment health and safety charter, Technicolor Supplier Ethics Handbook, RBA Code of Conduct, Supplier Monitoring and KPIs on labor issues, EcoVadis supplier assessment platform.
TECHNICOLOR **2018 Actions and Results**	- Technicolor is a member of the Responsible Business Alliance (formerly named EICC, now RBA) and complies with its latest Code of Conduct (version 6.0 which was ratified in 2017 and went into effect Jan. 1, 2018) to ensure that working conditions in the electronics industry and its supply chains are safe, that workers are treated with respect and dignity, and that business operations are environmentally responsible and conducted ethically. With more than 140 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. RBA members commit and are held accountable to a common Code of Conduct and utilize a range of RBA training and assessment tools to support continuous improvement in the social, environmental and ethical responsibility of their supply chains. RBA membership includes compliance requirements for periodic third-party audits of all critical suppliers with an intense focus on Human Rights, and over time all main suppliers of Technicolor who are also members of RBA will have Validated Audit Process reports on record within the RBA communication platform; - Focused on suppliers evaluated as "high risk", Technicolor added in 2018 a more systematic risk assessment of suppliers with the implementation of the EcoVadis assessment platform for suppliers representing a yearly spending of more than €1 million. Such category represents 91.7% of the total spending of the Group. Suppliers representing about 55% of total spend of this category of Technicolor's suppliers are already assessed by EcoVadis.

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 **2018 Actions and Results**	- In 2018, Technicolor entered into 26 collective bargaining agreements: 1 in Australia, 1 in Belgium, 2 in Brazil, 2 in Canada, 15 in France, 3 in Mexico, 1 in the United Kingdom and 1 in the United States of America. In several countries, collective bargaining agreements are negotiated on a pluriannual basis (three years or more), and therefore agreements may not have to be renewed in 2018 in certain countries, due to this calendar.

LABOR	
GLOBAL COMPACT **10 Principles**	**PRINCIPLE 4:** **The elimination of all forms of forced and compulsory labor;**
TECHNICOLOR **Program and Policies**	Code of Ethics, Sourcing Ethics Policy, 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 **2018 Actions and Results**	- 59 on-site Supplier Ethics audits were performed in 2018 by Technicolor concerning 53 sites as some sites have been audited two times.

LABOR	
GLOBAL COMPACT **10 Principles**	**PRINCIPLE 5:** **the effective abolition of child labor; and**
TECHNICOLOR **Program and Policies**	Auditing of suppliers: during the audit process, instances of child labor are classified as critical and entail an immediate stoppage of business.
TECHNICOLOR **2018 Actions and Results**	- Out of the 59 supplier audits cited above, only 1 audit revealed a critical violation that was child labor related. 79% of detected violations relate to health and safety, and 12% to working hours. Health and safety violations represent 90% of major violations, while the remaining categories of major violations detected are discrimination, young workers and compensation by decreasing order.

LABOR	
GLOBAL COMPACT **10 Principles**	**PRINCIPLE 6:** **the elimination of discrimination in respect of employment and occupation.**
TECHNICOLOR **Program and Policies**	A global plan for Diversity and Inclusion was launched in 2015 and reinforced in 2016, 2017 and 2018. The objective of this plan is to improve globally our processes to ensure that practices are not discriminatory at any stage in the Group, but also to promote a mindset of openness and inclusiveness globally, and a willingness to bring support and assistance to persons or groups who may be under-represented compared to their regional demographics. The 4 key areas of the plan are gender diversity, disability, aging, and ethnicity.
TECHNICOLOR **2018 Actions and Results**	- During 2018, at the Group level, work continued to focus on action planning and internal communication and awareness building, while several business units launched programs and networks related to diversity and inclusion in alignment with their workforce requirements. More specifically, in Production Services, a pledge was developed to ensure all groups of people are fairly represented within each brand, to use the Technicolor Academies to actively change diversity in the short-term, and to work long-term with education and industry event to improve the awareness of VFX as a career option for all groups; - In several countries, managers and supervisors are provided legal awareness training sessions about anti-harassment and non-discrimination. Several new or on-going initiatives were active during 2018, in particular in India, France, the UK and Australia. For more details, please refer to chapter 3.2 of this report. In addition to the role of the management, detection of discrimination cases also relies on the Whistleblower Policy allowing any employee to confidentially disclose their situation or the situation of a co-worker, without fear of publicity or adverse reaction. Overall, 36 cases of discrimination and harassment were reported in 2018, reflecting the impact of awareness campaigns about harassment; - On the gender diversity front, actions were put in place through a full range of processes in order to better balance gender diversity and increase the ratio of women in business roles, management levels and leadership pipeline. 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 2018: • three women are members of the EXCOM, representing 25% of the total number of members on December 31, 2018. At Management Committee (MCOM) level, five women are members, reaching 33% of the total number of members including EXCOM members;

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

• leadership talent criteria are adapted to secure equity between men and women in leadership positions, and gender diversity is integrated in Division's Talent reviews, which outcomes are presented to EXCOM, including dedicated action plans as needed.
In 2018, several local initiatives to promote gender diversity were encouraged in India, France, the UK, Poland and Australia. For more information, please refer to chapter 2.4 of this report;

- On the inclusion front concerning disabled people, beyond the legal requirements when they exist, Technicolor strives to adapt its 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 France, agreements were signed in 2016 with labor representatives in support of Technicolor's 'Mission Handicap - France' program. End of 2018 confirmed 5 persons recruited. Other initiatives continued in 2018 also in Canada, Australia, the UK, and in Poland. For more information, please refer to chapter 2.4 of this report.

ENVIRONMENT	
GLOBAL COMPACT **10 Principles**	**PRINCIPLE 7:** **Businesses should support a precautionary approach to environmental challenges;**
TECHNICOLOR **Program and Policies**	Environment, health and safety charter, hazardous substances control in products and systems. Participation to Carbon Disclosure Project (Climate Change).
TECHNICOLOR **2018 Actions and Results**	- In 2018, Technicolor participated for the eleventh consecutive year in the Carbon Disclosure Project, targeting collaboration between large international firms and investors related to global warming. Technicolor's answer is available on the CDP's website: **http://www.cdproject.net;** - Technicolor carefully monitors all relevant pieces of legislation worldwide which stem from a precautionary approach to environmental challenges (e.g. Reach, RoHS in Europe, etc.). For complete details, please refer to chapter 6.1 of this sustainability report.

ENVIRONMENT	
GLOBAL COMPACT **10 Principles**	**PRINCIPLE 8:** **undertake initiatives to promote greater environmental responsibility; and**
TECHNICOLOR **Program and Policies**	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.
TECHNICOLOR **2018 Actions and Results**	- During 2018, a total of 6 sites held ISO 14001 certification, and one recently acquired operation is working toward it; - As part of Technicolor's objective of auditing each industrial location at least every three years, three locations were audited in 2018. As a result of these audits, potential improvement items were identified and evaluated, and more importantly, appropriate action plans were developed; - Climate Change: a transportation emissions blueprint was made in 2017 and in 2018. Partnering with award-winning and certified French TK'Blue company, which conducts in-depth emissions calculations for its customers, 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.

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 **2018 Actions and Results**	- Technicolor started to implement Eco-design guidelines in 2008 and has long taken a positive stance towards environmental issues in the development, manufacture, use and ultimate disposal of its products. The Group is an active contributor to industry voluntary initiatives or codes of conduct, including the EU Codes of Conduct (CoC) on Energy Efficiency of Digital TV Service (DTV) and Energy Consumption of Broadband Equipment (BB), the EU Industry Voluntary Agreement (VIA) to improve energy consumption of Complex Set-Top Boxes (CSTB), and more recently the US Voluntary Agreements for Ongoing Improvement to the Energy Efficiency of Set-Top Boxes (STB), and for Ongoing Improvement to the Energy Efficiency of Small Network Equipment (SNE); - In 2018 in Europe, Technicolor has participated and contributed to the revision of CoC BB V6 and VIA V4.0. The work on CoC BB V7 has continued and the finalization of CoC BB V7 is foreseen beginning of 2019. The VIA version 5 has been published in September of 2017. The intent is now to add in the VIA version 6 some non-energy requirements related e.g. to Repair, Reuse and Recycling (RRR), to products' durability and upgradeability, to restriction of some flame retardants in plastic parts in addition to RoHS, restriction of Short Chain Chlorinated Paraffins (SCCP), and the full recyclability of packaging. VIA V6 publication is planned in 2019; - 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, most of Connected Home STB models marketed in U.S. meet the Energy-Star STB energy efficiency levels; - In Europe, Company reporting for 2018 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.

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**	Code of Ethics, Ethics Compliance Committee, Financial Ethics Charter, Anti-Corruption & Anti-Bribery Policy, Sourcing Ethics Policy, Technicolor Supplier Ethics Handbook, RBA Code of Conduct, Supplier Monitoring and KPIs, Whistleblower Policy and portal.
TECHNICOLOR **2018 Actions and Results**	- Early 2018, the Group updated its Code of Ethics after having conducted end of 2017 a revision of its Anti-Corruption & Anti-Bribery Policy to include reinforced or additional sections, including sections on anti-corruption and anti-bribery, anti-money laundering. The Group's Whistleblower Policy was also revised in 2017; - A Chief Compliance Committee (CCO) has been appointed in 2017 and supports the implementation of ethics rules and policies defined in accordance with applicable regulations. The CCO is also the Secretary of the Ethics Compliance Committee (ECC); - As part of Technicolor's efforts to ensure that employees are familiar with the Code of Ethics and related policies, such as the Whistleblower Policy, the Anti-Corruption & Anti-Bribery Policy and the Sourcing Ethics Policy, numerous training programs were implemented in the past years by the legal compliance team in concertation with the Ethics Compliance Committee (ECC), including both in-person, WebEx and online courses. From 2010 through 2018, training sessions related to business ethics, competition rules, fraud, anti-corruption and anti-bribery involved more than 15,000 employees worldwide; - Over the last few years, amongst other Ethics training courses, members of the finance community completed the Global Financial Fraud Prevention course. During that same time, online training courses focused on the EU Competition-Dealing with Competitors, anti-corruption and anti-bribery regulations and policies, and preventing sexual harassment. The Americas population has received training on anti-bribery, competition, anti-corruption, business communications, addressing employee concerns, and fraud prevention. In-person training and preparation meetings took place with key managers in 2017, focusing on the evolution of anti-corruption and anti-bribery policies based on the requirements of French anti-bribery Loi Sapin II. In addition, over the past years, several in-person trainings took place in Mexico, India and China on various aspects of the Company's Code of Ethics; - The comprehensive Technicolor commitment to prevent corruption, formalized in our Anti-Corruption & Anti-Bribery Policy, seeks to not only comply with the U.S. Foreign Corrupt Practices Act ("FCPA") and other anti-corruption and anti-bribery regulations like the French Criminal Code, but to avoid even the appearance of questionable conduct in connection with Technicolor operations. The new Anti-Corruption & Anti-Bribery Policy which was issued at the end of 2017, includes a practical guide to anti-bribery. Several specific policies (notably targeting third parties such as agents) have been reviewed and background check processes for certain third parties were put in place; -The issuance of the new Anti-Corruption & Anti-Bribery Policy was followed by an all-group message from the CEO. E-learning training targeting all employee categories has been delivered as well as on-site training for specific employee categories such as sales team, legal team or specific countries. Technicolor top management has shown its engagement by issuing several communications to all employees regarding anti-bribery practices, and by requiring regular updates on the anti-bribery program at the Audit Committee of the Company's Board of Directors. A risk mapping exercise was performed which involved among others, controlling and sourcing teams, business leaders and specific managers, in order to identify priorities areas for anti-bribery purpose. A subsequent screening of our third parties (customers, vendors, partners) has been done with the support of an external assessment (Lexis Diligence); - Pertaining to these policies, any employee may report anonymously any suspected breach of competition rules or anti-bribery rules, and more broadly any breach of the Code of Ethics, through the Whistleblowing portal (phone, email) in the countries where Technicolor is active.

13 ACRONYMS

- 3 TGs: Tantalum, Tin, Tungsten and Gold
- ADSL: Asymmetric Digital Subscriber Line
- AFEP: Association Française des Entreprises Privées (France)
- APAC: Asia-Pacific region
- BAT: Best Available Technology
- BB: Broadband Equipment
- BOD: Biological Oxygen Demand
- BU: Business Unit
- CCO: Chief Compliance Officer
- CD: Compact Disc
- CDP: Carbon Disclosure Project
- CE: Consumer Electronics or Conformité Européenne (for CE marking)
- CEEVA: Canadian Energy Efficiency Voluntary Agreement
- CEO: Chief Executive Officer
- CEQ: Customer Experience and Quality
- CFSI: Conflict Free Sourcing Initiative
- CFSP: Conflict Free Smelter Program
- CMRT: Conflict Mineral Reporting Template
- CNIL: Commission Nationale de l'Informatique et des Libertés (France)
- CoC: Code of Conduct
- CoC BB: Code of Conduct for Broadband Equipment
- COD: Chemical Oxygen Demand
- CoE: Center of Expertise
- COO: Chief Operating Officer
- COP: Communication on Progress (Global Compact)
- CPE: Customer Premise Equipment
- CPI: Continuous Process Improvement
- CRT: Cathode Ray Tube
- CSR: Corporate Social Responsibility
- CSTB: Complex Set Top Box
- DCO: Data Control Organization
- DE: Digital Europe
- DMA: Disclosures on Management Approach (GRI)
- DMP: Digital Matte Painting
- DOE or DoE: Department of Energy (US)
- DPO: Data Protection Officer
- DSL / ADSL / VDSL: Digital Subscriber Line / Asymmetric DSL / Very-high-bit-rate DSL
- DTV: Digital TV
- DVD: Digital Versatile Disc

- EC: European Commission
- EC: Electronically Commuted
- ECC: Ethics Compliance Committee
- ECHA: European Chemicals Agency (EU)
- EEC: European Economic Community
- EEE: Electrical and Electronic Equipment
- EH&S or EHS: Environment, Health & Safety
- EICC: Electronics Industrial Citizenship Coalition (US)
- EIME: Environmental Information and Management Explorer tool
- EMEA: Europe/Middle East/Africa region
- EMS: Environmental Management System or Electronic Manufacturing Service
- EOL: End of Life
- EPA: Environmental Protection Agency (US)
- EPS: External Power Supply
- ErP: Energy related Products (EU Directive), previously EuP (Energy using Products)
- ETM: Early-To-Market
- EU: European Union
- EXCOM: Executive Committee
- FAQ: Frequently Asked Question
- FCPA: Foreign Corrupt Practices Act (US)
- FTV: Film and Television Visual Effects
- FX (or VFX): Visual Effects
- GDPR: General Data Protection Regulation (Europe)
- GeSI: Global e-Sustainability Initiative
- GHG: Greenhouse Gases
- GRI: Global Reporting Initiative
- GW: Gateway or Global Warming
- H&S: Health and Safety
- HD: Hard Drive or Hard Disk Drive
- HW: Hardware
- HR: Human Ressources
- HRBP: Human Ressources Business Partner
- HRCC: Human Ressources Competence Center
- HVAC: Heating, Ventilation and Air-Conditioning
- IC: Internal Complaint Committee
- ICT: Information and Communications Technology
- IEC: International Electrotechnical Commission
- ILO: International Labor Organization
- INRIA: Institut National de Recherche en Informatique et en Automatique (France)

- IoT: Internet of Things
- IP: Intellectual Property or Internet Protocol
- IPCC: Intergovernmental Panel on Climate Change
- IPTV: Internet Protocol Television
- ISMS: Information Security Management System
- ISO: International Organization for Standardization
- IT: Information Technology
- KPI: Key Performance Indicator
- K-REACH: Registration, Evaluation and Authorization of Chemicals (South-Korea)
- LAN: Local Area Network
- LATAM: Latin America region
- LCA: Life Cycle Assessment or Analysis
- LED: Light-Emitting Diode
- LGBTQ: Lesbian, Gay, Bisexual, Transgender, and Questioning
- LMS: Learning Management System
- LTD: Long-Term Disability
- LTE: Long Term Evolution (a high-speed wireless communication standard for mobile phones and data terminals)
- MCOM: Management Committee
- MEDEF : Mouvement des Entreprises de France (France)
- M&E: Media & Entertainment
- MIIT: Ministry of Industry and Information Technology (China)
- MPC: The Moving Picture Company (Technicolor)
- MSO: Multiple System Operator
- MVPD: Multichannel Video Programming Distributor
- NAM: North American region
- NSP: Network Service Provider
- ODM: Original Design Manufacturer
- OECD: Organization for Economic Co-operation and Development
- OEM: Original Equipment Manufacturer
- OHSAS: Occupational Health and Safety Assessment (British standard)
- OTT TV: Over-the-Top TV
- PEC: Priority Existing Chemicals (Korea)
- PEG: Partner Expert Group
- PEP: Product Environmental Profile
- PoSH: Prevention of Sexual Harassment
- PUE: Power Usage Effectiveness
- PVC: Polyvinyl Chloride
- QA: Quality Assurance

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

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