

Environment, Social and Governance Report 2023

Videndum



Introduction

Videndum is committed to operating as a sustainable business, with a focus on reducing our environmental footprint and actively contributing to the development of the communities in which we operate. Our robust governance framework is designed to ensure the continued success of our business, while minimising risks to our operations and supply chains.

Our approach

Three years ago, we launched our first Environment, Social and Governance (“ESG”) Report, presenting a framework with targets and indicators to track our progress. Now, in our third year of reporting, our progress reflects Videndum’s commitment to ESG, despite the market challenges faced in 2023.

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Understanding Videndum

Videndum is a leading global provider of premium branded hardware products and software solutions to the content creation market.

We design and manufacture a portfolio of market-leading, premium brands – from traditional mechanically engineered products through to electronics and software.

Videndum's purpose is to enable our customers, in a full range of creative industries, to capture and share content through a wide variety of media. Videndum's success is dependent on our ability to understand and respond to our customers' needs. Our core customers can be categorised as:

TV broadcaster, production company, independent content creator and professional sound crew

Producing video and audio content for TV programmes, live news or live sports events

Film or production company, including independent film-makers

Making content for feature films and scripted TV shows to share in cinemas or on subscription channels like Netflix, Amazon Prime Video, Apple TV+ and Disney+

Professional photographer/videographer, including prosumer

Creating and sharing digital content for social media platforms or retail e-commerce, where images and videos of new products are frequently published online

Influencer/vlogger

Creating and sharing video and audio content on social media platforms like TikTok, YouTube and Instagram

Live streaming enterprise, including government, education establishment or house of worship

Creating video and audio content to stream live or pre-recorded to their employees, customers and communities.

We employ around 1,600 people in ten different countries and are organised in three Divisions: Media Solutions, Production Solutions and Creative Solutions.

Our Divisions

Media Solutions

Media Solutions designs, manufactures and distributes premium branded equipment for photographic and video cameras, and smartphones. It provides dedicated solutions to professional and amateur photographers and videographers, Independent Content Creators ("ICC"), vloggers/influencers, enterprises, governments and professional musicians.

Products include camera supports (tripods and heads), smartphone and vlogging accessories, lighting supports and controls, LED lights, audio capture and noise reduction equipment, carrying solutions and backgrounds.

Media Solutions represents c.50% of Group revenue.

Production Solutions

Production Solutions designs, manufactures and distributes premium branded and technically advanced products and solutions for broadcasters, film and video production companies, ICCs and enterprises.

Products include video fluid heads, tripods, LED lighting, batteries, prompters and robotic camera systems. It also supplies premium services including equipment rental and technical solutions.

Production Solutions represents c.30% of Group revenue.

Creative Solutions

Creative Solutions develops, manufactures and distributes premium branded products and solutions for film and video production companies, ICCs, enterprises and broadcasters.

Products include wired and wireless video transmission and lens control systems, live streaming solutions, monitors and camera accessories.

Creative Solutions represents c.20% of Group revenue.

About this report

Both mandatory and voluntary ESG disclosures were considered in the creation of Videndum's 2023 ESG strategy, which are outlined below.

The **Energy Savings Opportunity Scheme ("ESOS")** is a mandatory energy audit that Videndum must conduct every four years, to assess the energy used by our UK buildings. The energy efficiency measures suggested in the most recent UK site surveys, inform our carbon reduction milestones discussed within our environmental section on page 30.

The **Streamlined Energy and Carbon Reporting ("SECR")** requires Videndum to disclose its energy usage, associated emissions, energy efficiency actions and energy performance implemented by the Companies (Directors' Report) and Limited Liability Partnerships (Energy and Carbon Report) Regulations 2018. The details of this report can be found on pages 56 and 57 of our 2023 Annual Report.

The **Task Force on Climate-related Financial Disclosures ("TCFD")** mandated by the Financial Conduct Authority ("FCA") requires UK premium-listed companies to report against the TCFD recommendations on a "comply or explain" basis. Videndum's climate-related financial disclosures can be found in the Group's TCFD Report 2023, and on pages 47 to 59 of the 2023 Annual Report.

The **Carbon Disclosure Project ("CDP")** is an international voluntary disclosure, focusing on environmental impact management. We submitted our 2023 annual CDP Climate Response in July 2023. We will submit our next response in summer 2024.

The **Global Reporting Initiative ("GRI")** is an international voluntary ESG reporting standards framework, which enables organisations to report on their economic, environmental, social and governance performance. This ESG Report outlines Videndum's 2023 ESG progress and has been reported on in accordance with the GRI guidance.

We follow the **Greenhouse Gas ("GHG")** Protocol Corporate Standards and Guidance for companies to prepare our annual GHG emissions inventory. We have calculated our GHG inventory for Scope 1, 2 and 3 emissions up to 2023. Our GHG inventory is on page 31 of this report.

We intend to align our net zero carbon strategy with the **Science-Based Targets Initiative ("SBTi")**, demonstrating our commitment to the UK's Nationally Determined Contribution ("NDC") 2020 under the Paris Agreement 2015, to limit global warming to 1.5°C. The NDC commits the UK to reducing economy wide GHG by at least 68% by 2030, compared to 1990 levels. We will review the feasibility of submitting our emission reduction targets for SBTi validation in 2024. The Group's net zero roadmap is laid out on page 30.



Our sustainability journey and 2023 progress

Environment

- In 2023, we continued to work closely with our independent, specialist ESG Consultant, Inspired ESG, to measure, analyse and report the risks that climate change poses to the Group, implementing mitigation measures where possible.
- Calculated our 2023 Scope 1, 2 and 3 emissions, allowing for additional year-on-year comparisons.
- Reduced our Scope 1 and 2 emissions by c.30% from 2019 (excluding the impact of newly acquired businesses).
- Refined our methodology and processes to calculate Scope 3 emissions. For example, for Category 6 (Business Travel), more granular flight data was collected to improve business travel calculations across 2022 and 2023. Category 9 (Downstream Transportation and Distribution) was calculated for the first time in 2023.
- In terms of Scope 2 emissions, we improved the usage of global electricity factors to align more accurately with reporting sites. We continued to introduce energy-efficient measures across the business, and to drive a year-on-year reduction in the Group's carbon footprint through energy saving measures such as the installation of solar panels.
- We streamlined our data collection processes internally to improve our compliance with the recent and upcoming reporting policies not only on GHG emissions, but also on our packaging, recycling and waste.

Social

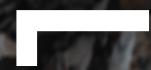
- Despite the challenges faced in 2023, the Group positively impacted (any positive change that addresses or solves a social challenge) 560 disadvantaged people. Over a four-year period we have positively impacted 1,807 individuals and this means we have achieved our target of helping one disadvantaged person for every Videndum employee in the communities in which we operate.
- Continued to support a range of charities (see page 64) and donated equipment and employee time to invest in future talent (pages 61 to 63).
- Although the majority of training was paused in 2023, where appropriate, we continued to support our employees to develop their careers (see page 55).
- Maintained a high level of engagement with our suppliers, proactively interacting with our top 90 largest suppliers (based on spend) across the Group, focusing on key ESG topics.

Governance

- The Board provides oversight and has overall responsibility for the Group's ESG programme and climate-related risks and opportunities.
- Signed off a range of sustainable initiatives, such as the solar panel installation in Feltre, Italy.
- The Board ensured effective engagement with all stakeholders.

Table 1: Our ESG targets.

2024	<ul style="list-style-type: none"> • Reduce Scope 1 and 2 emissions by c.38% from our 2021 baseline using the market-based approach to measuring emissions from electricity. • Where available, all electricity contracts have been switched to renewable types. • Second installation of solar panels at Feltre, Italy. • LED system implemented in Phoenix, US. • 50% reduction in annual consumption of single-use plastics. • Aspiration for Lowepro's full product range to be made from at least 80% recycled fabric.
2025	<ul style="list-style-type: none"> • Carbon neutral for Scope 1 and 2. • Conduct Product Life Cycle Assessments ("PLCAs") for our five top selling products. • Continued conversion of Company cars to electric or hybrid as and when leases expire. • Collect supplier-specific data from our top five biggest suppliers.
2026	<ul style="list-style-type: none"> • Improve the Group's overall gender diversity from 70% men, 30% women. At a senior leadership level, we expect the ratio of women to be at least 30%.
2030	<ul style="list-style-type: none"> • Reduce Scope 1 and 2 emissions by 60% from our 2021 baseline.
2035	<ul style="list-style-type: none"> • Reach net zero for Scope 1 and 2.
2045	<ul style="list-style-type: none"> • Reach net zero for Scope 3.



Governance and Strategy

We have a Company-wide strategy for ESG, concentrating on material issues that impact both our business and our stakeholders.

Statement from Stephen Bird, Group Chief Executive



"Videndum has a clear purpose and strategy, and strongly believes in doing business the right way. These behaviours are well embedded within the organisation and are closely monitored by the Board.

2023 was an exceptionally challenging year for Videndum and, in particular, the unprecedented length of the strikes by US writers and actors significantly impacted our financial performance. We acted quickly to reduce costs and manage cash, and, with the support of our shareholders, deleveraged through a £125m capital raise, which has enabled us to preserve the long-term capabilities of the business.

Despite the headwinds, throughout 2023, the Company further developed its Group-wide ESG programme, increasingly focusing on the end-to-end supply chain as well as direct operations."

Stephen Bird
Group Chief Executive

Media Solutions CEO statement

"At Videndum Media Solutions, ESG practices have been integrated as one of the key pillars of our strategy. We continue making considerable progress in reducing emissions from Scopes 1 and 2, by focusing on energy efficiency and transition to green energy sources in our operations.

In 2023, we installed solar panels at our main production site in Feltre, Italy. This accounts for 25% of Feltre's total energy consumption and reduces CO₂ emissions by 10%.



Today, over 80% of our facilities worldwide have energy-efficient LED lighting.

To further reduce our Scope 3 carbon emissions, we are redesigning packaging and switching to more sustainable material. We are investing in developing internal competencies in PLCA, innovation and sustainable product development. Since 2022, Lowepro's Green Conversion has launched products with 50% recycled fabric content.

We are also working closely with our suppliers to ensure responsible sourcing and to reduce environmental and social impact in the supply chain while increasing transparency.

Marco Pezzana
Group Chief Operating Officer and
Divisional CEO

Our Divisional "Creativity for Life" Corporate Social Responsibility ("CSR") programme supports communities to enhance environmental and social awareness through photography and videography. In addition, our "People Focus" HR plan is designed to increasingly promote diversity and employee adoption of best environmental practices, both at work and in their personal lives.

Videndum Media Solutions supports millions of photographers and videographers to capture and share the beauty, culture and diversity of our world. ESG best practice is an integral part of our purpose and a source of motivation and pride for us all."



Production Solutions CEO statement

"Our enthusiastic workforce is the cornerstone of our successful ESG programme. Their dedication to our sustainability goals drives impactful initiatives, supported by our employee engagement initiative, "Action4Good". Participation in these initiatives grows annually, reflecting our shared Group ethos of environmental stewardship, community impact, inclusivity and well-being.



Employee-led initiatives have propelled us towards a greener future with a series of strategic upgrades across our facilities worldwide.

At our Cartago facility in Costa Rica, expanding our photovoltaic solar panel installation by 60kW has increased our use of clean power by 25%. Transitioning from gas powered equipment to electric equivalents further demonstrates our commitment to cleaner energy and emissions reduction.

Sustainability efforts extend globally, with upgrades such as improved lighting and heating control systems at our Bury St Edmunds, UK facility, and new LED lighting in our offices in Tokyo, Japan, and Bad Kreuznach, Germany, enhancing energy efficiency and reducing operational costs.

Nicola Dal Toso
Divisional CEO

We've also prioritised sustainable transportation, with free employee and visitor EV charging stations powered by solar panels at multiple facilities and replacing our pool vehicle with an electric one, promoting eco-friendly commuting practices.

These efforts create not only environmental benefits like reduced emissions and enhanced resource conservation but also improved employee health and cost savings for the company.

Our achievements in conservation, community collaboration, youth empowerment and wellness earned us the "Best Employee Engagement Programme" award at the Corporate Star Awards, recognising ESG achievements in the Broadcast Media and Entertainment industry. The award is evidence that, with our drive towards cleaner energy, optimised resource utilisation, and promotion of sustainable transportation, Videndum Production Solutions sets the precedent for corporate sustainability in our industry."



Creative Solutions CEO statement

"As the US entertainment industry came to a standstill in 2023 due to the strikes by US writers and actors ("the strikes"), Creative Solutions' continued with its commitment to positively impact the environment and the communities in which we operate. This year, our ESG initiatives focused on reducing our carbon footprint, minimising plastic consumption and promoting inclusion in our industry.



While the strikes presented formidable challenges to our business, Creative Solutions still managed to reduce its environmental footprint. Looking to tackle the plastic pollution issue head-on, we incorporated a number of sustainable alternatives to plastic packaging in our fulfilment centres. Initiatives like embedding bags derived from 100% recycled materials into our product assembly processes resulted in mitigating over 227 Kilos of plastic.

We also remain focused on helping to improve social equity and inclusion in the entertainment industry. One of Creative Solutions' core ESG initiatives in 2023 was partnering with "Made In Her Image". This non-profit organisation provides educational opportunities

Marco Vidali
Divisional CEO

for women of colour aspiring to enter the film industry. We supported "Made In Her Image"'s mission by hosting a Fireside Chat workshop at our Los Angeles site. The event was a success, with over 70 attendees and \$1,000 raised. By providing a dynamic space and supplying cutting-edge video production equipment, Creative Solutions was proud to help "Made In Her Image" expand the reach and impact of its educational workshop.

As we navigate the dynamic landscape of the entertainment industry, we remain committed to integrating sustainability and social impact into our core business. This report reflects our ESG journey, acknowledging the hurdles faced during the strikes, while emphasising our commitment to environmental and social responsibility."



Our approach

Videndum is a small company with a global footprint and is committed to working responsibly. We have a coordinated Group-wide approach to ESG which focuses on the material issues that affect the business and its stakeholders. Videndum engages with stakeholders – including employees, shareholders, customers, supply chain and rating agencies – to develop, deliver and evolve the Group's ESG strategy according to their needs. Our purpose and core values drive our business decisions and are reflected in our Code of Conduct.

Our core values

We have a clear purpose that is founded on a set of core values that form the Videndum mindset:

1. Exceptional product performance: we set the highest standards of technical performance.
2. Customer focus: we are nothing without our customers.
3. Leading a fast-changing market: we apply our creativity and harness our diversity to engineer innovative new products and solutions.
4. Global capability: we share knowledge, pool resources, test ideas and learn from each other.
5. Transparency, integrity, respect: we hold to the highest professional and corporate standards.
6. Environmental consciousness: we seek to limit our impact on the environment and create long-term business sustainability.

Our ESG strategy

Our ESG strategy includes clear objectives and targets, prioritising actions that can deliver the greatest impact. It is also designed to contribute positively to the success of the Group, to reduce the impact of the business on the environment, to continue to prioritise the health and safety of employees, and to improve the diversity and inclusivity of Videndum's workplaces.

In 2023, our key focus areas included energy reduction pathways, enhanced tracking of waste, a significantly increased emphasis on product sustainability, the development of new sustainable products, and the expansion of our supply chain programme.

Our objectives are prioritised into seven key pillars, grouped under four areas (figure 1):

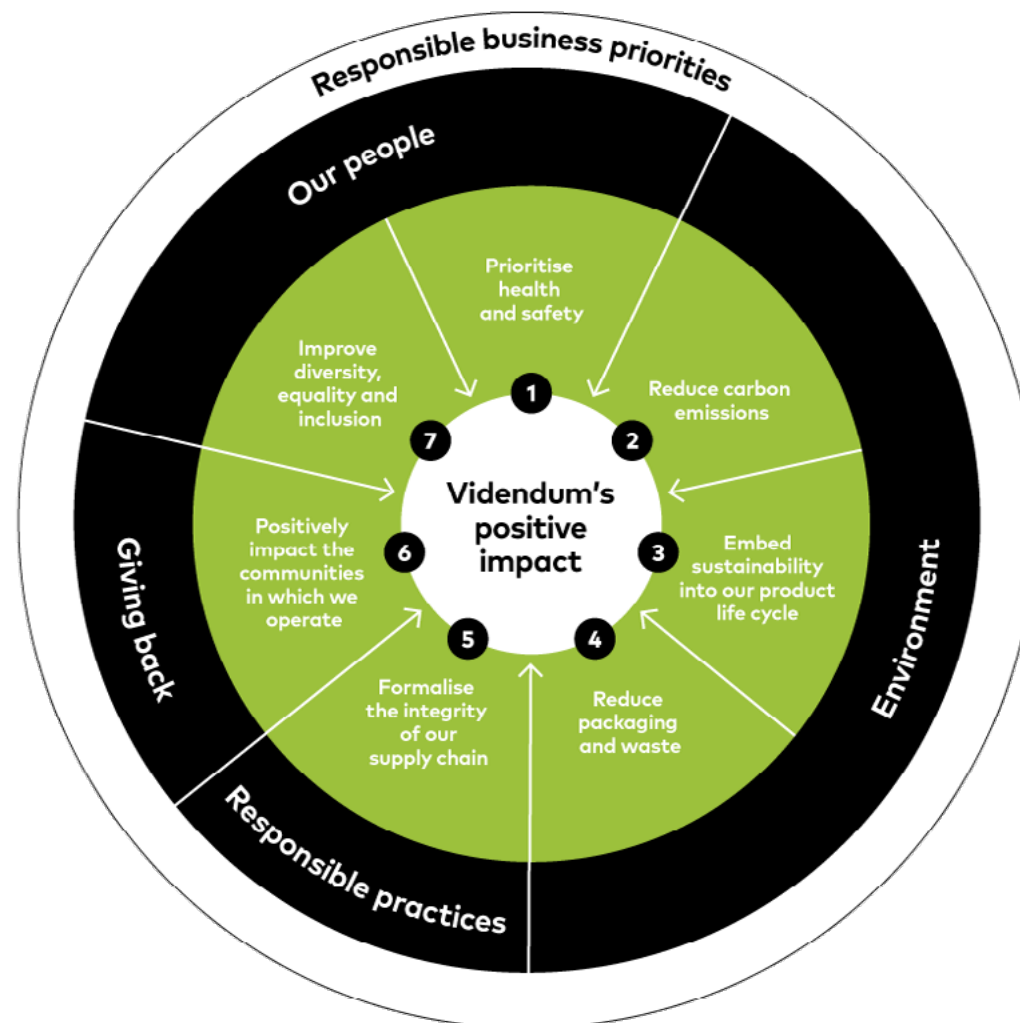
Our people: Continue to prioritise health and safety; Improve diversity and inclusion ("D&I")

Environment: Reduce carbon emissions; Embed sustainability into our product life cycle; Reduce packaging and waste

Responsible practices: Formalise the integrity of our entire supply chain

Giving back: Positively impact the communities in which we operate

Figure 1: Videndum's seven key pillars in our ESG strategy.



Our ESG strategy continued

Table 2: Progress in 2023 against our seven key pillars

Videndum's seven key pillars	2023 progress and update
Continue to prioritise health and safety: no major lost time accidents	<ul style="list-style-type: none"> There were two accidents in 2023 that resulted in over three days absence, which is the same as in 2022. In both years, the accidents resulting in over three days of absence were not linked to severe injury, but were categorised as over three days as a result of the time needed for medical appointments and short recovery periods advocated by health professionals. In 2023, the overall number of health and safety related accidents slightly increased compared to 2022. We believe this slight increase was due to improved reporting and awareness, particularly to report near misses or minor incidents.
Reduce carbon emissions: develop and implement net zero strategy	<ul style="list-style-type: none"> Scope 1 and 2 emissions have reduced by c.30% since 2019 (excluding the impact of newly acquired businesses). This demonstrates the positive impact from energy saving measures such as further LED lighting installations in Bad Kreuznach, Germany and Los Angeles, US. Production Solutions was awarded an ISO 50001 certification for energy consumption optimisation in Cartago, Costa Rica in January 2024. Solar energy systems were implemented in our Feltre, Italy site, and the capacity of solar power generation at our Cartago, Costa Rica site increased by approximately 33%. We are continuing with the conversion of the Company motor fleet to electric or hybrid as and when leases expire.
Embed sustainability into product life cycle: PLCAs for our top five selling products	<ul style="list-style-type: none"> We continue to work to embed sustainability into new product development and to have PLCAs for our top five selling products by 2025. Production Solutions started their first PLCA in December 2023, working on the Sachtler manual support flagship product, which incorporates the aktiv and flowtech system. Once the knowledge on the methodology and tools is developed, PLCAs will be integrated into the Division's New Product Introduction ("NPI") process.
Reduce packaging and waste: reduce in-use plastics, more sustainable packaging and reducing waste to landfill	<ul style="list-style-type: none"> This continues to be a major area of focus and initiatives in 2023 introduced more sustainable packaging and reduced water consumption. 70% of Media Solutions' main paper and cardboard packaging has been converted to a Forest Stewardship Council ("FSC") certified solution, which ensures the sustainable sourcing of packaging materials. 40% of Media Solutions' main plastic packaging comes from recycled materials. Internally, Media Solutions is redesigning its packaging to optimise material consumption and to eliminate plastics wherever possible. In addition, they are working closely with suppliers for further improvements in sourcing sustainable packaging materials. Production Solutions started switching cardboard packaging to FSC certified material. Our Tokyo, Japan site has transitioned to responsibly sourced material and the Division's Bury St. Edmund's, UK supplier went through the certification process. The Division expects to have FSC certified packaging in the UK in 2024. Cartago, Costa Rica has started testing cardboard pillow packaging to replace plastic bags for all spares. We expect this project to complete in 2024 and plan to expand to other sites after that. In 2023, 6% of the total waste generated at our Feltre, Italy site was used for waste-to-energy. In Creative Solutions, Teradek, SmallHD and Wooden Camera brands are all utilising eco-friendly bubble wrap as an alternative to virgin wrap. The eco-friendly wrap is derived of 40% recycled content. The All-Cardboard packaging project has been implemented for Teradek Bolt and SmallHD's Ultra 7 Monitor products. Creative Solutions' other brands and products will be incorporating the all-cardboard packaging in 2024.
Formalise the integrity of our supply chain: improve our understanding of the impact of procured products and components	<ul style="list-style-type: none"> A detailed ESG survey was distributed to the Group's largest 90 suppliers to understand their approach to key ESG topics and help to improve the integrity of our supply chain. Production Solutions is also working to identify which suppliers report emissions with the GHG protocol, to improve our Scope 3 reporting. Supplier due diligence and supplier audit programme was strengthened to focus on all relevant ESG dimensions.
Positively impact the communities in which we operate: positively impact one disadvantaged person for every Videndum employee in the communities we operate	<ul style="list-style-type: none"> In 2023, the Group positively impacted 560 disadvantaged people. Over a four-year period we have positively impacted 1,807 individuals and this means we have achieved our target of helping one disadvantaged person for every Videndum employee in the communities in which we operate.
Improve diversity, equality and inclusion: aim to improve the Group's overall gender diversity	<ul style="list-style-type: none"> At the end of 2023, 40% of the Group's Board of Directors were female compared to 14% at the end of 2021. 17% of the Group's Operations Executive were female, compared to 8% in 2021. 27% of the Group's senior management team were female, compared to 15% in 2021. 30% of the rest of the organisation were female, compared to 29% in 2021.

Shareholder engagement

Understanding our stakeholders, their needs and listening to their views is integral to Videndum's strategic planning and operational delivery.

Accountability for managing climate-related risks and opportunities is held by senior leaders and facilitated by the collaboration of governance forums at Board, executive and employee levels. This multi-layered approach ensures a robust governance framework to effectively address the risks associated with climate change, meeting the needs and expectations of our stakeholders.

Customers

Our success is dependent on our ability to understand and respond to our customers' needs.

2023 was an exceptionally challenging year for Videndum, with our financial performance significantly impacted by three headwinds: strikes by US writers and actors; a challenging macroeconomic environment; and destocking. Our main customers and end users were impacted by the same headwinds. We kept in close contact with key customers and continued to collaborate with end users to develop new products to meet their needs.

Suppliers

We have a large number of suppliers globally, as the majority of our operations are low-volume, small-batch processes. We source materials from suppliers close

to our manufacturing facilities where possible. 2023 saw pressure on our supply chains due to macroeconomic headwinds and the strikes, however our businesses successfully managed this via strong working relationships and close contact with key suppliers. In 2023, we engaged with 90 of our largest suppliers, based on spend across the Group, to further understand their current performance against ESG metrics and highlight potential risks or areas of concern in our supply chains.

Employees

Our employees are the best in the sector, our single greatest asset and critical to our success. We aim to offer a safe, inclusive and engaging work environment. Due to the strikes and the challenging market conditions, many of our employees were on short-time working during the year to protect the business from long-term damage.

We engage with our employees through a variety of channels, including intranets, Town Hall and team meetings, and internal emails from the Group Chief Executive and Divisional management.

Despite the very challenging year, with the significant headwinds faced, the response rate to our 2023 all-employee survey was very good at 74%; the answers demonstrated a high level of engagement and overall employee satisfaction. In 2023, we integrated a question about Videndum's Group-wide

approach to ESG into our annual all-employee survey. 79% of participants were familiar with Videndum's ESG initiatives.

Caroline Thomson is the Non-Executive Director responsible for employee engagement.

Communities and environments

We have a number of manufacturing and office facilities around the world. We aim to support the communities we work in, limiting any negative impact on the environment and protecting natural resources to create long-term sustainability for the business.

Shareholders

Shareholders play an important role in helping to shape our strategy and monitoring governance.

The Group Chief Executive and Group Chief Financial Officer have regular meetings with existing and potential shareholders. Shareholders rely on communications such as our Annual Report, Group website, TCFD Report and ESG Report, which cover our business, ongoing performance, governance and our ESG programme. Regular market updates are provided on performance, including at the full year and half year results, and through video presentations, and at the Annual General Meeting each year. Along with the Annual Report and TCFD Report, this report provides the information required for shareholders to assess the Group's overall performance against its strategy.

As a result of the headwinds the Group faced in 2023, through the support of our shareholders, we successfully raised £125m to deleverage, deliver a robust capital structure and enable delivery of the Group's strategy.

The Board agrees that Videndum's reporting is fair, balanced and understandable. It provides all stakeholders with the information necessary to assess the Group's business model, strategy and performance. Further details of how we engaged with our stakeholders throughout the year and how the Board considers Section 172(1) matters of the Companies Act, 2006, can be found in the Annual Report on page 86.

ESG governance

At Group level, we set and monitor strategic plans, budgets and forecasts, manage treasury and tax, sustainability, health and safety, and assess risk, including climate change. The team ensures that a robust governance framework, policies and procedures are in place to ensure a strong culture and ethical behaviour, as well as managing acquisitions and disposals, corporate reporting and Investor Relations.

The Board provides oversight and has overall responsibility for the Group's ESG programme, while the ESG Committee, chaired by the Group CEO and comprising senior executives from across the Group, is responsible for driving ESG performance. ESG Governance has been fully integrated into the Group's existing processes.

The ESG Committee is mandated to meet the Board's growing ESG standards and ambitions, lead initiatives across the Group, and ensure compliance with emerging regulations. The ESG Committee meets at least once a quarter, reporting Divisional ESG progress and it updates the Board on Videndum's ESG performance.

The following framework underpins a sustainable and responsible business for our stakeholders. More detail can be found in our Corporate Governance Report, within the 2023 Annual Report.

Table 3 : Videndum's governance framework during 2023 for ESG

The Videndum Board		
Executive Responsibility Group Chief Executive Stephen Bird		
<i>The appropriate Board Committees handle oversight for certain sustainability topics</i>		
Nominations Committee	Audit Committee	Remuneration Committee
Chaired by Ian McHoul	Chaired by Dr Erika Schraner	Chaired by Caroline Thomson
Membership: Chairman, Group Chief Executive and the independent Non-Executive Directors	Membership: The independent Non-Executive Directors	Membership: The independent Non-Executive Directors
Ensures there is the required expertise on the Board, including the background and skills to grow sustainably	Oversees the risk management and control systems, including climate-related risks and opportunities	Reviews policy on Executive Director and senior management remuneration to ensure alignment with strategy and performance, including ESG targets
ESG Committee		
Chaired by the Group Chief Executive		
Membership: Group Chief Executive, Group Company Secretary and HR Director, Group Communications Director, Group Chief Financial Officer, Head of Group Risk Assurance, Group ESG Manager and Divisional representatives including Divisional ESG Coordinators		
Supports the Board's ESG standards and ambitions		
Divisional ESG responsibility:		
Management and execution of ESG initiatives is the responsibility of each Division and the respective Divisional CEOs		

Executive responsibility

Our Group Chief Executive Stephen Bird is responsible for coordinating Videndum's ESG performance. Together with the Operations Executive and senior management, he focuses his efforts on ESG, environmental policy and climate-related impacts. A part of the Group Chief Executive's remuneration has been tied to the Group's ESG performance, including the progress made towards achieving our net zero targets. More details can be found in the Directors' Remuneration Report in the Annual Report on page 112.

The Board of Directors

The Board is responsible for the Group's ESG strategy, and the policies and values which underpin this. It brings in external perspectives, experience and knowledge in the areas of finance, technology, strategy, people management and global commerce to support its efforts. The Board oversees the development of the Group's ESG programme, ensuring increased disclosure and clarity.











During 2023, the Board was informed of climate-related issues and ESG through updates from ESG Committee meetings, which occurred five times in 2023. After each ESG Committee meeting, key points, such

as emission reductions, were distributed to the Board. ESG and climate governance has been fully integrated into the Group's existing processes. Members of the ESG Committee attended climate risk workshops, which occurred in June, July and September 2023. This further supported the data collection and calculation of the Group's full carbon emissions.



The Board of Directors continued

Table 4: The Videndum Board of Directors roles and responsibilities.

Director	Responsibility
 Stephen Harris – Chairman Became Chairman on the 1 st of May 2024 and a Non-Executive Director and Chairman Designate in November 2023.	<ul style="list-style-type: none"> Responsible for the effective operation of the Board and ensuring it is well-balanced to deliver the Group's strategic objectives. Ensures that the Board constructively plays a part in the development of strategy. Ensures effective engagement between the Board and all stakeholders.
 Stephen Bird – Group Chief Executive Appointed in April 2009 Committee Membership: Nominations	<ul style="list-style-type: none"> Provides clear and visible leadership across the Group, ensuring that the corporate culture is set from the top. Executes the Group's strategy and commercial objectives, and implements decisions of the Board and its Committees. Manages the Group risk profile and leads on the Group's ESG programme. Leads Investor Relations activities, the engagement with shareholders.
 Andrea Rigamanti – Group Chief Financial Officer Appointed in December 2022	<ul style="list-style-type: none"> Provides financial and risk control leadership to the Group and guides the Group's business and financial strategy. Engages with key stakeholders alongside the Group Chief Executive.
 Caroline Thomson – Designated Non-Executive Director for Employee Engagement and Chair of the Remuneration Committee Appointed in November 2015 Committee Membership: Audit, Nominations, Remuneration (Chair)	<ul style="list-style-type: none"> Monitors the effectiveness of employee engagement programmes and surveys. Provides regular updates to the Board on employee engagement matters and any issues. As Chair of the Remuneration Committee, leads the work of the Committee in connection with Directors' remuneration.
 Richard Tyson – Independent Non-Executive Director; Senior Independent Director Appointed in April 2018 Committee Membership: Audit, Nominations, Remuneration	
 Teté Soto – Independent Non-Executive Director Appointed in November 2022 Committee Membership: Audit, Nominations, Remuneration <ul style="list-style-type: none"> Will cease to be a Director on 19 June 2024. 	
 Dr Erika Schraner – Independent Non-Executive Director; Chair of Audit Committee Appointed in May 2022 Committee Membership: Audit (Chair), Nominations, Remuneration <ul style="list-style-type: none"> Will cease to be a Director and Chair of the Audit Committee on 19 June 2024. 	
 Ian McHoul – Non-Executive Director Appointed in February 2019 (formerly Chairman) <ul style="list-style-type: none"> Ian will cease to be a Director with effect from the 2024 Annual General Meeting on 19 June 2024.. 	
 Graham Olroyd – Independent Non-Executive Director Appointed in October 2023 Committee Membership: Audit, Nominations, Remuneration.	<ul style="list-style-type: none"> Act with the highest levels of integrity and governance and help to ensure this culture is promoted within the Group. Oversee and set levels of remuneration for key senior management. Oversee development of succession planning for key management and executive roles. Review integrity of financial reporting. Ensure that financial and risk appetite and mitigating controls are appropriate and robust.
 Anna Vikström Persson – Independent Non-Executive Appointed in May 2023 Committee Membership: Audit, Nominations, Remuneration	

Board diversity

The Board considers the issue of diversity for every appointment. The objective is to ensure that the Board appoints the best person for every role and to optimise the collective Board strength. The female representation on the Board at 31 December 2023 was 40%.

The Board will keep under regular review the issue of diversity including at Board level, senior management level and throughout the entire workforce, considering, among other things, Lord Davies' review, Women on Boards, the Hampton-Alexander review, FTSE Women Leaders and the Parker and McGregor-Smith reviews on ethnic diversity. We will continue to report upon this issue annually in our Annual Report, and ESG and TCFD Reports.

ESG Committee

The Board has established a cross-Divisional ESG Committee, to oversee environmental reporting and initiatives, mitigate the impacts of climate-related risks across the Group, and capitalise on opportunities and ensure compliance with emerging regulation. Chaired by the Group Chief Executive, the Committee comprises the Group Chief Financial Officer, Group Company Secretary and HR Director, Group Communications Director, Group Communications and ESG Manager, Head of Group Risk Assurance and Divisional Management, including Divisional ESG coordinators.

The ESG Committee is mandated by the Board to set objectives and has responsibility for climate change policy for the Group. The Committee oversees environmental reporting and ESG initiatives, to mitigate the impacts of climate-related risks across the Group, capitalise on opportunities and ensure compliance with emerging regulation. The Committee also tracks the short and medium-term emissions reduction targets with bi-monthly reports, to align progress between each Division. Our targets and objectives are communicated across the business and incorporated into Divisional plans.

The ESG Committee met four times during 2023 to review Divisional progress against our targets. Members of the Board attend the ESG Committee meetings where they monitor and oversee

progress against goals and targets for addressing climate-related issues through updates from the Divisional Leads. Divisional management updated the Committee on actions against the seven key pillars (health and safety; carbon reduction; packaging and waste; diversity and inclusion; sustainable products; supply chain integrity; and impacting communities).

Each Division has developed site plans to reduce Scope 1 and 2 emissions to support us on our journey to net zero for Scope 1 and 2 by 2035. The ESG Committee members all have knowledge on TCFD, ESG and climate-related matters, through training provided by Inspired ESG. In 2023, Inspired ESG provided an overview of ESG progress at each Committee meeting.

Management

Responsibility for the management and execution of ESG initiatives is separated Divisionally and held by the respective Divisional CEOs. To demonstrate the importance the Group places on ESG, we have invested in dedicated internal resources for this area and established an ESG lead in each Division. These ESG leads report to respective senior divisional management and are responsible for progress against our Group ESG targets. Each Division has established its own ESG team to ensure sustainability is embedded into our day-to-day operations. These ESG teams oversee the implementation and progress of sustainability initiatives and mitigation plans.

Videndum Media Solutions

ESG is integrated throughout the Division and led by the ESG Project Coordinator who reports to the Executive Vice President of Operations, Enrico Grando, working to enhance the carbon neutrality and net zero targets as a key priority. As projects advance within Media Solutions, the ESG Project Coordinator is effectively implementing and refining the Division's strategy, resulting in positive outcomes. This effort is supported by strengthened governance, including regularly scheduled meetings and clear goals and targets.

Videndum Production Solutions

Production Solutions has a Divisional ESG Steering Committee under the leadership of Nicola Dal Toso, Divisional CEO. Site

Green Teams at each site help drive initiatives, which are led by their Divisional ESG Programme Manager.

Videndum Creative Solutions

Creative Solutions' ESG team has worked to communicate the Company's ESG Strategy through a variety of initiatives, including an internal ESG newsletter and an internal ESG Google site. The ESG programme is led by Marco Vidali, Divisional CEO, and the ESG Project Coordinator was responsible for implementing Creative Solutions ESG initiatives throughout 2023.

ESG Working Group

To ensure our ESG strategy develops holistically, our ESG Working Group meets bi-weekly to provide regular updates and feedback, allowing for a collective approach to achieving our ESG and net-zero targets. These meetings are coordinated by the Group's Communications and ESG Manager and comprise Divisional ESG coordinators.

Risk management

In pursuit of our strategic goals, Videndum acknowledges the necessity of assuming specific business risks. The company endeavours to approach these risks with informed and proactive measures, aligning the post-mitigation risk level with potential business rewards. Videndum upholds a robust governance framework to ensure business sustainability and minimise operational risks. This comprehensive risk management system involves formal risk assessments and the maintenance of risk registers at the Group, Divisional and individual site levels.

We have a disciplined financial management approach and we seek to minimise the impact of short-term currency fluctuations on our business. The Group is committed to full compliance with all statutory obligations and full disclosure to tax authorities.

To support our strategic priorities, we have several business objectives which drive the way that we proactively manage risks. These include:

- being a strong innovator and investing in research and development;
- optimising supply chain efficiency and operational excellence and;
- structured HR processes for resourcing and talent development.

Full disclosure of the principal risks and uncertainties for the Group is outlined in the 2023 Annual Report on pages 36 to 41.

Climate-related risks and opportunities

We understand the serious nature of the challenges relating to climate change and the implications this may have on our operations and business model. Following the TCFD recommendations, we identified several risks and opportunities posed by climate change that can impact our operations. This includes transition risks and physical risks. Full details are outlined in the Group's TCFD Report.

We expect the demand for sustainable products will increase as the world transitions to a low-carbon economy, resulting in potential increased revenue for the business. We have a significant competitive advantage, as many of our competitors lack the digital talent, supply chain and global infrastructure to seize the opportunities for sustainable products. Substituting existing products with lower emission alternatives is an opportunity for the Group, but it can take time to implement change.

Trust and transparency

Code of Conduct

The long-term success of Videndum depends upon our ability to maintain our reputation and the trust of our stakeholders wherever we operate. In our Code of Conduct we provide clear directives for employees on behaviour towards colleagues, suppliers, customers, shareholders and broader community responsibilities. The Code also encompasses business integrity, addressing areas such as bribery and charitable donations.

Our Code is available on the Company website and is translated into local languages. We require all senior management to undertake an online training module covering the Code of Conduct, including share dealing, conflicts of interest, legal duties and other reputational issues. In 2023, one employee was dismissed from the business due to a breach of the Code of Conduct. We relaunched our Code of Conduct and supporting online training to all employees in early 2024.

Anti-bribery and corruption

Our policy on anti-bribery and corruption measures is available on our website. It sets out a zero-tolerance approach and a clear commitment to doing business the right way.

We regularly train our employees on anti-bribery and corruption measures using web-based training modules and face-to-face training on our Code of

Conduct. To mitigate the risk around bribery and corruption, we actively screen all major third parties we do business with. We use third-party software to screen business partners for reputational risk issues, including bribery and corruption, sanctions, politically exposed persons and adverse media reports. The software covers over 1,100 entities and continues to be expanded. We train our people to ensure that third parties are screened through this service as part of doing business with a new partner. The Board and the Audit Committee are regularly updated on the Group's anti-bribery and corruption measures.

Sustainable procurement

As a market leader, Videndum takes responsibility for evaluating its suppliers through NAVEX Risk Rate, an enterprise third-party risk management solution. This involves screening new partners and conducting regular audits on current suppliers, assessing factors like raw materials and environmental management systems. Ethical and environmental considerations are integral to selecting key suppliers and contractors. Procurement has developed standard questionnaires, tailoring procedures based on risks, and for critical partners, a detailed site inspection is mandatory. The audit comprehensively covers operational and responsible supply dimensions throughout the entire supply chain. Any failure in vetting processes results in discontinuation of collaboration.

Charitable donations

As part of our community activities, we donate time and money to a variety of local and international charities although charitable donations were restricted in 2023 due to the macroeconomic environment and the impact of the strikes.

Our charitable donations and sponsorships should be seen as open and voluntary contributions to the public good, without any expectation of a commercial or personal return. We apply the same standards of professionalism in our charitable donations as we do with our business partnerships. We only provide donations to organisations which serve a legitimate public purpose, are subject to high standards of transparency and accountability, and align with our core values. All donations are transparent and properly documented, with a summary of the rationale for the donation, details of the parties involved, the amount and/or a description of the donation made. All donations in 2023 were cleared with Divisional CEOs or the Group Company Secretary and were not subject to any conflict of interest.

Labour and human rights

We fully support the principles set out in the UN Universal Declaration of Human Rights. Our policies and procedures reflect the principles contained within the Declaration. Key suppliers and manufacturing contractors are regularly reviewed and must validate their compliance with UN guidance on human rights. Suppliers are expected to treat their workers equally, with respect and

dignity. We request supporting evidence that forced labour and child labour are prohibited; wages are at least above minimum legal standards; working hours comply with local directives; and no employees work more than 60 hours in any given week.

We support the Modern Slavery Act 2015 and have adopted a slavery and human trafficking statement, setting out our processes to ensure that this issue is not in our operations or supply chain. This statement is available on our website. Our Code of Conduct sets out an express prohibition on discrimination of any kind. Employees are hired in accordance with local employment legislation, and we are committed to their fair treatment and respect. We encourage employees to report suspected incidences of wrongdoing in our business, including slavery and human trafficking matters. Any such reports are thoroughly and independently investigated. There were no incidents of discrimination, modern slavery, or human trafficking reported across the Group in 2023. Please see page 60 of this report for further information on human rights relating to our supply chain.

Whistleblowing service

We operate an independent whistleblowing service in conjunction with NAVEX. This enables any employee or third party to confidentially report any issues around alleged wrongdoing or other Code contraventions. The Board is expressly clear that all reports

Trust and transparency **continued**

made in good faith will not result in an employee or third party being subject to recriminations or disciplinary action. All reports are notified to the Group Chief Executive, the Group Company Secretary and HR Director, and the Audit Committee Chair. They are investigated independently by senior management who are not connected to the report. The outcome of any investigation is reported to the Chairperson of the Audit Committee, and remedial action is taken where necessary. The Board is notified of all whistleblowing reports and the outcome of all investigations. This service was re-communicated to all employees in early 2024, with posters prominently visible at all sites and a letter explaining the service, to ensure it remains visible and is understood. The documents are available on the Group intranets, with all communications translated into local languages. There were eight whistleblowing reports during 2023. All cases were thoroughly investigated, internally with the support of independent third party service providers as required.

Information systems and technology

Responsibility for IT rests with the Group Chief Financial Officer. Our policy sets out standards to be followed across the Group for its employees, contractors and third parties when using the Group's IT systems. The policy has been implemented to ensure that the Company's IT fits proper business purpose and is a safe environment for

all our users. Breach of the IT policy may lead to disciplinary action being taken. Notably, the IT policy covers the confidentiality of data, GDPR requirements, inappropriate content, security of data, including cyber security and reporting processes. The Group Chief Financial Officer and Head of Group Risk Assurance oversee the IT functions from a governance standpoint. With the support of specialist providers, they conduct regular vulnerability assessment and pen tests, and review the application of IT controls across the Group. This includes key control activities such as patching, multi-factor authentication and user access controls. Cyber security is a major risk on which regular updates are provided to the Board and Audit Committee. The Group has worked to develop baseline standards of security, adhering to Cyber Essentials standards, across the Group, and is working towards the NIST accreditation. We work with a leading cyber security provider to deliver a programme of awareness training and communication to all employees, which is a vital component of our IT security framework. This includes ongoing training relating to GDPR throughout 2023.

Environmental and socioeconomic compliance

In the 2023 reporting year, no incidents of environmental or socioeconomic non-compliance occurred. None of the Group's Divisions or sites were subject to fines relating to environmental or social issues. Our efforts and ESG awareness continue

to evolve, to comply with regulations and make our business better and more sustainable. We address the risk of non-compliance by having resources dedicated to legal and regulatory compliance, supported by external advice where necessary.

We have strong controls, processes and employee awareness to uphold effective governance and adhere to legal requirements, with ongoing senior management training and reassessments of governance procedures. Established processes are in place to monitor and detect potential risks associated with non-compliance with laws and regulations. For a comprehensive understanding of this process, refer to our 2023 Annual Report.

The Production Solutions Division has developed an extensive Compliance Tool which covers all their operational areas and the local legislation and laws that they must adhere to, for example, hazardous materials and water. The compliance tool is regularly updated and we plan to expand it across the Group.

As a publicly listed company, we must comply with emerging climate change regulations. Details are available in our third standalone TCFD Report.

Political donations

Further to shareholder approval at the 2021 AGM empowering the Directors to make political donations, it is confirmed

that no such donations were made in the year ended 31 December 2023. The Company's policy is not to make political donations. The 2025 AGM will be asked to renew this existing authority which expires in May 2025.

Policies

Throughout this report we refer to our key policies and procedures including: Health & Safety policy; IT and cyber-security policy; Code of Conduct; Environmental policy; Anti-Corruption and Bribery policy; Modern Slavery policy; Whistleblowing service; Responsible sourcing policy; and Diversity policy.

These policies and documents are available on our website www.videndum.com under the Responsibility section.





Economic and Innovation

Designing innovative solutions to make our customers' lives easier is what drives us.

Economic and Innovation

Our strategic framework

Videndum's purpose is to enable our customers to capture and share exceptional content, and this is what guides us. Our strategy is to focus on the professional end of the content creation market, operating in defensible niche market segments where our premium brands have strong share.

Our long-term strategy is to invest in areas where we can grow organically, while improving our margins and, over the longer-term, to grow through M&A.

We believe that our core competencies differentiate us from the competition. Our experienced people have good tenure and really understand the content creation market.

1. Technology leadership

Because our people understand our end users' needs, we are good at developing differentiated new products that they want. This drives demand for new and replacement products.

2. Worldwide channel strength

The breadth of our product portfolio and strong brand heritage means that our ability to access the channel to our customers is unrivalled in the niche markets we serve.

3. Sourcing and manufacturing excellence

We believe that control of the manufacturing process gives us a competitive advantage.

Technology leadership

Track record of innovative new product development through customer-led R&D

Intelligent and sustained investment in new products, technologies, markets and people enables us to ensure that our award-winning brands remain at the forefront of the industry, recognised for their premium offerings and innovative technology.

We continually obtain feedback on market trends, from customers, as well as from research. Our experienced, specialist engineers apply new technologies and materials to develop high-quality, high-performance solutions to improve customers' productivity by developing products which can reduce set up time, lower operating costs and unlock creativity.

Our innovative products are protected by patents and trademarks and are marketed under well-known brands. We take product quality and customer safety very seriously and our products are manufactured to the highest standards and rigorously tested. We are progressively integrating sustainable product development into our brand strategies using a "cradle-to-grave" PLCA. This includes evaluating raw materials, manufacturing processes, waste, packaging, distribution and end-of-life.

We manufacture the majority of our products in-house and work with selected market-leading partners for specialist solutions. In-house new product development has been supplemented with carefully selected acquisitions or partnerships in new markets and technologies.



Worldwide channel strength

Global leader in specialist niche markets, reflected by the scale and depth of Videndum's network of channel partners

We market and sell our products globally via multiple distribution channels, our own sales teams, and through e-commerce via our own and third-party websites.

The majority of sales are conducted via a global network of distributors, rental houses, systems integrators, resellers, retailers and e-tailers who sell on to customers. Our Media Solutions Division operates its own distribution company covering the US, UK, EU, China, Japan and Australia through an integrated logistics network – this infrastructure is progressively being made available to the rest of the Group.

We continue to expand our digital and e-commerce capabilities, working closely with our customers and suppliers to further develop our online presence. Our Media Solutions Division is considered to have the best digital capabilities in its niche markets, which provide a long-term, scalable competitive advantage, including in terms of customer ownership (via a Customer Relationship Management System across multiple brands).

We engage with a number of leading logistics partners to ensure responsive and timely delivery of our products to the relevant geography, and remain conscious of the impact of our distribution channels on the environment.



Sourcing and manufacturing excellence

Well-invested, highly automated, lean and environmentally friendly factories, with a continuous improvement culture

We make the majority (c.75%) of the products we sell in-house, which gives us greater control of the technology, stronger profit margins and a stronger competitive position.

Our three major manufacturing sites in the UK, Italy and Costa Rica are certified ISO 9001 Quality Management, ISO 14001 Environmental Management and ISO 45001 health and safety.

Our supply chain is efficient, our people highly trained and multi-skilled. We procure materials from reputable suppliers, and make our products in efficient and environmentally friendly operations and, where appropriate, manufacture or source from lower-cost countries such as Costa Rica. Where economically and technically feasible, we insource production, especially when our sites have stronger environmental credentials than those of external finished goods suppliers. This helps to improve the Group's overall carbon footprint.

The majority of our operations are relatively low-volume, small-batch processes and our continuous improvement culture enables us to optimise our global operations. The Group manufactures c.10x more tripods* than its closest competitor and has

implemented lean manufacturing and automation to maximise quality, service and efficiency, while reducing costs. Most of our factories are vertically integrated which means we produce many of our components in-house. We operate a Group Global Sourcing Office in Shenzhen, China where the team supports vendor management, quality control and product development with strategic vendors across APAC. This further enhances productivity and time to market.

*Management estimates

2023 financial summary

Revenue from continuing operations[†]

£306.9m

Down 31% ↓



Statutory operating loss

-£65.2m

Down £96.7m ↓

Basic Loss Per Share

-157.5p

Down 228.9p ↓

Adjusted operating profit* from continuing operations[†]

£12.8m

Down 81% ↓



Adjusted operating margin* from continuing operations[†]

4.2%

Down 1080 bps ↓

Adjusted basic Earnings Per Share* from continuing operations[†]

8.5p

Down 88.3p ↓

Net debt*

£128.5m

Down 34% ↓



Statutory operating margin

-20.7%

Down 2770 bps ↓

2023 financial summary

- Financial performance significantly impacted by three headwinds: strikes by US writers and actors¹; challenging macroeconomic environment; and destocking.
- FY 2023 revenue from continuing operations 31% lower year-on-year.
- H2 2023 revenue 36% lower vs H2 2022 as significantly more impact from the strikes in H2 than in H1.
- Adjusted operating expenses* from continuing operations £21.2m (17%) lower vs 2022 partly due to self-help actions and synergies from site restructuring.
- Adjusted operating profit* from continuing operations of £12.8m (81% lower vs 2022) reflecting a 39% drophthrough* on the lower revenue, compared to a marginal contribution of c.50%
- 84% cash conversion* from continuing operations.
- In response to the headwinds, £125m (£117.9m net) equity raised to deleverage and enable delivery of the Group's strategy.
- FY 2023 leverage of 3.3x, due to significantly depressed EBITDA; within lending covenant limit of 4.25x.

¹ The Writers Guild of America ("WGA") was on strike from 2 May to 27 September 2023 and the Screen Actors Guild and the American Federation of Television and Radio Artists ("SAG-AFTRA") were on strike from 14 July to 9 November 2023. WGA's contract was ratified on 9 October 2023 and SAG-AFTRA's contract was ratified on 5 December 2023.

[†] Amimon was held for sale at 31 December 2023 and Lightstream was sold on 2 October 2023; both are reported as discontinued operations. The operation at Syrp (the Media Solutions' motion controls R&D centre in New Zealand) was wound down so is reported in discontinued operations. FY 2022 has been re-presented to ensure fair comparability. Statutory Results from continuing and discontinued operations are per those reported in the 2022 Annual Report. Results of discontinued operations can be found in note 2.2 to the condensed financial statements. Continuing operations are indicated with a * throughout this report.

* In addition to statutory reporting, Videndum plc reports Alternative Performance Measures ("APMs") which are not defined or specified under the requirements of International Financial Reporting Standards ("IFRS"). The Group uses these APMs to aid the comparability of information between reporting periods and Divisions, by adjusting for certain items which impact upon IFRS measures, to aid the user in understanding the activity taking place across the Group's businesses. APMs are used by the Directors and Management for performance analysis, planning, reporting and incentive purposes. A summary of APMs used and their closest equivalent statutory measures is given in the Glossary of our 2023 Annual Report on pages 226 to 232.

Our strategy and market trends

Videndum's purpose is to "enable our customers to capture and share exceptional content", and this is what guides us. Our strategy is to focus on the professional end of the content creation market, operating in defensible niches where our premium brands have strong share.

Our strategic priorities remain unchanged; however, we are focusing more tightly on our core markets, particularly for high-end, professional and B2B content creation – where we see the greatest growth potential – and exiting non-core markets. Our long-term strategy is to invest in areas where we can grow organically, while improving our margins and, over the longer-term, to grow through M&A.

Organic growth

We focus on the growth areas of the content creation market, and we have recently increased our product offering in the adjacent vertical market of audio capture. We estimate that c.75% of the Group's business is exposed to five main structural market growth drivers, which we believe remain valid in the medium-to-long term. These are: (1) internet/e-commerce; (2) subscription TV/original content creation; (3) video sharing platforms such as TikTok/YouTube; (4) live streaming; and (5) increasing environmental consciousness in our markets.

We expect organic growth to be driven by these five drivers underpinned by technology advancement, which reduces product replacement cycles. We use our customer-led R&D expertise to develop innovative, differentiated technology to improve customers' productivity by developing products which can lower operating costs and unlock creativity. Key focus areas include robotics and AI-driven technology for broadcast studio automation, high-end audio capture, wireless video transmission systems, heavy-duty lighting stands, and a new range of sustainable portable power solutions based on sodium technology (Anton/Bauer's Salt-E Dog) for the cine and scripted TV, broadcast and other markets. Salt-E Dog received the "Excellence in Sustainability" Award at the National Association of Broadcasters ("NAB") annual show in Las Vegas in April 2024. We also leverage our sales organisation to expand geographically where markets are growing, and our presence is low; whilst recognising barriers to entry of this strategy.

Margin improvement

The Group continues to manage costs tightly, and control capital expenditure and working capital. Long-term margin improvement drivers include targeted pricing increases to reflect product quality and brand strength, growing online sales, continued operating efficiencies, and capturing cross-Divisional synergies. Exiting non-core unprofitable segments (gaming and medical) will also deliver improved margins.

M&A activity

While we remain focused on post-strike recovery no acquisitions will occur in the near-term. However, we will continue to review opportunities which could increase our addressable markets and expand our product portfolio, customer base and technology capabilities.

Market opportunities

Videndum is positioned at the heart of the global content creation market, with market-leading, premium brands in defensible niches.

The content creation market continues to have good medium-term prospects, with structural growth drivers, and Videndum is uniquely positioned to benefit. Although the cine and scripted TV market is taking more time than anticipated to recover and the consumer and ICC segments of the market are being impacted by the challenging macroeconomic environment, we expect that the demand for, and investment in, original content (e.g. for live news, broadcast sport, reality and scripted TV shows, films, digital visual content for e-commerce and vlogging) will grow in the medium-term.

We believe that approximately 90% of our revenue comes from professional content creators who use our products to earn their living and about 80% of our products are often considered to be mission critical to our customers*.

1. Internet/e-commerce

Retail e-commerce drives demand for digital visual content as new products need to be photographed and filmed frequently to be published online, for example across the fashion, food, real estate and hospitality industries.

We estimate that c.30% of the Group's revenue is exposed to retail e-commerce, which we serve with intuitive products used in studios and a growing number of enterprise facilities. This drives demand for our professional photography and videography equipment, including supports, backgrounds, lighting and carrying solutions, mainly benefiting our Media Solutions Division.

2. Subscription TV/original content creation

Spending on original content creation for subscription TV channels like Netflix, Amazon Prime Video and Disney+ drives demand for our equipment.

In North America, over 50 new sound stages are scheduled for construction in 2024, providing hundreds of thousands of square feet of new production space which will need to be equipped. In the UK, numerous projects are either underway or planned to invest in sound stages which will add millions of square feet of new production space.

* Management estimates

Our strategy and market trends continued

We estimate that c.30% of the Group's revenue is exposed to subscription TV, including: our video transmission and monitoring systems, and camera accessories in Creative Solutions; lighting equipment, mobile power and supports in Production Solutions; and supports and audio capture in Media Solutions.

3. TikTok and YouTube

There has been significant growth in vloggers and influencers creating and sharing video and audio content on social media platforms like TikTok, YouTube and Instagram. We estimate that there are more than 40 million vloggers (with a following of over 1,000 people) who share and monetise their videos or podcasts. Improving the quality of their content is critical to their success – and that is what Videndum products help them do.

We estimate that c.10% of the Group's revenue is exposed to vloggers and influencers who use our JOBY supports, lights and microphones, and our backgrounds to create high-quality content. The JOBY customers of today will potentially transition to Videndum's other premium brands, as they become the film-makers, broadcasters and professional photographers of the future.

4. Live streaming

Live streaming of video has grown strongly across multiple verticals to maintain communications and facilitate remote collaboration. For example, governments, schools, houses of worship and businesses rely on high-quality, secure, zero or low delay video transmission to communicate with their communities, customers and employees.

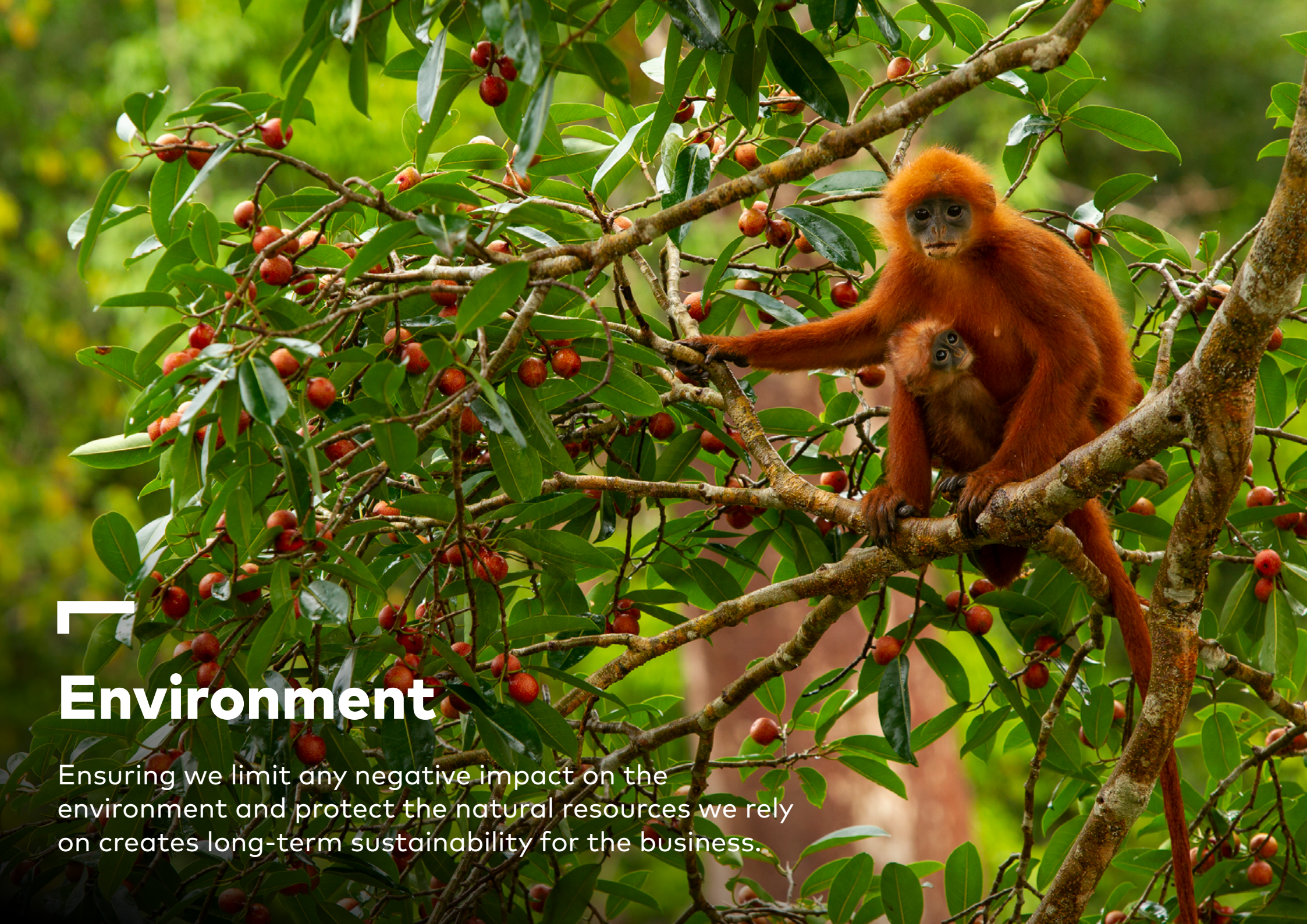
This market growth driver accounts for c.5% of the Group's revenue.

5. Increasing environmental consciousness in our markets

The growing pressure to become a responsible business and adhere to regulatory environmental policies has led to industry-wide replacement cycles, providing Videndum with a number of opportunities to develop environmentally friendly products. One example of this is Anton/Bauer's Salt-E Dog, the first sodium battery designed and built for the motion picture and television industry. Its emission-free operation not only reduces the industry's carbon footprint but also eliminates noise pollution, and uses 100% recyclable sodium cells, making it an efficient alternative to traditional petrol and diesel generators.

Artificial intelligence ("AI")

Like any transformational technology, AI brings the opportunity to accelerate product development cycles through innovation. In cine, scripted and Broadcast TV, AI is seen as a key enabler to greater production efficiency, particularly through increased automation in studio equipment (cameras, prompting, lighting and cranes) and automated talent tracking, some of which we are already addressing with our Production Solutions Division through our AI tracking and speech recognition technology. In professional photography and live streaming, AI is already empowering faster post-production. These applications provide growth opportunities for Videndum. There is a risk that over time, some professional photography and low-end videography may be replaced by artificially generated content. Internal studies have identified a potential risk on stock image libraries for commercial application; these are estimated to account for less than 10% of total professional photography being shot. However, AI development is evolving rapidly, and given how new this technology is, these estimates are prone to change significantly both in terms of the size and timing of impact.



Environment

Ensuring we limit any negative impact on the environment and protect the natural resources we rely on creates long-term sustainability for the business.

Overview

Videndum is committed to being an environmentally sustainable organisation. Although our operations do not have a particularly negative effect on the environment, we take our responsibilities seriously and have implemented initiatives to reduce the impact of our operations, products and services. To achieve our targets, over the last three years we have expanded our reporting to better monitor and manage our environmental impact, and we continue to develop our projects and initiatives. To drive success, we encourage cross-Divisional learning and the sharing of best practice of ESG performance.

We aim to adopt technologies, materials and processes which minimise our impact on the environment and maximise our use of sustainable resources. Our efforts and environmental awareness continue to evolve, to comply with regulations and to make our business better and more sustainable. We have a wide range of initiatives aimed at sustaining and

protecting the environment. These cover reducing energy use, carbon emissions, water, packaging and waste. We encourage environmentally sustainable behaviour at work and ensure that our employees understand how they can contribute.

Please see page 12 for details on our environmental targets and progress.



Environmental targets

We have an established ESG governance structure at Board, Committee and management level. The Board ensures appropriate resources are directed towards meeting our environmental targets and objectives, and has overall responsibility for environmental management. We recognise the importance of operating sustainably and have continued to invest in dedicated internal resources, developing our ESG Coordinators across all our Divisions throughout 2023.

Production Solutions Green Teams

At our Production Solutions’ site in Cartago, Costa Rica the Green Team was established in 2018 to help with environmental management. Green Teams comprise members from manufacturing, engineering, purchasing, environment and health and safety, with each participant personally committed to the importance of caring for our environment. Green Teams meet twice a month with the ESG Coordinator, who meets once a month with at least one ESG leader to review and track progress on agreed ESG projects and initiatives. Many successful initiatives stem from these teams, including the solar panels project at our Cartago, Costa Rica, and Bury St Edmunds, UK sites, recycling campaigns, tree planting, trail clearing in National Parks and flower planting. Additionally, in 2023 four separate litter picks took place equating to 129 effective hours spent preserving ecosystems around the local area and ensuring the

preservation of habitats for various species.

Production Solutions: Small Big Improvements programme

Production Solutions’ Small Big Improvements (“SBI”) programme has a focus on continuous improvement in all areas, such as production, health and safety, energy use, waste, product quality and the environment. Employees are motivated to think of better ways to conduct their work, focusing on waste reduction, energy savings, process improvement, quality improvement, environmental considerations and health and safety. At each site, the operational excellence engineer works as a facilitator to help colleagues present and document their ideas. The facilitator keeps records of all improvements and regularly reports on results internally. A monthly celebration is organised to praise recommendations and contributions from our employees, with some participants presenting their ideas to inspire further innovation. The programme continues to gain much traction and a total of 355 improvements were reported during the year from employees across the Division as part of this programme. In 2023, the Small Big Improvements programme improved safety at sites in 75 instances, and many ideas also resulted in cost savings, reduced process time, and improved product quality.

Table 5: Improvements reported and implemented through the SBI programme through 2023.

Health and Safety	87
Environment	26
Energy	7
Cost reduction	34
Product quality	59
Process time	142
Total	355

Media Solutions ESG Team

In 2023, Media Solutions maintained the 75 actively engaged global members of the ESG team who they have developed over the last two years. The team held two meetings in 2023 (one in April and one in June 2023) to confirm the Group’s ESG targets, recognise the 2022 ESG achievements in the seven key focus areas, kick off initiatives for further improvements and to translate the 2023 Group target to Divisional level. Media Solutions’ “Pivoting Towards an ESG Mindset” programme continued in 2023 and provided 50 employees with topic-specific ESG training which focused on key themes and topic areas such as:

- Green Procurement in the Supply Chain
- Sustainable product development and Ecodesign
- Upcoming EU regulations on Sustainable Product Development

Environmental certifications

A total of seven sites have renewable energy contracts as at the end of 2023. The sites are Richmond-upon-Thames, Twickenham, Byfleet, Bury St. Edmunds, UK; Irvine, US; Cassola, Feltre, Italy. While not officially on a renewable contract, our Cartago, Costa Rica site uses 99.3% renewable energy. We expect additional sites to move to renewable contracts in 2024. The increased procurement of renewable electricity between 2021 and 2023 has resulted in our Scope 2 market-based emissions being 10% lower than expected.

Our Climate Change commitment

Recognising the significant and escalating threat of climate change, we are committed to addressing this global challenge. Our focus extends to providing sustainable products and services, ensuring ethical and environmentally friendly operations, including manufacturing, supply chain, distribution and support services.

Clear objectives and targets guide our climate change commitment, emphasising actions with the most substantial impact. We rigorously collect detailed data to transparently report our progress to stakeholders. Each Division undertakes environmental projects tailored to its specific context, encompassing themes such as carbon emissions, sustainable operations and products, waste management, water stewardship, biodiversity and supply chain considerations.

Videndum's transition plan 2023-2045

Table 6: The Group's Net Zero transition plan.

Scope	Area	Short-term (to 2025)			Medium-term (2025-2035)			Long-term (2035-2050)	
		2023	2024	2025	2027	2030	2035	2045	
Scope 1 & 2	Near-term target	Ensure that 100% of Group operations capture and report on CO ₂ e emissions.	38% reduction since 2021 using the market-based approach to measuring emissions from electricity.	42% reduction since 2021 using the market-based approach to measuring emissions from electricity. We expect that emissions will be further reduced through gas substitution measures that are at an evaluation stage. The maximum cost of offsets will be £65,000 (less if gas substitution measures are implemented).	50% reduction.	60% reduction.	70% reduction, remaining offsets through carbon sequestration schemes.		
	Key actions	Improve energy efficiency of electricity and gas – measurable actions have been identified to further reduce emissions for Scope 1 and 2. This includes: further solar panel projects (Feltre, Italy and Ashby, UK); increased LED lighting coverage; investment in more energy-efficient machinery; and continued conversion of Company cars to electric or hybrid as and when leases expire. We are working to ensure that all electricity contracts are based on renewable energy so as to reduce Scope 2 emissions under the market-based method.							
	Electricity	Energy metering and circuit level monitoring. LED lighting upgrade in Feltre, Italy, and Ashby, UK, Bad Kreuznach, Germany and Tokyo, Japan. Carbon fibre upgrade and other investment in more modern and energy-efficient machinery. Installation of solar panels at Feltre, Italy. 30% expansion of solar panels in Cartago, Costa Rica.	Second installation of solar panels at Feltre, Italy. LED system implemented in Phoenix, US.	Reduction in size of property portfolio (under-utilised sites) will reduce annual emissions by at least 500tCO ₂ e per annum against 2021 baseline.	Introduce further energy efficiency measures across our US sites.	Continue to implement the more complex/expensive site survey recommendations to ensure further reductions.	All site survey recommendations implemented and residual Scope 2 emissions that cannot be eliminated are offset using "carbon removal offsets".		
	Gas	Evaluate investment required to convert heating systems to air source pumps. Evaluate cost of substituting gas used by paint shops.		Continued conversion of Company cars to electric or hybrid as and when leases expire.	Begin to implement site survey recommendations to improve efficiency of gas consumption.	Continue to implement the more complex/expensive site survey recommendations to ensure year-on-year reductions.	All site survey recommendations implemented and residual Scope 1 emissions that cannot be eliminated are offset using "carbon removal offsets".		
	Carbon neutral target	Reduce Scope 1 and 2 emissions as much as possible.		From 2025, we will purchase offsets annually to be carbon neutral until we reach our Scope 1 and 2 net zero target in 2035. At the end of 2025, we expect that c.1,400 tCO ₂ e (with electricity measured using the market-based approach) i.e. the remaining emissions, will be offset using quality offset programmes available, however this may be reduced further if we implement measures to substitute gas.					
	Net zero target				Net zero by 2035				
Scope 3	Near-term target	Ensure that 100% of Group operations capture and report on CO ₂ emissions.	-	-	-	-	-	90% reduction	
	Key actions	Implement measures to reduce Scope 3 emissions from business travel, supply chain, transportation of goods and employee commute. This includes: – Conduct PLCAs (cradle to grave) for key product lines. – Work with our top five biggest suppliers by revenue to request supplier-specific data on products by 2025. – Insource production to our energy-efficient manufacturing processes to reduce the emissions associated with brought-in finished goods. – Expand the use of car pooling. – Monitor flights for business, encourage alternative forms of travel (e.g. rail) where possible.							
	Net zero target	Net zero by 2045							

Carbon balance sheet

Our Carbon Balance Sheet provides us with our full Scope 1, 2 and 3 emissions, from our 2023 inventory. This enables us to identify the material emissions sources throughout our value chain and areas where we can make the most significant impact on global emission reductions. Our Scope 1 and 2 emissions represent 3.6% of our total Group emissions, with our Scope 3 emissions representing the remaining 96.4%. This approach provides us with a consistent way to report and measure our progress year-on-year.

Table 7: The Group's Carbon Balance Sheet.

GHG Inventory				
	2023	2022	2021	% Change from 2021 (baseline) to 2023
Scope 1	1,155	1,336	1,193	-3%
Natural Gas	955	1,058	918	+4%
Transportation (excluding grey fleet)	165	224	257	-36%
Other Fuels	35	39	18	+94%
Refrigerants	-	15	-	-
Scope 2 (Location-based)	2,556	2,903	2,533	+1%
Scope 2 (Market-based)	1,064	1,304	971	+10%
Scope 3	100,531	176,299	155,636	-35%
1. Purchased Goods & Services	56,095	112,701	100,257	-44%
2. Capital Goods	1,440	2,605	4,030	-64%
3. Fuel-related Emissions	795	963	1,120	-29%
4. Upstream Transportation and Distribution	15,592	29,115	30,726	-49%
5. Waste Generated in Operations	134	229	84	+60%
6. Business Travel	3,615	4,086	1,442	+151%
7. Employee Commuting	2,748	3,784	2,141	+28%
8. Upstream Leased Assets	n/a	n/a	n/a	-
9. Downstream Transportation and Distribution	1,805	-	0	-
10. Processing of Sold Products	n/a	n/a	n/a	-
11. Use of Sold Products	18,298	22,796	15,818	+16%
12. End-of-life Treatment of Sold Products	7	20	9	-22%
13. Downstream Leased Assets	2	0	8	-75%
14. Franchises	n/a	n/a	n/a	-
15. Investments	n/a	n/a	n/a	-
Total All Scopes (Location-based)	104,242	180,538¹	159,362¹	-35%
Total All Scopes (Market-based)	102,750	178,939¹	157,800¹	-35%

¹ Our 2022 and 2021 emissions totals have been restated. Previously, total location-based emissions equalled 177,388 and 158,530 tCO₂e, respectively. Previous market-based emissions totalled 175,790 and 156,977 tCO₂e, respectively. Restatements have been driven by improved data quality in Scopes 1 and 2 and business travel.

Reducing our carbon emissions

In 2023, our Scope 1 and 2 emissions reduced by c.30% from 2019 (excluding the impact of businesses acquired during that period).

Reducing the Group's carbon footprint is a priority for Videndum (see our transition plan on page 30 for our energy-saving initiatives). We began to calculate our entire Scope 3 emissions for the first time in 2021, following the GHG Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard, using 2020 data. In 2022, we worked to align our Scope 3 reporting to our financial reporting period, calculating both our 2021 and 2022 carbon footprints.

Under the GHG Protocol, there are 15 reporting categories, of which 11 apply to the Group. The following are not applicable to the nature of the business's operations given we have no Upstream leased assets (Category 8), do not further process sold products (Category 10), have no Franchises (Category 14) or any significant applicable investments in financial instruments (Category 15).

In 2022, we introduced measures to improve the accuracy of our data collection. This financial year, we further progressed, launching an ESG Supplier Questionnaire, engaging with our top 90 suppliers based on spend. The questionnaire requested details of our suppliers' Scope 1 and 2 carbon emissions, energy usage, reduction targets and wider ESG programmes. The surveys were tailored for each of the three Divisions to ensure supplier-specific information was obtained. We will use the information from these surveys to improve the accuracy of our Category 1: Purchased Goods and Services, and Category 2: Capital Goods data. We deem this approach to be effective and will widen the scope over time.

By widening our emissions data collection and being aligned with the Greenhouse Gas Protocol and Streamlined Energy and Carbon Reporting ("SECR"), we can improve our understanding of the high-emitting areas of our operations and value chain, which will help us develop our roadmap to achieve net zero in 2035 for Scope 1 and 2, and net zero by 2045 for Scope 3.

Table 8: Group's Scope 1, 2 and 3 emissions.

Emissions Scope	2023 Gross emissions (tCO ₂ e)	2022 Gross emissions ² (tCO ₂ e)	2021 Gross emissions ¹ (tCO ₂ e)	2020 Gross emissions (tCO ₂ e)	2019 Gross emissions (tCO ₂ e)	Interim target	Net zero target year
Scope 1	1,155	1,336	1,193	-	-		2035
Scope 2	2,556	2,903	2,533	-	-	50% reduction by 2030	2035
Total Scope 1 and 2	3,711	4,239	3,726	3,535	4,580		
Scope 3	100,531	176,299	155,636	130,820	Not fully captured	-	2045
Total	104,242	180,538	159,362	134,355	-	-	-

¹ We have re-stated our 2021 Scope 1 and Scope 2 figures which were previously 1,456 and 2,524 tCO₂e, respectively. These restatements are due to recalibration of our natural gas and electricity emissions. This has resulted in a slight increase in our overall emissions for 2021. Our Scope 3 emissions were also restated as improved business travel data was collected. Previously, the total was 154,550 tCO₂e.

² We have re-stated our 2022 Scope 1 and Scope 2 figures which were previously 1,467 and 2,773 tCO₂e, respectively. These restatements were due to recalibration of our natural gas and electricity emissions. Scope 3 emissions were also restated as improved business travel data was collected. The previous total was 173,148 tCO₂e.

Reducing our carbon emissions *continued*

The marginal increase in Scope 1 and 2 emissions between 2021 and 2022 was due to new businesses being acquired late in 2021 (Savage and AUDIX) and recovery post the Covid-19 pandemic. Stripping these out would show a decrease. A further decrease took place in 2023, due to the impact of several energy saving schemes, and consolidation of several sites. The previous Scope 1 and 2 information is provided under the location basis; using the market-based approach, the reduction is much steeper which is due to the majority of large sites having entered into renewable energy contracts. More of such contracts will be entered into in 2024, which will be a key instrument to achieving carbon neutrality. In terms of the Scope 3 emissions, the significant decline in 2023 is principally due to reduced activity caused by the macroeconomic headwinds facing the business.

Scope 1 and 2 – decarbonising our operations

We are committed to reducing the environmental impact of our operations, with the aim of becoming net zero for Scope 1 and 2 by 2035. Near-term targets have been developed to support us on this journey, including reducing our Scope 1 and 2 carbon emissions by 38% in 2024 vs 2021, 50% by 2027 and 60% by 2030. We are working to be carbon neutral on our operational emissions by 2025. We will work to reduce our Scope 1 and 2 emissions as far as possible before this date. From 2025, we will annually purchase offsets to be carbon neutral until we reach our Scope 1 and 2 net zero target in 2035. To meet our long-term and near-term targets, the Group is committed to year-on-year improvements in our operational energy efficiency to begin decarbonising our Scope 1 and 2 emissions.

Table 9: The Total Carbon Emissions (tCO₂e) figures for Group.

Utility and Scope	UK (tCO ₂ e) 2023	UK (tCO ₂ e) 2022	UK (tCO ₂ e) 2021	Global (excluding UK) (tCO ₂ e) 2023	Global (excluding UK) (tCO ₂ e) 2022	Global (excluding UK) (tCO ₂ e) 2021	Total (tCO ₂ e) 2023	Total (tCO ₂ e) 2022	Total (tCO ₂ e) 2021
Scope 1 total	189	224	228	966	1,112	1,002	1,155	1,336	1,231
Scope 1 – gaseous and other fuels	143	159	173	847	938	745	990	1,097	919
Scope 1 – transport (Company fleet)	46	65	55	119	159	257	165	224	312
Scope 1 – refrigerants	-	-	-	-	15	-	-	15	-
Scope 2 total	255	258	367	2,301	2,645	2,167	2,556	2,903	2,535
Scope 2 – electricity	250	256	364	2,301	2,645	2,167	2,551	2,901	2,532
Scope 2 – transport (Company fleet)	4	1	1	-	0.33	-	4	1	1
Scope 2 – purchased heat, steam and cooling	1	1	2	-	-	-	1	1	2
Scope 3 total (Grey Fleet)	29	8	12	15	16	12	43	25	24
Total emissions – all Scopes	473	490	607	3,282	3,773	3,181	3,754	4,264¹	3,790¹

¹ We have restated our 2021 and 2022 emissions totals to incorporate improved data quality. Previous totals equalled 4,265 and 4,005 tCO₂e for 2022 and 2021, respectively.

Scope 3 — Improving our data collection and decarbonising our value chain

We began to calculate our entire Scope 3 emissions for the first time in 2021, following the GHG Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard, using 2020 data. Under the GHG protocol, there are 15 reporting categories, of which 11 are applicable to Videndum. For the first time in 2023, all applicable Scope 3 categories have been calculated, as a result of calculating Category 9 (Downstream Transport and Distribution) in 2023. Other Scope 3 categories are not applicable to Videndum.

Scope 3 Category 1 (Purchased Goods and Services)

We have improved our data capture systems to begin collating mass-based data relating to the purchase of packaging materials. This allows us to utilise more accurate emissions factors due to an improvement in the quality of activity-based data. Also, it ensures that all packaging is accounted for in Scope 3 Category 12 (end-of-treatment of sold products).

Scope 3 Categories 4 (Upstream Transport and Distribution) and 9 (Downstream Transport and Distribution)

We have been working with Inspired ESG to improve the quality of the activity-based data that is being collected, to calculate emissions associated with upstream and downstream transportation and distribution.

We have engaged with our suppliers to collect data, with 2023 being the first year downstream transportation and distribution emissions were calculated. The aim is to further improve our data quality for both upstream and downstream transportation and distribution in 2024.

This continued improvement in data quality will be extended across all three Scopes to create a clear picture of higher-emitting areas of our operations. This has enabled us to develop a roadmap to target the most impactful areas to reduce across Scope 1, 2, and 3. Furthermore, given the magnitude of assessing the carbon emissions of our value chain, we have set annual milestones to extend the reporting boundaries of complex categories.



Energy usage

Our energy usage represents a significant proportion of our environmental impact. We monitor and track energy use across our manufacturing, warehouse and administrative sites and make reduction efforts where possible. We aim to report on our energy usage annually to measure year-on-year progress.

Table 10: Total consumption (kWh) figures for energy supplies reportable by the Group.

Utility & Scope	UK (kWh) (2023)	UK (kWh) (2022)	UK (kWh) (2021)	Global (excluding UK) (kWh) (2023)	Global (excluding UK) (kWh) (2022) re-stated	Global (excluding UK) (kWh) (2021) re-stated	Total kWh (2023)	Total kWh (2022) ¹	Total kWh (2021) ¹
Scope 1 – gaseous and other fuels (voluntary)	783,283	872,109	945,124	4,624,549	5,112,471	4,053,757	5,407,832	5,984,580	4,998,881
Scope 1 – transport (Company fleet)	195,019	275,041	236,608	506,567	669,388	1,093,729	701,585	944,428	1,330,337
Scope 2 – electricity	1,208,408	1,322,599	1,716,613	7,506,194	8,940,700	8,709,990	8,714,602	10,263,299	10,426,603
Scope 2 – transport (Company fleet)	19,857	5,448	6,473	-	1,727	-	19,857	7,175	6,473
Scope 2 – purchased heat, steam and cooling	2,475	2,675	9,148	-	-	-	2,475	2,675	9,148
Scope 3 – grey fleet ²	124,765	35,880	51,642	63,154	69,097	49,342	187,919	104,977	100,984
Total energy use – all Scopes	2,333,807	2,513,752	2,965,608	12,700,464	14,793,383	13,906,818	15,034,270	17,307,134	16,872,426

¹ We have restated our UK and Global kWh figures across 2021 and 2022 as improved data quality has become available. These changes align with the restated emissions in Table 8.

² Grey fleet are the use of employees' personal vehicles for business purposes, as opposed to belonging to the Company.

Energy usage continued

Table 11: shows the breakdown for energy consumption.

Description	2023			2022		
	VMS (kWh)	VPS (kWh)	VCS (kWh)	VMS (kWh)	VPS (kWh)	VCS (kWh)
Total Energy Consumption	10,251,618.01	2,804,527.10	1,529,804.19	11,787,512.61	3,402,603.45	1,726,398.99
Total Electricity Consumption	5,025,394.72	2,075,454.05	1,485,723.41	5,992,560.38	2,503,407.15	1,626,304.14
Total Electricity Consumption from Renewable Sources	3,789,921.90	889,444.79	414,361.00	4,567,161.87	-	461,561.18
% of Electricity Consumption from Renewable Sources	75%	43%	28%	76%	0%	28%
% of Total Energy Consumption from Renewable Sources	37%	32%	27%	39%	0%	27%

Table 12: The intensity metric of tCO₂e per £million turnover applied for the annual total consumption.

Intensity metric	UK Intensity metric (2023)	UK Intensity metric (2022)	UK Intensity metric (2021) ¹	Global (excluding UK) Intensity metric (2023)	Global (excluding UK) Intensity metric (2022)	Global (excluding UK) Intensity metric 2021 ¹	Total Global Intensity metric 2023)	Total Global Intensity metric 2022	Total Global Intensity metric 2021
tCO ₂ e / £m turnover	4.55	3.71	4.79	16.17	11.82	11.89	12.23	9.45	9.61

¹ We have re-stated our 2021 intensity metrics as a result of now applying a UK only specific £m revenue value to UK only emissions. This methodology has also been applied to global (excluding UK) intensity metric calculations. i.e., applying a global (excluding UK) only £m revenue value to global (excluding UK) emissions.

Energy resource management

In 2023, and as part of the ISO 50001 implementation, we completed the necessary energy saving training with all employees in Cartago, Costa Rica.

Solar panels

A core energy management project was the implementation of photovoltaic panels at our Media Solutions site in Feltre, Italy, at the end of December 2023. There is one set of solar panels on the ground which supplies power to our painting and machining operations, and the other set is on the rooftop which supplies the tube cutting, computer numerical control ("CNC") machining and our Pioneering lab operations.

The system, with its installed power of 1 MWp and a production of 1.15 million kWh per year, will cover more than 25% of the electricity needs of our Feltre facility and will result in a 10% reduction in the Group's annual Scope 1 and 2 emissions. With this development, all three of our main manufacturing sites now have solar panels installed, providing a substantial part of their energy needs.

In 2023, Production Solutions expanded the solar panel installation at their Cartago, Costa Rica site by 33%. At noon on a sunny day, 200 kW is surpassed. As we move further into 2024, we are studying the feasibility of further expanding solar panel installation across our facilities.



Energy contracts

The electricity we source at our sites is another key area of our energy resource management. On our journey to decarbonise our operational emissions, we are working to procure green energy contracts, where possible. Electricity at our Bury St Edmunds, UK facility is supplied from Renewable Energy Guarantees of Origin ("REGO") contracts. The Cartago, Costa Rica site used 99.3% renewable energy in 2023. Power supply contracts at the Feltre, Italy, Ashby, and Byfleet, UK sites were moved to REGO contracts in 2021. Our Irvine, US site started using 100% renewable energy in April 2022. Throughout 2023, we explored the options to expand our renewable energy procurement across all other Creative Solutions sites, and a plan is currently being developed to move them to a renewable energy certificate ("REC") plan. This will help us to achieve carbon neutrality using the market-based approach.

Case study: Creative Solutions: Irvine Renewable Energy Credit REC plan

Creative Solutions' office in Irvine, US is on a 100% Green Rate option with the site's utility, Southern California Edison. The Green Rate is made up of 100% solar power. With the green rate, our energy consumption is matched with renewable energy procurement.

Energy resource management continued

Manufacturing

Media Solutions has an operational strategy to further reduce the environmental impact of their manufacturing operations. The strategy stems from analysing the relationship between automation and people. One of the most important characteristics is the shift of focus from a technology-driven process to a human-centric approach. This approach can reduce our energy usage and waste by identifying efficiencies in the design process. Since 2010, with the introduction of Lean Principles, people have been put at the centre of Media Solutions' manufacturing operations. New technologies are regularly introduced, and social and environmental benefits continue to be captured through this process.

Gas

Due to the nature of our operations, the emissions associated with gas consumption (Scope 1) are high (143 tCO₂e), for example, in our Media Solutions Division. The majority of our gas emissions are from heating of buildings and our paint ovens. In Bury St Edmunds, UK, Production Solutions reduced the gas consumption through the relocation to a new modern facility and the use of modern efficient paint ovens. The Byfleet, UK site has installed insulation in the roof void, to reduce the gas usage requirements associated with space heating. The Group plans to evaluate electric ovens and air source pumps.

Transportation

We are working to reduce our carbon footprint in terms of the transportation of our products between production, distribution and sales sites, and in respect of business travel by employees.

Travel for business

We are working towards reducing the impact of our company owned vehicles. We continue to progress towards our target of replacing all company cars and transport vehicles to electric or hybrid as and when leases expire. In Media Solutions, 80% of Company vehicles were upgraded to electric vehicles in 2023 (2022: 54%). A target has been set to achieve a 100% conversion rate by 2025.

In Production Solutions, progress was made in 2023, with the below figures highlighting an increase over the last 12 months for the Division.

Hybrid + electric % in 2022 = 27.3%
Hybrid + electric % in 2023 = 33.3%.

Colleagues commute

A car-pooling initiative in Cartago, Costa Rica was launched with 12 participants partaking. Bury St. Edmunds, UK will launch a similar programme in 2024, with preparations having occurred in 2023. As part of the solar panel installation, we installed three charging stations for electric vehicles in the car parks of our site in Cartago, Costa Rica, and ten electric vehicle charging points in Bury St Edmunds, UK, to facilitate more

sustainable transport options for our colleagues.

A programme to finance conventional and electric bicycles for our employees is in place at our Production Solutions, Bury St Edmunds, UK site. In 2023 the programme was actively promoted, and we had a local supplier come to site to demonstrate the types of bicycles available. They also had a mechanic on site to service employees' bikes. Unfortunately, there was a limited uptake, mainly relating to economic factors.

Distribution network

Our upstream transportation and distribution emissions account for 15% of our total emissions and form an integral part of our net zero strategy. Due to the complexity of our products, long-distance shipments remain necessary. Despite this, we have plans and practices in place to reduce our air miles. We adopt a collaborative approach with our manufacturers and logistic partners to ensure consolidated air freight and use state-of-the-art software to calculate the demand for parts. When small volumes of materials are handled, quantities from different suppliers are consolidated in a Freight Forwarder hub in strategically defined locations where containers are to be filled before being transported. We engage with leading logistics partners to ensure the responsive and timely delivery of

products sold via e-commerce.

Taking a life cycle approach

Taking a life cycle approach is a key goal for Videndum. We continue to work to embed sustainability into new product development and aim to conduct PLCAs for our top five selling products by 2025. We plan to use the product life cycle GHG accounting and reporting standard to complete PLCAs, while leveraging Videndum's existing strengths across each brand.

Product life cycle assessments

Product Life Cycle Assessment involves a systematic examination of the potential environmental and social impacts of products or services throughout their entire lifespan. This evaluation can follow either a linear "Cradle to Grave" approach or a circular "Cradle to Cradle" approach. The assessment scrutinises various aspects, including the product's original design, manufacturing processes, distribution, consumer use and end-of-life considerations.

The analysis encompasses:

- **Inputs:** Evaluating the environmental impact of a product's design, considering factors like raw material selection, part choices, processing time and overall resource sustainability.
- **Manufacturing Process:** Assessing resource usage, with a focus on energy consumption, water

Energy resource management continued

consumption and waste generation as key environmental indicators.

- **Distribution:** Examining the impact of packaging and the distribution process, considering materials used, transportation methods and shipment consolidation.
- **Consumer Use:** Ensuring product safety during use through routine maintenance and testing.
- **End of Life:** Addressing how products can be reused and recycled, adhering to the waste hierarchy, and considering the most sustainable and safe disposal methods if recycling is not feasible.

to gauge a product's environmental impact, aiding decisions related to waste prevention, raw materials and supplier selection. Additionally, it serves as a valuable management and design tool for new technologies, integrated into internal design processes.

Media Solutions utilises PLCA and Sustainable Design Principles in its internal design processes, supporting research and development decisions regarding sustainability. Across core brands like Lowepro, Gitzo and Manfrotto, sustainable alternative products are explored, with ongoing assessments of each brand element to emphasise strengths in terms of sustainability and product life cycle. In 2023, Media Solutions engaged with an

external consultancy to undertake a PLCA on three representative mechanical and electrical supports products.

Production Solutions started their first PLCA in December 2023, working on the Sachtler manual support flagship product, the aktiv and flowtech system. Production Solutions instructed a Sustainability Lab from a Costa Rican University called LACIVEC that is part of the Instituto Tecnológico de Costa Rica ("ITCR"). This first PLCA will set the foundations of a revised NPI process where sustainability and carbon accounting will become variables for assessing the performance of products and project.

PLCA offers standardised metrics



Sustainable operations and products

Our products and services have a comparatively low impact on the environment. We use low hazard materials, minimise the use of resources during the manufacturing process, and search for sustainable materials that can be recycled or reused across production and packaging. We also aim to increase our products' lifespan. Across the Group, we have a comprehensive after-sales process, to support our customers to prolong the life of the products they purchase and keep them in the best condition possible. Many of Videndum's products, in particular supports, are designed and manufactured with an overall lifespan in some cases of up to 20 years. Production Solutions has been working to increase product lifespan, maintaining several B-stock channels, which helps to prolong the use of products and support them over time. The Division will have additional intentional design initiatives to address the sustainability of products when the PLCA is integrated into the NPI process. This will happen in 2024-2025. Moving forward, we continue to strive to prioritise product sustainability and learn from the progress made.

Case study: Production Solutions – Salt-E Dog Clean Power

In May 2023, Salt-E Dog, a sodium-based 9kWh mobile power source designed specifically for the motion picture and television industry was launched. The industry-first power source delivers consistent and reliable energy and

addresses the pressing issue of carbon emissions associated with traditional fossil fuel or lithium generators. It signifies a major milestone in sustainable power for the media and entertainment industry, positioning our Anton/Bauer brand as a leading provider of clean energy solutions. Using Salt-E Dog instead of a fuel generator, reduces carbon emissions by up to 11,800 kg of CO₂ and 222 kg of NO_x per unit per year. Pollutants from fossil fuel generators are detrimental to the environment and the health of casts and crew. Salt-E Dog's operation contributes to a cleaner and healthier working environment. Not only is the sodium cell 100% recyclable, but it also has a lower Global Warming Potential ("GWP") rating compared to lithium-ion batteries, making it the most environmentally friendly choice in the market. The motion picture and television industry plays a crucial role in inspiring audiences and driving change. We are excited to be at the forefront of industry sustainability efforts by producing a cleaner, more environmentally safe alternative to traditional power sources.

The Salt-E Dog is the first of a new breed of sustainable Anton/Bauer products that will provide consistent, reliable power with no noise or pollution, helping productions meet sustainability goals without compromising quality. Salt-E Dog received the "Excellence in Sustainability" Award at the National Association of Broadcasters ("NAB") annual show in Las Vegas in April 2024.

Case study: Media Solutions – Lowepro Green Line; sustainable product development

In Lowepro, we have implemented "Green Conversion" projects for both existing and new products to enable us to deliver our top-level sustainability targets. Since 2021, a total of 77 tonnes of recycled fabric (or the equivalent to 2.8 million water bottles) has been used to manufacture Lowepro "Green Line" products. Additionally, by choosing solution-dyed fabrics over the traditional dying process, we were able to use 60 tonnes less water in production compared to the non-Green Line products. Our Green Line materials help prevent the emission of 259 tonnes of carbon compared with non-Green Line materials.

Case study: Production Solutions – Carbon Fibre Cell

Our focus on continuous improvement and our environmental footprint led us to upgrade our unique flowtech carbon fibre manufacturing facility in Bury St Edmunds, UK. No competitor in the industry makes tripods like we make our award-winning flowtech. Its unique features are made possible by complex-shaped woven carbon fibre, and it has become a huge market-leading success. The 18-month project invested £1.5m in new, state-of-the-art equipment to reduce our waste by 90%, whilst also increasing production capacity by 40% to keep up with demand for the finished product.



Sustainable operations and products continued

Sustainable packaging

Packaging continues to be reviewed across the Group and we are currently looking at two key areas:

1. Product packaging: Lowering the environmental impact of current packaging by gradually changing product boxes to recycled and FSC compliant paper. Replacing current polybags with recycled polybags or non-plastic bags.
2. Reducing the impact of logistics packaging: Reducing additional e-commerce packaging and utilising reusable shipping packaging.

In Cartago, Costa Rica, Production Solutions is working with a small company who received a grant to develop a biodegradable material to replace foam inserts in boxes. We aim to report on the results in our 2024 ESG Report.

Case study: Media Solutions – sustainable packaging

Our Manfrotto and Gitzo brands have redefined and standardised their product packaging labels by optimising the product labels and using monocolour print, saving an estimated total of £0.2m per annum. In 2023, JOBY Beamo Reel adopted single-colour carton paper packing for online sales. In addition, we are working on packaging and paper reduction. For example, in 2023, JOBY HandyPod clips reduced the use of instruction manuals. From these two projects there is a €13,000 saving each financial year. Our packaging projects are not limited

to primary packaging. We are working to reduce packaging waste in logistics. At our warehouse in Vescovana, Italy, we have two initiatives to reduce the packaging consumption and to eliminate plastics where possible. For example, we have replaced plastic pillows with paper fillers. To reduce consumption, we are also evaluating certain cases, for example using kraft paper mailing instead of boxes for the shipment of small parts and accessories.

Case study: Creative Solutions – sustainable packaging

Creative Solutions identified packaging as a crucial area to tackle and the team is continuing to test and trial different packaging materials, including the use of recycled materials. Eco-friendly bubble wrap is currently being utilised in our fulfilment processes. Additionally, Teradek and SmallHD have incorporated 100% recycled poly bags into their operations. Recyclable air pillows and eco-friendly bubble wrap, made with 40% recycled content, have been incorporated at the Creative Solutions Irvine, US office, helping mitigate our procurement of single-use plastic packaging.

Battery disposal

While batteries are a more challenging product, Production Solutions is committed to continuous improvement of our disposal processes. This is focused on recycling expired batteries in conjunction with a third party. At our Production Solutions Shelton, US site, "Call2Recycle"

recycles batteries for both the site and existing customers. Call2Recycle provides customers with the packaging for them to safely post their batteries to the recycling centre, so they can be properly disposed. Customers can show proof of their shipment to Videndum. In return, they will receive a discount for the purchase of a new battery.

Videndum aspires to be the greenest provider of mobile power in the industry and is exploring alternative technologies to minimise our impact and use of rare earth materials. Our German site has a 100% recycling rate for batteries in line with local regulations. In 2023, we continued to work collaboratively with Call2Recycle, with larger corporate customers starting to use Redwood Materials, another US battery recycling company. Redwood Materials are expanding to Europe, and we intend to use their services there too.

Litepanels – LED light product

LED lighting is a sustainable product. Strategic acquisitions have expanded Videndum's presence in key industries and sub sectors like LED Lighting, Streaming, and Audio. Litepanels, a Production Solutions brand, are pioneering developers of award-winning professional LED lighting fixtures for the television and motion picture industries, including high-powered LED Fresnels, hard and soft panels, and versatile on-camera fixtures.



Waste management

Various initiatives around the Group are in progress to further reduce the amount of waste created in our operations. We encourage recycling of waste products, materials, paper and other recyclable items. We aim to use materials efficiently; prevent or minimise waste through design; maximise on-site recovery (reuse or recycle); and minimise waste to landfills. Throughout the year we worked to improve our data collection processes for waste and committed to capturing the Group's waste levels, packaging quantities and recycling initiatives to report annually. Targets have been set at the Group level for a 50% reduction in annual consumption of single-use plastics by 2024, and for 50% of cardboard packaging to be replaced by sustainable FSC certified cardboard or eliminated by the end of 2024. Media Solutions and Creative Solutions are both on track to meet these targets. Production Solutions is in the process of collecting data, however it is also likely to be on track to achieve both targets.

Waste initiatives

Initiatives and projects are underway across the Group to reach our targets. We are in the final stages of establishing a repair centre for the US side of our business. The Group's goal is to have a Divisional repair centre on the East and West Coast of the US, to cut cross country shipments and extend our products' lifetime, where possible. Across the Group, we aim to reuse boxes from

shipments and packaging materials. As ISO 14001 certified facilities, both Cartago, Costa Rica and Bury St. Edmunds, UK have waste and recyclable material handling suppliers who have to certify the proper disposal or recycling of our waste. This includes metals, batteries, waste water, contaminated materials, biohazardous material and others. Productions Solutions' Cartago, Costa Rica site also holds an event called "Videndum Recycles," where employees are incentivised to recycle paper, cardboard, electronic waste, glass and plastic using the Company's waste management resources. A recycling fair takes place approximately every quarter and the materials are collected in large bins that are later picked up by a waste management company.

Case study: Media Solutions – Safe and Green Project

The Safe and Green Project in Media Solutions aims to reduce plastic use and improve waste management within the Division through small yet significant actions. All employees have been provided with reusable stainless steel water bottles, to eradicate the need for plastic bottles. Our Portland, US site added filtered water stations to encourage the use of reusable bottles. In addition, still or sparkling water is available from dispensers in all break areas, and disposable plastic cups have been replaced with tetrapak alternatives. Furthermore, our Phoenix, US site has

eliminated all use of plastic cups in breakrooms. Through this initiative, the Division estimates a 1,500kg saving of plastic waste per year.

The printers at our Italian facilities are automatically programmed to print in black, white and double-sided to reduce costs, waste and emissions.

These initiatives help to encourage employees to adopt sustainable behaviours in their everyday lives. Similarly, there was a new initiative to stop paper printing, by shifting completely to a digital system. Through this project, the EMEA customer service team was able to reduce 518kg of paper printing (invoices, shipping docs, customer purchase orders and claims), compared to 2021 data. In 2023, paper usage was reduced by 93% from 2021 and the team aims to provide completely paper free services from 2024.

Case study: Creative Solutions – Digital Guides

For all new products in Creative Solutions, printed product quick-start guides have been replaced with cards containing a QR code as part of a 2022 initiative to reduce paper consumption. This ongoing project enables customers to access manuals, FAQs, firmware updates and more online, reducing waste associated with our products. The QR cards use 75% less paper, which will equate to a paper reduction of 0.21 tonnes per year. These

new digital guides have significantly cut the need to print materials, reducing our waste while enhancing customers' experience and helped cut down our overall packaging procurement in 2023 by 1.54%.

Case study: Media Solutions – The 5S Approach

In 2023, the Media Solutions IT teams developed "The 5S Approach", focusing on its digital carbon footprint reduction. This was designed using the "sort – set in order – shine – standardise – sustain" approach. Work for the IT and web teams will be guided by the below findings from the pilot:

- Technology obsolescence affects sustainability in our 5S analysis. As a team, we will prioritise innovation and adaptability to reduce its impact and ensure long-term success.
- Training and adoption for efficient workflows, reducing search time and minimising environmental impact through smart cloud storage usage.
- Implement comprehensive records to ensure uniformity in workspace organisation, improving efficiency and productivity.
- Ensure better standardisation by curbing shadow IT practices, promoting transparency and fostering a culture of compliance.

Production Solutions adopted a similar programme, with two departments receiving training and attending

Waste management continued

workshops to implement a reduction in digital storage and optimisation processes which required online storage. In 2024, we plan to use the lessons learned from our pilot programme to cover all three Divisions.

Case study: Production Solutions – Green Revolution

Production Solutions reduced aluminium scrap and other metals throughout 2023, as well as aiming to reduce the use of non-recyclable materials, such as foam. Initiatives to further this effort are underway. In addition, Production Solutions reuses almost 100% of component packaging materials in conjunction with the largest supplier in Cartago, Costa Rica (IMATS) and has plans to increase the scope to other local suppliers. The Division continues to use DocuSign, enabling employees to electronically sign documents reducing the need for printing. Production Solutions reuses packaging boxes and bubble wrap to ship between sites to reduce the waste generated. In 2023, a project was also initiated to reduce the number of printed user guides to the minimum required and include a QR code so the documentation can be downloaded or viewed online. This is set to launch during 2024.

Both Bury St. Edmunds, UK and Cartago, Costa Rica are ISO 14001 certified facilities, with waste and recyclable material handling suppliers who have to certify the proper disposal or recycling of our waste.

Waste streams

E-waste

In the Production Solutions Shelton, US site, Tradebe recycles electronic waste, partnering with a certified downstream vendor.

E-waste Recycling and Tracking: Creative Solutions' brand, Teradek, B-Stock

To date, in Creative Solutions, our Teradek brand has recycled over 30 pounds of lithium batteries and over 2,000 pounds of older generation, B-Stock products. These products are derived from impactful materials like copper chassis and Printed Circuit Boards ("PCBs"). Additionally, our SmallHD and Wooden Camera brands are sending older generation products to e-waste sites. Currently, Small HD and Wooden Camera sites do not provide collection information on products that are recycled.

Sustainable Product Stewards ("SPS") Membership for Media Solutions Distribution, Australia

Videndum Media Solutions Distribution Australia is a member of the SPS. Throughout 2023, our partnership with SPS has had a positive environmental and social impact, by enhancing e-waste recycling and further reducing waste to landfill. Additionally, it creates and supports sustainable jobs in the disability and social sectors, as we will be able to provide around 49 hours of meaningful

employment in the Australian Disability Sector per year, all conducted to the highest standards of compliance and occupational health and safety practices.

Manufacturing

Waste metals at our Production Solutions, Bury St Edmunds, UK site are sorted and recycled, and the site still holds a zero waste to landfill record for all waste. We sort typical waste for recycling at all Videndum's manufacturing sites, using colour-coded bins to improve segregation. Industrial scraps from our aluminium and magnesium manufacturing stages have been targeted for waste reduction, both in the design of our products and the end life of scraps. Currently, none of our industrial scraps go to landfill. At our Media Solutions site in Feltre, Italy, we previously used full aluminium bars in our manufacturing process. After analysing the amount of waste created, energy consumption and time spent loading, we introduced systems to replace the full bars with aluminium tubes. Through this practice, we have avoided 40% of aluminium scrap, equivalent to 15 tonnes of aluminium waste a year, and the remaining scrap is recycled.



Water stewardship

Whilst some of our production processes do use water, it is important to highlight that it is not a significant amount. In 2022, we started to collect data on our water consumption, with the intention of developing this process across the Group and to set a reasonable target for reduction. We aim to publicly report our water usage in the coming years across our manufacturing, warehouse and administrative sites, and identify areas to reduce usage where possible. We will partner with third-party experts, to ensure that accurate and timely data collection processes are embedded throughout the Group. Each Division has or is currently implementing water-saving initiatives to reduce their consumption. Initiatives range from waterless urinals or limited flushing options on toilets, to motion-controlled faucets in lavatories. In 2023, Media Solutions collected monthly water consumption data at all of their manufacturing sites. Using this data, in 2024 the Division will develop a reduction plan.

Production Solutions: water discharge, initiatives and usage

Our Production Solutions' Bury St Edmunds, UK site annually completes a water discharge of trade effluent consent form. They must obtain consent from Anglian Water Services Ltd to discharge under set conditions. Production Solutions ensures it discharges within the regulatory parameters and is subject to inspection. We pay a small fee to

discharge the trade effluent. When Production Solutions relocated to the new Bury St Edmunds, UK site six years ago, the water discharge rate for the facility was dramatically reduced, tackling the issue at a fundamental level. In addition, the number of times we need to change the water in baths for anodizing and paint has been reduced through upgrading machinery, saving more than 6,000 litres of water a year.

Our Production Solutions' Cartago, Costa Rica site is in a tropical zone where it rains 50% of the year. In the future, when we implement an anodising process in the plant, we will be able to install a system that collects rainwater and channels it to an underground storage tank, where it can be stored for industrial use. The system can be used for irrigation of green areas, sanitary services and other uses. The rainwater project has not yet been fully developed but will be a promising initiative over the next few years. Furthermore, all urinals are now water-free, compared to 50% in 2022. Hand washing faucets are now all timed and motion activated, preventing water wastage and providing energy savings. We are also hoping to implement these upgrades in our additional building in 2024. Water saving faucets and urinals for Bury St Edmunds, UK are also in the budget for 2024.



Biodiversity

Although the Group has little direct contact with biodiversity, we recognise its importance for the planet. Across our Divisions we ensure our sites emit limited pollution and are not disruptive to any nearby wildlife. Production Solutions continued their partnership with the Rainforest Trust again this year as part of their Action4Good Wellness Month. The organisation seeks to permanently safeguard 20 million acres of intact forest over the next four years as new protected areas and Indigenous territories. Rainforests are essential to life on Earth. Not only do they provide air, water, medicine, food and shelter to a multitude of living beings, they are also one of our best natural defences against climate change because of their capacity to absorb greenhouse gases from the atmosphere. The Division saved 9,000 acres of rainforest through this project, by raising £9,000. £1, equivalent to one acre, was donated for every 30 minutes of exercise logged in the Action4Good app between September and October 2023.

Media Solutions: Biodiversity

In Media Solutions, our commitment to sustainability is multi-faceted. Our Lowepro brand has taken a significant step by introducing the Green Protocol, where ambassadors pledge positive actions to minimise their impact on the planet. Collaborating with environmental photographers such as Paul Zizka, Chandler Borries of Forests for The Future, and Craig Parry of NGO CollaborOceans, we leverage their art to inspire meaningful action.

Teaming up with Wild Shots Outreach, we actively support disadvantaged African teenagers in conservation photography and tourism, fostering a connection between art and environmental advocacy. In 2023, we also collaborated with Beyond Epica to support the Italian Institute of Polar Sciences, contributing to the analysis of climate change. Our Gitzo brand further reinforces our commitment by supporting blogs focused on expeditions and sustainability, aiming to create awareness of the profound impacts of climate change.

Production Solutions: Action4Good initiative

We have created specialist teams in our global locations, each dedicated to specific aspects of our ESG programme, so we can overcome the challenges of geography, time zones and language barriers. This global strategy and local management approach means that our employees are more closely attached to each initiative, leading to very high engagement levels. Over 85% of our global workforce has engaged with at least one Action4Good activity, with many taking part in more. In 2023, the Action4Good programme won the "Corporate Star Award" in the "Employee Engagement Programme" category in the Broadcast, Media and Entertainment sector. This award recognises the best examples of engagement and behaviour change, and is given to an organisation that delivers ambitious, innovative and

effective programmes which engage employees. The judges noted that Videndum delivered projects which overcame engagement challenges, demonstrated tangible change and empowered staff and other key stakeholders to exceed expectations. Below are some highlights of the Action4Good programme.

Production Solutions: Green Teams

Our global Green Teams started coordinated neighbourhood cleanups near our facilities. Throughout the year, teams in the UK, US, Costa Rica, China, Japan, Australia and Singapore organised litter pickup days, combining cleanup efforts with fresh air, exercise and team building. In the USA, our team partnered with The Mayor's Conservation Committee, dedicated to preserving natural resources in Shelton. UK volunteers formed the "Walking Wombles" to clean wooded areas near the Moreton Hall Industrial Park, where our factory is located. In Costa Rica, our employees collaborated with the Industrial Park Administration and Local Government, volunteering over 60 hours to clean the local area. In the UK, our team countered the "heat sink" effect of large surfaces like car parks by planting trees, shrubs and flowers to enhance appearances, encourage wildlife, and reduce heat. Upgrades in lighting and HVAC systems aim to save around 20% (60,000 kWh) of energy. In the US, a "pimp your bird box" competition increased employee engagement and encouraged wildlife habitation support.

Production Solutions: Costa Rica – Blue Flag Ecology Award

The Ecological Blue Flag is an annual award to highlight the effort and voluntary work of local entities, public and private, which seek to improve environmental conditions in Costa Rica and mitigate and adapt to climate change. The programme aims to establish an incentive for local community stakeholders to improve the community in which they live. Implementing actions to tackle climate change is a fundamental area of the work they incentivise, and they actively encourage the protection of natural resources. There are different categories in which organisations can apply. A key category is "Climate Change", which Production Solutions has been previously awarded on two occasions. The Climate Change category seeks to encourage organisations to develop using the criteria of socio-environmental sustainability to minimise the risk of climate change through comprehensive environmental management. Videndum wishes to utilise the compliance principles of the award to establish deep-rooted, biodiversity-conscious practices across the organisation. All existing processes which resulted in our Blue Flag Ecology Award are still in place. Our Cartago, Costa Rica site submitted data for the 2023 Blue Flag Award in February 2024.

Supply chain

We work with our supply chain to ensure preference is given to materials with low embodied energy, minimal environmental impact and which are, where possible, locally sourced. We have long-standing relationships with many of our suppliers and operate in a transparent and timely manner. In 2023, our Divisional Leads engaged with our top 90 suppliers to gain insights into their approach to key ESG topics. We aim to continue to engage with our top suppliers, ensuring we maintain strong levels of communication on ESG topics. At a minimum we ensure that our suppliers are consistent with Videndum's Code of Conduct and that all raw materials are sourced ethically and sustainably. As a part of our Industry 4.0 programme, we look to localise our supply chain.

Supply chain impacts

The impacts across our supply chain are important to Videndum. We make products in Costa Rica, a country that was selected partly due to its relationship with environmental accreditations and good social priorities. To reduce our impact, we run regular quality checks on products. A part of this process involves communicating any reworks or redesigns to our suppliers. We look to rework parts in-house before sending them to our suppliers, saving on shipping parts overseas numerous times until we get the design right.

Media Solutions - French Paper Supplier

A key paper supplier for Media Solutions, French Paper, is committed to protecting the environment and conserving natural resources. French Paper uses 100% renewable electricity from an on-site hydroelectric plant, as well as responsibly sourced fibres and colourants. French Paper is also FSC certified.



Social

Our vision is to be the preferred employer for the very best people in our sector by providing an entrepreneurial environment that offers opportunities for our people to develop and thrive. Although Videndum was impacted by the lengthy strikes by US writers and actors in 2023, the Group continued to protect its staff where possible.

Social targets and impact

Our approach – people and culture

Our employees are key to our success. Their experience, market knowledge and commitment create a culture of innovation, operational excellence, creativity and integrity.

The Group's decentralised structure with three Divisions allows us to react quickly to customer, market and technological changes, innovating to make our products the best in our industry. This, together with our entrepreneurial culture, enables focused decision-making and minimised bureaucracy.

We work to ensure that we have consistent policies and processes in place across the Group. We have comprehensive operating guidelines and internal communications plans which keep our employees informed, and our manufacturing teams ensure stringent health and safety protocols. We are a responsible business, focusing on supporting the communities we operate in and further reducing our impact on the environment.

2023 was exceptionally challenging for Videndum due to three headwinds: strikes by US writers and actors, the challenging macroeconomic environment and destocking. As a result, some of our employees were placed on short-time working hours to mitigate the lower demand whilst ensuring our employees were looked after and retained by the business.

Social targets and impact

Our key priorities and targets are tailored to address our industry and our areas of improvement, meet the needs of our stakeholders and contribute to the Company's success. In 2023, we have continued to work towards our established goals.

Table 13: Our social impact targets.

Sustainability aspiration	Goals	Progress achieved in 2023
Prioritise health and safety	<ul style="list-style-type: none"> No major lost incident time. Expand external reporting to cover all accidents (including those resulting in under three days' absence) and all near misses. Continue to identify and monitor any health and safety limitations. 	<ul style="list-style-type: none"> There were two accidents in 2023 that resulted in over three days absence, which is the same as in 2022. In both years, the accidents resulting in over three days of absence were not linked to severe injury but were categorised as over three days due to time needed for medical appointments and short recovery periods advocated by health professionals. In 2023, the overall number of health and safety related accidents slightly increased compared to 2022. We remain committed to improving our health and safety measures to ensure the wellbeing of our employees and achieve our goal of no major lost-time incidents.
Improve diversity, equality, and inclusion	<ul style="list-style-type: none"> Improve Group's overall gender diversity. By 2026, aim to improve the Group's overall gender diversity from 70% men, 30% women. At a senior leadership level, we expect the ratio of women to be at least 30%. Continue to monitor and manage progress. Engage employees on this topic. 	<ul style="list-style-type: none"> At the end of 2023, 40% of the Group's Board of Directors were female compared to 14% at the end of 2021. 17% of the Group's Operations Executive were female, compared to 8% in 2021. 27% of the Group's senior management team were female, compared to 15% in 2021. 30% of the rest of the organisation were female, compared to 29% in 2021.
Giving back	<ul style="list-style-type: none"> Positively impact the communities in which we operate. Positively impact one disadvantaged person for every Videndum employee in the communities in which we operate. Continue monitoring and measuring progress. 	<ul style="list-style-type: none"> In 2023, the Group positively impacted 560 disadvantaged people. In total, over a four-year period we have positively impacted 1,807 individuals and this means we have achieved our target of helping one disadvantaged person for every Videndum employee in the communities in which we operate.

Our people

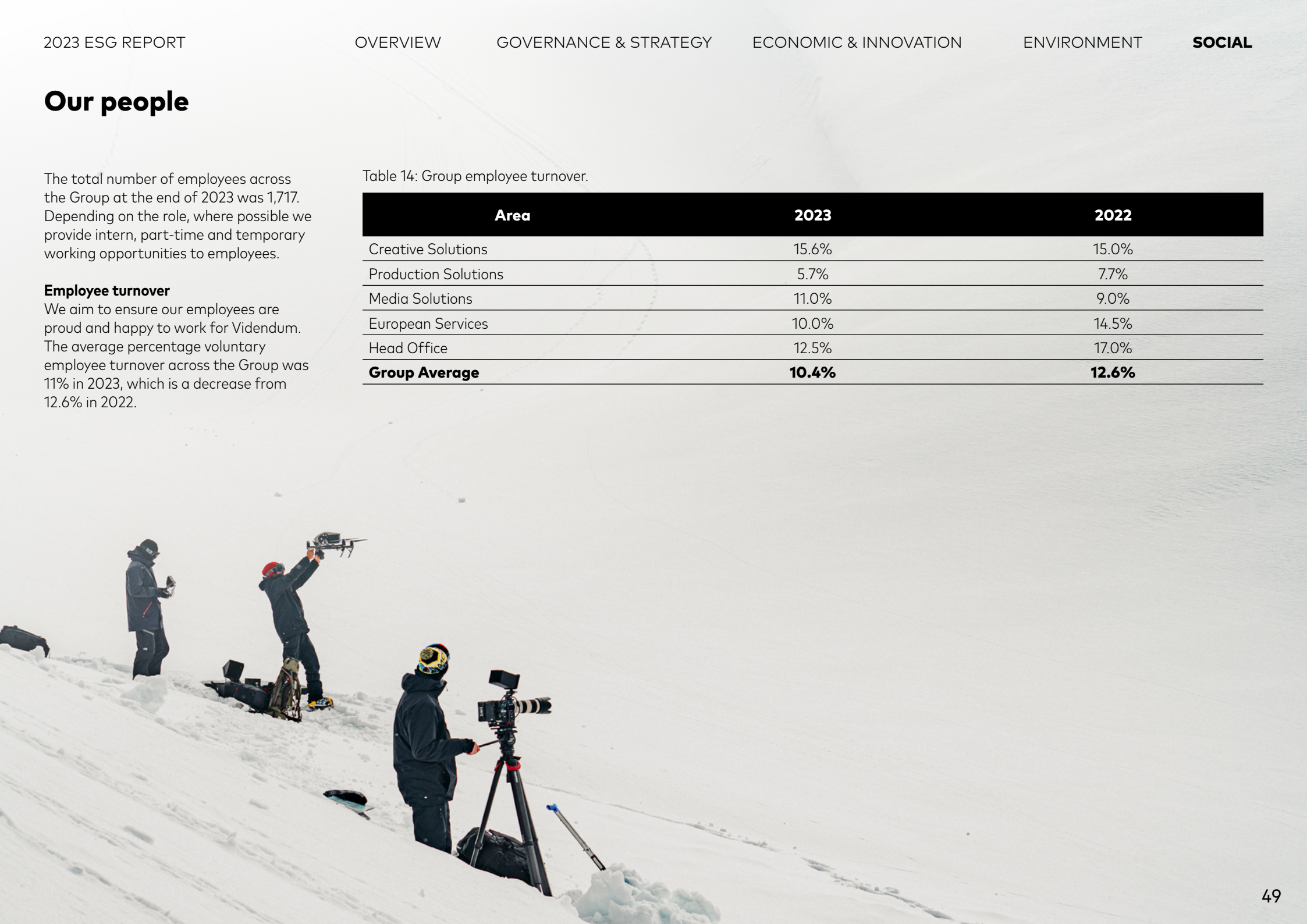
The total number of employees across the Group at the end of 2023 was 1,717. Depending on the role, where possible we provide intern, part-time and temporary working opportunities to employees.

Employee turnover

We aim to ensure our employees are proud and happy to work for Videndum. The average percentage voluntary employee turnover across the Group was 11% in 2023, which is a decrease from 12.6% in 2022.

Table 14: Group employee turnover.

Area	2023	2022
Creative Solutions	15.6%	15.0%
Production Solutions	5.7%	7.7%
Media Solutions	11.0%	9.0%
European Services	10.0%	14.5%
Head Office	12.5%	17.0%
Group Average	10.4%	12.6%



Diversity and inclusion

At Videndum, we are committed to Diversity and Inclusion ("D&I") to strengthen our working environment. Due to our global footprint, we are a culturally diverse company operating across ten countries, with a workforce comprised of many different nationalities. Our D&I strategy sets out our approach and shows how we aim to embed and enhance our commitment to diversity further into our business. In 2023, although we continued to focus on gender diversity across our offices worldwide where possible and provided annual data for the Board to review, however, the headwinds faced by the Group meant that D&I became less of a focus in the second half of the year. The Board regularly reviews the issue of diversity at Board level, senior management level and throughout the entire workforce. It considers the Lord Davies' review, Women on Boards, the Hampton-Alexander review, FTSE Women Leaders and the

Parker and McGregor-Smith reviews on ethnic diversity. We are developing a "managing diversity" objective for all managers across the Group.

Gender diversity

Investors are integrating gender diversity into evaluations of companies and into their considerations when assessing how these businesses might address ESG risks and opportunities. We are aware that Videndum operates within traditionally male-dominated industries. In addition, in some countries where we operate, the traditional business culture means that the number of females in senior management is quite small, despite a high female percentage in the total workforce. Our gender diversity targets have therefore been set accordingly.

By 2026, we aim to increase female employee numbers to improve the Group's overall gender diversity from 70%

men and 30% women because we believe that gender diversity plays a role in companies' success. At a senior leadership level, we expect the ratio of women to be at least 30%.

Whilst the female ratio for Operations Executives and Senior Management was under 30%, we have increased the number of female employees since 2022. We will continue to work towards improving gender diversity. Media Solutions aims to increase Divisional female representation by 1.4% per year to achieve 50:50 gender representation by 2031; this currently stands at 38% women in all roles and 28% in senior roles. Although we aim to increase the female representation in senior roles, promotions are based on merit, to ensure we have a highly skilled management team.

The Board continues to monitor progress on equality and the Group's gender breakdown at the end of 2023.

Table 15: Gender diversity 2023, 2022 and 2021.

	2023				2022				2021			
	M	%	F	%	M	%	F	%	M	%	F	%
Group Board of Directors	6	60%	4	40%	4	57%	3	43%	6	86%	1	14%
Operations Executive	10	83%	2	17%	11	85%	2	15%	11	92%	1	8%
Senior Management	68	73%	25	27%	64	86%	10	14%	28	85%	5	15%
All Other Employees	1,113	70%	481	30%	1,175	69%	534	31%	1,259	71%	513	29%

Contractors are excluded from the table above.

Diversity and inclusion *continued*

Gender pay gap

Videndum is committed to open and honest communication. Therefore, it reports on gender pay analysis in its major global employment markets. This helps to assess if any major issues exist in gender pay differences and create tangible actions for the future.

Videndum has good policies and processes which encourage promotion and development from within the business. However, we will continue to evolve these and to commit to offering women every opportunity to keep progressing in the workplace. Our last Gender Pay Gap Report was in 2022. Videndum is not legally required to annually publish gender pay gap data in accordance with UK legislation. We will however aim to repeat our Gender Pay Gap Report in 2024 and will report on this in the 2024 ESG Report.

Equal opportunities

Our D&I strategy aims to foster an equal opportunities culture, encourage diversity and inclusion among our workforce, and eliminate discrimination, and it has been communicated to all employees. Videndum's policy is that applications for employment of disabled persons are always fully considered, bearing in mind the respective aptitudes and abilities of the applicant concerned. If employees become disabled, all reasonable effort is made to ensure their employment continues. It is our policy that the training,

career development and promotion of disabled persons should be, as far as possible, identical to that of all other employees.

Local talent

At Videndum, we believe it is vital to be a positive stakeholder in the communities in which we operate and build the skillset of the local areas as much as possible. As such, we aim to employ individuals from the local area, as opposed to other regions. At our Productions Solutions' Cartago, Costa Rica site, approximately 60% of the management team lives within the city.

Hire2Develop

Production Solutions is continuing its "Hire2Develop" programme to further develop new employees, researching opportunities to promote from within and hire entry-level positions where possible. This helps to develop a wide range of skills and to foster an environment of creativity and passion. The programme has been incredibly successful, and 39 career expansions were awarded in 2023. Additionally, 10% of females received a promotion compared to 7% of males. As females currently only represent 23% of their workforce, this is a positive achievement. We plan to roll out the "Hire2Develop" programme across the Group, utilising available apprenticeship programmes focused on engineering, sales, operations and IT departments, where females are underrepresented.

We aim to share best recruitment practices across the Group as part of this programme.

Group policies

The Group reviews its policies annually to ensure no biases against gender, ethnicity, age or disability. The Group also reviews the information on part-time working, flexi-hours and maternity leave to ensure fair policies.

Willis Towers Watson Global Grading System

In 2023, Production Solutions renewed equal remuneration as part of its D&I initiatives. The Division recently invested in the Willis Towers Watson Global Grading System to carry out a job levelling process, including base pay, incentives, career management, workforce planning, learning and development, and facilitating career mobility. This programme was implemented in 2023 and job evaluation has now been completed. All employees have been assigned a grade based on their role and responsibilities. We are actively using these grades to make informed and objective decisions on compensation and benefits to ensure fairness and equity.

Employee benefits

The Group adopts and adapts comprehensive benefits packages as appropriate to ensure we attract and retain the right talent. These benefits

assist in supporting our employees and allow us to remain competitive in a global market. Each Division provides employee benefits, including discounted childcare options and gym memberships, depending on the country. All benefits are offered to both full-time and part-time employees across the Group. Our employees are entitled to freedom of association. Trade unions operate at our Media Solutions' sites in Cassola and Feltre, Italy, and our Production Solutions' site in Bury St Edmunds, UK.

Pension plans

Employees have the option to join pension plans appropriate to local markets. In the UK, this involves a Company-approved pension plan with the minimum employer and employee contributions (currently 8% employer and 4% employee), and in the US, a 401k plan. Since April 2014, all UK employees have been auto enrolled into a qualifying pension plan, except those who have expressly opted out. We are committed to improving employee education on pensions, other financial matters and improving the overall pension offering. Our UK-defined contribution pension provider, Hargreaves Lansdown, provides several educational workshops, focusing on employee investment, decision-making and expectations around retirement. We have seen higher levels of engagement and investment decision-making by employees, and over 340 UK employees now participate in

Diversity and inclusion **continued**

the Hargreaves Lansdown pension arrangement. Investment in the default fund represents 60% of investments held, showing that many employees take active control of their investment decisions. We will continue to have these educational workshops to help educate our UK employees on this important employee benefit.

Flexible working

Videndum is supportive of employees enjoying a healthy work-life balance. Flexible working policies are in place across our three Divisions and are open to all employees. This is usually granted unless the needs of the business cannot otherwise be met. Examples of flexible working policies above statutory requirements include smart working, part-time working for parents with young children, optional maternity leave and flexible working hours.

Videndum Media Solutions: benefits snapshot

Media Solutions' employees in Italy receive long service awards or a cash allowance for benefits such as gym membership or private healthcare to suit individual needs. In 2023, our supplementary labour agreement in Italy came into force, covering over 450 employees. This focuses on tools and initiatives to build a better working environment, including flexible working, actions aimed at enhancing diversity in the workplace, sustainability initiatives, and performance and bonus arrangements. Media Solutions engages proactively with both unions (including FIM CISL, FIOM CGIL, UILM) and industrial associations

(Confindustria) in Italy. Union representatives have regular contact with senior management and engage with employees through structured sessions, monitoring health and safety issues, employee wellbeing and general business updates. We consult with union representatives regularly, and their feedback is considered while making business decisions, with the needs of the employees our top priority.

Employee benefits

Parental leave

We operate flexible policies to help employees with care needs and special leave if necessary to deal with exceptional personal circumstances. In 2023, we continued collecting data on parental leave across the whole Group to better understand the needs of our employees. Employees in Costa Rica receive four months' maternity leave, and this varies per state in the US. There is no paternity leave in the US, while Costa Rican employees receive three days' full pay. 17 employees took maternity leave, and 24 employees took paternity leave during the reporting period.

Table 16: Parental Leave Breakdown, 2023.

	Creative Solutions	Production Solutions	Media Solutions
Number of employees that took parental leave			
Males	6	6	12
Females	5	3	9
Total	11	9	21
Number of employees that returned from parental leave			
Males	7	6	7
Females	2	2	6
Total	9	8	13

Sharesave

We regularly offer the Sharesave Scheme to all our employees in the UK, US, Italy, Germany, Costa Rica, Singapore, Japan and Australia. Sharesave allows employees

to save a fixed monthly amount (currently up to £300) to purchase shares in the Company at a discount of up to 20% on the share price at the time of an offer. Over the years, our Sharesave Scheme has been extremely popular, with over 70% of Group employees participating in the scheme, demonstrating the close alignment between our employees and shareholders. We have specifically enhanced communication across the Group, to ensure it is well understood, and encourage as many employees as possible to participate in the scheme. Face-to-face presentations are held at sites and communications are translated into local languages. We plan to expand training to online resources for all employees to explain the process further and how to get involved.



Employee wellbeing

Employee wellbeing remains a top priority for the Board. We have continuously reviewed and improved processes across the Group to look after staff, and improving colleagues' wellbeing and mental health is important. We regularly conduct mental health and wellbeing risk assessments to review workload, intensity and support. We aim to ensure our people are engaged, motivated and looked after. We provide free or subsidised meals in staff canteens in our manufacturing sites. With employee health a top priority, our remote working framework remains extended across the Group, utilising the Microsoft Teams platform to collaborate and interact. Several of our sites, including Production Solutions, Bury St Edmunds, UK, and Cartago, Costa Rica offered flu jab clinics during the year.

Lyra wellbeing – employee wellness service

Our employee wellness service provides free and confidential support to all employees and their families, including counselling for emotional and psychological support, practical guidance and support on legal, financial, family and work matters, and online health and wellbeing resources such as videos, podcasts and downloads. The service is confidential and freely delivered by a third-party company. It remains accessible 24 hours a day, 365 days a year. During 2023, we continued to maintain this programme in the local languages commonly used throughout the Group.

We understand and appreciate the importance of creating and nurturing healthy working environments for our employees. We offer our employees several levels of healthcare coverage for them and their families. This is provided as a non-contributory taxable benefit in the UK through AXA Health. UK employees who do not join this healthcare arrangement can join an alternative arrangement provided by Health Shield. We also offer, in the UK, access to a Health Cash Plan provided by BHSF which complements the NHS and pays cash towards everyday healthcare costs. In the US, our employees are offered healthcare coverage through several providers, including Aetna and Kaiser. Employees can select their level of healthcare.

Employee engagement

The Board designated Caroline Thomson as the Independent Non-Executive Director responsible for employee engagement, who has been in this role since 2017. In 2023, Caroline Thomson met with employees in Creative Solutions based at our Tedradek and SmallHD sites in the US. Feedback from the session was shared with the Board and Divisional Management and helped to shape employee engagement. In 2023, communication to our employees was particularly important due to the substantial actions executed to help mitigate the impact of the adverse macroeconomic environment and the strikes. La Cassa Integrazione Guadagni Ordinaria ("CIGO"), the Italian government supported furlough programme, was applied in the Italian facilities of Media Solutions to mitigate the lower demand whilst ensuring employees were looked after and retained by the business. Short-time working was implemented in Creative Solutions in H2 2023 to mitigate the lower demand whilst ensuring over 100 employees were retained by the business. We communicated with our employees regularly using multiple channels, keeping them informed of business performance at a Group and Divisional level. These took the form of emails, videos and regular all hands updates on performance and business issues from Divisional senior management and the Group Chief Executive. Following the capital raise, the

Group Chief Executive also hosted Town Halls for Media Solutions' employees in Bassano, Italy and Phoenix and Portland, US, and Production Solutions' employees in Bury St Edmunds, UK and in Richmond, UK.

Production Solutions' monthly "On-Air" newsletter continues to share information on products, markets and employees across the Division. In 2023, the newsletter was refreshed and made available in Spanish. The newsletter helps bring a global and multicultural team closer together, with many employees contributing to tell their stories. Creative Solutions is working on developing new employee engagement processes, which will be rolled out in 2024.



Learning and development

Although the majority of training was paused in 2023 due to the strikes and challenging macroeconomic environment, we aim to invest in our employees to ensure we offer them the best career development plans for their success and the success of the Company, linked to performance reviews and organisational needs. We want our employees to develop and grow.

The Board reviews leadership and succession plans across each of the Divisions to ensure a structured approach to growing and developing the Company's future leaders. We encourage inter-Company recruitment between Divisions, including the Group Head Office, and offer apprenticeship programmes in many different business areas, ranging from Engineering to Business Analysis to HR. Production Solutions has launched the Hire2Develop programme. Our Media Solutions and Productions Solutions Divisions operate an appraisal system to improve personal career reviews. Creative Solutions has initiated targeted personal development programmes.

Training

All employees receive training on health and safety procedures appropriate to their line of work and environment. In addition, in 2023 cybersecurity training was rolled out across the Group, and e-training is planned for our Code of Conduct following its relaunch in early 2024. All new hires receive general

Safety and Evacuation Training, and if warranted job-related safety training.

Media Solutions

The Division delivered online data security training for employees, increasing awareness of the need to be vigilant on the issue of cybersecurity and data protection. Upskilling employees is an important focus, and Italian language courses are offered to non-Italian employees in our Media Solutions HQ. A sustainability training programme has been developed as part of Media Solution's internal stakeholder engagement plan. Training was delivered on the basic concept of sustainability, developing sessions on the integration and implementation of the concept within our operations. The engagement plan includes regular team meetings, workstreams and KPIs, with the aim to embed sustainability throughout Media Solutions' organisational work culture and to ensure we progress towards our Group ESG targets.

Production Solutions

We continue to hold English language training for employees at our Costa Rica and Japan sites. Production Solutions also has a UK Modern Apprenticeship programme, with four participants in 2023. Our recently improved health and safety training was launched for employees across the Division, following significant investment and improvement. We partner with external vendors,

such as the American Management Association, to offer our employees the best training resources.

Production Solutions introduced a robust Individual Development Plan ("IDP") approach to learning and development alongside an annual training budget. Development and training requirements specific to each employee can now be captured and implemented. The IDP has been very successful across the Division and will be reviewed half-yearly to assess progress and introduce continuous improvements based on specific employee feedback. Production Solutions also sponsors various professional qualifications across all disciplines where they are identified as part of an individual's development plan. For example, in 2023 this programme included two Graduate Accountants studying ACCA at our Cartago, Costa Rica site. We also sponsored technical qualifications in 2023, one for metrology and logistics, and another for logistics and inventories.

Creative Solutions: Growth Space

In 2023, Creative Solutions employees continued to work with Growth Space, the world's leading employee development platform, providing access to one-to-one coaching, mentoring and personalised Group programmes for further skill development. With access to more than 500 vetted experts in over 30 countries, each employee is matched

with the perfect expert for personal growth. The system offers programme management and oversight at scale, helping the Division address development gaps and connect employee development to specific business goals. Relevant employees are provided with role-specific training, and we aim to rollout diversity training to our managers at all Creative Solutions sites. In 2023, all employees across the Creative Solutions' Division completed cyber-security training and sexual harassment training.



Health and safety

The health and safety of our people remains of utmost importance to Videndum. We operate to stringent standards at all Videndum sites to minimise risk. We are committed to ensuring the safety, health and welfare of all employees, contractors and others who may be affected by our activities. We continue to share best practices across the Group and have a dedicated Safety Management System and management structure for health and safety. In addition, we continue to train all staff members on safety relevant to their roles. Our Health and Safety Policy

is communicated to all site management and employees and sets guidelines for adequately controlling health and safety risks arising from work-related accidents. Our Group Company Secretary and HR Director has overall responsibility for creating and implementing this policy. The policy is regularly reviewed and updated to address emerging risks.

Reporting

Our robust reporting system ensures all accidents and near misses are accounted for, whether they result in absence from work or not. We promote a culture of

continuous improvement to prevent any major incidents. Our goal is to have zero significant lost time accidents. The reporting process is prompt and any accident resulting in over three days' absence is reported to senior management and the Group Chief Executive within 24 hours. We have recorded and disclosed our accident record for the past five years (page 57). Each event is thoroughly investigated and remedial action is taken where necessary to prevent repeat occurrences. There have been no work-related fatalities since the Group began collating health

and safety statistics in 2002. Our five-year accident record details the number of accidents resulting in over three days' absence, accidents resulting in less than three days' absence and near misses from work across the Group. We continue to improve our health and safety management systems. However, there were two accidents resulting in over three days of absence in 2023. Each accident was subject to a detailed review to understand the root cause and to learn lessons to avoid a repeat. We aim to reduce this number in 2024.

Health and safety *continued*

Table 17: The Group's five-year accident record.

Year	Incident Type	Number	Comment
2023	Accidents resulting in over 3 days absence	2	This represents 116 accidents per 100,000 employees. The average number of employees in 2023 was 1,717.
	Accidents resulting in 3 or less days absence	78	
	Near misses	177	
2022	Accidents resulting in over 3 days absence	2	This represents 104 accidents per 100,000 employees. The average number of employees in 2022 was 1,918.
	Accidents resulting in 3 or less days absence	68	
	Near misses	150	
2021	Accidents resulting in over 3 days absence	0	No accidents resulting in over 3 days of absence for the second year in succession. This represents 0 accidents per 100,000 employees. The average number of employees in 2021 was 1,784.
	Accidents resulting in 3 or less days absence	43	
	Near misses	128	
2020	Accidents resulting in over 3 days absence	0	This represents 0 accidents per 100,000 employees. The average number of employees in 2020 was 1,569.
	Accidents resulting in 3 or less days absence	42	
	Near misses	110	
2019	Accidents resulting in over 3 days absence	2	This represents 117 accidents per 100,000 employees. The average number of employees in 2019 was 1,714.
	Accidents resulting in 3 or less days absence	54	
	Near misses	112	

Health and safety continued

Audits

To enhance our overall safety objectives, we partner with third-party specialists for an independent audit of our standards every three years and implement improvements and recommendations throughout the business. Safety practices and procedures are reviewed, including accident investigation procedures, housekeeping, general safety and personal safety practices. These audits report that our management has a genuine interest in the safety and wellbeing of our employees. We are highly invested in developing safety programmes, recordkeeping and training. The results of our external compliance reviews are reported to the Board and action plans with corrective measures to address any gaps are implemented. Follow-up audits are arranged to ensure all areas are addressed. In 2023, Media Solutions tracked colleagues' compliance with standards and procedures in the workplace using the Behaviour Based Safety model, an industrial safety management approach. In 2023, Media Solutions reported 100% compliance with the Behaviour Based Safety Model.

Hazards

Due to the nature of our business, we have a thorough hazard identification and risk assessment process. Each Division maintains an active risk assessment record for all projects and activities. These risk assessments are completed for all employees, contractors and others

visiting the Videndum sites. There is a detailed mitigation and action plan for every potential risk, communicated and agreed upon between the Health and Safety Manager and participants. We encourage our employees and contractors to take a proactive approach to managing and reporting hazards.

We routinely review our risk assessment process and, when site conditions change, new procedures are added to prevent the development of unsafe working conditions. Employees are trained on proper safe use and maintenance of machinery, as well as proper material moving and lifting procedures for specific job duties. We have a system for communicating safety issues and training, and updating our colleagues across the Group. We display labour laws and universal visual safety signage across our sites, using visual aids to accommodate all employees despite language or visual impairments. The Production Solutions' sites in Cartago, Costa Rica, and Bury St Edmunds, UK, and the Media Solutions' sites in Bassano and Feltre, Italy and Ashby, UK are certified with the standard UNI EN ISO 45001. As a result, over 900 employees are covered by an accreditation on health and safety. The standard helps build a framework to manage health and safety impacts and meet legal compliance.



Our customers

We value the relationships we develop with our customers. Videndum's purpose is to enable our customers to capture and share exceptional content and we are proud to offer our customers market-leading, innovative products. All major customers are actively screened for reputational and financial risks to ensure there are no apparent issues of concern that could damage the Company. Clear terms and conditions are documented, including service levels, payment terms and working practices.

Our long-standing and extensive market expertise enables us to remain close to our customers, anticipating and responding to developments to ensure that our brands remain at the forefront of the industry, renowned for their premium offerings and market-leading technology. We regularly engage with our customers, and the Board is kept informed about the wide variety of the Company's customers, their changing needs and trends in buying patterns.

Marketing and labelling

We consider marketing and labelling requirements when preparing and delivering products for our customers. We follow regulations and best practices to ensure customers are appropriately informed when purchasing products. All our products contain labels detailing the country of origin of the finished product and include instructions for safe use. We also include instructions for the safe and

appropriate disposal of our packaging and electrical products. We have extended our Call2Recycle partnership to support customers to recycle used batteries (see page 41). Our products are compliant regarding regulation on chemicals and substances, and where required, we include information on the content of the products. Creative Solutions previously introduced an initiative to enhance the marketing and labelling of our customer products. This continues to be in progress, and we look forward to further implementation since the onboarding of an ESG Coordinator in the Division.

Helping our customers adopt a sustainable lifestyle

Our customers are becoming increasingly interested in sustainability, making more responsible choices in their purchases and expecting more from their brands. We see this as an opportunity to assist our customers on their sustainability journey by offering lower-emission alternative products (e.g. Anton/Bauer Salt-E Dog, Litepanels LED lighting and Lowepro Carrying Solutions). Continued technology enhancements have allowed Videndum to make innovative changes to our design processes and produce more sustainable products. Our experienced teams, clear strategy, premium brands, efficient supply chain and global distribution focus on delivering outstanding products and services to our customers. We are integrating ESG

into our business practices and processes and embedding sustainability into brand strategies to develop sustainable products and packaging. We are enabling customers to make a difference with their purchases.

Customer health and safety

The health and safety of our customers is a priority for the Group. As most of our products are accessories, it is essential to highlight that they pose little risk to our customers. There have been no instances of noncompliance with regulations or voluntary codes relating to customer health and safety throughout the reporting year. Our products are assessed for health and safety impacts throughout the design and manufacturing process to minimise the risk. Every new product is subject to rigorous safety testing as required by local regulations. Thermal chamber testing is carried out to verify that products can operate within specification at upper-temperature limits, and vibration testing is conducted to ensure parts do not shake loose in transit or vibrating environments.

Electronic products are subject to further testing, such as our acceptance test procedure, comprising a physical, electrical and functional test. We conduct electromagnetic interference and electromagnetic compatibility, unintentional radiation and susceptibility testing for all new products that include any electronics or active circuitry. Radio

frequency testing is compulsory for all new products containing a radio transmitter. In cases where we use off the-shelf equipment like Wi-Fi or Bluetooth modules, we select modules that are already tested and approved to be used in a modular application. We perform these tests for every country or region a product is deployed.

Customer privacy

The privacy of our customers' data is of extreme importance to us. Customer information, including personal and account details, is held in our system and protected by GDPR and third-party data security systems. Details of this can be found in our Group IT Policy. There have been no substantiated complaints concerning customer privacy breaches from outside parties or regulatory bodies. No leaks, thefts or losses of customer data were identified throughout the reporting period.

Supply chain

Supply chain vetting

Videndum uses NAVEX Risk Rate to screen background checks on all new business partners or suppliers. We aim to reduce the risk of negative impacts on society and the environment throughout our supply chain. We have conducted a Group-wide standards review to ensure that all suppliers operate terms aligned to our policies and procedures and that all raw materials are sourced ethically and sustainably.

The Group recently developed a Responsible Sourcing Policy and has communicated this to all suppliers. This policy reinforces our commitment to engaging with our suppliers. It applies to all Videndum employees across the Group involved in purchasing and sourcing activities, and to consultants, contractors and agency staff concerning their work for, or on behalf of, Videndum. Our Divisions actively monitor supplier relationships, conduct annual reviews and follow strict sustainable procurement processes to uphold the Group's working standards across our supply chains. Our senior management has built close relationships with our suppliers over several years, enabling us to understand their working practices better and to be confident in their integrity. We procure materials from reputable suppliers and produce our products in efficient and environmentally friendly operations and, where appropriate, in lower-cost countries such as Costa Rica, China, and

Vietnam. We are aware of the potential risk of child and forced labour across our supply chain, specifically in China.

We conduct supplier risk assessments to review health and safety procedures, run checks against forced and child labour risks, and protect IT security and data. When sourcing minerals, we aim to conduct a country-of-origin assessment to ensure materials do not emanate from a region affected by conflict. Throughout 2023, we focused on end-to-end supply chain assessment. An ESG Survey was distributed to our largest 90 suppliers to understand their approach to key ESG topics and help to improve the integrity of our supply chain.

Respecting human rights

Key suppliers and manufacturing contractors are regularly reviewed and must validate their compliance with UN guidance on human rights. Suppliers are expected to treat their workers equally, with respect and dignity. We request supporting evidence that forced labour and child labour are prohibited; wages are at least above minimum legal standards; working hours comply with local directives; and no employees work more than 60 hours in any given week.

Modern slavery

We are committed to ensuring that slavery and human trafficking do not exist in our business operations or supply chain and continually develop our

monitoring systems to stamp out the issue. We regularly monitor the situation through an online database and site visits. We support the Modern Slavery Act 2015. Our long-standing business partner and supplier relationships enable us to understand their working practices better and be confident that no slavery or human trafficking occurs. The Group's NAVEX whistleblowing service supports our processes, and we are pleased to declare that no reports of slavery or human trafficking have ever been made.

We will promptly and thoroughly investigate any claim or indication that a supplier is engaging in human trafficking or slavery or has contravened our Code and will not hesitate to terminate our relationship with that supplier if the allegations are substantiated. Employees receive periodic training covering our Code of Conduct. Additional training is provided to those employees whose roles are more likely to be impacted by slavery or human trafficking issues. Our internal audit function also considers reputational risk issues and the integrity of the supply chain and acts as a further check on the risk around modern slavery and human trafficking.

Investing in future industry talent

Videndum donates and lends professional photographic, TV and cinematic equipment to educational institutions worldwide to upskill future industry talent. In Costa Rica, our Production Solutions' employees work with different technical schools in the community, onboarding eight to ten students each year to complete their professional practice of Precision Mechanics. Some of the schools we have worked with include COVAO, Ciudad de Los Niños and CTP Fernando Volio. Once with us, we train the students in specialised machinery and often offer jobs following their training. We have an ongoing apprenticeship programme for employees at the Production Solutions' UK site in various fields, including Engineering, Business Analysis and Human Resources. The programme is fully funded through our apprenticeship levy fund, with four apprentices hired.

Media Solutions: Creativity for Life

Media Solution's CSR programme Creativity for Life ("CFL") is an expression of the positive impact we aim to bring to society and the environment of the countries in which we operate. CFL offers access to our skills, products, and the vast community of content creators who currently champion our brands around the world. The programme includes several social and environmental education initiatives aimed at empowering young people with positive values, professional skills and knowledge on how to minimise their impact on the environment. In 2023,

the team worked with five organisations on a range of projects, and a total of 75 people were positively impacted.

Media Solutions: Associazione Jonathan

The collaboration between Videndum, the non-profit organisation the Jonathan Association and the Italian Justice Ministry started in 2014. Videndum supports the project by donating photographic equipment to equip participants with all they need for the programme and organising the course. In 2023, Media Solutions worked with Associazione Jonathan to support disadvantaged young people, through photography and videography education. As part of the partnership, Media Solutions' employees volunteered to set up the exhibition. The main subject of the 2023 edition was "The Relationship of Neapolitans with Water". A theme that allowed participants to work on a fundamental element that characterises the city of Naples and human beings in general. This gave great insights into the importance of water for our survival and water preservation.

Over the last nine years, more than 45 children have been trained in photography, with two former students now employed as professional photographers.

Lowepro Joins Forces with Italian Sustainability Photo Award ("ISPA")

The ISPA, dedicated to highlighting sustainability stories in Italy through the

lens of photography, has been Lowepro's technical partner since 2022. Throughout 2023, Lowepro and Paola Lai, the documentary photographer and brand ambassador, collaborated to highlight the role of Documentary Photography, emphasising themes like Human Impact on the sea. At the end of 2023, Lowepro selected a new winner to join the ranks as a Lowepro ambassador, marking the continued evolution of this collaboration. This collaboration symbolises a shared commitment to sustainability through photography, aligning with ISPA's mission to raise awareness about environmental, social and governance sustainability.

Media Solutions: Wild Shots Outreach ("WSO")

In 2023, Media Solutions extended its collaboration with Wild Shots Outreach, empowering disadvantaged South African youth through photography and education. Our support focused on young photographers engaged in a project featuring the new Lowepro Pro Trekker 650 backpack, contributing to the ProTrekker campaign. Equipped with tools and a creative brief, they embarked on a transformative journey, enhancing skills and kickstarting their portfolios. These photographers played a crucial role in capturing content for the Pro Trekker 650 launch. Leveraging social media, Lowepro provided a platform for them to showcase their work, increasing visibility and inspiring a larger audience.

In 2023, WSO organised 26 photography/conservation courses, engaging 226 participants. The bursary fund supported 26 unemployed individuals, covering driving lessons, university study and more. Currently, 22 of them are in full-time employment or study, with three contributing to part-time roles. The ongoing collaboration between Media Solution and WSO continues to make a meaningful difference in the lives of these young individuals, amplifying their impact through visual storytelling and social media visibility.

Creative Solutions: Made In Her Image

In 2023, Creative Solutions supported the organisation Made In Her Image by hosting educational workshops at our Burbank, US site. We are looking to formalise our engagement with Made In Her Image by hosting quarterly workshops and providing Creative Solutions Los Angeles' Studio for the organisation's documentary development. To help raise money for the organisation, Creative Solutions will be launching a Giving Tuesday campaign. In addition, Creative Solutions will be donating a product as part of the campaign's giveaway.

Investing in future industry talent *continued*

Social Responsibility Teams

Production Solutions Social Responsibility Team in Shelton, US, partnered with the local chapter of "The Boys and Girls Club of America". Together, as part of our Action4Good programme, they launched the Movie Makers Club, aimed at preparing young film-makers for future careers. Our employees dedicated over 60 hours to teach film-making skills to children, enabling them to create a three-minute commercial promoting their Boys and Girls Club chapter and its offerings.

The sessions covered diverse production aspects, from three-point lighting and tripod balancing to basic camera operation. Despite their young age, they successfully produced a commercial that will feature on the Boys and Girls website. The remarkable outcome led the Boys and Girls Club of Shelton to invite Videndum for further projects next year.

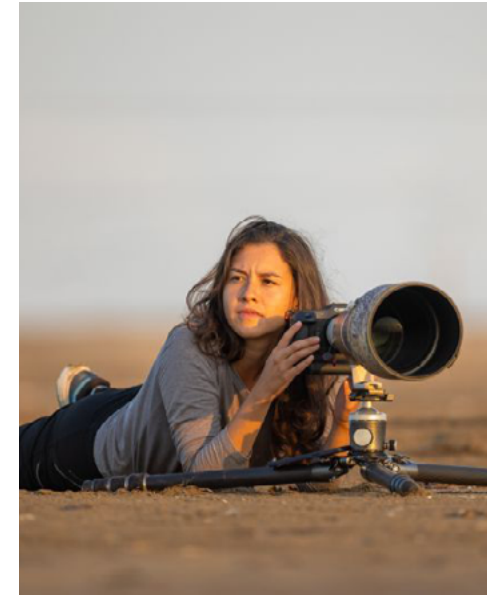
"The Videndum team is awesome! We loved working with Hannah and Mary this past year with Movie Makers, workforce development and the back-to-school supplies drive! We are looking forward to doing more next school year with Videndum!" **Nicole Stere, Director of Resource Development – Boys and Girls Club of the Lower Naugatuck Valley**

In 2023, Production Solutions, UK Social Responsibility Team collaborated with a local charity dedicated to assisting young individuals to enter our industry. We contributed over £5,000 worth of film-making equipment from our brands to the "Offshoot Foundation", enabling increased workshop participation. Our marketing and creative services teams supported the charity in revamping branding, creating a new website, and producing promotional and fundraising materials.

Our UK staff volunteered over 100 hours to engage with Offshoot Foundation to run professional film workshops, offering underprivileged youths the chance to create film trailers, animation and music videos using Sachtler, Anton/Bauer and Litepanels equipment. These workshops helped to develop their confidence, leadership and teamwork skills. The workshops helped many young people into further education, university and employment in the film and TV industries. This close partnership between the charity and our business has nurtured local youth, sparked creativity and uncovered the art of filmmaking. Participants from Offshoot Foundation workshops have successfully secured work experience and summer intern positions within our company.

"Working in partnership with Videndum has enabled us to provide more spaces for our workshops to young people thanks to the number of volunteers who attend from Videndum. It's as great to see adults learning from the young film-makers as it is seeing them learn from the adults also; providing a wonderful, shared space of learning." **Paul Press, Managing Director – The Offshoot Foundation**

Our Production Solutions UK team also partnered with "The Greenlight Trust", a charity offering woodland programmes to individuals of all ages facing significant challenges. We supplied crucial IT support services and donated over £400 worth of IT equipment, including a number of tablet computers this year. Introducing tablets, along with installation and training, has enhanced the charity's efficiency, allowing more time and resources for dedicated support and green care. Our IT support facilitated the Trust's utilisation of valuable data, strengthening their impact and attracting funding for broader outreach. Our UK employees engaged with the charity, contributing 105 hours to nature workshops. The tablets are now an integral tool in the Trust's work within woodland environments, enhancing their operations.



Investing in future industry talent *continued*

"I love the fact that I have more time to spend with participants talking and reflecting and I can capture this into the system in a non-intrusive way. Participants have also found the speech to text functionality of the tablet straight into the system, really helps them reflect on their achievements and emotions". **Lisa, Wellbeing in Nature Facilitator - Greenlight Trust**

Education Teams

The Education Team at Production Solutions Cartago, Costa Rica facility collaborated with "Ciudad de los Niños", a Catholic welfare organisation aiding underprivileged young boys. They provided regular schooling and taught technical skills for workforce integration. We donated slightly worn machining tools, suitable for learning and regular use, and surplus company-branded mechanic workwear. The team also partnered with local high schools, including COVAO (Arts and Craft Vocational High School) and CTP Fernando Volio, Saleciano Don Bosco. We conducted vocational presentations to inspire students to pursue technical careers and hosted groups at the factory, highlighting the roles of mechanics and engineers. We also assisted the schools with donations of IT equipment, including laptops, monitors and network infrastructure.

Our Divisional Finance Director led a workshop, covering topics including budgeting, financial terminology and budgeting apps for young individuals, and insights into careers in finance and accounting. An interactive session titled "Lights, Action, Let's Budget" encouraged the group to create a budget for a major film, involving choices related to directors, food, locations, actors and editing.

Social teams

Despite the challenging macroeconomic environment, Production Solutions' regional social teams delivered a programme of diverse events, bringing people across the business together through entertaining and informal activities that support the other strands of our ESG strategy. "Outdoor Day" was a global initiative that challenged the regional teams to get as many staff as possible to take part in an outdoor activity. The day focused on encouraging employees to take a break, relax, get some fresh air and think about their wellbeing.



Charity and employee volunteering

Donating to charitable causes is a core focus of the Group. Our employees give generously with their time and money.

Employee volunteering

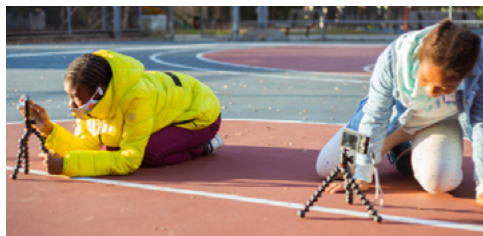
We encourage a culture of active participation in the communities in which we operate, of which there are many examples within this report. Staff worldwide give their time and money to various social programmes in their local communities. Our HR policies allow employees to take time off from work to support social programmes and charities.

Production Solutions: Videndum Recycles

Production Solutions' "Videndum Recycles" is a monthly community initiative at our Cartago, Costa Rica site, where collection centres are set up for employees to bring recyclable materials from their homes or communities. Materials accepted include cardboard, paper, plastics, aluminium, and glass. Nearby suppliers' employees can also utilise this service. Once the collection day ends, a specialised recycling company collects and responsibly disposes of the waste at no cost. In 2023, we held two "Videndum Recycles" events, encouraging all employees to bring recyclables from home for proper management. Our events serve as an opportunity for employees to contribute to reducing their environmental impact, especially in areas where regular government collections may be lacking.

Videndum's partnership with Richmond Theatre Trust and Ham Youth Group

In 2023, as part of the Group's ongoing commitment to supporting the local communities in which we operate, Videndum partnered with the Richmond Theatre Trust and Ham Youth Group to deliver a young film-makers course. Videndum also donated approximately £2,000 to the trust. Over a four-day period, 26 disadvantaged children aged 10 to 16 from Ham Youth Group worked intensively to create a short media project including a series of adverts, two-hander scenes and a few short stories. Many participants fed back that they thoroughly enjoyed learning about the different roles within the film industry. Many loved being on camera, but even more enjoyed being behind the lens. As part of Videndum's contribution, each young person was provided with their own mini film-making kit full of our products, so they could continue making films after the project ended. The two films were shown in a special premiere at Richmond Theatre, where friends and family joined the group to see what they had been working on. The group also received a backstage tour of the theatre.



"The standout experience of the summer holidays was the young film-makers with Richmond Theatre. They are professional and provided a good experience to my child." **Parent**

"I really enjoyed the filmmaking, and I learned lots of skills off the Tutors it's definitely something I would like to do as a career when I'm older" **Young Person**



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