

A night landscape featuring a starry sky with the Milky Way galaxy visible. In the foreground, a person stands on a sandy beach, holding a flashlight that illuminates the sand and water. The background shows dark mountains under a dark sky.

Environmental, Social and Governance Report

2022

Videndum

Introduction

Videndum aims to be a sustainable business, minimising our impact on the environment and working to improve the societies in which we operate. Our rigorous governance framework ensures the business's longevity and minimises risks to our operations and supply chains. Our collaborative approach to ESG focuses on the material issues that affect the Group and our stakeholders. The publication of this annual standalone ESG Report reflects our commitment to ESG, measuring our year-on-year performance and long-term aspirations.

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About us

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

Videndum's purpose is to enable our customers to capture and share exceptional content. We design and manufacture a portfolio of market-leading, premium brands — from traditional mechanically engineered products through to electronics and software — to enable our customers to capture and share content, whatever the conditions.

We employ around 1,900 people in 11 different countries and are organised in three Divisions: **Media Solutions, Production Solutions and Creative Solutions.**

Our Divisions

Media Solutions

The Media Solutions Division designs, manufactures and distributes premium branded equipment for photographic and video cameras and smartphones, and provides dedicated solutions to professional and amateur photographers and videographers, independent content

creators, vloggers/influencers, gamers, enterprises and professional musicians. This includes camera supports and heads, smartphone and vlogging accessories, lighting supports and controls, LED lights, motion control, audio capture and noise reduction equipment, carrying solutions and backgrounds, marketed under the most recognised accessories brands in the industry. Media Solutions represents c.50% of Group revenue.

Production Solutions

The Production Solutions Division designs, manufactures and distributes premium branded and technically advanced products and solutions for broadcasters, film and video production companies, independent content creators and enterprises. Products include video 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

The Creative Solutions Division develops, manufactures and distributes premium branded products and solutions for film and video production companies, independent content creators, gamers, enterprises (e.g. medical and industrial) and broadcasters. Products include wired and wireless video transmission and lens control systems, live streaming solutions, monitors, camera accessories and software applications. Creative Solutions represents c.20% of Group revenue.

Our core customers

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 or gamer

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

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+

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

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

About this report

Both mandatory and voluntary ESG disclosures have been considered in the creation of Videndum's ESG strategy:

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 38.

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 page 67 of our 2022 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 2022, and on pages 57 to 66 of the 2022 Annual Report.

The **Carbon Disclosure Project ("CDP")** is an international voluntary disclosure, focusing on environmental impact management. We will submit our 2022 annual CDP Climate Response in summer 2023.

The **Global Reporting Initiative ("GRI")** is an international voluntary ESG reporting standards framework enabling organisations to report on their economic, environmental, social and governance performance. This ESG Report outlines Videndum's 2022 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 2022. Our GHG inventory is on page 39 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. Videndum's carbon reduction targets are detailed on page 33, and the Group's net zero roadmap is laid out on page 38.



Statement from Stephen Bird, Group Chief Executive



"We are a small company with a global footprint and are committed to working responsibly."

We have a coordinated Group-wide approach to ESG, focusing on the material issues affecting our business and stakeholders. We engage with our stakeholders — including our employees, shareholders, customers, supply chain and rating agencies — to develop, deliver and evolve the Group's ESG strategy according to their needs. Our strategy includes clear objectives and targets, prioritising actions that can deliver the greatest impact. It is also designed to positively contribute to the success of the Company, to reduce the impact of the business on the environment, to continue to prioritise the health and safety of our employees, and to improve the diversity and inclusivity of our workplaces.

Throughout 2022, we strengthened our relationship with our independent, specialist ESG company, Inspired ESG, working to enhance our ESG strategy and to improve our data collection in order to comprehensively, clearly and consistently report our progress and credentials. To reflect Videndum's commitment to ESG, we published this second standalone ESG Report which details our 2022 ESG performance".

Stephen Bird
Group Chief Executive

Media Solutions CEO statement

“In today’s globally interconnected world with the pressing requirement for sustainable development, it’s more important than ever for companies to create long-term value that benefits the environment, society and the economy.

At Videndum Media Solutions, ESG practices have been integrated as one of the core pillars of our growth strategy. We are committed to further reducing our carbon footprint, increasing our diversity and giving back to our communities through photography and videography, in order to drive positive social, environmental and economic impact while increasing our brand equity, employee engagement and shareholder value. As an innovation company, committed to supporting contemporary content creators to capture and share exceptional audio-visual content, we have taken a holistic approach to ESG.

To reduce our environmental impact, we have created a circular economy approach to our new product development initiatives. We have implemented numerous projects designed to increase the use of renewable energy and promote responsible consumption and production. We are progressively introducing Life Cycle Assessment methodologies across the entire product portfolio and all new product development initiatives. Our Divisional “Creativity for Life” projects, (previously known as CSR), support our communities as well as aiming to increase environmental awareness by visually documenting the impact of global warming, particularly on the oceans and the world’s largest glaciers.

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, the culture and the diversity of the world. Embracing ESG’s best practice is an integral part of our purpose and a great source of motivation and pride to us all.”

Marco Pezzana
Group Chief Operating Officer and
Divisional CEO



Production Solutions CEO statement

"At Videndum Production Solutions, "Action4Good" is the cornerstone of our ESG programme.

- Action to promote environmental stewardship and the preservation of resources
- Action to make a positive impact on people and communities
- Action to build an inclusive workplace in which everyone is respected, valued and inspired to contribute
- Action to improve physical and mental wellbeing to enable a better quality of life

These actions contribute to sustainable economic growth, enhance our business resilience and deliver a positive impact for our stakeholders, including customers, employees, shareholders and communities. Manufacturing processes use valuable resources, including energy, water and raw materials. We are reducing our environmental impact by generating renewable energy, reducing waste materials and using sustainable packaging.

- Solar panels installed at our sites in Costa Rica and the UK are generating more than a third of the electricity we need
- Improvements to our carbon fibre production line have reduced waste materials by over 90%. Upgrades to machinery are saving over 6,000 litres of water per year
- Reducing our cardboard usage, for example, by using less intermediate packaging (from the distribution centre)

These projects are aligned to Videndum's commercial objectives, creating value for the business, while driving down our carbon footprint, helping us reach our carbon neutral goal.

People are our number one priority and we are committed to being an employer of choice. Our "Hire2Develop" responsible hiring strategy invests in junior employees, providing training and support to develop their careers at Videndum. This successful programme has helped 96 employees with career advancement in the last three years.

We are proud of the achievements we have made so far and will continue to focus on actions that create a positive environment in which to work and live. These actions are not only the right thing to do, but they are also vital to build a sustainable future for our business and our communities."

Nicola Dal Toso Divisional CEO



Creative Solutions CEO statement

"The importance of a strong ESG strategy continues to grow after the world faced the challenges of a global pandemic and worsening climate crisis.

In the film and video production industry in particular, film productions must consider their impact on the community around them and look to their technology partners to positively impact their ESG initiatives. Social equity in the film and television industry has become a key focus, not only on the big screen, but also for creators and stories that are told. One of our key ESG initiatives for 2022 was collaborating with ManifestWorks, a programme dedicated to supporting those impacted by foster care, homelessness and incarceration with job opportunities and professional skills training. The Division organised a training programme which often led to apprenticeship positions on film sets, providing opportunities as well as developing future talent in the industry.

Sustainability in film production incorporates socially and environmentally responsible decision-making into the pre-production and production of the film. There is an economic benefit as well. Cost savings associated with sustainable production practices are being increasingly highlighted as part of the film project's business case.

By replacing our traditional print product guides with a simple QR code, we were able to link the customer to the latest product information, avoiding the excess use of paper. Not only does this support sustainable cost savings, it modernises the customer experience, bringing added value to our brand equity and digital transformation.

As Videndum Creative Solutions continues to grow in the medical and construction industries, the same principles will apply: helping our customers create sustainable businesses with minimal impact on the environment, thus improving the communities in which they operate. Videndum Creative Solutions is on an ESG journey, focused on long-term, high-impact enhancements, which will have a significant effect on our corporate footprint. However, even small steps — like changing product packaging to eliminate waste and the carbon offset from direct e-commerce shipments — are important steps toward that goal."

Marco Vidali
Divisional CEO



Our sustainability journey

2022 ESG Highlights

Environment

- Calculated full Scope 1, 2 and 3 emissions for 2021 and 2022.
- Expanded green fuel and renewable energy sourcing in Italy, the UK, Costa Rica and the US.
- Solar panels installed at our main UK and Costa Rica sites. These have become fully operational.
- Embedded sustainable design principles into the development of new products.
- Launched an ESG supplier survey and an employee commuting survey to improve our data collection processes.

Social

- At the end of 2022, 43% of the Group's Board of Directors were female compared to 14% at the end of 2021.
- 92% of employees feel that their safety, health and wellbeing are a high priority for the Company.
- Positively impacted 443 disadvantaged people.

Governance

- ESG Committee met five times throughout the year to review Divisional progress against our ESG targets.
- Videndum's Code of Conduct was refreshed and relaunched.
- Renewed governance initiatives including Code of Conduct, whistleblowing, third-party due diligence and reputational risk training for senior management.
- Established an ESG Working Group, with dedicated ESG Coordinators at each Division.

Our sustainability journey

Year	Next steps
2023	<ul style="list-style-type: none"> • Commence a Product Life Cycle Assessment ("PLCA") programme for Production Solutions. • Submit our Scope 1, 2 and 3 targets for validation by the SBTi. • Complete our energy metering and circuit level monitoring in Feltre, Italy (estimated to save 40 tCO₂e). • Complete transition to LED lighting at our Feltre, Italy and Ashby, UK sites (estimated 80% reduction in electricity consumption for lighting and cost savings of €70,000 per annum).
2024	<ul style="list-style-type: none"> • Reduce Scope 1 and 2 emissions by at least 25% from our 2021 baseline. • Continue to convert motor fleet to electric/hybrid. • Switch to renewable energy contracts across the Group. • Reduce business air travel by 50% from our 2019 benchmark. • 50% reduction in annual consumption of single-use plastics. • Aspiration for Lowepro bags full product range to be made from at least 80% recycled fabric. • Solar panels to be commissioned in Feltre, Italy, and Ashby, UK.
2025	<ul style="list-style-type: none"> • Carbon neutral for Scope 1 and 2. • Conduct PLCAs for five of the top-emitting products we sell. • 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 50% 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 coordinated Group-wide approach to ESG, focusing on the material issues that affect our business and our stakeholders.

Our purpose

Enabling the capture and sharing of exceptional content.

"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. Throughout 2022, 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

Our approach

We are a small company with a global footprint and are committed to working responsibly. Throughout 2022, we strengthened our relationship with our independent, specialist ESG company, Inspired ESG, working to enhance our ESG strategy and improve our data collection in order to comprehensively, clearly and consistently report our progress and credentials.

Our core values and purpose drive our business decisions and Code of Conduct. All our decisions are made with a focus on the impact they may have on our five main stakeholder groups: customers, suppliers, employees, shareholders, and the communities and environments in which we operate.

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

ESG matters are central to the Group’s operations and stakeholders. Our customers are interested in energy saving and recycling, and ensuring products and packaging are sustainable. This is also reflected in the rapidly changing environmental regulations in many of the regions where we operate, including but not limited to, the UK, US, Italy and France.

Our employees want reassurance that they are working for a responsible business, and our shareholders seek better transparency on climate-related risks and any mitigation plans. Following this feedback, we have tailored our ESG strategy to address our key areas of impact and those of our industry, as well as meeting the priorities of our stakeholders. We continued to focus our efforts in alignment with these key areas in 2022.

Our strategy includes clear objectives and targets across all areas, prioritising actions that will deliver the greatest impact. It is also designed to positively contribute to the success of the Company, to reduce the impact of the business on the environment, to continue to prioritise the health and safety of our employees and to improve the diversity and inclusivity of our workplaces.

Our key focus areas

Environment

We adopt technologies, materials and processes that ensure we minimise our impact on the environment and maximise our use of sustainable resources.

Our people

To attract, retain and grow a talented and diverse workforce, providing equal opportunities for all, while nurturing a sense of pride in being part of Videndum. We prioritise the health and safety, and wellbeing of our employees, ensuring a safe working environment.

Giving back

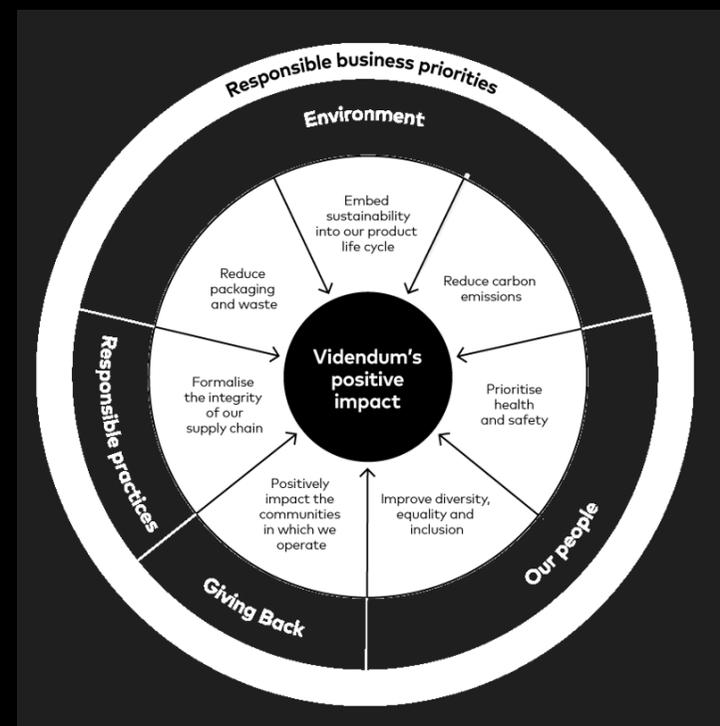
We invest in projects that align with our core values and look for opportunities to positively impact one disadvantaged person for every Videndum employee in the communities in which we operate.

Responsible practices

We are constantly improving our practices and processes to ensure safe and responsible operations and an ethical supply chain.

Under these broad categories, we have seven key pillars as listed on page 13.

Videndum’s positive impact



Seven key pillars



1.

Continue to prioritise health and safety: no major lost time accidents.



2.

Reduce carbon emissions: develop and implement net zero strategy.



3.

Embed sustainability into product life cycle: PLCAs for five of the top-emitting products we sell.



4.

Reduce packaging and waste: reduce in-use plastics, more sustainable packaging and reducing waste to landfill.



5.

Formalise the integrity of our supply chain: improve our understanding of the impact of procured products and components.



6.

Positively impact the communities in which we operate: positively impact one disadvantaged person for every Videndum employee in the communities we operate.



7.

Improve diversity, equality and inclusion: aim to improve the Group's overall gender diversity.

Shareholder engagement

The Board is responsible for providing strong leadership and effective decision-making to ensure the continued success of the Group and the implementation of our strategy. We strive to follow best corporate governance practices and evolve these practices and procedures to deliver long-term sustainable shareholder value.

Customers

Our success is dependent on our ability to understand and respond to our customers' needs. In 2022, we delivered strong business performance and issued several trading updates during the year, demonstrating strong demand and interest from end markets.

Suppliers

We have many suppliers globally, as our operations are relatively low-volume, small-batch processes. We source materials from suppliers close to our manufacturing facilities where possible. Each Division has key relationships with its specific suppliers for key components, both from the UK and overseas.

In 2022, we engaged with our seven 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

We engage with our employees through various channels, including annual employee surveys. We also have Group and Divisional intranets for Group-wide announcements, a whistleblowing service, and regular employee updates from the Group Chief Executive and Divisional management. 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 limit any negative impact on the environment and protect the natural resources we rely on, creating long-term sustainability for the business. We engage in our local communities in various ways in each country we operate in, and look to continually enhance our existing ESG activities.

Shareholders

Videndum maintains close and regular contact with our 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. Our stakeholders 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 also provided on performance, including at the full year and half year results, and through video presentations.

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. 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 96.



ESG governance

At Group level, we create value by setting and monitoring strategic plans, budgets and forecasts, managing treasury and tax, sustainability, health and safety, and assessing 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.

We strive to work in accordance with best corporate governance practices and evolve these practices and procedures to deliver long-term sustainable shareholder value. ESG governance has been integrated into our existing processes. This governance framework underpins a sustainable and responsible business for our stakeholders. More detail can be found in our Corporate Governance Report, within the 2022 Annual Report.

The Videndum Board provides oversight and has overall responsibility for the Group's ESG performance, with individual responsibilities delegated across Board members. This ensures the Board has sufficient time to deal with strategic matters, while retaining oversight on salient points by virtue of its Committees.

The Board's principal Committees are the Audit, Remuneration and Nominations Committees. Our ESG Committee supports the Board by developing an ESG process and coordinating efforts across our Divisions. In addition, each Division has its own ESG steering group that is led by a Divisional ESG Coordinator. The delegation of responsibilities is outlined on page 19.

Videndum's governance framework for ESG

The Videndum Board

Executive Responsibility
Group Chief Executive Stephen Bird

The appropriate Board Committees handle oversight for certain sustainability topics

Nominations Committee

Chaired by Ian McHoul

Membership:
Chairman, Group Chief Executive
and the independent Non-Executive
Directors

Ensures there is the required expertise
on the Board, including the background
and skills to grow sustainably

Audit Committee

Chaired by Dr Erika Schraner

Membership:
The independent Non-Executive
Directors

Oversees the risk management and
control systems, including climate-
related risks and opportunities

Remuneration Committee

Chaired by Caroline Thomson

Membership:
The independent Non-Executive
Directors

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, Group Risk Assurance 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

ESG governance continued

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 percentage 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 2022 Annual Report from page 122.

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 2022, the Board received regular updates on the development of the Group's revised ESG programme and initiatives, which further supported the data collection and calculation of the Group's full carbon emissions.

Director	Responsibility
 <p>Ian McHoul - Chairman; Chairman of the Nominations Committee Appointed in 2019 Committee Membership: Nominations (Chairman)</p>	<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
 <p>Stephen Bird - Group Chief Executive Appointed in 2009 Committee Membership: Nominations</p>	<ul style="list-style-type: none"> Provides clear and visible leadership across the Group Executes the Group's strategy and commercial objectives and implements decisions of the Board and its Committees Ensures that the corporate culture is set from the top Manages the Group risk profile Leads Investor Relations activities and the engagement with shareholders Leads the Group's ESG programme
 <p>Andrea Rigamonti – Group Chief Financial Officer Appointed in 2022</p>	<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
 <p>Caroline Thomson – Designated Non-Executive Director for Employee Engagement; Chair of the Remuneration Committee Appointed in 2015 Committee Membership: Audit, Nominations, Remuneration (Chair)</p>	<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
 <p>Dr Erika Schraner – Independent Non-Executive Director; Chair of the Audit Committee Appointed in 2022 Committee Membership: Audit (Chair), Nominations, Remuneration</p>	<ul style="list-style-type: none"> As Chair of the Audit Committee, oversees the financial reporting and risk management for the Group, including TCFD and climate change risk Regular updates with the Group Risk Assurance Manager in order to gain assurance regarding the integrity of risks and processes
 <p>Richard Tyson– Independent Non-Executive Director; Senior Independent Director Appointed in 2018 Committee Membership: Audit, Nominations, Remuneration</p>	<ul style="list-style-type: none"> Acts with the highest levels of integrity and governance and helps to ensure this culture is promoted within the Group Oversees and sets levels of remuneration for key senior management Oversees development of succession planning for key management and executive roles Reviews integrity of financial reporting Ensures that financial and risk appetite and mitigating controls are appropriate and robust
 <p>Teté Soto – Independent Non-Executive Director Appointed in 2022 Committee Membership: Audit, Nominations, Remuneration</p>	

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 the end of 2022 was 43%. In May 2022, Erika Schraner joined the Board, followed by Teté Soto in November 2022. Both joined as independent Non-Executive Directors and members of the Remuneration, Nominations and Audit Committees, with Erika as Chair of the Audit Committee. The Board has further announced that, with

effect from 1 May 2023, Anna Vikström Persson will be appointed an independent Non-Executive Director. With this appointment, the female representation on the Board will be 50%.

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, ESG Report and TCFD Report.

ESG Committee

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

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 Committee engages with our stakeholders, including our employees, shareholders, ratings agencies, customers and supply chain, to develop, deliver and evolve the Group’s ESG programme.

In order to achieve a process of continuous improvement, the ESG Committee meets at a minimum on a quarterly basis to track progress against all ESG matters Divisionally and at Group level. The Committee updates the Board on Videndum’s ESG performance at least twice a year.

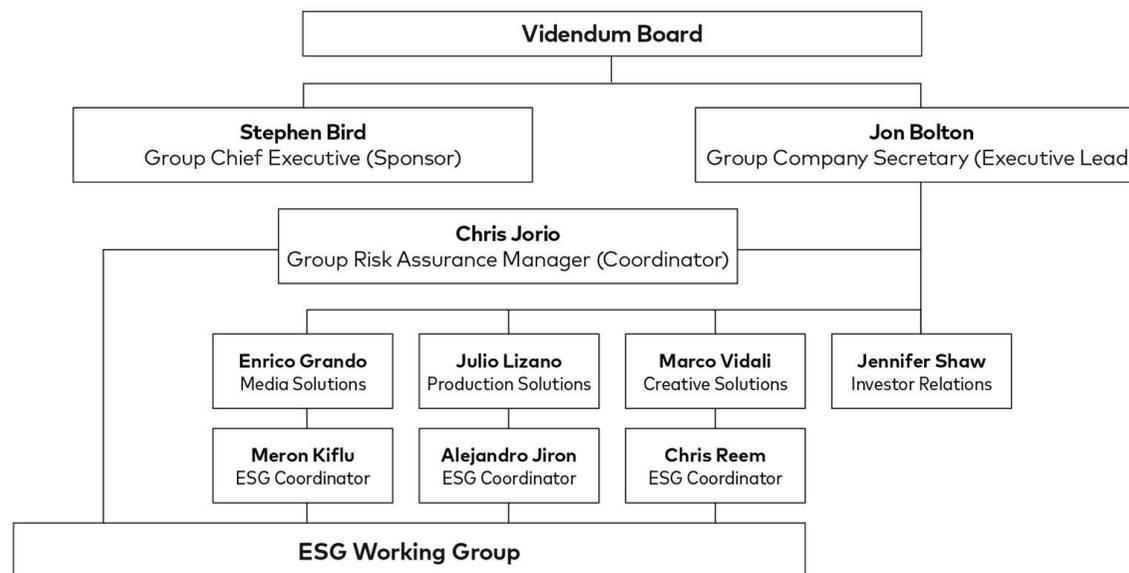
The ESG Committee met five times throughout 2022 to review Divisional progress against our targets. Divisional management updated the Committee on action against the seven key pillars (health and safety; carbon reduction; packaging and waste; diversity and inclusion; sustainable products; supply chain integrity; and impacting communities). Each Division has developed site plans to reduce our Scope 1 and 2 emissions to support the Group journey to net zero for Scope 1 and 2 by 2035.

The ESG Committee made considerable progress during 2022, including launching an ESG Supplier Questionnaire and an Employee Commuting Survey. This led to improved data collection for employee commuting and initial engagement on carbon reduction data, associated with supplier operations. In 2023, the ESG Committee aims to continue improving the formalisation of internal ESG data collection (waste and water management). Key focus areas moving forward include developing a more consistent framework for product sustainability across the business, widening the scope of supplier engagement and kick-starting downstream customer engagement processes.

ESG Committee 2022 progress

- Supported the calculation of the Group’s full Carbon Balance Sheet for 2021 and 2022.
- Developed an ESG Working Group, with dedicated ESG resources in each Division (further information can be found on page 19).
- Engaged with the top seven largest suppliers, based on spend across the Group (representing 13% of our supplier spend), to inform our climate risk assessment and Scope 3 carbon analysis.
- Enhanced the data collection processes across our ESG programme.

Videndum’s ESG Committee



Management

Responsibility for the management and execution of ESG initiatives is separated Divisionally and held by the respective Divisional CEOs. To represent the importance of ESG, we have invested in dedicated internal resources for this area and established ESG Coordinators across all our Divisions. These ESG Coordinators report to respective senior Divisional management and are responsible for progress against our Group ESG targets. Each Division has established its own ESG team, which is led by the ESG Coordinator, 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.

Media Solutions

ESG is embedded throughout the Division and led by the ESG Coordinator who reports to the Divisional CEO, Marco Pezzana, working to enhance the Division's current ESG framework. While projects continue within Media Solutions, the ESG Coordinator is preparing a more structured strategy and roadmap, which will ultimately be supported by reinforced governance, with regularly structured meetings, goals and targets.

Production Solutions

Production Solutions has set up a Divisional ESG Steering Committee under the leadership of Nicola Dal Toso, Divisional CEO. Site Green Teams have been established at each site to help drive initiatives, which are also led by their Divisional ESG Coordinator.

Creative Solutions

Creative Solutions' ESG team is working to manage the communication of the ESG strategy throughout the Division and help the Company drive new initiatives. The

team is led by Marco Vidali, Divisional CEO. The Division has introduced an ESG Coordinator who is responsible for ESG efforts in the Creative Solutions Division in 2023.

ESG Working Group

To ensure our ESG strategy develops holistically, we have created an ESG Working Group. The formation of an inter-Divisional ESG Working Group in early 2022, comprised of the Divisional ESG Coordinators and the Group Risk Assurance Manager, which increased lines of communication and collaboration across all parts of the business. The Working Group meets bi-weekly to provide regular updates and feedback, allowing for a collective approach to achieving our ESG and net zero targets.

Risk management

To achieve its strategic objectives, Videndum recognises that it will take on certain business risks. The Company aims to take business risks in an informed and proactive manner, such that the level of risk after mitigating action is aligned with the potential business rewards. Management regularly reviews risk exposures against current business risk level tolerances. Videndum has a rigorous governance framework, ensuring the longevity of the business and minimising risks around its operations. The risk management framework includes formal risk reviews and risk registers maintained at Group, Divisional and individual site level.

Our approach is underpinned by a commitment to fairness and honesty in our relationship with customers, suppliers, our people and all our stakeholders. The Group is risk averse with respect to risks that could negatively affect the safety of our employees and products, our brands or reputation, or risks that could lead to breaches of laws and regulations or endanger the future existence of the Company.

We have a disciplined financial management approach and in particular 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
- Identifying acquisition opportunities
- Optimising supply chain efficiency and operational excellence
- Robust HR processes for resourcing and talent development

Full disclosure of the principal risks and uncertainties for the Group is outlined in the 2022 Annual Report on page 44.

Climate-related risks

We have recognised climate change as a principal risk for our business since 2021. 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.

We anticipate further capital and operational expenses related to our transition risks, which include the costs for compliance with increasingly aggressive climate change reporting requirements, investment into efficient or low-carbon machinery and technology, as well as increased costs of insurance.

Physical risks to people and assets are also projected to increase with the frequency of natural disasters caused by climate change and the impact of gradual changes such as increasing temperature.

By following the recommendations of the TCFD, we are working to ensure our business is resilient to climate change. We are doing this by considering climate-related risks and opportunities in strategic and financial decisions. These climate-related risks and opportunities have helped to identify and assess the influence on our business strategy and financial planning throughout the current financial period. We believe that we are relatively well placed to manage this risk, due to our environmental initiatives, diversified geographical footprint and supply chain, and the

specific attributes of the content creation industry. Our Group-wide ESG Committee has continued to oversee the Group's response to climate change. Several initiatives to reduce energy consumption are underway or have been completed. Further details are included in our TCFD Report on pages 20 to 26.

Trust and transparency

Code of Conduct

Our Code of Conduct is the backbone of our culture. It provides clear guidance to our employees on how they are expected to behave towards colleagues, suppliers, customers, shareholders, and our wider responsibility to the communities in which we operate. Our Code sets out our approach to business integrity and covers our approach to bribery, kickbacks and political donations, along with guidance on gifts and hospitality, conflicts of interest, books and records, competition, share dealing, respect for the UN Universal Declaration of Human Rights, compliance with anti-slavery legislation, respect for the individual and privacy, diversity, health and safety, environmental sustainability, business partners and charitable donations.

Our Code was re-communicated to all employees in 2022 and is available on the Company website 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. Breach of the Code of Conduct, upon investigation, may lead to disciplinary action being taken against an individual and, in the worst case, dismissal. The Group's HR functions would conduct any investigation around the Code of Conduct. In 2022, two employees were dismissed from the business due to a breach of the Code of Conduct. These breaches consisted of HR issues and inappropriate behaviours in the workplace.

Anti-bribery and corruption

We have an internal policy on anti-bribery and corruption measures available on our website. It sets out a zero-tolerance approach and a clear commitment to doing business the right way, covering gifts and hospitality, prohibition on facilitation payments and kickbacks, and how employees raise issues of concern.

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 that screens 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, including training initiatives and screening status of third parties. Our agents and distributors are party to agreements that prohibit bribery and set our expectations on behaviour and values.

Charitable donations

As part of our community activities, we donate time and money to a variety of local and international charities. 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 to our charitable donations as we do to 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, and the amount and/or a description of the donation made.

All donations in 2022 were cleared with Divisional CEOs or 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. 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 2022.

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 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, and are investigated independently by

Trust and transparency continued

senior management who are not connected to the report. The outcome of any investigation is reported to the Chair 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 2022, with posters prominently visible at all sites and a letter explaining the service to ensure it remains visible and is understood. The documents are also available on the Group intranets, with all communications translated into local languages. In 2022, there were ten whistleblowing reports that were HR-related in the UK, US, Italy, China and Australia. Each matter was thoroughly investigated and corrective actions taken where necessary.

Information systems and technology

Given the ever-increasing importance of Information Technology to the Company's operations and performance, we have an IT policy available on our website. Responsibility for IT ultimately rests with the Group Chief Financial Officer. The IT policy sets out standards to be followed across the Group for its employees, contractors and third parties to use 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, and security of data, including cyber security and reporting processes. The Group Chief Financial Officer and Group Risk Assurance Manager oversee the IT functions from a governance standpoint. With the use 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 moved to standard certification and accreditation, using the government-backed Cyber Essentials framework, and will be working towards the IASME certification.

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 training relating to GDPR.

Environmental and socioeconomic compliance

In 2022, 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 enhance our controls, processes and employees knowledge to maintain good governance and comply with laws and regulations. Regular senior management training and reassessments of our governance procedures take place. We have set processes to monitor and identify potential risks relating to non-compliance with laws and regulations. A detailed overview of this process can be found in our 2022 Annual Report.

In addition, the Production Solutions Division has developed an extensive compliance tool that covers all its operational areas and local legislation and laws that it 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, and to do this, we have published our second standalone TCFD Report.

Publishing a TCFD Report helps us understand the Group's resilience to climate-related risks alongside the opportunities posed by climate change. At Videndum, we have invested our time and efforts into complying with the new TCFD disclosure and look forward to building upon our environmental strategy from this process.

Political donations

Further to shareholder approval at the 2022 AGM empowering the Directors to make political donations, it is confirmed that no such donations were made in the year ended 31 December 2022. 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.



Economic and Innovation

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

Our business model

Innovative product development

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

We continually obtain feedback on market trends, competitors and their products, from customers as well as from research.

Our experienced, specialist engineers apply new technologies and materials to develop high-quality, high-performance solutions. Videndum takes product quality and customer safety very seriously and our products are manufactured to the highest standards and rigorously tested. We are 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.

Our innovative products are protected by patents and trademarks, and are marketed under our world-renowned brands.

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

Sourcing and manufacturing excellence

Sourcing and manufacturing excellence is one of Videndum's core competitive strengths. 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, and our people are 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 our 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 and implement 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. The 2022 acquisition of Audix expanded our manufacturing footprint in the USA, which is a key enabler of our audio strategy. 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.

Global distribution

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 our sales are conducted via a global network of distributors, dealers, retailers and e-tailers who sell on to customers. The breadth of our product portfolio and our strong brand heritage mean that our network of channel partners is unrivalled in the markets we serve.

We continue to expand our growing digital and e-commerce capabilities, working closely with our customers and suppliers to further develop our online presence. Our Media Solutions Division has best-in-industry digital capabilities which provide a long-term, scalable competitive advantage, both in terms of customer ownership (via a Customer Relationship Management System ("CRM") across multiple brands) and because our competitors are unable to match our content production and global customer service capacity across multiple product categories.

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.

Our year in review

Revenue

£451.2m

Net debt

£193.5m

Adjusted operating profit

£60.0m

Statutory operating profit

£31.5m

Adjusted operating margin

13.3%

Statutory operating margin

7.0%

Our strategy

Organic growth

Market growth is being driven by technology advancements and by four different structural growth drivers, all growing double-digit. A total of 75% of the Group's business is exposed to these growth drivers.

Margin improvement

We are focused on improving our operating profit margins, towards our mid-teen goal as volumes grow and we deliver operating leverage.

M&A activity

We have a strong M&A track record and a clear capital allocation strategy.

Market position

We are at the heart of the growing content creation market. Technology innovation, social media and remote working have driven the "democratisation" of content creation and consumption, as well as sustained demand for new and replacement products. Our market-leading brands, operational excellence and continuous technological innovation make us uniquely positioned to take advantage of this growing market and deliver long-term value to our shareholders.

Market opportunities

Videndum is uniquely positioned at the heart of the content creation market, with market-leading, premium brands in defensible niches. Approximately 90% of our revenue comes from professional content creators and about 80% of our products are considered to be mission-critical to our customers.

The Group is exposed to strong market growth drivers as the content creation market is now larger and expected to grow faster than pre-pandemic. Organic growth is being driven by technology advancement and by the significant changes in the way people capture, consume and share content. We estimate that 75% of the Group's business is exposed to four main structural market growth drivers, which have all been experiencing double-digit growth.

We continue to develop innovative new technology to improve our customers' productivity by developing products which reduce set up time and lower operating costs. This is becoming increasingly important to our customers and drives demand for new and replacement products.

The internet

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.

Subscription TV

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

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 and YouTube. 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 enormously important 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.

Live streaming

Live streaming of video has grown strongly across multiple verticals, such as broadcasting, medical, industrial and gaming 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 and is increasing. There is a high demand for remote wireless video within hospital operating rooms, where Amimon's proprietary zero delay technology is being used by the leading medical equipment providers. Creative Solutions has developed a new high-end streaming technology called ART ("Adaptive Reliable Transport") which delivers secure, ultra-low latency, broadcast-quality video and audio for mission-critical video transport over public networks. The team is working on miniaturising ART into smaller devices and to embed ART across the Teradek product range.

International markets

We sell into over 100 countries and have an impact in markets and communities worldwide. Our products help bring our customers' vision to light and facilitate human connection. We employ around 1,900 people across 11 different countries. Across our sites, we engage with the local communities and often run partnerships with local colleges and universities to provide job opportunities for recent graduates. These projects benefit the regional decarbonisation strategies. We strive to reduce the environmental footprint of our market-leading products. Our progress continues to raise the standards expected of products in the content creation market.

Investing in new technology and markets

For a business like Videndum, intelligent and sustained investment in new markets, technologies, products and people enables us to retain our market-leading positions and create shareholder value in the future. Last year, about half of our revenue came from new products launched in the last three years.

How we create value

At Videndum, we constantly evaluate our global business, making strategic decisions and allocating resources to advance our goal of delivering long-term growth and margin improvement. As demonstrated through the publication of our ESG and TCFD Reports, we are determined to deliver our growth in a sustainable and transparent manner. We aim to capitalise on the growing value of the content creation market.

Videndum’s Creative Solutions strategy is focused on developing innovative new technology to improve our customers’ productivity in the growing areas of remote monitoring, collaboration and streaming in the cine/scripted TV and enterprise markets.

We also continue to develop innovative new technology to improve our customers’ productivity in our Media Solutions and Production Solutions Divisions, by developing products, which reduce set up time and lower operating costs. This is becoming increasingly important to our customers and drives demand for new and replacement products. Examples of this include:

- The flowtech product increases productivity as the set-up time is extremely short due to the innovative mechanics of the product. Carbon fibre material is strong and light, making it easy to transport from shoot to shoot.
- The quick-release Aktiv head saves time by allowing content creators to capture more content as they spend less time setting up.
- Manfrotto’s latest collection of five essential Tethered Shooting Accessories, allows professional content creators to set up a fully tethered workstation or video village to enable them to produce more content, more quickly and instantly review it with clients. Tethered photoshoot has become a must-have in every professional studio production, from fashion to still life.

Automation and people

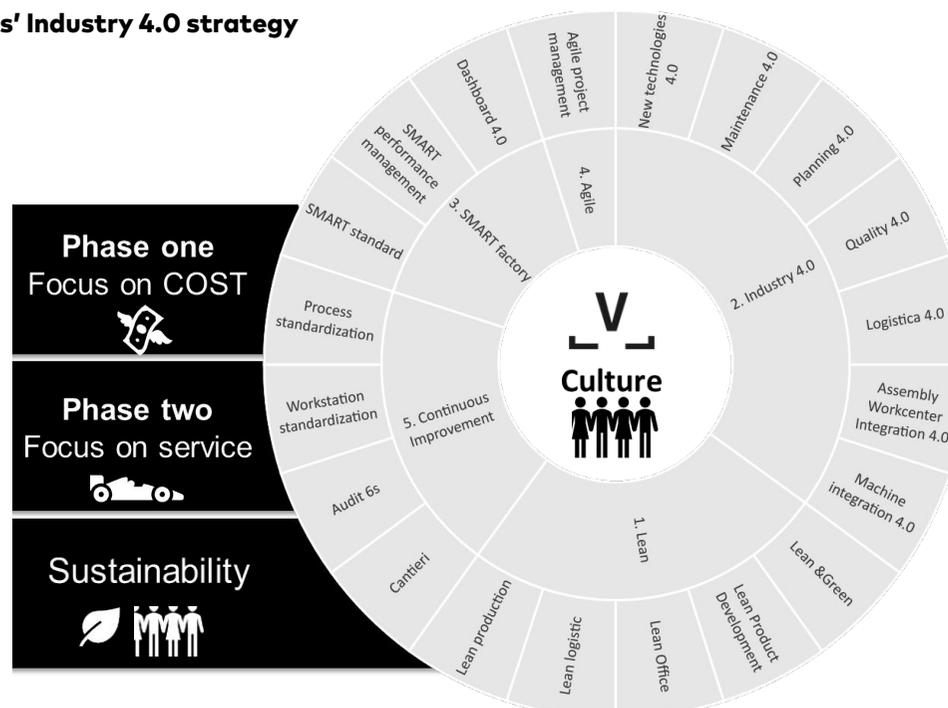
The world is changing, digital capabilities and technological advancements are evolving quickly. Labelled Industry 4.0, a digital transformation of manufacturing and related industries is underway. There is a growing trend for automation and data exchange in manufacturing technologies. We recognise that this represents a new stage in our organisation’s development and presents significant opportunities within our industrial value chain. We want to enable new ways of production and optimise our manufacturing process, to save on resources while continuing to develop the skills of our specialist colleagues. We recognise that automation will undoubtedly improve the workplace experience in safety and repetitive tasks, and by improving resource efficiency.

While technology adds value to our way of operating, the automation we introduce at Videndum does not compete with our colleagues’ roles. Innovative, human-centred ways of working will be crucial to developing technology in our manufacturing processes.

Media Solutions’ Industry 4.0 strategy

Since 2015, our Media Solutions Feltre, Italy plant has adopted Lean Manufacturing and Industry Robotics Automation 4.0 strategies, implementing a two-phased approach. Initially, we targeted lean manufacturing and cost reduction (from 2015 to 2019), prioritising the creation of a more integrated and efficient production line. From 2019 to 2024, our second phase focuses on service and Lean Industry 4.0, as we target our supply chain and work

Media Solutions’ Industry 4.0 strategy



How we create value continued

towards a sustainable and resilient industry. The active role of our people has accelerated the improvement process. The strategy has generated value through continuously improving performance and has enabled us to localise our supply chain.

Investing in research and development ("R&D")

Providing innovative products for our customers is what drives our success. We make a substantial investment into R&D each year to further support our development of innovation and ensure we remain competitive within our markets. The highest proportion of the Group's R&D investment is allocated to the Creative Solutions Division, as we aim to continue investing in higher-technology solutions. This increased investment over the past few years has allowed us to capitalise on the opportunity to develop ground-breaking technology.

Market knowledge and customer insight

Designing innovative products to make our customers' lives easier is what drives us. Our Divisions continually obtain feedback from a range of stakeholders and conduct research into market trends, competitors and our products. The range of niche markets we operate in allows us to take expertise and learnings from one area and apply them in another. We actively encourage best practice sharing between our Divisions and synergies across departments to develop our knowledge. 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 innovative technology.

Innovative product development

For a business like Videndum, intelligent and sustained investment in new products, technologies and people enables us to retain our market-leading positions and create value in the future. Our experienced, specialist engineers apply new technologies, products and materials to develop high-quality, high-performance solutions. We produce most of our products in-house and work with selected, market-leading partners for specialist solutions. We supplement in-house new product development with carefully selected acquisitions or partnerships in new markets and technologies. Product sustainability was identified as a key focus area, and best practice initiatives and processes have been shared throughout the Group. Our three Divisions each hold unique expertise to serve our customers' needs. Our Media Solutions Division is the furthest along this journey, with more details on page 48.

Media Solutions: product development

Our Media Solutions Division has made sustainability a pivotal part of future product development. Media Solutions has taken the approach of embedding ESG into its brand strategy. Each brand is provided with a clear and differentiating strategy towards sustainability, based upon the brand's existing strengths, strategy and equity. The Division has introduced a set of Sustainable Design Principles to drive brand sustainability strategies moving forward. ESG initiatives around brand strategy, manufacturing, supply chain and product sustainability will be rolled out to the wider Group over time. Media Solutions has concentrated on its core brands — Lowepro, Gitzo, JOBY and Manfrotto — and considered how each brand tied into sustainability through utilising its Sustainable Design Principles. Media Solutions assessed each element of the brand to highlight strengths around sustainability and the life cycle of products.

Brand strategies include sustainable product development, eco-friendly packaging and enhanced service and maintenance on sold products for the Gitzo and Lowepro brands. More information can be found on pages 48 to 49.

Media Solutions' Sustainable Design Principles

Make things simple

Reducing the overall size, weight and number of materials incorporated into a design to reduce the environmental impact of the product from energy consumption, packaging and transportation.

Use the right material

Use non-toxic and harmless, sustainably produced, or recycled/recyclable materials, which have a lower environmental impact than traditional materials.

Make more with less

Use manufacturing processes and products which are more resource (energy, water and raw material) efficient, green and competitively low-carbon emissions.

Design for disassembly

Design to facilitate disassembly of the product to be repaired, upgraded, or re-manufactured.

Build to last

Build longer-lasting and better functioning products by including more provision on reparability and durability of materials used to manufacture the product.

Circular design

Shift from the current product-centric focus ("take-make-consume-throw away" pattern) towards a more system-based design approach to close the product loop.

Sourcing and manufacturing

Our manufacturing facilities are modern, well-invested, lean, and, where appropriate, highly automated. Most of our operations are relatively low-volume, small-batch processes. Our continuous improvement culture enables us to optimise our global operations to maximise quality, service and efficiency while reducing costs. We focus on safety, quality, efficiency, cost and on-time delivery. Our sourcing and manufacturing excellence is one of Videndum's core competitive strengths. Our supply chain is efficient. Our people are highly trained and multiskilled. We procure materials from reputable suppliers and make our products in environmentally-friendly operations. We are working to bring our sourcing and manufacturing facilities closer together.

Localising our supply chain

Localisation of our supply chain allows us to be more flexible across a product's entire value chain, while reducing our environmental impact. Strategically, we work to establish a supplier base near our manufacturing plants, reducing transportation costs, inventory levels, delivery times and emissions in our supply chain. Production Solutions has a specific localisation programme. The decision of where to locate materials is based on a risk and value matrix. The localisation team uses the list, led by a senior buyer and accompanied by a quality engineer, a manufacturing engineer, a design engineer and a finance representative, to source raw materials.

The development of this process is reviewed monthly by the management team at each manufacturing site. The localisation process has an important social impact, as it employs local companies to produce our components. As of 2022, 82.2% of components used in Bury St Edmunds, UK, are sourced in the UK; 38.8% of components used in Cartago, Costa Rica, are sourced in Costa Rica and 58% are from the Americas.

Media Solutions: case study – Manfrotto and JOBY reshoring

The Media Solutions Division has worked hard to localise its supply chain over the last few years. In 2017, Media Solutions started reshoring Manfrotto products from Asia to Italy, facilitated by the increased production efficiency resulting from implementing the Lean Manufacturing and Industry Robotics Automation 4.0 strategies.

Over 70,000 units of photo supports and 15,000 units of lighting stands per year were produced in Italy, instead of China. Europe and North America account for over 80% of the markets for these products. Therefore, the product now has a smaller supply chain. JOBY is a key brand for Media Solutions and we have made top-line product manufacturing more localised.

In 2022 Media Solutions extended its reshoring project with some flagship JOBY GorillaPod products, PIXI and Handypod, produced in-house at our automated facility in Italy (instead of China). The "Made in Italy" stamp differentiates us from our competitors, gives us greater control of the design and manufacturing process, improves customer service, has a lower environmental impact, is cost-competitive and enables us to capture the manufacturing margin. Media Solutions has leveraged the Italy plant structure and developed lean manufacturing expertise in injection moulding and assembly. This has enhanced the efficiency of the process and reduced the cost of components. We will continue to target further operational improvements across the Division, through localising our supply chain with JOBY and Manfrotto as a best-case example.

Supply Chain Management

Delivering for our end customers is our main priority. We work hard to preserve the supply of our products to ensure that the long-term prospects for the business are not harmed during times of supply disruption. The Board and senior leadership adapt proactively to disruptions, holding more frequent Board meetings, forecasting to reflect the reality and the anticipated impact of the pandemic, and rigorously controlling the cost base. The integrity of the supply chain continues to be a key consideration among the measures actioned to protect the business.

Throughout the Group, we constantly enhance our procurement processes to input orders earlier than usual to account for delay times. We also review our stock regularly, closely engage with suppliers and monitor market trends. Safety stock is kept at all sites. Numbers are regularly monitored and adjusted appropriately. This demonstrates the effectiveness of our screening of reputational and financial risks for all major third parties that we do business with.

Distribution and routes to market

We market our products and services through our sales and marketing teams. Most of our sales are conducted via a global network of distributors, logistics partners, dealers, retailers and e-tailers who sell on to customers. The breadth of our product portfolio and our strong brand heritage, means that our network of channel partners is unrivalled in the markets we serve. We remain conscious of the impact of our distribution channels on the environment and run consolidated freight journeys when possible, as detailed on page 46. We continue to expand our growing digital and e-commerce capabilities, working closely with our customers and suppliers to develop our online presence.

Sustainable procurement

Due to Videndum's leading position in the market, we are responsible for assessing our suppliers. Videndum uses NAVEX Risk Rate to screen background checks on all new business partners or suppliers. NAVEX Risk Rate is an enterprise third-party risk management and vendor due diligence solution. All current suppliers and business partners have been screened through this database, alongside regular supplier audits, which look at our suppliers' raw materials and environmental management systems. These supplier assessments include third-party certification for major brands through conducting Vendor Index Assessments. Ethical and environmental considerations form part of the selection criteria for any new key supplier and manufacturing contractors.

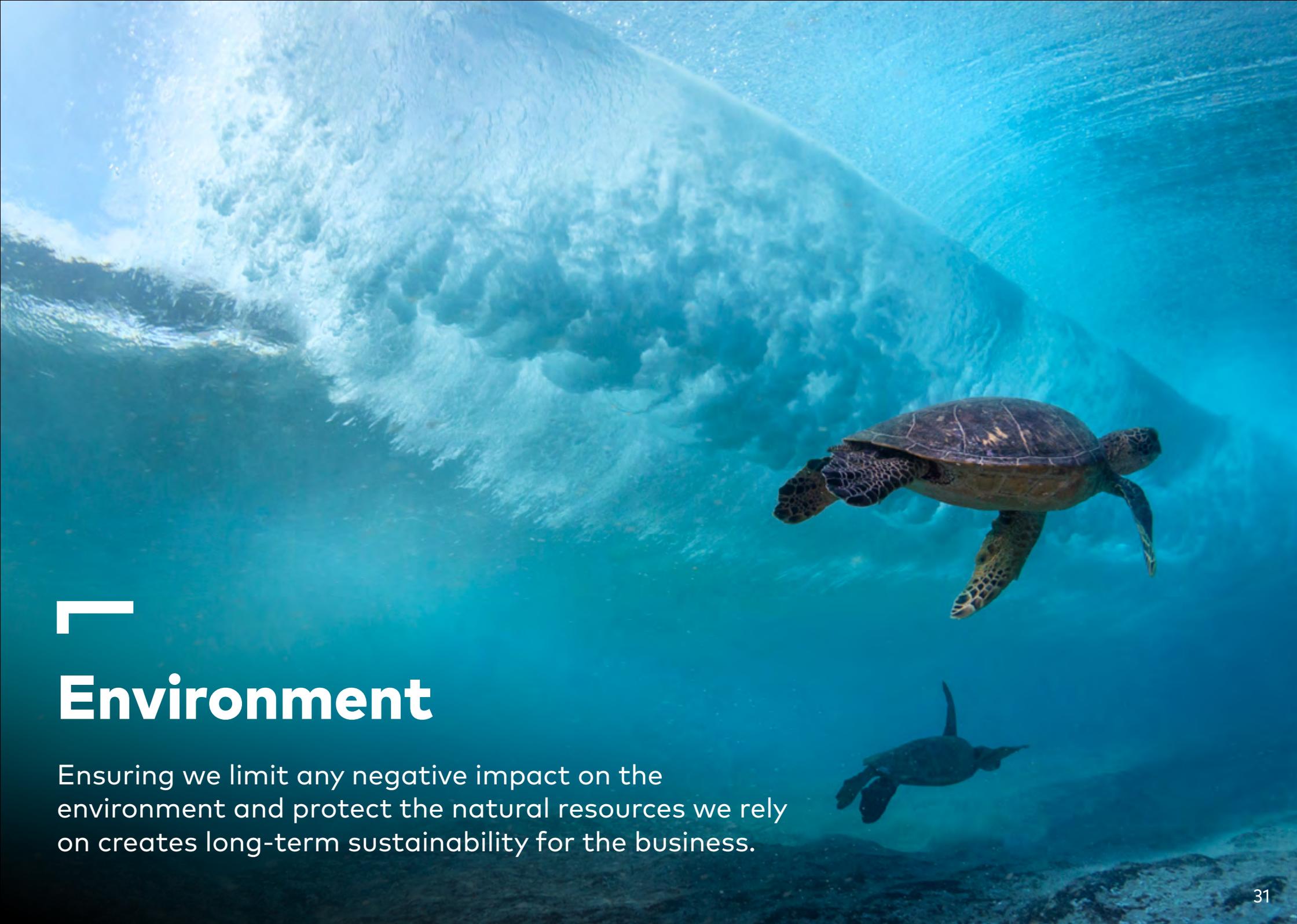
Standard questionnaires have been developed by procurement. The nature and extent of procedures will depend on the risks involved. For example, additional procedures would be performed regarding the environmental process for a supplier of batteries. For key new suppliers and manufacturing contractors, a detailed site inspection must be carried out as part of the selection process. The results and conclusions must be documented and retained. The nature and extent of review activities are proportional to each supplier's risk. The audit coverage must include the key operational matters and the dimensions of responsible supply. We ensure that our audit encompasses the entire supply chain. If a supplier, manufacturer or business partner fails any of our vetting processes or reviews, we will cease to use them, which has not happened with an existing supplier.

At our Media Solutions Division, sustainable procurement and supply chain is a key pillar of their sustainability strategy. In 2022, we worked on integrating ESG factors into our Vendor Index Rating system. The goal was to expand our assessment criteria for our suppliers, including environmental and social impact assessment, with plans to implement this rating system throughout 2023. Furthermore, sustainable material sourcing continues to be enforced through requiring information from suppliers based on factors such as energy consumption and source, and water stewardship, among others. Working together with our suppliers we aim to align and meet global standards on raw materials, products and packaging.

We aim to embed this across the Group throughout 2023, as well as improving our ability to trace the source and production conditions of raw materials and production inputs purchased across our value chain.

We aim to promote economic inclusion when selecting suppliers. At our Creative Solutions Division, we partner with some suppliers who are majority-owned by women or veterans. We are keen to continue supporting these suppliers. Our supply chain team in South Asia is used to monitor our supply chain in the APAC region.





Environment

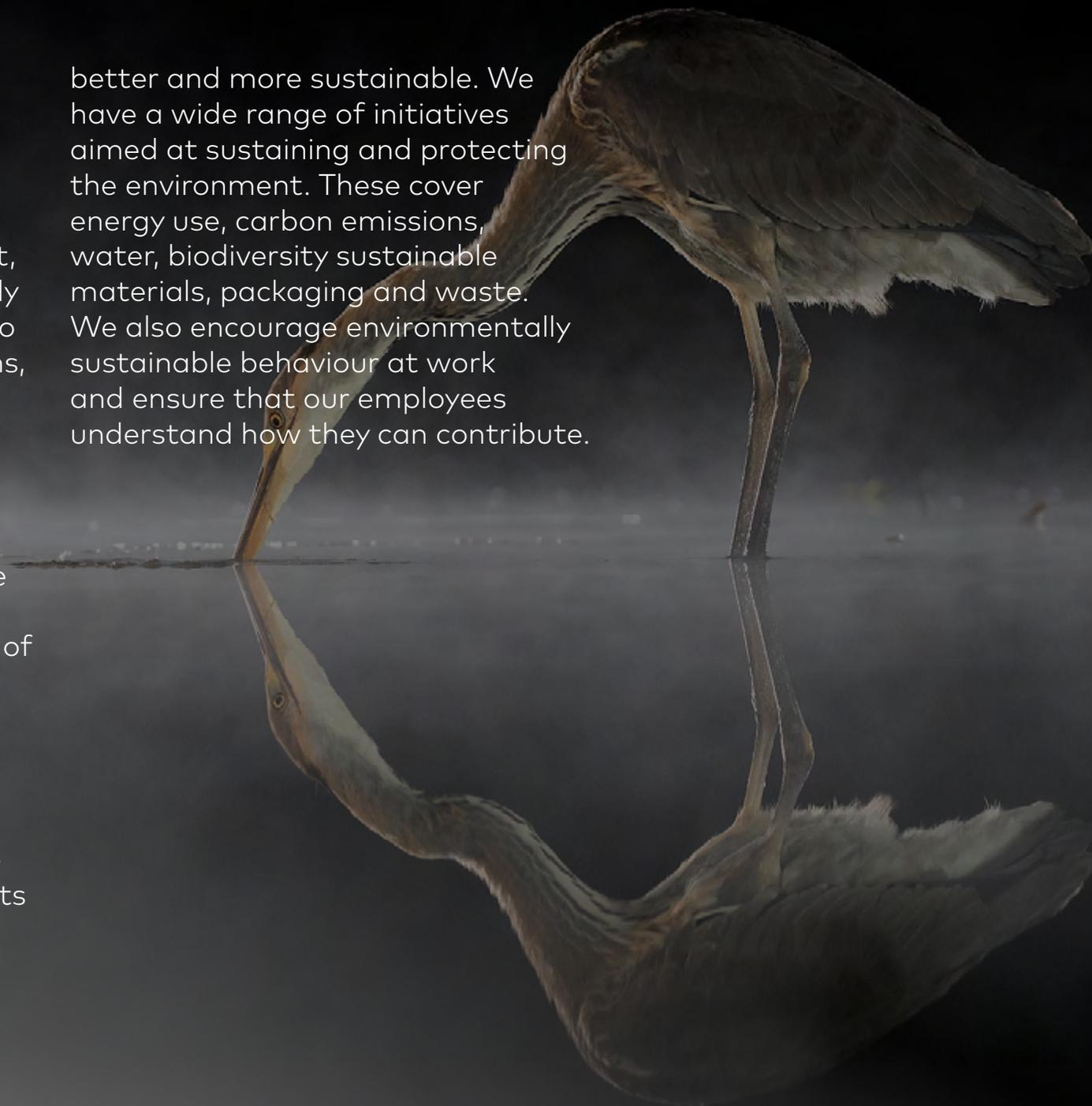
Ensuring we limit any negative impact on the environment and protect the natural resources we rely on creates long-term sustainability for the business.

Overview

Videndum is committed to being an environmentally sustainable organisation. As highlighted in our ESG strategy, although our operations do not have a dramatic 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, we have expanded our reporting to better monitor and manage our environmental impact and to continually develop our projects and initiatives. To drive their 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 make our business

better and more sustainable. We have a wide range of initiatives aimed at sustaining and protecting the environment. These cover energy use, carbon emissions, water, biodiversity sustainable materials, packaging and waste. We also encourage environmentally sustainable behaviour at work and ensure that our employees understand how they can contribute.



Environmental targets

Videndum's environmental targets

Area	Target	Progress achieved in 2022
Carbon emissions	<ul style="list-style-type: none"> Reduce our Scope 1 and 2 emissions by 25% by 2024; 35% by 2027; 50% by 2030; 90% by 2035, based on our 2021 baseline of 3,980 tCO₂e Reach net zero by 2035 in Scope 1 and 2 Reach carbon neutrality for Scope 1 and 2 in 2025 Reduce business air travel by 50% by 2024 (compared to a 2019 benchmark of c.1,000 tCO₂e) Strategically reduce our Scope 3 emissions to meet our 2045 net zero target 	<ul style="list-style-type: none"> Scope 1 and 2 emissions have reduced by 22.6% since 2019 (excluding the impact of newly acquired businesses). This demonstrates the positive impact that is already being felt from energy saving measures such as LED lighting. <p>Scope 1 emissions are direct greenhouse ("GHG") emissions that occur from sources that are controlled or owned by Videndum i.e. gas usage and transportation fuel:</p> <ul style="list-style-type: none"> We are gradually converting the Company motor fleet to electric/hybrid vehicles, and this will be completed by end of 2025. <p>Scope 2 emissions are indirect GHG emissions associated with Videndum's purchase of steam, heat or cooling:</p> <ul style="list-style-type: none"> Measures were initiated to optimise consumption, including solar energy systems implemented in Bury St Edmunds, UK and Cartago, Costa Rica. Solar panel installation to the roof at the Feltre, Italy and Ashby, UK site is under evaluation with suppliers and planned for installation by early 2024. Full conversion to LED lighting at Feltre, Italy, and Ashby, UK is in progress and planned to be completed in 2023. Up to 90% of all lights are now LED in both our Production Solutions Bury St Edmunds, UK, and Cartago, Costa Rica sites. Secured 100% renewable energy contract for our Irvine, US site. <p>Scope 3 emissions are indirect GHG emissions of Videndum's value chain:</p> <ul style="list-style-type: none"> Scope 3 emissions are now calculated up to 2022, aligned with our Scope 1 and 2 data collection. We have engaged with our top seven key suppliers to understand their energy consumption and identify opportunities for improvement. Employee survey conducted to measure the impact of employee commuting and identify opportunities to reduce emissions. Limited flights where appropriate, by moving to virtual meetings instead. Air travel emissions have reduced by 6.8% relative to 2019 benchmark. This reflects increased environmental conscientiousness and reduced attendance at trade shows. Category 5 Waste Generated in Operations: where possible we collected and presented activity-based data on waste (i.e. waste type, mass and disposal method).

Environmental targets continued

Videndum's environmental targets

Area	Target	Progress achieved in 2022
Reduce Packaging and Waste	<ul style="list-style-type: none"> 50% of current cardboard packaging consumption will be replaced by sustainable, FSC-grade cardboard or eliminated. 50% reduction in annual consumption of single-use plastics by 2024. Continue to reduce waste in landfills. Start recording water consumption. 	<ul style="list-style-type: none"> The bulk of our paper and cardboard packaging usage sits within our Media Solutions Division. For our core brands, 47% was FSC-graded and 72% from recycled material in 2022. Water consumption monitoring has commenced at all key sites. Our largest manufacturing sites have very active programmes to reduce and, where possible, eliminate waste to landfill. These programmes are underpinned by ISO environmental accreditations. A total of 0.03% of waste from our Feltre, Italy site ended up in landfill in 2022. Tradebe in the US recycles electronic waste from our Shelton, US site, partnering with a certified downstream vendor. Industrial scraps from our aluminium and magnesium stages of production are targeted for waste reduction. In Production Solutions, steel, aluminium and magnesium are recycled with a third party. Waste to energy projects are being explored at our Feltre, Italy site. A large recycling effort in Cartago, Costa Rica sorts materials which are transferred to a third-party recycling company. We re-evaluate the condition of returned products to resell or reuse parts within the manufacturing processes.
Embed sustainability into our product life cycle	<ul style="list-style-type: none"> PLCAs (cradle to grave) for five of the top-emitting products we sell by 2025. 	<ul style="list-style-type: none"> PLCA methodology and Sustainable Design Principles are embedded in internal design processes in Media Solutions and used to support R&D decisions around sustainability. In 2022, a PLCA was completed for Gitzo and Manfrotto products, with a main goal of identifying and understanding the environmental impacts of our products (from cradle to grave) and hence establish a benchmark for tripod production. Lowepro launched the Adventura III and Tracker light lines, made from up to 85% and 80%, respectively, of recycled and solution-dyed materials. By 2024, all Lowepro products and packaging will have the green line, which clearly shows our commitment to sustainable product development. The green line bar represents the percentage of recycled fabric content and percentage of solution-dyed fabric, calculated using GRI 301 – 2 standards. A new Eco version of Manfrotto PIXI is at a design phase (launch date to be determined). The emissions associated with this new product will be significantly reduced. For top selling products we will conduct a customer study to ascertain the method of disposal and identify opportunities to reduce the environmental impact. Production Solutions is currently developing a PLCA programme, which will commence in 2023.
Formalise the integrity of our supply chain	<ul style="list-style-type: none"> Work with our top five biggest suppliers by revenue to request supplier-specific data on products by 2025. 	<ul style="list-style-type: none"> A detailed ESG survey has been completed with Videndum's seven most significant vendors based on spend. Supplier due diligence and supplier audit programme has been strengthened to focus on all relevant ESG dimensions. We are working to roll our ESG survey out to our top 30 suppliers in 2023.

Environmental management

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 invested in dedicated internal resources, establishing ESG Coordinators across all our Divisions in 2022. These ESG Coordinators report to respective senior Divisional management and are responsible for progress against our Group targets.

We have formed a bi-weekly ESG Working Group. Further information can be found on page 19. We are working to engage the whole business on ESG activity, no matter the level. Each Division has established its own ESG team, which is led by the ESG Coordinator, to ensure sustainability is embedded into our day-to-day operations. Coordinators are encouraged to develop appropriate measures and engage their colleagues to meet specific objectives, depending on their operating conditions. Creative Solutions aims to learn from both Production Solutions and Media Solutions, on its journey to developing an ESG team.



Environmental management continued

Production Solutions: Site Green Teams

Our Production Solutions Division introduced Site Green Teams to help with environmental management. Site 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. Site Green Teams meet twice a month with the ESG Coordinator, who also 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 panel project at our Cartago, Costa Rica, and Bury St Edmunds, UK sites. More information on this project can be found on page 44.

Production Solutions: Small Big Improvements programme

Production Solutions' Small Big Improvements ("SBI") programme focuses on improving our understanding of the environment. The main objective of SBI is to create and develop a culture of continuous improvement across all Production Solutions' operations. 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 contribution from our employees, with some participants presenting their ideas and inspiring innovation.

The programme continues to gain much traction, with 67% of employees having participated so far. A total of 378 improvements were reported during the year from employees across the Division as part of this programme. In 2022, the Small Big Improvements programme improved safety at sites in 75 instances, and further improvement highlights included: the reuse of packaging materials from our suppliers, the implementation of a training matrix for all cells of the machine shop, and the design or redesign of 50 fixtures, which facilitate and simplify operational tasks.

The following table shows the improvements reported and implemented through the SBI programme through 2022.

Area	Number of improvements reported
Safety related	75
Quality	71
Process improvement	136
Environment	9
Cost reduction	21
Order and cleanliness	66
Total	378

Media Solutions ESG Team

In 2022 Media Solutions developed an internal stakeholder engagement plan to embed ESG throughout the Division's culture, expanding its ESG team from 15 to 75 actively engaged members globally. Furthermore, we reinforced our commitment to "Pivoting Towards an ESG Mindset" by delivering training and workshops for more than 200 employees on sustainability themes ranging from a general ESG introduction to topic specifics such as

Sustainable Product Development and Green Procurement. As a result, employees are now equipped with the understanding and skills required to provide long-term value and equitable impact in all our ESG initiatives. We initiated communication with our suppliers and laid the building blocks for 2023's strategy for external stakeholder engagement.

Environmental certifications

Throughout 2022, our Production Solutions' Bury St Edmunds, UK, Cartago, Costa Rica, and Media Solutions' Feltre, Italy sites maintained their ISO 14001 environmental management systems certification. The ISO 14001 audit helps build a framework to manage environmental impacts and meet legal compliance. We aim to build upon these environmental management accreditations where appropriate. The Bury St Edmunds, UK site is also certified for ISO 50001 energy management systems, following the successful installation of solar panels. Our Cartago, Costa Rica site is working on achieving this certification. We have trained an internal team in the interpretation of the ISO 50001 standard through the National Certification Organisation to support this effort and improve data collection processes. The Media Solution's Australian distribution site received a CHEP Sustainability Certificate in 2022, demonstrating the reduction in cost, carbon emissions and risk in our supply chain by introducing CHEP Green and Black Reusable Plastic Containers ("RPC").

Our Climate Change commitment

Climate change is a global challenge that affects us all, and its implications are profound and mounting. We recognise the severity of the climate crisis and see it as a material threat. We aim to provide sustainable products and services and ensure that our operations, including manufacturing processes, supply chain, distribution network and support services, are sustainable, ethical and have a minimal impact on the environment. Our climate change commitment includes clear objectives and targets across all areas, prioritising actions that will deliver the greatest impact. We collect detailed data to report our progress and credentials comprehensively, clearly and consistently to our stakeholders.

Each Division is taking on its own environmental projects. A range of initiatives has been launched based on employee feedback, geographical location and the type of work at a site. Our environmental initiatives vary across the Group, however, each falls under one of the following themes: carbon emissions, sustainable operations and products, taking a life cycle approach, waste management, water stewardship, biodiversity and supply chain.

In 2022, we worked to develop our transition plan and a strategy to support us on our journey to net zero for Scope 1 and 2 by 2035, and Scope 3 by 2045. We analysed and improved the data collection processes for Scopes 1, 2 and 3 in accordance with the GHG Protocol. Our transition plan on page 38 outlines our interim targets and the necessary steps we plan to take to meet our long-term targets. 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 target 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. On page 38, we have outlined our energy efficiency measures for the next five years to begin decarbonising our Scope 1 and 2 emissions.

Videndum is committed to having near-term and long-term net zero emission reduction targets validated by the SBTi in 2022, demonstrating our commitment to the UK's NDC under the Paris Agreement 2015 to limit global warming to 1.5°C. We are currently in the process of reviewing our targets to align with the latest SBTi criteria. We have re-established our baseline using 2021 data. We plan to submit it for review in 2023 for validation by the SBTi.



Videndum's transition plan – a roadmap to net zero

Scope	Area	Short-term (to 2025)				Medium-term (2025-2035)			Long-term (2035-2050)	
		2022	2023	2024	2025	2027	2030	2035	2045	
Scope 1 and 2	Near-term target	Ensure that 100% of Group operations capture and report on CO ₂ emissions.		25% reduction	Carbon neutral	35% reduction	50% reduction	90% reduction		
	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 as and when leases expire.								
	Electricity	Solar panel installation to the roof of Cartago, Costa Rica and Bury St Edmunds, UK. 100% completion of compressed air leak detection and repairs and heating and air conditioning controls in Feltre, Italy.	Energy metering and circuit level monitoring. LED lighting upgrade in Feltre, Italy and Ashby UK. Implementation of LED Lighting in Arizona, US. Conduct environmental survey in respect of key US sites. Carbon fibre upgrade and other investment in more modern and energy efficient machinery.	Installation of solar panels at Feltre, Italy and Ashby, UK (reducing approximately 750tCO ₂ e per annum).	Reduction in size of property portfolio (under-utilised sites) will reduce annual emissions by 500tCO ₂ e per annum.	Introduce energy efficiency measures across our US sites following energy site surveys (reducing approximately 500tCO ₂ e per annum).	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	Leverage solar panel installation to install electric systems thereby substituting natural gas for heating purposes at our Feltre, Italy and Ashby, UK sites (reducing approximately 800tCO ₂ e).			All company cars will be substituted to electric or hybrid by 2025 (thereby reducing approximately 150tCO ₂ e).	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 annually purchase offsets 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 circa 1,600tCO ₂ e i.e. the remaining emissions, will be offset using quality offset programmes available including afforestation/reforestation, or carbon removal woodland projects. We are also investigating tree planting opportunities on land owned by the Group.				
	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.		50% reduction in business air travel	-	-	-	-	90% reduction	
	Key actions	Implement measures to reduce Scope 3 emissions from supply chain, transportation of goods and employee commute. This includes: <ul style="list-style-type: none"> Conduct PLCAs (cradle to grave) for five of the top-emitting products we sell by 2025. Work with our top five biggest suppliers by revenue to request supplier-specific data on products by 2025. We conducted an all-employee commute survey in 2022 								
	Net zero target	Net zero by 2045								

Carbon balance sheet

Our Carbon Balance Sheet provides us with our full Scope 1, 2 and 3, from our 2022 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 (location-based) emissions represent 2% of our total Group emissions, with our Scope 3 emissions representing the remaining 98%. This approach provides us with a consistent way to report and measure our progress year-on-year.

GHG Inventory

Emissions Scopes and Categories		Location-based and Market-based tCO ₂ e		
		2022	2021	% Change
Scope 1		1,467	1,456	1%
	Natural Gas	1,226	1,106	11%
	Transportation (excluding grey fleet †)	224	316	-29%
	Other Fuels	17	20	-16%
	Refrigerants	0	14	-100%
Scope 2 (Location-based)		2,773	2,524	10%
Scope 2 (Market-based)		1,175	971	21%
Scope 3		173,148	154,550	12%
	1. Purchased Goods and Services	112,701	100,257	12%
	2. Capital Goods	2,543	4,030	-37%
	3. Fuel-related Emissions	977	1,120	-13%
	4. Upstream Transportation and Distribution	29,115	30,726	-5%
	5. Waste Generated in Operations	229	84	171%
	6. Business Travel	1,041	357	192%
	7. Employee Commuting	3,726	2,141	74%
	8. Upstream Leased Assets	N/A	N/A	N/A
	9. Downstream Transportation and Distribution	*	*	*
	10. Processing of Sold Products	N/A	N/A	N/A
	11. Use of Sold Products	22,796	15,818	44%
	12. End-of-life Treatment of Sold Products	20	9	113%
	13. Downstream Leased Assets	0	8	-97%
	14. Franchises	N/A	N/A	N/A
	15. Investments	N/A	N/A	N/A
Total All Scopes (Location-based)		177,388	158,530	12%
Total All Scopes (Market-based)		175,790	156,977	12%
All Scopes tCO₂e per £ turnover (Location-based)		393	402	-2%

* Category 9: Downstream Transportation and Distribution has currently been omitted, as there is no feasible system to capture this data at this time.

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

Reducing our carbon emissions

Reducing the Group's carbon footprint is a priority for Videndum. We engage external specialists to determine our carbon emissions to ensure accuracy, using the GHG Protocol as the basis of the calculations for our Scope 1, 2 and 3 emissions. We previously calculated our 2019 Scope 1 and 2 carbon emissions across our key manufacturing sites (approximately 20 sites). In 2021, we partnered with Inspired ESG to improve our data collection, expanding it to cover all our operations and value chain. Our Scope 1 and 2 carbon emissions now cover all sites across our operations.

We recognise the pandemic reduced the Group's carbon emissions in 2020. As the pandemic subsided and regular work practices resumed, our 2021 carbon emissions increased. The growth of our business through acquisitions (notably Audix and Savage) is the reason for our further increase in 2022 carbon emissions. We use intensity metrics to represent our carbon reductions efforts throughout this growth, as seen in the table below. Since 2019, we have measured a 22.9% reduction in Scope 1 and 2 carbon emissions from our key manufacturing sites: 2019 (4,580 tCO₂e) to 2022 (3,530 tCO₂e). This does not include newly acquired sites. This demonstrates the energy efficiency measures rolled out across our key manufacturing sites.

The following table shows the Group's 2022 Scope 1, 2 and 3 emissions.

Emissions Scope	2022 Gross emissions (tCO ₂ e)	2021 Gross emissions (tCO ₂ e)	2020 Gross emissions (tCO ₂ e)	2019 Gross emissions (tCO ₂ e)	Interim target	Net zero target year
Scope 1	1,467	1,456 ¹	-	-		2035
Scope 2	2,773	2,524	-	-	50% reduction by 2030	2035
Total Scope 1 and 2	4,240	3,980	3,535	4,580		
Scope 3	173,148	154,550	130,820 ²	Not fully captured	-	2045
Total	177,388	158,530	134,355	-	-	-

¹ We have re-stated our 2021 Scope 1 figure which was previously 1,357.08 tCO₂e due to recalibration of our natural gas emissions. This has resulted in a slight increase in our overall emissions for 2021.

² We have re-stated our 2020 Scope 3 figure which was previously 119,435 tCO₂e due to recalibration of our category 1 emissions. This has resulted in an overall increase in our 2020 Scope 3 emissions.

An intensity metric of tCO₂e per £million turnover has been applied for the annual total consumption.

Intensity metric	UK Intensity metric (2022)	UK Intensity metric (2021)	Global (excluding UK) Intensity metric (2022)	Global (excluding UK) Intensity metric 2021	Total Global Intensity metric 2022	Total Global Intensity metric 2021
tCO ₂ e / £m turnover	3.7	4.8 ¹	11.9	12.7 ¹	9.5	10.2 ¹

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.

Scope 1 and 2 – decarbonising our operations

We are committed to reducing the environmental impact of our operations, with an aim to 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 25% by 2024, 35% by 2027 and 50% 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. More information on how we aim to reduce our energy usage can be found on page 44.

The following table shows the total emission (tCO₂e) figures for energy supplies reportable by Videndum (location-based).

Utility and Scope	UK (tCO ₂ e) 2022	UK (tCO ₂ e) 2021	Global (excluding UK) (tCO ₂ e) 2022	Global (excluding UK) (tCO ₂ e) 2021	Total (tCO ₂ e) 2022	Total (tCO ₂ e) 2021
Scope 1 total					1,467	1,456
Scope 1 - gaseous and other fuels	159	173	1,084	953 ¹	1,243	1,126
Scope 1 - transport (company fleet)	65	57	159	259	224	316
Scope 1 – refrigerants	-	-	-	14	-	14
Scope 2 total					2,773	2,525
Scope 2 – electricity	257	365	2,516	2,158	2,772	2,523
Scope 2 - purchased heat, steam and cooling	1	2	-	-	1	2
Scope 3 total					25	24
Scope 3 - grey fleet	8	12	16	12	25	24
Total emissions - all Scopes	490	609	3,775	3,396	4,265	4,005

¹ We have re-stated our 2021 global emissions arising from the use of Scope 1 fuels which was previously 853.91 tCO₂e. As a result, our overall Scope 1 emissions have increased when compared to our previously stated figure

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. During 2022, we worked to align our Scope 3 reporting to our financial reporting period, calculating both our 2021 and 2022 carbon footprints in one year.

Under the GHG protocol, there are 15 reporting categories, of which 11 apply to Videndum. Categories which are not applicable to Videndum include: Category 8: Upstream Leased Assets; Category 10: Processing of Sold Products; Category 14: Franchises; and Category 15: Investments. The most significant emissions sources are from the Purchased Goods and Services consumed by the Group, accounting for 64% of the Company's total carbon footprint. Additionally, Upstream Transportation and Distribution substantially contributes to Scope 3 emissions, as does the Use of Sold Products.

In 2022, we introduced measures to improve the accuracy of our data collection. We conducted an all employee commuting survey to improve our analysis of Category 7: Employee Commuting. This year we launched an ESG Supplier Questionnaire, engaging with seven of our top 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. Moving forward, we will use this information to improve the accuracy of our Category 1: Purchased Goods and Services and Category 2: Capital Goods data. The top seven suppliers that we engaged with during the year account for 13% of Scope 3 carbon emissions. We deem this approach to be effective and will widen the scope over time.

Our Divisions are working to improve data collection, progressing from spend-based to activity-based for Category 5: Waste Generated in Operations and Category 6: Business Travel, resulting in more granular data for analysis. Category 9: Downstream Transportation and Distribution has currently been omitted, as there is no feasible system to capture this data at this time. 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.

By widening our emissions data collection 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. We will introduce data improvement measures each year to ensure 100% of our carbon emissions are captured and reported on an annual basis. Across the Group, we are increasing environmental conscientiousness and reducing attendance at trade shows to reduce our business travel. Air travel emissions have reduced by 6.8% relative to 2019 levels. By 2024, we are committed to a 50% reduction in business air travel compared to our 2019 level.

We are in the process of reviewing our additional near-term Scope 3 targets to support our journey to net zero, with an aim to sign these off in 2023.

Energy usage

The business's 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.

The following table shows the total consumption (kWh) figures for energy supplies reportable by the Group.

Utility and Scope	UK (kWh) (2022)	UK (kWh) (2021)	Global (excluding UK) (kWh) (2022)	Global (excluding UK) (kWh) (2021)	Total kWh (2022)	Total kWh (2021)
Scope 1 - gaseous and other fuels (voluntary)	872,109	945,124	6,042,044	5,184,450 ¹	6,914,153	6,129,574
Scope 1 - transport (company fleet)	275,041	243,081	672,259	1,104,929	947,300	1,348,010
Scope 2 - electricity	1,328,047	1,716,613	8,942,427	8,784,640	10,270,474	10,501,253
Scope 2 - purchased heat, steam and cooling	2,675	9,148	-	-	2,675	9,148
Scope 3 - grey fleet	35,880	51,642	69,097	53,895	104,977	105,537
Total energy use - all Scopes	2,513,752	2,965,608	15,725,827	15,127,914	18,239,579	18,093,522

¹We have re-stated our 2021 global kWh consumption of Scope 1 fuels which was previously 4,639,214 kWh. This is due to recalibration of our natural gas usage. As a result, our total kWh consumption for 2021 has increased when compared to our previously stated figure.

The following table shows the breakdown for energy consumption.

Description	Media Solutions (kWh)	Production Solutions (kWh)	Creative Solutions (kWh)
Total energy consumption within the organisation from non-renewable sources	8,149,919	3,402,603	1,267,709
of which: from electricity	1,431,116	2,505,134	1,164,743
of which: from natural gas	5,877,713	767,715	80,338
of which: from petrol	139,562	24,366	17,160
of which: from propane	N/A	N/A	5,468
of which: from diesel	701,528	31,484	N/A
of which: from LPG	N/A	72,615	N/A
of which: from gas oil	N/A	1,289	N/A
Total energy consumption within the organisation from renewable sources	4,567,162	379,616	461,561
of which: from electricity	4,567,162	379,616 (solar generation)	461,561
Percentage of consumed energy from renewable sources	36%	10%	27%
Total energy consumption	12,717,081	3,782,219	1,729,270
of which: electricity	5,998,278	2,505,134	1,626,304
of which: heating	5,877,713	767,715	80,338

Energy usage continued

Energy Resource Management

The Group is committed to year-on-year improvements in our operational energy efficiency and initiatives to help achieve these goals have been rolled out across the Divisions. We conduct regular energy surveys at key sites, and fully implement the recommendations to improve energy efficiency. In the last two years, detailed surveys were conducted in Feltre, Italy, and Ashby and Bury St Edmunds, UK. These projects inform our carbon reduction milestones discussed on page 38.

Many buildings have been fitted with timers and motion sensors for lighting, and programmable thermostats to optimise heating and cooling. The Feltre, Italy facility has installed 11 high-efficiency air compressors with an energy-saving inverter system, resulting in a 20% energy reduction and a cost saving of €15,000 per annum. An energy management plan is being developed across all sites. Site managers are encouraged to identify energy and reduction opportunities. Throughout the year, we implemented energy metering and circuit level monitoring in Feltre, Italy which is estimated to save 40 tCO₂e, upon its completion in 2023. Site rationalisation continues to be a key priority moving forward and we have closed our Chatsworth, US site, saving £0.3 million and reducing an estimated 49.5 tCO₂e per annum.

Energy efficiency technology has been implemented or considered across our Production Solutions sites to facilitate a reduction in our operational emissions. Production Solutions is certified with ISO50001, which drives our business towards improvements in energy efficiency. We are also working to introduce behavioural changes amongst our employees, encouraging them to switch off equipment after use. Our IT teams have introduced a Windows power saving policy, automatically activating sleep mode for computers to save energy.

LED lighting

LED lighting roll out continues throughout the Group, with more than 50% of the LED lighting upgrades completed in Feltre, Italy, and Ashby, UK. The complete transition to LED lighting in Feltre, Italy, by 2023, will result in an estimated 80% reduction in electricity consumption for lighting, and cost savings of €70,000 per annum. As the business grows, we will roll out environmental initiatives to all of our acquisitions. An LED upgrade project in Savage, Arizona, US which was acquired in November 2021, is already underway, having converted 20% so far.

Up to 90% of all lights are now LED in both our Production Solutions Bury St Edmunds, UK, and Cartago, Costa Rica sites. A further 50% of lights are either motion detected, on timers or dimmers. In addition, the use of natural lighting has been maximised in assembly plants. LED lighting conversion for our sites in Arizona, Japan, Germany and China is under evaluation with suppliers and planned for the next financial year.

Solar panels

A core energy management project was the installation of solar panels at our Production Solutions manufacturing sites at Cartago, Costa Rica, and Bury St Edmunds, UK in Q1 2022. Site Green Teams are responsible for driving this initiative and measuring performance metrics. The system at Cartago, Costa Rica, provides 33% of the power the site needs, generating 359,629 kWh in 2022. The initial outlay for the project came from the building's landlord, who will recoup the cost over seven years. At that point, Videndum will own the system and get the full cost benefit of saving on electricity.

In 2022 the Bury St Edmunds, UK solar panel installation generated 379,616 kWh, saving an estimated 73.4 tCO₂e. Following this success, additional solar panel projects are under consideration in our Creative Solutions and Media Solutions Divisions. Solar panels installation to the roof at the Feltre, Italy, and Ashby, UK sites are under evaluation with suppliers and planned for installation by early 2024. It is estimated that solar panel installation at Feltre, Italy, will cover around 30% of energy consumption, generating an annual saving of €150,000 for the first seven years.

The following table shows the solar generation in Bury St Edmunds, UK and Cartago, Costa Rica in 2022.

Month	Solar generation (kWh) 2022	
	Cartago, Costa Rica	Bury St Edmunds, UK
Jan	15,812	0
Feb	34,897	0
Mar	37,170	23,940
Apr	33,667	45,045
May	29,537	51,553
Jun	26,146	59,189
Jul	31,021	58,681
Aug	32,949	53,401
Sep	24,264	38,843
Oct	32,550	29,480
Nov	27,630	11,956
Dec	33,986	7,528
Total	359,629	379,616

Energy usage continued

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 and Cartago, Costa Rica facilities is supplied from Renewable Energy Guarantees of Origin ("REGO") contracts. Power supply contracts at the Feltre, Italy and Ashby and Byfleet, UK sites were moved to REGO contracts in 2021. Our Irvine, US site shifted to using 100% renewable energy in April 2022. We will explore options to expand our renewable energy procurement across all other Creative Solutions sites in 2023.

Manufacturing

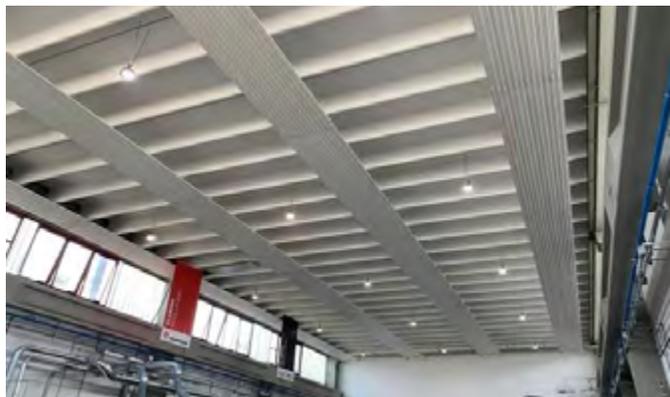
The Media Solutions Division has an operational strategy to reduce the environmental impact of their manufacturing. The strategy stems from analysing the relationship between automation and people. One of the most important characteristics is the shift of focus from a technology-driven process to a humancentric approach, which has several environmental implications in reducing

The following images show LED lighting and solar panel installation across our main manufacturing sites.

our energy usage and waste by locating 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 constantly being 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 relatively high, for example, in our Media Solutions Division. We aim to introduce a range of measures to reduce these emissions. Our Production Solutions Bury St Edmunds, UK site has largely 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 also installed insulation in the roof void to reduce the gas usage requirements associated with space heating. We are planning to reduce reliance on gas by implementing air source pumps where possible.



Transportation

Our impact on the environment does not stop at manufacturing. We must 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

Our business transport emissions represent 1.26% of our total emissions. In order to reduce these carbon emissions, we plan to replace all company cars and transport vehicles to electric or hybrid by 2025. We continue to progress towards this target. We are replacing all expired leased vehicles to electric in our Production Solutions Division. Media Solutions is also working on this goal, with 54% of company vehicles upgraded to electric vehicles so far. We plan to replace light-duty diesel vehicles with electric vehicles and replace old trucks with fully electric smaller vans, with enough capacity for what we require to transport weekly. A technology repair truck at our Creative Solutions California site operates on stored energy from eight solar panels which are on the roof. Furthermore, by 2024, we aim to reduce business air travel by 50%, from the 2019 benchmark. Air travel emissions have reduced by 6.8% relative to our 2019 benchmark. This reflects increased environmental conscientiousness and reduced attendance at trade shows. All facilities and locations continue to utilise on-site conferencing facilities, with virtual meetings held with internal and external parties.

Media Solutions has worked with Lufthansa airline to redeem benefit points for the purchase of 1,123kg of Sustainable Aviation Fuel. This has resulted in an emission mitigation of at least 3,357 kgCO₂e in comparison to conventional (fossil) jet fuel based on a Well-to-Wheel assessment.

Colleagues commute

We conducted an all colleague commuting survey during the year, to improve the accuracy of our data collection processes for Scope 3, Category 7: Employee Commuting. The outcome of this survey shows that 2% of our Scope 3 emissions are associated with how our employees travel to work. This is an area we aim to improve over time through various initiatives.

A programme to finance (through loans) conventional and electric bicycles for our employees is in place at our Production Solutions Bury St Edmunds, UK site, with 16 employees utilising the UK cycle to work scheme. In 2023, we are organising a car pooling scheme for our employees at our Production Solutions site in Cartago, Costa Rica.

As part of the solar panel installation, we installed three charging stations for electric vehicles in the car parks of our Production Solutions plants in Cartago, Costa Rica. To expand this, we have allocated budget for the installation of ten electric vehicle charging points in Bury St Edmunds, UK, aiming to facilitate more sustainable transport options for our colleagues.

Distribution network

Our upstream transportation and distribution emissions account for 16% 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.

At Media Solutions, we aim to provide suppliers with a purchase forecast for 24 months, establish delivery plans with defined lead times and improve our routes to market. 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 places where containers are to be filled before being transported. We engage with leading logistics partners to ensure the responsive and timely delivery of our e-commerce products. We remain conscious of the impact of our distribution channels on the environment.

In 2022, Media Solutions redesigned its paper roll delivery network to reduce cost and associated carbon emissions. Through this process we were able to reduce our travel, by cutting 15 1,800km trips a year, from Ashby, UK to Vescovana, Italy. This will result in an estimated saving of 29tCO₂e per annum.

Taking a life cycle approach

Taking a life cycle approach is a key goal for Videndum. We are working to embed sustainability into new product development and incorporate a new sustainability PLCA for our top five selling products by 2025. For Production Solutions, for example, this will be conducted on our aktiv system (aktiv head, flowtech tripod and spreader). We plan to use the product life cycle's GHG accounting and reporting standard to complete PLCAs, while leveraging Videndum's existing strengths across each brand.

Product life cycle assessments ("PLCA")

PLCA is the systematic analysis of the potential environmental and social impact of products or services during their entire lives. The scope can be defined as "Cradle to Grave", a linear approach or "Cradle to Cradle", a circular approach. In both cases, the assessment will evaluate and identify environmentally weak points through analysing the following aspects:

- **Inputs:** the original design of a product. We consider the overall effect of the product on the environment including the selection of raw materials, part selection, processing time and the sustainability of each resource.
- **Manufacturing process:** the usage of resources. Energy consumption, water consumption and waste creation are the key environmental indicators scrutinised.
- **Distribution:** the impact of packaging and distributing the product or service. Packaging materials, transportation means and how to consolidate shipments are considered.
- **Consumer use:** products will be safe in use. Routine maintenance and tests are carried out.
- **End of life:** how products can be reused and recycled. Consider the waste hierarchy. If the product must be disposed of, the most sustainable and safe means are considered.

The ISO 14040 series, a set of standards that stipulate how to implement the PLCA, is used as a guideline. The series has an iterative process that includes four main stages:

- ISO 14041: Definition of the objective and scope of the PLCA
- ISO 14042: Life cycle inventory
- ISO 14043: Life cycle impact assessment
- ISO 14044: Interpretation

PLCA provides standardised metrics for our products' impact on the environment, supporting decisions in terms of waste prevention, raw materials and supplier selection for our products. In addition, PLCA can be applied as a first step management tool or design tool for new technology. This methodology and Sustainable Design Principles (page 28) are embedded in internal design processes in Media Solutions and used to support R&D decisions around sustainability.

Sustainable alternative products have been investigated across the core brands of Lowepro, Gitzo and Manfrotto. Media Solutions continues to assess each element of the brand to highlight strengths around sustainability and the life cycle of products. Media Solutions leads our PLCA work, having successfully conducted pilot projects on existing products over the past few years:

- Gitzo and Manfrotto tripods (performed by a third party consultant) to establish a baseline in global warming potential ("GWP") impacts for our supports.
- Manfrotto tripod (performed internally) to support design decision-making on a new Eco version.
- Lowepro Adventura (performed internally) to identify environmental impact hotspots for alternative material considerations and to understand environmental and water use impacts for our bag production process.



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 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 the intention of increasing their lifespan for up to 20 years, in some cases. 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.

We also design and manufacture our products to have a minimal impact on the environment regarding the materials used for production, packaging, disposal and use. Moving forward, we strive to prioritise product sustainability and learn from the progress made in our Media Solutions Division.

Media Solutions: case study — Gitzo and Manfrotto Life Cycle Assessment

In 2022, Media Solutions performed a life cycle assessment of two models of tripods, GT2532 and MT055XPRO3, from the Gitzo and Manfrotto brands respectively. The main goal was to identify and understand the environmental impact of our representative products (from cradle to grave) and hence establish a benchmark for tripod production. Based on the results of the study, the upstream phase (production of raw materials) was revealed to have the most impact, at least 93% across all categories of impact which were considered. Furthermore, considering climatic change categories, aluminium had an impact of 46% and

88% in GT2532 and MT055XPRO3 respectively, followed by carbon fibre with 42% impact. We are therefore currently evaluating solutions to recycle carbon composite scraps, as well as engaging with our existing carbon composite tubes suppliers to explore solutions with lesser impact. Additionally, an increase in recycled content in aluminium will greatly reduce its impact and has been indicated as a preference to our suppliers.

Our Media Solutions Division leads the way in considering sustainability in product development and embedding PLCA into R&D decision-making. In 2022 the Division implemented an internal data collection tool for PLCAs, which was used successfully in conducting a PLCA pilot study for the Manfrotto brand. This process supported the development of a new Eco version of one of our key tripods, primarily using three of Media Solutions' Sustainable Design Principles:

- **Use the right material:** firstly we considered the materials used and substituted virgin materials with recycled materials. We aimed to choose a supplier that is as local as possible and one that shares our values and commitment regarding sustainability.
- **Make more with less:** secondly, we used 50% less material, without compromising performance.
- **Design for disassembly:** finally, we designed the tripod to have an easily disassembled rubber foot.

This project is now in its finalisation stage and its launch date is to be determined. This process will support future design decision-making on new product development.

Media Solutions: case study — Lowepro sustainable product development

In Lowepro, we are implementing "Green Conversion" projects for both existing and new products to ensure the deliverability of our top-level sustainability targets. We have a specific target under sustainable product development that primarily focuses on increasing recycled material content in our bags as well as materials sourced to reduce our carbon footprint, and water and energy use during the manufacturing process. We also integrated PLCAs in R&D decision-making to compare the environmental impacts of proposed design changes, material selection and manufacturing processes. Our design and development teams have a roadmap and checklist to further identify opportunities in which we can reduce our carbon footprint during the product life cycle. Beyond sustainable materials, we are also innovating our products to reduce the impact during shipment and increase the possibility of repairing products.

In addition, Media Solutions introduced a solution dyeing process to reduce water waste in textiles in our Lowepro range. Traditional textile dyeing is the second-largest polluter of water globally. Therefore, we are converting our most used black fabrics on our most popular lines to solution dye. As black is notoriously the most resource-hungry colour for wet dye, this is the most impactful change we can implement. Solution dyeing is the process of dyeing the polymer solution that is extruded into yarn to be woven into a fabric, combining the usually separate steps of extruding the yarns and then dyeing the yarn or finished fabric. Approximately 80% less water is used, significantly improving the carbon footprint of the relevant fabrics.

Sustainable operations and products continued

In 2022, Lowepro launched the Adventura III and Tracker light lines, made from up to 85% and 80%, respectively, of recycled and solution-dyed materials. By 2024, all our products and packaging will have a green line which clearly shows our commitment to sustainable product development. The green line represents the percentage of recycled fabric content and the percentage of solution-dyed fabric, calculated using GRI 301 – 2 standards. In 2022, we used a total amount of 13.8 tonnes of recycled fabrics and 5.9 tonnes of solution-dyed fabrics.

A Lowepro Sampling Studio was also established, which has streamlined processes and reduced waiting time for samples returning from a third party. For many new design ideas, we can test three to four ideas per day, saving around six to eight weeks of development time, as well as reducing

shipments to China. One day in the sample room can often take a batch of samples from “no good” to “test ready”, a process which would have taken at least one month without the lab. In 2022, we estimate a total saving of at least 36 weeks of development time and 18 shipments from China, saving €2,700 and reducing emissions by 3.36 tCO₂e.

These successes are paving the way for further PLCA initiatives at Videndum. In our other Divisions, we are targeting the most significant areas of concern for a life cycle approach, such as lithium batteries and recycling around electrical components. For top selling products, we will conduct a customer study to ascertain the method of disposal and identify opportunities to reduce the environmental impact. Production Solutions has initiated a PLCA process, which will take place throughout 2023.

Case Study: Production Solutions – Carbon fibre cell

Our focus on continuous improvement and our environmental footprint has led us to upgrading 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 has 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 packaging

Current packaging has been reviewed across the Group. Two key areas are being progressed to lower the environmental impact of packaging.

- 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 logistic packaging:** Reducing the volume of products, reducing additional e-commerce packaging and utilising reusable shipping packaging. Good progress is being made by testing different products and testing durability across different shipping routes. Identifying what material suits a certain product has been a key hurdle, and many alternatives are being explored for other products. A correction grant of \$15,000 has been budgeted and a project plan for development is expected in January 2023 in our Production Solutions Division. We share our learnings across the Group.

Media Solutions: case study — sustainable packaging

Our Media Solutions Division leads the way in its work on sustainable packaging. A total of 50% of current cardboard packaging consumption will be replaced by sustainable FSC-grade cardboard or eliminated by 2024. The bulk of our paper and cardboard packaging usage sits within our Media Solutions Division. For our core brands, 47% was FSC-graded and 72% from recycled material in 2022. Currently plastic bags are made up of at least 30% recycled material and further study is ongoing on alternative packaging materials. Media Solutions undertook a sustainable packaging project at the start of 2022.

As part of this, the Manfrotto and Gitzo brands redefined and standardised their labels on product packaging by optimising the product labels and using monocolour print, saving an estimated total of €120,000.

Approximately 400 tons of Manfrotto's annual consumption of cardboard has been converted to FSC-graded or recycled material, including 100% for Manfrotto Lighting and 100% FSC-graded tags for bags. Further initiatives regarding sustainable packaging include replacing our single use plastic swing cards, which are used to attach barcodes to the products, with FSC-graded cards by 2023. This project would save 171kg of annual plastic consumption. Media Solutions is also converting the packaging of the Lowepro bags, mainly by removing Radio Frequency Identification ("RFID"), simplifying inner labels and hangtags, saving paper and switching to 100% recycled low-density polyethylene ("LDPE") bags.

Creative Solutions: sustainable packaging

Creative Solutions has identified packaging as a crucial area to tackle and the team is in the process of testing and trialling different packaging materials, including the use of recycled materials. Recyclable air pillows and eco-friendly bubble wrap (made with 40% recycled content) have also 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, our Production Solutions Division 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 site, in the US, "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 of.

Customers can show proof of their shipment to Videndum, and in return receive a discount for the purchase of a new battery. Videndum aspires to being the greenest provider of mobile power in the industry and is continuously 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.



Waste management

Various initiatives around the Group work to 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 and for 50% of cardboard packaging to be replaced by sustainable FSC-grade cardboard or eliminated by 2024.

Waste initiatives

Initiatives and projects are already well 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. We have established special relationships at certain sites to recycle difficult materials. For example, Production Solutions Costa Rica site holds an event called "Videndum Recycles", where locals are incentivised to recycle their batteries using a third-party company that ensures proper disposal.

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 but significant actions. As the business grows, we are committed to rolling this project out across all future acquisitions.

All employees across the business, including our recent acquisitions of Audix and Savage, have been provided with reusable stainless steel water bottles to eradicate the need for plastic bottles. Still or sparkling water is available from dispensers in all break areas, and disposable plastic cups have been replaced with tetrapak alternatives. All printers are set to double-sided and print in black and white. With this multi-pronged initiative, the Division estimates a 1,500kg saving of plastic waste per year. This initiative helps to encourage employees to adopt sustainable behaviours in their everyday lives.

Creative Solutions: Digital Guides

For all new products in the Creative Solutions Division, printed product quick-start guides will be/ have been replaced with cards containing a QR code as part of an initiative to reduce paper consumption. This project enables customers to access manuals, FAQs, firmware updates, and more online, reducing waste associated with Videndum 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 will significantly cut the need to print materials, reducing our waste while enhancing customers' experience.

Creative Solutions: Green Revolution

In our Creative Solutions Ra'anana office in Israel, a similar approach is underway, where colleagues have embraced a Green Revolution whereby they aim to stop using disposable tools to reduce unnecessary waste.

The Production Solutions Division has set a target to reduce aluminium scrap and other metals by 10%, as well as aiming to reduce the use of non-recyclable materials, such as foam. Initiatives to further this effort are underway, including the production of product guides made from recycled materials and material waste reductions in the carbon cell line. In addition, Production Solutions reuses almost 100% of component packaging materials with the largest supplier in Cartago, Costa Rica (IMATS) and we have plans to increase the scope to other local suppliers.

The Production Solutions Division continues to use DocuSign, enabling employees to electronically sign documents reducing the need for printing. The Division reuses packaging boxes and bubble wrap to ship between sites in order to reduce the waste generated. In 2022, we reduced the amount of card used by introducing contactless business cards for our employees where necessary.

There is a large recycling effort in Cartago, Costa Rica, where material is sorted and given to a third-party recycling company. This includes metal scraps, plastic, cardboard, paper, electronics, batteries, chemicals, oils and more. Furthermore, a system for the filtration, cleaning and reuse of coolants and oils used in machining equipment was installed in the Cartago, Costa Rica and Bury St Edmunds, UK sites.

Waste streams

E-waste

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

Manufacturing

Waste metals at our Production Solutions, Bury St Edmunds, UK site are sorted and recycled. The site 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.

Returned products

If a product is returned from a customer or distributor, we re-evaluate the parts and accessories. From this process, we decide if the product can be resold or if certain parts can be reused in the manufacturing process. Core components such as circuit boards are often repurposed and put up for resale on our brand's websites. Media Solutions, where possible, has distributed returned, usable products to employees in Italy.

Waste to energy

A waste to energy project is being explored at our Media Solutions site in Feltre, Italy. Waste to energy is a key part of the energy mix in the region and something Videndum is keen to explore.



Water stewardship

In 2022, we started to collect data on our water consumption, with the intention of developing this process across the Group and 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.

It is important to highlight that we are not a big water user in our production processes. Therefore, water stewardship is not a major issue. Water usage across the Group is mainly for human consumption. 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. Media Solutions considers industrial, domestic and run-off wastewater and reports zero wastewater at all sites. In 2022, we developed a proper system for checking and monitoring leakage.

The following table shows the 2022 estimated water consumption.

Division	Site	Consumption (m ³)	
		2021	2022
Media Solutions	Feltre, Italy	4,459	3,834
	Cassola, Italy	775	758
	Stroud, UK	-	576
	Ashby, UK	-	341
	Wilsonville, US	-	1,181
	Phoenix, US	-	6,950*
	Auckland, NZ	-	147
Production Solutions	Cartago, Costa Rica	4,090	2,699
	Bury St Edmunds, UK	1,411	981

* In Phoenix, there is a programme to "reclaim" water - included in the 6,950, 2945 of this is reclaimed water used for landscaping purposes.

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 five 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 iodising 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 a container, 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, up to 70% of the faucets in our Cartago, Costa Rica site are now motion activated. Water-free urinals have been installed across more than 50% of systems and 75% of toilets are water-efficient, using less water per flush.

Biodiversity

Although the Group has little direct contact with biodiversity, we recognise its importance for the planet. We take care to ensure our sites emit little pollution and are not disruptive to any nearby wildlife. Across the Group, we have small initiatives to encourage our relationship with nature.

Creative Solutions: Wildlife corridor

For the Creative Solutions Irvine, US site, a crucial wildlife corridor connecting the Cleveland National Forest with Orange County's coastal habitat is being built. The corridor has the potential to support a range of species, for example, grey foxes and coyotes, that migrate adjacent to our site. Our site was assessed as a part of developing the corridor and was found to have limited noise pollution. The project will help strengthen our relationship with biodiversity.

Media Solutions: Biodiversity

At Media Solutions, sustainability partnerships have been initiated. Lowepro is a founding member of SeaLegacy's Good Ocean community. SeaLegacy is a global network of storytellers, who use their art and expertise to inspire collective action and crowdfunding, in order to rebuild ocean life for people and nature. Lowepro commits to making decisions across its operations to support the SeaLegacy mission.

Our Media Solutions Feltre, Italy site is near the Feltre National Park and must comply with their regulations. The site emits minimal light and noise pollution to protect local biodiversity. Through the "Creativity for Life" programme, our employees work with many organisations aiming to raise awareness around environmental protection. In 2022, we partnered with Beyond Epica to support the Italian Institute of Polar Sciences in order to analyse

future climate changes through technical sponsorship and storytelling of the expedition. Gitzo supports blogs which detail the expedition and environmental sustainability, with editorial content creating awareness on the impacts of climate change across Videndum Media Solutions and the broader Gitzo community. In addition, Media Solutions is currently evaluating the idea of planting trees at our Feltre, Italy site. More information about the organisations we have partnered with can be found on page 79.

Production Solutions: Action4Good

In 2022, Production Solutions' Action4Good environmental focus included litter-picking sessions, recycling workshops, donation drives and tree planting. With such a fantastic involvement, and encouraged by popular demand, we continued this initiative in 2022, with increased participation across the Division. In July 2022, participants from the Videndum team in Bury St Edmunds, UK known as the Walking Wombles, embarked on an Action4Good litter-pick. The afternoon was a huge success. Participants filled 20 bags of litter and enjoyed some glorious weather whilst managing their physical and mental wellbeing. Following this success, another litter-pick event was held on World Clean-up Day in September 2022.

Similarly, in September 2022, a group of 17 volunteers from our Cartago, Costa Rica site volunteered with the ProParques Foundation to help clear roads at the Irazú Volcano National Park for tourists and park rangers. The National Parks Foundation is always short on resources and is always looking for people to help with this kind of work. Additional existing initiatives that benefit biodiversity include meatless Mondays, where recipes are provided to employees to encourage their participation.

The Division also introduced the use of Ecosia, a search engine which uses advertising revenue from searches to plant trees where they are most needed. The search engine has been rolled out as the default search engine across our sites.

Production Solutions: Rainforest Trust

In 2022, we continued to support the Rainforest Trust, raising £8,000 for the charity. This donation is enough to ensure the protection of 1,146 acres in the Peruvian Amazon Watershed, which is equivalent to 230,000 tCO₂e. This project also helps protect the endangered Andean Night Monkey, local to the area. Through partnerships and community engagement, Rainforest Trust works to purchase and protect the most threatened tropical forests and save endangered wildlife. The Rainforest Trust's projects cost-effectively store and sequester vast quantities of carbon. Saving these forests is an effective way to fight climate change and protect biodiversity. Any fundraising work is regularly showcased within the Division in a monthly newsletter to increase engagement.

Biodiversity continued

Production Solutions: Costa Rica — Blue Flag Ecology Award

The Ecological Blue Flag is an annual award to showcase 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", in which Production Solutions has been previously awarded on two occasions, most recently in 2021. The Climate Change category seeks to encourage organisations to develop using the criteria of socio-environmental sustainability and minimising 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. In 2023, Production Solutions aims to ensure the Division regains its award and continues to track our performance on climate-related issues.



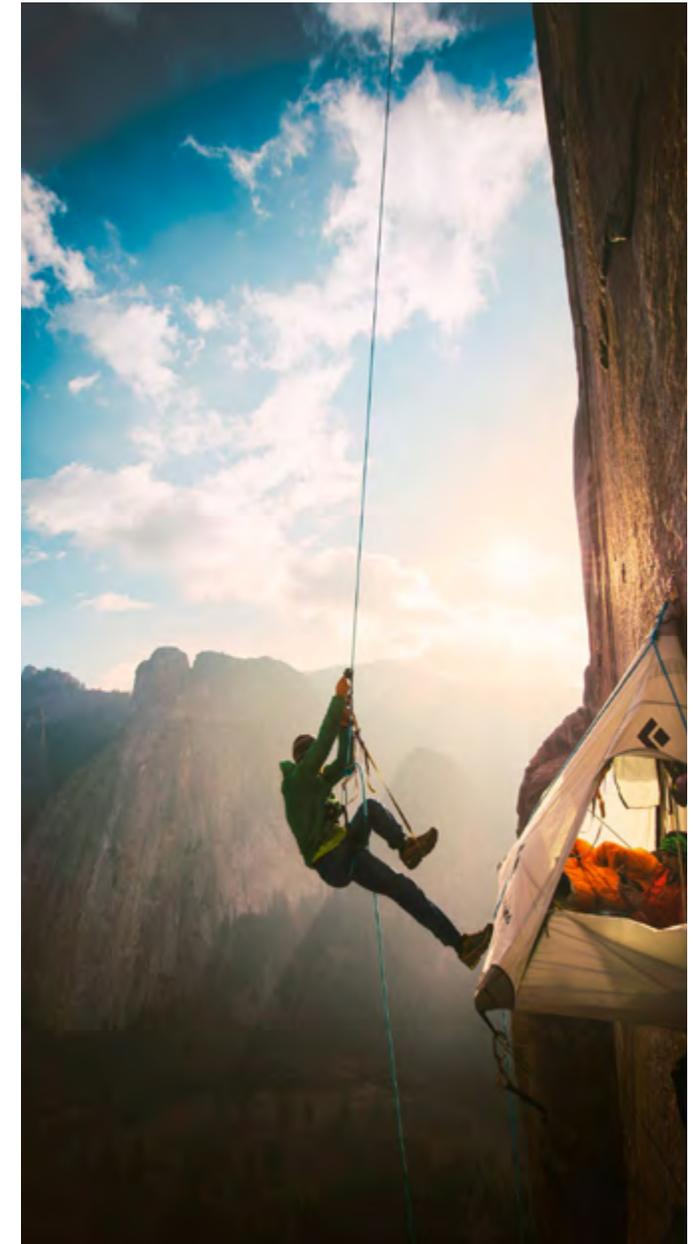
Supply chain

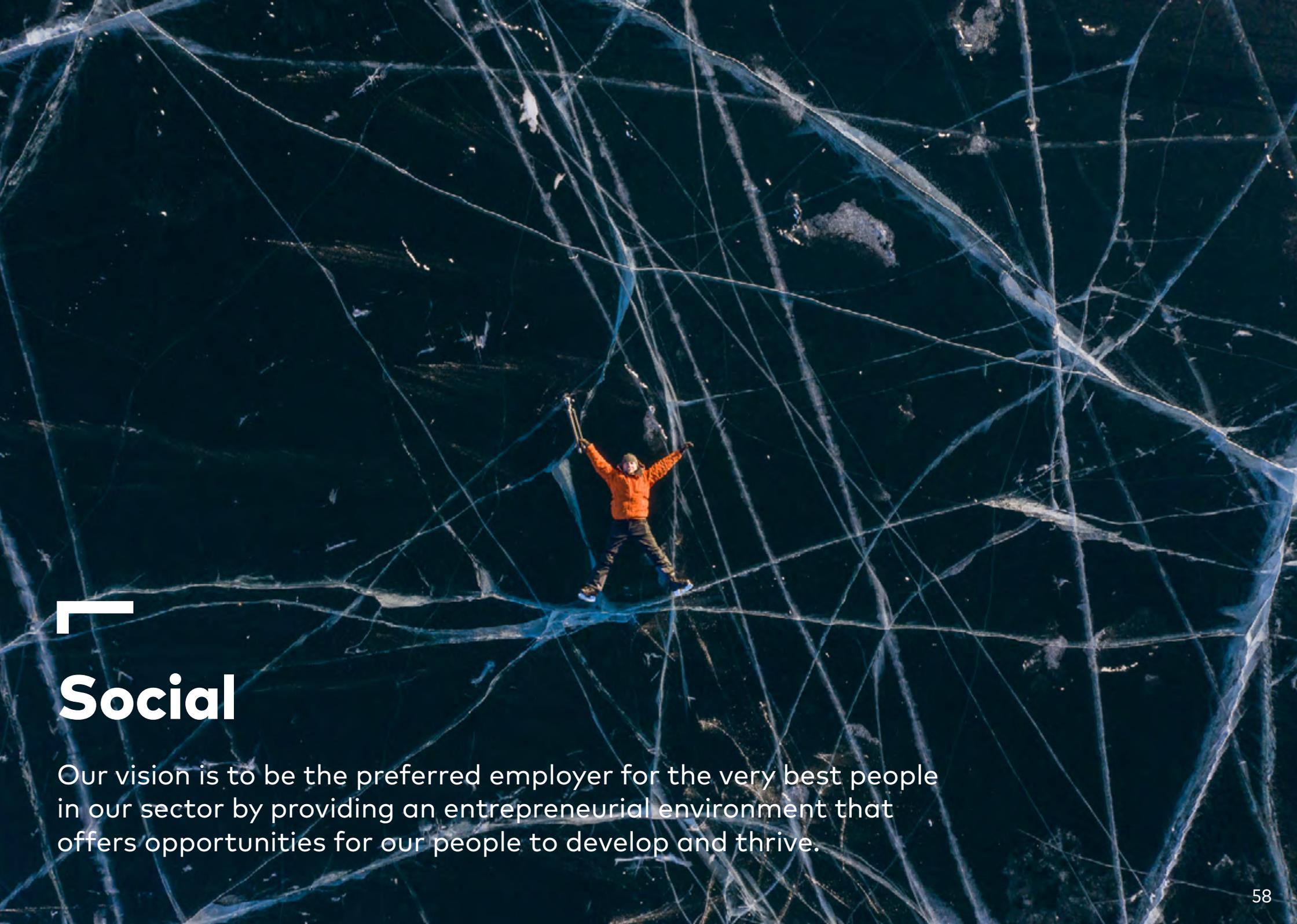
We aim to work with our supply chain to ensure preference is given to materials with a low embodied energy, minimal environmental impact and locally sourced, where possible. At Videndum, we communicate interdepartmentally and Divisionally with our suppliers to diversify our supply chain. We have long-standing relationships with many of our suppliers and operate in a transparent and timely manner.

Moving forward, we look to further formalise our supply chain integrity. We aim to upgrade our supply chain analysis to reduce environmental-related impact and risk. We will conduct a Group-wide formal review to ensure all suppliers operate in terms broadly similar to our policies and procedures (at a minimum 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. We have brought major brands such as JOBY from China to Italy, as detailed on page 29.

Supply chain impacts

The impacts across our supply chain are important to Videndum. We make products in Costa Rica, a country that was selected 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 with our suppliers. To best reduce these steps and our environmental impact, 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.





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.

Our approach

"Videndum is a socially responsible company which demonstrates strong governance and ethical behaviour, and we are committed to continually enhancing our existing environmental, social and governance activities."

Stephen Bird
Group Chief Executive

We recognise that a business can only be as resilient as its people. At Videndum, we aim to attract, retain and grow a talented and diverse workforce, providing equal opportunities for all.

Our employees are the best in the sector, our greatest single asset and critical to our success. Their attitude and abilities, experience and market knowledge, as well as their talent and commitment, create a culture that supports product excellence, creativity and integrity. Our annual employee survey monitors important areas to our people and we implement action plans to address the feedback we receive. We ensure that we have consistent policies and processes to acquire, engage and retain our best talent. Initiatives focus on wellbeing, working environment, sustainability, diversity, employee benefits and training.

We have comprehensive benefits packages to support employees and remain competitive globally. We also aim to provide our employees with an engaging and stimulating entrepreneurial environment where they are encouraged to learn and develop.

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 2022, we have continued to work towards our established goals.

Videndum's social targets

Sustainability aspiration	Goals	Progress achieved in 2022
Prioritise health and safety	<ul style="list-style-type: none"> No major lost time incidents. 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"> We continue to improve our health and safety management systems but there were two accidents resulting in greater than 3 days absence in 2022. Both accidents were fully investigated and lessons learned and shared across the business. External compliance verification is planned to be completed every three years.
Improve diversity, equality, and inclusion	<ul style="list-style-type: none"> Improve Group's overall gender diversity. Over the next five years, 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 2022, 43% of the Group's Board of Directors were female compared to 14% at the end of 2021. 15% of the Group's Operations Executive were female, compared to 8% in 2021. 14% of the Group's senior management team were female, compared to 15% in 2021. 31% of the rest of the Organisation were female, compared to 29% in 2021. We are continuously working to improve the Group's overall gender diversity, particularly our senior management. The Board will continue to monitor progress on diversity, equality and inclusion, and the Group's gender breakdown. We aim to continue developing our processes to foster a culture of inclusivity across the Group.
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 2022, the Group positively impacted 443 disadvantaged people.

Our people

Our employees are our greatest single asset and critical to our success. Their attitude and abilities, experience and market knowledge, as well as their talent and commitment, create a culture that supports product excellence, creativity and integrity. The total number of employees across the Group at the end of 2022 was approximately 1,900, corresponding to 1,796 full-time employees. Depending on the role, we provide intern, part-time and temporary working opportunities to employees, where possible.

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 12.6% in 2022, which is an increase from 9.9% in 2021. However, the average employee turnover for the UK in 2022 was around 15%, and 18% globally.

The table to the right shows the Group's employee turnover for 2022.

Area	2022	2021
Creative Solutions	15%	15%
Production Solutions	7.7%	3.9%
Media Solutions	9%	6.2%
European Services	14.5%	6.5%
Group/Head Office	17%	18%
Group Average	12.6%	9.9%



Diversity and inclusion

At Videndum, we recognise how important our people are to our long-term success and our aim is to honour diversity across our Divisions and teams. We know that building and sustaining a diverse, inclusive and representative culture will lead to a better working environment and ultimately make the Group more valuable overall. We are therefore committed to enhancing diversity and inclusion throughout the Group.

We developed and launched a new Diversity and Inclusion ("D&I") strategy, which sets out our approach and shows how we aim to embed and enhance our commitment to diversity further into our business. Videndum is on a journey to continuously improve on these matters, which has remained our focus in 2022.

We need to attract and recruit more diverse employees, particularly females, and then develop and retain them to deliver our strategy. We have embedded diversity into our recruitment and progression processes, allocated specific investments to support our activities, and provided annual data for the Board to review. Due to our global footprint, we are a culturally diverse company operating across 11 countries, with a workforce comprised of many different nationalities.

The Board regularly reviews the issue of diversity, including 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

We are aware that Videndum operates within traditionally male-dominated industries. In some countries, 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 been set accordingly.

As we continue to grow as a business, we are continuously working to improve the representation of females in management and senior roles. We continue to monitor and aim to improve our gender split across the Group.

Over the next five years, we aim to increase female employee numbers to improve the Group's overall gender diversity from 70% men and 30% women. At a senior leadership level, we expect the ratio of women to be at least 30%.

In addition, Media Solutions aims to promote employee engagement and increase Divisional female representation by 1.4% per year to achieve 50:50 gender representation by 2031. 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 diversity, equality and inclusion.

The following table shows the Group's gender diversity for 2022.

	2022		2021	
	Male	Female	Male	Female
Group Board of Directors	57%	43%	86%	14%
Operations Executive	85%	15%	92%	8%
Senior Management	86%	14%	85%	15%
All Other Employees	69%	31%	71%	29%

Contractors are excluded.

Diversity and inclusion continued

Gender pay gap

Videndum is committed to open and honest communications. 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.

Our Gender Pay Gap Report uses salary data from 1,480 employees across all our businesses in our main employment hubs of UK, US, Costa Rica and Italy, representing 75% of our global workforce. For the purpose of this report, part-time workers had their pay equated to full-time hours, so all data is based on full-time employee salaries in sterling. The results show that while women make up 30% of our global business, they represent only 15% of the upper quartile pay rate. Women are paid less than their male colleagues in the upper quartile rate. We recognise this is due to the lower percentage of women in senior leadership roles and a few male colleagues being high earners. The opposite is seen in the lower pay quartile

where men are paid less than their female colleagues. This can be attributed to having a lot of males in Costa Rica working in lower quartile pay jobs and some low paying male roles in Italy. There is little or no difference in the middle pay quartiles between men and women. In general, we have very little gender pay gap. However, our upper pay quartiles has an underrepresentation of women. Videndum has good policies and processes that encourage promotion and development from within the business. However, we need to continue to evolve these and to commit to offer women every opportunity to keep progressing in the workplace. The Group will work with Divisional HR leaders to understand and address the data.

Equal opportunities

Our Diversity and Inclusion ("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, develop and promote individuals from the local area, rather than from other regions. At our Productions Solutions Cartago, Costa Rica site, 60% of the management team lives within the city, while the remaining 40% lives in the neighbouring city of San José. In Bury St Edmunds, UK, almost 70% of the management team lives locally and the rest are within the same region. The US sites have close to 100% of management living locally.

Diversity and inclusion continued

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 96 career expansions have been awarded since 2019. 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

Production Solutions has been exploring equal remuneration as part of its D&I efforts. The Division has recently invested in the Willis Towers Watson Global Grading System to carry out a job levelling process. This programme is currently being implemented and will define jobs and structure, providing a foundation for reward and talent management decisions, including base pay, incentives, career management, workforce planning, learning and development, and facilitating career mobility.

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. 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. All benefits are offered to both full-time and part-time employees across the Group.

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, has previously provided 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 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.

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. We have extended the supplementary labour agreement in Italy, covering over 450 employees. This focuses on employee benefits, including flexible working, childcare and bonus arrangements.

Our Media Solutions Division 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. The Division has actively collaborated with industrial associations, including Confindustria, in industry evolution, including the development of our Innovation HUB.

Parental leave

We offer employees across the Group maternity and paternity leave above statutory requirements. We operate flexible policies to help employees with care needs and special leave if necessary to deal with exceptional personal circumstances. Our UK employees have enhanced maternity leave (four months with full pay, five months with half pay and enhanced paternity leave of two weeks with full pay). Following local regulations, US employees on maternity leave receive three months' leave with 60% full pay, while employees in Costa Rica receive four months' leave. There is no paternity leave in the US, while Costa Rican employees receive three days' full pay. In Israel, employees are paid by the National Insurance Institute for up to 15 weeks of parental leave. 25 employees took maternity leave and 20 employees took paternity leave during the reporting period. In 2022, we begun collecting data on parental leave across the whole Group to better understand the needs of our employees.

The following table shows the parental leave breakdown for 2022.

	Creative Solutions	Production Solutions	Media Solutions
Number of employees that took parental leave			
Total number of employees	14	7	24
Male	9	5	6
Female	5	2	18
Number of employees that returned to work from parental leave			
Total number of employees	10	5	17
Male	8	5	6
Female	2	0	11

Employee benefits continued

Sharesave

We offer the Sharesave Scheme to all our employees in the UK, US, Italy, Germany, Costa Rica, Singapore, Japan, Australia, New Zealand and Israel. Sharesave allows employees to save a fixed monthly amount (currently up to £250) to purchase shares in the Company at a discount of up to 20% on the share price at the time of an offer.

Our Sharesave Scheme is 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.

The following table shows the level of Sharesave participation as of 31 December 2022.

Level of Sharesave Participation as at 31 December 2022		
Country	Outstanding options at 31-Dec-2022	Active participants at 31-Dec-2022
Australia	12,600	17
Costa Rica	32,118	102
France	8,178	5
Germany	28,250	25
Hong Kong	3,257	3
Israel	91,043	57
Japan	46,179	33
New Zealand	25,188	23
Singapore	12,938	7
Netherlands	2,483	2
UK	337,025	331
USA	168,600	494
Total	1,304,652	1,502

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 very 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. Following the effects of COVID-19, we have continued to provide free and 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.

Employee Assistance Programme ("EAP")

Our EAP 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, podcast 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 2022, 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. In the US, our

employees are offered healthcare coverage through several providers, including Cigna and Kaiser. Employees can select their level of healthcare.

Production Solutions: employee wellbeing programme

Production Solutions has introduced many initiatives to ensure employee wellbeing. Employees participate in physical activities to improve their health and wellbeing such as our men's and woman's football teams, group bike rides and exercise classes across various sites.

Production Solutions: Action4Good

We have continued to participate in helping disadvantaged youths in the local area through our Action4Good programme. In collaboration with The Offshoot Foundation, we have organised and hosted career fairs, community services, vocational training, high school internships, gear donations (and operational training) and book drives.

Initiatives and events are held with a focus on giving back and exercise activity, encouraging staff to get involved to boost their mental and physical wellbeing. Each site identified local charities that focused on youth development and activities to raise money to benefit the local area. Action4Good had an 84% participation in 2022, directly benefiting 150 disadvantaged people and indirectly helping hundreds more.

Following our name change in May 2022, we donated our remaining notebooks branded with the old logo to a local primary school. Filmmaking workshops were organised to provide experience to underprivileged children in local areas. Employee volunteers led the workshops to create film trailers, animation and music videos using Sachtler, Anton Bauer and Litepanels equipment.



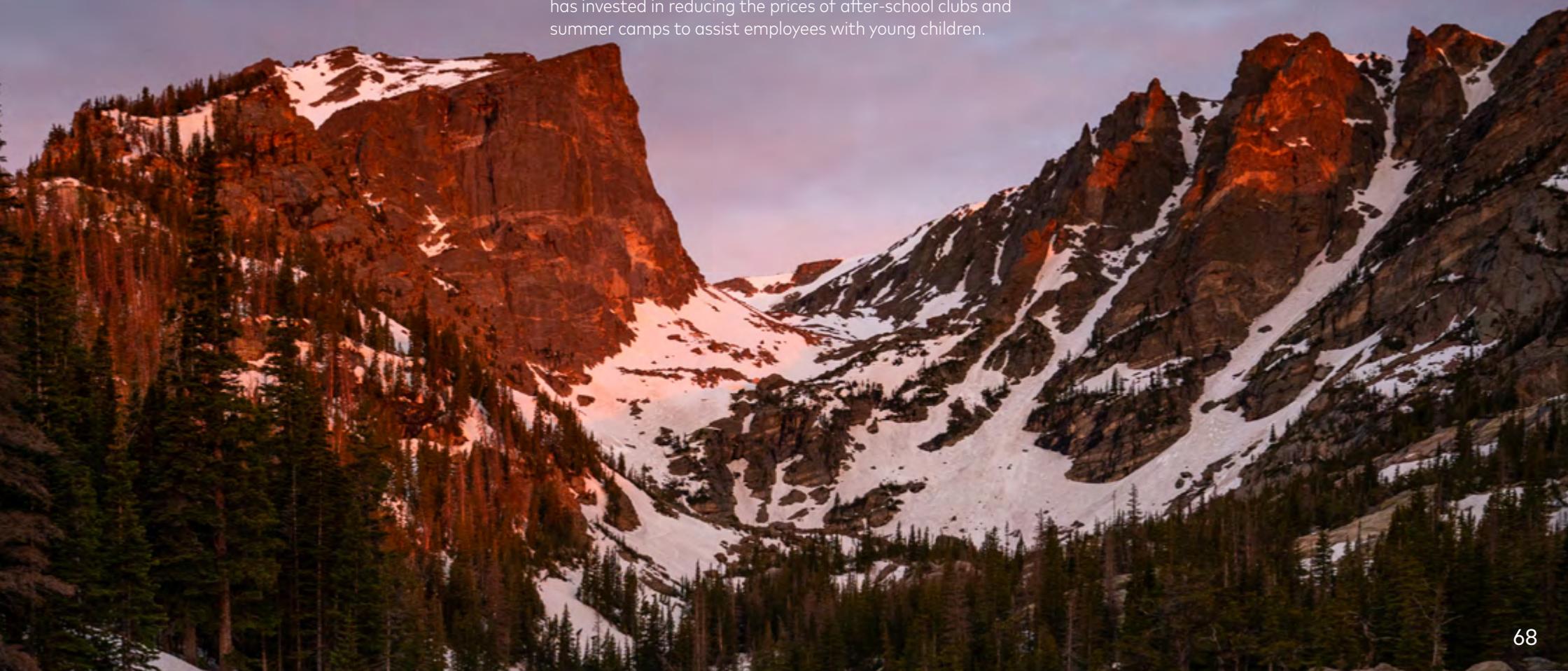
Employee wellbeing continued

Creative Solutions: employee wellbeing programme

Activities were organised at all Creative Solutions sites throughout the year to increase collaboration and mixing across the Division. We were pleased to have an increase in onsite employee engagement activities in 2022 following the pandemic. These activities included family days and team building events, which included day trips, dinners, bowling and barbecues, as well as regular happy hours and team volunteering activities.

Media Solutions: employee wellbeing programme

Media Solutions continued its employee wellbeing programme in 2022. To improve physical and mental health, employees were given access to a local gym and pool at a subsidised cost, encouraging employees to unwind and exercise to promote a healthy lifestyle. This programme continues to be very popular amongst our employees, with 50 employees at our Feltre, Italy site joining our local gym in 2022. The Division promotes a healthy work-life balance and has invested in reducing the prices of after-school clubs and summer camps to assist employees with young children.



Employee engagement

We communicate with our employees regularly using multiple channels, keeping them informed of business performance at a Group and Divisional level. All Group employees received regular updates on the business performance from the Group Chief Executive throughout the year. These took the form of emails, videos and all-hands updates on performance and business issues from Divisional senior management. The Board designated Caroline Thomson as the Independent Non-Executive Director responsible for employee engagement, who has been in this role since 2017.

More informal communications take place in our Media Solutions Division, such as breakfast with the Divisional CEO, to provide an opportunity for employees to exchange ideas and opinions on business strategies. Welcome meetings at the Media Solutions' sites are held quarterly to introduce new colleagues to the business.

Production Solutions' monthly "On-Air" newsletter continues to share information on products, markets and employees across the Division. The newsletter helps bring a global and multicultural team closer together, with many employees contributing to tell their stories.

Further employee communication occurs when necessary and employees are always given notice before change is implemented. Notice for shutdown periods is communicated to employees at least with the same amount of time as the expected shutdown.

Creative Solutions is working on developing new employee engagement processes, which will be rolled out in 2023.

Employee survey

Understanding how our employees feel about working for Videndum and whether they have any issues of concern is immensely important to us. In June 2022, we carried out our third all-employee survey; 76% of employees participated in the survey, which focused on five questions covering health and safety and wellbeing, culture and values, communications, and satisfaction with working for Videndum. All responses were over 85% positive.

Feedback was reported to the Board and showed our people are highly engaged. Feedback on the survey was shared with Divisional management to take corrective steps and improve the employee experience. We plan to repeat further all-employee surveys in future years since they provide invaluable insight.

Case Study: Media Solutions

Employee engagement sessions

As the Non-Executive Director responsible for employee engagement, Caroline Thomson holds employee engagement sessions with employees across the Group each year. Sessions held in Production Solutions Division in 2021 were widely appreciated and insightful. In 2022, Caroline held an employee engagement session with employees in our Media Solutions Division.

The session involved a detailed overview provided by Marco Pezzana (Divisional CEO) and Danilo Greco (Divisional HR Director), covering progress within the Division since the last review.

Employees communicated positive feedback, and overall the experience of working at Videndum is positive. It was noted that employees felt safety protocols were done

well and staff appreciated the Company's efforts. There is widespread participation in the Sharesave scheme and employees had appreciated the opportunity to share in this benefit. It was found that most staff appreciate the hybrid working programme, working three days in the office and two remotely. Employees highlighted that this programme strikes the right work-life balance and ensures there is good interaction with colleagues while removing stress of commuting and personal appointment conflicts. On the area of training and development, employees communicated they feel well supported to learn, with opportunities to progress and move around the Division much appreciated.

Caroline Thomson then followed up with individual sessions involving up to a dozen employees from each main site to hear first-hand from employees how they felt about working for Media Solutions and to hear any issues of concern. Feedback was very positive and subsequently shared with Divisional management and the Group Board. We plan to repeat the employee engagement session in 2023 with our Creative Solutions Division.

Learning and development

We invest in our employees to ensure we offer them the best career development plans for their success and the success of the Company. Videndum aims to offer a comprehensive training and development programme 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 2022 cybersecurity training was rolled out across the Group, along with training on our Code of Conduct following its relaunch in September 2022. We continually review and expand training options for staff. We have begun collecting data on training conducted in 2022 and aim to develop this further throughout 2023.

Media Solutions

Media Solutions recently invested in its training programmes to improve both technical skills and soft skills, such as, health and safety, communication, leadership and problem solving. The Division has continued to deliver 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 across the Division.

A sustainability training programme has been developed as part of Media Solution's internal stakeholder engagement plan. Training has been 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, work streams 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. Videndum Production Solutions also has a UK Modern Apprenticeship programme, with 12 participants in 2022. Our recently improved health and safety training was launched for employees across the Division, following a significant investment and improvement. People management training took place for 20 managers across our Production Solutions' US and Costa Rica sites in early February 2022. We partner with external vendors, such as the American Management Association, to offer our employees the best training resources.



Learning and development continued

Production Solutions introduced a robust Individual Development Plan (“IDP”) approach to learning and development alongside a training budget throughout the year. 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.

Creative Solutions: Growth Space

In 2022, 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 roll this out across the Group.

Leadership and management development training is in place at our Creative Solutions’ Israel site. We plan to roll this out, alongside diversity training, to our managers at all Creative Solutions sites. All employees across the Creative Solutions’ Division have completed cybersecurity training and have mandated sexual harassment training to all Division employees from January 2023.

“I have enjoyed the opportunity to foster a tailored educational experience for myself within this organisation through Growth Space. My personal coach encourages me to design each session to what would most benefit me.”

Chloé Hodges
Head of the Community Team
Videndum Creative Solutions, US



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 have continued to share best practices across the Group and have a dedicated Safety Management System and management structure for health and safety across the Group. 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

The following table shows the Group's five year accident record.

Year	Incident Type	Number	Comment
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 1,771.
	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	
2018	Accidents resulting in over 3 days absence	2	This represents 116 accidents per 100,000 employees. The average number of employees in 2018 was 1,723.
	Accidents resulting in 3 or less days absence	58	
	Near misses	99	

and HR Director has overall responsibility for creating and implementing this policy. The policy is regularly reviewed and updated to address emerging risks.

Reporting

We promote a culture of continuous improvement to prevent any major incidents. Our goal is to have zero significant lost time accidents. Our robust reporting system ensures all accidents and near misses are accounted for, whether they result in absence from work or not. 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 (below). 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 2022. 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 2023.

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 have found 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 have been arranged to ensure all areas are addressed. In 2022, Media Solutions tracked colleagues' compliance with standards and procedures in the workplace using the Behaviour Based Safety model, an industrial safety management approach. In 2022, Media Solutions reported 100% compliance behaviour 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 before 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 were certified with the standard UNI EN ISO 45001. As a result, over 700 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.

Customer engagement

Our customers include broadcasters, film studios, production and rental companies, photographers, independent content creators, ("ICCs"), vloggers, influencers, gamers, professional sound crews and enterprises.

Designing, manufacturing and distributing high-performance products to make our customers' lives easier is what drives us. 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 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 51). 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.

Continued technology enhancements have allowed Videndum to make innovative changes to our design process 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. As detailed on page 48, we have begun integrating ESG into our business practices and processes and embedded 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 non-compliance 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 WiFi 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 in.

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

At Videndum, we aim to uphold high ethical standards while dealing with all stakeholders. We constantly improve our practices and processes to maintain safe and responsible operations across our supply chain. We are committed to acting responsibly and conducting our business operations with integrity. All our suppliers must comply with the terms of our Code of Conduct or have standards that are compatible with our own. The Group sources components, materials and services worldwide. We recognise that our supply chain activities have a broad impact and that our responsibilities extend beyond our operations and those of our suppliers.

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 has 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 2022, we have focused on end-to-end supply chain assessment, which included working with our seven largest suppliers to understand supplier-specific carbon and ESG information with a goal to further improve the visibility of our supply chain.



Responsible practices

We aim to ensure that our employees clearly understand what is expected of them in conducting business ethically, with a common set of values. We expect our business partners to act in a manner that aligns with our approach, values and behaviours, as set out in our Code of Conduct.

Respecting human rights

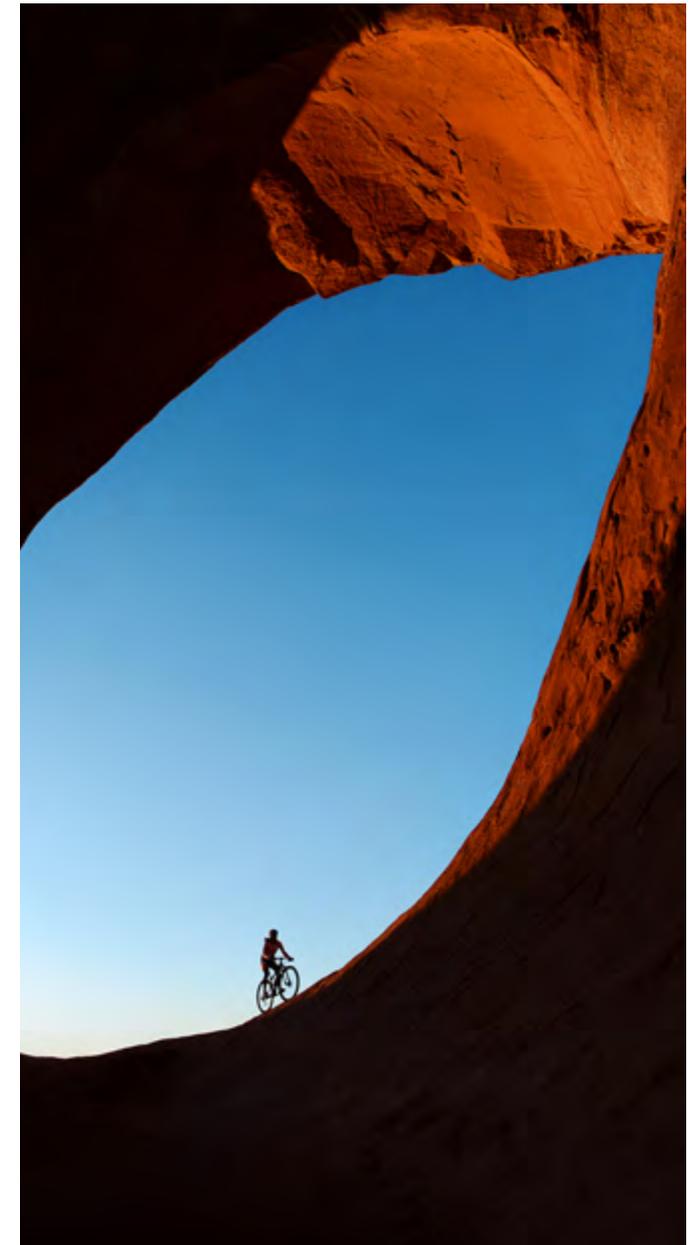
We fully support the principles set out in the UN Universal Declaration of Human Rights. Our policies and procedures reflect the principles contained within the Declaration. Key suppliers and manufacturing contractors are regularly reviewed and must validate their compliance with UN guidance on human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

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 and have a slavery and human trafficking statement on our website, setting out our processes to eliminate this issue. 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.



Giving back

Supporting and integrating with the local communities and economies we operate in is important to Videndum and our employees. We invest in projects that align with our core values and look for opportunities to positively impact one disadvantaged person for every Videndum employee. We believe in the positive power of images to convey ideas and create wealth and positive social and environmental value. As a leader in our markets, our employees are experts in photography, videography, engineering and technology, and we aim to share this knowledge to enable positive social and environmental outcomes. Following limited interaction with our local communities during the pandemic, we are pleased to have been able to continue with our projects in 2022.



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 Italy, the Media Solutions team collaborated with universities to share employee know-how with students and future industry professionals via webinars and online lectures. A mentoring partnership was set up with the Universities of Venice and Padua, including virtual meetings and online lectures, which continued throughout 2022, where we shared our best practices regarding: sustainability, cybersecurity, marketing, HR trends, talent attraction, supply chain and purchasing. We also participated in the career day of Università degli Studi di Padova, where we were able to engage with young people.

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. 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 12 employees currently enrolled.



Media Solutions: Creativity for Life

Previously known as Picture of 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 makes available to communities our skills, products and the vast community of content creators who today follow our brands around the world. At Videndum Media Solutions, we believe in the power of creativity to develop, grow and fulfil our true potential, and we strive to give a voice to all creatives, of any gender, ethnicity or background. The programme is made up of 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. The Division worked directly with five organisations on a range of projects to empower disadvantaged individuals, as well as sustainability programmes to support local communities. A total of 50 people were positively impacted, with 77 hours of employee volunteering during 2022.

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 2022, Videndum Media Solutions worked with Associazione Jonathan to empower disadvantaged young people, through photography and videography education. Media Solutions employees visited the organisation's facility, interacting with the young people, and held a photo walk. During the trip, Media Solutions' employees also volunteered to set up our retrospective exhibition "Creativity for Life – A photographic exhibition on how creativity can change the world" at the MANN, National

Archaeological Museum of Naples, which was open from September to December 2022. The exhibition portrayed the stories of people suffering from social disadvantages and how they imagined a better future, composing original and authentic images.

Continuing with our core theme of having a sustainable future, the 2022 edition of "Manfrotto Imagine More Creativity for Life" project, in collaboration with Associazione Jonathan and brand ambassador Salvatore Esposito, was developed to train young participants in video-making, while elevating their environmental consciousness. The 2022 project was a step up from the 2021 course, which was primarily based around photography. The 2022 project provided participants with the rare opportunity to document the work of four local organisations who have been implementing sustainable processes into their business into Naples. These were the bag manufacturer Le Zirre, Sarte creative recycling lab, Marinella firm, who create fabrics from orange waste, and the chef at Pizzeria Martucci.

Just as our photo and filmmaking syllabus aims to ensure a more sustainable future for the youths taking part, these organisations work hard for a brighter future through their sustainability strategies and circular economy ethos. The participants were therefore able to learn more about the different ways in which companies can be more sustainable, provoking their interest in the environment whilst improving their filmmaking skills and developing their portfolios. In the last eight years, more than 40 children have been trained in photography, with two former students now employed as professional photographers.



Media Solutions: Creativity for Life continued

Amato Lamberti Social Responsibility Award

The ninth edition of the Amato Lamberti Social Responsibility Award was held in September at the Nisida European Study Centre, organised by the Jonathan Association and presented by the journalist Ettore De Lorenzo. Aimed at personalities who have distinguished themselves for their actions of civil resistance and solidarity, the Award dedicated the 2022 edition to the theme of Peace. It was awarded to Ambassador Stefano Pontecorvo, who worked in Afghanistan to save hundreds of children from the Taliban.

Alongside the artist Jago, the journalist Gigi Di Fiore, and the president of the Fondazione con il Sud Carlo Borgomeo, our Media Solutions CEO Marco Pezzana had the honour of collecting the Lamberti award for the Enterprise category, on behalf of Videndum Media Solutions. The award was for our commitment since 2014, together with Silvia Ricciardi and Vincenzo Morgera of the Jonathan Association, working to educate disadvantaged young people on photography and videomaking.

Media Solutions: Wild Shots Outreach

Throughout 2022, Media Solutions continued its collaboration with Wild Shots Outreach ("WSO"), a South African non-government organisation that empowers disadvantaged young people through photography and education, opening employment opportunities in environmental conservation.

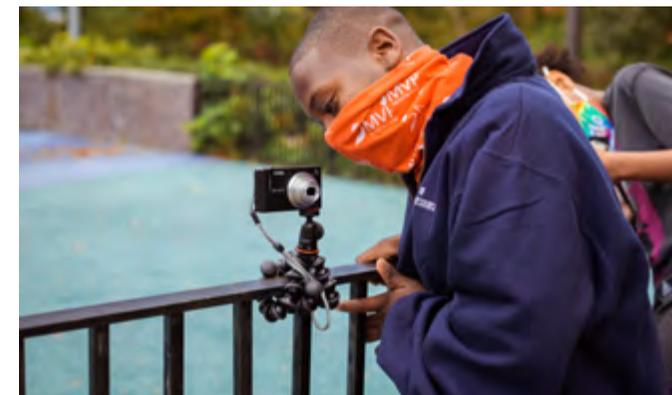
This year, we helped young female photographers to kickstart their careers by engaging WSO talented students in a project for the Lowepro Pro Trekker collection. The winner will become a Lowepro 2023 influencer. This means the opportunity for her to share her portfolio across

Lowepro social media and web channels and access Lowepro and Media Solutions equipment, whilst being offered the opportunity to participate in further content creation for the brand.

Alongside WSO, 40 students (20 females and 20 males) aged 15 to 19, from rural South Africa, were offered the opportunity to learn about the importance of the environment and nature conservation by helping to take photographic content creation for our Pro Trekker collection. Students were provided with all the equipment needed and a creative brief for our ProTrekker campaign, which started in October 2022. These students acquired new technical skills and were able to start their own photography portfolio, boosting their employability and helping them to raise their self-confidence. Furthermore, eight young adults received the opportunity to participate in five photography courses fully funded through Videndum Media Solutions. To create employee awareness of the project, a webinar was held in June involving the association's founder and 100 employees.

WSO case study

Karabo Magakane was trained in photography by WSO in February 2020. She has since been assisting with photo assignments and led her first course in 2022. Karabo has recently been appointed as an ambassador for the international "Girls Who Click" wildlife photography programme. So far, her favourite photo assignment has been documenting a project for the conversion charity Elephants Alive. She is now working towards her dream to be a qualified pilot to support conservation organisations from the air.



Creative Solutions

Creative Solutions: ManifestWorks and ManifestMore

ManifestWorks is a programme dedicated to supporting those impacted by foster care, homelessness and incarceration, with job opportunities and professional skills training. Creative Solutions supported the organisation in 2022 by working with ManifestMore, an extended programme open to alumni of the ManifestWorks that aims to build further networks and offers specific training opportunities. In December, the Division opened its showroom in Burbank, US to the ManifestMore participants to run an industry panel and private workshop, providing insight into the film industry.

Creative Solutions: RespectAbility

In 2022, Creative Solutions donated film equipment and gear to RespectAbility, a non-profit organisation that works to empower people with disabilities through skill development and advocating for authentic representation in entertainment and news media. Creative Solutions aims to continue supporting future industry talent in 2023 and further its support of the organisation.

Creative Solutions: CS Presents

Creative Solutions began hosting a series of ongoing free educational events online in 2020. This year, we moved our events in-person, with our in-house experts showcasing industry technology to film-makers in the LA area via classes, hands-on workshops and question and answers. This included sessions on 6GHz technology, SmallHD monitor calibration, camera-to-cloud workflows and mirrorless cinematography.

Charity and employee volunteering

Donating to charitable causes is a core focus of the Group. Our employees give generously with their time and money. In 2022, we estimate that the Group donated approximately £44,000 to charitable causes.

Employee volunteering

We encourage a culture of active participation in the communities in which we operate. 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: Offshoot Foundation

Production Solutions has partnered with The Offshoot Foundation, who aims to empower, enthuse and inspire young people in the UK to develop life skills and raise aspirations by using creative media to reach their full potential. Our Production Solutions' employees helped the organisation 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 held have already helped many young people into further education, university and employment in the film and TV industries.

"As part of our sponsorship for the Outreach Foundation, I spent a day volunteering with a group of young people in Newmarket. Their remit was to make a film to their favourite song. We met on a large playground for a number of team building games and then the real work began. The young people did not know each other and through the day their confidence grew. What impressed me was their team working, creativity and compromise, truly impressive for 10 to 12-year-olds. They had a fantastic day and were all firm friends by the end of it. Our tripods were put to good use."

Penny Wisdom
VP Human Resources
Videndum Production Solutions, UK

"What a fantastic experience to see first-hand all the great work Offshoot is doing for underprivileged children in our area. I had an action-packed day with a group in Sudbury to help them film a music video. The thing I was most impressed by was how fearless the children were. There was no shortage of ideas and they all were eager to get hands-on with the equipment, which was great to see. I quickly discovered that my key role for the day was to try and funnel the creativity into a plan to keep the team on track, so they were able to have a finished piece of content at the end. I had a lot of fun and it really is the best way to get to grips with all the great work the charity is doing."

Simon Bowles
Social Media Manager
Videndum Production Solutions, UK

Charity and employee volunteering continued

Media Solutions: Beyond EPICA Case Study – Oldest Ice Core – the quest for the oldest ice in Antarctica

Videndum had the opportunity to showcase the resilience and versatility of its equipment through its use in the Beyond Epica project in Antarctica. The first ice core drilling campaign of Beyond EPICA-Oldest Ice is starting at Little Dome C, in Antarctica. This international research project is funded by the European Commission with €11 million and is coordinated by the Institute of Polar Sciences of the CNR (National Research Council of Italy). The project aims to obtain information on the evolution of the temperatures and on the composition of the atmosphere 1.5 million years ago, by analysing the ice cores that will be extracted from the deep ice in Antarctica. The data will be invaluable for predicting future climate trends and for implementing mitigation strategies. A large amount of scientific equipment has already been taken to Antarctica, and Lowepro backpacks and Gitzo tripods were included in the shipment. They will help the team document and record the significant moments of the Beyond EPICA drilling seasons.



Production Solutions: Videndum Recycles

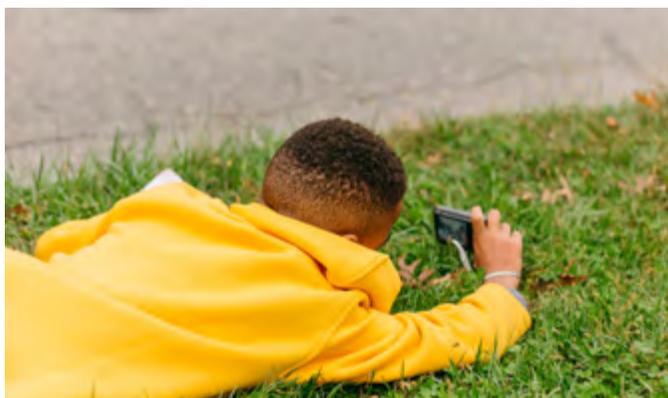
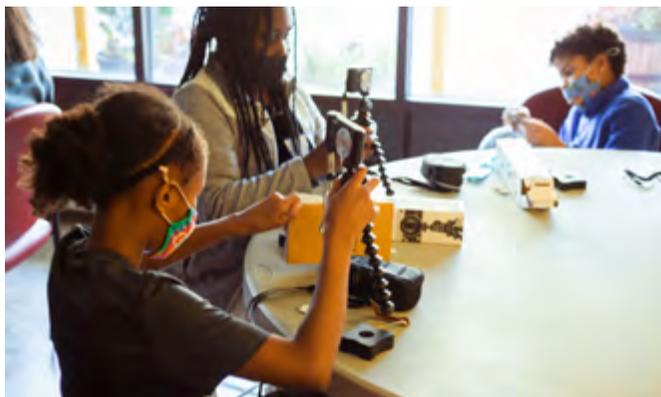
Production Solutions' "Videndum Recycles" is a community initiative where monthly collection centres are set up for recycling materials at the Cartago, Costa Rica site. This is mainly aimed at employees, so that they can bring from their homes or communities materials that are difficult for them to process responsibly. We mainly received cardboard, paper, plastics, aluminium and glass. Employees of our nearby suppliers can also make use of this service. Once the collection day is closed, a company specialised in recycling these materials collects the waste and is in charge of disposing of it responsibly, at no cost.

In September 2022, we had a "Videndum Recycles" event where all employees brought recyclables from home to ensure they were properly managed. Many of the local governments have regular collections for recyclable products, whereas others are not so regular. Therefore our events provide all employees with the opportunity to help reduce their impact on the environment. In our September event we collected paper, cardboard and plastics, and for our next activity we hope to collect glass and possibly batteries. In the future we also hope to hold a Videndum Recycles event every two to three months.

Charity and employee volunteering continued

Videndum's partnership with Richmond Theatre Creative Learning and Richmond Theatre Trust

This year, as part of the Group's ongoing commitment to supporting the local communities in which we operate, Videndum supported a Richmond, UK based creative learning programme. Over a three day period, 20 disadvantaged children aged 12 to 13 from Twickenham School worked intensively to make two short films. The children developed a range of skills, from storyboarding and staging key shots, to acting for camera. As part of Videndum's contribution, each young person was provided with their own mini filmmaking 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 and a ticket to see "Some Mothers Do 'Ave 'Em".





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