



HOW RTL GROUP GIVES BACK TO SOCIETY



ENTERTAIN. INFORM. ENGAGE.



#RTL GIVES BACK

UFA REFUGEE CLASS

UFA held a themed afternoon of films and television for 20 young refugees



NEW LISTING SHOW FOR KIDS



Super RTL launched a new fact-packed listing show *Querranker – Die Ranking-Show* for three to 13-year-olds

COMMIT AWARD



The winners of the RTL Commit Award were honoured for helping young refugees

DIVERSITY @ FREMANTLEMEDIA UK

The PACT Indie Diversity Scheme offers opportunities to talented young people from under-represented groups



SOCIAL DAY

Some of our German business and legal 'suits', out of their suits on a 'Social Day' in Cologne

Cover Groupe M6/Valérie Mathilde 2 UFA, Super RTL/Jürgen Morgenroth, RTL Television/Andreas Friese, Laura Radford, Mediengruppe RTL Deutschland 4 RTL Group 9 N-TV/Hardy Welsch 10 N-TV/Hardy Welsch 11 N-TV 12 RTL Belgium/Jean-Michel Clajot 13 RTL Journalistenschule, RTL Journalistenschule/Falko Wenzel (3) 14 Groupe M6/Eric Fougère, Groupe M6/Benjamin Decoin, Groupe M6/Habib Kouyate, Groupe M6/Edouard Niermans 15 RTL Television, RTL-TV/Jean-Michel Clajot, RTL Television/Jürgen Schulzki, RTL Television/Catamaranfilms 17 RTL Nederland 18 RTL-TV/Fred Guerdin, RTL Television/Guido Engels 19 Vox/Martin Rottenkolber (2), Vox/Stefan Gregorowius 20 FremantleMedia, FremantleMedia/Jan Thijs, Groupe M6, RTL Television 21 RTL Television/Stefan Gregorowius (2) 22 RTL Television, 20th Century Fox, RTL Television/Jörg Wurdak, Groupe M6/Aurélien Faïdy, Fondation M6, RTL Croatia (2) 23 RTL Group/Eric Steichen, RTL Nederland/Marco Heyda, Divimove 25 RTL Group/Olivier Cros 26 RTL Belgium/Laure Geerts, Mediengruppe RTL Deutschland/Stefan Gregorowius, Christian Körner, Martin Gradl 27 SIPA Press/Frédéric Bukajlu, RTL Belgium 28 RTL Radio Center Berlin (2), RTL Group (2) 29 RTL Nederland 30 FremantleMedia 31 Groupe M6 (2)

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ABOUT OUR REPORT

RTL Group's Corporate Responsibility (CR) Report 2016 provides information on the basic principles and most relevant issues of the Group's CR efforts during the 2016 financial year. It complements the Group's formal CR information presented in the RTL Group Annual Report 2016 sections 'Our role in society' (pp. 24–27) and 'Directors' report' (pp. 84–88), as well as our broader CR communication on our website (RTLGroup.com).

This publication portrays RTL Group's role in society and CR projects and initiatives in the light of our most relevant CR issues determined in a materiality assessment in 2014.

In three focus topics – press freedom, society and employees – the report illustrates the most relevant projects and initiatives of RTL Group's fully consolidated business units. Publicly listed Groupe M6, a fully consolidated RTL Group business unit, also publishes a separate CR report.

ACTIONS SPEAK LOUDER THAN WORDS



GUILLAUME DE POSCH and **ANKE SCHÄFERKORDT**,
Co-CEOs of RTL Group, share their views on the importance of
Corporate Responsibility at RTL Group

Our high profile and popularity put us in a unique position – we are both an opinion former and information provider for millions of people. We are aware that with this position comes great responsibility.

This responsibility to our audience and to society as a whole has always been one of our key values, and has undoubtedly been one of the foundations of our success over the years.

Our approach is based on the belief that actions speak louder than words. So this report outlines our Corporate Responsibility views and initiatives, focusing particularly on three areas where we believe we can have the greatest impact:

PRESS FREEDOM – ensuring high editorial standards and journalistic independence are deeply rooted in all of our news organisations. Senior management doesn't interfere with the independence of our editorial teams. High editorial standards have become even more important in an era where news organisations are sometimes accused of publishing misleading stories and individuals post fake news on social networks.

SOCIETY – reflecting the diversity of our society, while protecting media users as well as intellectual property rights. We also use our profile to make a difference for disadvantaged members of society. We're a founding member of the 'CEO Coalition to make the internet a better place for kids', a self-regulating initiative launched by the European Commission. And with our German channels we actively support the 'Alliance to better protect minors online'. Both initiatives aim to address the risks minors face online, such as harmful content, conduct, and contacts.

EMPLOYEES – ensuring our employees receive fair recognition, treatment and working conditions, alongside opportunities for career development. It's also important we recruit people from a wide variety of backgrounds, including independent thinkers and go-getters – people who are passionate about their ideas. We strive to treat all employees fairly and to engage in constructive dialogue with employee representatives, particularly in the rare instances we're considering staff reductions.

All three of these themes confirm that diversity is at the very heart of RTL Group. This is explicitly expressed in our new mission statement which says: "We embrace independence and diversity in our people, our content and our businesses." In 2016, we published a Diversity Statement expanding on these points, and set ourselves the clear objective of getting more women into management positions. We will aim for specific targets for the percentage of women in top and senior positions for 2020 and 2025.

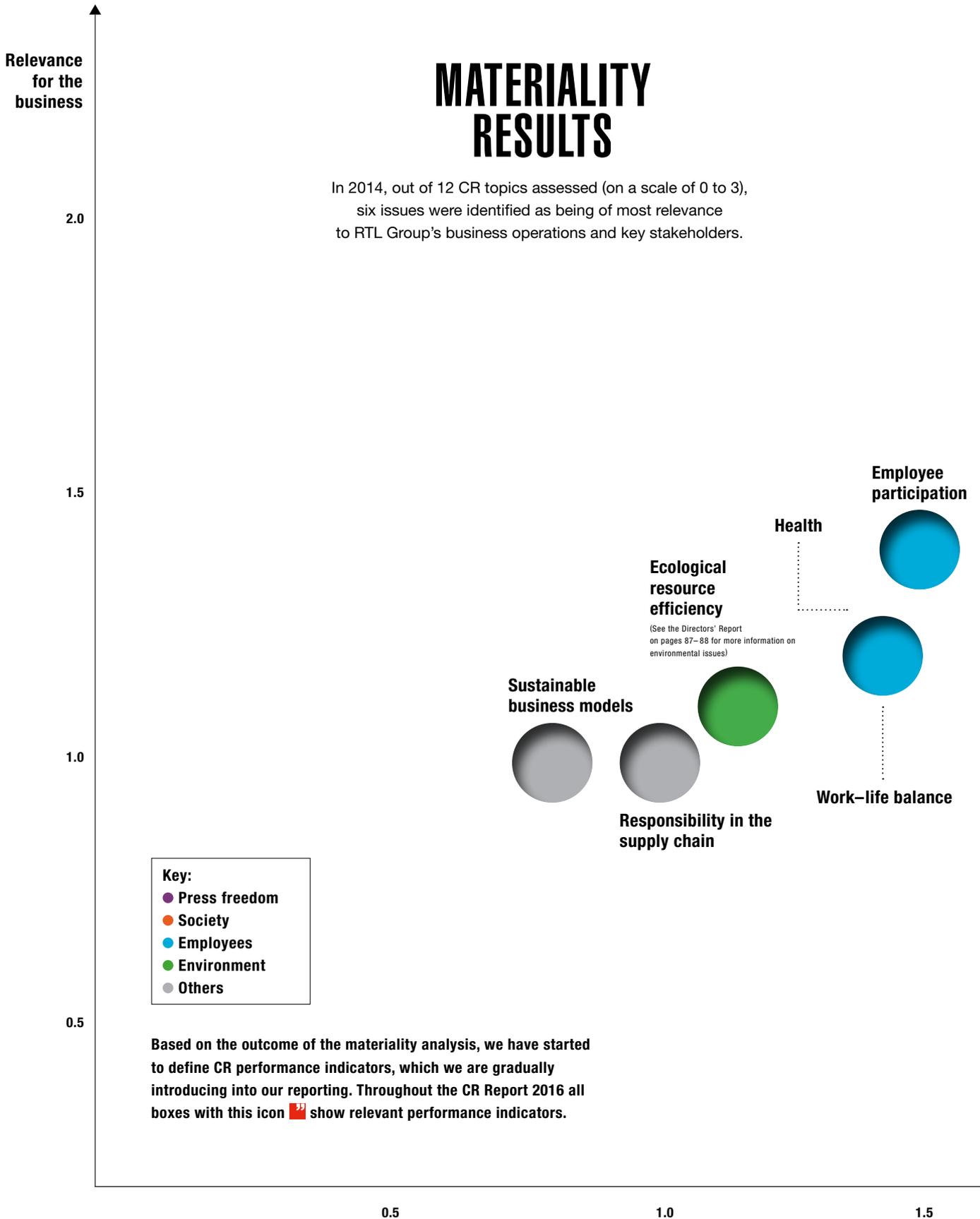
Other noteworthy CR achievements in 2016 include our new Business Partner Principles, which define our expectations for our business partners to operate responsibly, and the further expansion of our subtitling for hearing-impaired viewers across our German TV operations.

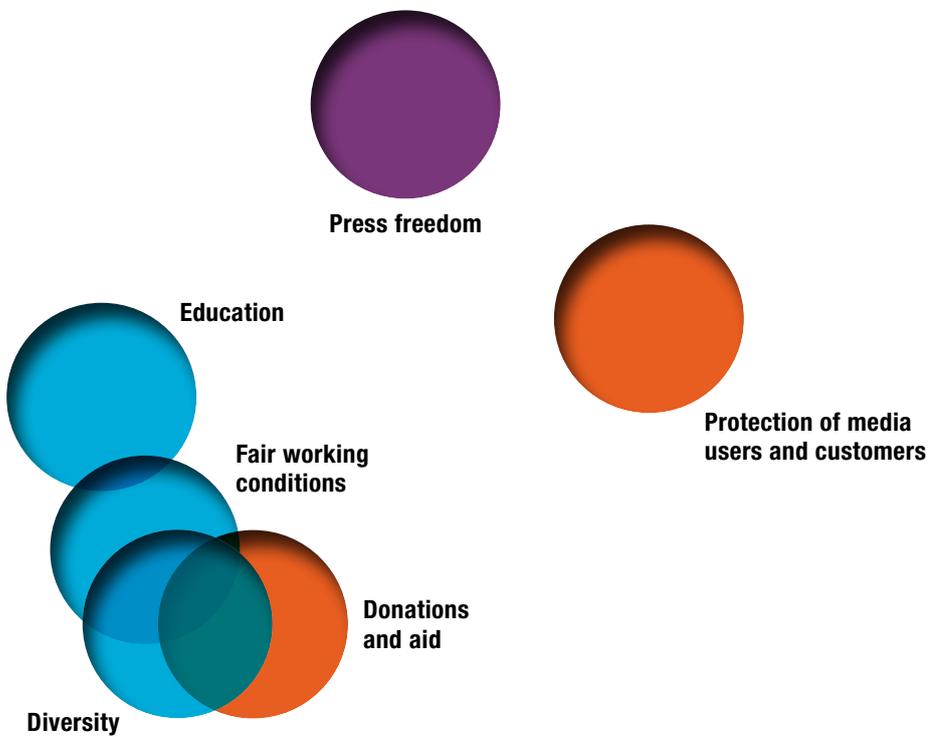
We hope you enjoy reading about these and our many other initiatives.

Anke Schäferkordt and Guillaume de Posch
Co-CEOs of RTL Group

MATERIALITY RESULTS

In 2014, out of 12 CR topics assessed (on a scale of 0 to 3), six issues were identified as being of most relevance to RTL Group's business operations and key stakeholders.





We aim to understand which opportunities, risks and impacts are important to our business and our stakeholders, and the relative priority of these issues, so we can maximise the value of our CR effort. In 2014, we completed a materiality analysis – in close consultation with our business units and our majority shareholder, Bertelsmann – to identify our key CR issues. The results are presented here. In the years ahead, we'll work with our business units to focus our efforts on these issues and ensure they feature prominently in our CR strategy. Based on the findings of the materiality analysis, we're working with Bertelsmann to

define CR performance indicators (PIs) for RTL Group. We have begun gathering additional data for these PIs this year and will include them in our CR Report 2017. As a business, we work continually to align our CR activities to our main business objectives. Reviewing the issues that are material to CR is an ongoing and evolving process. In the years ahead, we will regularly reassess whether we need to add any new issues to reflect changing business priorities, market conditions or global trends. We intend to update the materiality analysis in 2017, and to involve our stakeholders in the process in the medium term.

2.0

2.5

Relevance for stakeholders →

// PRESS FREEDOM

Trust is the basis of all good journalistic communication. A healthy, varied and high-quality broadcasting and internet landscape is hugely important to a democratic and diverse society. Each day, tens of millions of people use RTL Group's news programmes and magazine shows to learn about events and information, both local or from around the world.

Politicians, regulators and – most importantly – our millions of viewers and listeners, expect to be able to trust RTL Group to inform them responsibly, impartially, credibly and truthfully. Our audience means everything to us and is at the heart of what we do. Ensuring high standards and press freedom is also fundamental to attracting talented journalists, maintaining our reputation, and minimising complaints and legal issues.

How does RTL Group address these issues?



RTL GROUP ENSURES EDITORIAL AND JOURNALISTIC INDEPENDENCE

At RTL Group, our independence enables us to uphold strong principles of journalistic balance, which reflect society's diversity and democracy. Our local CEOs act as publishers and don't interfere in the production of content.

This is the responsibility of the local editor-in-chief, who applies rigorous ethical standards using local guidelines, and ensures diversity of opinion through journalistic freedom. This principle is stated explicitly in RTL Group's Code of Conduct, new mission statement and the RTL Group Newsroom Guidelines. The guidelines summarise our commitment to truthful, fair and impartial reporting and the protection of minors and individual rights. In 2017, we plan to revise these guidelines, which were issued in 2012. Our news programmes may vary from country to country, but they share many traits that explain their popularity: they are credible, easy to understand, up to date and, above all, independent.

PRESS FREEDOM IN ACTION

TV is the only medium that consistently reaches a mass audience every day. This creates a great responsibility towards those watching.

SONJA SCHWETJE,
Editor-in-Chief of the German news
channel N-TV, discusses what freedom
of the press and media responsibility
mean for today's TV journalists.



What does freedom of the press mean to you?

It means we should constantly hold our work up for critical examination, to tirelessly look inside ourselves and ask whether we're really doing enough. And the answer should always be no. Yet we're the lucky ones. In Germany, we don't have to fight heroically for freedom of the press. And that's precisely why we must never let up in our efforts.

What role does media responsibility play in N-TV's reporting?

Every N-TV employee is committed to responsible reporting. Our job as journalists is to make our reports as comprehensive as possible. Being a news channel, we constantly have to weigh freedom of the press – which makes a pivotal contribution to democracy – against the legal and ethical constraints we face.

How can we best protect freedom of the press?

In many countries, journalists risk their lives to provide public access to information that would otherwise not be available. They lift the lid on irregularities, thereby risking their own safety, and sometimes even their lives. Journalists in Germany are lucky to be able to do their jobs without great personal risk. Liberty and freedom of expression are precious and protected values. But we must see

the danger of becoming lazy, of neglecting to remain alert at all times. We must strive to reveal precisely those facts that aren't easy to uncover, teasing them out from corporations, government agencies, their press departments or people whose stories we want to tell.

What guidelines does N-TV have in place regarding freedom of the press, journalistic independence and the work you do?

Naturally our work includes discussing issues within the editorial team, getting critical feedback on our work, exchanging views with our critics and letting them take part in the editorial process.

**“LIBERTY AND
FREEDOM OF
EXPRESSION ARE
PRECIOUS
AND PROTECTED
VALUES.”**

Sonja Schwetje

It's never our aim to tell people what to think. We're here to help them make up their own minds. This means always remaining open to all sides of an argument, instead of following a specific viewpoint or emphasising a single line of attack. To us, this goes without saying and is standard practice. We have our own editorial Newsroom Guidelines, but essentially their content is no different from what we take into consideration every day, and use as a basis for our decision-making. However, the guidelines are useful when we're dealing with more complex issues, helping us scrutinise decisions one last time and explain how they were reached.

How do you respond to the allegation that the press peddles lies?

We constantly take a critical look at our reporting and hold editorial meetings every day to discuss our content. Credibility is our greatest asset, so we feel duty-bound to present it to our viewers and users. That was already the case before the debate about the 'lying press' flared up, and credibility remains the cornerstone of our professional ethos. That said, today more than ever, we make it abundantly clear how certain decisions are reached and what issues we discuss in all our reporting and our communications.



What do you say to people, who think all the information they need is online anyway?

Access to information may be quicker and easier than ever, but this lulls many people into a false sense of security. It's a fallacy to believe that we can find out anything we want to know online. Because what counts is not the quantity, but the quality of information. Anything that's easy to find out should make us suspicious. The more readily accessible information is, the more critical we need to be when scrutinising it, double-checking it and investigating the motives behind it.

So how do you think the fight for freedom of the press should continue?

It takes tremendous backbone, support and, above all, great training, to fight for the freedom of the press. You must be prepared for veteran press officers trying to pull the wool over your eyes; authorities knowingly or unknowingly disregarding their duty of disclosure or obligation to provide information; editors facing constant delaying tactics because their contact knows exactly when their deadline is; interviewers being fobbed off with

empty phrases even after doggedly persisting with their questions; or reporters becoming targets of aggression at demonstrations. It's not easy. But it's essential to the credibility of journalism.

**“THE MORE READILY
ACCESSIBLE
INFORMATION IS,
THE MORE
CRITICAL WE NEED TO
BE WHEN
SCRUTINISING IT.”**

Sonja Schwetje

What advice do you have for young journalists just starting out?

The most stirring moment in interviews with prospective trainees always comes when they realise that they too can make a difference. They don't have to perform any heroics or put their lives on the line, but they must be tenacious, sceptical and courageous. Because freedom comes with an integral responsibility to put it to good use, in the interests of, and on behalf of, our viewers, readers and users.



N-TV broadcasts comprehensive reports from its studio

INDEPENDENT TV IN BELGIUM



We discussed press freedom and the importance of editorial independence with **LAURENT HAULOTTE**, Head of News and Sport, and Deputy Director of Television, RTL Belgium.

Why is being independent so important for the work of your news team?

For the audience to know we're completely independent is at the heart of our relationship with them, especially when we're providing news. We were created in 1987, so it's not like we've always been there, like a public broadcaster. Our main news is broadcast on our flagship channel, RTL-TVI, where the 'I' stands for independent. So from the very beginning, independence was important when it came to attracting and cultivating an audience.

How do you maintain this independence?

There are two sides to this question, political independence and commercial independence. Politicians naturally try to keep us journalists from covering certain stories or try to get us to focus on their side of the story. Whereas to be trusted, we must give a voice to any party involved in a story and not bow to any pressure. On the commercial side, we are a commercial company that earns most of its money from advertising. But we can't be seen to be letting the companies that pay us affect our choice of stories or how we cover them.

How do you routinely safeguard the channel's independence?

This is all part of our editorial values and standards. Everyone who joins knows they must follow both the code of conduct for journalism in general as well as our RTL Group Newsroom Guidelines. RTL Belgium is neutral and independent because this is the only way we can earn people's trust and confidence.

Are there any exceptions?

At certain times we're asked by the authorities to keep information from the public. For instance, after the Brussels Airport attacks we were fast and precise in our reporting but also sensitive to the situation. We were asked not to broadcast certain information during the hunt for the suspects. This may be counter to our natural journalistic instincts, but when it's a question of public security and safety we should respect reasonable requests.

FOCUSING ON THE NEXT GENERATION OF JOURNALISTS

In 2000, RTL Television created the RTL School of Journalism for TV and Multimedia. Now a well-established and successful accredited training centre for television journalism, it continues to educate student journalists, who go on to work for Mediengruppe RTL Deutschland, as well as other broadcasters, TV production and media companies. Every two years it takes on 28 new students following a rigorous selection process, then provides intensive training to prepare them for the fast-moving, highly competitive world of TV journalism.

Key to the school's success is its focus on press freedom and journalistic independence, something RTL Group sees as vital to maintaining high standards in journalism. Students study press freedom, ethics and quality, and attend lessons and workshops that cover topics including online journalism, video for digital platforms, investigative research, producing documentaries, and editing. This highly practical training is provided by expert professionals from across RTL Group, editors from public service broadcasters and TV productions companies, and freelance journalists, trainers and coaches.



The RTL School of Journalism for TV and Multimedia in Cologne



All teaching is carried out using the most up-to-date facilities. Students also benefit from internships at Mediengruppe RTL Deutschland and other companies, field trips to cover the European Parliament in Brussels, political reporting in Berlin, and visits to broadcasters in Washington DC and New York City.



Practical training prepares students of the RTL School of Journalism for TV and Multimedia for the world of TV journalism



SCAN TO LEARN MORE ABOUT WHAT OUR JOURNALISM STUDENTS PRODUCE



ENQUÊTE EXCLUSIVE— TEN YEARS OF IN-DEPTH REPORTING

2016 saw the tenth anniversary of M6's in-depth reporting programme *Enquête Exclusive*. To celebrate the anniversary, an evening was dedicated to the show – presented, as ever, by journalist, writer and humanitarian, Bernard de La Villardière. *Enquête Exclusive* has spent over a decade investigating stories in some of the world's most dangerous and troubled areas. It has explored everything from religious radicalism in Yemen to the Hong Kong mafia, and from the Israeli–Palestinian conflict to gang culture in Honduras. Always on the lookout for stories that reveal the lives of ordinary people caught up in extraordinary events, the team has visited more than 50 countries so far, including Iran, North Korea, Libya, Myanmar, and Chechnya.



Enquête Exclusive premiered
10 years ago at M6

The stories inform an audience of around **1.3 MILLION** French viewers every Sunday evening, and several reports have received prestigious awards, such as the Laurier du Grand Reporter. The anniversary evening featured investigative reports on the intelligence services and special forces in France and their fight against terrorism, and ended with a look back at some of the most significant stories uncovered over the years.



Bernard de La Villardière, presenter of *Enquête Exclusive*, has travelled to some of the world's most dangerous and troubled areas

SCAN TO LEARN
ABOUT TEN YEARS OF
ENQUÊTE EXCLUSIVE



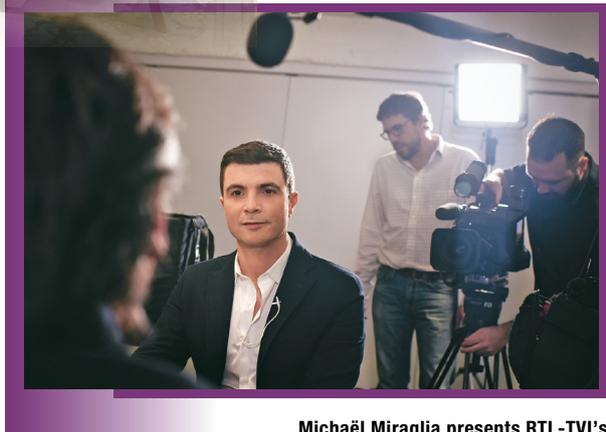
AT THE FOREFRONT OF REPORTING RESPONSIBLY



RTL Television
Chief Correspondent
Antonia Rados
interviews Turkish
President Recep
Tayyip Erdoğan



In an experiment for
RTL Television format
Das Jenke-Experiment,
reporter Jenke von
Wilmsdorff takes LSD
and experiences
the danger of drugs



Michaël Miraglia presents RTL-TVI's
weekly *Reporters* magazine always factual,
clear and comprehensive



For RTL Television's
magazine *Extra*,
reporter Caro Lobig
accompanies a
dramatic sea rescue
off the Libyan coast

// SOCIETY

RTL Group has always been aware of the great responsibility that comes with being an opinion former and information provider in society. As a leading media organisation, we are in an excellent position to make people aware of important social and environmental issues through reports, magazine shows and series.

Our responsibilities to society include:



DONATIONS AND AID

RTL Group is well positioned to support a wide range of good causes and raise money for charities, and this is something we feel it is important to do. Our high profile enables us to help raise awareness of important challenges around the world and bring social issues to the public's attention, particularly those that might otherwise go unreported or under-funded. We see this contribution to society as our duty as responsible citizens.



DIVERSITY

We offer our audiences the broadest and most inclusive spectrum of entertainment and informational programmes possible: high-quality programming for all – regardless of age, gender, ethnicity, religion, disability or sexual orientation. In 2016, we issued a new Diversity Statement, which reinforces our commitment to diverse and inclusive programming.



PROTECTING MEDIA USERS AND CUSTOMERS

We produce and broadcast a wide variety of entertaining programmes for younger audiences. We must ensure our content is suitable and responsible, particularly for our younger viewers, who aren't in a position to decide or understand what is not suitable. In addition, we protect and respect intellectual property rights, as they are the building blocks of a creative and diverse media landscape. In line with our decentralised business model, we expect each profit centre to protect its media users and customers. For example, Mediengruppe RTL Deutschland in Germany has set up a Standards & Practices department, to ensure the channels' programming is suitable for young viewers, or is broadcast at a suitable time.



ENVIRONMENT

We're a media company with no industrial operations, so we don't consume significant amounts of raw materials or fossil fuel and we are not a major polluter. Despite this, we strive to conserve natural resources and to minimise our impact on the environment and the earth's climate. This applies in particular to our consumption of electricity, which is responsible for most of our carbon emissions.

PROTECTION OF MINORS

Protecting the young is a major concern for all broadcasters. Here **SASKIA BLOM**, Senior Legal Counsel, RTL Nederland, explains how the company ensures the protection of Dutch minors in its programming.



What does RTL Nederland do to ensure children can watch TV safely?

It all starts with NICAM and Kijkwijzer. NICAM is our industry's voluntary, self-regulatory body. It stands for Netherlands Institute for the Classification of Audio-Visual Media, and enjoys broad support, with 2,200 sector companies and organisations affiliated. Through NICAM, we played our part in setting up Kijkwijzer – the classification system that warns parents and educators if a TV programme or film has content unsuitable for specific age groups.

How does Kijkwijzer work?

We employ NICAM-trained coders to watch all programmes before transmission. As they watch, they fill in an online questionnaire that records every instance of violence, fear, sex, discrimination, drug and alcohol abuse, and bad language. We use this information to create a Kijkwijzer classification based on age. So we, and the audience, know if the show is suitable for all ages, or for 6, 9, 12 or 16 and above. When we commission programmes with external production companies, we think what time slot we want to broadcast the programme, then let them know the specific Kijkwijzer category it must fit. We also take Kijkwijzer into account when we plan the schedules. We enter all the information we gather into a database, so we can show the classification to the public before the programme and in the programme information. This goes for film trailers, promotion, and onscreen programme guides, too. The different categories are shown using a series of pictograms (shown below) that are easy to understand and highly effective.

Does Kijkwijzer only apply to TV?

No, it's not just for broadcasters. Other NICAM members, such as film distributors and DVD retail outlets, use the same Kijkwijzer classification, and have their own coders working for them. And because we all use the same standards, it

means the system works across the board for all broadcast media in the Netherlands. It doesn't yet apply to the internet and social media, but that's something we're working on.

What issues does NICAM deal with?

NICAM ensures that classification standards keep up with changing technology and changing consumer needs, and tries to cover as many parties that provide content as possible. For example, NICAM deals with discussions with video-on-demand providers resulting in their voluntary membership, such as Videoland and Netflix, which both use the Kijkwijzer system. It also looks into new technology designed to protect children from harmful content, such as parental control with network providers, and being able to block certain programmes when necessary.

What are the latest advances you've made?

We're constantly looking at ways to improve and adjust the system. We recently added a new age category (9), as it was felt there was a big gap between what those aged 6 and those aged 12 could watch safely. Another new feature in the Netherlands is an onscreen programme guide that tells you the Kijkwijzer code when you turn on the television or turn over to another channel. A survey carried out among parents tells us Kijkwijzer is highly appreciated by users. We're continuing to protect our young audience to the best of our ability.



Kijkwijzer pictograms

DONATIONS AND AID

TÉLÉVIE AND
RTL-SPENDENMARATHON
BREAKING RECORDS
CHANGING LIVES

Télévie



The 28th *Télévie* in Belgium and Luxembourg set a new record, raising **€10,141,650** for cancer and leukaemia research. Olivier Pairoux and agent Verhaegen (aka Pablo Andres) auctioned off items that included a boxing glove autographed by Mike Tyson and a signed *Star Wars: The Force Awakens* poster. Stéphane Pauwels led a spinning marathon alongside volunteers, with performances from Adamo, Puggy, Alice On The Roof, Angunn, Gérald De Palmas and many more.



SCAN TO
WATCH HIGHLIGHTS
OF TÉLÉVIE 2016!

RTL- Spendenmarathon

OVER
€151 MILLION
HAS BEEN
DONATED
SINCE 1996



In Germany, the 21st edition of the 24-hour *RTL-Spendenmarathon*, hosted by Wolfram Kons, raised **€7,828,397**, bringing total donations to more than €151 million since 1996. He said: "Our social media colleagues and cooperation partners did an outstanding job to help us raise money for worthy causes. Once again I feel overwhelmed and proud."

STAND STILL TO GET
THINGS MOVING





Vox and DKMS seeks life-savers

The second season of the award-winning drama series *Club der roten Bänder* (Red Bracelets) premiered on Vox in November 2016. It features a new character, Finn, who suffers from leukaemia. This storyline is part of Vox's partnership with the German Bone Marrow Donor Centre (DKMS) to raise awareness about blood cancers. In addition, Vox gave DKMS free air time during the programme's breaks to run a 30-second commercial about a real-life girl with a bone marrow disorder, who needed a stem-cell donation, which thankfully she has now received. She encouraged people to register with DKMS to help the service gain as many new life-saving donors as possible.

13-year-old Rinah beat leukaemia and is the face of a new commercial for the German Bone Marrow Donor Centre (DKMS), produced by Vox



DONATIONS AND AID
in 2016



€ 16,556,147

Estimated net value of free air time or donated media time given to charities

€ 3,467,301

Cash donations and budget allocated to corporate foundations or charity initiatives supported internally

€ 19,039,279

Funds raised for charity during flagship events

**BERND REICHART,
VOX MANAGING DIRECTOR,
ON CDRB AND DKMS**



CULTURAL INCLUSION IN LEADING DRAMA PRODUCTIONS

FremantleMedia North America's new drama production, *American Gods*, based on the popular book by Neil Gaiman, takes cultural inclusion seriously. Bryan Fuller and Michael Green, the show's creators, made one thing clear at the outset; cultural representation and inclusion were not only part of the casting process, but also vital to the writing of the show.



American Gods will premiere on 30 April 2017 on the US pay-TV channel Starz and will be available on Amazon Prime Video in more than 200 territories from 1 May 2017

"To be true to the book, you had to cast the character who was written," says Fuller. "We're not colour-blind casting, we're actually very consciously aware of colour and ethnic specificity, because the book is so culturally precise." The producers say they frequently consult Neil Gaiman as they adapt and cast his story for TV. If he says a certain character is Indian, they listen. "When you have so much about people's cultures, you need to be culturally literate in all respects," Green points out. "You want authenticity in your storytelling. So if a character is written as culturally specific, you have a responsibility to do your best to represent that culture," says Craig Cegielski, Co-CEO of FremantleMedia North America, "There's also an expectation from the audience, who want a genuine relationship with the characters. *American Gods* is the story of immigrants. We felt it was of paramount importance to appropriately represent the diversity of cultures that make up America. We took great care to cast the net as wide as possible to find a diverse group of actors. Audiences seem to appreciate that." *American Gods* also manages to skirt the issue of religion, and where it does mention the major religions of the world, it does so respectfully. "Largely it's about forgotten myths and cultures," says Green. "It manages to discuss religion in an inclusive way."



"IF A CHARACTER IS WRITTEN AS CULTURALLY SPECIFIC, YOU HAVE A RESPONSIBILITY TO DO YOUR BEST TO REPRESENT THAT CULTURE."

Craig Cegielski

TV FOR PEOPLE WITH DISABILITIES

64,079*

Hours of subtitled, signed and audio described programmes in 2016

*Atresmedia with 38,409 hours not included (minority shareholding)



Examples of inclusive programmes in Germany and France: *Let's Dance* and *Kid et Moi*



WATCH THE AMERICAN GODS TRAILER!

ENGAGING WITH OUR STAKEHOLDERS



Anke Schäferkordt, CEO of Mediengruppe RTL Deutschland, and Professor Christian Höppner, Chairman of the Media Advisory Council of Mediengruppe RTL Deutschland

Our stakeholder engagement operates on a local basis. One successful example is the Media Advisory Council, which offers valuable advice to Mediengruppe RTL Deutschland management, paying special attention to plurality and diversity of opinion on all the broadcaster's channels. It also discusses media policy development. Media Advisory Council members represent parties in Germany's Bundestag, the Confederation of German Employers' Associations (BDA), the Evangelical Church in Germany (EKD),



The members of the Media Advisory Council of Mediengruppe RTL Deutschland in Cologne

the German Bishops' Conference (DBK), the Central Council of Jews in Germany (ZJD), the German Olympic Sports Confederation (DOSB), the German Rectors' Conference (HRK), the German Cultural Council (DKR), the immigrants' umbrella organisation, and the Central Council of Muslims in Germany (ZMD). Representatives from these organisations are appointed for a three-year term, meet twice a year, and are on hand to create task forces when required. In 2016, the meetings dealt with the role of the media and political parties in society's major issues and affairs as well as key media policy issues. These issues included creating a clear internet policy at the European, federal and regional levels, and securing the dual broadcasting system as a cornerstone of diversity in the German media landscape.

OUR FOUNDATIONS

Stiftung RTL - Wir helfen Kindern



In Rome, RTL Charity Director Wolfram Kons asks Pope Francis to bless a Baby Jesus figure that was being auctioned for a good cause

Since 1996, 'Stiftung RTL – Wir helfen Kindern' e.V. (Registered Association) has raised more than €151 million for children in need across Germany and the world, through the *RTL-Spendenmarathon*. Donations made during the 24-hour TV telethon are distributed to help tens of thousands of underprivileged children through a variety of projects, such as the RTL Kinderhäuser (Children's Houses) in Germany.

€151 MILLION



Fondation M6



For more than seven years, the M6 Foundation has put the prison world at the heart of its concerns. Its projects contribute to the rehabilitation of prisoners, focusing on employment and the fight against illiteracy. Their aim is to help prisoners rebuild their lives, and re-establish themselves within their communities. Over 18,000 detainees and their families have benefited from our actions during that time.

RTL pomaže djeci



The RTL pomaže djeci (RTL Helps Children) charity fund, begun in 2006 by RTL Televizija and Vecernji, supports projects dedicated to helping sick, disabled and underprivileged children across Croatia. It helps organisations develop projects, raise money from private and corporate donors, and ensure that the contributions are put to proper use.



SEE THE OPENING
OF AN RTL KINDERHAUS
IN BERLIN

ENVIRONMENT



RTL City – RTL Group's new energy-smart headquarters in Luxembourg

RTL Group's greener city

In November 2016, RTL Group began moving into RTL City, its new energy-smart headquarters in Luxembourg. The new buildings are powered by a high-efficiency cogeneration plant, and have a façade with a pixelated, double-skin system that uses internal blinds to reduce excess heat. The towers are cooled by thermo-active concrete and use natural ventilation.

Green energy @ RTL Nederland

RTL Nederland worked alongside the Green Media initiative to convert the Media Park in Hilversum to green power. Since July 2016, all Media Park buildings use green power for 80% of their energy. Power supplier Ennatuurlijk provides sustainable and efficiently generated electricity and green energy by working with the Dutch wind power supplier Eneco HollandseWind.



RTL Nederland's offices in the Media Park in Hilversum



Saving rain forests

Europe's leading online video company, Divimove, joined forces with WWF Germany (World Wide Fund For Nature) to promote its YouTube channel. When one of Germany's biggest YouTube stars, Simon Unge, took a two-week journey through Brazil to highlight the environmental threats posed to rain forests, the number of WWF YouTube subscribers more than doubled to 15,000.

**“WE PLAN TO REDUCE
OUR ANNUAL CARBON EMISSIONS
BY 20% BY 2020”**

RTL Group

// EMPLOYEES

RTL Group strives to be a first-choice employer. As an essential part of our corporate culture, we do everything in our power to ensure that all our people receive fair recognition, treatment and opportunities. Becoming a first-choice employer means attracting and retaining the best talent. Ultimately, this increases employee productivity, engagement and satisfaction and helps us remain competitive.

Our business is a people business. Our employees' creativity and motivation are key to our success, and a culture of pioneering and innovation can only thrive under fair working conditions. We want our business to reflect the diversity of our audiences, so we systematically promote workplace diversity.

How does RTL Group address these issues?



EDUCATION AND TRAINING

We make a wide range of training and development opportunities available to help employees grow personally and professionally. We have talent management and succession planning programmes to promote career opportunities for employees, conduct training programmes in collaboration with Bertelsmann University, and many of our business units operate internal mobility programmes.



FAIR WORKING CONDITIONS

We ensure fair working conditions by offering attractive salaries, reward systems, profit-sharing, company pensions and other financial incentives. We provide our people with training and development opportunities, facilitate their career advancement, and offer high-quality working environments and wellness initiatives. In line with our decentralised structure, local management teams implement their own programmes to suit their business needs and comply with local laws.



DIVERSITY

We ensure equal opportunities in all hiring and promotion decisions, and disciplinary measures, so long as criteria such as qualifications, performance and leadership determine those decisions. We do not tolerate any form of discrimination against employees or applicants based on age, disability, religion or belief, sexual orientation or any other specific characteristic allowed for under anti-discrimination laws. In 2016, RTL Group reinforced these commitments in a new Diversity Statement, which we expect all RTL Group companies to comply with.



HEALTH

Helping employees stay fit and healthy keeps RTL Group fit and healthy too. We are always keen to foster initiatives that promote our employees' health and wellbeing, and that raise their awareness of the importance of taking responsibility for their own health.

EUROPEAN WORKS COUNCIL — MAINTAINING GOOD WORKING CONDITIONS



The European Works Council (EWC) consists of representatives from RTL Group's local works councils in the EU. The EWC and the Senior Group Management team meet twice a year, maintaining an open dialogue to address cross-border employment issues, and to represent employee interests at the top level of the company.



“I AM SURE WE WILL DEEPEN THE GOOD AND OPEN DISCUSSION ON EMPLOYEE MATTERS, AND MANAGE THE CHALLENGES TOGETHER.”

Kai Brettmann

In 2016, the EWC visited the headquarters of RTL Group's majority shareholder, Bertelsmann, for the first time. Together with Bertelsmann CEO, Thomas Rabe, and Chief Human Resources Officer (CHRO) Immanuel Hermreck, EWC members discussed topics such as creativity, and the digital transformation of Bertelsmann and its businesses. With automation and artificial intelligence changing the world of work, Bertelsmann is continuing to invest in training for employees to gain new skills and qualifications. Another topic which was discussed on the EWC's agenda in early 2016 was diversity. In November 2016, RTL Group reinforced its position on diversity within their people, their content and their businesses with a new Diversity Statement.

The relationship the EWC has with the head of HR is perhaps the most important. After 20 years of trusted collaboration with the EWC, Romain Mannelli retired, and Francesco Costadura has taken over the

responsibility for HR at RTL Group. Kai Brettmann, Chairman of RTL Group's EWC, is optimistic about the new relationship: “I am sure we will deepen the good and open discussion on employee matters, and manage the challenges together.”

In 2016, Kai Brettmann visited RTL Group's TV channels in Hungary and Croatia to better understand how news programmes are produced under differing political circumstances. He returned very impressed with the work of colleagues in Budapest and Zagreb: “Our journalists are doing an outstanding job of providing the countries' citizens with independent and neutral information”.

At the end of 2016, RTL Group announced its plans to regroup RTL Radio (France) within Groupe M6 in Paris. The EWC is involved in consultations with management and employees of both organisations, supporting their colleagues and aiming to make the reorganisation a success. Key to this will be the ability of the brands within the enlarged Groupe M6 to maintain their different journalistic identities, a major factor in the ongoing success of their news operations.

In various locations and through many different working relationships, the EWC is always busy covering topics such as fair working conditions, training and work-life balance, and will continue to do so throughout 2017.

FAIR WORKING CONDITIONS

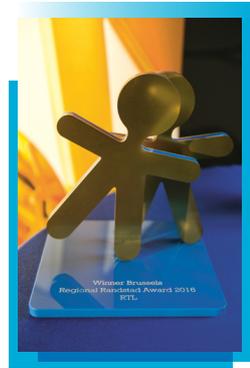
Working dads

RTL Group continues to support employees' right to make the most of the paternal leave they're entitled to. Martin Gradl, Head of the News and Magazine Center at Info Network, says: "My supervisors' response to my request quickly dispelled any doubts I had about taking my parental leave. It's definitely been an asset to my job. You develop greater organisational and social skills and increase your overall maturity." Christian Körner, Vice President Communications at RTL Television, adds: "Young parents should just go for it. Having that time together made other parts of my life run better – both at home and on the job. It does pay off."



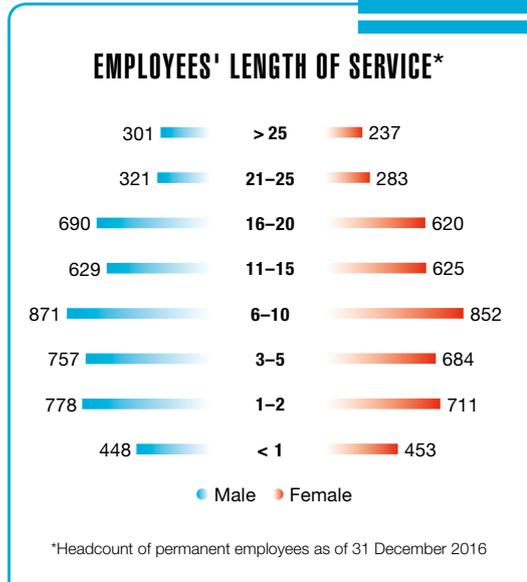
Christian has a eight-year-old daughter and six-year-old twin sons. He took his first parental leave when his daughter was nine months old, enabling the new family to spend some quality time together

Martin has three daughters, the first of whom born in 2007. He has taken parental leave after the births of all three



80%
of RTL Group's employees have permanent contracts*

*Rounding differences may occur; FTEs of permanent employees as of 31 December 2016



Attractive employer awards

For the third consecutive year, RTL Group was voted most attractive employer in Luxembourg at the Randstad Awards 2016. It recognised that RTL Group enjoys an excellent image as an employer and a strong reputation within the Greater Region of Luxembourg. In October, RTL Belgium also won the Randstad Award for most attractive employer in Brussels. This prize underscores the public's attachment to RTL Belgium as a well-established leading brand, and shows that employees make RTL Belgium a great place to work.

EDUCATION AND TRAINING

Journalists of the future



Alice Moreno, the 2016 winner of the 22nd Jean-Baptiste Dumas Grant

Alice Moreno won the 22nd Jean-Baptiste Dumas Grant, organised by RTL Radio (France). The competition gives journalism students the chance to join RTL Radio's (France) editorial department after finishing their studies. In 2016, candidates had a day to prepare a report on the theme "How do we live with terrorism?". Second prize went to Vincent Serrano. The competition took place over two days. On the first, students were told about the theme and prepared their reports. On the second, they presented their work in front of a jury of professionals. The Grant was created in 1995 in honour of RTL Radio (France) reporter Jean-Baptiste Dumas, who died in 1992.

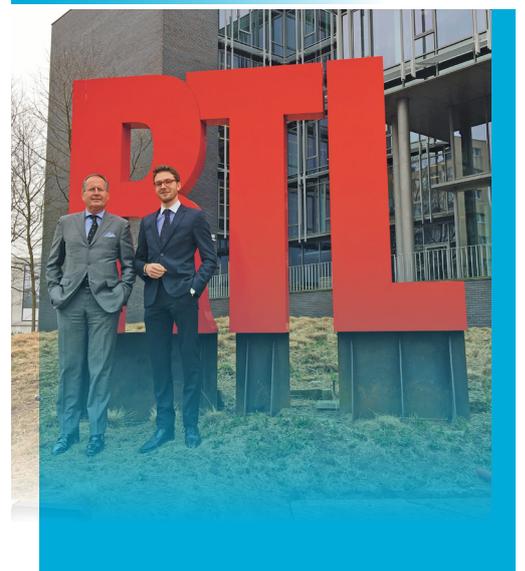
COMPLIANCE TRAINING

4,400
RTL Group
employees trained on
Code of Conduct*

*Of these, 3,500 employees have taken online training and 900 have received person-to-person training in 2016

CEO for a Day

The 'CEO for a Day' programme, organised by Odgers Berndtson, is a global initiative designed to identify promising next-generation top managers by allowing students to spend a day alongside the CEOs of top companies. This year, Nicolas Chavotier, chose to experience the working day of Philippe Delusinne, CEO of RTL Belgium. Candidates went through a rigorous selection process, with five getting the chance to step into the shoes of a CEO and to learn more about their experience and career path. For CEOs, the programme is a chance to meet some of tomorrow's potential leaders and get a clear understanding of what drives them.



Nicolas Chavotier (right) spent a day in the working life of Philippe Delusinne, CEO of RTL Belgium

HEALTH

RTL Radio Center Berlin



Annual health day

As part of the 2016 annual Health Day, RTL Radio Center Berlin employees were offered spinal check-ups and health tips focusing on the back. Experts from health insurer DAK provided professional advice on how to reduce back pain and improve posture when working at a desk or using the phone.



In 2016, RTL Radio Center Berlin's traditional Health Day focused on back health



Spin cycle

In 2016, the 12th Télévie Challenge at RTL Group's Corporate Centre again focused on health and fitness. Over 380 staff, policymakers and sports stars took to their spin bikes for the spin cycle challenge, pedalling to raise money and awareness for cancer and leukaemia research.



RTL Group employees, politicians and sports stars pedalled for a good cause



WATCH OUR EMPLOYEES CYCLE TO RAISE MONEY FOR TÉLÉVIE

EQUAL OPPORTUNITIES

We discuss management issues with some of our female leaders.

URSULA SCHMIDT,
RTL Group's
Executive Vice President Audit & Compliance,
talks about diversity
in business and her career.



What role does diversity play in your area of responsibility?

Diversity encompasses much more than the typical criteria of gender, age and ethnicity. It's about appreciating the benefits that come from groups of people who are different. In my team we are five women and four men of four different nationalities, from a broad range of educational backgrounds. This diversity is what helps us build a rapport with colleagues around the world, and do our job well. It's also what makes it fun. To me, the most important thing is that people remain curious to learn and open to change. That's a question of mindset, and of education, not so much of age or gender.

So you think the more diverse a team is, the better the results?

While it might be easier for daily working life to work with people who think in a similar way to you, that's not necessarily where the best ideas come from. I certainly notice that a variety of educational and professional backgrounds bring different analytical approaches to a question. That can be time consuming but I am sure the result is much richer.

How was your path to senior management?

Well, it wasn't a planned path with milestones every so many years. My first job had absolutely nothing to do with what I'm doing today. Starting out, I combined my studies with a love

of languages and found a job at the statistical office of the European Union. A desire for change led me to business development, then to controlling, at RTL Group. After a while I was offered the opportunity to take over internal audit, which later on I was able to broaden by taking on compliance in addition. Over the years since, I've built a team that's grown in size and scope.

What career advice would you offer?

Dare to follow your intuition, and not the standard career concepts or well-meant advice a career consultant will pull out of a drawer. It's really important to find your own path, believe in yourself and in what you are doing, and discover what you really love. Don't shy away from experiences that first might frighten you but eventually will help you grow – in my case, it was making sure I never, ever chickened out of giving presentations and standing in front of a crowd. My job now involves raising concerns and delivering bad news to management from time to time, so being a coward simply isn't an option. Mostly, dare to be yourself – you don't need to be the most popular girl in class to succeed. Staying true to your values will earn you respect in the long run.

RTL GROUP'S EMPLOYEES ARE*

52%

48%

*Headcount of permanent employees as of 31 December 2016

RTL GROUP'S MANAGEMENT IS ¹	RTL GROUP'S TOP MANAGEMENT IS ²	RTL GROUP'S SENIOR MANAGEMENT IS ³
80%	84%	79%
20%	16%	21%

¹ RTL Group's management includes top management and senior management (all data as of 31 December 2016)

² Top management generally includes the members of the Executive Committee, the CEOs of the business units and their direct Management Board Members, and the Executive Vice Presidents of RTL Group's Corporate Centre

³ Senior management generally includes the Managing Directors of the businesses inside the business units, the heads of the business units' departments, and the Senior Vice Presidents of RTL Group's Corporate Centre

DIVERSITY

SANGEETA DESAI,
COO and CEO
Emerging Markets,
FremantleMedia,
discusses the strength
of having a highly
diverse team.



What are the benefits of having a diverse team?

We serve a diverse audience in 200 countries around the world, producing programmes in 28 countries. To produce the variety, depth and range of content we do, it's important that we employ people from all types of backgrounds, with diverse thinking, when we're coming up with ideas and producing the shows. We're most likely to make shows that appeal to the broad audiences we're aiming at, if we have diverse teams making them.

Do you have any recent examples of how diversity shapes the company?

We recently bought a company in Israel specifically because it's a very creative market and we wanted to add their creative voice to our extensive global network. They have already contributed formats to our pipeline that are now travelling around the world. We're now looking at Argentina, and we're always looking to add new creative voices to the group.

Do you formally seek diversity, or is it an organic part of hiring?

Diversity is deeply rooted in our company and how we approach our shows, so it's not that we say 'we need someone of this ethnic background or gender for this role', but it is organic to the way we think about the skills we need on the team. So, for example, if we produce a broad-based entertainment show where digital plays a big part, then we would seek someone with extensive digital experience, whoever they may be.

Is there anything FremantleMedia is doing to increase diversity even further?

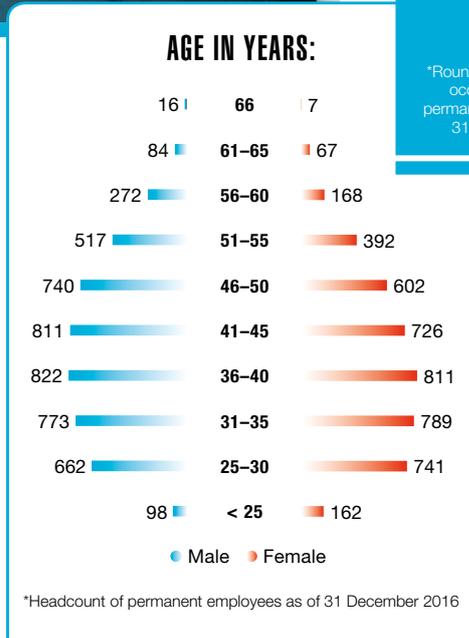
We just put in place the Ignition Board – a 13-person group made up of junior leaders. Their role is to challenge and support the Operating Board by contributing fresh ideas and perspectives on the issues facing the company. We want them to identify new talent and approaches to retaining our brightest people, discuss new

creative and commercial routes to development, and pitching our ideas to market.

We deliberately looked for junior, but up-and-coming superstars in the company, from different functions and different parts of the world, because we wanted their diverse perspectives. It's very much part of our drive to diversify our thinking, and get the views of those who've come up through a different landscape than the board.

AVERAGE EMPLOYEE AGE
40*

*Rounding differences may occur; headcount of permanent employees as of 31 December 2016



INCLUSION

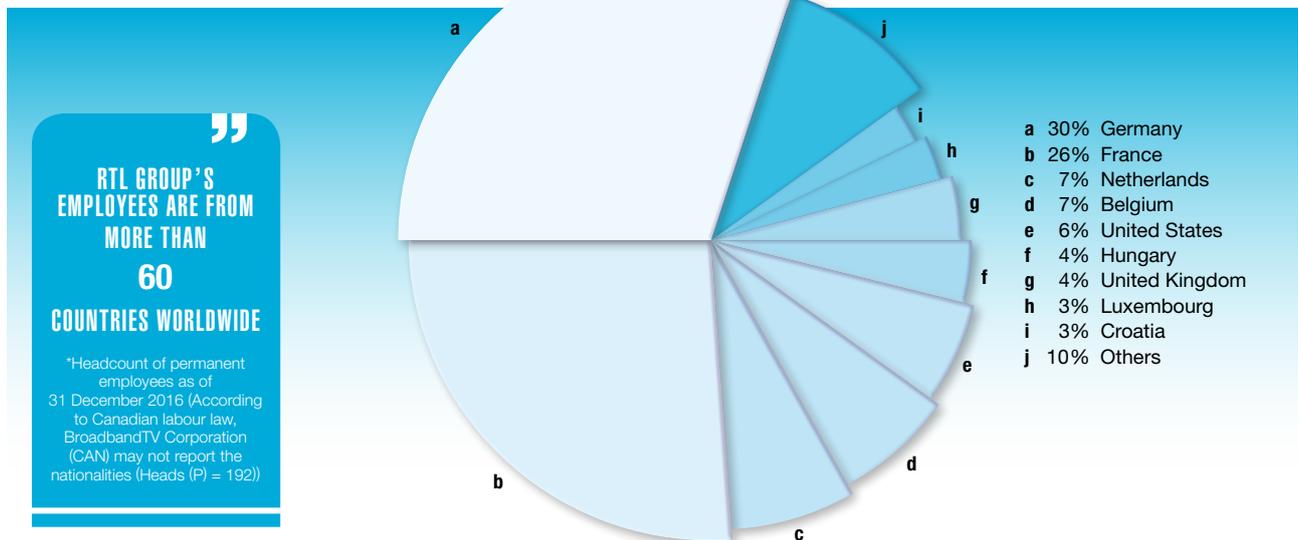
14 AU 20 NOV. 2016
**SEMAINE EUROPÉENNE
 POUR L'EMPLOI
 DES PERSONNES HANDICAPÉES**
 WWW.SEMAIN-EMPLOI-HANDICAP.COM
 PAR LADAPT

November 2016 saw the 20th anniversary of European Disability Employment Week, which aims to raise awareness of candidates with disabilities.

Since it started, the initiative has connected 21,000 recruiting businesses with over 101,000 candidates. Like every year, Groupe M6 supported the campaign with special programming, with M6, W9 and 6ter broadcasting clips called *Différent et alors!* (Different So What!) in which a disabled sports champion introduces a Groupe M6 presenter to their sport. W9 also broadcast messages from presenters and the Managing Director of the channel in sign language, encouraging us to abandon our misconceptions about disability.



Groupe M6 finds a light-hearted way to train its employees to be sensitive to visible and invisible disabilities at work



#RTL Gives Back

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