



CORPORATE SOCIAL RESPONSIBILITY OF THE COMPANY

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FOREWORD

ORGANISATION

All the sectors of the Group work together on all the social, environmental and societal aspects of the Group's corporate social responsibility (CSR) policy, coordinated by the CSR Division (one person full time), who is also responsible for non-financial reporting.

The CSR Division, created in 2005, was attached in October 2014 to the Investor Relations Division, part of the Group Strategy, Finance and Purchasing Division. The CSR Division can be contacted by email at rse@tf1.fr.

In 2014, the Board of Directors decided to set up an Ethics and Corporate Social Responsibility (CSR) Committee tasked with ensuring respect for the Code of Ethics, as well as enforcing the rules on ethics, conduct and compliance and overseeing the Group CSR policy.

An update on CSR activities is presented at each meeting of the Board of Directors by the Chairman of the Board, Nonce Paolini.

MEMBERSHIP IN THE *PACTE MONDIAL*

In 2015 the TF1 group renewed its commitment alongside French and international companies to respect and promote the ten principles of the Global Compact on human rights, labour rights, the environment, and the fight against corruption.

REFERENCE FRAMEWORKS GOVERNING GROUP CSR REPORTING AND IMPLEMENTATION OF THE "COMPLY OR EXPLAIN" PRINCIPLE

The Group's CSR report takes into account recommendations by the AMF (Autorité des Marchés Financiers) as set out in the document "AMF report on social and environmental responsibility information published by listed companies" published on November 5, 2013.

The non-financial report covering the Group's social, environmental and societal responsibilities is presented in this registration document and annual financial report in accordance with the French regulatory requirements laid down in Decree 2012-557 of April 24, 2012 relating

to Article 225 of the Grenelle 2 Act. The reporting requirement is linked to the requirement to obtain third party verification covering the required indicators. The Group's CSR Information has been audited for the fourth consecutive year. This report meets all the criteria laid down in law, in accordance with the "comply or explain" principle.

A comprehensive report based on GRI G4 guidelines is available online at www.groupe-tf1.fr/reportingrse (see the section on "GRI G4 reporting, materiality study and key issues" on page 259 of this document).

REPORTING METHODOLOGY FOR NON-FINANCIAL INDICATORS

The method for defining and collecting social, environmental and societal indicators is covered by two methodological guides shared with contributors, correspondents within Bouygues SA's Sustainable Development Division and the independent third party organisation.

To facilitate the consolidation of data and the verification of information, notably at Bouygues Group level, environmental and societal indicators are presented for a reporting period that runs from 10/1/2014 to 9/30/2015. Social indicators cover the period from January 1 to December 31, 2015.



SCOPE AND GENERAL PRINCIPLE OF COMPANY CONSOLIDATION

The TF1 group generates revenues mainly in France and in Europe. In 2015, the breakdown was as follows: 97.0% in France, 2.6% in Europe excluding France, and 0.4% for other countries.

Fully and partially consolidated companies are included in reporting except where the TF1 group does not operate the company (*i.e.* does not have management responsibility for it). An entity has management responsibility when it has the power to make decisions on the operational procedures of that very entity.

Modifications made since the previous report:

- exit of Eurosport France, closure of Stylia and sale of One Cast.

Modifications exclusively impacting the environment:

- The scope of the “environment” indicators only takes into account companies housed in the “Tour” and “Atrium” headquarters buildings in Boulogne-Billancourt. Until 2014, an exception was made for the activities of the free daily paper Metronews, which was monitored due to high paper consumption, despite the business being located outside headquarters. Since this newspaper stopped publishing a printed edition in June 2015 to become a strictly digital publication, its environmental footprint is no longer taken into account.

GRI G4 REPORTING, MATERIALITY STUDY AND KEY ISSUES

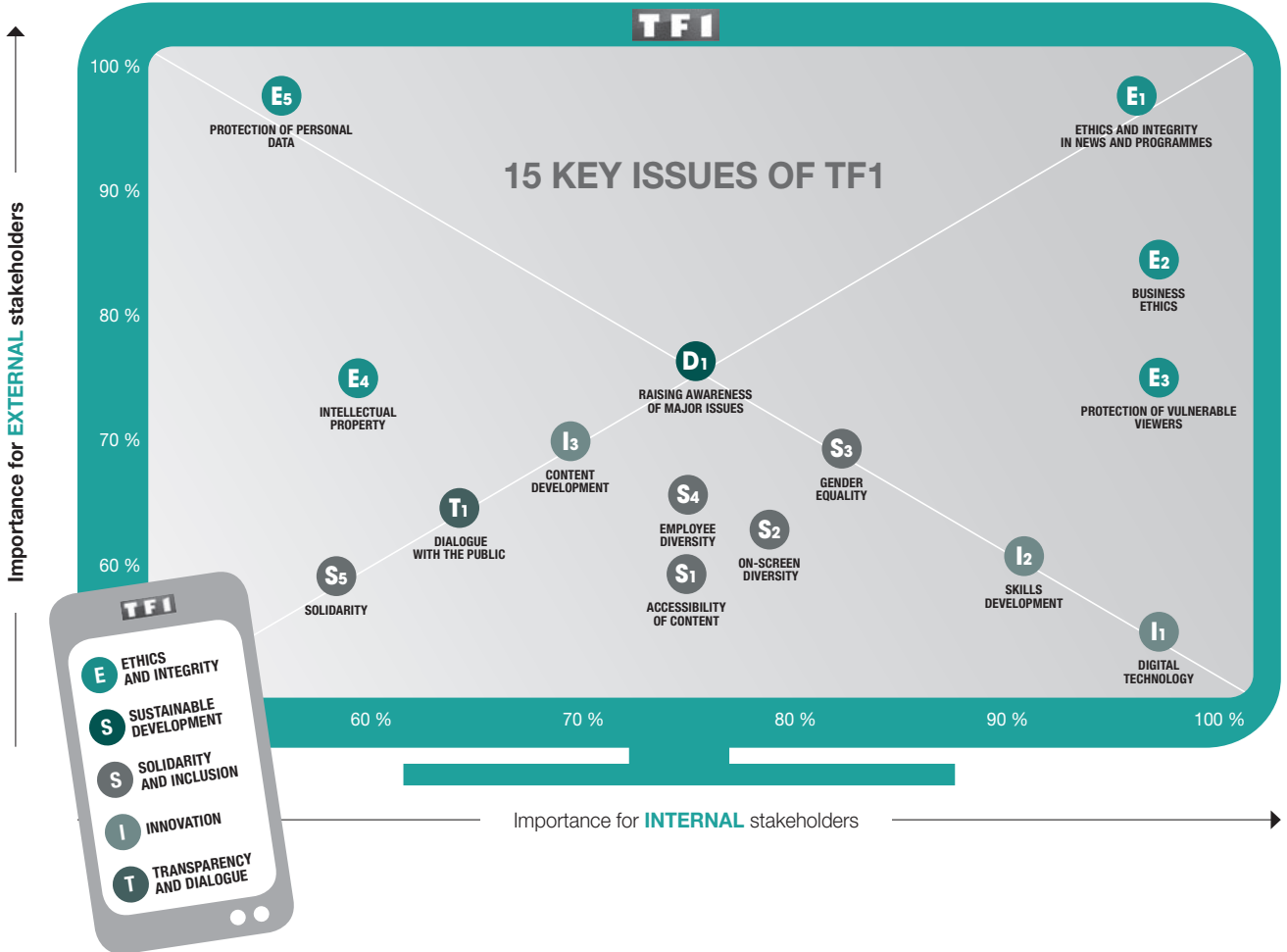
In 2014 the TF1 group launched a new website dedicated to CSR reporting on the basis of the GRI G4 (Global Reporting Initiative) guidelines. The site can be used to publish a report compliant with global guidelines, giving stakeholders both a comprehensive vision and selective access to information. The website address is <http://www.groupe-tf1.fr/reportingrse>.

Ahead of this commitment, a materiality study approved by the Materiality Check label awarded by the GRI was carried out with internal and external stakeholders. The study highlighted the 15 issues deemed

as priorities for the Group in five different areas. Ethics, and journalism ethics in particular, is the top priority, followed by equal opportunities and the representation of national diversity on our channels. Digital transition skills support is a priority for internal stakeholders, while personal data protection is paramount for external stakeholders. The methodological process and results of the study are available online at: http://www.materiality-reporting.com/reporting/tf1/pdf/fr/MATERIALITETF1@130814_FR.pdf.

MATERIALITY MAP:

The most material issues are divided into five categories.



Each of these categories includes issues relating to the content produced and broadcast, and the actions of the company.

Ethics and integrity

Ethics and integrity in news and programmes, honest practices (responsible purchasing), protection of personal data and the fight against piracy.

Diversity, inclusion and solidarity

Reflecting national diversity on-screen, promoting equal opportunities within the company, fostering community spirit and solidarity.

Sustainable development

Raising public awareness of major environmental and climate issues.

Innovation

Digital technology, innovative content, employee skills development.

Transparency and dialogue

Stakeholder dialogue, particularly with the public.

CSR STAKEHOLDERS AND CONTRIBUTORS WITHIN THE TF1 GROUP BY CATEGORY



ETHICS AND INTEGRITY (PROGRAMMES AND BUSINESS)

- Broadcasting Division, News Division
- General Secretariat, Legal Affairs Division,
- Ex-rights Purchasing Division, Rights Acquisition and Trading Division,
- Internal Resources Division, e-TF1, TF1 Publicité.



DIVERSITY, INCLUSION AND SOLIDARITY

- Broadcasting Division, News Division, Diffusion Division,
- Internal and External Communication,
- Corporate Foundation, Diversity Committee,
- Ex-rights Purchasing Division, Rights Acquisition and Trading Division,
- Human Resources Division, including Group Disability and Diversity and Fifty-Fifty Network.



ENVIRONMENT AND SUSTAINABILITY

- Broadcasting Division, News Division, Ushuaïa TV,
- Corporate Services Division, Information Systems Division,
- Ex-rights Purchasing Division, CSR Division.



INNOVATION

- Broadcasting Division, News Division, Rights Purchasing Division,
- Innovation Division, e-TF1,
- Human Resources Division, including Talent Development.



DIALOGUE AND TRANSPARENCY

- Internal and External Communication Division,
- General Secretariat, Legal Affairs Division,
- Investor Relations Division,
- CSR Division.

EXAMPLES OF ISSUES AND KEY OBJECTIVES BY CATEGORY OF ACTION*



ETHICS AND INTEGRITY OF CONTENT (NEWS/PROGRAMMES AND BUSINESS)



Challenges/Objective/Indicator



2015 data



Actions

E1 – News and programme ethics and integrity

Objective: uphold the ethical and integrity commitments made to the public before the French broadcasting regulator (CSA)

Indicator: number of CSA comments

**1 caution for TF1,
1 for LCI**

- **Annually:** all staff involved in programme-making are trained on their rights and duties by the Legal Affairs Division;
- **2016:** publication of the Editorial Code of Ethics.

E2 – Business ethics

Objective: based on the Code of Ethics published in 2014, promote good governance and engage in ethical relations with all Group stakeholders

- **2014:** publication of the Code of Ethics and compliance documents and appointment of the Ethics and CSR Committee by the Board of Directors;
- **2015:** ethics and compliance risk mapping by business, distribution of documents to Management Committees, training with “business” specifications; renewal of the Responsible Supplier Relations Label.
- **2016:** distribution of documents to all employees, drafting of a Charter of Institutional Relations

* Full table available on the website groupe-tf1/reportingrse



DIVERSITY, INCLUSION AND SOLIDARITY



Challenges/Objective/Indicator



2015 data



2015 data

S2 – Reflecting national diversity on-screen

Objective: reflect the full spectrum and diversity of French society on-screen, without stereotyping or omissions.

Indicator: number of diversity training sessions, particularly for programme contributors

Since the signing of the Diversity Charter in 2010, 1,587 employees and managers have received diversity training, including 663 involved in programme-making. (192 participated in 2015.)

- **Annually:** TF1 sets out its quantitative commitments before the CSA, sending a letter to all producers of non-scripted broadcasts asking them to focus on diversity during castings;
- **2015:** new commitments to women's roles on the channels; filming of the *Zadig et ta Mère* pilot created in the writing workshop with the TF1 drama unit, HD1, PM and the ACSE set up in 2014; 3 TF1 Diversity Committee sessions; meetings with committed producers and anti-discrimination organisations;
- **2016:** training of staff from the "programme compliance" unit, launch of a study on ethnic diversity in news programmes;

S3 – Gender equality within the company

Objective: promote gender equality within the company in the interests of social justice and to boost performance, particularly by increasing the percentage of women classified internally as grade C3 and above

Indicator: percentage of women classified as C3 and above

45.4% (488 out of 1,075)

- **2012:** first gender equality agreement, specific budget allocated for salary adjustment;
- **2014:** women's network focus group, introduction of cross-mentoring with Bouygues Telecom and Cisco, Women in Leadership training;
- **2015:** ratification of the "Diversity and Performance" action plan by COMEX and creation of the Fifty-Fifty corporate network;
- **2016:** renewal of the gender equality agreement, parenthood guide and signing of the parenthood charter.



ENVIRONMENT AND SUSTAINABLE DEVELOPMENT



Challenges/Objective/Indicator



2015 data



Actions

D1 - Raise public awareness of sustainable development, reduce the Group's direct footprint

Objective: Educate our audiences on major climate-change issues and changing lifestyles and spending habits. Reduce the Group's direct environmental footprint (-20% in electricity consumption in 2020 compared to 2012)

Indicator: number of TF1 televised newscasts dealing with climate change and solutions **800+**

- **2015:** outstanding channel coverage of the UN Climate Change Conference in Paris (COP21), numerous events organised by the Group for its business partners, suppliers and advertisers. Ushuaïa TV, a channel dedicated to sustainable development and protecting the planet, celebrated its 10th anniversary.

Indicator: change in electricity consumption compared to 2012
2012: 25,553 MWh
2015: 22,366 MWh
Score: -12.5%

- **Annually:** numerous reduction measures: ("Epeat Gold" computer equipment, "Energy Star" monitors, workstation hibernation, introduction of a "cloud first" policy (server virtualisation and integration in the cloud), reduced operating times of terminal equipment in offices (air-conditioning);
- **2015:** Launch of an ISO 50001 certification process;
- **2016:** energy management system set up involving the entire Group.



INNOVATION



Challenges/Objective/Indicator



2015 data



Actions

I1 - Digital technology

Objective: find new ways of incorporating the latest trends: catch-up TV, immersive 360-degree filming, multi-camera, short formats, etc.

Indicator: number of IPTV visitors **16 million in May, 2015**

- **2015:** TF1 and Paris&Co create an incubator for innovative start-ups around the theme of "new products and services", in partnership with Epitech, the Paris Graduate School of Digital Innovation. The aim is to help students develop projects and be as close as possible to the creation of new ideas.
- **2016:** initial results of the start-up incubator expected by July 2016, review of the funding scheme during the partnership, and selection of two teams from Epitech to develop their projects at TF1.



DIALOGUE AND TRANSPARENCY



Challenges/Objective/Indicator



2015 data



Actions

D1 - Dialogue with the public

Objective: increase our visibility, grow our image, share our values, create an authentic connection with the public.

Indicator: number of interactions with the Audience Relations Department (ARD)	55,000 replies to contacts via email, post and calls to the ARD	<ul style="list-style-type: none"> • Annually: nationwide tours by TF1 celebrities (#LesRencontresTF1), meetings with high-school students organised by the TF1 Corporate Foundation, mini-internships for secondary school students, showroom and newsroom tours and support for innovative teaching programmes;
Indicator: number of TF1 web page hits on social media	+ 38,648,600 contacts on social media	<ul style="list-style-type: none"> • 2015: the TF1 Corporate Foundation became the partner of the "class without grades" at the Louise Michel secondary school in Epinay sur Seine, organising a "digital camp" for 26 girls in partnership with Microsoft; opening TF1's doors to the public for European Heritage Days.

VARIABLE COMPONENT IN THE REMUNERATION OF THE EXECUTIVE DIRECTOR

Since January 1, 2014, on a proposal by the Remuneration Committee, the variable remuneration of the Executive Director has included a qualitative criterion on the corporate social responsibility performance

of the company (TF1's ongoing presence in non-financial ratings indices, as described below).

MEDIA CSR FORUM

TF1 also plays a unifying role in the profession by coordinating, with the ORSE (*Observatoire de la Responsabilité Sociétale des Entreprises*), the Media CSR Forum that invites French media players to develop sector-based indicators and exchange best practices. The "CSR Guide for the Media Sector", the first Group deliverable, was presented at a public event in March 2014. It is available at http://www.orse.org/nos_publications-52.html (in French).

RECOGNITION OF TF1'S PERFORMANCE IN STOCK MARKET INDICES ON SUSTAINABLE DEVELOPMENT

Presence of TF1 in SRI indices in 2015:

DJSI:

- DJSI World and DJSI Europe Index. Based on a survey conducted in 2015, Robeco Sam ranks TF1 as third in the world in its sector, with a less than 5% difference from the leader ("silver class" level) and awarded it the title of "Sustainability mover" for the extent of its progress.

FTSE4Good Index series (ongoing in 2015)

Euronext Vigeo Indices (ongoing in 2015)

- Euronext Vigeo World 120
- Euronext Vigeo France 20
- Euronext Vigeo – Eurozone 120
- Euronext Vigeo – Europe 120

Ethibel Sustainability Index Excellence Europe (ongoing)

Oekom: In 2015, TF1 satisfied the investment criteria defined by the German ratings agency.

Gaïa Index: TF1 ranked second in the GAIA midcap segment ratings.

For the second consecutive year, TF1 was also awarded the "Grand Prix de la Transparence de l'information financière" in recognition of the transparency of its financial reporting.



7.1 SOCIAL INFORMATION

7.1.1 SOCIAL POLICY AND SOCIAL RISK FACTORS

The TF1 group operates in a highly changing environment given the rapid evolution of technologies and the arrival of new players, including pure players in the digital sector. Global competition is strong amid a lacklustre economic context. This is why it is vital to foster the agility and creativity of employees and develop digital competencies across all our businesses. In response to these developments, the Human Resources Division was reorganised at the end of 2015:

- the Human Resources Operational Division, which plays a major role in advising management and supporting the business day to day and covers all HR Departments at TF1 and its subsidiaries;
- the HR Shared Services Division (administration, payroll, information system), responsible for the quality and availability of HR data;
- the Social Affairs Division, which defines and implements the company's legal and social policy and manages the special relationship between management and labour;
- the Talent Development Division, in charge of anticipating skills requirements, formulating a structured career development policy and maintaining high standards of staff training through the TF1 University. It is also responsible for the employer brand and diversity;
- Internal Communication Division.

The Group adapted to the economic environment by exercising wage restraint and scaling back recruitment in favour of internal mobility and without additional recourse to temporary staff or freelancers, who remain a marginal component of the workforce.

In terms of quality of working life, a number of company agreements establish a comfortable professional status in terms of social protection, employee savings and access to training. This policy was not called into question in 2015.

Teleworking is currently being trialled. Thus far, teleworking has proved to be a win-win initiative and fosters buy-in of new technologies.

Since 2007, the year in which the TF1 Corporate Foundation and "Mission Handicap" were created, the TF1 group has endeavoured to encourage job applications from those who would not otherwise apply. The Group has since stepped up its efforts to prevent discrimination, as attested by its securing the Diversity Label in 2010. Lastly, in 2015 TF1 publicly

demonstrated its commitment to tackling all forms of discrimination, signing the LGBT charter for the prevention of discrimination against lesbian, gay, bisexual and transgender people, sponsored by the organisation *L'Autre Cercle*. Concerning promotion and compliance with the provisions of the fundamental agreements of the International Labour Organization (ILO), TF1, which is a French company and whose workforce is mainly French, applies French, European and international law.

HUMAN RESOURCES RISK

RISK IDENTIFICATION

- The openness, quality and commitment of TF1's staff are critical to the Group's success.

Should the Group find itself unable to attract and retain the required expertise and talent, this could affect TF1's ability to achieve its objectives and have an adverse effect on its results.
- Synergies between activities require managers to foster cross-cutting approaches and the independence of employees, this last serving to generate commitment.

RISK MANAGEMENT

The new organisation put in place and in particular the new Talent Development Division fully take into account the Group's need to attract and retain skilled employees.

The Group's subsidiaries and management closely monitor employee indicators, the results and the appeal of TF1 among the current and future working population.

To attract talented individuals, the Group leads initiatives with targeted universities and schools. The Group has strengthened its presence in social media. The employer brand is showcased in the spirit of the *Raison d'être* of TF1 as established in 2014 and communicated in external communication campaigns.

To develop and retain talented individuals, the Group also focuses its efforts on a targeted remuneration policy and implements training and career development programmes.

7.1.2 SOCIAL REPORTING PARAMETERS

Scope: all employees having an employment contract with the TF1 group.

Reference period: 01/01/2015 to 12/31/2015.

Changes in scope from the previous report: exit of Eurosport France, closure of Stylia and sale of One Cast.

7.1.3 WORKFORCE

The workforce of the TF1 group is broken down as follows.

OPEN-ENDED (OE) AND FIXED-TERM (FT) CONTRACTS

INDICATOR: GROUP OE AND FT WORKFORCE

At 12/31 (Scope: world, OE, FT)	% revenues	2015	2014	2013
Clerical, administration, technical and supervisory staff	100.0	673	684	900
Managers	100.0	1,759	1,792	2,252
Journalists	100.0	455	475	618
TOTAL	100.0	2,887	2,951	3,770

The change in 2015 is due to the exit of Eurosport France, the redundancy plan at Metronews and reorganisation of LCI pending the CSA's decision on its transfer to freeview on DTT.

INDICATOR: OE AND FT WORKFORCE BY GEOGRAPHIC REGION

At 12/31 (Scope: world, OE, FT)	% revenues	2015	2014	2013
France	97.0	2,844	2,906	3,502
International	3.0	43	45	268
Europe (excluding France)	2.6	39	45	249
Africa and Middle East	0.1	2	*0	5
North America	0.1	2	*0	1
Central and South America	-	0	0	0
Asia-Pacific	0.2	0	0	13
TOTAL	100.0	2,887	2,951	3,770

* The breakdown of employees seconded abroad in 2015 was not completed for 2014 (methodological change)

INDICATOR: AGE PYRAMID AND AVERAGE LENGTH OF SERVICE

At 12/31 (Scope: France, OE, FT)	% revenues	2015	2014	2013
< 25	97.0	192	174	206
25-34	97.0	683	705	998
35-44	97.0	886	979	1,209
45-54	97.0	810	795	859
55 and over	97.0	273	253	230
Average age	97.0	41	41	40
Average length of service at TF1 group	97.0	12	12	11



INDICATOR: NATURE OF WORK CONTRACT

At 12/31 (Scope: world, OE, FT)	% revenues	2015	2014	2013
Number of employees on OE contract	100.0	2,565	2,693	3,451
Number of employees on FT contract (including apprenticeship, work-study, professional development contract, etc.)	100.0	322	258	319
<i>o/w number of employees with a professional development contract</i>	<i>100.0</i>	<i>152</i>	<i>129</i>	<i>171</i>
<i>o/w number of employees with an apprenticeship contract</i>	<i>100.0</i>	<i>34</i>	<i>47</i>	<i>54</i>

The increase in the number of fixed-term contracts is due to the reorganisation of LCI pending the CSA's decision on its transfer to freeview on DTT.

the application of the 2006 Broadcasting Sector National Agreement for workers employed on very short or part-time fixed-term contracts. TF1 played an active role in these negotiations under the auspices of the Private Television Syndicate, STP (comprising TF1, M6 and Canal+). Since 2007, TF1 has also sought to apply this agreement with its trade unions in the form of a collective agreement on the use of very short or part-time contracts in order to monitor and control the use of these types of contracts, restricting it to only those cases where the specifics and requirements justify it within TF1.

SHORT-TERM CONTRACT WORKERS

TF1 GROUP POLICY ON THE USE OF TEMPORARY WORKERS

The TF1 group endeavours to maintain an extremely low rate of temporary staff (technical temporary workers, freelance actors, and directors). The rate for the TF1 group in 2015 was 9.9% and 3.5% for the TF1 channel – the lowest for a company in the private television broadcasting sector according to the benchmark published by the STP (Syndicat des Télévisions Privées).

STATUS OF TEMPORARY STAFF IN THE TF1 GROUP

In order to provide temporary staff with high-quality social security cover, in 2008, the STP signed the National Inter-Sector Collective Agreement establishing collective cover for death and disability insurance.

Today, temporary employment within the Group is mainly concentrated at TF1 Production (the production of drama is, by nature, not constant over time).

The TF1 group also allows temporary staff fulfilling eligibility conditions to benefit from the social and cultural activities offered by the TF1 Works Councils.

This is the result, firstly, of a proactive approach by TF1, which for several years has preferred to bring non-permanent employees onto fixed-term contracts as soon as activity levels permit, and secondly,

Temporary staff working at TF1 are also eligible for the Group's compulsory and voluntary profit-sharing schemes, which draw on the Bouygues group's leveraged employee savings schemes.

Throughout the entire Group, the Full Time Equivalent, over 12 months, of non-permanent employees was as follows:

INDICATOR: RATE OF FULL-TIME EQUIVALENT WORKERS OVER 12 MONTHS REPRESENTED BY NON-PERMANENT EMPLOYEES

[Jan-Dec] (Scope: World, \sum temporary staff end of month / (\sum temporary staff end of month + Workforce on fixed-term contracts at end of year N))	% revenues	2015	2014	2013
Share of full-time equivalent workers represented by non-permanent employees (short-term contract workers excl. freelancers)	100.0	9.9%	9.1%	8.4%

EMPLOYEES FROM OUTSIDE TF1

INDICATOR: FTE OVER 12 MONTHS OF TEMPORARY WORKERS

[Jan-Dec] (Scope: France, temporary workers) (\sum days of temporary employment x 7 hours / 1,607 hours)	% revenues	2015	2014	2013
Number of temporary workers as FTEs	97.0	8.0	19.5	20.6

The employment of staff external to the TF1 group (temporary workers) corresponds to a full-time equivalent of 8.0, representing just 0.3% of the Group's permanent workforce. The figures published in 2014 and 2015, which are much higher, are taken from data verified in 2015.

In its service contracts, TF1 includes clauses related to the promotion and respect of the fundamental ILO Conventions' provisions, notably on the prohibition of forced labour.

HIRING AND DEPARTURES

INDICATORS: HIRING AND DEPARTURES

[Jan-Dec] (Scope: World, OE, FT)	% revenues	2015	2014	2013
Number of hires on open-ended, fixed-term, apprenticeship contracts, etc. Scope: World, OE, FT	100.0	538	421	517
<i>o/w open-ended recruitment, France</i>	<i>97.0</i>	<i>93</i>	<i>102</i>	<i>112</i>
Number of resignations Scope: France, OE	97.0	61	48	82
Number of compulsory retirements Scope: France, OE	97.0	0	0	0
Number of retirements Scope: France, OE	97.0	1*	0	2
Number of redundancies Scope: France, OE	97.0	77	83	154
Number of contracts terminated by mutual agreement Scope: France, OE	97.0	30	36	43
Number of FT contracts terminated Scope: France	97.0	295	241	255

* This was actually a death rather than a retirement.

Faced with a difficult economic environment over the last 5 years, the TF1 group has limited recruitment (excluding cyclical professions or those related to production and excluding disabled hires). Each job application is subject to an electronic "recruitment authorisation request", duly completed and ultimately signed off by the TF1 group's HR Director, in order to make sure that it is absolutely necessary. This

decision paved the way for synergies between departments, helped by a proactive job mobility policy. It should be noted that the recruitment of disabled workers, which is covered by a three-yearly agreement, and recruitment under work/study contracts are not concerned by these restrictions, but rather are encouraged to reach the thresholds defined in our agreements.

INDICATOR: INSTABILITY RATE

[Jan-Dec] (Scope: France, OE) (\sum resignation OE + \sum redundancy OE + \sum mutually agreed termination of contract)/average workforce OE	% revenues	2015	2014	2013
Instability rate	97.0	6.6%	6.2%	8.5%

TF1 endeavours to support employees who are led to leave the Group (other than through resignation). To this end, company-wide agreements in place within the TF1 group companies provide for significantly higher levels of compensation for dismissed personnel than the minimum amounts required under the French Labour Code (between 35% and 100% of a month's salary per year of service, versus 20%).

In 2015, the pivot towards digital by the Metronews business resulted in a redundancy plan being implemented for 58 employees, including 10 employees reassigned within the Group.

7.1.4 ORGANISATION OF WORKING HOURS

ANNUAL WORKTIME: SUMMARY OF WORKTIME ADJUSTMENT AGREEMENTS

Agreements on adjusting and reducing working hours (Time Off In Lieu, or "TOIL", agreements) have been reached in all Group companies. They govern the different staff categories according to status, with agreements for permanent staff (production, technical and administrative staff and journalists) and for temporary workers.

Under the agreements applicable within TF1, non-managerial personnel work 37 hours per week and have 14 days of TOIL per year, and managerial staff, under a fixed number of working days (213 to 216 days), have 12 or 13 days of TOIL per year. The TOIL agreements negotiated therefore allow all personnel to work on the basis of fewer annual hours than the statutory amount (1,607 hours and 218 days).

Regarding the monitoring of working hours, a precise count of worked and non-worked periods will be provided monthly to the employees concerned, who will be able to easily communicate any anomalies to their Human Resources Division. Concerning the monitoring of workloads, an additional interview will be organised once a year, on top of the interview provided as part of the annual performance appraisal. On the basis of this interview, line managers will, where required, propose an action plan aimed at rectifying any imbalance. Employees can also request the intervention of a Human Resources manager in the event of any contrasting appraisals of workload or when corrective measures are not applied.

Finally, a unanimous agreement on the reform of the working time account places an upper limit on the number of days that can be banked to encourage employees to take leave and thus improve work/life balance.



BONUSES RELATED TO WORKING TIME

The TOIL agreements established within the Group also provide for a set of bonuses to compensate for the constraints related to specific work organisations, given the constraints of the audiovisual business. Working time is assessed for the categories of staff concerned on a continuous broadcasting basis. As a result, agreements take into account the issue of rotas, early-morning and late-night shifts, the number of days in the week worked in each rota, and weekends and/or public holidays worked, with "hardship" allowances to compensate for these.

POLICY ON TAKING REST DAYS AND LEAVE

All TF1 group companies are governed by worktime adjustment agreements that enable staff to manage their TOIL days, provided that each department continues to operate smoothly.

Likewise, to ensure that all staff have the opportunity to acquire new skills, for their own personal development and with no specific links to their jobs, the company allows TOIL days to be converted for personal development. TOIL days can thus be used by employees in order to

finance all or part of the cost of the educational training chosen by the employee.

The TF1 group started testing teleworking at three entities (audiovisual rights acquisition and cinema subsidiaries; information systems and human resources) on September 1, 2014. One-third of the 240 employees potentially concerned are teleworking one day a week. The day is chosen in agreement with their manager. The trial ended on December 31, 2015 and will give rise to a shared assessment with the trade unions.

TELEWORKING

Teleworking is an aspiration of an unquantified but non-negligible number of Group employees. Several trade unions representing a majority of employees are communicating that aspiration to Human Resources.

For employees, teleworking is aimed at improving professional well-being and the quality of life in general, through reduced commute times, stress and fatigue.

For the company, teleworking leads to more motivated and efficient employees as they are subject to fewer constraints.

INDICATOR: ANNUAL WORKTIME OF PTAS⁽¹⁾

Status of PTAS ⁽¹⁾ (Scope: France, OE, FT)	Annual worktime of PTAS ⁽¹⁾ (contractual and not actual hours)
Non-management in constant hours and cycles (employees and supervisory staff)	From 1,569 to 1,576 hours
Managers working in cycles	From 1,584 to 1,591 hours
Managers with a fixed number of annual days	From 213 to 216 days
Senior managers	NA

(1) Production, technical and administrative staff.

INDICATOR: ANNUAL WORKTIME OF JOURNALISTS

Status of journalists (Scope: France, OE, FT)	Journalists' annual worktime (contractual and not actual hours)
Journalists with a fixed number of annual days	From 208 to 215 days
Senior managers	NA

ANNUAL WORKTIME: PART-TIME EMPLOYEES

On average 203 permanent/fixed term staff were employed part-time in 2015. The decision to work part-time is a personal choice in practically all cases in the TF1 group.

INDICATOR: NUMBER OF PART-TIME EMPLOYEES

[average Jan-Dec.] (Scope: France, OE, FT)	% revenues	2015	2014	2013
Part-time employees	97.0	203	214	226
Percentage of part-time employees	97.0	7.1%	7.9%	6.5%

OVERTIME HOURS

INDICATOR: NUMBER AND AMOUNT PAID IN OVERTIME HOURS

[Jan-Dec] (Scope: France, OE, FT, short-term contract workers)	% revenues	2015	2014	2013
Overtime hours	97.0	54,179	43,163	50,141
Amount (in euros)	97.0	1,695,148	1,361,460	1,627,364

ABSENTEEISM AND REASONS FOR ABSENCE IN THE TF1 GROUP

INDICATOR: ABSENTEEISM

[Jan-Dec] (Scope: France, OE)	% revenues	2015	2014	2013
Rates of absenteeism	97.0	2.90%	2.48%	2.27%
Total days' absence	97.0	26,700	24,000	26,877
Days absent for sickness	97.0	25,373	22,650	25,965
Days absent for occupational accidents	97.0	905	781	514
Number of days of absence for travel-related accidents	97.0	396	358	398
Number of days of absence for work-related illness	97.0	26	211	0

The health and safety of its employees is an important concern for the Group, which has introduced an action plan to counter absenteeism.

The Medical Department has run flu vaccination campaigns for many years. It also offers booster vaccinations and first aid kits to staff travelling on reporting assignments. Occupational health physicians raise awareness of lifestyle issues among the workforce and alert HR if and when they identify psychosocial risks.

Employees regularly attend medical examinations arranged by TF1's Medical Department.

The Group's management, the Health, Safety and Working Conditions Committee and the occupational health team regularly issue recommendations on driving while on professional assignment. All these players work together to ensure that regular training is provided in life saving and first aid.

7.1.5 COMPENSATION AND EMPLOYEE SAVINGS

Despite the challenging and uncertain economic environment and increased competition in the market for advertising space, the mandatory annual negotiations for 2015 resulted in a 1.2% increase in basic pay. Following the exemplary efforts of the management, a 1% increase was negotiated for members of the Management Committee, covering 150 key managers of the Group. To put these figures into perspective, inflation was only 0.3% in 2015.

Salary increases, made entirely on an individual basis, take account of key competencies for the future of the Group, the results obtained and market values. In this respect, a 2014 Hay study commissioned by media groups demonstrated that the TF1 group ranks substantially above the median of the sector and large companies based in Île-de-France for support functions and audiovisual functions (technical staff, journalists).



GROSS COMPENSATION

INDICATOR: AVERAGE GROSS ANNUAL COMPENSATION BY PROFESSIONAL CATEGORY WITHIN THE GROUP

<i>Scope: France, OE excluding suspended contracts (in euros)</i>	% revenues	2015	2014	2013
Supervisory staff	97.0	40,461	40,148	38,505
Managers	97.0	69,118	67,770	65,977
Journalists	97.0	78,620	77,515	71,811
All categories	97.0	65,699	64,553	62,124

VOLUNTARY AND COMPULSORY PROFIT-SHARING AND EMPLOYEE SAVINGS

The TF1 group employee savings scheme (PEG) was created on December 15, 1992.

In all, 76.6% of eligible employees were members of the PEG scheme at December 31, 2015 (up from 75.5% in 2014). The company's maximum matching contribution is €3,750 gross per employee per year, making a total gross contribution of €6.78 million. The matching contribution is

200% on the first €300 paid, which encourages saving by employees with the lowest remuneration, then 100% up to an annual limit of €3,750.

To help employees prepare to fund their retirement, the Bouygues group has set up a retirement savings plan (PERCO). At December 31, 2015, 16.5% of eligible employees were members of the plan. The company's matching contribution varies from 20% to 100% depending on the amount invested by the employee, with a maximum of €1,290 gross per employee per year. The total amount of employer's contributions was €380,000.

INDICATOR: RATES OF MEMBERSHIP OF THE GROUP EMPLOYEE SAVINGS SCHEME (PEG) AND RETIREMENT SAVINGS PLAN (PERCO)

<i>(Scope: France, OE, FT)</i>	% revenues	2015	2014	2013
Percentage of eligible employees who belong to the employee savings scheme (PEG) (%)	97.0	76.6%	75.5%	73.4%
Percentage of eligible employees who belong to the Group retirement savings plan (%)	97.0	16.5%	15.8%	14.7%

INDICATOR: AVERAGE GROSS AMOUNT PAID BY EMPLOYEE (PROFIT-SHARING AND INCENTIVE SCHEMES)

<i>Year of payment (Scope: France, all contracts)</i>	% revenues	2015	2014	2013
Average gross amount paid per employee under profit-sharing scheme (€)	97.0	1,048	1,206	1,540
Average gross amount paid per employee under incentive scheme (€)	97.0	502	0	0

Group employees own 6.4% of TF1's share capital (down from 6.8% in 2014) through the TF1 Actions group investment fund.

7.1.6 PROFESSIONAL RELATIONSHIPS AND REPORT ON COLLECTIVE AGREEMENTS

OVERVIEW OF PROFESSIONAL RELATIONSHIPS WITHIN THE TF1 GROUP

All Group companies have staff representative bodies: employee representatives, Works Councils, Combined Works Council and employee representatives, Health, Safety and Working-Conditions Committee and Trade Union Delegates, representing a total of 31 bodies and 200 elected representatives within the TF1 group.

In application of the 2006 agreement on resources devoted to TF1's trade unions, it should be noted that the unions have full-time union officials (5 in total within TF1 SA). Furthermore, in 2014, TF1 granted a budget of €14,761 for economic, social and trade union training, which paid for 19 days of training in this area.

REPORT ON COLLECTIVE AGREEMENTS

Concerning compensation and employee savings, as it does every year, the TF1 group signed Mandatory Annual Negotiations (MAN) agreements at all the companies concerned.

Several agreements were signed with the trade unions in 2015:

- the agreement on ethnic diversity;
- the agreement on the working time account;
- second amendment to the profit-sharing agreement.

As part of the MAN, in January 2015 TF1 negotiated and signed an agreement on:

- a 1.2% increase in the base salaries of employees outside the Management Committee (150 key managers of the Group);
- a 1.0% increase in the base salaries of members of the Management Committee;
- the application of the negotiated increase for employees who went on maternity leave in 2015;
- the payment of 80.0% of public transport expenses (Navigo travel card & Vélib' bike rental);
- the payment of company restaurant admission fees to the amount of €5.60 ;
- the payment of the full salary (100%) for employees taking partial or full paternity or childcare leave;

- the granting of four authorised paid days of absence for employees concerned by a commitment relating to a civil partnership contract (PACS).

AGREEMENT RELATIVE TO THE PRIVATE HEALTH INSURANCE SCHEME

An amendment to the health insurance scheme of the TF1 group (applicable from January 1, 2013) was signed by the trade unions (CFTC, FO, CGC, CFDT) with a view to adapting contributions and cover while maintaining a high-quality social security coverage consistent with market rates. Following several Working Meetings of the Death and Disability Insurance Coordination Committee (five in 2014), the decision was made to increase the amount of contributions so as to finance the impact of the carry-over of benefits resulting from the ANI (national inter-professional) agreement of January 11, 2013 and to returning the health insurance scheme to financial equilibrium.

INDICATOR: TRADE UNION REPRESENTATION AT THE GROUP (PERMANENT MEMBERS) IN 2015

(Scope: France)	Works Council	Personnel delegates	Combined delegates	Board of Directors	Total
CFTC	13	19	26	17	75
FO	2	6	0	1	9
CGC	0	1	0	0	1
CGT	0	1	0	0	1
CFDT	4	7	0	0	11
Independent	0	0	0	0	0
TOTAL	19	34	26	18	97

SUMMARY OF 2014 STATISTICS FOR THE TF1 GROUP AS A WHOLE

(Scope: France)	Works Council	Personnel delegates	Combined delegates	Board of Directors	Total
CFTC	14	20	32	17	83
FO	2	7	0	1	10
CGC	0	1	0	0	1
CGT	0	1	0	0	1
CFDT	4	7	0	0	11
Independent	0	0	0	0	0
TOTAL	20	36	32	18	106

INDICATOR: NUMBER OF MEETINGS AND COLLECTIVE AGREEMENTS (SCOPE: FRANCE)

Number of Meetings with employee representatives (Works Council + personnel delegates + Health, Safety and Working Conditions Committee + Board of Directors + combined delegates)	284
Number of collective bargaining meetings with union delegates	30
Number of collective agreements signed during the year	20

INDICATOR: PARTICIPATION RATE IN WORKS COUNCIL ELECTIONS

(Scope: France)	% revenues	2015	2014	2013
Rate of participation in latest Works Council elections	97.0	80.1%	79.6%	77.3%



7.1.7 HEALTH, SAFETY AND SECURITY CONDITIONS

The policy on health and safety for employees has been a priority for the TF1 group for many years and is applied across all its activities. The management seeks to raise employee awareness about preventing occupational hazards and implementing safety measures.

Given that TF1 applies French, European and international law, the question of child labour is totally excluded.

INDICATORS: OCCUPATIONAL ACCIDENTS

<i>(Scope: world, all contracts)</i>	% revenues	2015	2014	2013
Number of occupational accidents with time off	100	14	17	28
Number of fatal occupational accidents (work-related/commuting)	100	0	0	0
Employees trained in health and safety	100	448	744	722
Frequency rate	100	2.7	3.2	4.10
Severity rate	100	0.2	Less than 0.2%	Less than 0.2%
Number of work-related illnesses	100	0	2	0

THE PLAYERS IN THE HEALTH AND SAFETY POLICY

In 2015, the TF1 group reaffirmed its commitment and proactiveness towards health, safety and quality of life at work for its employees. The aim of this Group policy is to ensure the safety of employees, protect their health and improve their quality of life at work. The Medical Department is central to this and is somewhere employees can turn to. Aside from day-to-day responsibilities for monitoring employee health and preventing occupational risks, the occupational physician, assisted by three nurses, defines and implements individual and collective measures, such as in the case of employees sent to report in countries affected by the Ebola virus.

Employees can also contact the on-site social worker if they need to. Their role is to assess the situation and assist employees by liaising with specialised organisations.

The TF1 group considers the dialogue on health and safety at work to be of the utmost importance. This takes place both through agreements signed with the unions on employee health and safety, and through bodies required by law (nine committees for health, safety and working conditions). The committees are tasked with improving health and safety and working conditions for employees.

The Corporate and Security Services Division (DAGS) regularly gets involved in issues relating to health, safety and working conditions, for example by adapting premises or workstation ergonomics.

The DAGS has also beefed up site security procedures in view of the continuing threats in France, particularly towards the media. Since January, new security procedures have resulted in increased security personnel at access points and the installation of special security perimeters, as well as a new entry control system. The DAGS was also involved when TF1 took part in European Heritage Days for the first time. A total of 2,620 people had access to the building to visit television studios and chat with celebrities.

To measure the quality of life at work, a health and well-being survey has been carried out every year since 2008. This voluntary questionnaire is offered to employees during their periodic medical check-ups. It is used to measure stress and anxiety levels and to implement action plans where necessary.

In the 2015 version of the TF1 group opinion poll, 62% of employees expressed views on the 13 key issues covered by the questionnaire. The results of the third internal opinion poll indicate a positive team spirit, confidence in the management and a real sense of pride in belonging to the Group.

The TF1 group is mindful of the health benefits of sport and strives to create a pleasant working environment for its employees, offering them the use of a gym with discounted membership rates. In 2015, the first "Wellness Day" was organised in association with the Medical Department, the staff restaurant and the gym.

HEALTH AND SAFETY TRAINING

Training on health and safety was delivered to 367 employees in 2015 (vs. 636 in 2014), reflecting the Group's concern for its employees.

The training is mainly aimed at news teams, with training on scooter use, first aid, risk zones and "My Ostéopratic", specifically tailored this year for make-up artists. Technical staff also attend mandatory courses on electrical accreditation.

The TF1 group has also developed a range of training courses on work/life balance. In addition, all the training courses included in the Group's management course comprise a section on this topic.

In 2015, a new training course was introduced to raise awareness of the risks associated with crowd behaviour.

7.1.8 EQUAL OPPORTUNITIES AND THE FIGHT AGAINST DISCRIMINATIONS

DIVERSITY: FROM CHARTER TO LABEL

As a mark of its commitment to openness to all, the TF1 group signed the Diversity Charter on January 11, 2010 before applying for Diversity Label accreditation, which was secured on December 14, 2010.

The Group proactively deployed its diversity policy as part of an approach named "From charter to label" geared towards the transition from charter to accreditation. The requirements of the label set out a strict framework for leading the whole company through an overall process of continuous improvement.

All target populations (managers, employees involved in programme-making, viewer services staff and HR), totalling more than 1,500 people (192 of them in 2015), have received training in issues relating to diversity and the prevention of discrimination.

The in-house counselling service dedicated to the fight against discrimination, set up in late 2012, was replaced in 2014 by Allodiscrim*, an external and anonymous counselling service that employees can use to contact a lawyer to receive a legal opinion on the situation experienced.

The AFNOR report, delivered in early 2013 following an intermediate audit scheduled for two years after obtaining the label, highlighted the dynamism and effectiveness of the process as a whole, thanks to the relevance of the actions affecting diversity and equality of opportunities within the Group.

The TF1 group is a member of the AFMD (the French Association of Diversity Managers) and has a seat on its Board of Directors.

INDICATOR: NUMBER OF EMPLOYEES HAVING RECEIVED TRAINING ON DIVERSITY AT WORK

(Scope: France)	% revenues	2015	2014	2013
Number of employees* having received training on diversity at work	97.0	192	130	67
<i>Including programme contributors</i>	97.0	0	43	22
Cumulative total since 2010		1,587	1,395	1,265
<i>Including programme contributors</i>		663	663	620

* Number of times they attended a diversity training course; an associate may have participated in several trainings.

DISABLED EMPLOYEES

A third three-year agreement (for 2014-2016) on hiring people with disabilities and keeping them in employment was signed on April 30, 2014 by all the trade unions and approved by DIRECCTE on June 24, 2014. The agreement notably provides for an ambitious recruitment plan of 24 people with disabilities (including 18 on work/study programmes) on permanent or fixed-term contracts of over six months. Taking account of changes in scope (excluding Eurosport), these objectives make the new plan more ambitious than the previous plan, despite today's unfavourable employment context.

Work/study programmes are a favoured approach given the shortage of applicants for skilled positions. For the second time, the Group worked with Cap Emploi to run an external campaign to recruit people with disabilities of all ages on work/study programmes.

For existing employees with disabilities, once again this year all requests for changes to the working environment (which affect 50% of such employees) were met through measures that included the co-financing of equipment, transport agreements, *TadeoBox* sign-language equipment for the hard of hearing, and modifications to the working environment.

To raise awareness of its open policy towards people with disabilities, TF1 is developing an increasing number of partnerships with organisations (including Osons l'égalité and Tremplin) and takes part in targeted campaigns such as *Handichat* and recruitment forums, including those by ESSEC and ADAPT.

TF1 raises awareness among its target schools and universities, notably through the payment of its apprenticeship tax. The TF1 group also responded to the invitation by the CSA and signed an agreement with several media and journalism schools aimed at fostering training and internships for students with disabilities.

INDICATOR: NUMBER OF DISABLED WORKERS EMPLOYED BY THE COMPANY

(Scope: France)	% revenues	2015	2014	2013
Number of disabled workers in the company as of 12/31 (all contract types)	97.0	68	70	77
Disabled workers hired during the course of the year (fixed-term and fixed-term contracts)	97.0	9	9	13

One-day training courses on disabilities are coordinated by all employees seeking to find out more about the issue, and specific training courses are available for employees liable to welcome a person with disabilities as part of their team.



PROFESSIONAL EQUALITY BETWEEN MEN AND WOMEN

TF1 pursues an active policy of not discriminating between men and women, particularly in the areas of recruitment, career development and pay.

Throughout 2014, a group of 15 women employees, working with three male employees that they chose to join them in their initiative, led discussions on ways of promoting gender equality at TF1. This group presented its findings and proposals to the Senior Management in December 2014, ahead of an action plan launched in the first quarter of 2015. This collaboration led to the creation of a Fifty-Fifty network, mainly intended to develop assertiveness among women.

Concrete measures have also been taken to foster work/life balance.

The three-year professional gender equality agreement signed in 2012 is currently in the process of being renegotiated.

The number of Women in Leadership training events was doubled in 2015 and the joint mentoring programme was renewed with Bouygues Telecom and Cisco.

In October 2014, TF1 and Labcom joined forces to organise the first "Labcomwomen" event, a women-focused digital prize awarded to the most active women in the digital sector in six fields: entrepreneurial spirit, journalism, communication directors, company directors, bloggers and communication. The second Labcomwomen event will take place in February 2016.

INDICATOR: PROPORTION OF WOMEN STAFF BY STATUS

At 12/31 (Scope: world, OE, FT)	% revenues	2015	2014	2013
% of women, clerical, administrative, technical and supervisory staff	100.0	59.0%	59.9%	54.3%
% of women, managers	100.0	52.6%	50.6%	48.4%
% of women, journalists	100.0	46.0%	39.2%	35.0%
% women, total	100.0	50.9%	50.9%	47.6%

In addition, in 2015 the percentage of women at team leader level and above was 45.4%, the percentage of women managers (head of department level and above) was 37.4%, and the percentage of women on the Group Management Committee was 31%.

INDICATOR: NUMBER OF NEW HIRES, WOMEN AND MEN

Hires (Scope: France, OE, FT)	% revenues	2015	2014	2013
Women	97.0	310	241	284
Men	97.0	225	150	233
TOTAL	97.0	535	391	517

INDICATORS: SALARIES, WOMEN AND MEN

Average gross annual salary for young graduates (in euros) ⁽¹⁾ (Scope: France, OE)	% revenues	Supervisory staff	Managers	Journalists
Women				
2013	82.6	23,400	32,338	-
2014	96.9	19,058	33,300	-
2015	97.0	19,500	35,100	-
Men				
2013	82.6	20,367	32,500	-
2014	96.9	19,058	34,229	-
2015	97.0	21,125	37,440	30,745

(1) Employee aged between 18 and 25 with less than one year of service. Female and male employees with the same education levels are hired on the same salary.

Between 2011 and 2014, a special budget was allocated to establish equal pay between men and women. It allowed employees on maternity leave to receive at least the average wage increase negotiated with the unions.

INDICATOR: PROPORTION OF WOMEN AND MEN PROMOTED

Promotion rate ⁽¹⁾ (Scope: France, OE)	% revenues	2015	2014	2013
Women	97.0	9.2%	8.1%	9.9%
Men	97.0	7.9%	8.7%	11.3%

(1) Whether or not the promotion entails a change of professional category.

MEASURES FOR SENIOR EMPLOYEES

The TF1 group signed an agreement with the trade unions in 2009 whereby it committed to keeping 184 employees aged 55 and over in employment. Despite a decrease in the workforce, this commitment has been respected every year.

The Group pursued its seniors policy in 2014 by including this objective, adapted following the loss of control of Eurosport, in the "Generation Contract" agreement implemented on January 1, 2014.

In 2015, 17 employees aged 45 and over (compared with 20 employees in 2013 and 32 in 2014) benefited from the "Taking a new look at your career path" approach. The aim of this day is to review employees' careers, prepare several opportunities for the second half of their careers, and identify obstacles to follow through on those opportunities and actions to be carried out.

Senior employees may request a meeting to discuss and prepare for the second part of their careers. Tutors and sponsors are chosen as a priority from among staff aged over 45.

7.1.9 EMPLOYEE SUPPORT

RELATIONS WITH SCHOOLS, WELCOMING INTERNS AND STUDENTS ON WORK/STUDY PROGRAMMES

In 2015 the TF1 group hosted 466 interns and 149 students on work/study programmes (26 on apprenticeship contracts and 123 on professional training contracts) in a number of sectors, including audiovisual, production, graphic design, journalism, acquisition, marketing, sales, communication, web, IT, finance, purchasing and HR.

In line with the TF1 group's proactive policy in supporting young people through the transfer of know-how and experience, work-study placements and internships play an important part in the organisation.

A real source of interaction between younger generations and more experienced workers, the scheme is supported by mentor training to ensure that professional support is given.

The use of new digital applications and the fresh insights that younger generations bring to the business informs the debate in a way that is beneficial to the Group's development.

The third autumn workshop took place in October 2015, attended by all students on work/study placements and their mentors. This one-day induction course provided an overview of the TF1 group and its businesses, as well as creating a student community on the internal social network *Yammer*.

Interns and work/study students enjoy a generous remuneration policy together with a wide range of job opportunities, attracting young talent from different educational backgrounds.

The pay scale for interns varies depending on the student's qualifications. However, it is significantly higher than the statutory minimum.

This ambitious policy for both trainees and those on work/study programmes reflects a desire to help train young people, identify new talent and welcome younger generations to the company.

With this goal in mind, the TF1 group has developed quality-driven partnerships with institutes such as ESSEC (seminars, lectures, research), EDHEC (innovation challenge), Centrale (business forums) and Epitech (start-up incubator).

Lastly, TF1 is a partner of the École de la Cité du Cinéma film school.

INDICATOR: NUMBER OF INTERNS UNDER AGREEMENTS WITH SCHOOLS

(Scope: France, interns)	% revenues	2015	2014	2013
Interns under agreements with schools	97.0	466	348	296

VOCATIONAL TRAINING

In October 2014, the TF1 group created the **TF1 University** with a two-fold ambition:

- to support and accelerate digital transformation; and
- lend new momentum to learning and training approaches in response to the Group's challenges through five focuses: Businesses, Management, Personal Development, Conferences/Masterclasses, Managers.

Businesses

- Adapting to the various technological developments and supporting the digital transformation of all Group activities, particularly in broadcasting, image and sound, in a multi-channel context, as well as regulatory changes, the rise of HD in all its forms and new tools.



For example:

- “Social media” for the external communication team: gaining an overview of social networks and establishing a suitable communication strategy;
- “Social networks as a source of information” for journalists: developing “news” instincts based on a better understanding of web resources, diversifying the sources of information and learning how to structure an article;
- “Live production on IP” for TF1’s Technical Division: Understanding the challenges of IP transformation during production and transmission, learning about its impact on future infrastructure, and assimilating the language and related concepts;
- “From Big Data to CRM” for TF1 Vidéo: how to store, manage and select data;
- “E-commerce and e-marketing” for TF1 Entreprises: e-commerce, understanding e-marketing drivers;
- continuation of “Cap Digital” for TF1 Entreprises and TF1 Vidéo: development of digital skills and knowledge;
- *storytelling* for advertising: putting together a sales pitch, giving the message the right structure so that it has maximum impact, communicating arguments effectively, capturing and engaging the audience.

Management

- Maintain efforts on managerial support and development through two multi-year courses for local managers and managers of managers. Training initiatives aimed at developing agility and innovation in project management and cross-cutting actions round out the offering for managerial staff, in the context of agile methods at MYTF1 in particular.

Personal development

- Maintaining investment in training as part of professional mobility.
- Learning days aimed at enhancing listening abilities, understanding and collaborative work, as part of the “Working Better Together” drive.

Masterclass conferences

- 5 new masterclasses held in 2015 for a total of 776 participants. The aim of these masterclasses is to foster an understanding of the Group’s key issues. The topics covered in 2015 were the following: “Brands: challenges and strategies in 2015”, “Gender equality: a performance issue”, “Music and entertainment”, “Advertising: advertiser’s course and mechanics of a TV campaign”, “Entrepreneurship & Innovation”. These conferences are recorded and are available to all employees on the intranet site 48 hours later.

Managers

- Specific guidance for members of the Group Management Committee through participation in two Learning Expeditions, the first in Austin and Los Angeles, the second in Seoul and Tel Aviv.
- The system has four objectives:
 - understand the latest trends in a connected world;
 - seize opportunities in technological changes;
 - differentiate by reinventing economic models;
 - increase organisational capacities for innovation and operations.

In 2015 Group employees received 46,479 hours’ training (compared with 43,112 hours in 2014):

- 26,655 hours, or 57.4%, in developing professional skills;
- 12,154 hours, or 26.2%, in management and human relations;
- 2,396 hours, or 5.2%, in safety and security;
- 5,274 hours, or 11.4%, in language learning.

All training courses are assessed and are the subject of regular reports and adjustments.

INDICATORS: VOCATIONAL TRAINING, STATUTORY TRAINING ENTITLEMENTS

(Scope: France, OE)	% revenues (France)		2015	2014	2013
	97.0	Number	1,719	1,825	2,074
Number and % of OE employees having attended training	97.0	%	68.2	71.7	67.3
% of payroll spent on training	97.0	%	2.8	2.67	2.5
Total training hours, all training systems	97.0	Number	46,479	43,112	58,383
Total training hours, particularly in relation to the training plan ⁽¹⁾	97.0	Number	29,088	18,778	18,521
Statutory training entitlement (DIF) requests granted	97.0	Number	NS	1,307	1458

(1) This indicator concerns the business training plan and branch training plan. It excludes individual and personal training leave and training included in professional development schemes (professional development contracts and professional development period)

On January 1, 2015, the personal training plan (DIF) was scrapped following vocational training reforms.

At the end of 2015, the Group took the decision to renew the TF1 University programmes, by putting in place learning and sharing formats for all employees based on three areas:

- **digital:** understanding the daily impacts and anticipating the opportunities it generates;
- **innovation:** laying the foundations for success inspired by entrepreneurship;
- **business:** being instrumental in the development of the business and helping to achieve its targets.

PROCEDURES FOR DIALOGUING WITH EMPLOYEES AND APPRAISING PERFORMANCE

Each employee receives personalised monitoring and coaching. The annual performance appraisal enables employees to have a one-to-one

interview with their line managers, during which they discuss how the past year has gone, their objectives for the coming year, their professional development plans and any training needs. The assessment training day forms part of compulsory training for all staff promoted to management and for all managers who join the Group.

Since 2013, six management attributes considered crucial in the current environment have been identified and assessed on a mandatory basis by managers of managers. The attributes in question are commitment, openness and innovation, collaborative working, a forward-looking approach, a focus on performance, and staff development and employability. The process, entirely paper-free, was completely revised for the annual round of interviews in 2014-2015.

The compensation paid to the TF1 group's top 400 managers includes a variable component linked to quantitative and qualitative objectives, the achievement of which is assessed during the annual interview.

INDICATORS: PROPORTION OF EMPLOYEES WHO HAD AN ANNUAL PERFORMANCE APPRAISAL AND PROPORTION OF EMPLOYEES WHO COMPLETED A SATISFACTION SURVEY

(Scope: France, OE)	% revenues	2015	2014	2013
% of employees who had an annual performance appraisal	97.0	79.9%	86.6%	84.3%
% of employees concerned by the satisfaction survey carried out	97.0	61.6%	-	-

INTERNAL TRANSFERS

The TF1 group is obliged to support its developing businesses while adapting to the economic environment through a decrease in its overall workforce. That being the case, the success of the Group's policy on internal transfers is crucial to the proper allocation of resources and the professional development of staff.

Professional mobility is a major priority, as evidenced by the creation in 2013 of a Head of Professional Mobility position, carried over in 2014, as well as the implementation of a budget (€150K in 2015) dedicated to mobility support (integration period, work station) and the creation of a training course entitled "Driving your professional development" for employees looking to develop.

Internal mobility is the first step in the recruitment process and is governed by: An online mobility charter available on the Group's intranet, setting out clear rules of procedure to ensure equal treatment. HR managers are responsible for upholding these rules.

In 2015, 244 positions were filled through internal recruitment (134 in 2014). Each week, biographies of staff who have benefited from the job mobility scheme are posted on the intranet, while a profession within the TF1 group is featured in a monthly video.

INDICATOR: INTERNAL TRANSFERS AS A PROPORTION OF TOTAL RECRUITMENT

(Scope: France, OE) (Transfers within TF1 group + arrivals from Bouygues group)/(external recruits on OE contracts + transfers within TF1 group + arrivals from Bouygues group)	% revenues	2015	2014	2013
Internal transfers as a proportion of total recruitment (%)	97.0	72.4%	55.8%	54.8%

EMPLOYEE COMMITMENT

Employee support for the Group's philanthropic initiatives is essential. Each year, 24 managers mentor young people from the TF1 Corporate Foundation, listening to their concerns and offering them the benefit of their experience and contacts. Other managers have volunteered to mentor young women who work for the Group or its partner firms.

A founding member of B.A.ba Solidarité, which fights against illiteracy, the TF1 group has been involved with this issue since 2013. 74 Group

employees (33 in 2013 and 2014, and 41 in 2015) accompany or have accompanied 27 employees (10 in 2013 and 2014 and 17 in 2015) from our service provider Samsic.

Opening the doors of TF1's head office for European Heritage Days demonstrates the channel's commitment to get closer to the public: the event was made possible by around 50 employees who enthusiastically acted as "keynote speaker for the day".



7.1.10 EMPLOYEE BENEFITS

Childcare allowance

To facilitate childcare arrangements, a subsidy of €8 a day is awarded to employees with children under four years old cared for in a crèche or by a nursery assistant or childminder.

The amount awarded is limited to €1,830 a year. Works Councils are responsible for managing childcare allowances.

Housing assistance

The TF1 group has relationships with three collecting bodies, Solendi, Amallia and Austria.

In 2015, employees of the TF1 group received various forms of assistance under the housing assistance scheme: 33 employees were allocated housing, while 5 home loans for first-time buyers, 15 *Loca-Pass*, 1 *Mobili-Pass*, 1 *Pass-Assistance* and 2 construction loans were granted. A total of 44 employees have benefited from the *Mobili-Jeune* scheme and 112 employees have been advised by housing associations. A total of 213 TF1 group employees benefited from the housing assistance scheme in 2015.

A representative of the housing assistance programme is regularly available to meet with employees and help them with the procedures involved and give advice about financing their home acquisition plans. In 2015, a representative was available on four occasions.

Fitness area

TF1 also endeavours to offer its employees a pleasant working environment by providing them with a fitness room at a preferential rate of €20 a month for a one-year subscription.

Ten sports instructors are available to employees Monday to Saturday. In addition to 29 group classes, the fitness room has 17 cardio-training machines (treadmills, bikes, etc.), 13 exercise machines and two steam rooms.

Social worker

A social worker is available during fixed weekly hours onsite at TF1 to inform employees of their rights and the aid for which they may qualify. He or she can also provide them with support in administrative procedures, advising them and putting them in touch with the relevant administrative bodies.

The social worker's role covers a wide range of areas, from help with initial and ongoing access to housing, family budgeting, debt mediation, education and family relationships (family mediation), to the prevention of psychosocial risks (professional mediation), health (including dependency and mental health), care for those with long-term illnesses, disability and the inability to work, and also plays an alert role concerning identified social problems. Bound by professional secrecy rules, the role of the social worker is to find practical responses or solutions to the problems experienced by employees.

Sports association

Through TF1's sports association, the Group enables employees to practice sports in a number of areas. In 2013 and 2014, the association had 18 sections and 328 members. The association also offers preferential subscriptions for sports clubs (e.g. Forest Hill and Club Med Gym).

Gras Savoye

A representative is available every week to advise employees on procedures in connection with medical issues or help them secure reimbursement under their supplementary health insurance schemes.

C'Evidencia

A new optician service is now available to all employees at TF1's headquarters. Employees are eligible for the direct payment system, while their paperwork is also taken care of.



7.2 ENVIRONMENTAL INFORMATION

7.2.1 ENVIRONMENTAL POLICY AND RISKS

The direct environmental footprint of media activity, often seen as modest compared with other sectors, is at least equivalent to that of the services sector in terms of greenhouse gas emissions. The media sector generates transport, the purchasing of electronic equipment and the consumption of electricity. Media companies also owe it to their stakeholders to set an example. This is why the TF1 group has made a twofold commitment – to the “Ecoprod” policy, which strives to implement ecodesign in audiovisual production, and to the management of its internal processes.

The Group leads an ambitious policy at all its buildings and in all areas over which it has control, applying action plans and continuous improvement initiatives regarding the consumption of fluids, electric energy and raw materials (paper) and the management of waste, consistently above and beyond legal requirements. Collective catering, an environmental challenge but also a subject on which employees need to be educated, is the subject of an action plan led in close collaboration with the catering provider. Increasingly, energy consumption and waste management are factored in at an early stage of any project involving the technical solutions used by the Reporting Department and departments managing fixed equipment.

In 2014 the Group decided to initiate an ISO 50001 certification policy. In October 2015, the Group signed the Paris Climate Action Charter.

The environmental impact of a media group is also indirect: it manifests itself through its ability to raise public awareness of this issue. Apart from the 20-years of broadcasting the *Ushuaïa* programme on TF1, the TF1 group’s channels and websites raise the environmental awareness of viewers and web users year round in several areas, including weather reports, TV news stories, the Ushuaïa TV theme channel, and campaigns on environmental information for children.

2015 saw exceptional editorial coverage of climate issues ahead of the international talks in Paris in December, on TF1, LCI and Ushuaïa TV. Several conferences on climate issues and existing solutions were organised by the Group for its stakeholders.

RISK FACTORS AND RISK MANAGEMENT POLICY

The nature of the Group’s activities at head offices does not generate risks related to biodiversity or the quality of water and soil.

TF1’s activity is not subject to environmental risks connected to climate change, including in the event of a sharp rise in energy prices or tax on carbon emissions. Only the situation of the TF1 head office on the banks of the Seine has required the implementation of a flood prevention plan. This plan is described in the Industrial and Environmental Risks section of chapter “2.4 Risk Factors,” on page 108 of this registration document and annual financial report.

7.2.2 ENVIRONMENTAL REPORTING PARAMETERS

Scope of indicators: it only includes the companies housed in the buildings of the head offices, the “Tour” and “Atrium” buildings in Boulogne-Billancourt which house 2,815 work stations and 93.2% of the Group’s employees. The revenue for these activities accounted for 88.3% of total revenue at September 30, 2015.

All other activities (Télésopping, TMC, Metronews, OUEST INFO) are in office space in shared buildings, occupying a small surface area, for which we have neither the reporting data nor the ability to take action on the indicators.

Modifications having had an impact on environmental matters since the last report:

- The printed publication of the free daily Metronews ceased in June 2015, and the paper is now published exclusively online. The environmental footprint of this newspaper, which involved an extremely high level of paper consumption, and that represented an exception to the previously defined scope, is no longer an issue.

Reference period: 10/01/2014 to 09/30/2015.

7.2.3 THE ENVIRONMENTAL FOOTPRINT OF PRODUCTION

The audiovisual sector emits roughly one million tonnes of CO₂ equivalent a year into the atmosphere, around a quarter of which is directly linked to shoots, according to a study of key figures in the industry made in France in 2011 and available at www.ecoprod.com⁽¹⁾.

To reduce the environmental footprint of this activity, TF1 launched the Ecoprod initiative in 2009 with five partners (ADEME, AUDIENS, Commission du Film d’Île-de-France, DIRECCTE IDF, France Télévisions), joined by Pôle Médias du Grand Paris, the CNC and the Rhône-Alpes region.

(1) Study scope: the production of theatre-release films, video and television programmes, sound recording and music publishing, television programming and broadcasting, or businesses with the French business activity codes 59 and 60.





Ecoprod has created a resource centre online at www.ecoprod.com. The resources are provided free of charge to sector professionals and presented regularly at events and through partnerships with specialised media.

The website includes best practice sheets by business line, a carbon footprint calculator for audiovisual production developed and posted online in 2010 ("Carbon'Clap"), an eco-production guide presented at Cannes in 2012, and first-hand testimonials useful to producers and other professionals in the industry. In 2013 the collective carried out a study on the waste generated by the industry, and studio sets in particular.

In 2014 it developed an environmental commitment charter and proposed it to small and medium-sized audiovisual services entities.

For those who signed on to the charter, training was also developed to help them implement its proposed measures. In December 2015, more than 60 businesses had signed on to the charter, many more than the original objective of 30.

In 2015, a partnership with the World Bank and its Film4Climate programme made it possible to promote Ecoprod tools at a European level. This cooperation resulted in the publication of a joint manifesto demonstrating the commitment of the entire industry. A new deliverable on eco-design for studio sets, drafted in partnership with the events industry (the "Eco Evénement" initiative), was published.

In 2016, a new version of the calculator will be proposed that is closer to the structure of a standard financial quote, to better correspond to professional requirements. The practice sheets will be updated.

7.2.4 PROCEDURES FOR ENVIRONMENTAL EVALUATION AND CERTIFICATION OF BUSINESSES

AIMING FOR "HQE EXPLOITATION" CERTIFICATION

At the end of 2011, an "HQE Exploitation" certification process was undertaken for the three buildings in Boulogne-Billancourt occupied at that time (Tour, Atrium and Delta). The first certification for the Delta building was obtained in November 2012. TF1 vacated the Delta building in July 2014. But on the basis of the experience acquired, a study was carried out in 2013 and 2014 for the La Tour building, owned by TF1 SA through its wholly-owned subsidiaries Firélie and Aphélie. The first stage consisted in identifying that the TF1 group could qualify for *HQE Exploitation* (operations) or *HQE Utilisation* (use) certification and pinpointing any obstacles currently preventing such certification. These problems include the inability to control temperatures and ensure the quality of the air in some meeting rooms. A new process was developed to identify the work that needed to be completed to remove these two obstacles:

- TF1 took advantage of the experience acquired by the Bouygues group during the renovation of its "Challenger" head office, calling on Bouygues SA, Elan (a Bouygues construction subsidiary), the Ferro Ingénierie technical engineering consultancy (electricity, heating, ventilation and air conditioning), the Façades Joseph Ingénierie consultancy firm as well as the architectural firm, SRA, the designer of the building. This work group was set up to carry out environmental, technical, architectural and façade-related diagnoses resulting in discussions about the renovation

works to be carried out in order to make the building HQE, BREEAM and LEED label-compatible: internal work station fittings may enable the Group to apply for Well Building Standard certification. These diagnoses may result in a more accurate survey and costing of the works to be completed, if necessary.

AIMING FOR ISO 50001 CERTIFICATION

In 2015, the Group launched an ISO 50001 certification policy which is due to be completed in early 2016, introducing an Energy Management System involving all Group players (Group Purchasing Division, Information Systems Division, Technical Division, maintenance, servicing and catering service providers).

OTHER TOPICS

Aside from its legal obligations, TF1 checks air quality (dust content, hygrometry) and water quality (coffee machines) five or six times a year. TF1 has Socotec and Veritas inspect all its installations (and air-cooling towers in particular).

TF1 works on environmental issues with certified providers (ISO 9001 and/or 14001 for waste management, electrical equipment maintenance and furniture purchasing).

7.2.5 ENVIRONMENTAL MANAGEMENT OF HEAD OFFICES

HOW THE INDICATORS ARE READ

The measures and objectives defined apply within the framework of the EMS:

- water and steam consumption measures are based on meter readings;
- electricity and consumption data is taken from bills and corroborated by remote readings obtained from EDF's internet site through a load-graph monitoring contract (TCC);

- bulky waste (skips), compacted paper, batteries, printing consumables and electronic waste are weighed by the contractor (GDA, a SAMSIC group subsidiary) to which the Group has entrusted waste management and monitoring services. A waste register is kept in compliance with prevailing regulation. Invoicing is done by weight;
- refrigerant fluids are measured on the basis of invoices from air-conditioning maintenance service providers;

- fuel oil consumption for electrical generator units is calculated on the basis of the difference between the amount of fuel oil in the two tanks at the start and end of the period, accounting for any refills in the intervening period;
- fuel consumption measurements are based on readings by Total and related to professional card use for fill-ups.

WATER CONSUMPTION

Water is primarily used in the air conditioning circuit, the washrooms and kitchens. The decrease in consumption observed in the Tour building in 2014 was linked directly to air conditioning. Spraying the air-cooling towers accounts for 40% of the total water consumption of the La Tour building. Low temperatures in summer 2014 and 2015 enabled the Group to control the consumption of water used to spray the closed water circuit via the air-cooling towers. The low temperatures also helped to limit electricity consumption through the reduced cooling of office spaces.

INDICATOR: WATER CONSUMPTION (IN CUBIC METRES)

Site	% revenues	10/01/2014 to 09/30/2015	10/01/2013 to 09/30/2014	10/01/2012 to 09/30/2013
TF1 – TOUR/TRIUM	88.3%	51,785	50,506	52,588

ACTION TAKEN SINCE 2011

- The faulty pumping system in the high pressure mixed-water network was replaced;
- automatic detectors and electrically operated flow control valves have been installed on the washroom basins to reduce consumption;
- service providers have been made more aware of reducing consumption;
- leak detection campaigns are conducted on a regular basis;
- in vehicle maintenance, the mobile video units have introduced a waterless "Ecowash" solution;
- as part of the 2012-2014 catering contract, consumption indicators specific to collective catering have been put in place. The same indicators were used for the 2015-2017 contract set up with the caterer in 2015.

RAW MATERIALS CONSUMPTION

For an audiovisual sector group like TF1, the main raw material consumed is paper. In 2009 reprographics services were outsourced to an Imprim'Vert-certified external provider. Several initiatives have been taken to reduce internal consumption (by 54 tonnes in 2015), including shifting to electronic in-house publications, the rollout of multifunction printers, the reduction of the printer population and systematic printing on both sides of the paper. The Group uses European Éco-Label paper, the density of which was reduced from 75g to 70g per sheet in 2011.

INDICATOR: PAPER CONSUMPTION (IN TONNES)

Site	% revenues	10/01/2014 to 09/30/2015	10/01/2013 to 09/30/2014	10/01/2012 to 09/30/2013
TF1 – TOUR/TRIUM	88.3%	54	52	63

In catering, TF1 requests service providers, through a contractual guarantee, to favour local sourcing and seasonal vegetables.

ENERGY CONSUMPTION

ELECTRICITY

The TF1 group uses electricity for its everyday activities, kitchen equipment, and to power and cool the equipment used for producing and broadcasting programmes (studio lighting, machine rooms, final production, etc.). In 2013 the systems used to broadcast the new HD1 DTT channel and the theme-based channels and the production platform for the trailers of all the Group's channels were installed. Electricity is also used to light and power office workstations.

Consumption began to fall in 2010. This drop in consumption is the result of halting dual systems, improved management of facilities through the technical management of the building, greater efficiency in the closed water circuit in the air-conditioning system (through renovation works eligible for the *Certificat d'Économie d'Énergie*), and switching off the air conditioning equipment when the buildings are empty. The switch-off of air-processing equipment in the studios is now correlated to their schedules.

New public commitments (to a 20% drop by 2020 compared with 2012) were given by the TF1 group when it signed the Paris Climate Action Charter on October 12, 2015.



INDICATOR: ELECTRICITY CONSUMPTION (IN MEGAWATT HOURS - MWH)

	% revenues	10/01/2014 to 09/30/2015	10/01/2013 to 09/30/2014	10/01/2012 to 09/30/2013
TF1 – TOUR/ATRIUM	88.3%	22,366	22,750	24,572

FUEL OIL

Fuel oil is used in the electrical generator units on the production sites. These serve as the emergency power source in the event of an EDF power cut to continue broadcasts and other key processes. For the

period under consideration, consumption totalled 8,365 litres, resulting from the use of generator units solely for monthly tests.

The fuel consumption of the vehicles used to film reports for TF1 and LCI (motorbikes, cars, mobile video trucks) amounted to 215,770 litres of Premier and Excellium diesel, Super 98 or lead-free 95 petrol.

INDICATOR: FUEL OIL CONSUMPTION (IN LITRES - L)

	% revenues	10/01/2014 to 09/30/2015	10/01/2013 to 09/30/2014	10/01/2012 to 09/30/2013
GENERATOR FUEL OIL TF1 TOUR/ATRIUM	88.3%	8,365	17,974	15,535
FUEL - ALL VEHICLES (REPORTING – COMPANY CARS)	88.3%	215,770	218,691	-

MEASURES TAKEN TO IMPROVE ENERGY EFFICIENCY

BUILDING MANAGEMENT

- Shorter working hours of the terminal equipment in the offices (air conditioning);
- more precise control of the shutdowns of the air treatment units in the studios;
- replacing a cool-water production group using water-circuit cooling by an air-cooling group, increasing the efficiency of the circuit and reducing spraying of the air-cooling towers of the IGH office tower;
- starting in 2014, a programme to renew the air-cooling towers of the IGH office tower was initiated, consisting of the introduction of more efficient and economical towers.

IN PRODUCTION PROCESSES (STUDIOS/NEWS COVERAGE/BROADCASTING)

The LCI channel has designed its studios with lighting provided entirely by LED bulbs, which last longer, consume less energy and do not heat up. The lighting arrangements at LCI have cut the studio's total consumption (lighting and A/C) to 7kW on average – a tenth of the consumption of a studio lit with conventional systems.

The three new mobile video units are lighter, more modern and completely autonomous. They are also fitted with batteries that recharge when the vehicle is in motion, thus reducing energy consumption. The mobile video units comply with the "Euro 4" standard. They are fitted with 6-speed gearboxes to limit consumption. A small generator, connected to a Vitron system, provides energy when needed. Equipment is switched on individually and only as required.

IN IT

- Replacement of existing machines with more economical ones, all computers are "EPEAT Gold" rated and all screens are "Energy Star" rated;

- deactivation and reactivation of workstations;
- implementation of an air flow management system, temperature sensors and a cold corridor policy;
- relocation of racks in 2012;
- closure of racks with blanking panels in Group datacentres in 2012 and 2013;
- introduction of the "cloud first" policy (server virtualisation and integration in the cloud). By the end of 2013, 60% of servers were physical servers; by the end of 2015, this had been reduced to 40%;
- launch of a teleworking pilot test in 2014, with 150 employees taking part to date, or around 7,800 teleworking days per year.

HARDWARE LIFE-CYCLE MANAGEMENT, USE OF IT SYSTEM

- Introduction of an efficient system for recovering and recycling obsolete hardware (WEEE, company or manufacturer return);
- paperless handling of documents (expense claims, annual performance appraisals), reduction of paper, ink, waste and DVDs (1,000 fewer DVDs per year);
- continuation of the policy of lowering impact by reducing the quantity of documents printed: replacing existing cartridges with less polluting cartridges;
- introduction of printers that take high-capacity cartridges;
- 50% reduction of colour printing in one year (2013);
- introduction of a coercive printing policy with a pin code required for colour printing and default printing on both sides of the paper;
- introduction of a print analysis tool, Watch doc.

USE OF RENEWABLE ENERGIES

In 2013, the TF1 group took out a contract with EDF on the supply of “kWh Équilibre”-labelled electricity for 2015 and 2016. For each kWh consumed by TF1, EDF commits to producing the same quantity from renewable energy sources.

GREENHOUSE GASES (GHG)

GHG emissions were assessed within the scope of the EMS using the Bilan Carbone® carbon audit method.

Scopes 1 and 2 were updated with activity data from 10/01/2014 to 09/30/2015 and revised using version 7 of the Bilan Carbone® assessment. Scope 3 is updated partially each year, and a complete update is carried out once every 3 years. The next complete update will be in 2017.

INDICATOR: GREENHOUSE GAS EMISSIONS

Bilan Carbone® emissions by source in equivalent tonnes of CO2 V.7 of the Bilan Carbone®.	10/01/2014 to 09/30/2015	10/01/2013 to 09/30/2014	10/01/2013 to 09/30/2014
Scope 1: Direct emissions from fixed sources (generator fuel oil)	23	49	42
Scope 1: Direct emissions from mobile sources of combustion (report vehicles and company cars)	580	588	529
Scope 1: Direct fugitive emissions (refrigerant gases)	679	622	112
Scope 2: Indirect electricity consumption-related emissions	1,353	1,376	1,486
Scope 2: Indirect steam consumption-related emissions	360	387	616
Scope 3: Emissions relating to energy consumption not covered by direct or indirect energy emissions	518	532	466
Scope 3: Products purchased	83,312	88,019	88,388
Scope 3: Fixed assets	1,060	977	805
Scope 3: Waste generated	170	157	122
Scope 3: Business travel (excluding report vehicles and company cars)	3,493	2,991	2,193
Scope 3: Employee travel	1,329	1,329	1,329
TOTAL (EXCL. PRODUCT USE)	92,876	97,027	96,088

Emissions by scope of the Greenhouse Gas (GMG) Protocol in equivalent tonnes of CO2	Uncertainty	10/01/2014 to 09/30/2015	10/01/2013 to 09/30/2014	10/01/2012 to 09/30/2013
Scope 1	23.0%	1,282	1,259	683
Scope 2	10.0%	1,713	1,763	2,102
Ratio in tonnes of sc_{ope} 1+2 CO2 by employee		1.01	1.02	0.72
Ratio in tonnes of sc_{ope} 1+2 CO2 per million euro of revenue		1.5	1.32	1.13
Scope 3 A (excl. product use)	50.0%	89,881	94,005	93,303
TOTAL SCOPES 1, 2, 3A (NOT INCLUDING PRODUCT USE)		92,876	97,027	96,088
Estimated GHG emission linked to the electricity consumed by the TV sets of viewers watching TF1 programmes.	50.0%	190,000	190,000	190,000

The “Carbon’Clap” resource, developed by the Ecoprod collective of which TF1 is a founding partner, is used to measure greenhouse gas emissions for internal channel productions. Initial key figures have been established by production type (average hour of non-scripted programme: 8 tonnes; drama filmed in Île-de-France: 25 tonnes; drama filmed in Europe: 45 tonnes; exceptional events (sports events, Football World Cup): 1,550 tonnes).

Other purchasing (“Other inputs”) is estimated on the basis of a financial factor.

Downstream external GHG emissions, caused by electricity consumption by viewers watching TF1 programmes, have been calculated to represent 190,000 tonnes of CO₂ equivalent, exceeding the totality of upstream Group emissions.

These figures were consolidated with those of the Bouygues group, as part of the Group’s carbon accounting. They were communicated to the Police Prefecture as required by the Grenelle 2 Act voted in July 2010 and more precisely decree No. 2011-829 published on July 11, 2011 (BEGES – Statement on greenhouse gas emissions).

ACTION PLAN CONCERNING INTERNAL GHG EMISSIONS WITH THE ASSISTANCE OF THE BOUYGUES GROUP

- Plan to reduce electricity consumption with an objective of -20% by 2020 compared with 2012 (see above);
- a purchasing and depreciation policy incorporating environmental criteria for IT hardware and broadcasting equipment;
- employee travel:



- corporate fleet: emissions limit of 170g/km of CO₂ set for fleet cars and incentives to use vehicles that emit less than 160g/km. Incentives to use public transport, reimbursement of public transport passes and bike-hire subscriptions raised from 60% to 80%,
- use of Excellium diesel in report vehicles, hybrid car testing under way,
- introduction of an electric vehicle car sharing service for employees' professional travel, replacing the use of taxis,
- launch of the Commuting Plan in 2010.

An initial employee survey was carried out in 2010 on commuting. A second commuting survey was administered in April 2014. The results of the 2014 survey, analysed by Innovation 24, a Bouygues subsidiary, show clear-cut changes in mobility choices compared with the 2010 survey, with the gradual adoption of more environmentally friendly transport means:

- a considerable increase in the use of public transport: +13%,
- +4% for walking and biking for employees living in Boulogne-Billancourt and nearby areas,
- car use is down 10%, and 5% to 10% of commutes are now carpoled.

OTHER GASES

To comply with regulations on the gradual elimination of gases that damage the ozone layer (Regulation (EC) No. 2037/2000 of the European Parliament and the European Council of June 29, 2000, with a 2015 deadline), TF1 replaced various air-conditioning system components (around 1,600 heat pumps and air-conditioning cabinets and five water chillers) starting in 2006. Gas used in cooling equipment is one of the fluids covered by prevailing regulations. Every precaution is taken when purging obsolete equipment before scrapping.

NOISE AND ODOUR POLLUTION

Suppliers (of cooling systems, air-refrigeration towers, air handling facilities and generators) are assessed on the performance of their products in terms of noise pollution. An acoustics specialist is called in to verify the quality of these products. To measure the potential noise pollution for employees, the Group calls on the services of an acoustics firm when doing work on its premises. The results are submitted to the Health and Safety Committees.

During renovation of the headquarters generators, a venturi-type ventilation system was installed on the generator exhausts to improve the air mixture and consequently reduce the impact of exhaust gases.

WASTE MANAGEMENT

The main waste-generating activities primarily concern catering (packaging waste, food waste), office activities that include paper and other office supplies, works undertaken on buildings to modify and maintain installed building services and equipment, and IT and audiovisual activities (electronic waste).

Overall waste was down slightly by weight on the previous year at 546 tonnes.

Since July 2013 the TF1 group has changed the waste management process at its Boulogne-Billancourt head office, confiding it exclusively to GDA, a subsidiary of the SAMSIC group. A waste monitoring form (BSD) is drawn up for each waste item consistent with prevailing regulation (Article R. 541-43 of the French Environmental Code). GDA coordinates waste collection with each of the collecting companies, who report back to them the weight and percentage of material recycled.

All waste is tracked in the waste registry, in accordance with the same regulations. An in-house employee has been appointed to manage this tracking process.

Waste is sorted and recycled or else incinerated to produce energy.

INDICATOR: QUANTITY OF COLLECTED WASTE (IN TONNES)

Site	% revenues	10/01/2014 to 09/30/2015	10/01/2013 to 09/30/2014	10/01/2012 to 09/30/2013
TF1	88.3%	546	689	611
Total recycled waste		*354 (65%)	*454 (66%)	251 (41%)

* The increase in the percentage of recycled waste over the last two financial years can be attributed to implementing organic waste treatment with Bionerval. The data from 10/1/2013 to 9/30/2014 has been modified since the last report was published, as they did not take this activity into account, even though it was already in progress.

ORDINARY INDUSTRIAL WASTE, PAPER AND WET WASTE

194 tonnes of ordinary industrial waste were collected over the period. This category of waste is produced mainly by the canteens. Sorting is carried out when unpacking so that packing boxes can be recycled. These are processed with office waste. Office waste is sorted selectively wherever possible. At TF1 headquarters, in the Tour and Atrium buildings, the volume of waste to be removed and the associated logistics prompted Corporate Services to install a waste compressor that has been in operation since August 2003 and is located in the Tour building. Sorting is then carried out by Cycléade, which sells the

collected material for recycling (roughly 75%). The service includes final manual fine sorting before recycling and reuse.

23 tonnes of paper were collected directly on "Cleaning Days" or via the recovery of confidential papers. Paper is 100% recycled.

Wet waste, totalling 97.9 tonnes, is processed by GDA, a subsidiary of SAMSIC. TF1 informs its service providers of waste issues by including special criteria in calls for bids and contracts, and also by taking shared action as part of the provision of the service. They do not use disposable wipes or non-biodegradable products for cleaning. Wet waste that is collected is incinerated.

FOOD WASTE

Food preparation and leftover waste (119.5 tonnes) is collected from canteens in special containers supplied by Serval. These containers are stored in a refrigerated room awaiting collection twice a week, and are sent to the Bionerval processing facility. The waste is used in anaerobic digestion to produce methane and the dry residue is used as a soil conditioner for agricultural land.

COOKING OIL

In 2014, under the responsibility of Arpege, cooking oils were collected in 150-litre containers by Coisplet-Deboffe, which then decanted them into large trucks for transfer to the final processing site of Vital Fettrecycling GmbH in Germany. Sodexo took over the catering business in 2015 and followed the same procedure with Oleo Recycling which routes oils to its registered environmental facility (ICPE) site in Etampes for non-food and feed chain materials recovery using a bioreactor or lipochemistry.

The treatment consists of adding methanol, followed by catalysis that transforms 100% of the oil into biodiesel.

ELECTRONIC WASTE

Corporate Services has provided employees with collectors for DVDs and mobile phones. Handsets are reconditioned or recycled by Ateliers du Bocage, an organisation working in the social and community-based economy that helps to create and maintain employment for people in difficulty. The value of the reconditioned phones will be used to finance a reforestation programme in the Mata Atlantica forest in Brazil. The entire operation is carried out in collaboration with the Bouygues group (Bouygues Telecom) and Monextel, a company that employs people in difficulty for recycling mobile phones.

To this waste is added end-of-life IT equipment. This equipment is given to charity organisations, sold to brokers or collected by sheltered-sector companies. Print waste is managed by a specialist company.

GLASS

Glass is collected by Cycléade in special containers that are emptied at a sorting centre and then recovered for use as secondary raw materials in manufacturing processes at Saint Gobain.

NEON LIGHT BULBS AND TONERS

Neon light bulbs are collected by Bouygues Énergie et Services, the company responsible for the multi-technical maintenance of the site. All changed neon light bulbs are sent for reprocessing prior to the reuse of the materials (glass, fluorescent metal powder) by Indaver Doel in Belgium. AMETIS collects and recycles toner and ink cartridges from the printers and copiers. Copier filters are changed regularly.

BATTERIES

A battery collection point has been installed in the cafeterias. Employees are encouraged to use it for both professional and personal battery collection. The accredited company SCRELEC Eco collects and treats the materials prior to reuse in the Euro Dieuze, GDE and Valdi Fleurs centres.

OTHER ACTIONS, REDUCTION OF WASTE, IMPROVEMENT OF RECYCLING

- Implementation of selective sorting upstream at TF1 canteens, with food waste separated from liquid waste and clean waste;
- implementation of transparent bags for collecting office waste, facilitating the sorting of waste when it comes out of the compressor;
- sorting when returning canteen trays.

EMISSIONS INTO WATER AND SOIL AND MEASURES TO LIMIT IMPACT ON ECO-BALANCE

TF1, through the activity of its head offices, does not release effluents into the water or soil.

In the specifications written by our maintenance contractors, the Group requires them to certify that they observe a policy aiming to reduce the use of products that are harmful for the environment. Our maintenance partner, SAMSIC, has introduced a solution for producing a surface-cleaning detergent and a disinfectant using fresh water and salt *via* a water electrolysis process.

In accordance with regulations, waste water from the canteens is filtered in a grease tank that is regularly emptied by PFD. Similarly, the surface water from the car parks is collected in a special tank for water containing hydrocarbons that is emptied by PFD.

EXPENDITURE ON PREVENTING THE ENVIRONMENTAL IMPACTS OF OUR ACTIVITY

TF1 contributes €10,000 a year to the Ecoprod initiative (on developing tools to measure and reduce the carbon footprint of audiovisual production).

Moreover, TF1's activities do not give rise to the implementation of provisions on the reduction of environmental risks or the introduction of an organisation structure to manage pollution accidents outside company establishments.

MEASURES TAKEN TO ENSURE COMPLIANCE WITH LEGAL PROVISIONS

TF1 continues to monitor regulations governing its technical facilities that are rated as having a potential ecological impact (ICPE under the French Environmental Code).

The installations governed by these regulations are classified according to activity, extent of activity and level of risk or harm involved, and are therefore subject either to authorisation or to declaration. TF1 has several installations subject to ICPE regulations, including generators, cooling units and cooling towers. All these installations comply with ICPE regulations and do not cause any harm. The checks made by TF1's maintenance teams are rigorous, and all the compulsory sanitary checks are compiled in an Annual Report that is sent to the competent authorities.



IN-HOUSE ENVIRONMENTAL MANAGEMENT STRUCTURES

Corporate and Security Services is in charge of all the plans to control consumption and manage waste. One full-time equivalent employee works on keeping track of the action plans, particularly in waste management, collecting indicators, managing the "HQE Exploitation" certification application and keeping the EMS up to date. The ISO 50001 policy will enable management to develop an organisational model, as well as a more accurate tool with which to pursue its target of reducing its environmental footprint. The EMS is in the process of being designed with the help of ELAN and numerous contacts have been made with the AFNOR certification body. Coordination is organised with the CSR Division.

STAFF TRAINING AND COMMUNICATION

Staff are regularly made aware of the subject of sustainable development through sections in the internal publication Regards (quarterly), on the Intranet site and during dedicated events.

Every year, TF1 managers attend the "IMB – Social and Environmental Responsibility" seminar organised by the Bouygues group and regularly enhanced by new approaches to sustainable development and Group strategy.

All contributors to TF1's CSR process meet each year to update knowledge and have a combined overview of roadmaps in a meeting of the CSR Committee.

TF1 is a founding partner of the Nicolas Hulot Foundation, and each year it distributes its communications materials internally.

EFFECT OF RADIOWAVES ON HEALTH

Regarding the broadcasting aerials located on the roof of the main TF1 building in Boulogne-Billancourt, measurements were carried out in 2007 and communicated to the Health & Safety Committees. These measures showed that authorised levels in the approach area around the aerials were not exceeded. Entrance to this area is reserved for a few technicians only, and the security zone is clearly marked and off-limits to unauthorised personnel. The instructions are updated in Satellite News Gathering (SNG) vehicles).

Mobile aerials (broadcasting vehicles, air-transportable aerials) were assessed by APAVE, which found no anomalies. Operators must follow safety procedures when installing such aerials, and a one-and-a-half metre safety zone is marked out around such equipment when on the ground.

Concerning the 4G transmission system used during news coverage operations, measurements made by the EMITECH laboratory show that the Specific Absorption Rates, or SAR, are clearly complied with. The maximum SAR for the head and the trunk must not exceed 2W/kg and the SAR measured by the laboratory EMITECH is 0.795W/kg. User instructions are displayed with news coverage logistics arrangements and supplied to the News Coverage Department.

The Medical Department is highly vigilant and examines every radiowave-emitting system that is put into service.

As was the case with the deployment of the WIFI network, each new facility is subject to measurement by the approved laboratory, APAVE. In 2013, Bouygues Telecom's mobile telephony facilities were adapted to 4G. On a request by TF1, APAVE made a new series of measurements showing no lack of compliance with essential standards.

In 2015, a series of checks were carried out on radiation emitted by WIFI equipment within the areas occupied by e-TF1 teams and the results were sent to the Health and Safety Committees.

TF1 checks parcels and envelopes received using an X-ray machine. Pursuant to regulations, this equipment is authorized by the French Nuclear Safety Authority and two managers were trained and appointed to the role of Radiation Protection Officer for the purposes of ensuring that equipment is checked and maintained in accordance with applicable regulations. An Annual Report is submitted to the Health and Safety Committees.

MEASURES TAKEN TO PRESERVE/DEVELOP BIODIVERSITY

TF1's activity is not harmful to Biodiversity.

The Group sponsors 2 beehives kept by BeeFlow, in Mareil-en-France in the Val d'Oise department in France.

7.3 SOCIETAL INFORMATION

7.3.1 SOCIETAL POLICY AND SOCIAL RISK FACTORS

As a broadcaster, the TF1 group has a fundamental responsibility towards society. It is therefore committed to ensuring that its programmes comply with the ethical and professional commitments made to the public⁽¹⁾, and that the information broadcast on Group channels is of the highest quality.

The diversity of the programmes offered, their inclusive and non-discriminatory nature and the emphasis on solidarity and community spirit are all key issues for TF1. As a leading media group, it has made these central to its CSR policy with a commitment to renewing the Diversity Label in 2016. The TF1 Corporate Foundation, focused on the professional integration of young people from disadvantaged neighbourhoods, is a key player in the Group's diversity policy. Socially responsible actions are led by all TF1 divisions, represented by a cross-functional committee and offering a consistent approach to the numerous requests made to the Group.

In 2015, a year that saw Paris host the UN Climate Change Conference (COP21), TF1 redoubled its efforts to raise public awareness of the issues surrounding climate change. These included editorial news coverage on TF1 and LCI, weather forecasts presented by Evelyne Dhéliat (head of TF1's Meteorological Department, appointed by IPCC scientists to educate the public on climate change), youth programmes, Ushuaïa TV channel and social media.

In terms of business ethics, in 2014, under the responsibility of its Corporate Secretary, Group Head of Ethics, TF1 initiated a structured Compliance approach with a dedicated organisation. TF1 has also introduced its own Code of Ethics, approved by the Board of Directors on July 24, 2014, as well as Compliance Programs. The Ethics and CSR Committee met twice in 2015. It approved an initial action plan for the three-year rollout of the Code of Ethics and Compliance Programs.

The Purchasing Division introduced a Responsible Purchasing policy on its creation in 2008. That policy was extended in 2013 to rights and teleshopping purchasing. The Responsible Supplier Relations Label obtained in January 2014 has been renewed for one year in January 2015.

The TF1 group has made tackling piracy a priority, cracking down on the illegal recording of Group content (taking legal action against YouTube

and Dailymotion and issuing warnings to Facebook and Twitter) and introducing an active content protection policy (fingerprints and filtering of content and/or automatic removal of content). This policy is enforced by the Legal Affairs Division in association with a "task force" responsible for identifying TF1 group content pirated on streaming platforms and social media and ensuring that this content is removed wherever possible.

Lastly, the protection of personal data has become an increasingly important CSR issue for the Group in the last two years. As such, the topic is addressed in depth in this document.

The TF1 group encourages respectful and constructive dialogue with all its stakeholders, both contractual and non-contractual. The development of a close relationship with the public, bringing all individuals the opportunity to dialogue with the Group, is a key element in its communication policy.

SOCIETAL RISK FACTORS

RISKS RELATED TO IMAGE AND ETHICAL NON-COMPLIANCE

The main societal risk for TF1 consists in failing to respect the Group's public commitments in the ethics and compliance of the content it produces and broadcasts. From this standpoint, TF1 has a particular responsibility given its leading-channel status. It also represents a licence-to-operate risk, if the regulator were to identify major cases of non-compliance.

RISK MANAGEMENT POLICY

Respecting its commitments is a central Group concern. The Group's risk management policy is designed to ensure:

- programme compliance, under the responsibility of the General Secretariat and the Broadcasting Division;
- the responsibility and independence of the News Division;
- that all staff involved in programme-making are trained on their rights and duties by the Legal Affairs Division.

(1) TF1 Convention: http://www.csa.fr/infos/textes/textes_detail.php?id=8169 (in French).

7.3.2 SOCIETAL REPORTING PARAMETERS

Scope:

- ethics, solidarity, purchasing: the entire Group;
- programme compliance, audience relations: TF1, TNT channels: TMC, NT1, HD1, and LCI.

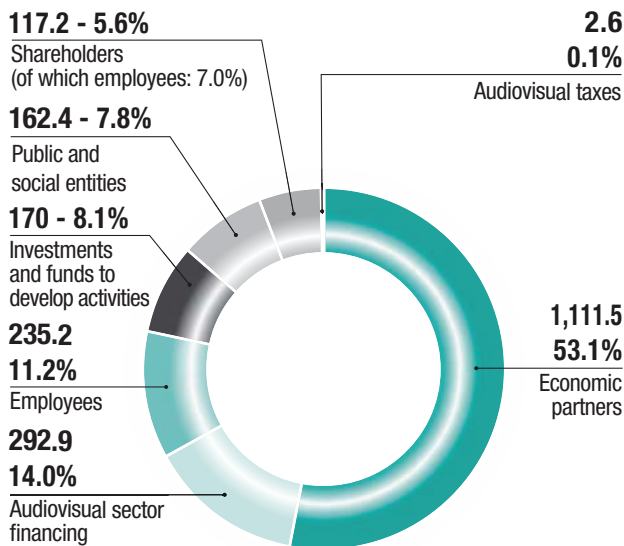
Period under review:

Reporting on societal issues concerns the period from 10/01/2014 to 09/30/2015 with the following exceptions:

- programme compliance: 2014 (discussions still ongoing with the CSA for 2015);
- the economic contribution of the company: 2014 (2015 figures not available in time);
- channels subtitling, calculated for 2015 by TF1's information systems;
- philanthropic actions, calculated by information systems for the whole of 2015.

7.3.3 TERRITORIAL, ECONOMIC AND SOCIAL IMPACT

ECONOMIC CONTRIBUTION OF THE COMPANY IN 2014 (IN MILLIONS OF EUROS AND % OF REVENUES)



The diagram above shows the distribution of TF1 group 2014 revenues among its main stakeholders.

In addition, TF1 paid €162.4 million to the French government and social welfare bodies in 2014.

Overall, regulations and taxes amounted to €528 million in 2014, or 25.2% of the TF1 group's consolidated revenue and 4.5 times the current operating profit.

The graph illustrates the Group's contribution to the audiovisual sector in particular, through the payment of taxes, the support it provides through its production obligations and the royalties it pays to societies of authors.

- *Audiovisual taxes = Centre National de la Cinématographie (CNC) + taxes for the financing of France Télévisions + tax for community radio and press;*
- *Public and social entities = taxes on companies + company value-added contribution (CVAE) + social welfare bodies + social contributions;*
- *Audiovisual sector financing = obligation to invest in French drama (12.5% of advertising revenues from preceding year) and in film (3.2% of advertising revenues from preceding year) + copyright.*

CORPORATE FOUNDATION INITIATIVES

The TF1 Corporate Foundation, set up in 2007, focuses on diversity and professional integration. Every year, the Foundation holds a competition to hire people aged between 18 and 30 from working-class areas. Candidates are selected by a jury of professionals and are offered a two-year apprenticeship with the TF1 group, along with training and individual tutoring. Each person is mentored by a company employee, who shares his or her own network and experience. The scheme covers more than 20 professions, related to journalism, audiovisual production, or other functions of the company. In September 2015, the Foundation held its eighth recruitment campaign, taking the number of young people who have benefited from the scheme to 88.

Over the years, the Foundation has seen a real mix of candidates applying to TF1. For those who have dropped out of formal education, it gives them the chance to regain confidence and return to the job market.

Of the 57 young people recruited in the first six campaigns, 81% found a job at the end of two years, 46% at TF1 and 54% elsewhere. Eleven percent have returned to higher education, 5% are looking for work, and 3% have embarked on other career paths.

During the 10th Diversity Awards organised by the firm Diversity Conseil RH, the TF1 Corporate Foundation received the 2015 Diversity Award in the "recruitment/integration" category for its innovative scheme for the social and professional integration of young people from underprivileged neighbourhoods.



The Foundation has also launched a writing workshop to develop young talent and offer them career opportunities, in partnership with the channel HD1, PM Production and the Commissioner-General for Regional Equality (CGET). On September 23, 2015, filming began of the pilot for the half-hour series *Zadig et ta mère*, an offbeat comedy about the daily lives of two families from different backgrounds forced to live together in a working-class suburb. The programme is the brainchild of four young writers from underprivileged areas, who were trained on writing techniques by teams from HD1, PM Production and the TF1 Corporate Foundation.

Each year the TF1 Corporate Foundation meets with high-school students and supports innovative learning approaches: In 2015, the Foundation became the partner of the “class without grades” at the Louise Michel secondary school in Epinay sur Seine, organising a “digital camp” for 26 girls in partnership with Microsoft and arranging visits to the TF1 newsroom and showroom, as well as organising postgraduate internships in association with 10 other companies.

The TF1 Corporate Foundation also organises a Diversity Award for innovative, independent and responsible journalism on the themes of immigration and integration, in partnership with the French-American Foundation.

INDICATORS: CORPORATE FOUNDATION INITIATIVES

At 12/31	2015	2014	2013
Young people from disadvantaged areas welcomed by the TF1 Corporate Foundation (winners of the annual competition)	11	13	13
High schools visited (students concerned)	19 (2,100)	20 (2,500)	20 (2,500)



7.3.4 DIALOGUE WITH STAKEHOLDERS

TABLE OF STAKEHOLDERS, ISSUES AND DIALOGUE METHODS

Stakeholder	TF1 player	Issue	Dialogue method (examples)
Regulatory authorities: CSA ⁽¹⁾ , ARPP ⁽²⁾ , French Competition Authority	Corporate Secretary, Broadcasting Division, TF1 Publicité	News, programming and advertising ethics and compliance	Participation in working groups, production of reports, proposals
Public	External Communication Division (including Audience Relations Department), News ombudsman, News Team journalists	Raising public awareness of major issues	Personalised answers to emails, phone calls and letters, debates with channel personalities, journalists' blogs, etc.
Advertisers	Sales Division and Business Development Division, TF1 Publicité	Customer satisfaction, development, data protection	Direct meetings with advertisers, general terms and conditions of sale posted online www.tf1pub.fr website, Références magazine, events, Campus, etc.
Employees and trade unions	Management, Talent Development Division Social affairs	Employee-management dialogue, remuneration policy, forward-looking management of employment and skills, health/safety/security, skills development, equal opportunities	Negotiation of agreements with trade unions, internal communication publications, satisfaction survey, annual performance appraisal, etc.
Suppliers, service providers, producers	Central Purchasing Division, Rights Acquisition Division	Responsible purchasing, copyright protection	Questionnaires on CSR policy, including sustainable development in specifications
Associations, NGOs	Broadcasting, Solidarity Committee, Foundation, Social Affairs, Disability and Diversity,	Solidarity/diversity, public visibility of associations,	Free spaces provided by Broadcasting and TF1 Publicité, donations in kind, multi-year contracts and partnerships
Shareholders and financial community, non-financial rating agencies	Investor Relations Department, CRS division	Governance, business ethics, transparency	Annual General Meeting, registration document, <i>road</i> shows with institutional investors, meetings and teleconferences with analysts, regular phone contact, website
Audiovisual content creators	Programme units	Cultural diversity, Ecoprod actions	Very frequent meetings Creation workshops, training
Research and teaching	HR development	Talent attraction	Partnerships, <i>student</i> challenges, etc.

(1) Conseil Supérieur de l'Audiotvisuel, French audiovisual regulator.

(2) Autorité de Régulation Professionnelle de la Publicité, French advertising regulation authority.

AUDIENCE RELATIONS

AUDIENCE RELATIONS DEPARTMENT (ARD)

Building a strong relationship with the public is a priority for the TF1 group.

The rollout of the audience dialogue system is a key feature of TF1's policy, initiated seven years ago, to forge closer ties with viewers, the goal being to make TF1 an accessible media entity fostering interactive contacts with its audiences and bringing diversified programmes to its viewers.

The Audience Relations Department was set up to implement a broad range of initiatives to develop an ongoing relationship with the public across France and on social media. The Group wants to raise the channel's profile and share its values with viewers and reviewers alike. Using the communication tools put in place – such as the TF1&Vous section accessible from MYTF1.fr, TF1's significant presence on

social media, letters and phone calls – viewers can share their views on programmes and presenters at any time. The ARD provided 55,000 individual responses in the period under review.

SOCIAL NETWORKS, GRASSROOTS EVENTS

TF1's presence on social media, through Twitter, Facebook, Google+, Instagram, Vine and Periscope, is part of the same drive to build closer ties, by offering people a unique space in which to dialogue and interact. In 2015, TF1's community managers took part in discussions with over 38,648,600 followers who subscribe to the programme and channel pages and the TF1 group corporate communications page. Subscribers get exclusive programme information and loyalty offers, including invitations, goodies and advance showings. They can also share their views on programmes and services. The TF1 group is present on Twitter and Instagram through its hosts, many of whom dialogue with their subscribers.

This approach has a number of advantages, engaging in another form of dialogue, improving our visibility, boosting our image, connecting with audiences, discussing our programmes, promoting our content, generating traffic on our websites (including MYTF1.fr), keeping watch and building our online reputation. Throughout the year, TF1 innovates and rolls out communication initiatives in social media highlighting exclusive content supplementing that offered by Broadcasting and MYTF1.fr. Always ready to enter new fields and innovate, TF1 is currently trying out new social networks, including Tumblr and Snapchat, to further heighten its visibility.

INDICATORS: AUDIENCE RELATIONS

	10/01/2014 to 09/30/2015	10/01/2013 to 09/30/2014	10/01/2012 to 09/30/2013
Replies to contacts via email, post and calls to the ARD ⁽¹⁾	55,000	65,000	90,421
Number of followers on all social media ⁽¹⁾	over 38 million	over 30 million	over 20 million

(1) followers of programme and channel accounts and corporate communications from the TF1 group on Twitter, Facebook and Instagram.

NEWS OMBUDSMAN

News ombudsman Françoise-Marie Morel receives the public's opinions, requests for explanations and complaints via the Audience Relations Department (on tf1.fr). She listens to comments about presenters and

the treatment (or non-treatment) of news stories. She replies on her web page <http://lci.tf1.fr/redaction-lci/redaction-vous-repond/>, explaining how newscasts are put together and what the rules are. She can also reply to individual queries. She advises the Editorial team when many people express similar reactions on a given issue.

7.3.5 PARTNERSHIP AND SPONSORSHIP INITIATIVES

The Solidarity Committee, created in 2001, groups various company representatives (Broadcasting, Advertising, Human Resources, Corporate Foundation and CSR). It coordinates TF1's community-minded initiatives with requests from organisations.

TF1 Publicité and the TF1 channel provide direct assistance to non-profit organisations and help them raise their profile through special prime-time campaigns, the production and airing of commercials free of charge, donations of game show winnings, and cash donations managed by

the Solidarity Committee, providing a range of assistance measures corresponding to a broad spectrum of social issues.

Air time is offered to a varied range of organisations and causes. *Les Pièces Jaunes*, *Les Restos du Cœur*, *Sidaction*, *ELA* (the fight against leukodystrophy) and now the Laurette Fugain organisation have become very important recurring operations.

In 2015, the Group donated a total €36.5 million to 140 organisations.

PHILANTHROPY INDICATORS: NUMBER OF ORGANISATIONS CONCERNED, NATURE AND AMOUNT OF DONATIONS

	2015	10/01/2013 to 09/30/2014	10/01/2012 to 09/30/2013
Number of organisations having received donations	140	153	131
Cash donations to organisations (€000)	3,338.5	3,198	2,206
Donations in kind (value in €000)	31,291	29,964	34,497
Sponsorship administrative costs and contributions to Foundations (€000)	1,894.7	1,973	1,822
TOTAL VALUE OF INITIATIVES (€000)	36,524	35,518	38,656



7.3.6 ETHICS AND SOCIAL RESPONSIBILITY OF THE GROUP

GROUP ENVIRONMENT

The Group operates in a complex and changing regulatory, technological and competitive environment. The main legal provisions and obligations concerning the Group's audiovisual activity are detailed on page 242 of this registration document.

The TF1 group has made a public pledge to uphold ethical principles and the highest standards of conduct across its channels and on-demand audiovisual media services. These principles are enshrined in the agreements signed by each of its channels with the CSA and in the regulations specific to non-linear services (the SMAD decree).

THE GROUP'S ETHICS, COMPLIANCE AND CSR POLICY

BACKGROUND:

In 2014 TF1 decided to implement, under the responsibility of its Corporate Secretary, the Group Head of Ethics since 2009, a structured Compliance policy based on three pillars: Ethics, Compliance and CSR.

Creation of a TF1 group Code of Ethics:

TF1 introduced its own Code of Ethics in 2014, approved by the Board of Directors on July 24.

Applying to everyone at the Group, the Code of Ethics aims to rally Group employees around essential values and rules of conduct, namely: respect for the law and the overriding interests of the Group, the quality of relations with all internal and external stakeholders (including subsidiaries, employees, customers, suppliers, shareholders, institutions and public authorities), the protection of Group assets, the prevention of conflicts of interest and the fight against corruption.

The Code of Ethics also sets out the Group's commitments on environmental respect, social responsibility, patronage and responsible purchasing.

It involves the introduction of a whistleblowing system enabling employees to inform the Group Head of Ethics of any infringements of the Code of Ethics they may observe in the carrying out of their duties and within a pre-established scope.

Distributed to all permanent employees of the Group, the Code of Ethics is now available on line on the Group Intranet and corporate website (www.groupe-tf1.fr).

The creation of four Compliance programmes:

Special compliance programmes have been drafted for four major themes in the Code of Ethics.

The Code of Ethics is now supplemented by four compliance programmes:

- Competition;
- Anti-corruption;
- Conflicts of interest;
- Compliance in securities trading.

These programmes, approved by the TF1 Board of Directors on July 24, 2014, have been assigned individually to senior managers. A system encompassing special training and awareness-raising initiatives has been implemented to help them manage and apply these programmes and inform their teams.

The creation of an Ethics and CSR Committee

In parallel, the Board of Directors decided to set up an Ethics and Corporate Social Responsibility (CSR) Committee tasked with ensuring the respect of the Code of Ethics and the application of rules on ethics, conduct, compliance and with overseeing the Group CSR policy. Composed of two independent Directors, a director representing employees, the Group Head of Ethics, the Legal Affairs Director and the Group Head of CSR, the Ethics and CSR Committee is responsible for the following:

■ in terms of Ethics:

- ensuring that the Group respects applicable laws and regulations, as well as agreements and commitments made with government authorities, and more broadly, the loyalty, honesty, sincerity and fairness with which it is duty bound to conduct its internal and external relations,
- maintaining within the company rules based on trust, mutual respect, dignity and fairness, consistent with the principles set forth in the Code of Ethics;

■ in terms of CSR:

- overseeing the commitment of the Group and the relevance of its vision on CSR, by directing foresight work aimed at better understanding the expectations of customers and other stakeholders and taking account of the proper integration of CSR principles in the Group's global strategy,
- transmitting to the Board of Directors an opinion of this Annual CSR Report.

The introduction of an organisation structure for the implementation of the Code of Ethics and compliance programmes

The operational rollout of the Code of Ethics and compliance programmes is the responsibility of the Heads of Ethics and Compliance at each business (Legal Directors) in coordination with and under the supervision of a Group Head of Compliance appointed in September 2014 and reporting to the Legal Affairs Director and to the Corporate Secretary, the Group Head of Ethics.

MAIN INITIATIVES IN 2015

The Ethics and CSR Committee met twice in 2015. It approved an initial action plan for the three-year rollout of the Code of Ethics and Compliance Programmes.

Risk mapping was carried out for each of the Group's businesses. This was then consolidated to identify and prioritise the major issues and risks for the Group in terms of ethics and compliance. This analysis allows training to focus on these risks and to target the most exposed employees.

A practical guide to Ethics is in the process of being drawn up. The main aim of this is to inform, galvanise and engage employees as compliance stakeholders. The guide will be issued at the end of a generalist training module on day-to-day ethical practices, to be organised in 2016.

Lastly, TF1 has drawn up a draft charter of Institutional Relations which will be submitted for approval to the Ethics and CSR Committee in early 2016.

7.3.7 RESPONSIBLE PURCHASING POLICY

TF1 spends more than 65% of its revenue with external entities. To implement the Group's CSR policy at the Group's service providers and suppliers, in 2008 TF1 initiated a Responsible Purchasing and Purchasing Diversity policy excluding the purchasing of rights.

In 2013 the scope of Responsible Purchasing was extended to include Rights Acquisitions, covering the acquisitions of rights to broadcast programmes and live sporting events with a view to feeding the Group's different channels, and purchases by the T el eshopping company, notably through the introduction of CSR assessments of the major partners of these structures.

After signing the charter of Inter-Company Relations in January 2012, in January 2014 TF1 obtained the Responsible Supplier Relations Label, awarded by the national inter-company mediation service and the French Purchasing Managers' Association (CDAF). This label is awarded to French companies proven to have sustainable and balanced relations with their suppliers.

The 2015 Responsible Purchasing Committee Meeting brought together the heads of the main TF1 group structures to report on actions in 2015 and review the implementation and integration of the policy, including a progress report on the improvement plan relating to the Responsible Supplier Relations Label and to establish the main areas of the Group's Purchasing and CSR policy.

EXTERNAL EXPENDITURE EXCLUDING RIGHTS

The TF1 group Purchasing Division, part of the Strategy, Finance and Purchasing Division (DGASFA), is responsible for all external expenditure excluding purchases of rights and goods.

The remit of the Group Purchasing Division is to optimise all the Group's contractual conditions while maintaining the quality of the goods and services procured and seeking to build well-balanced and lasting relations with suppliers.

The Purchasing Division upholds the following values, which are posted for employees on a dedicated intranet site: Independence, ethics and compliance of buyers (as expressed by the Responsible Purchasing and Diversity policy), effectiveness and security of the purchasing process, respect for suppliers and partners, global management of supplier relations, two-way respect for contractual commitments, cross-functionality and synergies at Group level, and the rollout of the Responsible Purchasing and Diversity policy.

A section of the Responsible Purchasing policy covers subcontractors' commitments to comply with the company's labour agreements and uphold its values. The conduct and anti-corruption policy is governed by the Code of Ethics of the TF1 group together with the four compliance programmes and notably covers aspects relating to active and passive corruption, conflicts of interest and the whistleblowing system for employees.

The purchasing process is secured within SAP and complies with the principles of internal control concerning the separation of roles and responsibilities for making supplier orders.

RIGHTS ACQUISITION PROCESS

The rights acquisition process at the TF1 group respects the Group's internal control procedures, presented in detail on page 85 of this document.

The Group endeavours to assess and control the risks inherent in all envisaged acquisitions.

To that end, the rights acquisition process is secured at each key step of the commitment by the multiplicity of the players involved, with any engagement made as part of a collegial decision and backed by a formal process including numerous indicators and a Group Contractual Policy established by the Legal Affairs Division, shared with the Operational Divisions, then approved annually by the Senior Management.

They enable the strict respect of Group objectives on compliance in business, law and competition and the Diversity Charter. By rallying managers and employees around shared values, the Group pays particular attention to the prohibition and prevention of anti-competitive, dishonest and corrupt practices. As stated on page 258 of this registration document and annual financial report, TF1 has for several years renewed its membership of the United Nations Global Compact, one of whose principles is aimed at fighting against corruption in all its forms.

THE ACQUISITION OF AUDIOVISUAL PROGRAMMES (EXCLUDING SPORTS RIGHTS)

The TF1 Acquisitions de droits Economic Interest Group, including all of the Group's channels, and the Rights Acquisition and Trading Division (DGAAN), tasked with acquiring rights and optimising their circulation within the Group, acquire, as part of the Group Contractual policy, broadcasting rights for feature films, series and TV films. Where applicable, they sell rights that are not being used by Group broadcasters to third parties to optimise inventory management.

The channels send their requests to their representative in the EIG and to the Senior Management. A committee grouping the representatives of the EIG member channels is tasked with approving with the members the overall breakdown of the ordered rights, then sends on these requests and their breakdown to the DGAAN so as to proceed with the purchase of the programmes.

The Group calls on a broad range of producers. Acquisition decisions are based on the artistic quality of programmes and on the editorial policy of the Group's channels, the aim being to foster diversity and work with a diverse range of rights suppliers (location, size, innovation, etc.) in accordance with the principles of the Diversity Label.





Acquisitions are approved by *ad hoc* committees grouping all the decision-makers on the basis of objective criteria defined beforehand:

- the Rights Acquisition and Trading Division presents an overview of the project characteristics: unit price, number of broadcasts, rights transformation procedures, programming slots in the grids of the ordering parties, rights use period, sub-licensing (where applicable), territory, secondary use, and billing and payment conditions;
- the Artistic Division is responsible for the compliance of the programme with the editorial line of the commissioning channels;
- the Programming Division ensures that the rights correspond to the programming grids of the Group's channels, ratings objectives and the channels' inventory control;
- the Deputy Director of Group Strategy, Finance and Purchasing approves the inscription of the acquisition in the cost of the programmes and the investment budget of the Programme Unit, the projected profitability of the acquisition, the inventory level, the compliance of the acquisition cost with the price due, and the inclusion of performance clauses where appropriate;
- the Legal Affairs Division, which endeavours to respect the Group Contractual policy, drafts and implements acquisition contract models and negotiates and approves any waiver clauses.

Final approval of the commitment is made in line with the procedures and delegations of powers implemented by the Senior Management.

The Rights Acquisition Department is responsible for updating the programmable inventory of broadcasters and ensuring the respect of contractual provisions concerning payment.

ACQUISITION OF SPORTS RIGHTS

Sports rights are acquired by the division responsible for sports, usually through calls for tender initiated by the rights-holders (federations, rights agencies, etc.). These calls for tender, generally open to all broadcasters, respect European and national regulations (French Sports Code). For the largest projects, the Board of Directors forms an *ad hoc* committee responsible for approving the proposals.

MAIN INITIATIVES

Through its Responsible Purchasing policy, the TF1 Purchasing Division adopts a multi-pronged approach in accordance with the Group's CSR policy. This mainly includes promoting sustainable relations with its suppliers, applying CSR criteria to purchases, making greater use of the sheltered sector, tackling corruption and offering professional development for its buyers.

PROMOTING BALANCED AND SUSTAINABLE RELATIONS

The commitment of the TF1 group Purchasing Division towards sustainable and balanced relations with its suppliers and partners remains a major objective. TF1 prefers to have framework contracts with its suppliers, while establishing multi-annual contracts for services or supplies requiring significant investment and implementation.

For several years, the TF1 group has had a balanced contractual framework compliant with the legislation. In early 2015 it amended its General Terms and Conditions of Purchase.

SUPPLIER ASSESSMENT WITH ECOVADIS

Since 2008, one area of the implementation of the Responsible Purchasing policy has been based on CSR assessments of suppliers for ex-rights purchases. These assessments, carried out by EcoVadis, are focused on four components: the environment, social aspects, business ethics and purchasing policy. Assessments give rise to a report that supplies a rating on each component, an overall rating, the strengths, weaknesses and opportunities of the company assessed, as well as a benchmark, 360° information, a press review and corrective action plan (CAP). These assessments are made through campaigns or as part of calls for tender or renegotiations of contracts worth over €500K, so as to integrate the CSR criterion in the final decision.

By the end of September 2015, 152 suppliers had been assessed using EcoVadis over the previous three years. Analysis of these conclusions further contributes to the successful management of supplier relations and is also used to coordinate CSR initiatives with service providers. In 2015, the Purchasing Division decided to set up more formal action plans with evaluated service providers: accordingly, the professional development course for buyers has been supplemented by training on the "*EcoVadis – Analysis of reports and resulting action plans*" methodology, with a brief guide to the main wording.

In addition to the EcoVadis assessments, the Purchasing Division has developed a "*CSR Questionnaire*" as a complementary supplier knowledge tool. This questionnaire covers all aspects of CSR, from the environment to safety, and uses a fast and effective analysis to identify key social issues for suppliers and verify their relevance within the purchasing process. The questionnaire is incorporated into all consultations and is a way of educating frontline staff at a very early stage in the process.

PURCHASER TRAINING AND INVOLVEMENT

In 2015, all buyers from the Ex-rights Purchasing Division, as well as buyers from the Rights Acquisition and Trading Division (DGAAN) and Téléshopping (purchases of products and goods), received training on responsible purchasing and CSR.

In addition to the training provided in November 2014 on the commitments represented by the Charter and Label, the Division also wanted to replicate, adapt and offer this training on implementing a Responsible Purchasing policy for other departments of the TF1 group involved in making purchases:

- December 2014: DGAAN buyers, focusing on the implementation of an ex-rights purchasing policy, the opportunities for replication within the DGAAN and a review of EcoVadis assessments performed on several of DGAAN's partners, as well as a proposed plan of action;
- July 2015: a half-day module to recap on the key points of the TF1 group CSR policy, the need to develop a Responsible Purchasing policy and the importance of mapping CSR risks, was organised for buyers from the Téléshopping Products Purchasing Division;

- March 2015: ex-rights buyers were offered a brainstorming module entitled *How to integrate CSR criteria into our purchasing decisions*, with the aim of reviewing the major purchasing families and identifying the CSR issues in each case;
- December 2015: buyers were offered an awareness-raising session on CSR risks and on monitoring economic dependence and other risks in general (e.g. financial, security, supply disruption, etc.), as well as a presentation of the mapping methodology, the results and recommendations in terms of risk management, and the development of action plans to be implemented with the suppliers concerned.

In addition, for several years between 15% and 33% of the variable remuneration of buyers from the TF1 group Purchasing Division has depended on their CSR actions and purchasing diversity: inclusion of CSR criteria in purchasing decisions, monitoring of the management plan and communication on the Responsible Supplier Relations Label, promotion of the use of the sheltered sector, deployment of CSR assessments (EcoVadis or CSR questionnaire), design and coordination of internal training or coordination of the Responsible Purchasing Network (e.g. Discussion and Benchmarking Group (GEB), French Purchasing Managers' Association (CDAF), internal committees, etc.).

USE OF THE SHELTERED/ADAPTED SECTOR

The Purchasing Division maintains a list of establishments in the sheltered/adapted sector for a range of services, including printing, catering, packaging and mailing, creation and communication, the maintenance of green spaces and the recycling of cassettes.

It extended this panel in 2015 to include a logistics and transport company.

The department raises awareness of the sheltered sector via internal communication tools, the Responsible Purchasing Committee and the Diversity Committee. It supports decision-makers and ensures the diversification of services.

COMMUNICATION

The process is informed by contributions at various round tables and conferences on the theme of Responsible Purchasing.

In addition, a TF1 representative chairs the Discussion and Benchmarking Group (GEB) for purchasing and CSR, under the aegis of the national inter-company mediation service, the French Purchasing

Managers' Association (CDAF), Obsar and Observatoire Com Media. The aim of the Discussion and Benchmarking Group is to consolidate best practice in terms of responsible purchasing and anti-corruption with prompt payment.

INTEGRATION OF CSR CRITERIA AND CLAUSES IN TENDERS

A sustainable development and diversity clause – renamed the “ethics and compliance clause” in 2015 in reference to the Group’s new Code of Ethics – is included in contracts and the General Terms and Conditions of Purchase. The clause also states that TF1 and TF1 group companies are members of the UN Global Compact. The Group’s entities make a commitment to other French and international companies to respect and promote the ten principles of the Compact in the areas of human rights, labour, the environment and anti-corruption, as well as adopting responsible purchasing practices. The contractor thus commits to respecting the principles set forth in the Compact, available on the Internet, and makes sure its subcontractors do the same. The contractor is informed that not respecting these principles will result in contract termination and/or is liable to cause serious damage to the image of the TF1 group.

TF1’s Purchasing Division (excluding rights) also signed the Diversity Charter and obtained the Responsible Supplier Relations Label in January 2014 (renewed in January 2015). TF1 and TF1 group companies have thereby committed to fostering diversity at their suppliers (location, size, innovation, etc.) and to respecting and promoting the principles as set forth in those documents. During the second review in early 2016, the Purchasing Division again had the opportunity to demonstrate its commitment to responsible procurement.

In 2015, the Ex-rights Purchasing Division updated the CSR risk map by purchasing family, ultimately with a view to accurately integrating CSR criteria into the purchasing process.

The gross risk map focuses on the critical issues of 57 families in the ex-rights purchasing nomenclature. The Ex-rights Purchasing Division applied two standards, ISO 26000 and 31000. The results show a matrix of gross risks, ignoring the internal policies specific to each family. In 2016 these will be mapped again to identify the net risks, with the help of Internal Audit, the CSR Division and the Legal Affairs Division. This will allow the families to be positioned accurately within the Impact/Probability diagram.



SUMMARY OF ACTIONS FOR DEPARTMENTS INVOLVED IN THE PROCESS

	Ex-rights Purchasing Division	Rights Purchasing Division	Téléshopping
Buyer training on responsible purchasing	Yes	Yes	Yes
CSR criteria included in tenders	Yes	Yes	Yes
EcoVadis assessment	Yes	Yes	Under discussion with Téléshopping, depending on applicability
CSR questionnaire sent out during tenders	Yes	Under review	Questionnaire to be sent out in 2016
CSR risk mapping	Yes	Under review	To be confirmed
Responsible Supplier Relations Label	Yes	No	No
Responsible Supplier Relations Charter	Yes	To be confirmed	To be confirmed

RESPONSIBLE PURCHASING INDICATORS

	10/01/2014 to 09/30/2015	10/01/2013 to 09/30/2014	10/01/2012 to 09/30/2013
Total business scope (€m)	1,342.5	1,450.5	1,623.8
Expenses addressed by CSR criteria	1,342.5	1,450.5	1,623.8
Expenses addressed by CSR criteria*	552.8	570.0**	602.0**
Share of expenses addressed (in %)	41.2%	39.3%**	37.1%**
Number of suppliers assessed by EcoVadis or in the process of assessment	152	161	169
Revenue of the Purchasing Division covered by an assessment by EcoVadis or in the process of assessment (€m)	344.8	339	115.6
Revenue with the sheltered/adapted sector (€000)	370.7	311.1	304.3
% of buyers trained in responsible purchasing (100% to the Purchasing Division)	100%	100%	50%*

* "Expenses addressed by CSR criteria" and all the following indicators concern the Ex-Rights Purchasing Division, the Rights Purchasing Division and, since 2015, the Téléshopping subsidiary.

** "Expenses addressed by CSR criteria" in 2013 and 2014 have been restated following a methodological error (incorrect integration of taxes in expenses covered).

7.3.8 RESPECT OF ETHICS AND COMPLIANCE RULES IN CONTENT

The issues covered in this document on produced and distributed content go above and beyond the requirements of the Grenelle 2 Act, as they are of particular importance for TF1.

The General Secretariat is responsible for fulfilling the commitments made through agreements signed by the Group's channels, and for dialogue with the CSA. This last structure works closely with the Compliance Division, part of Broadcasting and in particular tasked with verifying commitments on programme compliance and the protection of young viewers. Dialogue with the regulator is carried out *via* hearings and written contributions, giving rise to requests and proposals on quantified commitments and the drafting of reports.

INDICATORS ON THE CONFORMITY OF PROGRAMMES WITH ETHICAL AND COMPLIANCE COMMITMENTS

The scope for all content-related aspects is 2014; 2015 was unusual in that the CSA did not produce a comprehensive review for regulated broadcasters as it had in previous years. The regulator's comments have been compiled by the Compliance Division for all channels in accordance with the agreements signed. The CSA plans to produce another review in 2016 for 2015.

Two actions were taken in 2014: one warning for TF1 and one for LCI.

As a reminder, TF1 broadcast 7,636 hours of programmes (excluding advertising and sponsorship) and more than 13,300 topics in TV news programmes.

Channel	Subject	Scope of the CSA analysis	Type of breach	Intervention of the CSA
TF1	Pluralism of expression of opinions and schools of thought Principle of equal airtime	News programmes and other TF1 programmes broadcast from April 14 to May 16, 2014	Failure to uphold the principle of equality in the Eastern electoral constituency, where only one list was shown. Lack of balance in news reports, airtime for political parties and political groups entering lists in European elections, as well as their supporters.	Warning
LCI	Editorial responsibility Human rights	“Choisissez votre camp” programme broadcast on January 10, 2014	Lack of control by the channel, which failed to challenge comments made by a guest which constituted an insult to human dignity and a threat to public order. (when a guest lamented the absence of an exemption from the prohibition of the death penalty following a question on the decision to cancel a performance by the controversial French comedian Dieudonné M'bala M'bala)	Warning

Reminder of the gradual scale of the CSA's measures: Letter (not accounted for here) – Warning – Caution – Penalty.

7.3.9 NEWS

NEWS DIVISION, SOCIETY OF JOURNALISTS

The News Division is tasked with ensuring that the ethical principles of the profession are applied.

It ensures the independence of the editorial staff. Through dialogue and debate, it creates an initial barrier against any attempt to breach the ethical boundaries of journalism. The editorial staff may tackle any issue and strive to treat each one in a balanced fashion, taking an approach that is commensurate with the importance of the news. The Society of Journalists, created following the privatisation of TF1, has as members 75% of the 230 or so journalists who make up the editorial team. Presenters and the News and Editorial Team Directors are not members of the Society. The Society's role is to create a space for dialogue in which members of the editorial staff may broach any question concerning compliance in journalistic practice and the integrity and independence of journalists. The Society of Journalists promotes the concept of responsibility in journalism as a profession. It meets with the News Division upon request and throughout the year.

The News Division will contribute in its areas of expertise to the work of the Ethics and CSR Committee with a view to supplementing and detailing the application of the ethical principles applicable to the Division.

CHARTER OF PROFESSIONAL ETHICS FOR JOURNALISTS

The main unions representing journalists in France have adopted the charter of Professional Ethics for Journalists, which is posted on the website of the National Union of Journalists (SNJ): <http://www.snj.fr/content/charte-d%E2%80%99%C3%A9thique-professionnelle-des-journalistes> (in French). The National Collective Labour Agreement for Journalists (CCNTJ), which applies to all 37,000 press card-carrying journalists in France, also establishes ethical principles.

The journalists of the Group's editorial teams, who hold the Press Card, have *de facto* adopted these rules and principles.

A Code of Conduct for TF1 group journalists, which has been under review for several months by the News Division, is now in the process of being drawn up.

NEWS ITEM VIEWING AND ERROR CORRECTION

Each news item is viewed by at least four people: the assistant chief editor, the managing editor, the chief editor and the presenter. The Director of the Editorial Team also views many stories. If a mistake is made on air, it is frequently corrected before the end of the programme by the presenter. Wherever he so wishes, the Director of the Editorial Team can call on the Director of Legal and Regulatory Affairs for his advice on the matter in question.

PRESS TRIPS AND EMBEDDED JOURNALISTS

Outside official travel, journalists may only take part in press trips with their manager's approval. This is granted on condition that the person organising the trip has been informed of the lack of guaranteed editorial coverage.

TF1 regularly sends embedded journalists (those incorporated into the armed forces on the ground) with French and American forces, without, however, cutting itself off from other sources, because this offers a way to get physically closer to war zones. The journalist is rarely the only special correspondent on the ground. TF1 tries to do stories on peripheral topics outside the army. The practice of “embedding” is announced when the news coverage is broadcast.

TREATMENT OF HUMAN INTEREST STORIES, PREVENTION OF UPSETTING IMAGES

TF1 does not cover human interest stories unless they link to a wider social issue. The Editorial team endeavours to gauge this dimension by reading dispatches and conducting preliminary investigations.



One of the Editorial Division's principles is to avoid showing gratuitous violent images. If a story may be difficult to watch, the presenter will warn viewers, saying that "some of the following issues may be upsetting". Sources are always given for images. Also, images are never modified, except to add graphics.

QUALITY OF IMAGE SOURCES, AMATEUR VIDEO

The Editorial team pays very close attention to the quality of image sources, and the use of home videos is banned unless the source can be properly verified. When such material (which may be cropped and mounted) is used, the words "Home Video" are displayed and, if necessary, the date when the video was shot will be shown. These videos are paid for according to the type of event, the quality and the duration of the sequence used. TF1 has established a scale that takes into account the event, video quality and duration.

STATUS OF GROUP JOURNALISTS' BLOGS

If a journalist writes in the name of the channel, the Editorial Division considers that his or her contributions to blogs or social networks create

exposure to personal and corporate liability. The rules that apply on air also apply to blogs. Any failure to act impartially will not be tolerated any more than it would be on the channel, and penalties are possible.

UNDERCOVER WORK

The Editorial team considers that it is the duty of journalists to report what goes on even in closed countries. Outside war zones, experienced journalists from TF1's Investigations unit may work undercover if the subject justifies it, usually for social or economic subjects.

TRAINING PERSONNEL ON MEETING THEIR OBLIGATIONS

Legal and Regulatory Affairs organises regular training and interventions on legal aspects for all staff members involved in preparing reports for TF1 and LCI televised news broadcasts. Participants are reminded of the laws that apply to them in their role as news providers. In addition to the rights of the press and copyright, the seminars also discuss CSA rules and oversight.

7.3.10 PROTECTION OF YOUNG VIEWERS

RATING INFORMATION FOR YOUNG VIEWERS AND YOUTH PROGRAMMES

Since 2002 terrestrial television channels have been required to display content rating signage during all non-advertising programmes that are not recommended for general viewing. Each channel is responsible for introducing the signage system and informs the CSA of its composition but remains solely responsible for rating decisions. The signage provides practical information about age appropriateness for each of the five categories (general, -10, -12-, -16, -18). The TF1 channel does not broadcast any -18 rated programmes.

The Viewing Committee set up by TF1 brings together the heads of broadcasting, programming, programme compliance, acquisitions and youth programming.

To see all the child protection commitments made by TF1, read the requirements for applying the CSA's content rating signage system at http://www.csa.fr/infos/controle/television_signaletique_C.php (in French).

A PSYCHOLOGIST FOR TFOU'S YOUTH PROGRAMMES

Over the last ten years, a child psychologist has viewed all the youth series purchased and works upstream in close cooperation with the artistic team on series co-produced by the channel. He or she suggests cuts or sometimes rates episodes as being unfit for broadcast, when he or she considers the images inappropriate for children. These recommendations are always followed.

CHILD PROTECTION AND CONNECTED TELEVISIONS

In 2009, by publishing a charter for French publishers on connected televisions, TF1 contributed to raising the awareness of the public authorities on the subject of the risks caused by the disappearance of the boundaries between television and the Internet. This subject was taken over by the CSA in 2012, which established a commission on connected televisions, for which one of the four main subjects was child protection. TF1 continued its contribution by participating in this working group.

TFOU AND INTERNET SECURITY FOR CHILDREN

TFou.fr is the TF1 group's youth site, attracting an average 200,000 unique visitors a month.

Since it was created in February 2000, TFou has paid particular attention to securing the browsing of its internet users. This is largely due to a moderation system for all its content and the protection of the personal data of children (no photographs, contact details or personal information may be exchanged).

All of the community areas are highly controlled: the contributory areas are moderated before publication by the company Concileo and chats use a lexicon of words pre-selected by the TFou.fr team on the same principle as a predictive-text language. In this way, users of the TFou.fr site can learn to use the Internet in a way that is genuinely recreational, which lets them express their feelings or emotions, but using expressions and a vocabulary acceptable to all. In addition, a parents' corner includes information about web safety: <http://www.tfou.fr/coin-parents/>

7.3.11 PROGRAMME ACCESSIBILITY

As a leading family-oriented channel, TF1 is duty bound to ensure that its programmes are accessible to everyone, particularly people with impaired hearing or vision.

SUBTITLING

Since September 2010 all TF1 programmes have been subtitled, in accordance with the Act of February 2005. In the case of news

programmes, a special system has been introduced to deliver quick service combined with excellent quality when transcribing news item commentaries or what the journalist is saying in the studio. The system operates using a team of three people and voice recognition software. On December 12, 2011 TF1 signed the CSA's charter on Subtitling Quality.

The Group's theme channels go beyond their subtitling obligations.

INDICATOR: COMPLIANCE WITH SUBTITLING OBLIGATIONS BY GROUP CHANNELS

Channel	2015 obligation	2015 actual	2014 actual
TF1	100.0%	100.0%	100.0%
TMC	100.0%	100.0%	100.0%
NT1	60.0%	82.0%	88.0%
HD1	40.0%	71.0%	75.0%
Ushuaïa TV	10.0%	35.0%	20.0%
Histoire	10.0%	48.0%	36.0%
TV Breizh	20.0%	67.0%	76.0%
LCI	3 daily newscast in the week, 4 daily newscasts at weekends and on public holidays	3 daily newscast in the week, 4 daily newscasts at weekends and on public holidays	3 daily newscast in the week, 4 daily newscasts at weekends and on public holidays

CONCERNING FRENCH SIGN LANGUAGE

Channel	2015 obligation	2015 actual	2014 actual
LCI	1 daily newscast in the week	8pm news from Monday to Friday	8pm news from Monday to Friday

Although these obligations do not apply to advertising slots, in response to a request from some advertisers, the channel broadcasts their commercials with closed captioning for the hearing-impaired (almost 10% of commercials aired on TF1 in 2015).

AUDIO DESCRIPTION

To serve the one million people in France suffering from impaired vision, TF1 offers programmes with audio description, a technique developed by the Valentin Haüy charity for the blind and visually impaired that allows people to "see" what is going on through an audio description of the action and setting.

In 2015, TF1 broadcast 140 programmes with audio description, 56 with audio description for the first time.

INDICATOR: COMPLIANCE WITH AUDIO DESCRIPTION OBLIGATIONS OF THE TF1, TMC AND HD1 CHANNELS

Channel	2015 obligation	2015 actual	2014 actual
TF1	70 audio-described programmes, including audio description for 40 new programmes on TF1	140 audio-described programmes, including audio description for 56 new programmes on TF1	113 audio-described programmes, including audio description for 34 new programmes on TF1
TMC	17 new programmes with audio description on TMC	20 new programmes with audio description on TMC	17 new programmes with audio description on TMC
HD1	12 new programmes with audio description on HD1	13 new programmes with audio description on HD1	12 new programmes with audio description on HD1





7.3.12 PROMOTING DIVERSITY

The TF1 company fights against stereotypes and seeks to broadly represent diversities in civil society, as do the channels, with all of the players involved in these issues and free of any competitive spirit.

The TF1 group strives to reflect the diversity of the whole of society on its channels and websites, without stereotyping or omissions. Quantified commitments are sent to the regulator each year. A letter is sent each year to the producers of TF1 magazine, game, entertainment and reality TV shows to raise awareness of the issue of diversity within the programmes they make for the channel. All employees responsible for programme production attend special training on taking account of diversity in all its aspects.

The TF1 group conveys this conviction internally, advocating open and respectful relationships between employees and rejecting any discriminatory practices or attitudes.

In the outside world, the Group supports learning projects, the professional integration of young people and the various innovative schemes delivered by the TF1 Foundation or by partners such as the École de la Cité.

DIVERSITY COMMITTEE

Since 2010, the Diversity Committee has included the managers of Broadcasting, Human Resources, the TF1 Corporate Foundation and CSR. In 2015, it was reorganized to focus on produced and broadcast content, and now includes a representative from each programme unit. It also includes representatives from the various internal and external communication departments.

It defines and coordinates diversity policy in the following focus areas:

- coordinating TF1 group thinking on diversity issues (particularly programmes and content) by sharing practices and through knowledge transfer and external contributions;
- organising the diversity actions and initiatives of the TF1 group;
- relaying TF1's diversity policy to institutions, opinion leaders and civil society, in association with the communication divisions.

In 2016 it will support the Group's efforts to renew the Diversity Label.

7.3.13 COMPLIANCE AND ETHICS IN ADVERTISING

RELATIONS WITH ADVERTISERS

TF1 Publicité provides its clients and partners with a website, www.tf1pub.fr, containing General Terms and Conditions of Sales (GTCS), a newsletter, the latest news in the sector and numerous proposals for innovation in the field of advertising.

The GTCS are presented every year, 15 days before their official publication, to the Advertisers' Union, to shed light on the major principles underpinning campaigns in the coming year. The GTCS are then presented to media agencies.

Even if the media agency handles the budget of the advertiser and remains a day-to-day partner of TF1 Publicité, each of the advertisers is accorded at least one presentation meeting a year by the sales staff. To strengthen this direct contact, TF1 Publicité decided in late 2013 to set up a sales team dedicated to advertisers. This preferred contact exists at sales, division and Chairman level. An event reserved for advertisers is organised for the presentation of the programme grid.

A satisfaction survey is carried out every year with advertisers and used as a means of improving relations with TF1 Publicité.

In contrast to received wisdom, TF1 is affordable to all and particularly to small and medium-sized businesses, for which TF1 is an undisputed development booster.

COMPLIANCE WITH REGULATIONS

Advertising messages broadcast on Group channels are subject to General Regulations, sector co-regulation *via* the ARPP, and CSA opinions. These advertising regulations and compliance rules apply to all advertising messages, whatever the medium and broadcasting format. In particular, since January 1, 2012, TF1 has applied the ARPP ruling, which seeks to extend the commitments made to the CSA in 1990 for the channel to include advertising messages on the Group's ODAMS (on-demand audiovisual media services) (MYTF1.fr, MYTF1 on IPTV, MYTF1 apps on smartphones), through advance filing with the ARPP and internal viewing of advertising messages.

The prior opinion of the ARPP is always taken into account before broadcasting advertisements on television or on-demand audiovisual media services (ODAMS). TF1 Publicité's Programming and Broadcasting Division, assisted where required by the Legal Affairs Division, views or listens to every TV, radio or internet advertising message before it goes out.

TF1 Publicité's advertising airtime sales agency may refuse a message, even if the ARPP has approved it, or impose special broadcasting conditions if the message does not seem appropriate for the editorial line of the media on which it is to be aired, and particularly for TF1's family audience. In this case, a letter is sent to the person, advertiser

or PR agency that created the message. A solution is sought to adjust the message or its time slot to fit the editorial line of the medium. If no solution can be found, the message does not go out. The general terms and conditions of sales address such situations.

TF1 Publicité is represented on the ARPP Board and in the main joint negotiating organisations (Syndicat National de la Publicité Télévisée, Centre d'étude des supports de Publicité, EDI Pub). The Group thus plays a part in building the ethical and compliance framework for the industry.

7.3.14 ISSUES IN DIGITAL MEDIA

REGULATORY FRAMEWORK

REGULATION OF ONLINE PUBLIC COMMUNICATION SERVICES

For its digital audiovisual services (mainly MYTF1, TFou, TFouMAX sites and apps), the TF1 group is subject to regulation on on-demand audiovisual services (see "Audiovisual regulations applying to ODAMS" below) and, as such, is also subject to CSA regulation. Where these services do not correspond with the legal definition of on-demand audiovisual services (for example, MYTF1News or WAT), the Group is subject mainly to the Act of June 21, 2004 on confidence in the digital economy and to all provisions of the French Consumer Code. In all cases, the Group is also bound to respect the Act of July 29, 1881 on the freedom of the press (notably the prohibition of defamatory and insulting remarks and the vindication or negation of crimes against humanity), as well as, for all media, the regulations arising from the French Data Protection Act of January 6, 1978 and the ruling of December 5, 2013 on cookies, and is therefore regulated by the CNIL. Regulation on cookies is aimed at ensuring transparency with users as to the number of cookies stored in users' computers and the reasons for these, and in particular at countering "targeted" cookies.

With regard to the digital content hosting site WAT, as host, it is not responsible for content uploaded by users, but is subject to a certain number of obligations (storage of IP addresses and other technical data, icon enabling users to report inappropriate content, reporting of "hate" content to the authorities, prompt removal of reported content).

AUDIOVISUAL REGULATION APPLYING TO ODAMS

Following the Act of March 5, 2009, the implementing orders of July 2, 2010 and November 12, 2010, and the CSA's ruling of December 14, 2010, the TF1 group is bound to respect regulation on ODAMS for all its non-linear services under the meaning of the corresponding legal definition (particularly the MYTF1 and TFou MAX services, irrespective of the media used, be it a PC, TV, smartphone, tablet or game console), as well as all the non-linear services, such as catch-up TV, of all Group channels. This regulation leads to obligations in terms of (i) the contribution to the production of European and French-speaking film and audiovisual works (for example, financing web series), (ii) exposure to European and French-speaking film and audiovisual works, (iii) advertising and sponsorship, (iv) the protection of young viewers (CSA signage on all programmes concerned and trusted zone listing programmes for general viewing) and (v) compliance.

THE FIGHT AGAINST PIRACY AND THE PROTECTION OF COPYRIGHT

TF1 is Europe's most active media group in the fight against piracy. To protect broadcasting content, in 2009 TF1 introduced Signature, a fingerprinting technology developed by France's National Audiovisual Institute (INA). Signature is based on the generation and recognition of video fingerprints in internally produced or purchased content. All content that has been protected and signed by TF1 in the INA's database is therefore automatically detected and rejected before being placed online on platforms with the INA solution (particularly streaming sites such as Dailymotion and WAT).

In January 2012 TF1 signed an agreement on content management and identification with Google Ireland Limited that will allow TF1 to use YouTube and Google Video proprietary digital fingerprinting technologies (named "Content ID") and thus protect its content on the aforementioned shared-content streaming sites. This technology was implemented in September 2012. The content of all Group channels, whether they are produced or purchased, benefit from this protection.

TF1 has also obtained tools for immediately deleting videos on YouTube and Dailymotion, which are run by the anti-piracy oversight team based at e-TF1.

The TF1 group continues to appoint a service provider to detect (using robots) and close (via automatic notifications) links corresponding to programmes for which the TF1 group owns rights, on direct download and streaming sites (several million links closed each year).

The TF1 group initiated two major lawsuits in 2008 against YouTube and Dailymotion aimed at:

- gaining acknowledgement of the infringing nature of content belonging to the Group and available on these platforms;
- convicting these services for failing to withdraw content in a timely fashion after notification;
- requalifying them as publishers (these services wrongly benefiting in TF1's opinion from the status of host).

The dispute with YouTube gave rise to a transaction between the TF1 group and the Google group (including YouTube) on November 14, 2014 putting a definitive end to the case. The transaction consisted of several components, among which YouTube reaffirmed its determination to support the use by rightsholders of its content protection system, Content ID, and, more broadly, to undertake to guarantee rightsholders control of their content on the web.

The dispute with Dailymotion concluded on December 3, 2014 with a Paris appeal court ruling whereby Dailymotion was held liable to pay €1.38 million in damages for counterfeiting and unfair competition.



TF1 has successfully cracked down on its content being pirated on the main video-sharing platforms. However, most piracy has now moved onto social media (Facebook and to a lesser extent Twitter and Vine). Copyright infringement of sports images is a particular issue on Vine; in this type of case, TF1 reports the infringing posts to the sports copyright holders, who then seek to enforce their rights.

TF1 shares legal and operational monitoring of new forms of piracy with a group of copyright holders (mainly the incumbent channels and ALPA, the French broadcasting piracy protection association). This initiative also seeks to raise awareness of the issue on social media and to encourage them to adopt effective ways of identifying and filtering digital content, like video-sharing platforms.

TF1 participates on a regular basis in the work of the High Authority for Transmission of Creative Works and Copyright Protection on the Internet (HADOPI), which is given responsibility for monitoring certain TF1 content. TF1 also lends its expertise and skills to other authorities.

DATA PROTECTION

PROTECTION OF PERSONAL DATA IN THE GROUP

The Group introduced a general policy on information security in 2007.

Concerning the protection of employees' data, the general policy document specifies:

- that it is the duty of information system administrators not to read the personal data of users;
- that the information present in the information system must be classified with a confidentiality criterion that expresses the personal nature of the information;
- that within business lines and subsidiaries, the owner of the information is always identified. He or she must ensure the legal compliance of processing, by contacting the Social Affairs Division, particularly when handling personal data (declaration to the French data-protection authority, CNIL);
- that each new sensitive application is subject to a security audit including an intrusion test, such as, for example, the HR intranet Déclic, which contains personal data.

In addition to the general security policy, new policies have been implemented:

- the Legal Affairs Division launched an awareness-raising initiative on best practice in data protection, as a reminder of the principles, the role of the person responsible for processing personal data and points of contact for the CNIL (the French data-protection authority) within the TF1 group. This initiative led to a summary of the legal framework being posted on the corporate intranet of the TF1 group;
- various actions will be pursued under the data protection plan, including:
 - signing an addendum to employment contracts for employees with access to sensitive data such as personal data,
 - reinforcing encryption techniques: sensitive shared resources (particularly for HR), certain USB sticks and emails for the staff concerned.

PROTECTION OF USERS' DATA

Digital services of e-TF1

The Group's sites and apps are compliant with all legal provisions available on the French data-protection site at the following link: <http://www.cnil.fr/english/>. The privacy policy for users' personal data is available online on all digital assets and must be expressly acknowledged when users register on the site. The Group regularly checks compliance with the recommendation relating to cookies covered by Article 32-II of the Act of January 6, 1978 (the "Deliberation"), notably in the form of technical audits of the cookies/tracers stored when visiting electronic communication services produced by e-TF1 (web/mobile sites and apps) with a view to ensuring compliance. The Group has also addressed all its partners by mail calling their attention to the responsibilities set forth by the CNIL in Article 3 of the Deliberation for players "introducing" and "reading" cookies. Similarly, in the contracts signed with its technology partners, publishers and advertisers, the Group strives to enforce compliance with regulations on the protection of users' personal data. The online communication services developed by e-TF1 are now covered by a policy on cookies, available online on all digital assets

To ensure the security of data on its sites and apps, the Group has also introduced a policy on the treatment and security of the personal data compiled, consistent with the latest technology and regularly checked and audited.

Behavioural advertising

TF1 Publicité sells behavioural advertising on MYTF1 (advertising whose content depends on users' browsing behaviour). TF1 Publicité and e-TF1, publisher of MYTF1, guarantee respect for users' rights in accordance with the provisions of the French Data Protection Act by various appropriate means.

In this respect, TF1 Publicité, as a signatory of IAB Europe's European charter on online behavioural advertising, has committed to selecting technical providers who in turn are signatories of this charter, so as to ensure the correct application of regulatory constraints regardless of the website downloading the cookies.

More specifically, the contracts of the sub-department guarantee that both the advertiser and the sub-department have included in their respective media, in a special area separate from the General Terms and Conditions of Use, clear and unequivocal information for users on:

- the collection of information regarding their browsing behaviour from their connected computer and, to that end, the use of cookies;
- the use of said information for advertising purposes and in particular the sending of targeted advertising by the advertiser and/or the sub-department;
- their right to refuse the use of cookies by indicating several procedures to that effect, the period of time over which collection may be stored and the consequences of such refusal on the use of the services proposed on the type of media concerned.

The sub-department guarantees that the use of cookies does not involve the collection of personal data according to prevailing regulation, including the IP address of the computer *via* which the user is connected. Regarding targeted advertising, only partners having signed the IAB Europe Charter are authorised to work with the Group.