

The background features three faint, light-colored icons: a globe on the left, an airplane in the upper right, and a clock face in the lower right. The text 'MTC' is centered in a large, bold, white font.

MTC

Corporate Responsibility Report 2015

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Q&A with Jørgen Madsen Lindemann



What does corporate responsibility (CR) mean to you?

Corporate responsibility is a big part of my life every day. I have responsibilities in my personal and professional life, and we at MTG have our corporate responsibility. I live in Copenhagen, one of the most diverse and social cities in the world. It is also set to become the world's first CO₂ neutral capital by 2025. Organic food is big here and so is recycling and composting. And we love our bikes in Denmark! There are more bikes than people in Copenhagen and people use them to get to and from work all year round. Only about 30% of people in Copenhagen have a car. No wonder Copenhagen has just been voted the happiest city in the world!

How important is CR for MTG?

It is vital, and part of everything that we do. Our focus on CR also helps us to develop how we think about long-term value creation. It has to be simple, strong and sustainable, and enable us to deal with short, medium and long-term risks and opportunities.

What were your key CR developments and failures in 2015?

We have achieved a lot of good things during 2015, while the organisation also went through major change as we accelerated our strategic transformation from a traditional territorial broadcaster into a global digital entertainment company.

After a successful first year of the Game Changers campaign, during which we launched the initiative in ten countries, we have continued our search for smart,

bold and passionate social entrepreneurs in Latvia, Estonia, Bulgaria, Denmark, Norway and Lithuania. MTG's audiences were engaged again in 2015 through successful campaigns in which they were called upon to submit their ideas about how to make the world better for children, or asked to vote for their favourite Game Changers. In the meantime, the Game Changers selected in 2014 have developed their ideas, grown their organisations and, with the support of Reach for Change and MTG, increased their positive impacts on children's lives across ten territories. I was also very proud of a fundraising special aired in Sweden that raised an incredible 3.5 million SEK for victims of the European refugee crisis in association with the UN Refugee Agency.

Our inclusion in the Dow Jones Sustainability index, as well as a great CDP scores, indicate the progress that we have made. We also aim to deal with the issue of our increased carbon emissions in 2015 and have already started improving our video conferencing tools and facilities, in order to decrease the amount of travelling and improve our employees' work life balance.

What are your goals regarding employee diversity and gender equality?

The United Nations launched the global goals in September 2015. These are great and we have chosen to work with global goal number 5, because we believe in promoting gender equality at all levels. In the spirit of this, we have pledged to achieve a 50/50 gender split in management by 2020. MTG is a company that operates globally and has a diverse workforce, which we welcome and encourage as a key contributing factor to our success.

Q&A with Jørgen Madsen Lindemann

How do you ensure that everyone at MTG does business in a responsible way?

MTG is all about doing business honestly and with integrity. We expect all staff to maintain the high standards of behaviour that are set out in MTG's code of conduct. For example, we have implemented a supplier code of conduct during 2015, setting out the standards that suppliers who work with, or for, MTG are expected to have. We also have an ongoing due diligence process for higher risk partners and during 2015, 96% of our new employees mandatorily signed our code of conduct, whistleblower, and anti-bribery and corruption policies. Additionally to the signing of our policies we invite new employees to our e-learning courses on code of conduct, anti-bribery and corruption and green training. We also rolled out the anti-bribery and corruption training and updated that policy for all staff, including a video presentation by our corporate counsel. Finally, we are rolling out a new e-learning app within Hive (our social intranet) from Q2 2016, in order to improve training participation and completion rates.

What challenges and opportunities do you see for MTG in 2016?

We are involved in an ongoing transformation from a traditional broadcaster to a digital entertainer. We want to be the number 1 choice for digital video consumers in all of our markets. We have changed our management and organisational structure, bought new companies and sold non-core assets. People are consuming more and more video, and we have more content and more products than ever before, so we have a huge opportunity. It is now about engaging with viewers in as many relevant ways as possible. We still need to bed down the new structures, and still aim to grow our profits at the same time as we accelerate our top line growth, and that is quite an exercise. Our growth and expansion must create sustainable value for all of our stakeholders – that is our ambition and our responsibility.

What is the size of the digital opportunity for MTG?

Big! Millennials are already online – the eyeballs have moved. But the wallet has not moved yet. Everyone is trying to figure out how to monetise these traffic flows and community relationships, and we are right at the forefront of this change with our digital services. And we will expand further. Just look at eSports, where we are the largest company in the world in a sport that is already bigger than ice hockey, in terms of global audience, and expected to be bigger than American football soon. It is early days, but our pro forma eSports sales nearly doubled last year and we have now expanded into the US. The eSports industry already generates hundreds of millions of dollars of revenue, and we operate the leading leagues and events. On the social media entertainment side, the opportunity is even larger with our Zoomin and Splay brands attracting billions of monthly views for vloggers and webstars. And don't forget our biggest digital business today - Viaplay, our premium online video subscription service, offering movies, sports, TV series and kids content on all devices and platforms in the Nordics!

What is your vision for the future of MTG as a responsible digital entertainer?

Our vision is of a company that delivers the very best entertainment experiences. We want to be the number one choice of each consumer in each of our markets. Our content needs to be everywhere on every platform and network – fixed and mobile. We will continue to set ourselves high standards in terms of the quality of the entertainment that we produce and provide, and how we engage with our stakeholders and with broader society. A number of our products are already available globally – Zoomin.TV, ESL and Trace and there will be many more. We can only do all of this by having the very best people on the team so this is where it all starts – we have a responsibility to each other to be the best that we can be, and that is what gets me up each day!

Jørgen Madsen Lindemann
President & Chief Executive Officer

Message from Mauro Silva



Mauro Silva, SVP & Head of Corporate Responsibility, talks about the launch of the 2015 report. This report, which is also available in a digital format, summarises MTG's 2015 corporate responsibility performance, highlights and future direction.

“ The way people consume video has changed dramatically over the last years. Online video consumption is growing and people are spending more and more time watching video, anytime, anywhere and in any device.

Needless to say that these changes in consumer behaviour, of course, will have an impact on how we work with CR. But instead of assuming how these changes would affect us, we went out to the markets and asked our stakeholders – how can we be better as a company.

The result of these surveys showed that we play an increasingly important role in influencing how our audiences think and behave.

As an example, we learned that our carbon footprint appeared to be not as significant as the “brain-print” that the content we produce and provide makes in people’s minds and lives.

And this is the main reason why the quality of our content is our top priority going forward.

Our goal is to be the #1 digital entertainer in countries where we operate. Unsurprisingly, the way we look at corporate responsibility is aligned with that goal – we want to be the most responsible group in the media and entertainment industry.

We have already made some very important steps in this direction during 2015. Firstly, we were listed as one of the most sustainable companies in the world according to RobecoSAM sustainability yearbook. Secondly, our Game Changers initiative, in partnership with Reach for Change, that helps to improve children’s lives around the world, has received international recognition by being nominated as one of the finalist of the prestigious

Nelson Mandela-Graça Machel 2016 Innovation Awards. Internally, we are taking our equality commitment to a whole new level by pledging to achieve gender parity in company’s management by 2020.

But these are just a few of the highlights.

We have just launched our 2015 CR Report in a completely different format. For the first time we have a fully digital tool that allows us to share our stories. Look out for 5 different colours that correspond to 5 main areas we’d like you to explore.

Start with red – this is where you will find a Q&A with our CEO and learn more about our main challenges, targets, risks and strategic priorities going forward.

Green is for environment – learn more about our progress in going green and how we are being recognized by the leading indexes in this area.

Yellow is for our social efforts – our very own people will tell you about their experience of what it is like to work and grow at MTG and how we work with and give back to the communities in which we operate.

Blue is for governance – Here we take a very close look at how we operate as a company and how we ensure that all our employees do business with integrity.

Grey is last but not least, and is where you will find all the data, tables, GRI index, assurance statements and so on... You know, the fun stuff!

Join the discussions and give us your feedback using social media and let’s work together today to be even better tomorrow.

Thank you and see you soon. ”

This is a transcript of a video that you can watch at <http://corporateresponsibility2015.mtg.com>

2015 Highlights



Our people come from all across the globe. In 2015, a full 38 nationalities were represented at our offices.



96% of our new employees mandatorily signed our code of conduct, whistleblower, and anti-bribery and corruption policies in 2015, because it's important that everyone at MTG adheres to the same ethical standards.



Our total carbon emissions were up more than half a percent in 2015, but emissions per employee (excl. Thisisnice) were down more than 2%.

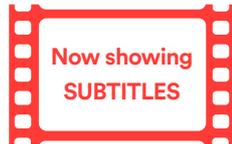
ZERO

When it comes to corruption, our tolerance level is zero. It's also our number of confirmed cases of corruption during 2015. Prevention is always better than cure so we make our stance clear through policies, guidelines and training, as well as an in-house gift register.



35 round trips to the moon. Or 26,792,500km to be exact. That's how far our employees flew in 2015. At 61%, travel is our biggest emission factor. Yes, we are expanding as a business, but we are also looking at new ways to reduce our carbon footprint by adopting virtual meeting solutions.

2015 Highlights



91% of our content is translated on any given day. Through subtitling, voice-over and dubbing, we make sure that our content is accessible to anyone and everyone in each market where we operate.



MTG Sweden's refugee fundraising special raised nearly €375,000 for the UN Refugee Agency in 2015.



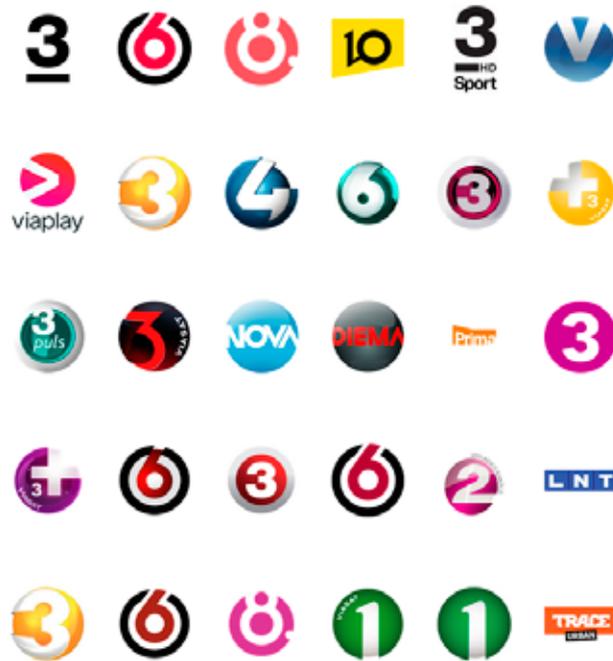
CDP. They help us help the environment by giving us a better idea of how we measure up against ourselves and against others. In 2015, we scored 95C out of a possible 100 and on a scale from A to E. Not bad considering the average score was 84C.



We were included in the Dow Jones Sustainability Index for the fourth year running in 2015. We were also included in the RobecoSAM Yearbook for the third time.

This is us

TV



Radio



Studios



Digital Ventures



This is us

MTG operates everywhere – Nordics, Europe, Americas, Asia, Africa and Oceania

Afghanistan	Haiti	Sankt Marteen
Algeria	Honduras	Sao Tome & Principe
Angola	Hong Kong	Saudi Arabia
Antigua	Hungary	Senegal
Armenia	Iceland	Serbia
Australia	India	Seychelles
Austria	Indonesia	Sierra Leone
Bahrain	Iran	Singapore
Barbados	Iraq	Slovakia
Belarus	Israel	Slovenia
Belgium	Italy	Somalia
Belize	Ivory Coast	South Africa
Benin	Jamaica	South Korea
Bonaire	Jordan	South Sudan
Bosnia	Kazakhstan	Spain
Botswana	Kenya	Sri Lanka
Brazil	Kuwait	St Kitts & Nevis
Brunei	Kyrgyzstan	St Lucia
Bulgaria	La Réunion	St Vincent
Burkina Faso	Latvia	Sudan
Burundi	Lesotho	Surinam
Cameroon	Liberia	Swaziland
Cape Verde Islands	Lichtenstein	Sweden – MTG Headquarter
Central African Republic	Lithuania	Switzerland
Chad	Luxemburg	Syria
China	Libya	Taiwan
Colombia	Macedonia	Tanzania & Zanzibar
Comores	Madagascar	The Netherlands
Conakry Guinea	Malawi	Timor Leste
Congo	Malaysia	Togo
Costa Rica	Maldives	Trinidad & Tobago
Croatia	Mali	Tunisia
Curaçao	Malta	Turkey
Cyprus	Martinique	Uganda
Democratic Republic of Congo	Mauritania	United Arab Emirates
Denmark	Mauritius	United Kingdom
Djibouti	Mayotte	Uruguay
Dominican Republic	Mexico	Ukraine
East Timor	Moldova	USA
Egypt	Monaco	Venezuela
El Salvador	Mongolia	Wallis-et-Futuna
Equatorial Guinea	Montenegro	Yemen
Eritrea	Morocco	Zambia
Estonia	Mozambique	Zimbabwe
Ethiopia	Namibia	
Finland	New Caledonia	
France	Nicaragua	
French Guyana	Niger	
French Polynesia & New Caledonia	Nigeria	
French Southern and Antarctic Lands	Norway	
Gabon	Oman	
Gambia	Panama	
Georgia	Papua New Guinea	
Germany	Poland	
Ghana	Portugal	
Grenada	Qatar	
Guadeloupe	Romania	
Guatemala	Russia	
Guinea Bissau	Rwanda	
Guinea Conakry	Saint Barthelemy	
	Saint-Pierre-et-Miquelon	
		ESL with a global customer presence, bringing eSports production studios in US (LA), UK, Benelux, Poland, Germany, Spain and China and 18 offices including those locations plus US (NY), Asia (China), South East Asia, Russia, Italy, Sweden, Brazil and soon Australia.
		Zoomin with global customer presence also adding 17 offices in Netherlands, France, Uruguay, India, Brazil, Mexico, UK, US, Spain, Belgium, Germany.



Minimising the bad. Maximising the good.

**That's how we like to relate to our planet. But what
does that mean? Let's take a closer look.**



Highlights

Keeping our negative impact to a minimum. Maximising our positive impact. That's basically our green agenda. We keep track of our carbon footprint, encourage green thinking and support environmental NGO's and campaigns.



Our total carbon emissions were up more than half a percent in 2015, but emissions per employee (excl. Thisisnice) were down more than 2%.



Our energy consumption for 2015 was up by nearly 3%, but we have reduced it by 13% since 2010. Similarly, energy consumption per employee was up by 12% for the year, but down by 22% since 2010.



How much of our energy comes from renewable sources? Answer: 13%. And counting!



35 round trips to the moon. Or 26,792,500km to be exact. That's how far our employees flew in 2015. At 61%, travel is our biggest emission factor. Yes, we are expanding as a business, but we are also looking at new ways to reduce our carbon footprint by adopting virtual meeting solutions.

The precautionary principle

Our guiding light when determining environmental and health impacts of our operations. Not just because the law tells us to, but because we're committed to doing what's right.

Highlights



CDP. They help us help the environment by giving us a better idea of how we measure up against ourselves and against others. In 2015, we scored 95C out of a possible 100 and on a scale from A to E. Not bad considering the average score was 84C.



During 2015, our employees traveled 9,041,317 km by car (excl. taxi). That's a total of 775 round trips from Paris to New York. On a positive note, it's an 11% reduction from 2014 and we're heading in the right direction.



We marked green office week in 2015 to remind and encourage our employees to make small changes to their working habits to positively impact the environment. The week raised awareness of key green issues and provided practical advice to create a more sustainable way of working.



TV3 Latvia got on their brooms again in 2015 and supported The Big Clean-up campaign, which challenges the Latvian population to clean up the country's litter.



Our UK employees rolled up their sleeves and cleaned part of the Thames riverbank in 2015. The clean-up was organised by Thames 21, one of the UK's leading waterway charities who work with communities across Greater London to clear rivers, canals, ponds and lakes of clutter for the benefit of people and wildlife.



Earth Hour for 7 years? That's how long we've been supporting this global campaign. It makes sense because fighting climate change is not a 60 minute job, but a long term commitment.

Voices



Steven Tebbe
Managing Director at CDP Nordic

Hello Steven Tebbe, thank you for talking to us! Firstly, what is CDP?

CDP, formerly Carbon Disclosure Project, is an international, not-for-profit organisation providing the only global system for companies and cities to measure, disclose, manage and share vital environmental information. CDP works with market forces, including over 800 institutional investors with assets of €95 trillion and 75 large global purchasing organisations, to motivate companies to disclose their impacts on the environment and natural resources and take action to reduce them. More than 5,500 companies worldwide, of which nearly 1,800 in Europe, disclosed environmental information through CDP in 2015, and CDP now holds the largest collection globally of primary climate change, water and forest risk commodities information. CDP also annually scores companies based on the information provided to CDP. This data helps guide businesses, investors and governments to make better-informed decisions to address climate challenges.

What does CDP like to see companies doing?

CDP's vision is to see a prosperous global economic system that operates within sustainable environmental boundaries and prevents dangerous climate change. For this purpose, certain actions are incentivised through the climate change scoring methodology. Historically, CDP scoring methodology has produced two scores: a disclosure score and a performance band, based on the information provided by companies in response to the CDP questionnaire. Together these two elements give a picture of how a company is doing in terms of transparency, awareness and the ability to measure, collect, report, calculate climate data, but also how companies have man-

aged to reduce emissions and what processes and structures are in place to continue to change. To name a few key areas, the scoring methodology incentivises companies to develop measurement and reporting of full emissions, including value chain, and to investigate how corporate strategy is aligned with low carbon economy, ensure appropriate forms of governance, manage climate risks, as well as to set long-term and short-term targets and naturally implement measures to reduce emissions. CDP's dataset and insights are transforming the way investors approach climate change in their portfolios and track companies' environmental performance. Investors use CDP scores and reports to construct ESG metrics that enable them to rank and compare companies, assess carbon footprints, and support company engagement.

What about MTG? How are we measuring up?

MTG has been reporting to its stakeholders through CDP since 2009. It's obvious that the measurement and reporting processes have been systematically developed, as the quality and completeness of the data has improved consistently throughout the years and MTG's disclosure score has improved from 43 to 95. MTG has also been able to demonstrate implementation of actions and projects aimed at reducing emissions.

What is our rating?

MTG received a score 95C in the 2015 CDP analysis. More precisely MTG scored a respectable 95 out of 100 on disclosure and C for performance on the scale of A-E with A being the highest.

What does that mean? Are we doing well?

The average of both Nordic and Swedish scores was 84 C in 2015. Nordic companies are generally very mature and in the past years have managed to decouple emissions from growth. However, the emissions still need to go down significantly to limit global temperature rise well below two degrees, requiring continuous efforts from companies. MTG's score 95 C indicates that MTG is very transparent in communicating progress and able to provide comprehensive data, but CDP is encouraging MTG to further develop in setting ambitious targets that are aligned with climate science, as well as to continue exploring strategic opportunities presented by the transition to a low-carbon global economy and to continue to proactively implement activities aimed at emission reduction.

Voices



Christin Ambell
Climate Strategy Analyst at Tricorona

Hello Christin Ambell, climate strategy analyst at Tricorona. Please, tell us about Tricorona!

We help manage and reduce the climate impact of organisations through a wide range of services, including climate strategy development, greenhouse gas accounting based on international standards and high quality carbon offsetting from our own portfolio of renewable energy projects certified under the CDM and the Gold Standard.

What can you tell us about MTG's environmental efforts?

We have worked together since 2009 on MTG's greenhouse gas emissions reporting, so we have a clear picture on how you are performing in this field. MTG has taken reporting seriously with

quarterly data collections of emissions. However, it can be tricky to compare a fast-changing company like MTG with its own history, due to mergers, acquisitions, reorganizations etc. Saying that though, emissions have been quite stable over the years even if emissions from energy consumption and air-travel have increased.

So where does that put us?

The reporting of GHG data is now a structured quarterly process. Any process can of course be improved. As far as we understand, many companies only report annual carbon data, and so in this respect you're ahead of the game. Executing on your internal reduction plans might become a priority going forward.

Could we do more?

There is still room for improvement. Last year's local initiative in Ghana, where the energy consumption was halved during the year, demonstrates some of the potential. Going from fossil dependent energy to renewable energy is a rapid step to cut emissions. Many of MTG's energy demanding facilities are located in countries where renewable energy is available. For business travel, MTG could review its car fleet and encourage travel by train. Air travel is always a challenge. On-line meetings and better planning might be fruitful ways to reduce emissions. Or, if MTG cannot find ways to decrease air-travel, carbon offsetting might be an option to consider.

Voices



Martin Walsh

Facilities Manager for MTG's London office

Great to see you, Martin Walsh. You're the facilities manager for MTG's London office. Please tell us about that!

It's an extremely active role, and I'm on the go from the minute I walk in the door until I leave for the day. Our facilities department basically consists of me and one maintenance man, so we both have to be jacks of all trades and manage all kinds of situations and systems. It's multitasking at its best, and we often have to walk a fine line between the landlord and the building occupants to find solutions that work for both sides.

In what way is this office different to other buildings?

It's quite a green building so in that sense it's a bit different. For example, we have over 200 solar panels on the roof, which produce renewable

energy. In fact, the sustainable methods used in the build granted the building an "Excellent" BREEAM rating, which is the second highest score. BREEAM is the world's foremost environmental assessment method and rating system for buildings. It scores buildings on management, health and well-being, energy, transport, water, materials, waste, use of land, and ecology and pollution.

Can you tell us about some of MTG UK's green office initiatives during 2015?

We changed our recycling and reduced the number of general area bins down to two. That's a 50% reduction, so a pretty big difference. In 2015, we saved the equivalent of 74 trees and 1,531 kg of CO₂ emissions, which for a building our size is quite good going. We are now also compliant with the Energy Savings Opportunity Scheme (ESOS), which is a new mandatory EU wide energy assessment and energy savings identification scheme for large organisations. This involved lengthy consultations and investigations of how we can conserve energy and get the most out of the building. Looking forward, we hope to implement a new print procedure in 2016, which should hopefully save a lot of paper.



With great entertainment comes great responsibility.



Taking responsibility for our impact on the world around us is something we take very seriously. That's not always as straightforward as it sounds, but we think it's a job worth doing.

Highlights



Our average number of employees for 2015 was nearly 4,000. Or 3,995 to be exact!



Our people come from all across the globe. In 2015, a full 38 nationalities were represented at our offices.



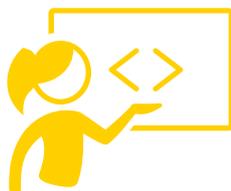
In 2015, our employees were 57% male and 43% female. We aim for a gender equal workforce and we're taking steps to achieve that goal.



Half and half make a whole. That's great news for us because our new hires rate was an even split of male and female in 2015.



Up, up and away! We would like to see more of that when it comes to female leadership. That's why we've put a few of our most dedicated women forward for the mentor programme Women Up.



The world of media and tech is pretty male dominated. We want to change that, so we have joined forces with other giants in the industry to sponsor Women in Tech in the hope that we can inspire more females to think about a future in TMT.



70% of our office employees agree or strongly agree that they can balance their work and home life well according to our 2015 HR survey.

Highlights



81% of our employees completed their performance appraisal in 2015.



37 years old. That was the average age of our employees during 2015. Many happy returns, everyone!



TV3 Lithuania was voted the country's best loved average size company in 2015.



MTG Sweden's refugee fundraising special raised nearly €375,000 for the UN Refugee Agency in 2015.



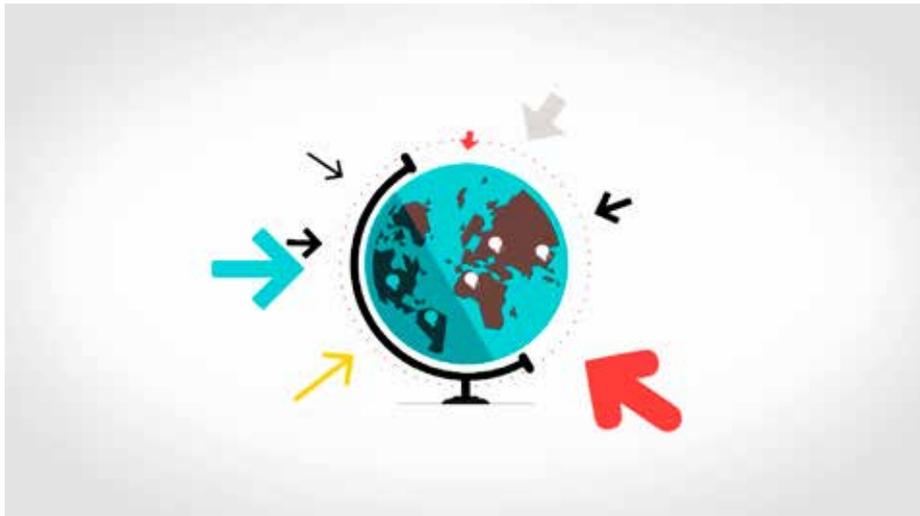
Nova TV was voted Bulgaria's most trusted news source in 2015 with 52% saying this would be the channel they'd most rely on in a major national crisis.



We were included in the Dow Jones Sustainability Index for the fourth year running in 2015. We were also included in the RobecoSAM Yearbook for the third time.

Responsible entertainment is better entertainment

This is a transcript of a video that you can watch at <http://corporateresponsibility2015.mtg.com>



Here's how we put our media to good use in 2015.

We **LOVE** to keep you entertained. It's what we **DO** and we want to offer the **BEST** entertainment there is. That's our number one priority.

ALWAYS has been. **ALWAYS** will be.

But we also think that **RESPONSIBLE** entertainment is **BETTER** entertainment. So putting our brands and platforms to good use seems like a win-win to us.

And the more content we provide, the more opportunities we have to make a real positive difference to people's lives.

To raise awareness on social issues, support the environment and lend a voice to the voiceless.

That's why in 2015 we donated 9,031 533 EUR worth of airtime to worthy causes around the globe.

We want to help create a better world and we believe in the positive impact of entertainment.

We hope you do too!

Global Goal no. 5: Equality

The United Nations launched the global goals in September 2015. These are targets to end extreme poverty, fight inequalities and tackle climate change.



We have chosen to work with global goal number 5, because we believe in the promotion of gender equality and the empowerment of women. In the spirit of this goal, we pledged to achieve gender parity in management by 2020. But we don't stop at in-house initiatives. We also strive to make our industry more equal. We have joined forces with other TMT companies to support Women in Tech, a unique platform and network, which aims to inspire more talented women to consider a career in media and technology.

Careers in brief

We're working towards a 50/50 split in male vs female managerial ratio by 2020 and 2015 saw some amazing women rise through the MTG ranks. We'd like you to meet some of them!



Vanda Rapti

Vanda Rapti, promoted to Senior Vice President in July, 2015.

Good to see you, Vanda Rapti. Great work getting promoted. Is it all going ok?

Yes, all is under control. And all equals a lot! I've got many interesting projects currently on the go, and I'm in the middle of numerous complex negotiations. It's hectic and requires frequent travelling, but I'm optimistic about rendering some good results so it'll be worth it. Not just for me, but for my whole team.

Ok, thanks. And tell us, where did it all begin?

I'm Greek so it all began in Athens, I'm a qualified lawyer there as well as in England. I joined MTG as a lawyer in 2003 and in 2006 I was promoted to senior lawyer. Then, in 2011, I became vice president for pay-TV, video-on-demand and new media acquisitions for 37 countries, including the Nordics, central and eastern Europe, Russia/CIS and Africa. Three years later, I got the additional responsibility of free-TV Nordic acquisitions, and in 2015 I was promoted to senior vice president, heading content acquisitions for all MTG's free and pay TV channels, online services and platforms across more than 37 territories.

Wow, that's a lot. Is it difficult combining a career with having a family?

It can be challenging at times. The stakes are high and the workload can be explosive. It's a 24/7 business. But the bottom line is that I enjoy my job and mix it up so that it works for everyone. And technology is a beautiful thing. It means I can log in whenever and wherever so that not a minute is wasted. I don't squander time. Life is way too short for that.

Never a truer word spoken! Have you got any advice for women who'd like to emulate your career path?

Strive for constant improvement, work hard and when you get knocked down, use this set-back to rise higher.

Global Goal no. 5: Equality



Maria Redin

Promoted to Chief Financial Officer in December, 2015.

Hello, Maria Redin. Firstly, well done getting promoted to chief financial officer. How does it feel?

Thank you, it feels really great! Taking on the CFO role means increased responsibilities, but I've been with the company in various roles for over twelve years so I know the business really well. So, I am ready and look forward to the challenges that lie ahead and working with the great team we have here at MTG.

How did you get here?

I started out as a trainee actually. That was back in 2004, shortly after getting my Master's degree in international business from the University of Gothenburg in Sweden. I then held a number

of financial positions within the group. Group controller and head of group finance just to name a couple. Then, having served as acting chief financial officer from June to November 2015, I was appointed as chief financial officer of MTG in December 2015.

What does the future hold?

We're working in an industry that is changing fast because we are all changing the way that we consume entertainment. The good thing is that people are watching more and more video. This presents us with challenges and opportunities, which is why we're transforming ourselves. We've taken a lot of steps in the last year to ensure that we can continue to invest in our existing products and become even more relevant by acquiring new digital companies. Our industry will continue to evolve, and so will MTG. But our prime focus will always be to offer our customers the very best entertainment and for MTG to be a great place to work!

Women CFO's are still quite a rarity. Have you got any words of advice for women who'd like to do what you do?

Enjoy what you do and you will then do a better job. That little bit extra makes all the difference. Also, don't be afraid of taking on new challenges as they arise, even if it makes you step out of the comfort zone. And surround yourself with great people. They will help you deliver the results you need and elevate you to the next level of learning and development.

Global Goal no. 5: Equality



Anna Munkenberg

Promoted to Executive Creative Director in January, 2016.

Hi there, Anna Munkenberg. And congratulations on your recent promotion. They're coming thick and fast!

Yes, it seems that way! I was promoted to creative director a year and a half ago and this year I was made executive creative director. It's great and I'm really enjoying myself. Getting to go to work every day and being around all these clever and inspiring people is pretty special. I'm so grateful to everyone who has pushed me and seen the potential in me, even when I didn't always see it myself. I feel like I've achieved more than I ever thought I could.

So what's your background?

I grew up in a small Swedish town called Trollhättan, also known as Trollywood because of the big film production facility there. I always loved TV and decided at a very young age that this was what I wanted to do. So at the tender age of 20, I packed my bags and moved to New York City to pursue my dream. I got a job doing news and the rest, as they say, is history. I stayed in news and NYC for the best part of ten years be-

fore returning to Stockholm where I joined MTV to work in long form programmes, a completely different genre. I then transferred to Copenhagen to set up the new production there before coming across to London and MTG to be a senior branding and promo producer.

NYC news sounds rather exciting! What's your most vivid career memory?

There have been a few. But the one that sticks out the most is the coverage of the 9/11 attacks. I was working for a local 24 hour news channel called New York 1 News at the time, and after the first plane hit we sent all our reporters, cameramen and live trucks down to the site to get as close as they could. My most vivid memory of that day is standing next to our news director Peter when the first tower came down. At that moment, I thought that I had just watched some of my best friends and dear colleagues die. And he of course thought he had just sent his entire team to their deaths. Luckily, that wasn't the case and except for some bruises and broken bones, they were all ok. We didn't know that for several hours though because all the phone lines went down. I still get goosebumps thinking about it. On a more positive note - and looking forward rather than back - I'm sure that our coverage of the upcoming Olympic Games in Rio will result in some pretty special memories!

You've had quite an eventful career. Have you got any pointers for the women out there who'd like to follow in your footsteps?

Make sure that you have a career doing something that you love. If you have a passion for what you do, then you will enjoy coming to the office every day. That will then show in the work that you do and you will ultimately do well.

Voices



Robert Aschberg

Journalist and Swedish TV personality extraordinaire

Hello Robert Aschberg, journalist and Swedish TV personality extraordinaire. And welcome back from the Mediterranean. How did your rescue mission go?

Thank you, I got back last week actually. It was my second trip out there as part of a life-saving action to rescue refugees in distress at sea. This time we also filmed the operation, which is run by the Swedish Sea Rescue Society that has received corporate funding for two special rescue boats

to patrol the Mediterranean to help alleviate the ongoing crisis there. The initiative involves trained volunteers travelling to waters around the Greek island of Samos, a popular arrival point in Europe for people fleeing violence in Syria and other war-torn countries.

Interesting and it sounds very dramatic. But what's so special about these rescue boats?

Well, they have a waterjet design for a start. There are no propellers, which can cause damage to anyone floating in the water. In order to pluck people up, you need to get up close so that's obviously important. The boats are also self-righting if capsized and can carry more than 60 people despite being fairly compact.

They do sound like amazing vessels. Can you tell us more about the project?

Sure. This initiative was launched last autumn, at the height of Europe's refugee crisis, and to date (March 2016) 1,721 people have been saved as a direct result. It's run by the Swedish Sea Rescue Society, where I'm also on the board of directors. It's an NGO so they are entirely dependent on funding and volunteers. They do amazing work so I hope they get the support they need to carry on their mission.



Kristaps Safranovs

Green Ambassador for Latvia

Hi Kristaps Safranovs. You're the green ambassador for Latvia. Could you tell us what that means?

Yes, I'm quite a new addition to the green ambassador team here at MTG. I understand that there are currently about twenty of us, and I'm respon-

sible for Latvia. My job here at MTG is team lead of TV advertising planning for TV3 Latvia and my duties as green ambassador are on top of this role. Essentially, as the green ambassador, I function as the eyes and ears of the corporate responsibility team in terms of our environmental efforts here in Latvia. For example, I report quarterly on our environmental performance and help coordinate any green office initiatives or media campaigns.

Great, so you're a bit of an eco-warrior at heart then?

I guess you could say that. But then I think we all need to be. We haven't got a spare planet to whip out if Earth is no longer habitable.

Have you got a favourite initiative or campaign from 2015?

Yes, I like The Big Clean-up. We donate media time to this campaign every year and it's a really great initiative, which gets the Latvian population to come out in force and clean up the nation's litter. I hope we support it again in 2016.

Voices



Elitsa Georgieva

Corporate responsibility representative for Bulgaria

Hi, Elitsa Georgieva. You're the corporate responsibility representative for MTG Bulgaria, what does that entail?

First of all, I'd like to say what a great opportunity this is and how grateful I am to be able to help give back to my community. As MTG's corporate responsibility representative for Bulgaria, I basically function as an extension of the central CR team. I help to get the CR initiatives off the ground and promote them through our national

media channels. Two years ago, we launched the Game Changers campaign together with MTG's NGO Reach for Change and I was involved in this from the very beginning. It was a challenge to begin with because people in Bulgaria were not really familiar with the concept of social entrepreneurs, which is what the initiative is all about. But now, 24 months later, the project has come along leaps and bounds. It's been a great journey.

What were the CR opportunities and challenges in Bulgaria during 2015?

In 2015, we were fortunate to spot and take advantage of several opportunities. We found some amazing social entrepreneurs to work with and support through our Game Changer campaign. We also continued to work on our long-term project to support the Bulgarian education system, which is facing many challenges.

What are your CR plans for 2016?

We're planning to continue working together with Reach for Change and already have a few ideas in the pipeline. We will also continue our project to better Bulgarian education and have joined forces with Teach for Bulgaria and the National Children Network. I'm sure it's going to be an exciting collaboration and I have high hopes for a successful outcome.

Game Changers



Dear MTG,

Another year over and what a year it was. With your help, we sought (and found!) some seriously extraordinary social entrepreneurs who we're sure will make a big impact by improving children's lives. Real game changers! We're so thankful for all your support during these past twelve months and look forward to another great year in 2016. And don't miss to read about our game changers below! Enjoy!

All the best, Reach for Change

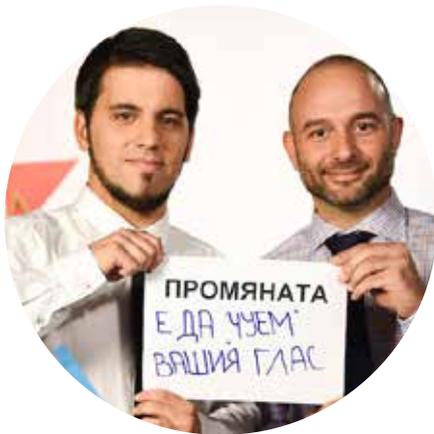
PS: The picture on the front is from our game changers campaign in Lithuania.



MTG
Skeppsbron 18
Box 2094
111 30 Stockholm
Sweden

Meet the Game Changers

Reach for Change and MTG teamed up yet again in 2015 for a group-wide campaign to seek out the most innovative social entrepreneurs out there. The campaign, now in its second year, was amazingly well-received and we managed to attract and track down some truly inspiring individuals to support. All purpose-driven, all solution-led, and all with a game-changing approach to long lasting social change.



Ashod Derandonyan and Alexander Ivanov

Bulgaria

Ashod and Alexander are working to help the deaf and hard of hearing community find new ways of communicating and making themselves heard. Their “Listen Up Foundation” certainly got our attention and we hope that our support can help them amplify their important message even further.



Mikael Højbjerg and Thomas Mose

Denmark

Mikael and Thomas run a research-based digital platform with multisensory exercises that facilitate dyslexia training within the classroom. We think they’re onto a great tool and hope our support can help them reach more kids with this reading disorder.



Getter Toome

Estonia

Getter works to improve health and safety awareness among young children in the hope that this will decrease the number of serious accidents among kindergarten kids. She has developed a fun theatre production, which highlights some common risks both at home and at school. It’s entertainment at its best in our view.

Meet the Game Changers



Dana Narvaiša

Latvia

Dana's Get to Know Your Child initiative is working to create a support programme for at risk children in kindergarten and primary school. With a mix of theory and practice, we think her methodology is working wonders and wish her every success.



Artiomas Šabajevas

Lithuania

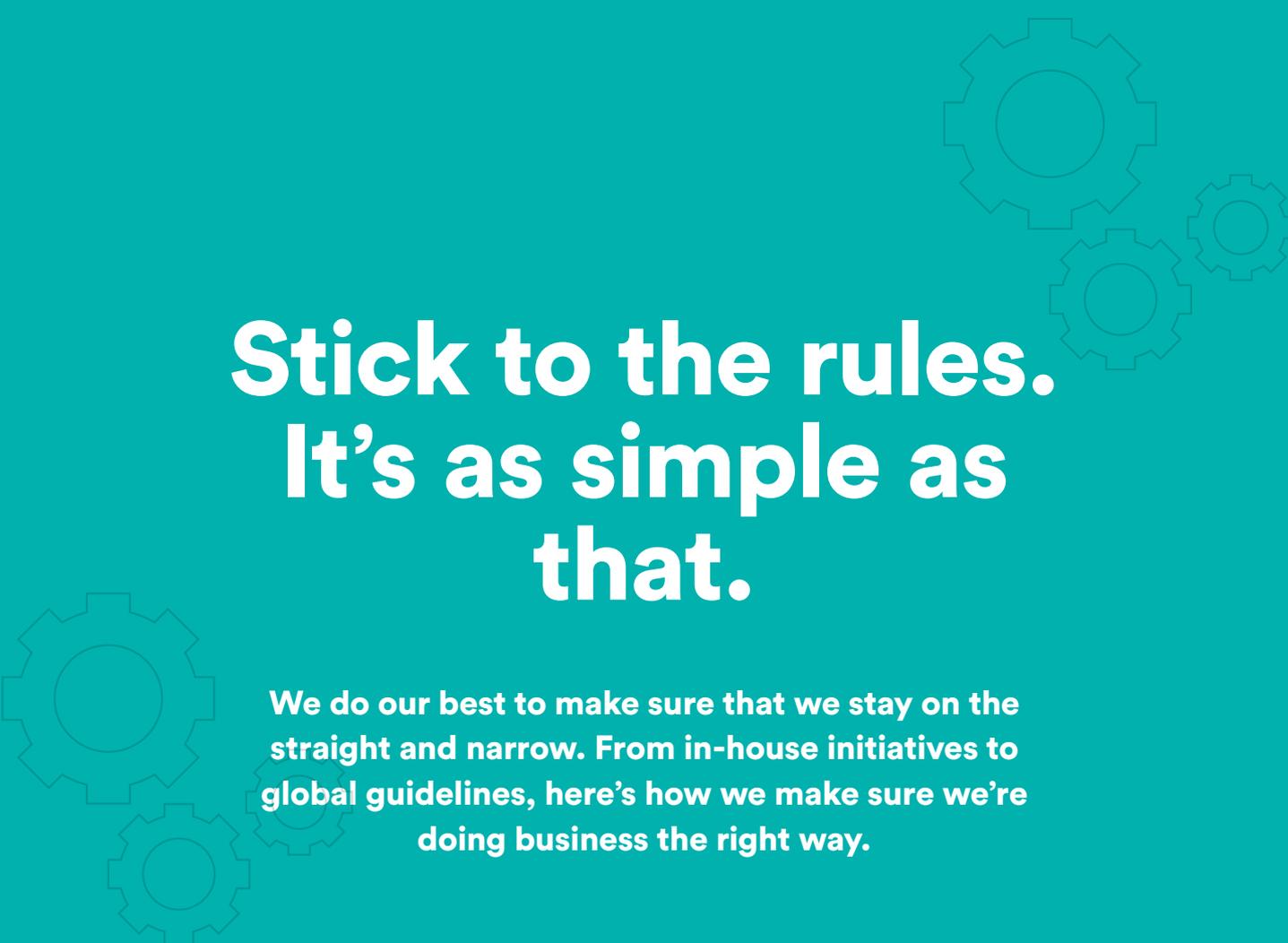
Artiomas has established a special health and fitness centre aimed at children struggling with overweight and obesity. Establishing the centre was a dream come true for Artiomas, who now wants to spend his time helping the children he works with achieve their dreams of a better life too. Of course, we're only too happy to support Artiomas and the kids on their road to a healthier lifestyle.



Firdawsa Ahmed and Saad Hashi

Norway

Firdawsa and Saad organise courses which aim to foster better communication between teachers and immigrant families. The aim is to help facilitate integration and provide a better understanding of the Norwegian school system. A great and necessary initiative.



Stick to the rules. It's as simple as that.

We do our best to make sure that we stay on the straight and narrow. From in-house initiatives to global guidelines, here's how we make sure we're doing business the right way.

Our key issues

How have we decided the report content and what issues to focus on? We have reached out to all of our stakeholder groups to establish what they think is of most interest and importance, which has helped us establish the most relevant areas for our business. The list is also based on the Global Reporting Initiative's (GRI) Media Sector Supplement and the work we have done together with our peers in the Media CSR Forum.



Area of excellence

Content quality.

Focus and business critical areas

Health, safety and security for employees. Ensure and promote equality and diversity for employees. Child and minor protection. Ensure effective anti-corruption management. Data protection and privacy.

Hygiene level

Fair and decent working conditions. Reduce energy consumption. Reduce carbon emissions. Environmental management. Care for responsible management of e-waste. Safe and sound environment for visitors. Community engagement. Ensure a sustainable supply chain. Awareness of the impact of content. Safe guarding intellectual property rights. Combat digital fraud issues. Responsible advertising. Editorial independence. Freedom of expression. Valuing creativity. Content accessibility. Transparent and credible dialogue and information.

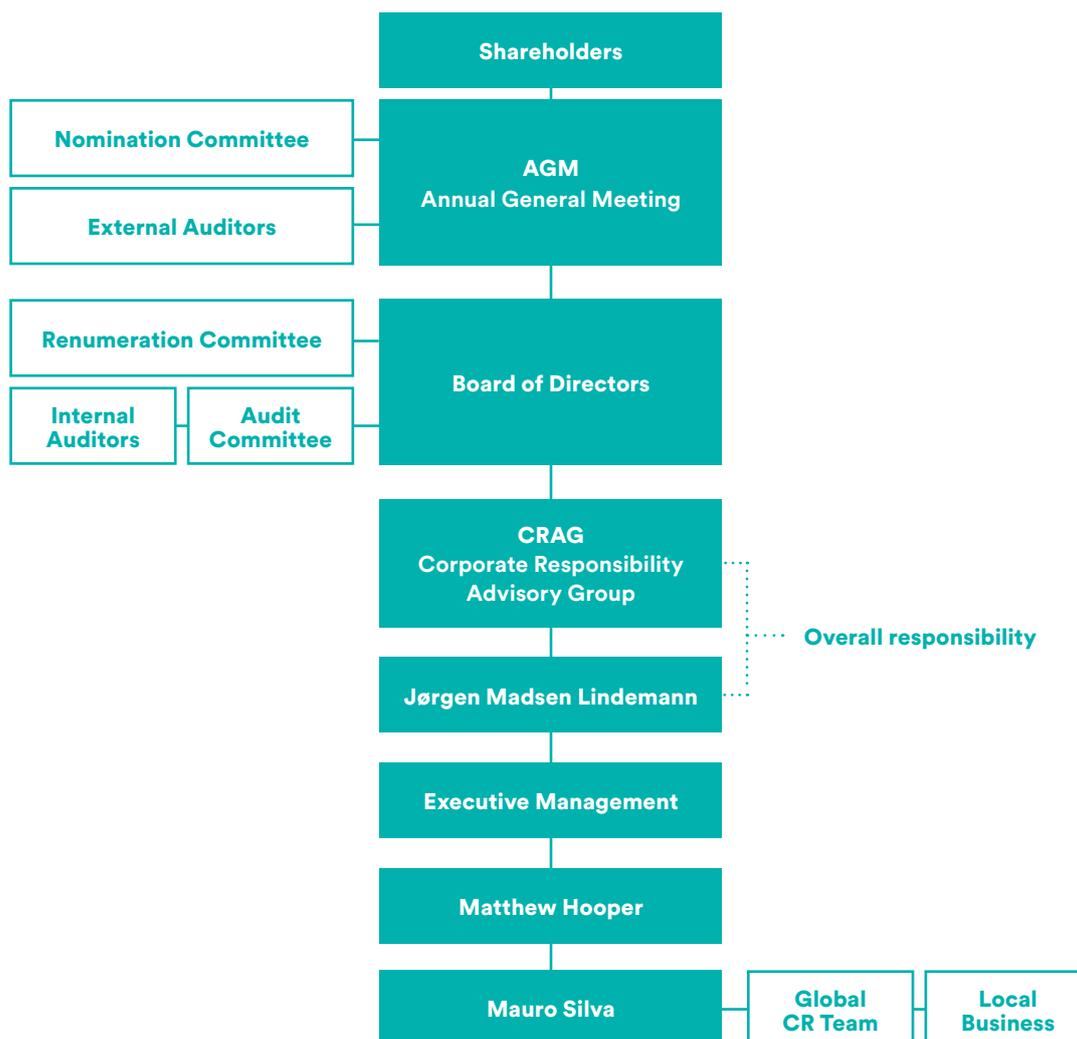
Our stakeholders

Our stakeholders consist of all the people and organisations that may be affected by our business – and ones that affect us as a company. So it really goes without saying that our stakeholders are key to our success and that their input is essential. We engage with different stakeholders as part of our everyday business, but we also continuously involve them in our sustainability strategy and goal-setting processes to ensure we're headed in the right direction.

	Day-to-day engagement methods	Key issues
Customers		
Online and offline TV viewers, radio listeners, gamers and media agencies	Free-TV: Focus groups, attitude research, social media, viewing figures and audience appreciation index. Pay-TV: Customer support centres and social media. Radio: Listener hotlines, competitions, websites, blogs and social media. B2B: Direct dialogue.	Viewing preferences, content development, technical support and social discourse.
Shareholders		
Our investors	Annual general meeting, annual report, quarterly reports, press releases, road shows and conferences.	Long-term profitability and corporate responsibility.
Employees		
Our team members	Annual employee survey, intranet, newsletters, policies, guidelines, meetings and daily dialogues.	Equal opportunities, diversity, training needs and career progression.
Suppliers		
The companies whose products and services we buy	Continuous dialogue, supplier principles and self-check document.	Compliance with our requirements.
NGO's		
The non-governmental organisations we work with	Continuous dialogue (locally and centrally).	Social and economic development contribution, environmental impact and protection of minors.
Regulators		
Ofcom and other authorities that set the rules for what we do.	Continuous dialogue with the compliance and legal teams.	Product safety and compliance (regulatory and legal).
Industry		
Our peers and colleagues.	Quarterly industry forums (Media CSR Forum) and continuous dialogue with colleagues and other professionals.	Social and environmental impact, equal opportunities, diversity, product safety and compliance.

How we govern

Modern Times Group MTG AB is a Swedish public limited liability company. The company's governance is based on the Articles of Association, the Swedish Companies Act, the listing rules of Nasdaq OMX Stockholm, the Swedish Code of Corporate Governance, and other relevant Swedish and international laws and regulations.



Shareholders

Our valuable investors who can make propositions on issues affecting the company and its operations at the AGM.

The AGM

The AGM is the highest decision making body where the shareholders vote on various resolutions, sign off the accounts, elect MTG's Board of Directors and appoint External Auditors, and may make other proposals. Proposals must be submitted in writing at least seven weeks before the AGM.

Nomination Committee

Evaluates the Board's work and composition, submits proposals to the AGM regarding the election of the Board, Chairman of the Board and Auditors, prepares fee proposals to the Board and Auditors and proposals for the Chairman of the AGM.

External Auditors

Examine the Annual Report and financial accounting, the Boards and CEO's administration and other tasks, and report their findings to the shareholders in the auditors' report.

How we govern

Board of Directors

The Board consists of six non-Executive Directors of which all six are independent of the Company Management and five are independent of the major shareholders. The Chairman of the Board is independent of both the Company and the major shareholders. The Board also governs MTG's corporate responsibility.

Remuneration Committee

Responsible for issues related to salaries, pension plans, Long Term Incentive Plans, and the employment terms of the CEO and Executive Management of MTG.

Audit Committee

Focuses on financial reporting accuracy, accounting policy changes, internal controls, risk assessment, auditor qualification and independence, adherence to regulations, and transactions with related parties.

Internal Auditors

Responsible for the evaluation of risk management and internal control activities, and reports the result of its reviews to the Audit Committee.

CRAG (Corporate Responsibility Advisory Group)

Established in 2013 to support the Board on corporate responsibility topics. Meets three times a year and consists of six members including Board Directors Simon Duffy (Chairman of CRAG) and Michelle Guthrie, and MTG's CEO and President Jørgen Madsen Lindemann.

Jørgen Madsen Lindemann

MTG's President and CEO. Makes strategic decisions regarding the business and corporate responsibility as guided and instructed by the board.

Overall Responsibility

The CRAG and MTG's President and CEO Jørgen Madsen Lindemann have overall responsibility for the Group's corporate responsibility strategy, agenda and practices, including issue relating to human and labour rights, anti-corruption and environmental performance.

Executive Management

In charge of the day-to-day implementation of the business and corporate responsibility.

Matthew Hooper

Member of MTG's Executive Management and overall responsible for MTG's Corporate Communications, including corporate responsibility.

Mauro Silva

MTG Senior Vice President, manages the corporate responsibility team, function, partnerships and activities.

Global CR Team

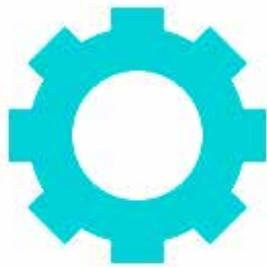
Runs the day-to-day corporate responsibility agenda, monitors and report progress and communicates different efforts and campaigns.

Local Business

Local CEOs ensure MTG's CR strategy is implemented and is an integral part of the business. Each country has an appointed corporate responsibility representative and a green ambassador who works as a link between the central corporate responsibility team and the local operations.

Our supply chain

As a global media group, we offer a wide range of products and services for multiple markets across a broad range of distribution channels. But even though we are many brands, we are still one organisation. That means we are all part of the same value chain, share the same processes and work towards the same finish line.

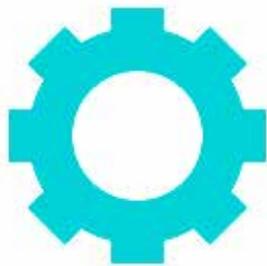
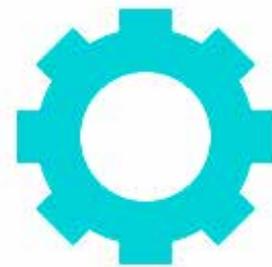


Buying

We work with many types of suppliers to get the components we need to run our business. Core suppliers include Hollywood film studios and big sports rights providers, as well as smaller local studios and channels. Set-top-box hardware producers are also included in this category. And non-core suppliers include office equipment and IT vendors, among others.

Creating

Before content can be distributed, there are a multitude of departments and teams involved. Some play a direct role and some facilitate. From production, acquisition and scheduling to compliance, marketing and broadcasting.

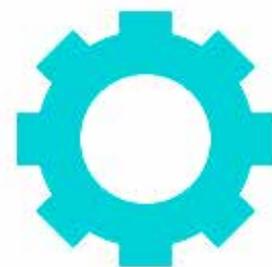


Supplying

We make our media content available to our customers on our free-TV and pay-TV platforms, as well as on radio stations and online. We supply advertising space to media buyers, other businesses and charities. And we also produce programmes for other broadcasters.

Communicating

We have an ongoing dialogue with all our stakeholders to improve our products and services. All to make sure we give our audiences exactly what they want, and our business customers the opportunities they need to strengthen their brands.



Highlights

Our global media presence brings certain responsibilities. Is our content readily accessible? Are we providing adequate protection for minors? What can we do to remain responsible in a digitized world? Let's find out.



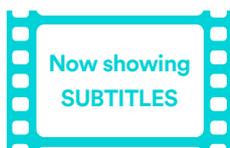
96% of our new employees mandatorily signed our code of conduct, whistleblower, and anti-bribery and corruption policies in 2015, because it's important that everyone at MTG adheres to the same ethical standards.

**Thank you!
For complaining.**
No, really.

During 2015, we received 60 complaints. And we're actually quite happy about that! We use your feedback to fix any problems so we can keep providing high quality entertainment.



Kids. They're always at the top of our list. That's why we take complaints relating to minors especially seriously. We received 14 such complaints in 2015 and all were investigated and dealt with.



91% of our content is translated on any given day. Through subtitling, voice-over and dubbing, we make sure that our content is accessible to anyone and everyone in each market where we operate.



We have an ongoing conversation with our audiences to find out what they like and don't like, from consumer surveys, focus groups and panels to collecting viewing preferences through our digital platforms.

188

That's how many people our compliance team trained during 2015. That includes in-house staff as well as external consultants. Just to make doubly sure that everyone knows what's rights and what's wrong in their day-to-day work.

Highlights



9% of our content is locally produced, because we think that's a great way of offering our audiences programming they can relate to. Local production and content also stimulates local economies by bringing job opportunities and building knowledge bases.



Our approach to business is guided by the UN Global Compact, the OECD Guidelines for Multinational Enterprises, the UN Guiding Principles on Business and Human Rights, as well as local laws, regulations and business standards.



Our code of conduct outlines our values and applies to each and every one of our employees. We also like our suppliers to march to the same tune as us so we have an additional set of principles that applies especially to them.

Rules

1. You **SHALL!**
2. You **WILL!**
3. You **MUST!**

Whatever the content, whatever the platform and whatever the country, there are rules to follow. Local compliance regulations and local channel guidelines, together with MTG's central grand rules, outline a number of core principles, including editorial independence and content quality.

ZERO

When it comes to corruption, our tolerance level is zero. It's also our number of confirmed cases of corruption during 2015. We think prevention is always better than cure so we make our stance clear through policies, guidelines and training, as well as an in-house gift register.



We want to keep our industry safe. That's why we work together with Interpol and the Audio-Visual Anti-Piracy Alliance to help them combat transnational organised IP crime more effectively.

Voices



Len Hynds
MTG's Chief Security Officer

Hello Len Hynds, you're MTG's Chief Security Officer. What does that entail?

In a nutshell, group security has responsibility for protecting MTG against a wide range of threats. This means keeping our employees safe, both in the workplace and when they are travelling on business, it means protecting our critical information, ensuring controlled access whilst maintaining confidentiality and integrity, and it means protecting our other assets including the content that we produce or are licensed to broadcast. Across all of these areas we have responsibility for setting the security standards, and then supported by the network of local security champions, we measure the implementation and maintenance of necessary security controls. Of course when security incidents occur we also manage the investigation and the crisis management process, ensuring business interruption is minimised, losses are avoided and reputation remains intact.

Could you describe MTG's approach to business security?

Our approach is to be "intelligence led" and "risk based". Our starting point is to understand the impact associated with each type of potential security breach and then ensure we are applying mitigations in a measured and prioritised way. The best analogy is to consider the fortifications of say a 15th Century castle. Security back then meant building perimeter walls extremely high and several meters thick, but against today's threats of course such measure are meaningless. So we ensure our investment in security is based on the

best possible information about the nature of the threats present today (and tomorrow). We start by evaluating the company's assets; people, information, content and facilities. Working closely with MTG's risk manager we then aim to build the 'walls' in the right place metaphorically speaking – that way we put our strongest security measures around our most valuable assets. In the 15th Century, if you were smart you also built your castle on top of a hill or vantage point, and in fact today we apply the same principal by scanning the on-line horizon in real time, looking for emerging threat or attacks in the planning stages. And while we build strong and informed levels of protection into the business, we are also simultaneously planning for the worst, and this means delivering a business resilience programme. Analysing the impact caused by reduced functionality of critical infrastructure and support services, we are planning business continuity and disaster recovery, as well as training and exercising the group and local crisis management procedures.

What are the key security focus areas now and for the future?

Our security focus is set by MTG's business strategy. The "digital accelerator" from a security perspective means increasingly valuable and diverse digital assets, and consequently information security governance, cyber-resilience and content protection start to take centre stage. Information security governance provides a holistic approach to protecting our most sensitive and valuable information. Technology and IT security naturally form a part of this framework but experience tells us to focus equally on two other elements; people and process. Embedding standards and process, raising information security awareness and education goes hand-in-hand with maintenance and testing of the IT infrastructure as we move forward. Another new security dimension is presented by some of our newer acquisitions such as ESL and DreamHack, shining a light on our increasing involvement in major live events. These growing businesses fill major stadia with live global events. As these businesses grow, effective crowd management will become a factor impacting business continuity and reputation. And finally our geographic footprint has changed substantially since last year and this serves to remind us that we must remain sufficiently agile to cope with an ever-changing range of operating environments.

Voices



Michael Blakeley
Group Compliance Officer for MTG

Hello Michael Blakeley, Group Compliance Officer for MTG. What does it mean to work in compliance?

Working in compliance is about helping MTG be the best company that it can be. Ensuring that we not only comply with laws of the countries in which operate, but that we work in a way which lives up to MTG's values. We want this to be a company that not only has strong compliance policies and procedures in place, but one that has a culture of openness and transparency. We want an organisation that people are proud to work for and our customers admire. It is for these reasons that MTG compliance and corporate responsibility teams work closely to ensure that we can help the company and our employees to live up to our values.

What are MTG's top compliance issues or focus areas?

Anti-bribery and corruption is a continuing focus for MTG, and we continue to work hard in this area. However, moving into 2016, two of the biggest focus areas for MTG will be data protection and cyber security. Both areas are hot topics at the moment as there is new European legislation on the horizon, which will have potential ramifications on how MTG does business, particularly as we continue to expand our digital presence. As such, we are working hard to analyse the potential implications of the new legislation and doing what we can to make sure that we are as prepared as we can be for these changes.

How do you see MTG working with compliance in 2016 and beyond?

As more of our business becomes digitally focused, this means we will be handling increasing amounts of personal data. This data can help us innovate and create efficiencies, so we can create great products for our customers. However, we must remember that this data has been given to us in good faith, and we must make sure we don't abuse this trust. As such, MTG is working hard to ensure that we not only work at the cutting edge of digital innovation, but that we do so in a way that respects the rights and reflects the wishes of our customers. This will be one of our key commitments moving forward.

Voices



Anna Rozwandowicz
Director of Communications at ESL

Hi Anna Rozwandowicz, director of communications at ESL. There's a lot of talk about e-sports. Can you explain in few sentences what the hype is all about?

Very simply put, eSports is the highest possible level of competitive video game playing. For a wide range of games, skilled players are able to pursue what has become a valid career choice, professional gamer. Instead of going to the office every day, pro players will spend their time practicing playing their chosen game, talking and strategising with their team members, interacting with fans, as well as training for and attending competitions all around the world. The attraction isn't just for those wanting to be the best, but also for those wanting to watch the best. It's a true spectator sport on par with things like hockey, tennis and, in some cases, football, with tens of thousands flocking to stadiums and arenas around the world. It has a gigantic community of fans and players around the world, supported by a vital and ever-growing circle of companies interested in building e-sports events, sponsoring players, starting new leagues and founding new e-sports teams. As the world's largest e-sports company, ESL is at the very centre of the hype – it's definitely one of the hottest industries out there right now!

Professional gaming is growing in popularity. As you see it, are there any associated risks?

Like any new and dynamic industry, eSports face growing pains. It also faces a couple of threats that many other industries are sure to recognise. The first one I can identify is the potential risk of

oversaturation. I think it's safe to say that it's becoming increasingly difficult to keep track of events and leagues that are trying to break through. There are countless games that can be played professionally, there are numerous publishers that have the ambition to build a "perfect eSports game", or try to turn an existing game into an e-sports title. But not every game has the potential to be played (and watched!) by the large number of people that are required to build a steady eSports community around it. One of the things that ESL is really good at is working with publishers to help identify and "mould" games towards having core features that are crucial to its success as an eSports title. Another thing is the concentration of very large sums of money around a very small number of competitions. This effectively means that lots of smaller eSports event organisers and online leagues have a very hard time attracting top players and teams to their events, as they can't compete with bigger companies on a financial level. Thirdly, one risk is that there is little to no governance in the industry. I think there are a lot of people who are looking to make a quick buck, and that doesn't necessarily help the industry grow in the most organic and sustainable way possible. As the industry leader, ESL has been at the very front of driving topics surrounding the further professionalisation of eSports, issues of governance and the closing gap between traditional and electronic sports. There's still a lot to be done in this field, and as the industry grows, the need to have more administration and laws around it will grow too.

What is corporate responsibility in the e-sports industry and what is ESL doing to promote it?

At ESL, we're proud to be at the forefront of a lot of exciting things happening in the industry, driving projects that help the industry grow – and at the same time, we realise that there is a lot that needs to be done before we can call eSports a fully grown and balanced industry. Setting up anti-cheating initiatives, being involved in projects that promote more diversity, supporting women in gaming and tech, and helping new players move into a professional eSports career through the continuous support of grassroots level competitions - these are only a few examples of what we as a company do on a daily basis.

Diversity in gaming and tech are hot topics right now. How is ESL helping to address these issues?

About a year ago, Intel announced their plans to

Voices

invest a substantial amount of money into promoting and supporting a more diverse environment in the technology industry, and since then ESL has been working with them on a strategic approach to this challenge. Diversity in gaming and eSports, and attracting more women to technology itself and the surrounding professions, is a topic I personally am very passionate about. This is why I'm heavily involved in the setting up and driving of the diversity initiative ESL helped Intel build, AnyKey. AnyKey will support and advocate not only for more women in gaming and tech, but will also work towards reducing toxicity in (online) environments, more and better inclusion of mis- and underrepresented groups of people in gaming, as well as helping those who find it difficult to fully embrace the gaming community.

Like in any other competitive environment, cheating can be a problem. What is ESL doing to preserve the integrity of e-sports?

A very important milestone ESL has recently reached is the introduction of the anti-cheating, anti-betting and anti-corruption program for its players and employees. Cheating in eSports competitions was never allowed – but it wasn't until we touched on the problem of using performance enhancing drugs that we realised that the topic of anti-cheating is enormous and very complicated to solve. We're proud to be the first eSports company to create an overreaching eSports integrity coalition, which we hope more publishers and eSports companies will join.



Evelina Filipovica
Risk Manager for MTG

Great to see you, Evelina Filipovica! You're the risk manager for MTG, what does that mean?

The risk manager coordinates the risk management process at MTG. That means organising risk committee meetings, carrying out the necessary tasks to make sure that top management is aware of key risks, collecting information across the group to ensure we are mitigating the risks properly and suggesting the most relevant risk mitigation options. It also means raising awareness about new risks that we might be facing, especially as the business environment and the group itself changes and develops.

How does MTG manage risk?

MTG is constantly evolving as a company, so our approach to risk management needs to be flexible in order to fit all the different companies, business areas and operations. There's a risk committee keeping an eye on key risks facing the group and identifying areas that require attention from top management. There is a centralised process to gather risks from all areas of the business, and these are assessed and combined so that we get the big picture. And for some of the group's larger projects, such as the broadcasting of the Olympic Games, there is a separate risk management process.

What are the challenges and opportunities in terms of risk management?

Being unaware of the risks we're facing - or not knowing how a risk could impact us – are situations we don't want. In today's environment, we face new key risks, such as cyber threats or politically and economically tense markets. A significant amount of work needs to be done to understand these risks properly with tangible impact assessments and relevant, consciously taken mitigation decisions.

Voices



Camilla McTirenan

Senior Broadcast Compliance Advisor for MTG

Hi there, Camilla McTirenan. So you're the senior broadcast compliance advisor for MTG. What does that mean?

My main responsibility is working with our Danish channels to ensure compliance with the Ofcom rules, but as senior broadcast compliance advisor I also work across the other territories on high level decisions. As one of the more experienced members of the team, I also function as a sounding board for my colleagues, who cover other territories or work on the editing and screening of acquired content for all our Ofcom licensed channels.

What processes are in place for screening content and how do you care for younger audiences?

The broadcast compliance department works mainly to ensure that the Ofcom, ASA and ATVOD rules are upheld for our UK licensed channels' advertising, editorial content and video

on demand. On top of the rules required by these regulators, we also take local and in-house guidelines into account. We provide regulation training to relevant departments, as well as quick guides for the most important segments of the codes. And we screen all commercials, sponsorships and own productions for the Scandinavian free-TV channels. We also screen and edit daytime acquired content. Here we look specifically for anything that might be harmful to children and any content deemed unsuitable for younger audiences is scheduled after the 9pm watershed. Plus, as an additional service to parents, Viaplay and most of our set top boxes are equipped with a parental pin function.

How do you deal with complaints?

Ofcom and ASA are complaints based regulators, meaning that they react mainly to complaints from viewers. In such events, they contact us and ask us to provide them with a recording of the material in question. They then review the content and - if necessary - ask us to respond and explain how we feel it complies with their codes. Any potential breaches are then published in the Ofcom broadcast bulletin or on the ASA website. Luckily, our free TV Scandinavia channels generally have very few complaints - and even fewer breaches. In 2015, we had three complaints regarding the American animated series Family Guy airing before the 9pm watershed on Sweden's TV6. This is a channel aimed at young males and we had made the judgement that this animated series was in line with the target audience. We had also taken extra steps to alert viewers with young children to the nature of the content. Family Guy has been broadcast across various channels throughout the region for the past decade without negative feedback. However, given these recent complaints, we have now removed it from our pre-watershed schedules and continuously monitor to make sure no similar issues arise.

About the report.

Read on for further details on our report data, goals,
GRI index and much more.

Our goals

2016 Goals	Status	Future goals
Anti-corruption		
<ul style="list-style-type: none"> To roll out the revised anti-bribery and corruption policy across MTG and support with relevant face-to-face training. 	Roll out complete and policy revised. Face to face training still in progress, both across our established offices and new acquisitions.	<ul style="list-style-type: none"> To continue to roll out of targeted managerial training to senior management at MTG. Integrate the anti-bribery and corruption policy signature process and e-learning training into our new HR and intranet.
Suppliers		
<ul style="list-style-type: none"> Establish a due diligence process for relevant suppliers, which incorporates the use of the supplier code of conduct. 	Partially complete. The supplier code of conduct has been rolled out, but the due diligence process is still under review.	
Equality		
		<ul style="list-style-type: none"> A 50/50 split in male vs female managerial ratio by 2020.
Work life balance		
<ul style="list-style-type: none"> Revised benefits and rewards structure, in line with local business practice and regulations, to be fully integrated in the Baltics, Eastern Europe and Africa by 2015. 	Due to a major re-structure of MTG's functions during 2015 this central revision has not been carried out and is currently on indefinite hold. However, local offices are still encouraged to work actively with work-life balance as a concept.	
Environment		
<ul style="list-style-type: none"> Reduce energy consumption per employee by 23% by 2015 (baseline 2010). 	Energy consumption per employee reduced by 22%.	<ul style="list-style-type: none"> Revise and update MTG's travel policy by end of 2015.
Data protection, customer data integrity and privacy		
<ul style="list-style-type: none"> Develop and make appropriate data protection training available to employees. Monitor and prepare for the forthcoming EU data protection regulation. 	Training developed and rolled out across many countries and EU data protection update rolled out to management.	<ul style="list-style-type: none"> Continue development of data protection processes within MTG, including hosting an update session on the new EU data protection regulation. Develop data protection breach guidelines and training for relevant staff.

- ✓ Target reached
- ✗ Target discarded/not reached
- Target
- Target in progress
- New target
- Target in progress but not within set timeframe

Our goals

2016 Goals	Status	Future goals
Child protection		
<ul style="list-style-type: none"> • Create internal training on online safety and how to protect children from harmful content. Include the training in new employee introduction by Q3 2015. 	<p>Training course is currently under development and will be included in the new employee introduction during 2016.</p>	<ul style="list-style-type: none"> • 90% of employees to have completed training course by Q3 2016.
Security		
		<ul style="list-style-type: none"> • Implement information security awareness programme by end of 2016. • Continue to coordinate MTG's content protection and anti-piracy efforts, both internally with in-house teams and externally with the Audio Visual Anti-Piracy Alliance.

- ✓ Target reached
- ✗ Target discarded/not reached
- Target
- Target in progress
- New target
- Target in progress but not within set timeframe

Workforce data

Average number of employees ¹⁾	2013	2014	2015
Total	3,361	4,111	3,995

¹⁾ Average number of full time equivalent (FTE) employees. For breakdown per gender per country, please see Note 27 in the Annual Report.

Average age	2013	2014	2015
Average age	35	36	37

Workforce by region ²⁾	2013	2014	2015
Total	3,587	4,186	3,582
Male	1,960	2,351	2,059
Female	1,627	1,835	1,523
Nordics	1,556	2,147	1,726
Male	946	1,270	1,063
Female	610	877	663
Baltics	1,208	1,188	1,229
Male	600	604	613
Female	608	584	616
Others	823	851	627
Male	414	477	383
Female	409	374	244

Workforce by employment type ²⁾	2013	2014	2015
Full-time	3,428	3,864	3,364
Male	1,862	2,243	1,945
Female	1,566	1,621	1,419
Part-time	159	319	218
Male	98	178	114
Female	61	141	104

Workforce by employment contract ²⁾	2013	2014	2015
Temporary	543	890	624
Male	326	571	412
Female	217	319	212
Permanent	3,044	3,296	2,958
Male	1,634	1,780	1,647
Female	1,410	1,516	1,311

²⁾ Based on actual headcount (permanent and temporary) as per the last day of the year. Contractors are only included in 'workforce by employees and contractors by gender'.

In the regional breakdown across all employee figures, 'Nordics' include Denmark, Finland, Norway and Sweden, 'Baltics' include Estonia, Latvia, Lithuania, Czech and Bulgaria, and 'Others' include Ghana, Hungary, the Netherlands, Tanzania, UK and Ukraine, France and our Paprika Latino production company which is present in multiple countries.

Workforce data

Workforce by employees and contractors ³⁾	2013	2014	2015
Employees, male	1,960	2,351	2,059
Employees, female	1,627	1,835	1,523
Contractors, male	232	811	676
Contractors, female	108	134	97

³⁾ Based on actual headcount (permanent and temporary) as per the last day of the year. The number of contractors in our production companies at any given time can vary greatly depending on the number and type of productions. A breakdown of the total number of employees by core business activities cannot be provided due to limitations in our reporting systems. Freelancers are not included in data.

Diversity ⁴⁾	2013	2014	2015
Workforce by gender			
Male	55%	56%	57%
Female	45%	44%	43%
Management by gender			
Male	63%	62%	62%
Female	37%	38%	38%
Junior management by gender			
Male	55%	58%	58%
Female	45%	42%	42%
Executive management by gender			
Male	70%	70%	78%
Female	30%	30%	22%
Board of directors by gender			
Male	71%	71%	83%
Female	29%	29%	17%
Workforce by age			
<30s	33%	29%	24%
30-50	61%	64%	68%
>50s	6%	7%	8%
Board of directors by age			
<30s	0%	0%	0%
30-50	71%	57%	17%
>50s	29%	43%	83%
Foreign nationalities in local workforce			
Total	7%	6%	5%
Nordic	2%	2%	2%
Baltics	1%	1%	1%
Others	26%	23%	21%
Number of nationalities			
Total	36	44	38

⁴⁾ Based on actual headcount (permanent and temporary) as per the last day of the year. Junior management is first line managers, with no other managers as direct reports and not part of management. Freelancers are not included in data.

Workforce data

Employees covered by collective bargaining agreements ⁵⁾	2013	2014	2015
	4%	13%	33%

⁵⁾ Percentage of actual headcount (permanent and temporary) as per last day of the year covered by collective bargaining.

New employee hires ⁶⁾	2013	2014	2015
Total	25% (776)	20% (656)	19% (541)
By gender			
Male	26% (432)	22% (387)	19% (305)
Female	24% (344)	18% (269)	19% (236)
By age			
<30s	48% (404)	39% (308)	40% (242)
30–50	18% (356)	15% (328)	14% (285)
>50s	8% (16)	6% (13)	6% (14)
By region			
Nordics	25% (306)	23% (335)	20% (248)
Baltics	25% (268)	17% (177)	18% (197)
Others	26% (202)	20% (151)	18% (96)

⁶⁾ New permanent employees joining the company for the first time. The rate of new employee hires, is the amount of new hires out of the total permanent workforce.

Employee turnover ⁷⁾	2013	2014	2015
Turnover (Incl. Redundancies)			
Total	16% (492)	20% (721)	24% (828)
By gender			
Male	17% (269)	21% (386)	12% (422)
Female	16% (223)	19% (335)	12% (406)
By age			
<30s	26% (218)	31% (265)	7% (248)
30–50	13% (260)	17% (419)	15% (521)
>50s	7% (14)	14% (36)	2% (59)
By region			
Nordics	17% (214)	18% (282)	14% (464)
Baltics	16% (159)	16% (185)	6% (195)
Others	15% (120)	30% (253)	5% (169)
Internal recruitment			
Total	36%	31%	37%

⁷⁾ Based on actual headcount (permanent and temporary) as per the last day of the year. The turnover rate is compared to the total of actual headcount as per last day of the year. 2015 we made an adjustment in the calculation of the employee turnover rate. Internal recruitment figure excludes our operations in Czech Republic because they don't use the same request system for new positions. Viasat AS Estonia, Viasat AB, Viasat Sales AB, MTG Radio Sales AB and Vision TV are very sales intensive companies with young employees in entry-level positions, where high employee turnover is very common.

Workforce data

Absence rate ⁸⁾	2013	2014	2015
Total	2,7%	1,9%	2,3%
Male	2,1%	1,2%	1,8%
Female	3,4%	2,8%	3,0%
Nordics	3,4%	2,2%	2,9%
Male	2,6%	1,5%	2,5%
Female	4,6%	3,1%	3,7%
Baltics	1,2%	2,3%	1,9%
Male	1,0%	1,3%	1,2%
Female	1,4%	3,3%	2,6%
Others	1,5%	1,0%	1,1%
Male	0,9%	0,6%	0,6%
Female	2,0%	1,4%	1,9%

⁸⁾ Absence is reported as percentage of total annual working days. We have used 253 as an average number of working days per year for all countries. Calculation for absentee rate differs from GRI guidelines to be comprehensible for our stakeholders. Excluded from the 2013 absence rate and work related injuries figures are Darik Net EAD, Hosting OOD, VBOX EAD, MTG Financing Ltd, MAP Nigeria Productions and Viasat1 Tanzania Ltd as they joined MTG in 2013, as well as Raduga in Russia due to reporting process not being in place. MTG Studios are included in the 'Nordic' region in the geographical breakdown 2013.

Work related injuries ⁹⁾	2013	2014	2015
Work related accidents			
Total	10	6	5
Male	6	3	3
Female	4	3	2
Lost days due to work related accidents			
Total	207	323	3
Work related fatalities			
Total	0	0	0

⁹⁾ Work related accidents in 2015 include an injured finger from a bike accident on the way to work, one jammed hand in the office and two minor injuries from a sports day including a hurt foot and damaged tooth. Due to the small number of work related accidents we don't provide a regional breakdown of the figures to protect the privacy of our employees.

Workforce data

Salary and remuneration rates ¹⁰⁾	2013	2014	2015
Ratio of basic salary (F vs M)			
Total, all employees	74%	76%	77%
Total, managers	72%	76%	75%
Nordics, all employees	76%	76%	81%
Nordics, managers	70%	72%	78%
Baltics, all employees	84%	90%	89%
Baltics, managers	87%	99%	97%
Others, all employees	93%	85%	86%
Others, managers	91%	85%	85%
Ratio of remuneration (F vs M)			
Total, all employees	70%	73%	74%
Total, managers	69%	71%	71%
Nordics, all employees	71%	71%	77%
Nordics, managers	67%	67%	74%
Baltics, all employees	83%	91%	92%
Baltics, managers	84%	97%	98%
Others, all employees	86%	81%	81%
Others, managers	89%	81%	68%

¹⁰⁾ The figures show the difference between male and female earnings as a percentage of male earnings amongst all permanent employees with a fixed monthly salary. Ratio of total remuneration includes basic salary and variable remuneration. The figures have been calculated with maximum possible variable remuneration. The 2014 figures are partially up-dated due to a head-count mistake in the Nordics which also affected the total.

Workforce data

Parental leave and retention rates ¹¹⁾	2013	2014	2015
Number of employees who took parental leave			
Total	156	125	147
Male	31	29	38
Female	125	96	109
Number of employees who returned to work from parental leave			
Total	92	125	108
Male	19	28	27
Female	73	97	81
Parental leave – stay after one year			
Total	67	90	x
Male	12	20	x
Female	55	70	x
Return to work rate			
Total	89%	83%	72%
Male	100%	80%	66%
Female	87%	84%	75%
Parental leave retention rate			
Total	73%	72%	x
Male	63%	71%	x
Female	75%	72%	x

¹¹⁾ Based on actual headcount (permanent and temporary) as per last day of the year. The parental leave retention figures that show the number and percentage of employees who were still employed twelve months after their return to work from parental leave, compared to everyone who took parental leave, are not yet available for 2015. The pending 2014 figures have been added. It is not possible to report the total number of employees that were entitled to parental leave, as we don't always have this information available for male employees.

Employee training ¹²⁾	2013	2014	2015
Training hours	x	x	21,559
E-learning	1,015	371	1,273
Coverage of appraisal process (PDA)			
Total	57%	83%	81%

¹²⁾ As the central training facility MTG Academy was discontinued, the individual companies and countries now organise the training of their staff. During the 2015 transformation of MTG the structured and centralized PDA process was removed. 2015 PDA completion rate is a summarized figure from both first meet and mid-year review. The coverage of the appraisal process figure show how many of all permanent employees have completed their performance appraisal. Excluded from the 2015 figures are Bulgaria, Czech Republic and Latvia excluding the MTG Riga Payout which has reported figures and hence is included in the total %.

Corporate giving data

Corporate giving ¹³⁾	2013	2014	2015
Donated media time, KSEK	42,095	84,396	84,565
Volunteer hours	4,956	2,119	1,504
During working hours	2,062	2,119	1,504
Outside working hours	2,452	0	0
Products and services, KSEK	2,835	3,468	271
Cash donations, KSEK	3,631	1,134	3,638
Funds raised for charity, KSEK	42,981	6,055	10,913

¹³⁾ The donated media time value is based on the estimated market value of the commercial media time that MTG has donated to charity organisations. Raised funds include MTG's own fundraising campaigns and funds raised together with NGOs.

As we focus our community support on the environment and children, most of our corporate giving in 2015 went to organisations that work on those fields. The local MTG companies can also choose to support additional causes based on local needs. In 2015 our cash and in-kind donations predominantly went to our Game Changers campaign with Reach for Change, Barncancerfonden and UNHCR in Sweden as well as a variety of smaller organisations in the UK. Raised funds went to various organisations in Bulgaria, Latvia, Lithuania and Sweden.

Environmental data

Carbon footprint, tonnes CO ₂ e ¹⁴⁾	2013	2014	2015
Scope 1 – direct emissions	691	1,644	1,279
Scope 2 – indirect emissions	6,283	5,817	6,015
Total Scope 1 & 2	6,973	7,461	7,294
Scope 3 – other indirect emissions	9,194	9,282	9,550
Total carbon emissions, tonnes CO ₂ e	16,167	16,744	16,844
Emissions per employee (excl. Thisisnice)	4.01	4.14	4.05

¹⁴⁾ These figures cover the main emission sources from MTG's operations:

Facilities – Energy use in offices and other facilities, including broadcasting and TV production when performed directly by us.

Material – Consumption of office supplies, fruit and coffee.

Travel – Business travel, including air, rail and road travel plus hotel stays.

We use calculation methodologies that are based on the GHG Protocol and supplemented where necessary by additional data and assumptions by external environmental expert Tricorona Climate Partner. The GHG protocol requires reporting based on the concept of “scope”, as in the table above. At MTG the following emissions fall within the 3 scopes. Scope 1 direct emissions – Diesel, car leasing and owned. Scope 2 indirect emissions – Cooling, electricity and heating. Scope 3 other indirect emissions – Heating, material and travel such as private and rental cars, hotel nights, taxi and air travel.

Total carbon emission 2014–2015 had risen +0,6%, whilst the emission per employee (excl. Thisisnice) during the same period is down -2,14%. The largest impact on the total carbon emissions is the increase in travel by air during 2015. The emissions per employee have been relatively stable 2010–2015, approx. around 4 tonnes CO₂e. Because of the large variations in employees at Thisisnice and travel patterns depending on what kind of productions they are doing as well as where it is excluded to get a better overview and comparability. The emissions figures are based on all scopes i.e. scope 1,2 and 3.

In 2015 we included reporting from Tanzania Viasat1 and MAP, Baluba Brands in Sweden. We extended our reporting from our Bulgarian businesses to include Agency Eva, Net Info and its entities VBOX EAD, Darik News, Hosting OOD in Q3. Excluded are our businesses in Hungary and Russia as they were sold during 2015.

Our emissions figure per employee 2014 has been up-dated and our base year is 2010.

Environmental data

Energy consumption, GJ ¹⁵⁾	2013	2014	2015
Direct energy consumption			
Diesel	2,664	2,597	686
Indirect energy consumption			
Cooling	1,769	1,289	1,241
Electricity	53,184	52,829	58,836
Heating	16,132	13,103	11,019
Total energy consumption	73,749	69,817	71,782
Energy consumption per employee	20	18	22

¹⁵⁾ The total energy consumption 2014–2015 is up +2,8%, however the total energy consumption since 2010 is still down – 13%. Energy consumption per employee since 2010 is down -22% but is up by +12% 2014–2015. Energy intensity is based on all types of energy reported. Emissions from electricity consumption vary between countries, mainly because of the source of the electricity production. A country that uses fossil resources to produce electricity will have higher emissions than a country with renewable sources or nuclear power. At MTG 13% of our energy comes from renewable sources as we know how many of our businesses have contracts for sourcing 100% renewable energy. Out of our total energy consumption of 19939374 kWh, 2648810 kWh are renewable energy and 17290564kWh are non-renewable. Note that the energy consumption per employee figure 2014 has been up-dated and that our base year is 2010.

Financial data

The economic value generated and distributed to our stakeholders can be found in the following notes 8, 9, 10, 19 and 28 of this year's Annual Report. The economic value generated can be found in note 8 and 19, while the information on the economic value distributed, which includes figures on suppliers, employees, shareholders and government can be found in notes 8, 9, 10, 19 and 28.

Net sales and financial position	2013	2014	2015
Net sales (MSEK)	14,073	15,746	16,218
Operating income before non-recurring items (MSEK)	1,300	1,290	1,268
Basic earnings per share	16.39	17.10	3.22
Average employees	3,361	4,111	3,995
Financial position			
Shareholders' equity	5,295	5,831	4,768
Long-term liabilities	2,774	2,111	3,305
Short-term liabilities	6,038	6,190	8,425
Total shareholders' equity and liabilities	14,107	14,131	16,497

Compliance data

Broadcast complaints breakdown – TV ¹⁶⁾	2013	2014	2015
Advertising		18	24
Non-compliant		2	22
Relating to minors	x	x	1
Sponsorship		2	0
Non-compliant		18	0
Relating to minors	x	x	0
Programmes, promos & other		79	34
Non-compliant		5	7
Relating to minors	x	x	12
Total		127	58
Still pending		6	20
Fines/penalties		21	2

¹⁶⁾ All of our Ofcom licenced channels plus free-TV and radio channels regulated by other regulators are included in these figures.

Due to an up-date of the reporting procedures and sheets, the broadcast compliance data has improved. Note that if a complaint is not deemed in breach of rules & regulations then it will not be mentioned as non-compliant. Also, note that the Bulgarian media regulator issues a fine at the start of an investigation, when the appeals process is in motion and has advanced in Bulgaria a complaint is no longer counting as pending.

Broadcast complaints breakdown – radio ¹⁷⁾	2013	2014	2015
Advertising	1	0	2
Non-compliant	1	0	2
Sponsorship	0	0	0
Non-compliant	0	0	0
Programmes, promos & other	0	0	0
Non-compliant	0	0	0
Total	1	0	2
Still pending	0	0	0
Fines	0	0	0

¹⁷⁾ All our radio stations have local licenses and are therefore also locally regulated.

Broadcast compliance training ¹⁸⁾	2013	2014	2015
Total	307	362	188
Internal people trained	302	346	176
External people trained	5	16	12

¹⁸⁾ Our central compliance team provides continuous training for employees whose daily work involves MTG's compliance procedures, such as those working in acquisition, programming, scheduling, sales, on-air planning and creative services. The compliance team also trains external production teams producing content for our channels. Note that the decrease in training given is due to changes and restructuring of MTG during 2015.

Changes to the company ¹⁹⁾	2015
Number of companies sold	12
Number of companies aquired	6
Total employees turnover	828
Total employee hires	541

¹⁹⁾ For futher and more indepth information about companies sold and aquired please read the MTG annual report 2015.

GRI index

GRI		Page	Assurance	Comments
Strategy and analysis				
G4-1	CEO's Words	1-2	✓	
Organisational profile				
G4-3	Name of the organisation	29-30	✓	
G4-4	Primary brands, products, and services	6-7, 29-30	✓	
G4-5	Location of headquarters		✓	Stockholm, Sweden
G4-6	Number of countries and location of operations	6-7	✓	MTG operates in 165 countries.
G4-7	Nature of ownership and legal form	29-30	✓	
G4-8	Markets served	6,-7, 28	✓	
G4-9	Scale of reporting organisation	42-47, 51	✓	MTG has 195 registered offices worldwide.
G4-10	Total workforce by employment type, employment contract, and region.	42-47	✓	
G4-11	Percentage of employees covered by collective bargaining agreements.		✓	A third of our employees (33%) were covered by collective bargaining agreements in 2015.
G4-12	Description of the organisation's supply chain	31	✓	
G4-13	Significant changes regarding size, structure, ownership or its supply chain		✓	There were no significant changes to the ownership or supply chain of MTG. The changes that occurred in 2015 haven't had a significant impact on how we work with CR.
G4-14	Explanation of whether and how the precautionary approach or principle is addressed	9-10	✓	
G4-15	Externally developed charters, principles, or other initiatives to which the organisation subscribes or endorses	15-16	✓	
G4-16	Memberships of associations and national or international advocacy organisations	27-28	✓	
Identified material aspects and boundaries				
G4-17	Operational structure	57	✓	
G4-18	Process for defining report content	27	✓	
G4-19	Material Aspects identified in the process for defining report content	27	✓	
G4-20	Aspect Boundary of each material Aspect within the organisation	57	✓	

GRI index

GRI		Page	Assurance	Comments
G4-21	Aspect Boundary of each material Aspect outside the organisation	57	✓	
G4-22	Restatements	57	✓	
G4-23	Significant changes from previous reporting periods in the scope and aspect boundaries	57	✓	
Stakeholder engagement				
G4-24	List of stakeholder groups engaged by the organisation	28	✓	
G4-25	Basis for identification and selection of stakeholders	28	✓	We have identified seven stakeholder groups based on a stakeholder mapping and analysis of all people and organisations, which may be affected by our business.
G4-26	Approaches to stakeholder engagement	28	✓	
Report profile				
G4-28	Reporting period	57	✓	
G4-29	Date of most recent previous report	57	✓	
G4-30	Reporting cycle	57	✓	
G4-31	Contact point for questions regarding the report	57	✓	
G4-32	GRI Index	51-56	✓	
G4-33	Policy and current practice with regard to external assurance for the report	58-59	✓	MTG's board of directors supports external verification of this report.
Governance				
G4-34	Governance structure	29-30	✓	
G4-37	Mechanisms for shareholders and employees to provide recommendations or direction to the Board		✓	There is no formal mechanism in place for employees to provide recommendations or direction to the board directly. However, there are informal avenues for employees to provide ideas and complaints to the board via management and approval processes.
G4-39	Independence of the Chairman of the Board	29-30	✓	
Ethics and integrity				
G4-56	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance	32-33	✓	The head of corporate responsibility owns the code of conduct and it is approved by the board of directors.
Economic performance indicators				
Aspect: Economic performance				
G4-EC1	Direct economic value generated and distributed	51	✓	Partially reported.

GRI index

GRI		Page	Assurance	Comments
Aspect: Indirect economic impacts				
G4-EC7	Corporate giving	15-17, 23, 48	✓	
Environmental performance indicators				
Aspect: Energy				
G4-EN3	Energy consumption within the organisation	9-10, 49-50	✓	
G4-EN5	Energy intensity	9-10, 49-50	✓	
Aspect: Emissions				
G4-EN15	Direct greenhouse gas (GHG) emissions (Scope 1)	49-50	✓	
G4-EN16	Energy indirect greenhouse gas (GHG) emissions (Scope 2)	49-50	✓	
G4-EN17	Other indirect greenhouse gas (GHG) emissions (Scope 3)	49-50	✓	
G4-EN18	Greenhouse gas (GHG) emissions intensity	9-10, 49-50	✓	
Social performance indicators				
Aspect: Employment				
G4-LA1	Total number and rate of new employee hires and employee turnover by age group, gender, and region	15-16, 42-47	✓	
G4-LA3	Return to work and retention rates after parental leave, by gender	15-16, 42-47	✓	
Aspect: Occupational Health and Safety				
G4-LA6	Type of injury and rates of injury, occupational diseases, lost days and absenteeism, and total number of work-related fatalities by region and by gender	15-16, 42-47	✓	Breakdown per employees and contractors has not been possible due to limitations on our reporting systems.
Aspect: Training and Education				
G4-LA11	Percentage of employees receiving regular performance and career development reviews, by gender and by employee category	15-16, 42-47	✓	Breakdown per gender and employee category has not been possible as we currently do not record this in our performance reviews.
Aspect: Diversity and Equal Opportunity				
G4-LA12	Composition of governance bodies and breakdown of employees per category according to gender, age and minority group	15-16, 42-47	✓	Breakdown per age per employee category has not been possible due to limitations in our reporting systems.
Aspect: Equal Remuneration for Women and Men				
G4-LA13	Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation	42-47	✓	

GRI index

GRI		Page	Assurance	Comments
Aspect: Anti-corruption				
G4-SO4	Communication and training on anti-corruption policies and procedures	32-38	✓	Partially reported.
G4-SO5	Confirmed incidents of corruption and actions taken	32-38	✓	
Aspect: Marketing and communications				
G4-PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship	32-33, 52	✓	We haven't signed any voluntary codes concerning marketing communications.
Media specific indicators				
Aspect: Content Creation				
M2	Methodology for assessing and monitoring adherence to content creation values	32-38	✓	
M3	Actions taken to improve adherence to content creation values, and results obtained	31-33	✓	
Aspect: Content Dissemination				
M4	Actions taken to improve performance in relation to content dissemination issues and results obtained	32-38	✓	
M5	Number and nature of responses (feedback/complaints) related to content dissemination and processes for addressing these responses.	32-38	✓	
Aspect: Audience interaction				
M6	Methods to interact with audiences and results.	32-33	✓	Partially reported.

Report boundaries

This annual report summarises our corporate responsibility work across our operations, where we have identified a list of aspects that are relevant to our business. The list is based on the Global Reporting Initiative's GRI G4 guidelines and Media Sector supplement, the work we have done with our peers in the Media CSR Forum as well as the materiality analysis that we conducted with our stakeholders. External third party Ethos International, who has verified our reports since 2012, has also declared that this report is in accordance with the core level of the Global Reporting Initiative (GRI) G4 guidelines. We have also applied GRI's Media Sector Supplement for indicators where possible. The report compliments the financial Annual Report.

Report scope

The reporting scope includes operations over which we have full control, as well as all subsidiaries and leased facilities unless stated otherwise. Also included is GES Media Holding in the Czech Republic with a 50% ownership and Viastrong Holding AB in Ukraine with an 85% ownership. Countries where we only operate pay-TV channels on other providers' platforms have been excluded from the reporting, because we don't have employees or facilities in these countries, and therefore they don't have significant impact on MTG's sustainable development. Finnish radio station Radio Nova is excluded as MTG doesn't have exclusive control over this entity. Trace of which MTG acquired 75% in June 2014 is included in the labour figures. We continued integrating

This nice daughter companies into our carbon reporting and added the Baluba Brands in 2015. We extended the carbon reporting from our Bulgarian businesses to include Agency Eva, Net Info and its entities VBOX EAD, Darik News, Hosting OOD in Q3. We also included carbon reporting from our Tanzanian businesses Viasat1 and MAP. Excluded from our reporting are our businesses in Russia and Hungary as they were sold. Our newly digital acquired companies; Splay Networks, Turtle Entertainment, ZoominTV and Dreamhack are not included in the 2015 reporting as they are still being integrated into MTG. All material aspects are relevant within the organisation and the aspect sustainable supply chain is relevant outside the organisation.

Report boundary

The report boundary has been defined by using the Global Reporting Initiative (GRI) boundary protocol and completeness principle, to reflect MTG's significant economic, environmental and social impacts. There were no material changes in the supply chain in 2015 that affect our operations.

Reporting period: 01/01/2015-31/12/2015

Reporting framework: GRI G4

Previous report: 28/04/2015
(available on mtg.com)

Send feedback to: responsibility@mtg.com

Assurance statement

Independent assurance statement

Scope and objectives

Ethos International AB has undertaken independent assurance of the MTG Corporate Responsibility Report 2015 (the Report). The assurance process was conducted in accordance with AA1000AS (2008). We were engaged to provide moderate level Type 2 assurance, which covers:

- Evaluation of adherence to the AA1000APS (2008) principles of inclusivity, materiality and responsiveness (the Principles) and
- The reliability of specified corporate responsibility performance information and data.

The performance information included in the scope was all data and key claims in the Report with the exception of data that is subject to mandatory auditing included in the Annual Report 2015 and information related to Reach for Change operations and impact. We applied the Global Reporting Initiative's Principles for defining quality as criteria to evaluate performance information. Additionally, we provide a third party check on the application of the GRI G4 Guidelines and abidance of the OECD guidelines for multinational enterprises.

Responsibilities of the Directors of MTG and of the Assurance providers

The Directors of MTG have sole responsibility for the preparation of the Report. The Board of Directors emits the report for MTG jointly with the President and CEO of MTG. Ethos International has been involved in one stage of this year's preparation and guidance process, which was moderating the materiality analysis including stakeholder dialogues. This is the fifth year Ethos International has provided corporate responsibility assurance, with recommendable rotation of team members.

Our statement represents our independent opinion and is intended to inform all of MTG's stakeholders including management. We adopt a balanced approach towards all MTG stakeholders. Our assurance team comprised of Malin Lindfors Speace and Sandra Rumélius. Further information relating to the team is available at: www.ethosinternational.se.

Basis of our opinion

Our work was designed to gather evidence with the objective of providing moderate assurance as defined in AA1000AS (2008). We undertook the following activities:

- Review of the current corporate responsibility issues that are material MTG and are of interest to stakeholders.
- Interviews with Board of Director responsible for Corporate Responsibility, selected directors and senior managers responsible for the management of CR issues and review of selected evidence to support issues discussed. These were freely selected by the assurers. Main focus of the interviews was the understanding of material aspects, stakeholder perspectives, risks and opportunities related to CR, communication and changes during the year.
- Review of MTG approach to stakeholder engagement and recent outputs.
- Site visit, freely selected by the assurers, to MTG office in Copenhagen Denmark.
- Review of the report texts, graphs and tables.
- Review of the processes for gathering and consolidating data and supporting evidence for all claims. For both data and claims checking, this included accessing all key internal reporting and performance management systems as well as reviewing electronic documents, e-mails, external reports alongside other sources of evidence.
- Verification of Scope 1, 2 and 3 CO₂ statements, underlying carbon emission calculations and factors, with specific attention to CDP requirements.

Findings and Opinion

We reviewed and provided feedback on drafts of the Report and where necessary changes were needed these were made. On the basis of the work undertaken, nothing came to our attention to suggest that the Report does not properly describe MTG's adherence to the Principles or its performance on Corporate Responsibility.

Structural changes in MTG Group could give reason to review the need for strengthened efforts and resources to uphold previously strong position on anticorruption, data security and privacy and integrity performance.

In terms of data accuracy, nothing came to our attention to suggest that the data have not been properly collated from information reported on an operational level, or that the assumptions used were inappropriate. We are not aware of any errors that would materially affect the data or information.

We can confirm that we have made an independent assessment of MTG's self-declared application of the GRI G4 guidelines and can confirm it to be a Core level "in Accordance" report.

Assurance statement

Observations

Without affecting our assurance opinion we also provide the following observations:

Performance information

Overall we have confidence in the level of accuracy of the performance information presented in the Report. Data collection processes are described and supported through evidence seen during the assurance process.

Limited numbers of data errors in calculations were highlighted during the assurance process and have subsequently been corrected in later versions of the report. To ease the data collection process and raise credibility of the human resources data MTG should complete the implementation of the new Head Count system and align extraction possibilities with KPIs required for the CR report.

Materiality

We believe the report describes the majority of MTG's material impacts in an adequate and good manner that enables all stakeholders to engage with MTG to co-create in moving corporate responsibility to a broader and more incorporated level both in MTG and as stakeholder in an external context.

Areas that should be further highlighted and addressed in MTG's forthcoming Corporate Responsibility performance, process and training are; data security and customer data integrity and privacy notably due to incorporation and new acquisition of digital ventures as well as an increased focus on supply chain management.

Inclusivity and responsiveness

During the year MTG conducted dialogues with key stakeholder groups as part of the materiality process reviewing all Corporate Responsibility aspects that are relevant for MTG's business, resulting in new top priorities. The review of MTG's stakeholder engagement confirms that continuous engagements with key internal and external stakeholders are inclusive and transparent. The dialogues and communication informs and promote corporate responsibility issues on all levels in the organisation and are comprised well in the report.

As of 2015 MTG has a larger global footprint and several entities that are not bound by geographical borders which poses new possibilities but also the need for balance between regional alignment of central governance and ability to grow.

Ethos International

7th April 2016



Malin Lindfors Speace, Partner and Senior Advisor



Sandra Rumélius, Head of Advisory Services

Ethos International AB is a Nordic Sustainability Advisory firm licensed by AccountAbility to provide AA1000 AS (2008) assurance.



MTG