

**2021**  
**TRANSPARENCY**  
**REPORT**

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## **I. Scope**

Since being established in 1993, Euronews has had a close working relationship with the European Union while maintaining complete editorial independence.

This document sets out how Euronews meets the commitments it has made as part of this ongoing, strategic relationship.

Today, the European Commission co-funds a variety of aspects of Euronews' European content including a number of programmes and some linguistic editions. This includes: European news and live coverage of European event; Euronews' office in Brussels; the Arabic, Greek, Hungarian, Persian and Portuguese linguistic editions; programmes including Global Conversation, Euronews Witness, State of the Union, Real Economy, Ocean, Smart Regions.

## **II. Standards and values**

As part of the contract governing this relationship, Euronews commits to ensuring its output meets the highest journalistic standards and values.

The principles of impartial, fair and balanced reporting are precisely the ideals upon which Euronews was founded and they are central to our mission. They are present in every story we produce, as we strive to meet the needs of a highly discerning and demanding European audience, and to combat rumor, misunderstanding, misinformation and fake news. We regard these journalistic ideals not just as a moral duty, but as key to our success as Europe's leading multilingual, multicultural news media. These values are fundamental to our reputation and credibility and give us a distinct voice and strong selling point in an increasingly challenging and divisive media environment. Over the years, we have strengthened and enhanced these editorial standards in a range of ways.

A full summary of Euronews' editorial responsibilities is available in our Editorial Charter. A full summary of Euronews' editorial responsibilities is available in our Editorial Charter.

### **2.1 Impartiality and Neutrality**

At Euronews we do not serve or promote any national, political or business interest in our coverage, we do not take sides. Euronews scrupulously avoids adopting any national viewpoint and takes a European view of all news. All Euronews content must be produced without pressure from any national or international institution, government, political party or pressure groups.

The obligation of independence dictates the conduct of all those participating in the process of preparing editorial content, from our newsgathering to broadcasting or

publication. Throughout the content creation process, on-air and digital Euronews journalists and their line managers rigorously monitor and refer to each other's work across our 12 languages (of which 3 are digital-only, namely Turkish, Arabic and Farsi – to ensure adherence to our standards of neutrality and non-national perspective. We ensure the pluralistic expression of opinion and viewpoints as a guarantee of the full exercise of freedom of communication. Euronews exercises editorial responsibility over all of its programming. Whenever we broadcast video and publish information we remain responsible and accountable for our content.

## **2.2 Objectivity, Balance and Fairness**

All Euronews output reflects a balanced representation and evaluation of the relevant facts. Our content is objective in the sense that we present all sides of a story and we do not take sides. We provide appropriate context, impartial information and explanations. Our journalists do not let themselves be convinced by one statement alone, we always keep an open mind about events and strive to present all sides of the story.

All Euronews content is balanced in the sense that we seek to offer equal space to all players or aspects of a story, appropriately. We present the relevant conflicting views or positions of each party involved in an event we cover. As information comes in and is addressed, each news story, sequence, segment is updated throughout the day adding new statements, reactions with relevant background and context. We aim to achieve balance and objectivity over the totality of our output, which we achieve through regular reviewing of our programmes and bulletins.

## **2.3 Accuracy and Clarity**

Euronews produces factual content, in which all facts and aspects of a story are properly sourced and researched, are faithful to reality and are presented in a clear manner. Any information that is not factually accurate is excluded. Information is clearly distinguished from comments, opinions and personal viewpoints. Any comments or opinions are clearly attributed.

## **2.4 European Perspective**

While Euronews has a global outlook we never lose sight of our European DNA and we strive to inform and enlighten our core audience about world events from a European perspective. This does not mean that we always prioritize European affairs over all other stories, but we find an appropriate context in our coverage of developments across the world. Our news and programmes reflect European angles and views on given events where relevant and our storytelling is crafted to reflect the interests and values of a European audience. Our Brussels bureau is a key component of this approach and its

programmes provide a much-valued source of information on the political, social and cultural affairs that have a bearing on the lives of all Europeans.

“EU affairs” transcends the narrow definition of daily news reports about the activities of the main EU institutions. It involves in particular:

- Economic, political and cultural affairs of all Member States, compared and contrasted in the way in which they deal with the same issues;
- Decisions taken at national and regional level which have the potential to shape views on the EU or affect the daily lives of significant numbers of EU citizens in other Member States;
- Economic, political and cultural affairs of one EU Member State, illustrating to citizens of other EU countries how issues of common concern are addressed.

The “European perspective” comes from:

- Reporting on EU Affairs in the broadest sense of the word, i.e. going beyond daily news reports about the activities of the European Union institutions;
- Reporting national news from a cross-border perspective and issues that themselves have a direct influence on European Union policy;
- Reporting on international affairs relevant directly or indirectly to EU citizens, taking the European perspective into account, e.g. predominantly using commentators based in the EU or in a position that qualifies them to comment from a European point of view.

An appropriate coverage of EU affairs with a European perspective then means Euronews being seen by its viewers as:

- A reliable source of up-to-date news about the EU and the Member States, that is objective and informative;
- Providing the right balance for the viewers between local, European and international news;
- Contributing to debate about European issues;
- Contributing to a sense of European identity.

## 2.5 All Views

Perhaps the most significant driver of the aforementioned journalistic standards and practices is our concept of “All Views”, which seeks to enhance our editorial values and capitalise on the unique qualities that we have to offer our international audience. Diversity of perspective has always been one of the core strengths of Euronews and the All Views mission reinforces that asset by presenting viewers with a meaningful, insightful and varied range of views and reactions to our stories, providing them with the raw material to form their own views on global developments and trends. Our website features an All Views section that highlights viewpoints and comments in a balanced and considered way. Our team of international journalists, with their particular insight into national affairs are uniquely positioned to harvest opinion from within their own countries or spheres of specialist knowledge. Our newsroom, in effect, acts as the richest exchange of knowledge and information in the media world and we exploit this resource to the full through the All Views concept.

## III. Management and supervision

### 3.1 Role and Composition of the Editorial Board

The Editorial Board is responsible for discussing any matter and studying any action and decision relating to the editorial line and editorial quality of Euronews, in particular with regard to compliance with its editorial charter (particularly regarding impartiality, harm and offence, truth, fairness and privacy), Euronews News Policies & Guidelines and the main strategic principles defined in this regard.

Members of the Editorial Board must all be journalists or have documented experience in the media or editorial matters. Each member of the Editorial Board must undertake to respect and implement the Company's editorial rules (in particular regarding impartiality, harm and offence, truth, fairness and privacy).

The Chairman of the Editorial Board may at any time raise any editorial matter with the Chief Content Officer, the Publication Director (or in his other capacity, the General Manager) and the Chairman of the Board of Directors. The Chairman of the Editorial Board shall regularly report these discussions to the Editorial Board. The Chairman of the Editorial Board must also ensure that all complaints and suggestions made to the Editorial Board by third parties (including viewers, European institutions or national regulatory authorities) are reviewed and considered by the Editorial Board

The Editorial Board shall consist of:

- Paolo Garimberti, President;

- Eric Scherer;
- Giuseppe Solinas;
- Evgeny Bekasov;
- André Crettenand
- Bernard Rappaz;
- Hasna Daoudi;
- Mohamed Salmawy;
- William Weessa;
- Abdulaziz Alkhamis;
- Cilian de Paor;

### **3.2 Activity of the Editorial Board in 2020**

The Editorial Board held three meetings in 2021. In light of sanitary constraints due to the COVID-19 pandemic all the meetings took place in the form of an audio-video conference.

The meetings of the Board were also an opportunity for the members - who are all journalists - to hear from some of the editors (editors-in-chief and heads of language) on the workflow in the newsroom, the planning of the different languages and the relationship between television and digital services in each language. The meetings also focused on previous or future major coverage plans or discussions on individual stories, such as the pandemic, the Belarus-Poland refugee crisis, elections, all in the form of a briefing on plans.

As usual the meetings were scheduled during the same week as the meeting of the Supervisory Board, the same day as the conference of Public Shareholders (SEP). This is a way to keep the Editorial Board informed not only of editorial matters, but also of the general situation of the Company, primarily the financial assessment and the impact it has on editorial organization.

The last meeting of 2021 was dedicated to the change of governance of the Company, who has decided to establish a Board of Directors instead of a Supervisory Board. Michael Peters, CEO of Euronews since 2011, has been appointed Chairman of the Board of Directors. Paolo Garimberti has been appointed Vice Chairman of the Board of Directors while remaining Chair of the Editorial board.

### 3.3 External oversight

For the third year in a row, no complaints about the way Euronews covered the main events of 2021 were received by the Chairman of the Editorial Board. It is a good sign of the way the newsroom works and of how Euronews coverage of the events is perceived by the audience.

Since 2015, Osservatorio di Pavia, an independent media research institute, has been identified to perform missions of monitoring of Euronews. Every year, its team of analysts can review the media coverage against the main professional standards and journalistic principles of ethics.

In 2021, the Osservatorio di Pavia has notably established a report to assess whether Euronews English Service coverage of the migrant crisis at the Poland-Belarus border complied with those standards as well as with language accuracy in news reports.

Media analysts of the Osservatorio di Pavia (OdP) reviewed 20 news stories, applying an ad hoc qualitative content analysis form. The analysis investigated the level of compliance of the stories with a number of professional benchmarks, namely: balance, truth and accuracy, independence, fairness and impartiality, accountability, clarity, timeliness, relevance, variety, omissions of facts, if any. The stories published in the period under consideration (1-30 November 2021) have been classified according to the focus of the coverage. In this regard, they predominantly adopted two angles:

- 1) the diplomatic focus: this refers to items where the main topics concerned relations among States, negotiations, sanctions, political developments related to the crisis;
- 2) the humanitarian focus: news devoting attention to the refugee crisis, the living conditions of migrants stranded at the border, allegations of human rights abuses and logistical and material assistance (or lack of) brought to migrants.

In order to take into account the characteristics of Euronews newscasts and the nature of the journalistic standards investigated, the qualitative content analysis focused on each single news story, but it also considered the overall narrative of the whole set of stories about the crisis.

#### **Key findings and conclusions:**

Overall, commitment of Euronews to fairness, accuracy and impartiality is evident, with no elements reflecting biased or unbalanced coverage. The stories about the migrant crisis generally provided comprehensive and accurate accounts of events and positions on this matter. None of the news stories harmed or aggravated religious, racial, political or ethnic sensitivities. The coverage was based on experts and political official sources,



objectively verifiable facts and sound evidence. The stories accurately conveyed the opinions expressed by relevant stakeholders and put their quotes in adequate contexts. Likewise, the OdP analysts noted that the news items precisely reported key information as for figures, data, names, surveys, and statistics to the extent to which the circumstances allowed it.

Reporters' independence and professionalism shaped the news coverage of the crisis. Journalists managed to present facts in an objective manner, without sensationalising events or positions. The crisis involves thousands of people blocked at the Polish-Belarusian border in precarious living conditions and it has the potential to trigger sensationalistic coverage. Against this background, Euronews succeeded in providing viewers with accurate, non-emotional and still contextsensitive information.

Overall, Euronews managed to provide comprehensive coverage of the migrant crisis in spite of a ban on media at the border zone. Reporters had limited access to strategic sources and places due to the state of emergency declared by the three affected countries (Poland, Latvia and Lithuania) and the consequent ban on anyone but police, border guards and the military from the area. In addition, direct access to Belarusian official sources has been an ongoing challenge due to their general unwillingness to liaise with foreign journalists. Finally, European Union (EU) institutions have mostly shaped their strategies for the crisis on diplomatic and military actions. Against this background, journalists generally managed to cover the crisis along different angles and views and Euronews coverage displayed a balance between the diplomatic and humanitarian focus.

Most items related to controversial aspects of the crisis reflected the diversity of viewpoints, devoting due weight and prominence to a range of opinions. While the official positions expressed by the EU and Poland were given large visibility amid a growing political tension with Belarus, on a number of occasions reporters provided also access to dissenting voices over the EU and the Polish migrant policy, as well as to concerns expressed by human rights organisations, pointing to asylum seekers pushbacks as contravention of the UN Refugee Convention.

The principles of clarity, promptness, and relevance informed the news stories. The journalistic reporting constantly ensured context-sensitive information by providing background to the reported facts, thus minimising the chances of misunderstanding, in terms of language used and clarity in the presentation of the events portrayed. News coverage focused on pertinent and recent events, which were relevant to the public. A variety of sources were quoted which included politicians, EU and member States institutions, political experts and analysts, as well as human rights activists.

The coverage of the crisis was based on credible and reliable sources. Facts and opinions were accurately reported and context for these was regularly provided. When information

could not be verified due to limited access to the interested zones, journalists duly provided for a disclaimer in this regard.

Relevant attention was given to the humanitarian angle and no stigmatisation of migrants and refugees was observed. On the contrary, Euronews managed to achieve a balance between professional and sympathetic reporting when focusing on the migrants blocked at the border. Journalists were able to handle the accounts both emotionally and professionally, and covered the humanitarian crisis as accurately as possible without prejudice or furthering social alarm. Reporters seemed well aware of the appropriate terminologies to avoid prejudice and dehumanisation of migrants and approached the matter with sensitivity and due respect for their rights.

The analytic indices of news quality and good coverage of the crisis, based on the items of professional standards and journalistic principles of ethics, reached high scores, ranging from 0.95 to 1, with value 1 being the highest possible score and 0 the minimum. Euronews English Service complied with the main professional standards, including good practices on ethical journalism to report on migrants and refugees.<sup>1</sup>

In isolated cases, the OdP analysis noted minor shortcomings in relation to stories that could have benefited from additional angles or points of views on controversial policies adopted by European countries vis-à-vis the crisis. This includes questions such as the practices to securing the borders from migrants, the debated plan to build a wall along the EU border to protect the territorial integrity, the disregarded human rights obligations under international refugee law, and the apparent disproportionate use of force to disperse or pushback migrants at the Polish-Belarus border.

### **3.4 Overall assessment of the Editorial independence of the media**

As a general conclusion, the members of the Editorial Board (the majority of them appointed by Public Shareholders) are satisfied with Euronews' coverage throughout 2021 and also with the way the Board exercised its role. The dialogue with the CEO and with the editorial management is efficient and allows the Board to monitor in a regular way the situation of the Company and the newsroom. The President of the Board maintains regular contact with the CEO and some of the editors.

The process of internal feedback and fact-sharing plus external independent reports has the effect of generating trust in Euronews and offers very strong protection in terms of the editorial independence of the channel.

### **3.5 Management**

In the News unit, Euronews' language services consist of journalists with a significant depth of editorial and production experience covering international news. They who work

under the daily supervision of Executive Producers and Editors of the Day for the English edition and Editors of the Day (for all other language services, who all have worked in the industry for at least a decade. Four Deputy Editors in Chief coordinate the overall daily news operations and one coordinates the weekly magazines productions. The entire content editing is supervised and decided by two Editors in Chief for television, one in the Lyon headquarters for News and one in our Brussels editorial hub. On Digital, one Editor in Chief coordinates the overall content production and output. The content unit is coordinated by a Chief Content Officer – Television who is in charge with the respect of all editorial values and strategies.

The five most important stories of the day are centrally edited and become mandatory for each language team. This is one edit based on Euronews' editorial values written by all teams based on a guide script which sets the angle and the content. All Euronews content on television and digital is based on our unique pan-European perspective.

A head of language for each team is responsible for checking the quality of the output and establishing best practices for his or her team.

Individual live English programmes are managed by an Executive Producer, overseen by the Deputy Editors in Chief on a daily basis. The newsroom managers have several daily meetings to outline the editorial agenda for each day, and ensure that editorial values and independence are maintained.

The other language services are managed by three Deputy Editors in Chief, overseen by the Editors in Chief, who in turn report to the Chief Content Officer. On a daily basis, the production and output of each language service is carried out by dedicated Editors of the Day for each language. The daily main stories covered by all language services are decided in a morning and an afternoon editorial meeting, where the editors and their managers discuss all events, ways to cover the stories, sharing all the information and productions of all language teams.

The English and language teams (French, Portuguese, Spanish, Italian, German and Russian) cooperate constantly in devising common coverage plans and establishing ways to produce the main stories, sharing all editorial and production resources of the overall newsroom.

Euronews' digital teams operate either as embeds within TV teams (French, Spanish, Italian, German, Hungarian, Greek, and Russian), or as self-contained units (English, Turkish, Arabic, Persian). The embedded digital journalists work with TV journalists to reflect TV output on digital platforms, update TV stories on digital platforms in real time, and also output digital-only content that is complementary to the TV news agenda. The self-contained teams operate in tandem with TV teams, ensuring the availability of TV

output on digital platforms, collaborating on stories in multiple languages, as well as generating original, digital-only, content that enhances Euronews' coverage for their audiences. But Euronews has begun a so-called digital transformation towards a "Digital First" approach meaning that the entire newsroom is being trained on digital tools, storytelling, productions in order to create a one content – multiple platforms output system common for television and digital.

The Editors in Chief ensure balance across the entirety of the output, while the Chief Content Officer takes charge of overall strategy and direction.

Euronews operates a large network of permanent correspondents and freelancers together with the editorial and production bureaux in Brussels.

The Hungarian and Greek language services' teams are based in Budapest and, respectively, Athens and they are transitioning towards a digital-only system. In addition to the daily centralised output, they also produce a variety of content in their own countries and regions, deploying journalists to major events and key European stories. These stories work both for television and digital, in the sense that the core European languages based in Lyon take the Hungarian and Greek self-produced stories to their output.

Our Brussels bureau is the center-stage of our European Affairs coverage, operating a full team of journalists from all language services who act as correspondents for all. They produce a variety of daily news stories and other elements for the News bulletins both live, as-live and through news packages and relevant interviews of key players in Brussels and Strasbourg.

## **IV. Summary of performances in 2021**

### **4.1 Programmes**

In 2021, we continued to cover political and socio-economic issues most relevant to Europeans for Euronews' flagship magazine programmes, Unreported Europe and The Global Conversation. As strict lockdowns were lifted, we were able to shift our focus compared to the previous year, with less COVID-related stories. 2021 also saw the launch of Euronews Witness: a bi-monthly reporting series shot in full immersion and narrated in the first person, thus bringing viewers even closer to people's stories. Reports can be equally and successfully watched on both TV and digital platforms. As of October 2021, Euronews Witness replaced Unreported Europe.

### **UNREPORTED EUROPE**

From January 2021 until September 2021, we produced 8-minute programmes weekly and four 20-minute special reports. Here follow highlights of the season:

A twenty-minute report in February on further restrictions to Poland's already very restrictive abortion law. Terminations in Poland were once only allowed in cases of rape, incest, danger to the mother's health or life, serious defects of the fetus or incurable disease. The new amendments mean that last option is now prohibited. Our reporter spoke to people on both sides of the fence, including to those behind the new restrictions.

In April, we reported from Covas do Barroso, a village in Portugal believed to hold the largest estimated deposits of lithium in Western Europe. The rare metal is sought after to manufacture rechargeable batteries in electric vehicles. It is also an important component of digital devices that help store the energy produced by renewables. Nevertheless, for locals, the prospect of an open-air mine translates into fears of deforestation, air and water pollution and an end to their way of life.

In Denmark, we looked at the fate of Syrian refugees. Once welcomed there, some are now told by authorities they must go home. This is the case of Syrians hailing from areas now deemed safe by Denmark. Human rights defenders argue they will never be safe if they go back and cite instances of forced disappearance and torture. Our reporter traveled to Copenhagen in June to meet distressed Syrians legally fighting back the Danish decision.

Amid sex scandals rocking the Catholic Church throughout Europe, we chose to report from Germany in June. The church there is bleeding out followers. To try and attract new followers or keep existing ones, some priests have been celebrating same-sex marriages and women have been preaching. In parallel, the bishops' conference and the central committee of German Catholics are exploring ways to reform the church.

In end-July, we produced a twenty-minute report to look into Europe's role in warfare all over the world and this despite UN and European treaties that ban selling weapons to warring countries. For example, Belgium, Germany, France and Spain allow exports to Saudi Arabia, which is using them in its war in Yemen. Treaties also stipulate that weapons manufactured by third-party countries heading to crisis zones cannot transit through the continent. We found evidence that this is happening however. In Italy, our reporter found that boats carrying weapons, European or not, destined for war zones are not properly checked in its ports.

Several of our reports this season looked at environmental issues. For example, we reported on Germany's energy transition, which was at the heart of the 2021 federal election. We chose to film in Bavaria. Major political parties back solar and wind solutions, but red tape and angry locals are slowing down change. Resistance to wind turbines runs high. Some locals say it is to protect birds or to stop potentially harmful noise exposure, others mention land-use conflict.

## **EURONEWS WITNESS**

Since its launch in October, we have produced four reports. The majority of our reports run for 10 minutes. Special reports are 20-minute-long. In Germany, our reporter followed activists and locals opposed to the expansion of a coal mine for which several villages will be razed to the ground. In Mostar, Bosnia, we documented the plight of several communities allegedly made very ill -- some people have died -- by a giant dumping site. We also traveled twice to the Poland-Belarus border where thousands of migrants are trying to cross into Europe, sometimes at the cost of their lives. Our second report there took us to both sides of the border and all the way to Minsk.

## **THE GLOBAL CONVERSATION**

The Global Conversation is our interview flagship series where world leaders and prominent figures are challenged on their view on global problems, solutions and opportunities.

We began the year with a new format: two foreign ministers on the programme to coincide with EU foreign affairs ministers in Brussels. With Hungary's Peter Szijarto we discussed vaccines, rules of law and relation with the USA. We then switched to the Greek foreign minister Nikos Dendias, quizzing him also on possible sanctions for Turkey over its illegal activities in Eastern Mediterranean.

Equity in Europe was the focus of our interview with European commissioner for Equality, Helena Dalli. With her we discussed the issue of pay transparency, the strategy for disable people and the gender pay gap.

We spoke about the widening gaps between countries, classes and wealth due to the COVID also with Mary Robinson, the former president of Ireland and former UN High Commissioner. The conversation turned to the the management migration and to the issue of peace in Northern Ireland.

The pandemic is changing history and our lives killing millions, heightening fears and increasing the risk of poverty. What will the post covid world look like? In April 2021, we asked three experts: Peter Frankopan, a pofessor of global history; Karina Knorr-Cetina, a social scientist and Jean-Paul Fitoussi, a professor of economics.

Margrethe Vestager is the Executive Vice President of the European Commisison, responsible for all things digital. In an exclusive interview recorded during the State of the Union event in Florence, the VP told us about the global battle for data, Europe's place in this battle, data sharing, bich tech and more.

In March 2021, Ngozi Okonjo-Iweala became the first woman and the first African to be appointed to the position of Director-General of the World Trade Organization. In an in-depth interview with Euronews, she delved into what's happening in the global order during the COVID crisis, how the healthcare crisis is affecting different sectors and whether a new multilateralism is emerging.

The new US Secretary of State Anthony Blinken was our guest in late March on the occasion of his visit to NATO headquarters in Brussels. The partnership with the European Union, the future of the Alliance and the relations with Russia and China were the main topics of the interview.

The policy response to the pandemic has been hotly debated in the EU capitals since spring 2020. A shared solution materialized into the recovery plan with the aim of providing relief and increasing the resilience of the EU economies. Will that be enough? We discussed the questions with the Austrian Chancellor Kurz, Slovakia PM Heger, Deputy Czech PM Havlicek at the Globsec conference in Bratislava.

In June the Prime Minister of Portugal Antonio Costa gave us his insight on how his presidency of the Council of the EU went, how the global health crisis was managed, the tensions relationships between certain European member states and much more.

Throughout the year, Brussels has been a hub of activity with Western Balkan leaders and head of states. One of those, the President of North Macedonia Stevo Pendarovski, gave us his insight on where his country stands in the EU accession process, on the difficult relations with Bulgaria and shared his thoughts on the "non-paper", the document that allegedly advocates a change to the borders of the region.

Elisabeth Moreno is the minister delegate for gender equality, diversity and equal opportunity in France. Her humble beginning as the daughter of immigrants from Cape Verde and her battle to get where she is today give her a true understanding of what it will take to achieve real equality for all. She talked to Euronews about France's fight against discrimination, equality in workforce, how the pandemic has affected women in Europe.

The EU and the rest of the world are being forced to move much faster in the fight against climate change and pollution. To get some in-depth insight into how the European Union is going to do this, we sat down with the EU Commissioner for the environment, ocean and fisheries Virginijus Sinkievicius during the Green Week.

In June 2021, the United Nations Secretary-General Antonio Guterres attended the EU summit to discuss a number of issues with European leaders. In a wide-ranging interview with Euronews on the pandemic, climate, migration and violence against women, Guterres made a case for strengthening international institutions and the multilateral framework.

The COVID crisis was also the main topic of the Global Conversation with the former Italian prime minister Mario Monti and the Nobel prize winning Joseph Stiglitz at the Ambrosetti Forum in Italy. The pandemic created a recession like no other and caused unprecedented policy responses, but now attention is shifting to post-pandemic years. Will recovery be sustainable?

The outgoing German chancellor, Angela Merkel, is by far the longest-serving political figure amongst all EU leaders. What is her real European legacy? To give some insight into Merkel's time as Chancellor and her role within the EU ahead of the German federal election, Euronews spoke to another long-serving European political leader, the former EU Commission

Natalia Gavrilița, the newly elected prime minister of Moldova's western-orientated government, chose Brussels for her first foreign trip after the election. The Harvard graduate and former Finance Minister is now tasked with the difficult job of stabilising Moldova's economy, fighting corruption and reducing povert. In an exclusive interview, she told euronews about the country's ambitions.

BioNTech founders, Ugur Sahin and Özlem Türeci, developed the world's first effective COVID-19 vaccine. Now they've received Spain's highest honour, the Princess of Asturias Award for their services to science and technology. Euronews caught up with the couple to discuss their success, creating 'scientific supergroups' and what they're planning on doing next to change the world.

In November we spoke to the Executive Vice President of the European Commission in charge of Climate, Frans Timmermans. As the face of the European Green Deal, we asked him about the results of COP26, the EU Green Deal and whether Europe is doing enough to fight this global threat.

The European Union should not put economic recovery in danger with “the suffocating force of austerity,” IMF Managing Director Kristalina Georgieva has told Euronews. Georgieva praised the EU's Next Generation recovery plan, describing it as a “remarkable” act of solidarity between European nations in the last Global Conversation of the year.

## **4.2 Brussels office and the network of correspondents**

Euronews' “All Views” philosophy has been expressed by the range of interviews and reports it has conducted throughout the year. By questioning key players in the Commission and Parliament, we are providing a key link between national interests and pan-European policy thinking.



The longer format programmes produced from Brussels – State of the Union and The Brief from Brussels, as well as our new digital output – provide more opportunities for points of view for going deeper into policies and concerns at the heart of the European decision-making process.

In 2021, Euronews' Brussels office was at the forefront of our reporting on the European efforts to manage the fallout from the Covid-19 pandemic, as Euronews built an unrivalled, public service type of pan-European coverage reporting on the crisis across the continent and equally informing all Europeans of the decisions take at the heart of the European Commission.

Euronews truly affirmed its unique European channel mission by connecting all European countries into one single big-picture of the fight against the Covid disaster, at a time when all national medias retreated into their boundaries to focus on their national crises.

The Euronews coverage did not just focus on country-by-country, but equally building the big pan-European picture on the countries' joint efforts on the political stage, the business/economic impact, the social struggles and many other aspects of life during the subsequent waves of coronavirus on the whole continent.

We also analysed various national solutions compared to the others to provide a continent-wide picture of the pandemic. We continued to interrogate the decisions made at national and EU level - as Euronews was the logical medium to inform all Europeans of the European Commission efforts to tackle the crisis, find solutions and bring Europe altogether.

All our Brussels journalists continued their coverage despite the coronavirus restrictions, interviewing decision-makers, constantly reporting on all decisions and debates on the pandemic, joining the entire Euronews editorial effort to provide a responsible, factual coverage of the Covid crisis.

As part of its agreement with the European Commission, in addition to its permanent correspondent positions in Paris, Rome and Berlin, Euronews also operates a growing network of European freelancers across the continent. Our permanent correspondents in Paris and Rome together with the freelance correspondents in Berlin cover the major European stories from these capitals. They produce regular stories together with live or as-live reports focusing both on headline stories as well as daily stories on the citizens of these countries.

In addition, Euronews has a growing network of freelancers in most European countries who contribute their stories constantly, bringing an unparalleled editorial dimension that makes Euronews' pan-European coverage unique. Through our permanent and freelance

correspondents Euronews covers Europe like no-one else does, north and south, east and west in a fair, balanced manner, connecting all Europeans with a single, unique editorial mix.

### **4.3 Digital strategy**

To develop new content verticals outside Euronews' core current news output in line with emerging audience needs, we have launched new digital verticals such as Euronews Next – covering the intersection of business and technology from European perspective-, Euronews Green, Euronews Travel and Euronews Culture. Our main goal in this new editorial development strategy is to connect with emerging audiences in Europe, to identify their needs & expectations and to offer them well-crafted, original and relevant content in accessible and effective digital storytelling formats.

With a 100% data-informed editorial strategy, Euronews new digital teams not only improve the impact of our editorial output, increase our reach but also build new audiences that Euronews has not addressed so far online and on major social platforms (Youtube, Facebook, Instagram, Reddit...) Advanced analytics and digital monitoring tools that our teams started using in their daily work played a key role in the production and launch of audience-centric editorial products and series. Women Beyond Borders, Euronews Edge, Re:Routed – Balkans, Creators, Re:Think, Low Impact Living, Green in the City are some of the video series that we launched in 2021.

Because of Covid-19 related restrictions in the workplace we had to launch all these new editorial operations in 2021 mostly with remote teams, composed of journalists and editors working across various European countries. Building new editorial teams in a difficult period with exclusively remote working staff has been a difficult but also an exciting challenge, especially in terms of team building and management. One year after, all verticals teams operate remotely.

Finally, despite COVID-19 related difficulties our new digital editorial development strategy worked and all content verticals perform amazingly well beyond initial KPIs and expectations helping Euronews meet new audiences across Europe and create new digital revenue streams. In an objective to optimize the workforce in the newsroom, we started putting our digital content on air.

## **V. The role of our audience in shaping our offering**

Euronews gauges digital audience opinion through these main routes:

- Monitoring audience behavior and consumption patterns through GDPR-compliant analytics. This method reflects the views of the entire Euronews audience. We have

recently introduced deeper measurement tools, such as Chartbeat, to understand better how our users engage with digital text, video, and the website as a whole (UX)

- Monitoring off-platform performances of our content (outside of euronews website & mobile app). An important amount of our content consumption is made through distribution on social networks, YouTube but also news aggregators & content portals. It allows us to get a 360 view of our audience.
- Linking audience performances and navigation context (type of content, editorial categories)
- Receiving audience opinion on our website, newsletters, apps, and social platforms. Usually, our most engaged users are the ones who provide the most specific feedback in this way.
- Panel-based surveys, focus groups, and online market research on non-Euronews platforms. This helps us understand what our audiences care about, how they experience our digital properties and output, what they think of it, and how they think we might improve. It also helps us understand how to retain existing audiences and attract and build new ones.

The feedback is used to:

- Help inform editorial choices
- Develop our production and distribution strategy
- Influence design and functionality across our platforms and products

Audience monitoring was a key element in the creation and launch of the new digital verticals in 2021: Euronews Green, Euronews Travel, Euronews Next & Euronews Culture. Each dedicated editorial team was able to make daily evolutions on their priorities based on the performances of the content coverage.

We also continue to train both TV and digital journalists in how to read and interpret digital analytics, so they can see which content audiences are engaging with in their language, and respond to audience feedback and preferences.

### 5.1 Examples of feedback

We receive data from **Google and Apple** relating to Euronews apps.

- No of reviews on Store: 1.4K

- No of emails to App Support: 1.1k
- Average rating 4.32/5 on Stores (iOS + Android)

### Euronews Brand Tracker, GWI

Novembre 2021

Statement	% of euronews consumers who agree
Credible	77.3%
Covers a greater variety of stories and countries	76.9%
In depth	76.0%
Balanced	73.8%
Sticks to the facts	72.0%
Trustworthy	71.1%
Has a greater diversity of standpoints	69.6%
Insightful	68.9%
Impartial	62.3%

### Satisfaction survey about Euronews mobile application – French & English services

Q2 2021

*Statement: Does the Euronews app meet your content expectations?*

	% of euronews consumers interviewed who agree
French respondents	84%
English respondents	83%

## 5.2 Feedback and complaints

Euronews welcomes user feedback and complaints, which are dealt with by each head of language edition. Depending on the type of complaint and sender, Euronews escalates the complaint to the editors in chief or the chief content office in order to proactively answer the raised case.

Euronews receives a variety of feedback each day, from comments on events, stories to suggesting coverage ideas, invitations, all through the Contact Us section on each language service website. The feedback also covers non-editorial aspects such as technical issues with the digital platforms or distribution questions. These are forwarded to the appropriate teams for consideration.

All feedback and complaints are urgently reviewed by the editorial management followed up by swift action in answering them.

We did not encounter major issues with the complaints and feedback in 2021, but rather suggestions on how to calibrate coverage and what kind of information, analysis to bring to our European audiences.

Feedback and complaints can be communicated in any of Euronews languages via our contact page <http://www.euronews.com/contact>