



FRANCE – 13.11.2015

The Paris attacks



SYRIA – 18.11.2015

Rebels bombarded by government forces



BRAZIL – 26.01.2014

Photo project in a favela



SWITZERLAND – 02.06.2015

Sepp Blatter news conference



GREECE – 13.08.2015

Migrants reach the island of Kos



THE WORLD – 28.07.2015

Romance



INDIAN OCEAN – 23.11.2015

On board the Charles de Gaulle



CAPE VERDE – 05.05.2014

John Kerry passes time on the tarmac



CHINA – 23.08.2015

World Athletics 100 metres

The whole world. The whole story.

AFP 2015





Progress through innovation

For AFP, 2015 was a year of the best and the worst. The worst when cartoonists were gunned down by fanatics who equated freedom of expression with elimination. The worst when police officers and Jewish citizens also became victims of these same barbarians. That was in January.

The worst again when in November other ideologues of evil massacred dozens of Parisian men and women as well as tourists who had come to discover the beauty and attractions of the city known as the capital of human rights, culture and entertainment, and whose Republican motto is so deeply anchored.

As journalists, but of course also as concerned citizens, AFP's teams covered the events round the clock with unfailing professionalism.

Because at such extremely critical moments as these, that left their mark on France and the whole world, the values of reliability, authenticity, lucidity, objectivity and neutrality, to which every one of the Agency's writers, photographers, video journalists and infographics journalists is so solidly attached, must and do take on their full meaning.

For months, the Syrian conflict, the migrant crisis with its resulting humanitarian distress and the Greek financial collapse with its accompanying human misery mobilised our editorial and technical teams in increasingly difficult working conditions.

But 2015 was also the year of the best. With the development of its image production and the exponential development of live reports in all languages, the AFP brand is becoming increasingly known and recognised in France and beyond her borders. The Agency's wires – photo, video, text, infographics and videographics – have never had so much exposure on television channels, websites and social networks both in France and internationally.

Never have we had so many major and varied research and development projects, supported by our activities and our missions and at the same time always aimed at anticipating and adapting to new practices and the new needs of our growing clientele.

Thanks to the signing of a contract of objectives and means with the French State (2014-2018) that is well-structured and challenging and at the same time coherent with the Agency's strategy of developing video and sport and internationalising its sales, and thanks also to the fact that sales are growing despite the recession affecting French and global media and the lingering effects of the economic crisis, AFP is getting its financial house in order.

The Agency's course of progress through innovation is set, and we continue to advance towards our goal.

Please enjoy reading

Emmanuel HOOG,
President and CEO of Agence France-Presse

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“Reliability is our number one value”

An interview with...

Michèle LERIDON
Global news director



In 2015 AFP conducted a major project examining its journalism practices and those of other major media organisations. Why did you undertake this study?

Examining journalism practice is something AFP does continuously. Since its creation AFP has been able to evolve and adapt to new technologies and to new demands from its clients. But with the extraordinary changes occurring in our profession today, we have to step up the pace at which we do this. There are the challenges posed by the development of social networks and round the clock news, our economic model has been turned on its head, the print media have been forsaken in favour of online and mobile... And in February we were caught out when we published an erroneous report, drawing a great deal of attention in France. All of these things led us to reaffirm our principles and to scrutinise and improve our practices.

In what ways has examining your journalism practices reinforced your fundamental principles?

Our founding statute, which dates back to 1957, states that we must produce “accurate, impartial and trustworthy” news. This is all the more true today. Reliability is our number one value. It comes before speed, even though speed remains an important factor for a news “wholesaler” like us. .

In terms of journalism practice, has this led you to take another look at certain things? To reconsider or to specifically consider anything?

Clearly, we need to do a better job of taking the emergence of social networks into account. They are where you find both the worst and the best: baseless rumours, anonymous insults, as well as world scoops. We need to organise more systematic monitoring in order to detect and check interesting content and then make use of it if it has news value. We have a major certifying role to play. This of course does not mean that we should neglect our everyday job of gathering our own news from our own sources. We saw this at the time of the 13 November attacks in Paris. Twitter users recommended following AFP’s account to get faster information on what was happening, amidst an ocean of all kinds of rumours concerning the attacks, the number of victims and the reported arrests.

Reading compliance with ethical standards, what are the new risks for AFP journalists and how can these risks be avoided?

I have no doubts about the ethics of AFP journalists in France and elsewhere in the world. But I do think that in such a changed world, where a piece of news can be picked up by the entire planet in less than a minute, we need to weigh our words and

reaffirm our principles. This is why I ordered a project on the AFP charter to refocus attention on our fundamental principles, as well as the creation of an ethics and editorial practices charter and lastly the creation of a document dealing specifically with sourcing. These rules apply to writing news reports as well as to photos, videos and infographics. They are not just philosophical principles – they can include recommendations of a very practical nature, such as the need to issue a clear correction when we have reported erroneous information.

How will AFP's ethics and editorial practices charter be distributed and to whom?

The three documents I have just mentioned were conceived as a set. Former editor-in-chief Eric Wishart, who currently works with me on special projects, was in charge of writing these documents. He based them on existing AFP documents – our style book, the photo service guidelines, etc. – and the charters of other major media organisations worldwide. This document has been circulated among management and editorial staff, via the unions and the Société des Journalistes. It is important that this document be shared. Once it has been adopted in the first quarter of 2016 it will be published on our Intranet site as well as on afp.com.

Did your study reveal any new needs in terms of ensuring the safety of persons – AFP journalists, technicians and other employees?

The issue of safety was not specifically addressed in this study, although we do restate our obligations in this area in the charter. Ensuring safety is an on-going preoccupation at the Agency, whose journalists are posted in some of the most dangerous parts of the world. The January attacks in Paris targeting Charlie Hebdo journalists led us to take specific measures to protect our bureaux both in France and in other countries. Areas controlled by jihadist organisations call for a very specific response.

How do you operate in these areas?

As we have repeatedly said in the past several years, we do not send foreign journalists into these areas where they are systematically targeted. By the same token we also refuse any material – text, photo or video – from freelance journalists who have taken the risk of venturing into these areas without the protection of an organisation. On the other hand, we have established – in Syria in particular – a network of contacts who provide us with news and information clandestinely. Our Beirut bureau and our Middle East and North Africa editorial hub in Nicosia have the tremendous task of cross-checking their reports and untangling the true from the false. Here once more, reliability is our key value. As we said in the charter, doubt has to be part of the journalist's culture.

AFP's missions are reaffirmed and its resources are secured

An interview with...

Rémi TOMASZEWSKI
Managing director



The year 2015 was marked by the reform of AFP's statute in line with the law on the modernisation of the press. Why was it necessary to 'modernise' the Agency?

This reform was necessary in order for AFP to be in compliance with European competition law where its relations with the French State are concerned. The law of 17 April 2015 contains the measures demanded by the European Commission in 2014 when it recognised AFP's missions of general interest and closed the complaint for State aid submitted by a German competitor. This complaint, which dates back to 2010, led us to define and implement a development strategy compatible with the regulations in Brussels.

What specifically are the missions of general interest devolved to AFP by the French State and recognised by Brussels?

They are the missions described in articles 1 and 2 of the law of January 10 1957 that contains the Agency's statute. They had never been modified since. AFP has the obligation to gather and provide, continuously and in several languages, exhaustive, accurate, objective and impartial coverage of what is happening in the world. It must be fully independent and have a global reach.

How much is the State subsidy for these missions?

In 2015, AFP received 125 million euros excluding tax from the French State, of which 100 million euros was compensation for its missions of general interest. This subsidy should grow by 1.4 per cent per year on average in line with the contract of objectives and means signed with the State for the years 2014 to 2018. The 25 million euros received in addition to the subsidy are for the various services to which the State subscribes on a commercial basis.

Beyond relations between AFP and the State, what else is contained in the contract of objective and means?

It formalises the strategic choices we made in 2011 and 2012 for the development of the Agency – video, live coverage, sport, innovation, international and client relations. It also specifically sets forth our commitments towards modernising our management procedures.

Reforming its statute led AFP to change the make-up of its board of directors and the mission of its board of governors. What did this entail?

The number of seats on the board of directors was increased and these seats were redistributed in order to broaden and enrich discussions of the Agency's strategic issues. The board now has nineteen members – nine women and ten men, including the chairman. Five people from outside the Agency are appointed by AFP's board of governors for their knowledge and competencies in media, digital technologies, economics and management. Three of them are to have experience on the European or international level. The French press – national, regional and departmental – had eight seats before and now has five. The French State has three representatives, public audio-visual services have two and AFP staff have three representatives – one more than before.

In addition to naming the five external members of the board of directors, the board of governors now has greater supervisory powers over AFP's obligations and its economic, financial and social situation. It now reports to Parliament every year. It must be consulted before any strategic decision or any decision that concerns the contract of objectives and means.

The term of AFP's chairman has been extended from three years to five years. What effect will this have?

It gives AFP the visibility and the stability it needs to fulfil its 2014-2018 strategic plan, which has an international dimension, on a very competitive market.

Where are the negotiations on the single company agreement since the existing agreements were denounced in July 2015?

We have had some fifteen meetings. This project, which began in November 2013, requires a great deal of education and clarification. This collective exercise is indispensable, especially as it had never before been undertaken at AFP. It will enable us to establish common rules applicable to all staff, ensuring greater visibility and fairness. It will also enable us to plan together for the future and for the changes that are happening in our business. Defining the social contract will be one of the major issues of 2016.

Investments carried out under rigorous management

An interview with...

Emmanuel MARCOVITCH

Deputy managing director and financial director



In 2015, you fully implemented the new governance of AFP projects. What was the thinking?

This step was initiated in the context of the 2014-2018 AFP development plan. In 2014, we had more than 200 projects of very varied types and stages of advancement coming from all of the Agency's departments. In order to better manage the 100 projects that we chose and to carry out them out efficiently we reviewed them and put them into six categories based on AFP's strategic priorities – sport, video, editorial systems, editorial production, marketing and client relations, and support. A seventh category was created in 2015 for transversal coordination and innovation.

How does this governance work?

Each category is managed by a committee comprising the directors concerned and meets every six to eight weeks to review the projects, their progress, allocate resources and make choices.

Every project has a head and a multi-skilled team. All project heads have been trained to do this. A project coordinator position was created to follow the project teams and the category committees and to ensure that everyone is on the same page.

What has the result been?

Several structural projects for the Agency have been carried out efficiently. For example the new AFPTV Live offer that we proposed in June 2015 was deployed within a few months thanks to the project governance.

AFP has also reorganised its purchasing procedures. In what way?

AFP, being neither a civil service body, a public institution nor a public company is not subject to their purchasing procedures. In 2015 we formalised our own internal procedures and set down rules for tendering. At the same time as the implementation of these measures, we asked auditors to analyse the totality of AFP's expenditures in order to identify savings segment by segment. AFP's technical operations were transferred to the subsidiary AFP Blue that from now on will be responsible for development investments.

What is this company's role in project governance and purchases ?

AFP Blue is a technical subsidiary of means and innovation created in January 2015. It is of course subject to the same purchasing rules as the parent company ; Its director takes part in all category committees to contribute to the implementation of projects. AFP Blue's strategic committee tracks investments that have been made and implementation of the Agency's development priorities such as technical infrastructure, video, sport and client services. AFP Blue will invest 40 million euros over five years, two thirds of which in innovation and a third to maintain existing tools.

What other changes are underway at the financial management?

A quarter of the accounting personnel at our headquarters will retire over 2015 and 2016. In this context we have been working with our teams to look at what the role of the accountant should be and how to improve procedures and reduce workloads while improving the quality of accounting. Based on the findings and the scheduled departures, we have worked together to reorganise the accounting department. Thanks to this, the financial management will re-dynamise its operations while reducing staff, which will allow us to redeploy jobs to the Agency's strategic priorities.

Please note : Fabrice Lacroix succeeded Emmanuel Marcovitch as deputy managing director on April 18 2016.



8 January 2015 – Paris – The staff of AFP observe a minute of silence in honour of the victims of the attack on Charlie Hebdo. © AFP / François-Xavier Marit

Covering the Paris attacks

Two dates – 7 January and 3 November 13 – the same shock, and then, immediately afterwards, the same cool headedness in an emergency, the same sharp professionalism. Ten months after Charlie Hebdo, the journalists and technicians of AFP again took up the challenge to describe the horror in Paris and at its gates. And despite the shock – and because of it – there was an unprecedented mobilisation of all services to describe the indescribable in text, photo, video and infographics. France was faced with unprecedented attacks, and AFP

carried out an unprecedented deployment to cover them in France and beyond.

Hundreds of journalists deployed across the world, and the longest dispatch – no fewer than 7000 words. And if any proof was needed, these tragic events showed how vital images have become in news coverage. “The January attacks taught us that we should start live coverage as soon and in as many locations as possible because the impact is instantaneous and global”, said Marie-Noëlle Vallès, AFP TV director.



When terror unravels at home

Marionne Barrioux



Sunday 11 January 2015

(AFP: Pirella / Thomas Sartre)

Blog « When terror unravels at home »

Another phenomenon that the horror of these attacks confirmed: the growing involvement of the public in the journalistic process. “The huge number of tweets, photos and videos circulating on social network was particularly striking” said Phil Chetwynd, global editor-in-chief. This underlined the importance, said Marie-Noëlle Vallès, of “obtaining key videos from individuals, and using all of the Agency’s journalistic rigour to guarantee their authenticity”.

Drawing on the experience from earlier in the year with Charlie Hebdo, AFP immediately integrated these eye witness accounts into source material during the coverage of the November attacks. A dedicated team recovered images from social networks in real time. “Regardless of our own photo and video coverage of an event, there will always be amateurs who use their mobile phones to capture important moments in places where we are absent” said Grégoire Lemarchand, head of the social network team.



13 November 2015 – Paris – People run for cover near Place de la République in Paris after hearing explosions and gunfire. © AFP / Dominique FAGET

“The challenge for us is to find, authenticate, validate and obtain content that is of editorial interest. That requires having a thorough knowledge of how these networks function and knowing the legal issues regarding the use of such sources”.

The challenge is speed versus reliability. “We must be particularly rigorous in our authentication and verification because the slightest mistake can have particularly serious consequences in these coverages” said global editor-in-chief Phil Chetwynd. The ethical challenge is enormous.

Global news director Michèle Léridon added: “We did not distribute certain pieces of information that we knew to be true in order not to hamper the investigation, or to put the victims or those close to them at risk, and also to avoid making false accusations”.

“We also did not distribute images of corpses or other extremely disturbing material”.

It was the story of an emergency deployment in a France at war.



**Michèle
LERIDON**
Global news
director



**Philip
CHETWYND**
Global editor-
in-chief



**Marie-Noëlle
VALLES**
AFPTV
Director

The Correspondent blog gives a behind the scenes look at the coverage

The Correspondent Blog featured several articles giving a behind-the-scenes look at the coverage of the attacks.

Journalist Emma Charlton nicknamed a team of six video technicians the ‘Guardian angels’ of the live coverage as they worked day and night from 7 to 10 January so that journalists could follow the manhunt then the mass rally in Paris after the attacks on Charlie Hebdo and the Hyper Cacher supermarket.

Reporter Marianne Barriaux described her own experience of covering the supermarket hostage taking at the Port De Vincennes on January 7 in her blog ‘When Terror Unravels at Home’.

Photographer Dominique Faget, who covered the November 13 attacks, wrote a blog on the difficulty of covering such events.

More than a million and a half followers on Twitter

By mid-June, AFP had passed the symbolic mark of one million followers on Twitter, and gained another 500,000 in the second half of the year. The sharp increase was due to the heavy news schedule that was dominated by the attacks in Paris.

“AFP immediately decided to post its alerts online during the attacks, when it usually only sends them to clients”, said social networks editor Grégoire Lemarchand.

The public’s need to know what was happening made it absolutely necessary for us to carry out our mission and provide news that was verified and impartial.

We gained 97,000 new followers in the ten days after the 13 November attacks, the second biggest increase in France after that of Le Monde.

“We did better than the big mass media” he said.

“A huge number of people followed AFP’s reports on Twitter, including professional journalists”.

AFP’s coverage was also followed outside of France on social networks, notably by English and Arabic speaking journalists.



**Roland
DE COURSON**
Blog coordinator



**Grégoire
LEMARCHAND**
Social Network
Editor



29 November 2015 - Rio de Janeiro - Video journalist Madeleine Pradel covers a demonstration.
© AFP / Jean-Marc SCHWARTZENBERG

Security – the top concern in covering attacks

“Extreme violence can happen anywhere, including in Europe or France, as the attacks in January and November showed. The journalists and technicians of AFP will always be amongst the first on the scene and we must protect them. This priority is now a part of how we cover breaking news”.

So says Emmanuel Sérot, who is responsible for security issues in the editor-in-chief’s department.

In addition to training and acquiring different kinds of protective gear, the focus is also on logistics, so that journalists and technicians leave on coverage with the necessary equipment – for protection, transmissions, telephone recharging and with spare batteries and even food, at least for the first few hours.

“Security also means logistical backup, particularly transmissions, because when journalists are left on their own to organise the logistics they can take risks”, said Sérot.

“Between the necessity of covering news and

protecting yourself, security takes priority, and avoiding risk is now one of the priorities for all managers”.

Each bureau has an inventory of safety gear – flak jackets, helmets, anti-riot protection – and it is managed by the bureau chief in liaison with the regional technical director. Since 2014 orders for equipment are planned over a three-year period to better meet requests and to better manage the requirements of unexpected events: since the Paris attacks in November 2015, keeping security gear at the AFP headquarters is no longer just a luxury.

“This kind of organisation helps create the right reflexes when it comes to safety”, said Emmanuel Sérot.

“We analyse our experiences in major coverages – the arrest of an AFP team, a journalist injured – to make ourselves better. And we maintain our teaching and training operations”.

Everybody who works for AFP, regardless of

their status and including stringers, should be trained if they are going to have to take risks. Training on handling stress in such situations as being arrested or kidnapped is given by professionals.

Confronted with very realistic situations, each person can judge their personal reaction and build their own defensive strategy.

Training on covering demonstrations is also provided regularly to those concerned.

These kinds of training sessions are given in France but we are developing more flexible local solutions.

“The journalist does not come to France to be trained but it is the trainer who follows the journalist for several days on their home territory to see how they work and to give advice and potentially correct errors”, Sérot said.

In the field, the collective management of danger within a team is probably the most difficult to achieve.

“On your own you go faster, but together we go further” trainers repeat, knowing that safety is a team effort.



**Emmanuel
SÉROT**
Journalist



**David
MILLIKIN**
North America
Regional
Director

A coalition to protect freelance journalists

The major news agencies and other international media formed a coalition to support freelance journalists including those sent on assignments.

A set of global safety principles and standards were launched under the auspices of the Dart Center for Journalism & Trauma at Columbia School of Journalism in New York.

“We want to set an example and to promote these practices within all media”, said David Millikin, AFP North America director and who represents the Agency on the coalition’s executive committee. “We would like all media to become signatories.

“And we aim to draw up a list of all freelance journalists and create an inventory of their needs. We want to share our resources with other major news agencies in order to improve the working conditions of freelances”.

Millikin is responsible for a project to organised collective insurance for freelances.

“Amongst the 90 current signatories of the letter, none of the major press groups have an international programme to cover freelance journalists in the event of a medical emergency.

“We are using as a basis the assistance and repatriation policy of Reporters Without Borders, and existing contracts, to cover expatriated freelances”.

The coalition is also looking at a joint policy on security training.



23 November 2015 – On board the aircraft carrier Charles De Gaulle as it heads for the Indian Ocean to take part in coalition operations against Isis. © AFP / Anne-Christine POUJOLAT

Live takes AFPTV to a new dimension

With the launch of AFPTV Live in June 2015, Agence France-Presse took a major step forward in the production of live video.

With more than 100 live coverages a month, this new service gives television channels real time access to the whole range of international news topics.

“We have been developing our skills since 2012 and have been producing live coverages regularly since 2014,” said AFPTV director Marie-Noëlle Vallès. “Thanks to the new project management procedures introduced in 2015, we created the new AFPTV Live offer in record time.”

All of the teams worked together – editorial, technical, sales, marketing and financial management. We shall offer this product to our Web clients in 2016, with a diverse range of delivery solutions. In both Paris and Washington, the French language TV and Web teams now share a workspace in order to satisfy growing client demand and expectations in terms of volume, speed and post-production.

We have strengthened these teams and created a structure enabling everyone to work on digital products. This involved a long human resources management and training process, which lasted until December for the Web in French. “We shall do the same for the Web in English.”

This will enable AFPTV to fully meet demand for ready-to-broadcast products.



Screenshot of winning entries.

Zein Al-Rifai, 2015 Rory Peck Prize

A regular contributor to AFP in Syria, Zein Al-Rifai won the 2015 Rory Peck Prize for best freelance video coverage. He won for his coverage of how people live in the rebel-held area of Aleppo that is under Syrian government bombardment.

“As in 2014, two of the three finalists – including the winner – were stringers for AFP,” said AFPTV director Marie-Noëlle Vallès. “The winner last year was for coverage in Africa, one of our centres of excellence alongside the Middle East.

“The Rory Peck Prize is above all their victory, but we provide training to these talented journalists and support them in the field. They embody the professional excellence of AFP’s video and photo journalists.”



Marie-Noëlle
VALLES
AFPTV
Director



Zein
AL-RIFAI
Journalist



AFP innovates in a fast changing market

An interview with...

Olivier LOMBARDIE
Commercial and marketing director



How do you sum up the year 2015?

There was a lot of big news in 2015 and the work of AFP journalists received much praise, as the number of prizes they received shows. Despite a very difficult market our sales held up well, particularly in video, multimedia and services.

Why is the news business such a difficult market?

Its income depends on advertising, which is appearing less and less in traditional media and increasingly on digital platforms. While the media have invested heavily in digital in recent years, and particularly in 2015, they are seeing few advertising returns in this medium. The big online players need an audience, and news is a way of attracting people to their platforms. Today fifty per cent of news worldwide is consumed mobile devices, either phones or tablets.

How can AFP satisfy these two markets?

AFP must offer media products and services adapted to mobile and web. It must provide services to digital operators who, in turn, offer news. We must also meet the growing demands of brands who distribute news, which we call 'brand content'. In this context, AFP's added value is its reliability and its capacity to interest the biggest number of people. The Agency must continue to extend its content into new fields.

What new offers did we have in 2015?

One of the biggest innovations was to create a live video product for television channels, AFP TV. We offer more than 100 feeds per month on top of the 250 videos we send each day to clients around the world. AFP is catching its main competitors in video thanks to the live coverage, even if it has not produced financial results yet. On top of our live reports, we are allowing access to our text and photo coverage in real time including from mobiles. Recent studies show that our live reports greatly contribute to building audience loyalty for our clients. The average time spent on a live report is at least ten minutes, which is a lot. So that our clients can fully benefit from our live reports we have put in place a broad range of dedicated services – a weekly schedule in three languages, a dedicated Twitter account, and distribution by our partner ScribbleLive. We have also developed a web

application so that clients can access the AFP on the move through our platform AFP Forum. Finally, our Sport applications, developed with our partner infoplum, are used by almost 100 clients worldwide. They offer editorial content, data, live commentaries and videos.

What is AFP-Services' added value for media?

Our subsidiary meets client demand for exclusive services, whether it concerns technical assistance, support in transferring to digital and tailor made content.

You spoke about the growth in brand content, where is AFP-Services in this market?

There are real market opportunities for AFP-Services, whether in the sale of existing content or for tailor-made products. Our subsidiary works with institutions and companies of international renown in order to offer them on demand services through delegated production. For example, we produced a series of video reports for the UN Development Programme for the Equator Prize 2015 that awards sustainable development solutions.

What is the outlook for 2016?

The Euro 2016 football championship, which will be held in France and the Rio Olympics, will be milestones in the development of our Sport offer. They will also show our desire to work closely with sports companies and institutions. As well as content and ready-made multimedia applications for each of the events, we are also considering offering exclusive content. We are also offering video logistics to television channels. New products to be launched in 2016 include interactive infographics, which will be an important innovation for AFP.



16 June 2002 – Suwon, South Korea – AFP journalists edit the photo production during the Spain-Ireland match in the 2002 FIFA World Cup. © AFP / Jacques DEMARTHON

Sport, more than ever a strategic priority

“Sports coverage has traditionally been a centre of excellence for AFP” said Christophe Schmidt, deputy global news director. So it is perfectly natural that sport is also one of the strategic priorities of ‘the most European of the global news agencies’.

And this even more so when the biggest competitions of the “king” of sports – football – are European, and that the Euro2016 championships will be held in France. “Sports coverage at AFP is not just a question of expertise, it’s a tradition with 70 years of practice and innovation” said Sports department head Didier Lauras, The leading sports agency in French, German (via its specialised subsidiary SID) and Arabic, AFP is also the world leader in sports photography, and is also constantly developing in sports video.

AFP’s global network allows it to dedicate exceptional resources to the major international competitions, wherever they take place. “Our robotic tools, like cameras that are either operated from a height or under water, give us increasingly pertinence and speed,” said Vincent Amalvy, former head of Sports and now a member of the sales and marketing management. “Our new editorial system also achieves this by improving the integration of metadata”. He borrows a rugby term to explain AFP’s strategy in sports video. “Getting video rights for the major sports events is increasingly difficult for video, so AFP focuses its game on the set pieces” – training sessions, media conferences, mixed zones off the pitch and outside the changing rooms, and post-match comments”.

Beyond its coverage of sports competitions, AFP is meeting the demand for coverage of issues related to sport. AFP stepped up its sports effort by asking its regions to include more sport in their agendas and news advisories. The Agency's network of some 200 bureaux now covers all themes related to sport – leisure, health, the economy, culture, lifestyle and politics. The Rugby World Cup was the perfect occasion to put this strategy into practice. Japan's historic victory over two-time world champions South Africa surprised the entire world, starting with the AFP Tokyo bureau.

"Our office in Japan, which has hardly ever needed to pay attention to rugby, quickly realised the importance of the result and the impact it would have on both national and international levels, said Didier Lauras. The World Cup was covered by nine special text envoys in French, English and Spanish, four video journalists and a team backed up on a daily basis by the London bureau. We had two video journalists at each important match and four at the final. We also used different kinds of formats, like the "typical World Cup team" according to AFP, which received positive feedback from clients."

The World Athletics Championships in Beijing also proved to be a rich source of lessons for future coverages. "How to produce and distribute superb images quickly? This is something that is at least as important as the editorial coverage in these kinds of

events, where we have reduced to 40 seconds the time between the end of the 100 metres and the first image being sent" said Lauras.

The lessons drawn from Beijing and London will help in the organisation and equipment choice for the preparation of the Olympic Games in Rio in August 2016.

The year 2015 was also marked by the coverage of the Women's World Cup football and the first European Games. Finally, AFP concluded a partnership with the French Golf Federation in the context of the Rio Olympics and the 2018 Ryder Cup in France. "It will be a real exchange of content", said Amalvy. "AFP will provide the Federation with text, photos and data that the Federation can use on its website. "In exchange AFP will receive videos of top French golfers. The Federation – and golf – will raise their profile, and AFP will advance its diversification strategy, with further evolutions expected in 2016.

More than 160 journalists at the 2016 Olympics.

A total of 70 photographers, 60 text journalists, 15 technicians and eight video journalists will be deployed for the coverage of the 2016 Olympic Games in Rio. AFP's German sports subsidiary SID will send 25 video reporters.



**Christophe
SCHMIDT**
Deputy News
Director



**Vincent
AMALVY**
Commercial
and
marketing
management



**Didier
LAURAS**
Head
of Sport

SID, the leading German-language sports news agency

An interview with...

Sven FROBERG
Managing director and
editor-in-chief of SID



In September 2015, Sven Froberg succeeded Yacine Le Forestier as the managing director of AFP's German sports subsidiary SID, which has just celebrated its 70th birthday. It has developed its own video production since 2010.

Yacine LE FORESTIER
Berlin bureau chief
co-managing director of AFP GmbH



Yacine Le Forestier, you are the AFP bureau chief in Berlin. What is your relationship with the SID agency?

I've kept an interest in the SID because I am the co-director of its parent company AFP GmbH. I have an advisory and supervisory role. AFP can also benefit from the experience I gained during my three years at SID.

Sven Froberg, how does your past experience help you today at the SID?

I come from sports journalism and on-demand video production. I have worked for 20 years with television broadcasters and channels, who are today my clients at the SID. I know their requirements, particularly in video, which is one of AFP's priorities along with sport.

As sport is the SID's speciality, how can the agency contribute to AFP's sports video offer?

YLF: In Germany the SID was a driving force in the development of the video offer. AFP GmbH has produced video for several years but until now has limited itself to producing German versions of international production. The SID on the other hand immediately launched its own production on German subjects for its own clientele. Its video sales increased each year since 2010, encouraging AFP to produce its own videos in Germany. We are creating a shared network of video journalists. We already work together closely with the SID bringing its expertise and contacts, and in return benefiting from the AFP network.

SF: In 2015, we used AFP coverage of a press conference by the football coach José

Mourinho. In the same way, if for example we have the luck to film Franck Ribéry who plays at Bayern Munich we will let AFP use our images. AFP has an incredible network of some 200 bureaux in 150 countries that are involved in sports coverage. My dream is to establish close links between us.

How would you assess the results of 2015?

SF: Despite the absence of major sports events we managed to again increase revenue in the key video sector, which was an achievement, and to progress in the multimedia market. And we have held up well in the main activity – text – despite the difficult market situation. We remain the market leader in Germany language sports news in an extremely difficult context for the media. We also took an important step forward in carrying out the first trials of live video streaming.

YLF: The year 2015 was, on the other hand, a year of strong development for our communication subsidiary SID marketing, which is a strategic asset. It clients, sports sponsors and sports federations, need content for their websites. Branded content, including video produced by brands to promote their image in the sports sector, is a growing part of our activities. We hope to announce new clients soon.

How did you celebrate the 70th anniversary of the SID ?

YLF: It was an important moment and a success. We took advantage of the anniversary to invite existing and potential clients and partners. A large number of leading Germany athletes sent videos congratulating the SID and wishing it a long life, and they were projected throughout the evening.

SF: We had good feedback from several leading sports names including Thomas Bach, president of the International Olympic Committee and Karl-Heinz Rummenigge, the chairman of Bayern Munich.

AFP at the heart of the Performance Pact

AFP is one of 80 companies that have agreed with the French sports ministry to support one or several athletes under the Performance Pact.

It signed a special work contract with Nicolas Peschier, a slalom champion in kayaking.

After winning three gold medals in the World team championships and three others in the European championship, including one individual medal, Peschier is aiming to take part in the Rio Olympics.

His contract with AFP guarantees him an income during his preparation for the Olympic trials in April 2016, and also eventually during his participation in the Games.

In exchange, the Agency will benefit from his expertise in photography

"I covered rugby matches in Pau for AFP's Bordeaux office in 2015," he said.

"I have practised photography for a long time and as a professional since 2007, but it is difficult to reconcile this work with training and taking part in competitions. The contract with AFP will give me stability and opens up professional opportunities for me".

The Performance Pact is designed to give support to top level and professional athletes and to secure their legal and social situations. More than two thirds of the Olympic federations are participating.



15 October 2015 - Hossegor, France -
Brazilian surfer Gabriel Medina wins
the Quiksilver Pro France 2015.
© AFP / Nicolas Peschier



Nicolas
PESCHIER
Photographer



26 January 2014 – Rio de Janeiro – Christophe Simon, AFP's Brazil photo director, coaches Marcio, one of the children from the City of God favela who is taking part in the Agency's photo project.
© AFP / Yasuyoshi Chiba

Youngsters from Rio's City of God training to photograph the Olympic Games

Despite recent 'pacification' operations carried out by the Brazilian authorities, the City of God favela in Rio still remains better known for its crime than its schools.

Nevertheless, since 2014 the Casa Geração da Cidade de Deus Association has been offering photography and photo editing courses to youngsters in the favela. It is supported by AFP, which has been involved in the project since the beginning.

It began with a workshop run by AFP's Brazil photo chief Christophe Simon and local photographer Tony Barros.

In the run-up to the 2014 World Cup, the two journalists trained around 15 teenagers whose pictures showed their passion for football and were used by media around the world.

The operation's success and the money generated led to the creation of

a photojournalism school whose aim is to train 30 youngsters in time for the Rio Olympics in August 2016.

There are an equal number of boys and girls in the class, all sports fans and keen observers of the build-up to the Games.

To mark its first anniversary, the school was invited to stage an exhibition of its photos at the French consulate's Bastille Day celebration.



**Christophe
SIMON**
Brazil photo
manager

The technical teams at the heart of a multimedia news agency

An interview with...

Caroline RAVETON
Director of Information Systems



How is the Information Systems department involved in the changes we are seeing to the way AFP conducts its different activities?

The IS department is in charge of all of AFP's technical resources and technical services. This of course includes the production systems and the equipment used by journalists, as well as the information systems used by supporting activities, telecommunications and general services, that is to say utilities such as electricity, water and air conditioning. We also manage security – for people, equipment and infrastructures.

Our teams provide continuous support to the editorial teams, addressing their functional requirements as they evolve when covering major events. Specifically, we are involved in the technical side of live report production. We also provide genuine technical support to our clients and are developing ways to assist them in integrating our products into their information systems or directly into their own websites. In the aim of improving our services to clients and end-users, we have redesigned the way our resources are organised. This new system will soon be in place.

For video specifically, we have created a Media Control Room to enable dedicated staff to centralise, control and route live report feeds.

The Information Systems department is of course very involved in project governance. Does this new way of working for AFP affect your department's own methods?

In 2015 we examined our working methods in some of the areas in which we are involved – development, technical infrastructure, client technical services and user support – and set up a transversal system to manage our processes and complete current projects in three years, satisfy our clients' increasing demands in terms of quality of service and catalogue our services offering. We are also working on ways to make our activity more comprehensible with a formalised reporting system, incident handling, service quality index and planning. Our objective is to develop a strategy that will be shared by all, at our headquarters and across all the regions, for managing resources, quality and time.

Since November 2015, photo and infographics are edited and distributed on the Iris* platform, just like text. What other advances have been made?

Transferring photo and infographics to the Iris system was the validation of the multi-activity concept behind this project. This is the first time that people involved in such different activities as text and photo are working from the same production

system. The new version of the Iris 360 event manager will be inaugurated in the course of the year.

In 2015 there was also a trend towards unifying the working methods of the various activities, so everyone has an overall vision of scheduled coverages as well as indications on planned coverage methods. The numbers assigned to events managed in this way becomes essential information for those who work on the platform, who see their documents linked to other types of production, as well as for clients who are able to see a range of related content in text, photo and infographic format when they do a search on the AFP Forum site for example. In 2015 we also completed the task of migrating our clients to the AFP Forum delivery platform and setting up a smartphone or tablet based mobile consultation and alert system for the site. It was a big year for news, so video and especially the development of live reports, monopolised a considerable share of our resources, both for assisting in coverages and for setting up ever more sophisticated recording and distribution systems.

What new developments are still to come?

Iris 3, which is expected to go into service for video towards the end of the year with user acceptance testing in November will continue to occupy a major share of our resources in 2016. Stabilising the AFP Forum software and generally improving the quality of the service provided to its users are objectives we all share and to which we will devote the necessary time and resources. Mobile production and consultation issues need to be resolved. The Live Report Mobile, IrisWeb Photo, AFPMobile applications must be made reliable and then distributed. All types of infographics, videographics and web video should be available on Iris and on AFPForum.

What other projects does the Information Systems department have for 2016?

Sport will be an important focus. There will be major events to cover, including the Euro in France and the Olympic Games in Rio. We will offer cutting edge technology, with robotic cameras and even drones. Another challenge will involve the quality standard of the data and content that we deliver to our clients via Apps. We will also focus on restructuring. Having transformed the IT aspect of the Information Systems department, we will now turn our efforts to our general services.

*multimedia production and editing platform used by AFP journalists

Same format for text, photo and graphics.

Since last November, photo and graphics have joined text on Iris, the multimedia production and editing platform used by AFP journalists. The production system will integrate video in 2016. Ultimately, Iris will collect, link, enrich and publish all of the news produced by the Agency each day, as well as external feeds including social networks. Users of the client platform AFP Forum will be able to download everything published on a particular subject. Text and image material delivered in the new NewsML G2 format can be easily consulted and assembled. This format has been developed by the leading news agencies and their clients for the transmission of enriched content by satellite, FTP and internet.

“We have begun delivering to several clients in France and in Germany”, said Pierre Célérier, deputy global news director. Some web clients want customisable, ready-to-use products while others want to be able to work on the illustrated stories that we provide. The NewsML G2 format optimises delivery of names of people, organisations and locations, with a high level of indexation by category and key word. It also allows AFP to enrich live coverage with metadata and to automatically geolocate content. With Iris, AFP journalists can easily and quickly produce multimedia content, now an indispensable part of their work.

Daily monitoring of cybersecurity

Cyber-attacks cost the world economy around 445 billion dollars a year, according to the Center for Strategic and International Studies.

In the digital economy age, companies must deal with the growing risks of operational damage and business interruption. “The media realised the risks during the massive cyber attack on TV5 Monde on April 8”, said Alcino Pereira, who is responsible for cyber-security at the Agency. The attack forced the French television network to interrupt its programming for several days. Following the attack, Pereira was involved in the Agency’s efforts to strengthen cyber security – a global intrusion test, enhanced audits, new passwords, raising staff awareness and new security investments for 2016. “Our computer infrastructure, our workstations and our internal and external servers are ensured appropriate protection”, he said. “Their security level is regularly tested because the technologies and the risks evolve quickly, and we try to always keep a step ahead to have maximum protection. “Cyber-security is increasingly incorporated into IT projects.

“In 2015, AFP invested in developing an identity management tool to better track the use of logins and passwords. Our Information Systems charter is being updated. “We are working to make our colleagues more aware of the dangers, because the worst attacks usually result from a lack of vigilance”, he said. “Several times a year we send out a reminder of good practices. If there is the slightest doubt about the content of an email my service should be informed.”

A dedicated team works permanently against cybercrime.

Strategic and collaborative innovation

Strategically key for the development of AFP, innovation now comes under its own committee as part of the governance of the Agency's projects.

The committee was formed in 2015, explained its coordinator Sophie Huet, head of the infographics and innovation department. It brings together the editorial, marketing and information services departments for the study of common objectives.

One project that is already well underway is for automatic video content transcription of videos. This project is being developed by AFP's research and development unit Medialab, in partnership with Vocapia -- a company specialised in the development of speech processing software -- and is being tested by the video and political services.

Medialab is also a partner in two research programmes. One – H2020 – is a European programme on verification of videos uploaded to social networks (Invid). The other – Asrael – is being conducted in partnership with the National Research Agency and concerns extraction of data from AFP stories

The work on innovation drew on the projects carried out in the first half of 2015 with the innovation accelerator Numa on various themes – databases, media and corporate usage and services.

AFP forged its vision of the media of tomorrow by drawing on the collaborative know-how of this startup incubator and at meetings with other media players on such themes as archive use, data, live coverage and the creation of innovative content.

The work then focused on the practices and expectations of web journalists.

A multi-skilled team from AFP attended prototyping workshops with media experts and users.

"We were surprised by the attendees' eagerness to learn about AFP and the variety of its production", she said.

"We gathered a lot of information and ideas to make better use of our content and to create new offers", she said.

"These workshops also helped us look at our daily production from the point of view of the user."

The objective is to maintain this quality relationship with the Agency's users. It is very important in terms of ensuring that the sales, marketing, editorial and technical teams are attentive to their editorial needs, and also in terms of being able to integrate our products into their own information systems.



**Sophie
HUET**
Head of
infographics and
innovation



**Pierre
CÉLÉRIER**
Deputy
global news
director



**Alcino
PEREIRA**
Manager of
information
systems
security



Interactive infographic on the victims of the 13 November attacks.

First interactive infographics

AFP began producing a new generation of interactive graphics, first in the aftermath of the Paris attacks, then during the COP21 and the regional elections in France.

It was a way of testing – on afp.com and in the Correspondent blog – a new form of production aimed at online clients and a new ‘beta’ platform, interactive.afp.com, that will host AFP’s graphics.

The project was piloted by a team comprising editorial, information systems management and marketing.

The aim is to complete the infographics offer – which already includes fixed infographics and videographics – with interactive graphics that allow online users to have a greater depth of information by interacting via their screens, including on Smartphones.

This kind of interactive graphic existed before with flash technology, which has now been replaced by JavaScript.

“These infographics are primarily designed for mobile in response to the explosive use of mobile devices, but they are totally responsive and are adapted for all screens”, said Sophie Huet, head of the infographics and innovation department.

The specificity of AFP’s graphics is to offer top quality editorial content and graphics by drawing on an international editorial network.

“We use the entire AFP network to obtain reliable data and information, for example with the graphic of the victims of the Paris attacks which was produced using information obtained from a dedicated editorial unit.

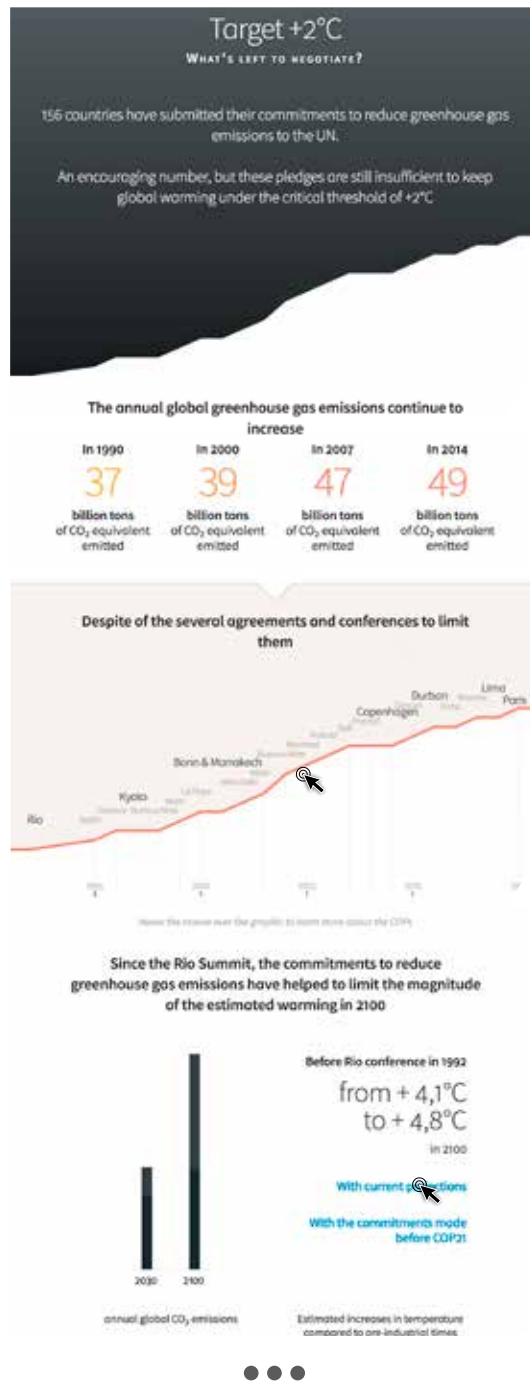
“For COP21, we used scientific research data from Climate Action Tracker and put a lot of effort into the design concept to make this data comprehensible.”

Other interactive graphics followed -- on unemployment figures in Europe, David Bowie and petrol prices. Next up will be the Euro 2016, the Olympic Games and the US elections.

This new offer is now in the industrialisation phase, in several languages, and is to be integrated into the Agency’s systems, specifically AFP Forum, with a view to moving from the test phase to commercialisation.



Sophie HUET
Head of
infographics
and
innovation



Interactive infographic on COP21

Greek debt talks: LIVE REPORT



Andrew Newby, and AFP correspondents in Brussels and Athens

AFP News

June 25, 2015



A man waves a European flag in front of giant Greek flag during a demonstration in front of the Greek parliament in Athens

15:06 GMT - AFP IS NOW CLOSING the Live Report on the Greek debt talks after Athens and its EU-IMF creditors failed to break the deadlock in emergency talks to reach a bailout deal, raising fresh fears of a default.

Greece needs creditors to unlock the remaining funds in its bailout to pay a 1.5 billion euro (\$1.7 billion) debt payment to the IMF but the lenders have refused until Athens agrees to new spending cuts and reforms.

The IMF says it believes Greece will make the payment scheduled for June 30.

Sources said finance ministers are likely to meet again on Saturday.

15:06 GMT - Saturday meeting? - Eurogroup ministers are likely to meet again on Saturday, three EU sources tell AFP

15:03 GMT - Marathon extended - The Greek debt marathon looks like dragging on for another few kilometres as Eurogroup finance ministers break up talks and sources tell

Live reports distributed via ScribbleLive

Under AFP's 2015 partnership agreement with ScribbleLive, the Agency's live reports -- now marketed as a stand-alone product -- are accessible via this live content marketing platform.

Live reports increasingly provide minute-by-minute coverage of an event.

They take the form of short posts incorporating text, photos, videos, graphics and infographics produced by the Agency's journalists, along with tweets and elements provided by reporters on the ground.

Live reports can be used freely by clients according to their requirements and those of their audiences.

In 2015, AFP distributed almost 300 live reports, beginning with one on the 7 January Charlie Hebdo attacks which ran 17 straight hours.

"We have received very good feedback from television channels and digital platforms," said Patrick Anidjar, head of AFP's web and mobile service.

"We are developing an application that will allow reporters to access live reports on their mobile devices. We are also considering the possibility of adding streaming video to the live reports."

Now available in three languages -- French, English and Spanish -- live reports will be offered in Portuguese and Arabic as well.

AFP has also developed its offer of ready-made editorial content for digital platforms. More than 1,250 illustrated articles are published daily in eight languages on Online News.

"We are considering how to streamline the sections of this internet newspaper to improve the operational dynamics," Anidjar said.



**Patrick
ANIDJAR**
Head of AFP's
web and mobile
service



14 June 2015 – Sanliurfa, Turkey – A child fleeing the war in Syria enters Turkey after being lifted over a border fence between the two countries. © AFP / Bülent KILIÇ

Photos tell the story

Photos are increasingly becoming the preferred point of entry to the news. Again in 2015, photographs featured prominently in AFP’s coverage of the big stories – including the migrant crisis, Syria and Greece’s torments.

The 15 most consulted AFP blog posts in 2015 were photo essays, with the majority focusing on the war in Syria, the suffering of migrants and terrorist attacks.

“Photos and more generally images, both still and animated, have become the entry points to news with the development of social networks and new ways of accessing information such as on mobile phones and tablets,” said AFP Photo Director Francis Kohn.

Images have taken on great significance in recent years and the trend continues to grow.

“Whereas for a long time media treated them as illustrations, as accompaniments, they are now indispensable to the text and vice versa. Young audiences in particular access news through images.”

Photo is a centre of excellence for AFP, whose photographers are regularly recognised by prestigious awards. In 2014 our Turkish photographer Bülent Kiliç was chosen by Time as its wire photographer of the year for his coverage of Ukraine, Turkey and Syria. In 2015, his photo report on thousands of Syrians desperately fleeing their country through a breach in the border fence with



17 June 2015 – The front page of the Italian daily La Stampa.

Turkey was one of the most viewed posts on the AFP blog and among the most used by the international media.

“Bülent Kiliç had decided to cover the crossing point at the Turkish border because many refugees were rushing there,” said Photo Editor Eric Baradat.

“He had been going to this border region for four years and knew it well, but what happened was totally unexpected.”

“We knew very quickly that this series of images was very powerful and would become a symbol of the exodus of Syrian refugees.”

For editor-in-chief Phil Chetwynd these photos put this new stage of the story into focus. AFP has several photographers in Turkey, on the Syrian border in the north and in the interior, where migrants travel as far as Izmir and Bodrum to take boats to Greece. The Agency also has photographers in

the Greek islands off Turkey, including Lesbos and its vicinity.

“They work alone or as part of a multimedia team,” said Baradat. “Our teams also cover the border regions of all of the Balkan countries crossed by the migrants,” he said. One even followed a family every step of their journey from Greece to Munich.”

Phil Chetwynd stressed the difficulties of covering the war in Syria and obtaining images. “We gather information from eyewitnesses and activists by Skype and social networks, thanks to our contacts in Lebanon, Turkey and Jordan. We rely on local photographers and video journalists who have created a network of stringers to report events. We receive a lot of reports from Aleppo in particular. It’s quite a painstaking job.”

The authenticity of photos is verified by multiple cross-checks of the terrain, the weather, information from the internet, etc.

Another outstanding image of 2015 was taken in the month of July by Sakis Mitrolidis in Thessaloniki, Greece. The picture was not of Syrian migrants but of an elderly Greek pensioner who had collapsed in front of a bank after being unable to withdraw money. This image of despair summed up the situation in the country, the seriousness of the Greek crisis and the distress of the population. “We were taking a lot of pictures of clashes between the police and demonstrators and of the election campaign,” said Baradat. “We were also covering the expulsions, the queues. And then there was this image of what was going on – you had to be there at the right time, understand the situation and have the reflex to take the photograph.”

Sakis Mitrolidis is a member of AFP’s team in Thessaloniki, which is led by Aris Messinis and includes other highly talented photographers – Louis Gouliamaki and Angelos Tzortzinis, the latter of whom was chosen as Time Magazine’s wire photographer



3 juillet 2015 – Thessaloniki, Greece – Giorgos Chatzifotiadis collapses in tears after being unable to withdraw his wife's pension because of bank restrictions on cash transactions. © AFP / Sakis MITROLIDIS

of the year in 2015 for his coverage of the news in Greece.

"It was a very busy year in this country," said Kohn. "AFP sent three special envoys – Andreas Solaro to cover the elections and the financial crisis, and Dimitar Dilkoff and Bulent Kiliç for the migrants."

The Agency put a great deal of effort into reporting the crisis in Greece in text and photo.

500 photographers around the world

AFP has around 300 staff photographers and photo editors around the world and some 200 stringers. Sports accounts for 40% of photo production and is an area where demand, driven by mobile phones and tablets, continues to grow.



Francis KOHN
AFP Photo
Director



Philip CHETWYND
Global
editor-in-chief



Eric BARADAT
Photo Editor

An Australian Says He Will Pay the Pension of Elderly Greek Man Pictured Crying

Justin Worland @justinworland | July 8, 2015



'I will never allow to see a fellow Greek proud hardworking man starve'

An Australian businessman offered to pay a Greek man's pension this week after seeing a now-famous photo of the elderly Greek man crying outside a bank.

James Koufos, an Australian of Greek origin, saw the photo and identified the man as an old school friend of his deceased father.

Koufos [posted on Facebook](#) to ask for help locating the man, since identified as 77-year-old Giorgos Chatzifotiadis. In the Facebook post, Koufos offered to give Chatzifotiadis 250 euros a week for a year or "as long as it takes." He has since set up a trust fund so outsiders can contribute and has said he will travel to Greece to deliver the aid personally.

"This man is a old school friend of my late father," Koufos wrote. "I will never allow to see a fellow Greek proud hardworking man starve."

The photo, captured after four banks rejected Chatzifotiadis' attempts to withdraw his pension, has become an emblem of the personal toll the Greek debt crisis has taken on the country's citizens.



Giorgos Chatzifotiadis, sitting on the ground crying outside a national bank branch, as pensioners queue to withdraw their pensions, with a limit of 120 euros, in Thessaloniki, on July 3, 2015.

Screenshot of *Time* website. 08 July 2015



Videographic on romance

Lifestyle – what was new in our lives in 2015

A videographic explaining the science behind falling in love was one of the hits of AFP's special Lifestyle packages over 2015.

The series was launched in 2013 with the aim of drawing on the agency's rich network of journalists across the world to offer original stories around a particular lifestyle theme.

The success of the packages -- which move around every two months in text, photo, video and graphics -- has as much to do with the topics selected as the quality of the ideas and work that come in from the bureaux.

Other themes that were explored in 2015 were: Generation Z, more plugged in than ever; urban gardens; the lives of over-60s; and the latest fads in food and tastes.

"The themes must be original and trending," says Bronwen Roberts, one of global news editors who works with the features teams on the series. "We look for new trends; we also seek out the human aspect. It's about how

people live in the world today, how changes impact on their daily lives." Another standout last year was from Tokyo where the bureau interviewed a 61-year-old woman debuting as a porn actress.



Bronwen
ROBERTS
Journalist

From building sites to cabbages in Spain's crisis patches in Spain's crisis

Spain | environment | organic |

Five years ago, during Spain's housing crisis, Felix Jumbo worked as a builder. Now he grows pumpkins and cabbages in a district where construction cranes once swung.

URBAN GARDENS



URBAN GARDENS



URBAN GARDENS



URBAN GARDENS

Breed-your-own insect 'revolution' for the kitchen

Austria | climate | food | insects

A seething mass of larvae in the kitchen is a cup of tea, particularly for squeamish Westerners. For young Austrian entrepreneurs, it's a food revolution that could help save the planet.

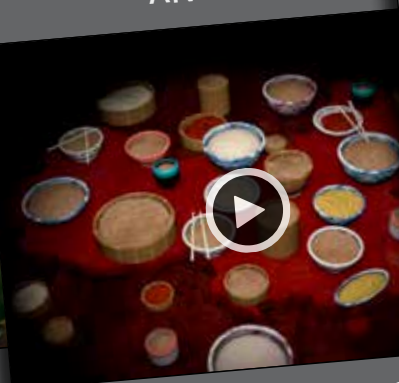
LATEST FADS IN FOOD AND TASTES



LATEST FADS IN FOOD AND TASTES



LATEST FADS IN FOOD AND TASTES



LATEST FADS IN FOOD AND TASTES

When YouTube stars go online and France | IT | Internet | Lifestyle | Meetups

If you thought today's young YouTube celebrities have virtual contact with their fans, think again. They have something new: real life. A last-minute message on Twitter, Internet or Facebook can bring hundreds, even thousands of teenagers out to a designated venue within hours to see their «vlogging»

GENERATION Z

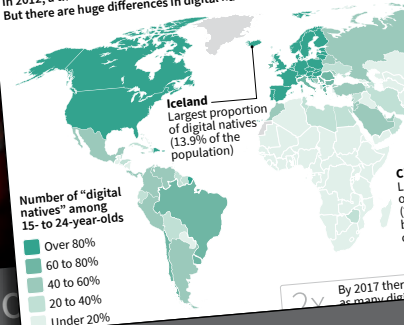


GENERATION Z



GENERATION Z

In 2012, a third of 15- to 24-year-olds had been Internet users for at least 5 years. But there are huge differences in digital natives* between countries



GENERATION Z



April 1945 – Paris – Parisians greet former prisoners of war in front of the Gaumont des Grands Boulevards cinema as it shows Charlie Chaplin's *The Great Dictator*. AFP PHOTO

'1945 – The Return of the Absent Ones' from the archives

Visitors to the Orangerie in the Senate in September 2015 were able to see an AFP photo exhibition on the repatriation of deportees, prisoners of war and 'les absents' after the Second World War.

AFP journalist Alain Navarro searched in the Agency's photo archives for images of this mass return and discovered photos with vague, wrong or missing captions. He used contemporary dispatches to find a context for images that had no dates and featured unidentified people.

The result? 'A historical jigsaw' that gives a glimpse at part of the reality in the France of 1945, he said.

Among the stories was that of Corporal Jules Garron, the 'millionth' returnee whose arrival was organized as a public relations operation aimed at the former prisoners of war.

There were other more difficult stories, in particular those of the Jewish survivors who were ignored at a time when the Holocaust and the roundups organised by the Vichy government were still a taboo subject.

Nine of these images accompanied by texts are featured in the book '1945. Le retour des absents' published by éditions Stock.



Alain
NAVARRO
Journalist



*Le Sénat présente
l'exposition de l'Agence France-Presse*

1945 - Le retour des absents

Du 9 septembre au 20 septembre 2015
À l'Orangerie du Sénat - Jardin du Luxembourg - 75006 Paris
Accès porte Férou (19 bis, rue de Vaugirard)
Entrée libre tous les jours de 11 h à 19 h



avec le soutien de





15 January 2016 - Paris - A journalist working at a height adjustable desk at the AFP headquarters.
© AFP / Lionel BONAVENTURE

A general company agreement to guarantee the future

The major social issue for the Agency in 2016 -- the creation of a single company agreement -- was at the centre of negotiations in 2015.

The negotiations, aimed at eliminating the legal risks related to the complexity of the 117 agreements currently in force and at restoring some room for manoeuvre to ensure the Agency's development and the development of salaries, accelerated in July 2015 with the denunciation by the management of the existing social agreements.

Around 15 meetings that brought all of the unions around the table resulted in progress on the four areas of discussion: specific issues regarding working hours; policy regarding overseas postings; job mapping and skills development; wage scales and remuneration policy.

"In negotiating with all of the parties to define a single company agreement, we wanted to strengthen the collective dimension within the Agency," said Human Resources Director Philippe Le Blon. "Thanks to this agreement, there will be greater equity between different

types of jobs and employees, more visibility on skills and how different activities are developing.

"We need this to drive development of human resources and careers management. AFP will be able to better anticipate needs and it will be easier for staff to plan their futures."

Working together more effectively is not the only issue. In a context of crisis where the major media and news agencies are cutting staff, AFP took the decision to maintain its journalist staff and adapt job content in order to pursue development in growth markets: international sales, image and sport.

The current negotiations should enable the Agency to control its payroll, which is the only way to maintain and reinforce its editorial staffing.



Philippe
LE BLON
Human
Resources
Director

The career assessment meetings have begun

A legal requirement in France since March 2014, the career assessment meeting allows employees, every two years, to have a review of the development of their skills and abilities and their career prospects. The law was passed as AFP was already considering a way to chart journalists' careers in the context of the mobility policy. A study carried out of 100 journalists in the first half of 2012 showed that the vast majority were in favour of regular meetings.

"Since then we worked on the introduction of career assessment interviews for journalists on postings, and mid-career reviews for staff aged 50 or more. They were included in the Contract of Generation signed in February 2014," said Sophie Pons, who has headed the project in the journalists' human resources service under the supervision of Marielle Eudes.

"We finally came up with complementary procedures for the two kinds of meeting – mid-career and professional assessment – in close collaboration with the different services and bureaux.

"The career assessment meeting, which is designed for everyone, is based on the targets set in the updated job descriptions and gives a snapshot of the employee's current situation, while the mid-career meeting is a broader analysis of the whole career ».

For the career assessment meeting, let's take the example of someone who has been an AFP journalist for 10 years. The first part of the document is a recapitulation of information extracted from the human resources data base such as positions held within the Agency, initial and follow up training and language skills. After they have been checked, the employee is then able to have a review of all aspects of their current position based on the job description. He is also invited to give opinion on his department, his relations with the rest of the team and his bosses. After this review

it is possible to assess how the employee's current position matches their abilities, their career development prospects and quality of life at work. Finally, the journalist is asked to outline his or her wishes for postings, career development or training. The document serves as a framework for the meeting with the head of service or bureau chief, who adds comments and an assessment of the discussion.

The professional assessment meetings and their procedures were tested in the general reporting service in Paris and the Bordeaux, Marseille, Rennes and Toulouse bureaux in the first half of 2015. They have been held in different services and bureaux since September 2015 on a voluntary basis. Almost 80 managers have been trained to carry out the meetings based on the document completed by the employee. The deployment will continue in France in 2016 and in foreign bureaux and the meetings will be extended to the administrative, technical and sales departments. In the first instance participation will continue to be voluntary. The long-term goal is to generalise the career assessment meetings and then make them mandatory and systematic to conform with the law.



**Marielle
Eudes**
Director for
editorial careers
and development



**Sophie
Pons**
Deputy director
for editorial
careers and
development

The Nepal earthquake – AFP at the heart of the disaster



Correspondent



A cloud of snow and debris triggered by an earthquake flies towards Everest Base Camp, minutes before flattening part of the camp in the Himalayas on April 25, 2015 (AFP Photo / Roberto Schmidt)

I'm going to be buried alive

[Roberto Schmidt](#)

Tuesday 28 April 2015

Roberto Schmidt, AFP's South Asia photo chief, and Kathmandu bureau chief Ammu Kannampilly had just arrived at Everest base camp on assignment on April 25 when an avalanche - triggered by the earthquake that has killed more than 5,000 in Nepal - thundered down the mountain leaving at least 18 people dead. This is the story of their near-fatal experience.

LUKLA, Nepal, April 28, 2015 – We had just arrived at the base camp after a nine-day trek. It's a tough hike and difficult to comprehend the impact on your body but it's an amazing place - truly breathtaking in both senses of the word.

I was just taking all sorts of pictures and then went looking for our tent. We hadn't been there more than 10 minutes we just felt this rumbling, this moan. Ammu said to me: 'What's that?' I said it's the earth moving, it's an avalanche.

“Correspondent” : 2015’s Top 10 blogs

47,995
visits

War in peace, by Aris Messinis



(AFP Photo / Aris Messinis)

*Read
the blogs*



Aris
MESSINIS
Photographer

45,221
visits

Fleeing through the eye of a needle, by Bulent Kilic



Syrians fleeing the war rush through broken shanties border fence to enter Turkish territory, near the border crossing of Akcakale in Sanliurfa province on June 14, 2015 (AFP Photo) / Bulent Kilic

13,172
visits

Lives cut short



(AFP Photo / Eric Vermeiren)

Their names were Bertrand, Chloe, Halima or Thierry. They were a student, a banker, a mechanic or a waiter. Most were in their 20s and 30s. All died in the Paris attacks of November 13 or in the days

12,467
visits

From streets of fear in Mogadishu to "paradise in Paris", by Mohamed Abdiwahab



(AFP / Mohamed Abdiwahab)

10,605
visits

"Those disguised as Arabs", by Andrea Bernardi



(AFP Photo / Abbas Momani)

"It's fairly common to see Israeli agents infiltrate the crowds of Palestinian stone throwers during demonstrations", writes Jerusalem-based video reporter Andrea Bernardi. "I've witnessed this plenty of times in Jerusalem. The goal of these 'moustairine' – literally 'those who disguise themselves as Arabs' – is to stop the

10,198
visits

From one nightmare to another, by Christophe Archambault



8,334
visits

Photography: telling art from fraud, by Roland de Courson



(EBC/DA Photo)

8,007
visits

The Fall, by Valeriano Di Domenico



(AFP Photo / Valeriano Di Domenico)

"When AFP calls at five pm on Tuesday evening, to ask me to cover a last minute press conference at FIFA's headquarters in Zurich, I have little idea I will be getting a first-row seat to football history," writes the photographer Valeriano Di Domenico. "When 'Sepp'

7,787
visits

"The lucky ones", by Serene Assir



(AFP Photo / Serene Assir)

"It's 4:30 am, stars fill the velvet night sky and the Angkor Sea lies perfectly still," writes AFP reporter Serene Assir. "A few journalists gather at the beach to Geneva's travel island Ben, waiting in silence on an unlikely deadline of Europe's worst migration crisis since World War II. Today, like every other day, waves of refugees and migrants fleeing war and misery will reach the shore on inflatable

7,008
visits

The crying man, by Sakis Mitroglidis



(AFP Photo / Sakis Mitroglidis)

"Suddenly a man emerged from the back yelling and gesturing, holding in his hand a savings book and his ID card," writes the AFP photographer Sakis Mitroglidis, who took the viral picture of a Greek journalist weeping on the street. "Immediately I picked up my camera and started shooting. The poor man, after seconds he collapsed to the ground."

Top tweets of 2015



2

1



@afpfr


Agence France-Presse
1. Suivre

Etat d'urgence : les mesures prises #AFP

État d'urgence : les mesures prises

Sur l'ensemble du territoire



Deuil national de 3 jours

1500 militaires supplémentaires



Sécurité renforcée dans les gares et aéroports



Rétablissement du contrôle des frontières



Voyages scolaires annulés

Source : Préfecture de police

En Île-de-France



Manifestations interdites jusqu'à jeudi midi



Compétitions sportives suspendues ce week-end

Fermures à Paris

- 11 stations de métro
- Marchés, écoles, musées, bibliothèques, gymnases, piscines
- Certains grands magasins
- Salles de concerts (Opira, Bercy, Zénith) et cinémas
- Disneyland

RETWEETS
2 363

LIKES
695



06/04 - 14 nov. 2015

3

Agence France-Presse
AFP

Les opposants russes assassinés #AFP #Nermtsov

Opposants russes au Kremlin assassinés
Le meurtre de Boris Nemtsov à l'été 2015 est une longue liste d'actes de violence contre les opposants

Legend:
 - Poison (cyan circle)
 - Bomb (red circle)
 - Shooting (blue circle)
 - Other (grey circle)
 - Mort (Death) (black circle with white dot)

Timeline:

- 2003** (10 avril): **Sergueï Ivanov** (Shooting)
- 2004** (6 juillet): **Pavel Rodnikov** (Poison)
- 2006** (7 octobre): **Anna Politkovskaya** (Bomb)
- 2006** (21 novembre): **Alexandre Litvinenko** (Poison)
- 2009** (15 juin): **Sergueï Magnitsky** (Bomb)
- 2009** (11 juillet): **Natalia Korotkikh** (Bomb)
- 2015** (26 mars): **Boris Nemtsov** (Shooting)
- 2018** (27 février): **Alexei Navalny** (Poison)

Source: Open Source Intelligence, Agence France Presse, AFP, Reuters, BBC, etc.

Statistics:
 - 1 492
 - 440
 - 12.07 - 1 mars 2018

4



2



1



3

@AFP



2



1



3

@AFPphoto



Many talents rewarded

AFP journalists regularly win international prizes.



Aleppo, Syria – Screenshot of a video taken in a rebel-held area of the city.
AFP / **ZEIN AL-RIFAI**

1



17 March 2014 – Santiago – Argentine gymnast Evelyn Mast competes in the 10th South American Games.
AFP / **MARTIN BERNETTI**

2

1 ZEIN AL-RIFAI

Rory Peck Awards - First in the News Category



2 MARTIN BERNETTI

Pictures of the Year Latin America - Honorable mention in the sports category





11 June 2014 – Rio de Janeiro – Girls decorate a street on the eve of the World Cup opening ceremony.
AFP / **YASUYOSHI CHIBA**

3



1 October 2014 – London – Arsenal's Chilean striker Alexis Sanchez is tackled by Galatasaray's Brazilian midfielder Felipe Melo during their UEFA cup match
AFP / **ADRIAN DENNIS**

4



25 October 2015 – Bath, United Kingdom – Toulouse winger Vincent Clerc (right) tackles winger Ollie Woodburn from Bath in a European Cup Match.
AFP / **ADRIAN DENNIS**

5

3 **YASUYOSHI CHIBA**

POYi - Third prize in the Sport Picture Story category

4 **ADRIAN DENNIS**

SJA - Sports photographer of the year



5 **ADRIAN DENNIS**

Festival Sportfolio - Gold Medal in the Sports Action Category



3 August 2015 – Greece-Macedonia border – A migrant and his son take a train for the Serbian town of Gengelija.
AFP / **DIMITAR DILKOFF**

6

6 DIMITAR DILKOFF

2015 Atlanta Photojournalism Seminar Contest - Second prize in the Portrait category



24 September 2014 – Douma, Syria – A wounded teenager waits to be treated at a makeshift hospital in the rebel held town.
AFP / **ABD DOUMANY**

7

7 ABD DOUMANY

CHIPP 2014 - Second prize in the war and disaster category



19 February 2014 – Kiev – A demonstrator throws a petrol bomb at police in Independence Square.
AFP / **LOUISA GOULIAMAKI**

8

8 LOUISA GOULIAMAKI

Days Japan - Special Jury Prize





19 April 2015 – Monaco – Novak Djokovic plays the Czech Tomas Berdych in the Monte-Carlo Masters.
AFP / **VALERY HACHE**

9

9 VALERY HACHE

Festival Sportfolio - Bronze Medal
in the News Action category



7 September 2014 – Gaza – A Palestinian plays with his son on the beach.
AFP / **MAHMUD HAMS**

10

10 MAHMUD HAMS

Days Japan - 2nd Prize



12 mars 2014 - Istanbul – A student wounded in clashes with anti-riot police.
AFP / **BÜLENT KILIÇ**

11

11 BÜLENT KILIÇ

World Press Photo 2015 - First
prize in the Spot News Category





23 October 2014 – Yumurtalic, Syria – A missile strike blasts an Islamic State position.
AFP / **BÜLENT KILIÇ**

12



23 October 2014 – Yumurtalic, Syria – A missile strike blasts an Islamic State position.
AFP / **BÜLENT KILIÇ**

13



14 June 2015 – Sanliurfa, Turkey – Syrian refugees enter Turkey after forcing their way through a gap in the fence between the countries.
AFP / **BÜLENT KILIÇ**

14

12 BÜLENT KILIÇ

World Press Photo 2015 - Third prize in the Spot News Category

POYİ – First prize in the News category

13 BÜLENT KILIÇ

Istanbul Photo Awards 2014 - Second prize in the News category

14 BÜLENT KILIÇ

Visa pour l'image - Visa d'or in the News category

2015 Atlanta Photojournalism Seminar Contest - Third prize in the Spot News category



20 February 2014 – Kiev – Demonstrators catch fire in front of a barricade in Independence Square.
AFP / **BÜLENT KILIÇ**

15

15 BÜLENT KILIÇ

POYi – Second prize in the Human Conflict categoryt

John Faber Prize Overseas Press Club



4 May 2014 – Cape Verde – John Kerry plays football while using his mobile phone on the airport tarmac.
AFP / **SAUL LOEB**

16

16 SAUL LOEB

White House News Photo Association (WHNPA) - First prize Insider's Washington category



18 November 2014 – Glasgow – England's Wayne Rooney celebrates after scoring the second goal in a friendly match against Scotland.
AFP / **IAN MACNICOL**

17

17 IAN MACNICOL

SJA - Sports portfolio prize

Vauxhall Photographer of Year



28 August 2015 – Nabi Saleh, Occupied Territories – Palestinians try to free a boy held by an Israeli soldier. AFP / **ABBAS MOMANI**

18

18 ABBAS MOMANI

2015 Atlanta Photojournalism Seminar Contest – First prize in the Spot News category



24 November 2014 – Ferguson, United States – Police take up position during clashes with demonstrators protesting against the decision not to prosecute in the Michael Brown affair. AFP / **JEWEL SAMAD**

19

19 JEWEL SAMAD

WHNPA – First prize in the news category



25 November 2014 – Ferguson, United States – A demonstrator in front of a police car during a protest over the Michael Brown affair. AFP / **JEWEL SAMAD**

20

20 JEWEL SAMAD

WHNPA – Second Prize in the category domestic news



10 September 2014 – Baghdad – Secretary of State John Kerry on board a military helicopter.
AFP / **BRENDAN SMIALOWSKI**

21

21 BRENDAN SMIALOWSKI

WHNPA – Political photograph of the year

WHNPA – Second prize in the personality portrait category

WHNPA – Third prize Portfolio Category



10 September 2014 – Jordan – John Kerry on board a transport plane for a flight to meet Iraqi leaders in Baghdad.
AFP / **BRENDAN SMIALOWSKI**

22

22 BRENDAN SMIALOWSKI

WHNPA – Excellence prize



8 October 2014 – Barack Obama takes part in a conference call on strategy to combat the Ebola virus.
AFP / **BRENDAN SMIALOWSKI**

23

23 BRENDAN SMIALOWSKI

WHNPA – First prize in the political category



23 June 2014 – Baghdad – Marines responsible for diplomatic protection wait for John Kerry.
AFP / **BRENDAN SMIALOWSKI**

24

24 BRENDAN SMIALOWSKI

WHNPA - First prize in the political category.



13 August 2015 – Kos, Greece – A girl is helped out of her lifejacket after landing on a dinghy from Turkey.
AFP / **ANGELOS TZORTZINIS**

25

25 ANGELOS TZORTZINIS

Time magazine - Agency photographer of the year



3 September 2015 – Lesbos, Greece – A migrant kisses his son after reaching Greece.
AFP / **ANGELOS TZORTZINIS**

26

26 ANGELOS TZORTZINIS

2015 Atlanta Photojournalism Seminar Contest - Third prize in the Feature category



10 October 2015 - Ankara - A man comforts a woman wounded in a bomb blast in the capital's main train station.

AFP / OZCAN YAMAN

27

27 OZCAN YAMAN

2015 Atlanta Photojournalism
Seminar Contest - Second prize in
the Spot News category

AFP Blue opens the door for investments

January 2015 saw the creation of AFP Blue, the Agency's technical subsidiary for resources and innovation.

This "simplified corporation" will provide for the Agency's development investment needs. AFP Blue, whose sole shareholder is AFP, was created on the recommendation of MP Michel Françaix in his 2014 report on AFP. The new company will enable AFP to make the investments that are vital for its development while maintaining its independent status. Chaired by Emmanuel Hoog and directed by Stéphane Guérillot, AFP Blue now owns the Agency's technical assets.

The bulk of the Agency's investments -- three quarters of the 47 million euros planned for the 2014-2018 period -- will be made by AFP Blue. Investment priorities include image -- specifically video --, the editorial system, customer relationship management and digital reliability.

"Two thirds of investments will be in innovation", said Stéphane Guérillot.

"Initially, 16 million euros were raised in January 2015 from the Programme Investissements d'Avenir, the Banque publique d'investissement and a commercial bank. AFP Blue has obtained total loans of 26 million euros over several phases."

AFP Blue's Strategy Committee was formed in May. Two of its five members are from outside the Agency -- Valérie Peugeot, a sociologist specialised in digital, and Jean-Pierre Caffin, a strategy consultant. They bring knowledge that will help AFP to make the right strategic choices by better anticipating changes in practices and in the technological environment.

The Agency is AFP Blue's main client and main supplier. It provides a catalogue of services including hardware, software and turnkey IT systems. In return, AFP Blue's

operation relies on the Agency's internal services, in particular the Information Systems Department (DSI) which develops new applications and operates, manages and maintains the entire information systems infrastructure.

AFP Blue also sells to other news agencies, thus leveraging AFP's technical assets, know-how and innovations.

"For example, AFP Blue can host back-up sites for news agencies in other countries, or help them to revise their information systems structure", said Stéphane Guérillot. "We have been doing this for the Kuwaiti news agency Kuna since September 2015, working with a local service provider and a French partner."

In 2016, AFP Blue will work with the DSI on marketing AFP's editorial platform Iris. Within the Agency, AFP Blue's development activities will chiefly concern the CRM (Customer Relationship Management) tool, production tool security and information systems strategy.



**Stéphane
GUÉRILLOT**
AFP Blue
Director



Screenshot of Senepplus website.

A French-language version of Africa Check set up in Senegal

After South Africa and Nigeria, now Senegal is host to an office of fact-checking site Africa Check that was devised by the AFP Foundation supported by the Open Society Initiative for West Africa (OSIWA). The French-language version of the site was launched in November 2015, with an office hosted by the EJICOM journalism school in Dakar.

“The fact-checking has never been done this way before in francophone Africa,” said Peter Cunliffe-Jones, for the AFP Foundation. “It is completely new and the response to date from the media has been very positive.” The media in the region reported extensively on the launch and the Senegalese press has been carrying the reports the site produces. Around Africa the media response has been largely positive to the project as a whole, be it from the prominent South African newspaper calling in the Africa Check team in October to provide training or the leading Kenyan

daily later that month urging Africa Check to launch a Kenyan operation.”



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CUNLIFFE-JONES
AFP Foundation



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