



2024-25

# CORPORATE PLAN





# C O N T E N T S

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# O P E N I N G   S T A T E M E N T

( S T A T E M E N T   O F   P R E P A R A T I O N )

I, George Savvides, as the head of the accountable authority of the Special Broadcasting Service Corporation, present the 2024-25 SBS Corporate Plan for the reporting period 2024-25 (**FY25**) to 2027-28 (**FY28**) as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* and under section 48 of the *Special Broadcasting Service Act 1991*.

The plan is prepared in accordance with the Public Governance, Performance and Accountability Rule 2014.



**George Savvides AM**

Chair  
Special Broadcasting Service



# OUR PURPOSE

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Swift Street

“

*SBS inspires all Australians to explore, respect and celebrate our diverse world and in doing so, contributes to a cohesive society.”*

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SBS's principal function, under our Charter, is to provide multilingual and multicultural broadcasting and digital media services that inform, educate and entertain all Australians, and in doing so, reflect Australia's multicultural society.

# KEY ACTIVITIES

## 1. Key Activities

As Australia's most diverse broadcaster, SBS holds a unique place in the Australian media landscape. SBS operates across broadcast and online platforms to deliver on our Charter and achieve our purpose.



SBS's operations can be categorised into four key activities, which are the basis of SBS's performance measures (see [Section 4: Performance Measures](#)) and connected to SBS's strategic framework (see [Section 3: Strategy and FY25 Operating Plan](#)).

# KEY ACTIVITIES

Table 1: SBS's key activities

<p><b>1.1 Content creation, acquisition and curation</b></p>	<p>Content is at the heart of SBS's purpose. We commission, produce, acquire and curate content for audiences across SBS's network of broadcast and online platforms. Content includes TV programs, News and Current Affairs reports, sports events, podcasts, SBS Learn educational materials, and much more.</p> <p>The aim of our content is to inspire inclusivity and social cohesion; inform, enrich and entertain; offer surprising perspectives; and provoke with purpose. Its success is measured in how SBS delivers distinctive content, engages with audiences, and benefits communities. Further detail on SBS's content offerings can be found in <a href="#">Appendix 4: The SBS Network</a>.</p>
<p><b>1.2 Content broadcast, technology and transmission</b></p>	<p>Today, SBS is a modern, multiplatform media organisation with a TV, streaming, radio and online network covering:</p> <ul style="list-style-type: none"> <li>— a free-to-air TV portfolio spanning six channels: SBS, NITV, SBS VICELAND, SBS Food, SBS World Movies and SBS WorldWatch</li> <li>— an extensive SBS Audio network providing over 60 communities with services in their own language across SBS Radio 1, SBS Radio 2, SBS Radio 3, SBS Arabic24, SBS South Asian, plus music from around the world on SBS PopAsia and SBS Chill</li> <li>— an innovative streaming and digital offering available to audiences anytime and anywhere, including SBS On Demand, the SBS website and apps, SBS Audio podcasts/livestreams, social media and marketing channels</li> </ul> <p>These activities enable SBS content output across all platforms, operations, technologies and systems. The success of these activities is measured by SBS's reach and ability to provide Australians with available and accessible broadcasting services.</p>
<p><b>1.3 Content commercialisation</b></p>	<p>SBS undertakes a range of commercial activities including advertising, sponsorship, translation, cultural competency training, content sales, and other partnerships.</p> <p>These activities aim to generate positive returns that are reinvested in distinctive Charter-driven content for audiences, and marketing activities that support content and community objectives. SBS does so in line with the amount of advertising permitted on SBS services and in keeping with SBS's guidelines (see <a href="#">SBS Commercial, Funding and External Relationships Guidelines</a> for more detail). Success is measured by the amount of own-source revenue generated from operations.</p>
<p><b>1.4 Content support activities</b></p>	<p>These activities encompass corporate and other back-office functions. Functions include enterprise technology, finance and accounting, people and culture, legal and rights management, facilities maintenance (corporate services), and corporate affairs, strategy and reporting. The success measure for content support activities is SBS's capability to perform all of its key activities outlined above</p>

In addition, SBS cooperates with a range of government, corporate, industry and non-profit organisations that make a significant contribution to help SBS deliver on our Charter and purpose. SBS wishes to thank these organisations and all other organisations who support and cooperate with SBS. The list of organisations and the nature of each of these relationships can be found in [Appendix 5: Cooperation with other bodies](#).



Going Places with Ernie Dingo

# OPERATING CONTEXT

## 2. Operating Context

SBS's FY25 operating environment is dynamic and competitive.

In delivering the SBS Charter over FY25, SBS will continue to evolve to meet the needs of its audiences, reflecting demographic changes, new regulation, shifting media landscapes, and the macroeconomic environment.

### 2.1. Economic and funding context for SBS

Australia has seen ongoing economic uncertainty with elevated inflation, slower Gross Domestic Product (GDP) growth, and higher costs of living driving record low consumer confidence levels<sup>1</sup>.

Due to these conditions, the media industry and broadcast TV advertising is expected to remain subdued in FY25-FY26<sup>2</sup>. SBS will continue to maximise commercial revenue, which is invested back into acquiring and curating SBS Charter-driven content for audiences. Despite these commercial economic conditions, SBS's five-year government funding support allows stability and long-term ambitions to be realised.

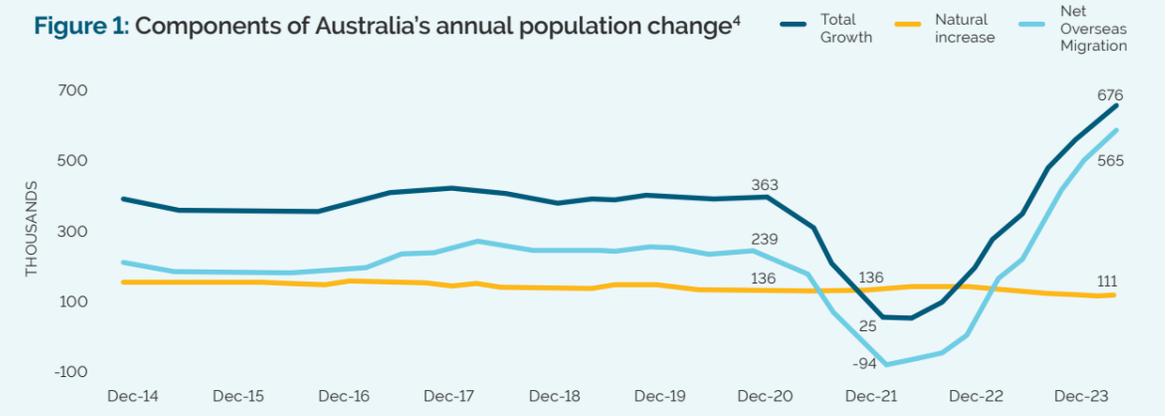
**SBS continues to be the most cost effective and efficient public broadcaster in Australia**

SBS is already suitably structured as a lean organisation that can transform to overcome external pressures and deliver content in the most efficient and effective manner. We will continue to navigate the challenging economic conditions to maintain efficiency and prioritise investments as conditions are forecast to ease in the next few years<sup>3</sup>.

### 2.2. Demographics

As Australia becomes increasingly multicultural and multilingual, it is more important than ever that SBS continuously evolves to meet the needs of our diverse nation.

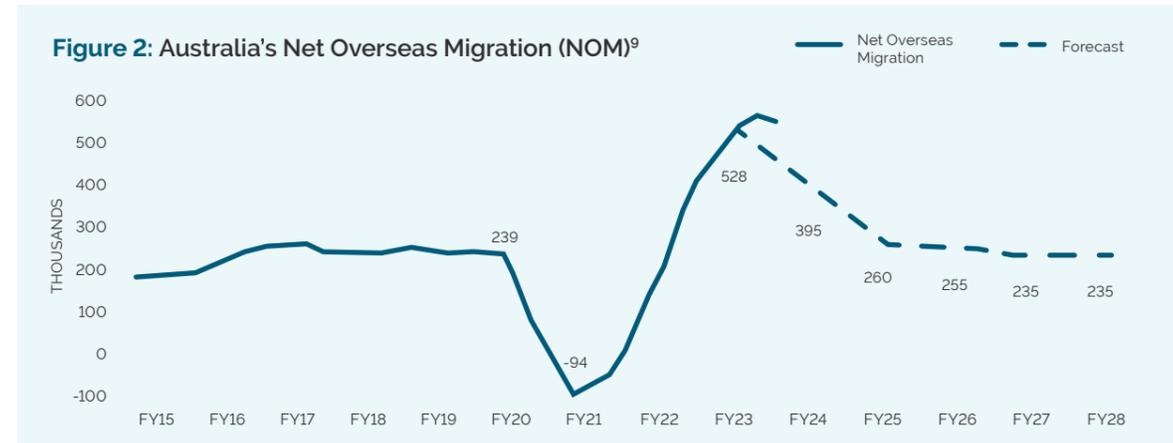
**Figure 1: Components of Australia's annual population change<sup>4</sup>**



1. The Westpac-Melbourne Institute, Consumer Sentiment Index, July 2024.  
 2. Venture Insights, Australian Advertising Market Outlook, June 2023.  
 3. Reserve Bank of Australia, Statement on Monetary Policy, May 2024.  
 4. Australian Bureau of Statistics, National, State and Territory Population (reference period December 2023), published June 2024.

# OPERATING CONTEXT

Australia's population has grown primarily due to a peak in migration. In the last year, net overseas migration drove 84% of Australia's annual population growth, and 16% came from natural increase<sup>5</sup>. Migrant arrivals increased 73% from 2022-2023, mostly driven by temporary visa holders, while departures decreased 2%<sup>6</sup>. Migration levels are forecast to soften by FY25<sup>7</sup>, and remain essential to long-term population growth<sup>8</sup>.



Australia has the highest migrant population of any English-speaking country<sup>10</sup>. One in three Australians (8.2 million) were born overseas<sup>11</sup> and almost one in two Australians (48.2%) have a parent born overseas<sup>12</sup>. Long-term trends show decreased migration to Australia from Europe, and increased migration from Asia, particularly the largest regions of South Asia (e.g. India, Nepal), North-East Asia (e.g. China, South Korea) and South-East Asia (e.g. Philippines, Vietnam)<sup>13</sup>.

**Table 2: Australia's top five countries of birth<sup>14</sup>**

Country of birth	2013 population (m)	% of total population	2023 population (m)	% of total population
1. England	1,013	4.4%	962	3.6%
2. India	378	1.6%	846	3.2%
3. China (exc. SARs and Taiwan)	432	1.9%	656	2.5%
4. New Zealand	585	2.5%	598	2.2%
5. Philippines	219	0.9%	362	1.4%
<b>Total overseas-born population</b>	<b>6,409</b>	<b>27.7%</b>	<b>8,176</b>	<b>30.7%</b>

5. Australian Bureau of Statistics, National, State and Territory Population (reference period December 2023), *ibid.*  
 6. Australian Bureau of Statistics, Overseas Migration (reference period 2022-23 financial year), published December 2023.  
 7. Treasury, Budget 2024-25, Budget Paper No.3, Federal Financial Relations, Table A.5, published May 2024.  
 8. Australian Bureau of Statistics, Population Projections Australia, (reference period 2022 (base)-2071), published November 2023.  
 9. Net Overseas Migration: Australian Bureau of Statistics, National, State and Territory Population (reference period December 2023), *ibid.*; Forecast: Treasury, Budget 2024-25, *ibid.*  
 10. United Nations Population Division, International Migrant Stock 2020.  
 11. Australian Bureau of Statistics, Australia's Population by Country Of Birth (reference period June 2023), published April 2024.  
 12. Australian Bureau of Statistics media release, '2021 Census: Nearly half of Australians have a parent born overseas', June 2022.  
 13. Australian Bureau of Statistics, Australia's Population by Country Of Birth (reference period June 2023), published April 2024, *ibid.*  
 14. Australian Bureau of Statistics, Australia's Population by Country Of Birth (reference period June 2023), published April 2024, *ibid.*

# OPERATING CONTEXT

**SBS continues to provide services in over 60 languages, representing 92% of Australia's 5.6 million population that speaks a language other than English at home**

The growth in multilingual Australian households supports the relevance of SBS's language services and Charter. There are 5.6 million Australians who speak a language other than English at home<sup>15</sup> led by Mandarin, Arabic, Vietnamese, Cantonese and the fastest-growing language, Punjabi (see Table 3)<sup>16</sup>. SBS's 60+ language services cover 92% of Australians that speak a language other than English.<sup>17</sup>

**Table 3: Top five languages other than English spoken at home in Australia<sup>18</sup>**

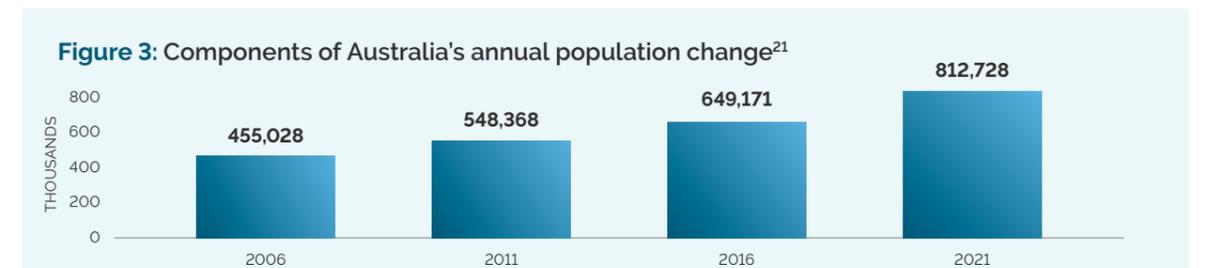
Language	People who speak language at home (2021)	Growth since 2016	% of Australian population	% with low English proficiency
Mandarin	685,274	+15%	2.7%	26%
Arabic	367,159	+14%	1.4%	15%
Vietnamese	320,758	+16%	1.3%	31%
Cantonese	295,281	+5%	1.2%	24%
Punjabi	239,033	+80%	0.9%	9%

These trends are expected to continue over the medium term, providing strong support for Australia's growing linguistic and cultural diversity. As Australia's contemporary and most diverse broadcaster, SBS continues to reach multilingual Australians through services offered in over 60 languages.

## 2.3. First Nations Affairs

SBS remains in a strong position to enable greater engagement and understanding of First Nations Australians.

There are 3.8% of Australians that identify as Aboriginal or Torres Strait Islander, a group growing at a faster rate than the total Australian population<sup>19</sup>, and there are over 150 Aboriginal and Torres Strait Islander languages spoken in Australia<sup>20</sup>.



15. Australian Bureau of Statistics, Cultural Diversity: Census (reference period 2021), published June 2022. Note: 5.6m excludes language data for English, inadequately described, and not stated.  
 16. Australian Bureau of Statistics, Cultural Diversity of Australia (September 2022).  
 17. SBS, 'Results: Language Services Review', March 2023.  
 18. Australian Bureau of Statistics, Cultural Diversity: Census (reference period 2021), published June 2022, *ibid.*  
 19. Australian Bureau of Statistics, Estimates of Aboriginal and Torres Strait Islander Australians (reference period June 2021), published August 2023.  
 20. Australian Bureau of Statistics, Language Statistics for Aboriginal and Torres Strait Islander Peoples (reference period 2021), published October 2022.  
 21. Australian Bureau of Statistics, Estimates of Aboriginal and Torres Strait Islander Australians (reference period June 2021), *ibid.*

# OPERATING CONTEXT

The SBS network provides a platform for stories and issues important to First Nations peoples and essential government information for communities. As the home of First Nations storytelling, National Indigenous Television (NITV) offers Australia's only national Aboriginal and Torres Strait Islander television news service, along with coverage of important cultural events throughout the year including NAIDOC Week, the National Indigenous Music Awards, National Indigenous Fashion Awards, the NSW Koori Knockout, and the Garma Festival.

SBS is committed to reconciliation in Australia with key initiatives such as:

- Elevate Reconciliation Action Plan (RAP): the highest level of Reconciliation Australia's framework, SBS's Elevate RAP is increasing the prominence of Aboriginal and Torres Strait Islander perspectives with more First Nations content offered in 60+ languages across SBS's network.
- Beyond 3%: an initiative designed to encourage a long-term shift in brand and agency investment in Australia's Indigenous media.



*The Point is landmark journalism in an often confusing arena of information delivery. This forum provides a pathway to clearer understanding of challenges confronting First Nations peoples, and of their aspirations and determination. Thank you NITV and SBS."*

SBS AUDIENCE FEEDBACK

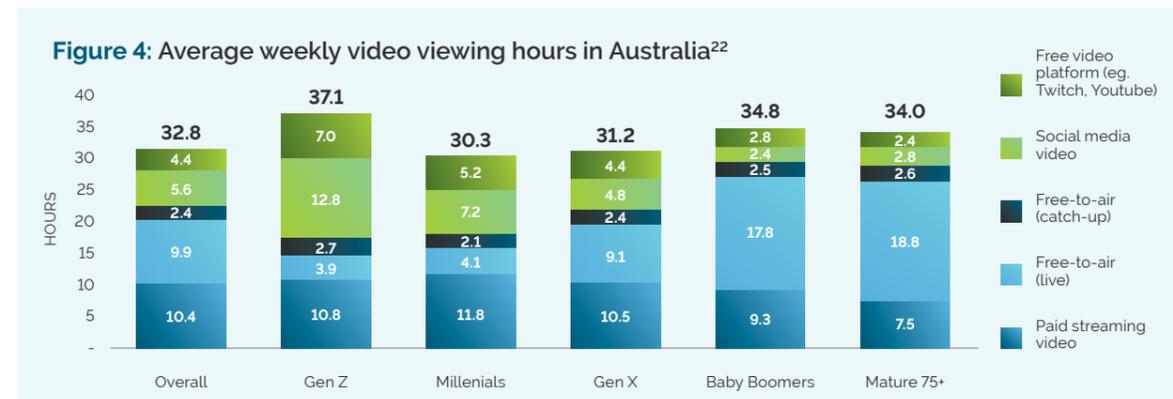
SBS will continue to use its unique position as Australia's dedicated First Nations and multicultural broadcast network to connect Australians with the custodians of the oldest living culture on Earth.

## 2.4. Audiences and Media Landscape

### 2.4.1 Video

The Australian media landscape is undergoing a period of rapid evolution as audiences gradually shift away from broadcast media towards digital platforms. In this environment, SBS continues to serve all Australians by keeping pace with the competitive media and entertainment market and the growing consumption on digital and streaming platforms.

Overall, the total Australian population consumes video content almost equally between free-to-air (FTA) TV (live and catch-up have an average of 12.3 hours per week), paid streaming services (average 10.4 hours per week), and combined free and social video categories (averaging 10 hours per week). However this varies by each age demographic



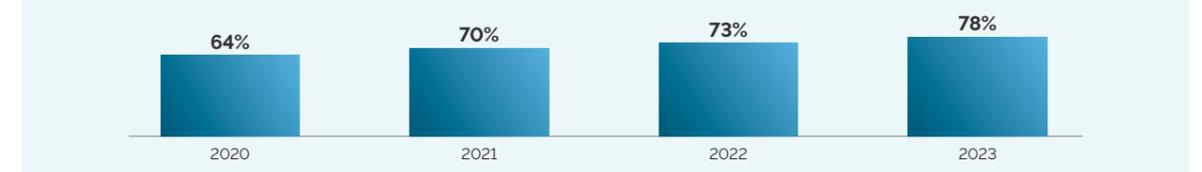
22. Deloitte Australia, Media & Entertainment Consumer Insights 2023 (12th Edition).

# OPERATING CONTEXT

Australians of all ages generally spend between 30-38 hours per week watching video on any broadcast or streaming platform<sup>23</sup>. There is a generational divide in consumption habits as Baby Boomers and Mature Australians spend the most time watching free-to-air broadcast TV – an average of 18-19 hours per week respectively - while Gen Z averages 20 hours per week combined on social media or free video (e.g. YouTube, Twitch). SBS continues to keep pace with the video market to serve both older and younger audiences on the platforms where they consume content.

As a response to these changes in how Australian audiences are consuming video content, the free-to-air TV industry is moving towards a new standard of measurement called Virtual Australia (VOZ). This combines free-to-air Broadcast TV and Broadcast Video On Demand (BVOD) to measure 'Total TV'<sup>24</sup>. SBS is adopting the industry's Total TV approach as we continue to serve broadcast audiences and build on our strong position in the growing digital market.

**Figure 5: Percentage of Australians with a smart TV at home<sup>25</sup>**



The video market has seen significant growth from online streaming, as household penetration of subscription video on demand (SVOD) services has grown from 43% in 2018 to 77% in 2023<sup>26</sup>. Three-quarters of Australian households subscribe to an average of 2.6 SVOD services<sup>27</sup> in addition to consuming free-to-air TV services.

The main way Australians watch streaming video at home is on a smart or Connected TV (CTV)<sup>28</sup>. Almost four in five Australian households have at least one CTV<sup>29</sup>. Viewers face an increasing challenge in choosing what to watch as CTVs carry more content from broadcast TV and streaming services (including BVODs and SVODs). Although CTV manufacturers and other aggregators are offering to simplify video content discovery through commercial arrangements, this carries the risk of local or free content having less prominence. SBS welcomes the Australian Government legislation that addresses CTV prominence for free-to-air TV services (see Section 2.6 – Government and Regulation). In this growing digital video streaming market, it remains imperative for SBS On Demand's services to be easily accessible on major platforms.

23. Deloitte Australia, Media & Entertainment Consumer Insights 2023, ibid.

24. OzTAM, What is VOZ

25. Australian Communications and Media Authority, Communications and media in Australia: how we watch and listen to content, Annual consumer survey OA11 (December 2023)

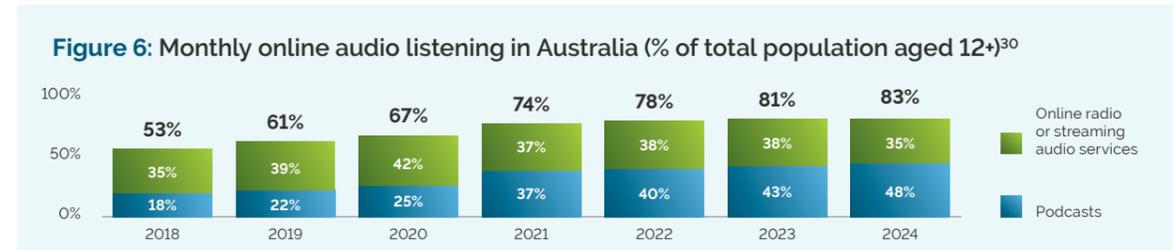
26. Deloitte Australia, Media & Entertainment Consumer Insights 2023, ibid.

27. Deloitte Australia, Media & Entertainment Consumer Insights 2023, ibid.

28. The Department of Infrastructure, Transport, Regional Development, Communications and the Arts, The 2023 Television & Media Survey (April 2024).

29. Australian Communications and Media Authority, Communications and media in Australia: How we watch and listen to content, ibid.

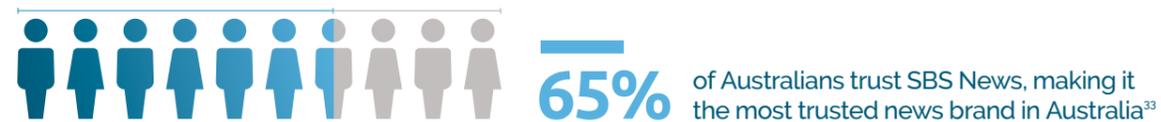
## 2.4.2 Audio



Australia's growing appetite for online audio remains an opportunity area for SBS, which was founded as an audio service. Australia leads the world in total listening, with 83% of the population aged over 12 listening to online audio each month (including online radio), almost half of which are podcasts<sup>31</sup>. With culturally and linguistically diverse (CALD) Australians reportedly accessing podcasts 24% more than non-CALD audiences<sup>32</sup>, audio remains at the heart of SBS's service. Our audio coverage in over 60 languages has expanded across seven radio channels, the SBS Audio website and app, audio streamed on SBS On Demand, and third-party listening platforms including Apple Podcasts, Spotify, YouTube, Listnr, and Tuneln.

SBS Audio remains a core pathway to delivering the SBS Charter for current and future listeners.

## 2.4.3 News and information



In a challenging media industry, SBS ensures continued relevance and trust by providing easy access to factual, balanced, and informative news. SBS News has a long-standing reputation for quality coverage of events and issues affecting Australians, in particular multicultural and First Nations communities. However, Australian media faces a challenge in maintaining trust with fragmented audiences. Australia's average level of trust is neutral at 52%, according to the Edelman Trust Barometer<sup>34</sup>, and social cohesion indicators have declined due to geopolitical debates and economic pressure<sup>35</sup>. More than two in three Australians avoid the news as they find it too negative, upsetting or overwhelming, according to the annual Digital News Report: Australia 2024 by the University of Canberra and Reuters Institute for the Study of Journalism<sup>36</sup>. 92% of Australians get their weekly news online, and two in three prefer their news on social media<sup>37</sup>. SBS News is Australia's most trusted news source according to the Digital News Report<sup>38</sup>, and SBS research shows audiences less confident in English have greater trust in SBS language services<sup>39</sup>. SBS continues to be a highly trusted and safe source of news and information that all Australians can rely on for fair, balanced, and unbiased coverage in their preferred language on their preferred platform.

30. Edison Research & Commercial Radio Australia, *The Infinite Dial 2024: Australia* (July 2024).  
 31. Edison Research & Commercial Radio Australia, *The Infinite Dial 2024: Australia*, *ibid.*  
 32. University of Canberra, *Media Literacy in Australia: CALD People - Infographic* (October 2021).  
 33. University of Canberra, *Digital News Report Australia 2024*, published June 2024.  
 34. Edelman, *2024 Edelman Trust Barometer Australia Report*, published March 2024.  
 35. Scanlon Foundation Research Institute, *Mapping Social Cohesion 2023*, published November 2023.  
 36. University of Canberra, *Digital News Report Australia 2024*, *ibid.*  
 37. The Department of Infrastructure, Transport, Regional Development, Communications and the Arts, *The 2023 Television & Media Survey* (April 2024), *ibid.*  
 38. University of Canberra, *Digital News Report Australia 2024*, *ibid.*  
 39. University of Canberra & SBS, *Sense of Belonging Among Multilingual Audiences In Australia*, published May 2023.

Across all platforms in this increasingly dynamic media landscape, SBS remains relevant through distinctive local, multilingual and First Nations content. SBS differentiates itself by remaining committed to diversity on and off screen through its *Commissioning Equity and Inclusion Guidelines*<sup>40</sup>, and SBS On Demand defends its significant BVOD market share with a focus on high audience satisfaction, well-curated content, and competitive user experience features. SBS continues to leverage its unique position as Australia's multicultural and First Nations broadcaster to champion industry change, promote inclusion, and provide distinctive, entertaining, and inspiring storytelling that connects with all Australians.

## 2.5. Technology and Data

SBS monitors developments in the technology landscape to keep pace with the market and evolve its strategic priorities.

Since late 2023, there has been accelerated adoption of user-friendly Artificial Intelligence (AI) technologies such as ChatGPT. This technology has shown potential for significant industry disruption, and highlighted how implementation must be supported by safeguarding privacy and data, and through regulation<sup>41</sup>. SBS has explored positive operational uses of AI to benefit Australian audiences, and implemented AI governance, ethics and guardrails that ensure human oversight in alignment with SBS's risk appetite and government recommendations on safe and responsible use of AI<sup>42</sup>.

Mass customisation and more personalised user experiences are now expected as the norm<sup>43</sup> for multi-platform media consumers. This in turn requires greater audience intelligence and insights. Effective personalisation is increasingly reliant on first-party data, which increases the need for cybersecurity and privacy vigilance in storing and protecting user data. In order to protect audience data, public trust, and reputation, SBS has introduced multiple measures to improve the audience experience and protections, such as: advertising opt-out for wagering, quick-service food and alcohol advertising, and removal of lapsed user accounts to ensure users have better control over their data and risks are proactively minimised.

SBS will continue to monitor advancements in technology to pursue strategic growth opportunities and improve audience experiences while prioritising user data security with robust cyber risk management, privacy management and information governance.

40. SBS Australia, *Commissioning Equity and Inclusion Guidelines 2021-24*.  
 41. McKinsey, *What's the future of generative AI?* (August 2023).  
 42. Department of Industry, Science and Resources, *Safe and Responsible AI in Australia Consultation: Australian Government's interim response* (January 2024).  
 43. McKinsey, *Next In Personalization 2021 Report*.

# OPERATING CONTEXT

## 2.6. Government and Regulation

As a public broadcaster, SBS continues to monitor Australia's regulatory and policy landscape to assess any potential impact on operations.

There are some key areas in this field that have the potential to impact SBS in FY25:

**Table 4: Key Government and regulatory areas that may affect SBS in 2024-25**

<b>Prominence framework</b>	The Australian Government is committed to legislating a prominence framework that ensures local TV services are easy for Australian audiences to find on connected TV devices <sup>44</sup> .
<b>Sports anti-siphoning scheme</b>	This scheme ensures key Australian sports events are available on free-to-air broadcast TV. The proposed changes aim to broaden protections (e.g. women's sports, Paralympics).
<b>Australian privacy law</b>	The Privacy Act reform brings a greater focus on data collection, use and protection as a result of high-profile data breaches. SBS will continue to adapt to reforms and proactively reduce risks.
<b>Australian content quotas</b>	Australian content quotas will be introduced for global SVODs, aiming to support the local production industry <sup>45</sup> . It may also increase competition and costs for local production.
<b>News Media Bargaining Code</b>	The News Media Bargaining Code governs commercial relationships between Australian media and designated digital platforms. As digital platforms are essential to engaging multilingual audiences and new migrants, SBS monitors developments in this space to ensure it can continue delivering essential news, information and entertainment to all Australians in their preferred language on their preferred platforms.

In addition, the government is conducting a feasibility study into the potential relocation of SBS's Sydney office from Artarmon to Western Sydney. Once the government's steering committee presents its findings to the SBS Board, any potential relocation decision would be made by the SBS Board.

Across all of these areas, SBS will continue to adapt to the evolving regulatory and policy landscape, meanwhile maintaining its focus on fulfilling its Charter and Purpose to all Australians.

<sup>44</sup> Minister For Communications, Media Release, 'Modernising Australia's media laws - for all Australians' (November 2023).

<sup>45</sup> Department of Infrastructure, Transport, Regional Development, Communications and the Arts, Revive: Australia's Cultural Policy for the next five years (February 2023)



# STRATEGY AND FY25 OPERATING PLAN

## 3. Strategy and FY25 Operating Plan

The strategic framework below sets out the five strategic goals for the organisation, over the FY25 Corporate Plan period.

Our Charter	
<i>The principal function of SBS is to provide multilingual and multicultural broadcasting and digital media services that inform, educate and entertain all Australians and, in doing so, reflect Australia's multicultural society</i>	
Our Purpose	
<i>SBS inspires all Australians to explore, respect and celebrate our diverse world and in doing so, contributes to a cohesive society</i>	
Our Strategic Goals	SBS FY25 Strategic Goals
	<b>GREAT PEOPLE; GREAT CULTURE</b> Deliver outstanding employee experiences while growing diversity on and off screen
	<b>DISTINCTIVE NETWORK</b> Promote distinctiveness via commissioning and acquisition of original content as well as in-language, First Nations and news and information
	<b>COMMUNITY IMPACT</b> Deliver positive impact to communities and strengthen our essential service offering
	<b>GREAT BUSINESS</b> Reinvest into content and maintain SBS as the most efficient Australian broadcaster
	<b>AUDIENCE FIRST</b> Increase SBS's reach and engagement with all Australians

Our Values

We are audience obsessed

We are bold and brave

We embrace difference

We engage and participate fully

We look out for one another

# STRATEGY AND FY25 OPERATING PLAN

## 3.1. FY25 Operating Plan

SBS's operating plan for FY25 is underpinned by a number of initiatives to support the delivery of each strategic goal.

### 1. GREAT PEOPLE; GREAT CULTURE

**Goal: Deliver outstanding employee experiences while growing diversity on and off screen**

Our people are critical to SBS's success as an organisation. We want to continue building a high performing workforce, ensuring that everyone can participate with equal opportunity to succeed. We aim to achieve this by hiring, retaining and developing a skilled workforce that has a great place to work while delivering exceptional services for the changing needs of SBS audiences.

SBS is a purpose-led organisation and applies a values-driven approach to our people and culture activity, with particular focus on four core 'people and culture' imperatives: trust and empowerment; performance and collaboration; diversity and inclusion; and governance and compliance.

In FY25, our focus is to continuously improve the employee experience with initiatives to drive the highest level of employee engagement and grow diversity on and off screen.



**In 2024, we achieved our highest employee engagement score of 83%**

# STRATEGY AND FY25 OPERATING PLAN

## 2. DISTINCTIVE NETWORK

Goal: Promote distinctiveness via commissioning and acquisition of original content as well as in-language, First Nations and news and information

SBS is committed to informing, educating and entertaining all Australians in a way that reflects Australia's First Nations and multicultural and multilingual society today. We want all Australians to see themselves and their communities represented on SBS.



*Alone Australia* is SBS's most-watched original production, in terms of Total TV consumption across broadcast TV and SBS On Demand. *Alone Australia* Season 1 highlighted how Australian TV viewing had dramatically evolved in 2023, with each episode of the show drawing more than 1 million total viewers, and almost half of those from SBS On Demand. *Alone Australia* Season 2 was one of the biggest TV hits of 2024, with more than 4.3 million Australians tuning into the series across SBS TV and SBS On Demand. This hit series has redefined the model for TV consumption in Australia, demonstrating SBS's ability to engage modern audiences as TV shifts to a multiplatform, on-demand world.



SBS continues its long tradition of commissioning unique Australian programs that reflect contemporary Australia. *Swift Street* is an eight-part drama about a dysfunctional father-daughter duo becoming partners in crime against the backdrop of bustling inner-city Melbourne. Starring Tanzyn Crawford (*Tiny Beautiful Things*) and Cliff Curtis (*Avatar: The Way of Water*), this SBS Original garnered international acclaim including a nomination for Canneseries, the Cannes International TV Series Festival. *Swift Street* is available on SBS On Demand with subtitles in Simplified Chinese, Arabic, Vietnamese, Traditional Chinese and Korean.



SBS is the home of cycling with coverage of all Grand Tours, including the Giro d'Italia, Tour de France, Tour de France Femmes, and the Vuelta a España. Through a magnificent season of fierce rivalries, steep climbs and impressive stage wins, the expert SBS Cycling commentary team provides an impressive wealth of experience, trusted analysis, and spectacular passion as they take viewers along for the ride in races that capture the attention and eyes of the world. SBS Sport unites the nation and brings communities together with live and free events on SBS and SBS On Demand

# STRATEGY AND FY25 OPERATING PLAN

In 2024, SBS launched the SBS South Asian audio service, with locally produced content in ten languages across broadcast radio, live streaming, digital publishing and podcasting. SBS South Asian's content spans news, entertainment, and music, including SBS Spice, the new digital offering for young South Asian Australians interested in unique perspectives on pop culture, politics, and identity. "South Asians are the fastest growing migrant population in Australia, with more than 1.5 million Australians speaking a sub continental language at home," said Manpreet Kaur Singh, Program Manager for SBS South Asian. "SBS is uniquely placed to capture this depth and diversity across first, second and third generation migrants who belong and enrich the fabric of contemporary Australia."



As the home of First Nations storytelling, NITV offers a high definition, bold and unapologetically Blak line-up of programs in 2024, including:

- *Living Black*, the 31<sup>st</sup> season of Australia's longest-running Indigenous current affairs TV program with host Karla Grant (pictured)
- New animated children's series, *Eddie's Lil' Homies*, and the fourth season of Logie Award-winning children's series *Little J and Big Cuz*
- The powerful feature documentary *Journey Home: David Gulpilil*
- The sixth season of *Going Places with Ernie Dingo*
- A second season of documentary series, *Our Law*, following First Nations police officers around Australia



These unique programs support SBS's commitment to deepen engagement with First Nations communities, drive conversations through NITV, and increase Indigenous content reach across the SBS network.



# STRATEGY AND FY25 OPERATING PLAN



SBS Learn English Bring a Plate

*SBS's service in over 60 languages represents 92 per cent of Australians that speak a language other than English. SBS will continue to meet the evolving needs of diverse communities and provide essential information for our newest Australians while building long-lasting social cohesion and belonging for all Australians.*

# STRATEGY AND FY25 OPERATING PLAN

## 3. COMMUNITY IMPACT

**Goal: Deliver positive impact to communities and strengthen our essential service offering**

In order to deliver on SBS's Charter and purpose, we remain committed to improving our understanding and deepening our relationship with contemporary Australian communities.

Key initiatives that will help SBS drive community impact will be continuing to deliver essential news and information services, delivering on our Elevate RAP commitments, covering important cultural festivals to connect with Australia's diverse communities, and conduct outreach activities to build connections with diverse communities on a national scale.

SBS has an important role in informing and educating Australians as a trusted news provider, playing an active and impartial role connecting communities with essential information. SBS's Elevate Reconciliation Action Plan (RAP) is a commitment to connect all Australians with First Nations news, perspectives, peoples and cultures in multiple languages, every day. It includes a transformation project to advance cross cultural understanding between multi-cultural and multi-lingual communities to deepen understanding of First Nations perspectives.





# STRATEGY AND FY25 OPERATING PLAN

In FY25, SBS will pursue a number of initiatives to ensure we deliver against our goal, including maximising financial returns on available inventory, new partnership opportunities, showcasing our trade marketing initiatives, decarbonisation as part of the Net Zero 2045 plan, and investing in cybersecurity, data protection and privacy measures.

SBS maintains its industry leadership in decarbonising its operations and supply chain with a target to reduce Greenhouse Gas emissions for Scope 1, 2 and 3 to Net Zero by 2045. SBS is already leading the media and broadcasting industry on sustainability with several key achievements and a number of industry firsts:

- SBS is the first broadcaster in Australia to switch to 100% renewable energy in FY23, achieving Net Zero for direct operations (scope 1 and scope 2)
- As a founding member of Sustainable Screens Australia (SSA), SBS was the first to use the "albert" tool via SSA to measure the carbon footprint of a television program, The Cook Up with Adam Liaw

## 5. AUDIENCE FIRST

**Goal: Increase SBS's reach and engagement with all Australians**

For SBS to maintain relevance with Australians, we will need to continue delivering stories that engage, inform and entertain all Australians as their needs evolve.

SBS undertakes a range of research to provide valuable insights into audience preferences and a wider understanding of Australia's diverse communities and stakeholders. SBS aims to engage audiences through a differentiated content offering across multiple platforms with personalised user experiences. SBS will ensure its service offerings remain competitive and relevant in an increasingly crowded market.



*I just want to say a huge thank you for the plethora of series available to us via SBS & SBS On Demand. Just love it! So much to choose from."*

**SBS AUDIENCE FEEDBACK**

In FY25, this will come with a continued focus on digital audiences and capabilities, personalisation to improve audience experience, innovative content distribution to maximise reach, continued multilingual services and capability investment for more accessible content, and ensuring SBS maintains reliable and available services to all audiences across all SBS platforms.

## 4. GREAT BUSINESS

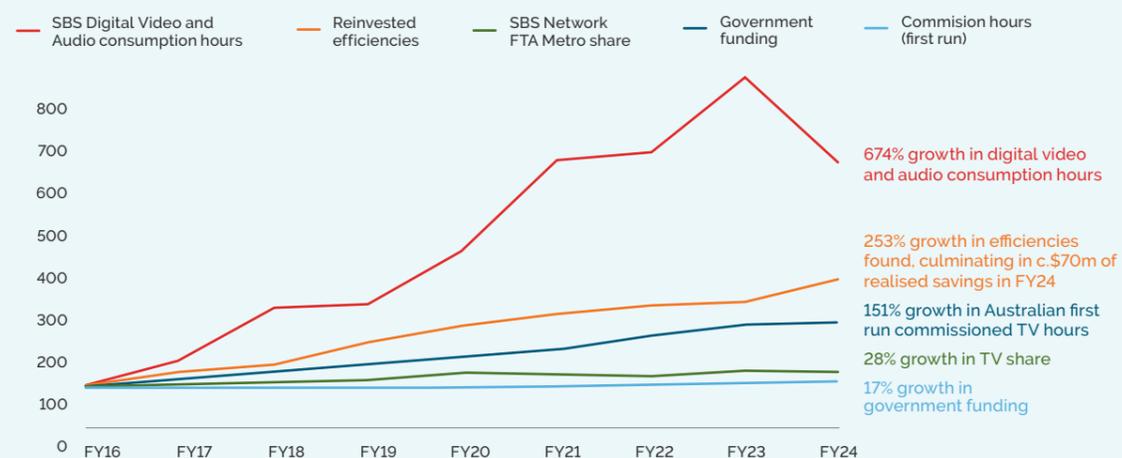
**Goal: Reinvest in content and maintain SBS as the most efficient Australian broadcaster**

SBS will continue to develop capabilities that maintain and improve the services we offer to all Australians and do so in a cost-efficient manner. Over the nine-year period up to FY24, SBS's ongoing efficiency program produced more than \$70 million of annual realised savings in FY24.

These efficiencies have been generated through annual planning, workflow improvements, renegotiated supplier agreements, best-in-class technology solutions, and investment in workforce engagement. SBS has reinvested these efficiencies in the growth of our digital services and distinctive cross-platform content in line with our Charter.

### Comparison of SBS Digital Video and Audio consumption hours, FTA TV share, First Run commissioned TV hours, efficiencies reinvested and government funding

(FY16-24) Indexed (FY16 = 100)



Source: OzTAM VPM, Adobe Analytics; SBS internal data.

NOTE: Digital video and audio consumption hours include methodology changes across the period as analytics and coverage improved such as video co-viewing from January 2020 onwards.



# PERFORMANCE MEASURES

Great Australian Walks with Julia Zemiro

# PERFORMANCE MEASURES

## 4. Performance Measures

The performance measures are grouped against SBS's key activities in **Table 5** and closely linked to the strategic framework and initiatives outlined above.

For details on any changes to targets or measures between the 2023-24 and 2024-25 Corporate Plans, please see **Appendix 6: Alignment of Performance Measures**.

**Table 5: Key activities and performance measures (FY25 to FY28)**

Key Activity	Content creation, acquisition and curation: Measures how SBS delivers distinctive content, engages with audiences, and benefits community			
	Performance Indicator	FY24-25	FY25-26	FY26-27
Number of hours of TV programming broadcast in CALD	34,300	34,300	34,300	34,300
Number of hours of locally commissioned content broadcast (first run) on all linear channels except NITV	180	180	180	180
Number of hours of locally commissioned content broadcast (first run) on NITV	100	100	100	100
Number of hours of radio broadcasts in languages other than English	22,000	22,000	22,000	22,000
Total digital registrations (at the end of the period)	11.0m	11.5m	11.9m	11.9m
Average monthly radio podcast downloads	4.2m	4.4m	4.6m	4.8m
Primetime metro TV share	8.2%	8.5%	8.5%	8.5%

# PERFORMANCE MEASURES

Table 5: Key activities and performance measures (FY25 to FY28) continued

Key Activity	Content broadcast, technology and transmission: Measures SBS's reach and ability to provide Australians with available and accessible broadcasting services			
Performance Indicator	FY24-25	FY25-26	FY26-27	FY27-28
Transmission and distribution expenditure as % of total operating expenditure	<=16%	<=16%	<=16%	<=16%
Population reach – digital transmission sites (including VAST satellite)	100%	100%	100%	100%
Availability of digital television transmission services (fully managed services)	99.82%	99.82%	99.82%	99.82%
Population reach for terrestrial services (excluding satellite)	97%	97%	97%	97%
Availability of radio transmission services (fully managed services)	99.86%	99.86%	99.86%	99.86%

Key Activity	Content commercialisation: Measures the amount of own-source revenue generated from operations			
Performance Indicator	FY24-25	FY25-26	FY26-27	FY27-28
Total own source revenue (\$ millions)	\$157m	\$178m	\$180m	\$162m

Key Activity	Content support activities: Measures SBS's capabilities to perform activities			
Performance Indicator	FY24-25	FY25-26	FY26-27	FY27-28
Content support activities – share of total operating expense (% incl. transmission)	<=10%	<=10%	<=10%	<=10%



Dan Hong, The Streets Hong Kong



# FINANCIAL INFORMATION

Janice Petersen, SBS News

# FINANCIAL INFORMATION

## 5. Financial Information

According to the FY2024-25 Portfolio Budget Statements, SBS is appropriated funds to undertake one overarching government outcome – **Provide multilingual and multicultural services that inform, educate and entertain all Australians and in so doing reflect Australia’s multicultural society.**

There are two programs of work listed under this outcome:

**Program 1.1 – SBS General Operational Activities:** Delivering multilingual and multicultural television, radio and digital media services that reflect Australia’s multicultural society and inspire all Australians to explore and celebrate our diverse world, and in doing so promote social cohesion amongst the many cultures of our nation.

**Program 1.2 – SBS Transmission and Distribution Services:** To make SBS Television and Radio services available to all Australians to enable them to receive multilingual and multicultural services that inform, educate and entertain.

A summary of financial information for the 2024–25 budget and the forward estimates for SBS is set out in Table 6 below.

**Table 6: Key activities and performance measures (FY25 to FY28)**

Forecast of Financial Performance \$ millions	FY24-25 Budget	FY25-26 Forward estimates	FY26-27 Forward estimates	FY27-28 Forward estimates
Total own source	157	178	180	162
Government appropriation	348	356	365	373
<b>Total Revenue</b>	<b>506</b>	<b>534</b>	<b>545</b>	<b>535</b>
Operating expenditure	424	451	461	449
Transmission and distribution expenditure	80	82	83	85
Total operating expenditure	504	533	544	534
<b>Operating Surplus</b>	<b>1.1</b>	<b>0.5</b>	<b>0.5</b>	<b>0.5</b>
Assessment of taxes and charges payable	12	12	12	12
Capital expenditure	10	10	10	10



Alone Australia Season 2

# RISK MANAGEMENT

## 6. Risk Management

Risk management is an integral part of managing SBS's business and services to be a leading Australian broadcaster. SBS's Board of Directors and management remain committed to ensuring SBS has a robust and fit-for-purpose risk management framework (RMF) that provides a holistic approach to risk management, promoting an integrated and informed view of risk exposures across SBS.

The framework, found in [Appendix 7: SBS Risk Management Framework and Risk Appetite](#), is designed to manage risk with assurance that risks are managed within the risk appetite established by the SBS Board. The RMF is an important tool to guide SBS towards achieving goals critical to success in a changing media landscape.

The RMF is the total aggregation of systems, structures, policies, processes and people within SBS that identify, assess, control, and monitor all sources of risk that could have an impact on SBS and our ability to deliver our strategy. A holistic view of both short-term, emerging and strategic risks across the FY25 period and for the four-year reporting period covered by this plan is considered by SBS under this framework. The desired result of the framework is to provide management with:

- a strong frame of reference for strategy setting and decision making
- an integrated framework to effectively manage uncertainty and obligations, respond to risks, as well as capitalise on opportunities as they arise
- the ability to manage risks across SBS by providing accurate and timely reporting on the profile of risks and their related controls
- minimum standards for the governance, processes and tools required to administer the requirements of the RMF

The Board approves the organisation-wide risk appetite statements that provide the frame of reference for strategy setting and decision making.

Over the course of the FY25 strategic planning cycle and the development of the annual business unit operating plans, the risks are reviewed and assessed against the Board-approved risk appetite statements. An internal audit plan for the following 12 months along with the broader governance, mitigation and assurance mechanisms are developed to a significant extent from this risk assessment process.

The SBS Audit and Risk Committee receives reports on management of the identified top risks, with risk identification allowing refocusing of resources to address key issues.

SBS has identified the top three risks facing the organisation in this reporting period:

1. **Insufficient advertising revenue** - There is a risk that market conditions (e.g. new competition, changing behaviours from FTA competitors and macro-economic conditions) will make the achievement of SBS commercial revenue targets more difficult to meet, which puts pressure on the funding of business priorities.
2. **Cyber security** - Risk to the confidentiality, integrity and availability of organisations' systems as a result of a cyber-attack against SBS infrastructure.
3. **Talent attraction and retention** - The risk SBS is unable to attract, retain or internally develop critical strategically important skills leading to operational challenges across the organisation and foregone strategic opportunities.



The Hospital: In The Deep End

# APPENDICES

## APPENDICES

### 7. Appendices

#### Appendix 1: The SBS Charter

The SBS Charter, contained in section 6 of the Special Broadcasting Service Act 1991 (**SBS Act**), sets out the principal function of SBS and a number of duties it has to fulfil in performing our principal function. It states:

The principal function of the SBS is to provide multilingual and multicultural broadcasting and digital media services that inform, educate and entertain all Australians, and, in doing so, reflect Australia's multicultural society.

The SBS, in performing its principal function, must:

- a) contribute to meeting the communications needs of Australia's multicultural society, including ethnic, Aboriginal and Torres Strait Islander communities; and
- b) increase awareness of the contribution of a diversity of cultures to the continuing development of Australian society; and
- c) promote understanding and acceptance of the cultural, linguistic and ethnic diversity of the Australian people; and
- d) contribute to the retention and continuing development of language and other cultural skills; and
- e) as far as practicable, inform, educate and entertain Australians in their preferred languages; and
- f) make use of Australia's diverse creative resources; and
- g) contribute to the overall diversity of Australian broadcasting and digital media services, particularly taking into account the contribution of the Australian Broadcasting Corporation and the community broadcasting sector; and
- h) contribute to extending the range of Australian broadcasting and digital media services, and reflect the changing nature of Australian society, by presenting many points of view and using innovative forms of expression.

#### Appendix 2: Role and Duty of the SBS Board

The role and duties of the SBS Board are set out in sections 9 and 10 (1) of the SBS Act. The SBS Board is committed to fulfilling its duties as set out in the SBS Act and it does so through well-established corporate governance processes.

- The SBS Board holds regular meetings throughout the year, providing Board members with an opportunity to obtain detailed information about management and operational issues, and to make key decisions regarding the Corporation. The Board receives a comprehensive suite of reports, and members of the SBS Executive attend Board meetings as required to answer questions and provide insight into activities, programming policies, management decision making, and the efficiency and effectiveness of the Corporation.
- The **SBS Code of Practice (Code of Practice)** is developed by the Corporation, in consultation with the Board Codes Review Committee, and approved by the Board. The Code of Practice sets out the principles and policies SBS uses to guide our programming. Compliance with the Code of Practice is monitored by the Board at our regular meetings. The Code of Practice is notified to the Australian Communications and Media Authority in accordance with s10(1)(j) of the SBS Act.

# APPENDICES

- Guidelines on advertising and sponsorship matters are developed by the Corporation and approved by the Board as part of the **SBS Commercial, Funding and External Relationships Guidelines (Commercial Guidelines)**. The Commercial Guidelines came into effect on 4 April 2022. The Code of Practice (Section 4.2 Advertising and Sponsorship of the document) and the Commercial Guidelines set out SBS's policies in relation to commercial and external financing activities, including advertising and sponsorship, and to its external relationships, including partnerships.
- The Audit and Risk Committee provides independent assistance to the SBS Board in discharging its responsibilities to ensure the Corporation has adopted sound and robust policies and procedures in respect of risk oversight, internal control systems, financial and performance reporting, internal audit, external audit and other obligations required under the Special Broadcasting Service Act 1991, the PGPA Act and other relevant legislation.
- The Board has representation on the SBS Community Advisory Committee, which is established under section 50 of the SBS Act. The Community Advisory Committee meets several times a year to discuss issues of relevance to SBS and to give advice, raise community concerns and provide feedback on programming and projects to the SBS Board.

Consistent with its duties, the Board undertakes other activities as required, such as submitting annual reports to government regarding compliance with the Public Governance, Performance and Accountability Act 2013; considering relevant statements of policy furnished by government; and considering and approving broader SBS strategies such as those contained in the SBS Corporate Plan.

## Appendix 3: Community Consultation Measures

Under section 50 of the SBS Act, the Board must establish a Community Advisory Committee to assist the Board to fulfil our duty under paragraph 10(1)(g). The Community Advisory Committee does this by advising the Board on community needs and opinions, including the needs and opinions of small or newly arrived ethnic groups, on matters relevant to the Charter.

In addition to the Community Advisory Committee, SBS management has established a number of additional processes to ensure that it is aware of, and responsive to, community needs and opinions (including the needs and opinions of small or newly arrived ethnic groups) on matters relevant to the Charter. These include, but are not limited to, the following:

- forums around Australia involving key community stakeholders from multicultural and First Nations communities, together with SBS Board members and Executives
- evolution of the activities associated with SBS's Community Impact strategic pillar, to respond to the changing needs of our communities, their improved access to content due to technology, and the ambitions and changing role of partner and peer organisations
- receiving feedback via SBS Audio's in-language broadcasting activities
- content-related outreach activities
- involvement in community programs and partnerships with multicultural and Indigenous stakeholders
- regular qualitative and quantitative audience research into SBS programming.

# APPENDICES

## Appendix 4: The SBS Network

Content creation, acquisition and curation activities span SBS's operations across its network of TV, radio and online platforms.

### TV



**SBS** is the home of distinctive Australian storytelling, in-depth international news, major sports events and cutting-edge dramas and documentaries.



**SBS Food** is Australia's only 24/7 free-to-air foodie channel, exploring the world through cooking, cuisine and culinary adventures.



**NITV** covers Indigenous storytelling and news, helping connect all Australians with First Nations peoples, culture and history.



**SBS World Movies** is a 24/7 celebration of the diversity of world cinema, in HD on free-to-air TV.



**SBS VICELAND** provides cutting-edge, culturally-curious, contemporary entertainment and documentaries for the young at heart.



**SBS WorldWatch** keeps Australians connected to the global perspective with 24/7 news in over 35 languages from international broadcasters plus digital news bulletins for SBS News in Arabic and SBS News in Mandarin.

# APPENDICES

## Audio



**SBS Audio** is the world's most linguistically diverse public broadcasting service with over 60 language services on broadcast radio, digital television and online. Its online coverage includes articles, videos, podcasts and live streaming audio across the SBS Audio website and app, third-party audio platforms (e.g. Spotify and Apple Podcasts), and social media. SBS Audio's broadcast radio channels are:



**SBS Radio 1 & SBS Radio 2** cover Australian news, current affairs, information and entertainment in multiple languages.



**SBS South Asian** offers topical language programs and the best South Asian music.



**SBS Radio 3** offers local and international news from SBS language programs and BBC World Service news and analysis.



**SBS PopAsia** is Australia's number one destination for K-Pop, C-Pop, J-Pop and more, with non-stop Asian pop music streaming 24/7.



**SBS Arabic24** provides independent news and current affairs for Arabic speakers in Australia, as well as music and stories that connect audiences to life in Australia.



**SBS Chill** plays music for working, studying and relaxing with an eclectic mix of downtempo, electronic, ambient and lo-fi tunes from around the world.



# APPENDICES

## Online



**SBS On Demand** streams premium Australian and global content for free on all major devices. Its seamless digital experience has multilingual features such as enhanced captions, log-in, navigation and discovery.



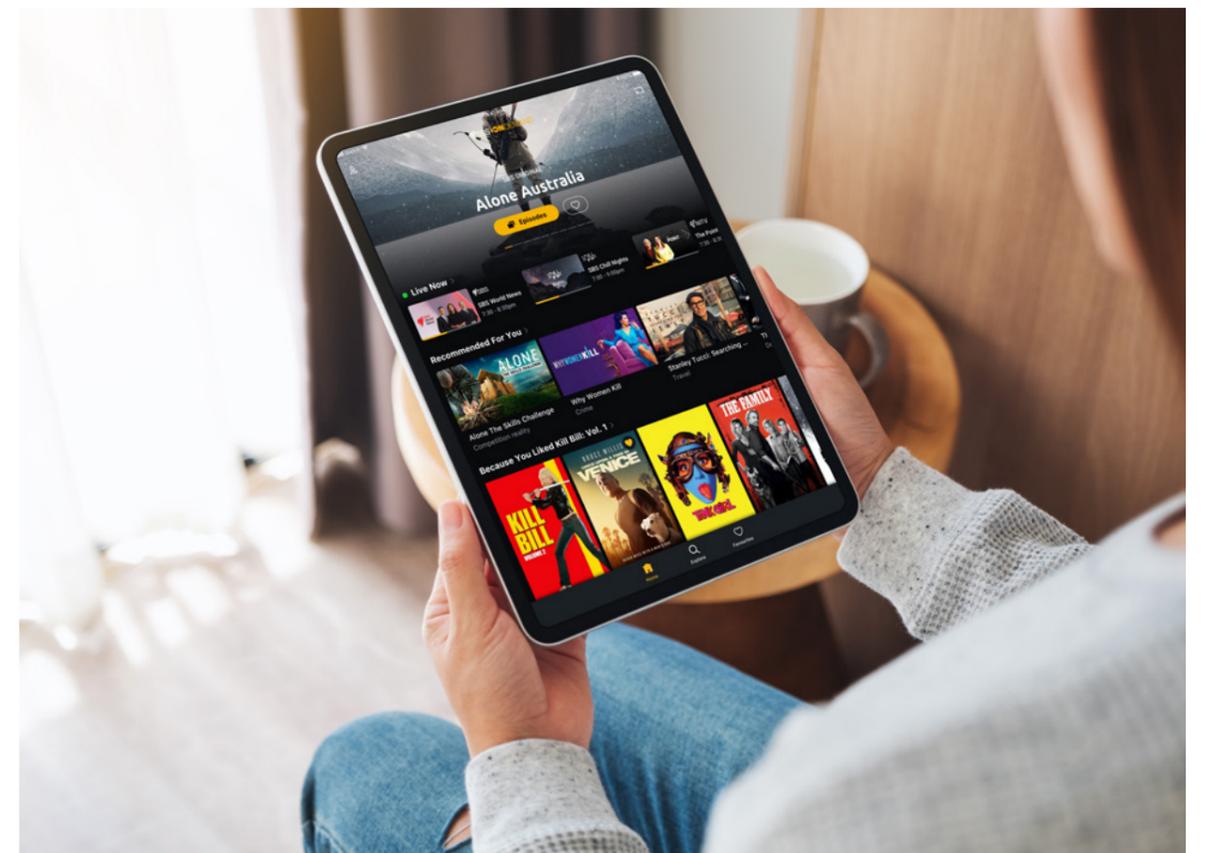
**SBS News** is a trusted online source for the latest Australian and world news with breaking stories, in-depth analysis, and diverse perspectives.



**SBS News in Arabic and SBS News in Mandarin** provide locally made, trusted and impartial news coverage in language on digital platforms.



**SBS's social media profiles** share stories, videos and other diverse content that connects Australian audiences to the world of SBS across social media platforms (e.g. Facebook, YouTube, Instagram, TikTok, and X).



# APPENDICES

## Appendix 5: Cooperation with other bodies

SBS cooperates with a range of government, corporate, industry and non-profit organisations that make a significant contribution to SBS, and help it deliver on its Charter and achieve its purpose.

SBS wishes to thank the organisations listed below and all other organisations who support and cooperate with SBS.

No	Name of organisation	Nature of cooperation
1	ACON Pride in Diversity	Collaboration on SBS Inclusion Program content for the LGBTIQ+ course.
2	Accessible Arts	SBS is a host organisation in the Createability Internship Program for people with disability. This program is a partnership between Create NSW and Accessible Arts aimed at developing more career pathways for people with disability.
3	Asia-Pacific Broadcasting Union (ABU)	SBS is a member of the ABU and engages with the ABU on information sharing, representation on the Diversity and Inclusion Task Group, training and conference attendance.
4	Settlement Council of Australia (SCoA)	SCoA represents settlement agencies across Australia providing direct services to people of refugee and migrant background. SBS was a Premium Partner for the 2023 national settlement conference.
5	Association for Teaching English to Speakers of Other Languages (ATESOL) NSW	ATESOL NSW Inc. is a non-profit professional association for TESOL teachers. Through SBS Learn English we work collaboratively to promote our resources to their members through their teacher webinars, newsletters and website.
6	Australia for United Nations High Commissioner for Refugees (UNHCR)	SBS sponsors the UNHCR Les Murray Refugee Award which celebrates refugees who have raised the profile of the contribution of refugees to Australia through the arts, sport or media.
7	Australian Broadcasting Corporation (ABC)	SBS works collaboratively with the ABC, including in relation to content sharing and efforts to reduce costs across both organisations through activities such as joint procurement where relevant. In addition, NITV has a formal agreement with the ABC to support First Nations initiatives and content production, including co-commissioning First Nations Kids Content (e.g. Little J and Big Cuz) and working collaboratively on major First Nations event coverage (e.g. NAIDOC Week and Garma Festival).
8	Australian Football League (AFL)	NITV and the AFL are partnering as co-producers of the Yokayi Footy show.
9	Australian International Documentary Conference (AIDC)	AIDC is the preeminent event for unscripted production in Australia. Along with Screen Forever (which is run by Screen Producers Australia), AIDC is a linchpin conference for SBS where it engages with the screen production sector on the SBS commissioning strategy for the year.
10	Australian National Maritime Museum	The Australian National Maritime Museum in Sydney partners with SBS on various projects and exhibitions which celebrate Australia's migrant stories, including the National Monument to Migration.

# APPENDICES

No	Name of organisation	Nature of cooperation
11	Australian Network on Disability	Collaboration on SBS Inclusion Program content for the Disability course.
12	Australian Science and Media Centre (AusSMC)	In partnership with the AusSMC, SBS and NITV host training workshops with early- to mid-career Aboriginal and Torres Strait Islander researchers in STEM-related fields. The workshops comprise media training and interview practice and the refinement of presentation skills. Graduates from the program receive ongoing mentoring from the AusSMC, and potential media opportunities with NITV or SBS.
13	CareerTrackers	SBS and NITV partner with CareerTrackers to facilitate entry level cadetship positions to deliver on our Elevate RAP commitments.
14	Champions of Change Coalition	Collaboration on SBS Inclusion Program content for the Gender course.
15	Channel Ten	NITV partners with Channel Ten for the distribution and co-commissioning of First Nations content, including co-commissioning The First Inventors and Channel Ten airing NITV's flagship current affairs program, The Point.
16	Create NSW	Create NSW administers the Createability Internship Program delivered by the NSW Government in partnership with Accessible Arts and leading NSW-based arts, screen and cultural organisations including SBS.
17	Dart Centre for Journalism & Trauma	A range of educational, training and consultation services provided for SBS news and current affairs programs.
18	Diversity Council Australia (DCA)	Collaboration on SBS Inclusion Program content for the Core Inclusion course
19	Department of Foreign Affairs & Trade (DFAT)	NITV has a formal partnership with DFAT and the inaugural Ambassador for First Nations Peoples to support the delivery of the World Indigenous Television Network and annual conference.
20	Documentary Australia	Documentary Australia provides funding and support on various SBS TV productions, development projects and fellowship programs from time to time.
21	Ethnic Communities Council of NSW	SBS partners with the Ethnic Communities Council of NSW, the peak organisation for multicultural communities in NSW, to deliver the Speak My Language program which provides information to Australians from CALD communities on promoting understanding of First Nations people living well with a disability.
22	European Broadcasting Union (EBU)	SBS broadcasts the Eurovision Song Contest in May each year and has organised Australia's participation in the event since 2015 in partnership with the EBU.

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No	Name of organisation	Nature of cooperation
23	Every Age Counts	Collaboration on SBS Inclusion Program content for the Age course.
24	Federation of Ethnic Communities' Councils of Australia (FECCA)	SBS is a platinum sponsor and the primary media partner of the biennial FECCA National Conference, a preeminent forum which brings together the community sector to discuss and debate issues related to Australia's multiculturalism.
25	First Nations Media Australia	NITV is an affiliate member of First Nations Media Australia, Australia's national peak body for First Nations not-for-profit broadcasting, media and communications. This includes a dedicated position on the FNMA board for an NITV executive team member.
26	IndigenousX	IndigenousX is a 100% Indigenous owned and operated media, consultancy, and training organisation. SBS has engaged IndigenousX to deliver staff training relating to Anti-Racism.
27	International Institute of Communications (IIC)	SBS is a member of this global association of media and communications entities, including industry and regulators. The IIC provides regular opportunities to connect and discuss key issues with sector counterparts.
28	Media Diversity Australia (MDA)	MDA is a national not-for-profit organisation working towards creating a media landscape that looks and sounds like Australia. SBS is an MDA member and collaborates with MDA on various inclusion projects.
29	Media Federation of Australia (MFA)	The MFA is the peak body representing media communication agencies to government, industry, media owners and the general public. SBS engages with the MFA through their NGEN program (industry training and networking), MFA 5+ and MFA Foundations industry training, and in 2021, signed a three-year partnership for their Diversity, Equity & Inclusion initiative which includes SBS providing access to the SBS Inclusion Program for all MFA members.
30	Melbourne Press Club	SBS is a sponsor of the Melbourne Press Club, supporting the annual Quill Awards for excellence in Victorian journalism.
31	Melbourne Polytechnic	Melbourne Polytechnic provides AMEP classes across several campuses in Victoria. SBS partnered with them to produce a six-part edu-tainment video series aligned to the Certificate 1 EAL curriculum, including Melbourne Polytechnic's assistance with scripts, support material, and content testing with teachers and students.
32	Multicultural Australia	Multicultural Australia is Queensland's settlement service provider for migrants and refugees. SBS has sponsored the Cultural Kitchen and Community Space, and the LUMINOUS Lantern Parade event that welcomes new migrants to Queensland.
33	Multicultural NSW	SBS works with Multicultural NSW to foster cohesion among the diverse multicultural communities of NSW by partnering on various events organised by this agency, such as the NSW Premier's Harmony Dinner, Lunar New Year and Diwali/Deepavali.
34	National Rugby League (NRL)	NITV has a formal partnership with the NRL which supports the delivery of the NRL program Over the Black Dot including using first grade footage.

# APPENDICES

No	Name of organisation	Nature of cooperation
35	Navitas Skilled Futures	SBS and Navitas Skilled Futures partnered to produce bilingual videos and education resources focusing on living with Australian wildlife for an SBS Learn English project. The agreement involves Navitas creating support material, script advice and testing content with students.
36	Netflix	NITV partners with Netflix to co-commission children's content including season 1 and 2 of Eddie's Lil' Homies.
37	NSW Wildlife Information Rescue and Education Service Incorporated (WIRES)	SBS and WIRES have partnered to produce bilingual videos and education resources focusing on living with Australian wildlife for an SBS Learn English project. The agreement involves WIRES supplying written material, aiding in production and promoting some finished content.
38	Public Media Alliance	SBS is a member of the global Public Media Alliance, which represents public media organisations and provides opportunities for contact and collaboration.
39	Reconciliation Australia (RA)	RA auspices SBS's Reconciliation Action Plan (RAP), an Elevate RAP under RA's model. Elevate plans are the most advanced form of RAP and are reserved for organisations with a proven record of embedding effective RAP initiatives. As an Elevate RAP partner, SBS actively champions initiatives to empower Aboriginal and Torres Strait Islander peoples and create societal change. SBS and RA also established the Reconciliation Film Club in 2017. This club assists organisations with RAPs to arrange group screenings of First Nations content, to develop a deeper understanding of First Nations perspectives, histories and cultures. Licencing fees flow through to the Indigenous production sector.
40	Refugee Council of Australia (RCOA)	The RCOA is a national not-for-profit organisation for refugees, people seeking asylum, and those who support them. Every year, SBS Food works closely with RCOA and their ambassadors to amplify stories through food and uncover emerging writers and recipe creators.
41	Royal Melbourne Institute of Technology University (RMIT)	SBS partners with RMIT to undertake empirical research. The findings are shared with external stakeholders, including government departments, media agencies and brand owners.
42	Screen Australia	Screen Australia provides funding and support on various SBS TV productions, development projects and fellowship programs from time to time.
43	Screen Canberra	Screen Canberra provides funding and support on various SBS TV productions, development projects and fellowship programs from time to time.
44	Screen Diversity and Inclusion Network (SDIN)	SBS is a member of SDIN, a network of broadcasters, screen funding agencies, business associations, guilds and industry-aligned education and training organisations who have committed to work together towards a more inclusive and diverse screen industry, by progressing diversity objectives and addressing barriers to inclusion in the sector.
45	Screen NSW	Screen NSW provides development and production funding and support on various SBS TV productions, initiatives including Digital Originals and fellowship programs from time to time including the SBS Talent Escalator.

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No	Name of organisation	Nature of cooperation
46	Screen Producers Australia (SPA)	SPA provides support on various SBS TV productions and development projects from time to time.
47	Screen Queensland	Screen Queensland provides funding and support on various SBS TV productions and development projects from time to time. Screen Queensland also participates in the SBS Talent Escalator.
48	Screen Tasmania	Screen Tasmania provides funding and support on various SBS TV productions, development projects and fellowship programs from time to time. Screen Tasmania also participates in the SBS Talent Escalator.
49	Screen Territory	Screen Territory provides funding and support on various SBS TV productions, development projects and fellowship programs from time to time. Screen Territory also participates in the SBS Talent Escalator.
50	ScreenWest	ScreenWest provides funding and support on various SBS TV productions, development projects and fellowship programs from time to time. ScreenWest also participates in the SBS Talent Escalator.
51	Settlement Services International (SSI)	SBS works with SSI to create awareness of settlement support services for new migrants, refugees and asylum seekers living in NSW by supporting various events organised by the entity, such as Refugee Week.
52	South Australia Film Corporation (SAFC)	SAFC provides funding and support on various SBS TV productions, development projects and fellowship programs from time to time. SAFC also participates in the SBS Talent Escalator.
53	Supply Nation	Through its membership, SBS works with Supply Nation, which provides Australia's leading database of verified Indigenous businesses.
54	The Australian Bureau of Statistics (ABS)	SBS partnered with the ABS to produce and distribute an in-depth webinar examining cultural diversity data from the 2021 Census.
55	The Australian Children's Television Foundation (ACTF)	SBS (through NITV) engages with the ACTF across much of its children's commissioned content. ACTF represents the interests of this content on the international market and makes direct financial investment in SBS commissioned content.
56	The Australian Directors Guild (ADG)	ADG controls the parameters of commercial engagements with Australian directors across SBS's commissioned content output.
57	The Australian Film Television and Radio School (AFTRS)	SBS engages with AFTRS on its talent escalation strategy and guidance on emerging talent. As a host organisation for the AFTRS Graduate Internship program, SBS provides feedback on student short film pitches and showcases the best on SBS On Demand. NITV partners with AFTRS on its First Nations initiatives and programs. SBS is represented on the Industry Panel for Radio and Podcasting. SBS also collaborates with AFTRS on its TV Talks program and others at AFTRS HQ and interstate.

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No	Name of organisation	Nature of cooperation
58	The Australian Writers Guild (AWG)	The AWG controls the parameters of commercial engagements with Australian writers across SBS's commissioned content output. The AWG is also a non-financial partner to SBS's Emerging Writers Incubator.
59	Torres Strait Islander Media Association (TSIMA)	NITV has a formal partnership with TSIMA supporting a full-time Torres Strait Islander journalist based on Waiben (Thursday Island) delivering to NITV's news and current affairs. The partnership supports content production across the Torres Strait.
60	Uluru Dialogue	SBS and the Uluru Dialogue engaged in 2020 in a memorandum of understanding to produce and disseminate translated versions of the Uluru Statement from the Heart.
61	University of Canberra	SBS partnered with the University of Canberra to study how the news media can play a role in driving a sense of belonging among multilingual audiences. The study, published 1 May 2023, is shared with the public as well as external stakeholders, media agencies and brand owners.
62	University of South Australia (Ehrenberg-Bass Institute for Marketing Science)	SBS partners with the University of South Australia to undertake empirical research. The findings are shared with external stakeholders, including government departments, media agencies and brand owners.
63	University of Sydney	SBS partners with the University of Sydney to undertake empirical research. The findings are shared with external stakeholders, including government departments, media agencies and brand owners.
64	VicScreen	VicScreen provides funding and support on various SBS TV productions, development projects and fellowship programs from time to time. VicScreen also participates in the SBS Talent Escalator, a national initiative focused on increasing the representation of Australia's diverse communities in the television production sector.
65	Victorian Multicultural Commission	SBS works with the Victorian Multicultural Commission to foster cohesion among the diverse multicultural communities of Victoria by supporting various events organised by the entity, such as the Victorian Premier's Gala Evening, The Multicultural Film Festival and the Commission's Multicultural Film Festival.
66	Walkley Foundation (Walkleys)	SBS partners with the Walkleys by engaging in training and workshop opportunities as well as SBS participating in various industry events including the annual Walkley Awards, the pinnacle award for news and current affairs journalism.
67	Western Sydney University (WSU)	SBS partners with WSU to undertake empirical research. The findings are shared with external stakeholders, including government departments, media agencies and brand owners.
68	World Indigenous Television Broadcasters Network (WITBN)	NITV is a founding member of WITBN – a confederation of global Indigenous broadcast organisations including APTN (Canada), TITV (Taiwan), Whakaata Māori (Aotearoa), NRK Sápmi (Norway) and NITV (Australia).
69	Yothu Yindi Foundation (YYF)	NITV is the media supporter of the Garma Festival, the preeminent national political Indigenous Affairs and policy event held annually in East Arnhem Land, Northern Territory. 2024 is the second year of a three-year partnership between NITV and YYF.

## Appendix 6: Alignment of Performance Measures

Summarising changes to performance measures since SBS's Corporate Plan 2023-2024.

Relevant performance indicator	Changes made	Rationale for changes
Number of hours of radio broadcasts in Languages Other Than English (LOTE)	<b>Revised performance indicator.</b> The previous measure '% of radio broadcasts in Languages Other Than English (LOTE)' with a target of 90% has been revised to 'Number of hours of radio broadcast in languages other than English (LOTE)' with a target of 22,000 hours for FY25-FY28.	This performance indicator has been changed to reflect absolute hours broadcast rather than being expressed as a percentage.
Digital registrations	<b>Amended.</b> Annual targets reduced from 14.2m to 11m for FY25, from 14.6m to 11.5m for FY26, and from 14.9m to 11.9m for FY27.	To protect audience data, SBS introduced a new policy to delete user accounts that have been inactive for 5 years or more. This new policy reduced the baseline of digital registrations being measured, so targets were revised down.
Primetime metro TV share	<b>Amended.</b> Annual targets reduced from 9.0% in FY25-FY28 to 8.2% in FY25, and 8.5% for FY26-FY28	Sports events are expected to impact SBS's primetime metro TV share (e.g. the Paris Olympics and Australia v India cricket series in FY25). We will review the FY26-28 targets annually as results become available.

## Appendix 7: SBS Risk Management Framework and Risk Appetite

SBS Risk Management Framework



## Summarised SBS Risk Appetite Statement

Risk Appetite Range					
	No/low Appetite (1)	Limited Appetite (2)	Moderate Appetite (3)	Moderate to High Appetite (4)	High Appetite (5)
	Strategy and planning – Corporate Strategy HR – Health and Safety (non-assignment) Finance, Accounting and Tax Governance, Risk and Compliance Brands and Content – Commissioning of Content Brands and Content – Exploitation of Content (SBS Act, Codes or Commercial Funding and External Relationship Guidelines) IT – Transmission Continuity HR – Payroll IT – Security HR – Safety and Health (Bullying, Harassment or Discrimination)	Strategy and Planning – Industry Partnerships and Outsourcing Production IT – Financial System HR – Health and Safer (on assignment) IT – Internal Systems and Infrastructure	Stakeholder Management – Government & Community Content Distribution – Digital Platforms Legal Development and Production – Production Audience Data – Data Commercialisation Media Sales	HR – Talent and Capability Brands and Content – Exploitation of Content (Brand Placements) Content Distribution – Rights Audience Data – Marketing and Promotion using Audience Data	Development and Production – Development Brands and Content – Acquisition of Content
<b>Philosophy towards risk taking</b>	SBS accepts as little risk as possible	SBS takes a cautious approach towards risk taking	SBS takes a balanced approach towards risk taking	SBS takes a higher level of risk for increased benefit	SBS takes a bold approach towards taking risk as it is considered core to SBS's strategy and purpose
<b>Preferred risk treatment approach</b>	Those risks that cannot be effectively treated or transferred are avoided	Preference to avoid risk or transfer it to an outside party or use secondary mechanisms	There is no preference, and the risk treatment will be considered depending on the context and benefit to SBS	Preference to accept or reduce risk through internal measures	Risk is accepted as much as the Charter/ Act permits

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