



CORPORATE PLAN 2025-26



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Cover: Karla Grant, Executive Producer and host of Living Black

OPENING STATEMENT

(Statement of Preparation)

I, George Savvides, as the head of the accountable authority of the Special Broadcasting Service Corporation, present the 2025-26 SBS Corporate Plan for the reporting period 2025-26 (FY26) to 2028-29 (FY29) 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

“SBS INSPIRES ALL AUSTRALIANS TO EXPLORE, RESPECT AND CELEBRATE OUR DIVERSE WORLD AND IN DOING SO, CONTRIBUTES TO A COHESIVE SOCIETY.”

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.



George Savvides, Chair

A portrait of Gina Chick, a woman with long, wavy brown hair, smiling. She is wearing a white lace top and a red and white patterned shawl. The background is a blurred outdoor scene. A large yellow graphic element, resembling a stylized '1' or a lightning bolt, is on the right side of the image.

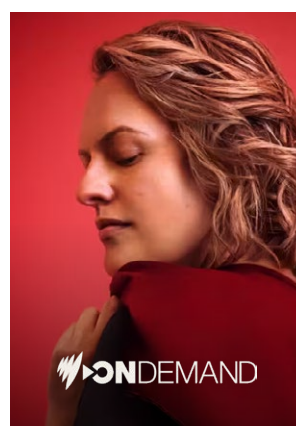
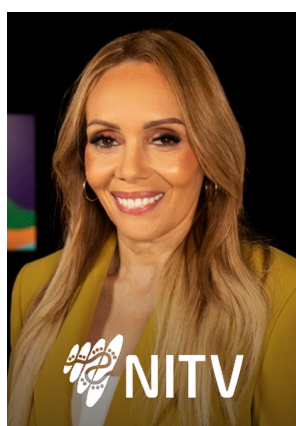
01

KEY ACTIVITIES

Gina Chick, winner of Alone Australia season 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 FY26 Operating Plan](#)).

KEY ACTIVITIES

Table 1: SBS's key activities

1.1 Content creation, acquisition and curation	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. 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 Appendix 4: The SBS Network.
1.2 Content broadcast, technology and transmission	Today, SBS is a modern, multiplatform media organisation with a TV, streaming, radio and online network covering: • a free-to-air TV portfolio spanning six channels: SBS, NITV, SBS VICELAND, SBS Food, SBS World Movies and SBS WorldWatch • 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 Arabic, SBS South Asian, plus music from around the world on SBS PopAsia and SBS Chill • 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. 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.
1.3 Content commercialisation	SBS undertakes a range of commercial activities including advertising, sponsorship, translation, inclusion training, content sales, and other partnerships. 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 SBS Commercial, Funding and External Relationships Guidelines for more detail). Success is measured by the amount of own-source revenue generated from operations.
1.4 Content support activities	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.

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 stakeholders 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.



Eurovision Song Contest 2025

02

OPERATING CONTEXT

OPERATING CONTEXT

SBS continues to actively adapt its strategy in response to changes in its operating context, including shifts in economic conditions, consumer and business sentiment, the media landscape, government policy, and the social environment. This approach ensures SBS effectively responds to the evolving needs of its audiences, while continuing to deliver against the SBS Charter.

2.1. Economic and funding context for SBS

Economic conditions in Australia have improved somewhat over FY25, but they remain exposed to challenges in domestic productivity and geo-political uncertainty.

Gross Domestic Product (GDP) growth is regaining momentum,¹ and wage growth in the context of softening inflation and lower interest rates is beginning to deliver meaningful improvements to real household disposable income which, in turn, supports consumer confidence. However, global uncertainties continue to contribute to a weaker outlook for the Australian economy.²

Continued improvement in economic conditions over FY26 is expected to yield a more positive outlook for the media industry and broadcast TV advertising spend.³ On the back of the recent inflationary period, SBS will sustain its focus on effectiveness and efficiency, through its ongoing successful efficiency program. This renders SBS well-positioned to navigate economic headwinds with confidence in the sustainability of our operations. SBS's government funding provides certainty and underpins SBS's continued investment in digital growth and distinctive cross-platform content to educate, entertain, and inform all Australians.

2.2. Demographics

The demographic trends shaping Australia indicate a continued and growing relevance for SBS.

Australia is an increasingly diverse nation, with large extant multilingual and multicultural populations and long-term population growth primarily driven by migration. In the decade through to June 2020, net population growth averaged circa 360,000 per annum (c.360k p.a.), with Net Overseas Migration (NOM) contributing c.60% of overall growth (Figure 1).⁴ Post-Covid, NOM reached a record peak of c.536k people for FY23, with the spike in migrant arrivals led by international students and other temporary visa holders.⁵ Following these record levels of migration, the Australian Government introduced changes to migration policy targeting a reduction in overall migration numbers and a greater focus on skilled visas.⁶ In FY24, NOM eased slightly, with a 10% decrease in migrant arrivals vs. FY23, led by temporary student visas.⁷

¹ Australian Bureau of Statistics, Australian National Accounts: National Income, Expenditure and Product, December 2024 (March 2025). <https://www.abs.gov.au/statistics/economy/national-accounts/australian-national-accounts-national-income-expenditure-and-product/latest-release>

² Reserve Bank of Australia, Statement on Monetary Policy May 2025, (May 2025). <https://www.rba.gov.au/publications/smp/2025/may/>

³ Venture Insights, Forecast: Australia Advertising Expenditure Forecast 2024, (October 2024).

⁴ Australian Bureau of Statistics, National, State and Territory Population, Reference Period September 2024, (March 2025). <https://www.abs.gov.au/statistics/people/population/national-state-and-territory-population/sep-2024>

⁵ Australian Bureau of Statistics, Overseas Migration, Reference Period 2022-23 Financial Year, (December 2023). <https://www.abs.gov.au/statistics/people/population/overseas-migration/2022-23-financial-year>

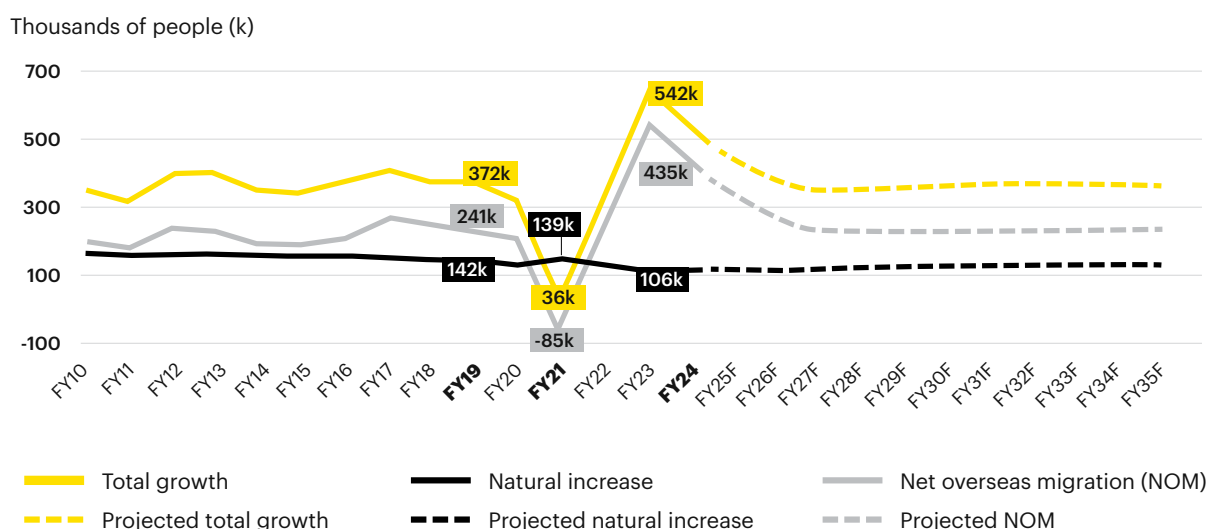
⁶ Australian Government, Department of Home Affairs, Review of the Migration System, Final Report 2023 (March 2023). <https://www.homeaffairs.gov.au/reports-and-pubs/files/review-migration-system-final-report.pdf>

⁷ Australian Bureau of Statistics, Overseas Migration, Reference Period 2023-24 Financial Year, (December 2024). <https://www.abs.gov.au/statistics/people/population/overseas-migration/2023-24>

OPERATING CONTEXT

Figure 1: Components of Australia's annual population growth: actual and forecast (ABS, CPP)^{8,9}

Australia net annual population change, by component of change (FY10-35F)



Australia's population is projected to grow at 1.2% p.a. over FY25-35, reaching 31 million (m) people by FY35. NOM is projected to account for c.65% of the net population growth over the upcoming decade, stabilising at around 230k p.a. from FY27-35.⁹

Over the decade through FY35, Australia's population is forecast to continue ageing. While the overall population is projected to grow by c.1.2% p.a. on average over FY25-35, stronger growth is forecast for the age 55+ (c.1.8% p.a.) and age 35-54 (c.1.5% p.a.) demographics, which are key audiences for SBS Broadcast TV and On Demand, respectively.

Australia has the highest migrant population of any English-speaking country, ranking 8th overall for share of foreign-born population.¹⁰ One in three Australians (c.8.2m) were born overseas and almost one in two Australians (c.48%) have a parent born overseas.¹² Long-term trends show decreased migration to Australia from Europe and increased migration from Asia, with Southern and Central Asia (e.g., India, Nepal), and South-East Asia (e.g., Philippines, Vietnam) the largest contributors over the last 5 years (Table 2).¹¹ These regions, in addition to North-East Asia (e.g., China, South Korea), have also been key contributors to skilled and/or permanent migration, which the Government has stated will be a greater priority in its future migration strategy.¹³

⁸ Australian Bureau of Statistics, National, State and Territory Population, Reference Period September 2024 – Components of Annual Population Change (September 2004 – September 2024), (June 2024). <https://www.abs.gov.au/statistics/people/population/national-state-and-territory-population/jun-2024>

⁹ Australian Government Centre for Population, National Population Projections in the 2025-26 Budget, 2024-25 to 2035-36, (March 2025). <https://population.gov.au/data-and-forecasts/projections/budget-2025-26-population-projections-australia-2024-25-2035-36>

¹⁰ United Nations Population Division, International Migrant Stock 2024. (January 2025). <https://www.un.org/development/desa/pd/content/international-migrant-stock>

¹¹ Australian Bureau of Statistics, Australia's Population by Country of Birth, Reference Period June 2024, (April 2025). <https://www.abs.gov.au/statistics/people/population/australias-population-country-of-birth/jun-2024>

¹² Australian Bureau of Statistics, Media Release, 2021 Census: Nearly Half of Australians Have a Parent Born Overseas, (June 2022). <https://www.abs.gov.au/media-centre/media-releases/2021-census-nearly-half-australians-have-parent-born-overseas>

¹³ Australian Government, Migration Strategy, (December 2023). <https://immi.homeaffairs.gov.au/what-we-do/migration-strategy>

OPERATING CONTEXT

Table 2: Australian population, by top five countries of birth excluding Australia (ABS)¹¹

Country of birth	2019 population (k)	% of total 2019 population	2024 population (k)	% of total 2024 population	2019-24 CAGR % p.a.
1. England	989	3.9%	964	3.5%	(0.5%)
2. India	665	2.6%	916	3.4%	6.6%
3. China (exc. SARs and Taiwan)	661	2.6%	700	2.6%	1.1%
4. New Zealand	583	2.3%	618	2.3%	1.2%
5. Philippines	294	1.2%	394	1.5%	6.0%
Total overseas-born population	7,550	29.8%	8,577	31.5%	2.6%

The growth in multilingual Australian households supports the relevance of SBS's language services and Charter. The 2021 Census estimates there are 5.6 million Australians who speak a language other than English at home^{14,15} led by Mandarin, Arabic, Vietnamese, Cantonese and Punjabi, the fastest-growing language over the inter-census period (Table 3).^{16,17} SBS's 60+ language services cover 92% of Australians that speak a language other than English.¹⁸

Table 3: Top five languages (other than English) spoken at home in Australia (ABS)^{16,17}

Language	2016 People who speak language at home (k)	2021 People who speak language at home (k)	2016-2021 CAGR % p.a.	2021% of Australian population	2021% with low English proficiency
Mandarin	597	685	2.8%	2.7%	26%
Arabic	322	367	2.7%	1.4%	15%
Vietnamese	277	321	2.9%	1.3%	31%
Cantonese	281	295	1.0%	1.2%	24%
Punjabi	132	239	12.5%	0.9%	9%

¹⁴ Australian Bureau of Statistics, Cultural Diversity: Census Reference Period 2021, (June 2022). <https://www.abs.gov.au/statistics/people/people-and-communities/cultural-diversity-census/2021>

¹⁵ Note: 5.6m excludes language data for the categories of English, inadequately described, and not stated.

¹⁶ Australian Bureau of Statistics, Cultural Diversity in Australia, 2021, (September 2022). <https://www.abs.gov.au/articles/cultural-diversity-australia>

¹⁷ Australian Bureau of Statistics, Cultural Diversity in Australia, 2016, (June 2017). <https://www.abs.gov.au/ausstats/abs@.nsf/Lookup/by%20Subject/2071.0~2016-Main%20Features-Cultural%20Diversity%20Article-60>

¹⁸ SBS, Results: Language Services Review, (March 2023). <https://www.sbs.com.au/language/english/en/article/lsr-results/sh1hikfne>

OPERATING CONTEXT

With migration forecast to continue accounting for the majority of net population growth, there is strong support for Australia's continued growth in linguistic and cultural diversity. As Australia's most distinctive and multilingual broadcaster, SBS continues to hold a unique place in the Australian media landscape, providing more than 60 culturally and linguistically diverse communities with services in their own language.

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



2.3. First Nations Affairs

As the national, contemporary public broadcaster for all Australians, SBS is committed to amplifying the voices and perspectives of Aboriginal and Torres Strait Islander people.

Aboriginal and Torres Strait Islander people represent c.3.8% of the Australian population.¹⁹ With birth rates significantly higher than the Australian average, this population is projected to grow at approximately 1.8% p.a. from 2021-31 and will continue to have a notably younger age profile, with around one-third currently aged 0-14 years.²⁰

The July 2025 Closing the Gap Report by the Productivity Commission, which measures the effectiveness of policies and programs aimed at improving the health, education, and economic well-being of Aboriginal and Torres Strait Islander peoples, revealed improvements on 10 of the 19 socio-economic measures.²¹ However, only 4 of the measures were determined to be on track toward their 2031 targets. Notably, four measures related to children, criminal justice and wellbeing had disimproved over the last year, leaving a further gap to the target.

As the home of the National Indigenous Television (NITV) channel, SBS has a strong record of championing Aboriginal and Torres Strait Islander stories and perspectives. In FY25, SBS created the role of Director, First Nations and appointed Tanya Denning-Orman to lead an elevated network-wide strategic approach to First Nations. This enhances SBS's organisational capability to further elevate First Nations perspectives and voices, reaffirming its commitment to First Nations storytelling.

2.4. Audiences and Media Landscape

2.4.1 Video

Australian viewing habits continue to shift towards digital, on-demand and short-form content, even as broadcast TV and radio remain more resilient than previously forecast.

This is reflected in significant market penetration of online streaming, with household penetration of subscription video on demand (SVOD) services having grown from 43% in 2018 to 80% in 2024 (Figure 2).²² Over 80% of Australian households subscribe to an SVOD service, with an average of 2.6 SVOD services per household (with subscriptions),²³ in addition to usage of free-to-air TV services.

¹⁹ Australian Bureau of Statistics, Estimates of Aboriginal and Torres Strait Islander Australians, Reference Period June 2021, (August 2023).

<https://www.abs.gov.au/statistics/people/aboriginal-and-torres-strait-islander-peoples/estimates-aboriginal-and-torres-strait-islander-australians/30-june-2021>

²⁰ Australia Bureau of Statistics, Estimates and Projections, Australian Aboriginal and Torres Strait Islander Population, Reference Period: 2011 to 2031, (July 2024).

<https://www.abs.gov.au/statistics/people/aboriginal-and-torres-strait-islander-peoples/estimates-and-projections-australian-aboriginal-and-torres-strait-islander-population/2011-2031>

²¹ Australian Government Productivity Commission, Closing the Gap: Annual Data Compilation Report, (July 2025).

<https://www.pc.gov.au/closing-the-gap-data/annual-data-report/closing-the-gap-annual-data-compilation-july2025.pdf>

²² Australian Communications and Media Authority, Communications and Media in Australia: How We Watch and Listen to Content, (December 2024).

<https://www.acma.gov.au/publications/2024-12/report/communications-and-media-australia-how-we-watch-and-listen-content>

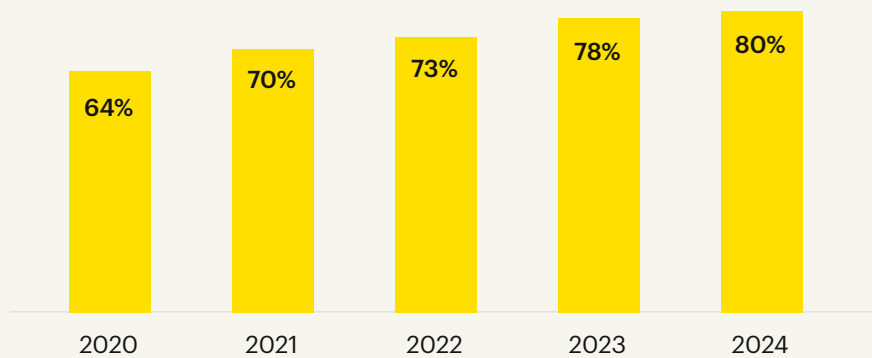
²³ Deloitte Australia, Media & Entertainment Consumer Insights 2024, (November 2024).

<https://www.deloitte.com/au/en/Industries/tmt/perspectives/media-entertainment-consumer-insights.html>

OPERATING CONTEXT

Figure 2: Percentage of Australians with a smart TV at home (ACMA)²²

Share of Australian households with smart TVs (2020-24)

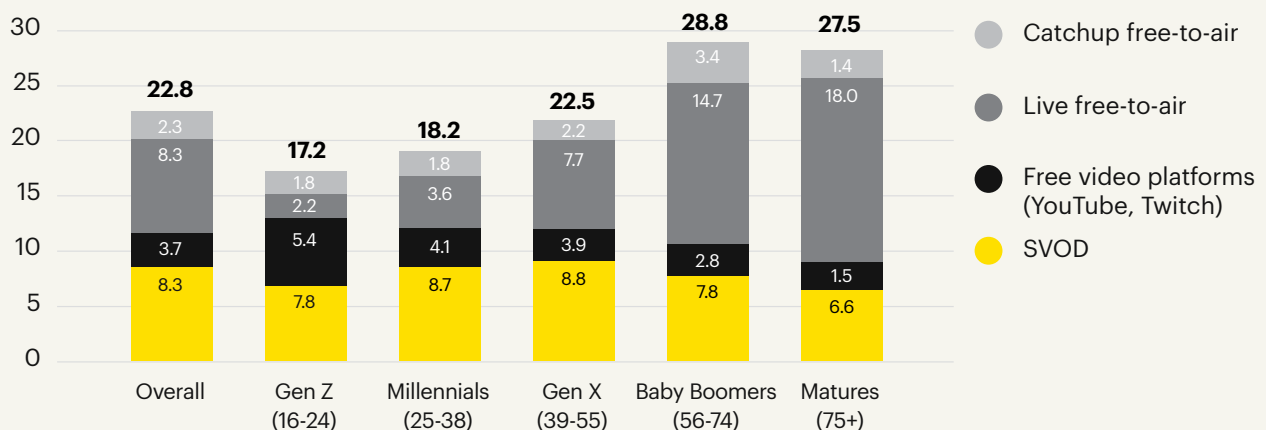


The 2024 Deloitte Australian Media and Entertainment Consumer Insights Survey reported an overall drop in average weekly video consumption from 27 hours 10 mins to 22 hours 45 mins (a c.16% drop in consumption).²⁴ Paid SVOD services saw a more significant drop off (c.20% decline) than FTA consumption (c.14%), potentially a reflection of cost-of-living impacts.

Differences emerge when comparing video viewing trends by generation, with younger Australians dedicating more time to free video and older Australians spending more time watching free-to-air television. However, all age groups spend a similar amount of time viewing streaming video services, averaging seven to nine hours per week (Figure 3).

Figure 3: Average weekly video viewing hours in Australia (Deloitte)²⁴

Average weekly hours spent consuming video content by platform (2024)



²⁴ Deloitte Australia, Media & Entertainment Consumer Insights 2024, (November 2024).
<https://www.deloitte.com/au/en/Industries/tmt/perspectives/media-entertainment-consumer-insights.html>

OPERATING CONTEXT

There is an increasing penetration of foreign and in-language content to Australian audiences through YouTube, social media platforms and streaming services, which purchase foreign content rights. The growing appetite for foreign-language content in English-speaking markets has shown a c.11 percentage point rise since 2020, with c.54% of viewers watching non-English content frequently across a survey covering Australia, the USA, Canada and the UK.²⁵ The accessibility of international in-language content creates an imperative for SBS to deliver a distinct value proposition, centred on the needs and lived experiences of migrant communities.

For SBS, this crowded, digitally-driven environment supports our strategy to deliver first-rate multiplatform offerings – robust on-demand content, personalised recommendations, social-media-friendly clips and trusted, high-quality news and information – meeting audience wherever and however they want to consume media.

Consistent with meeting audiences wherever they are, from FY26, SBS has transitioned its reporting to the new free-to-air TV industry standard of measurement, Virtual OZ (VOZ), which combines free-to-air (FTA) Broadcast TV and Broadcast Video On Demand (BVOD) to measure ‘Total TV’.²⁶

2.4.2. Audio

Australian listening habits continue to reflect a shift away from traditional radio and towards streaming. 73% of Australians have streamed music in the last 7 days, versus 65% listening to any form of radio (including digital), and 50% listening to podcasts, according to the Australian Communications and Media Authority (ACMA).²⁷ Similarly, Deloitte reported an increase in

average Australian podcast consumption from 1 hour 50 minutes (1h50m) to 2h15m over 2023-24, reflecting their growing popularity.²⁸ The trend is inversely related to age, as younger audiences aged 18-24 years are the most likely to consume podcast materials (64% in the last 7 days).²⁷

SBS continues to focus on audio as a core part of its offering, providing music livestreams, news podcasts and key language audio offerings across seven radio channels, the SBS website, SBS Audio and SBS News apps, SBS On Demand and a wide variety of third-party podcast distribution platforms. SBS’s audio presence is driven by music livestreaming, FAST channel offerings, news podcasts and key languages, with its unique audio commissions leading to recognition as Australia’s Best Podcast Publisher for three years in a row at the Australian Podcast Awards.²⁹

2.4.3. News and Information

Australian trust in media generally, and in news specifically, remains a challenging area, with leading industry benchmarks the Edelman Trust Barometer and the Digital News Report evidencing low Australian trust in media (38%)³⁰ and in news (43%),³¹ respectively. In this context, it is a strong positive that SBS News remains one of the most trusted news brands in Australia, with 59% of respondents trusting in SBS News (second highest result), and SBS News also recording the third lowest level of distrust (18%) of all brands reported.³¹ This remains critically important as misinformation remains a growing concern in Australia, which ranked the highest of the 42 countries surveyed, with growth particularly among people aged under 35.³¹ Concern about trust is primarily focused on social media platforms, and public broadcast media is seen as a counterpoint – cited as among the most

²⁵ Ampere Analysis, Foreign Language Content: Frequent Viewing up 24% in English-speaking Markets, (July 2024). <https://www.ampereanalysis.com/insight/foreign-language-content-frequent-viewing-up-24-in-english-speaking-markets>

²⁶ OzTAM, What is VOZ, (Accessed May 2025). <https://virtualoz.com.au/what-is-voz/>

²⁷ Australian Communications and Media Authority, Communications and Media in Australia: Trends and Developments in Viewing and Listening 2023-24, (December 2024). <https://www.acma.gov.au/publications/2024-12/report/communications-and-media-australia-trends-and-developments-viewing-and-listening-2023-24>

²⁸ Deloitte Australia, Media & Entertainment Consumer Insights 2024, (November 2024). <https://www.deloitte.com/au/en/Industries/tmt/perspectives/media-entertainment-consumer-insights.html>

²⁹ SBS, Media Release, SBS Wins Australian Podcast Publisher of the Year for Third Year Running, (November 2024). <https://www.sbs.com.au/aboutus/2024/11/22/sbs-wins-australian-podcast-publisher-of-the-year-for-third-year-running/>

³⁰ Edelman, 2025 Edelman Trust Barometer Australia Report, (March 2025). <https://www.edelman.com.au/trust/2025/trust-barometer>

³¹ University of Canberra News and Media Research Centre, Digital News Report: Australia 2025, (June 2025). <https://www.canberra.edu.au/uc-research/faculty-research-centres/nmrc/digital-news-report-australia>



The Cook Up with Adam Liaw

OPERATING CONTEXT

trusted media sources, due to perceptions of editorial independence and transparency, tied to their critical role in supporting social cohesion.

Against this backdrop, SBS's purpose as defined in its Act and Charter still holds and is more relevant than ever in a time of increasing polarisation. SBS is positioned to counter misinformation and to strengthen community connections by providing impartial, balanced and culturally nuanced news and information in multiple languages, with a specific focus on serving First Nations and multicultural audiences.

2.5. Technology and Data

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

Australia's digital infrastructure is well advanced – 12.5m homes and businesses have NBN coverage³² and over 90% of the population have 5G coverage³³ – enabling wide adoption of on-demand and streaming services. Connected TVs (CTVs) and mobile phones remain the most common platforms for streaming online video at home (58% and 59%, respectively).³⁴ CTV penetration is now nearing 80% of Australian households, making it the dominant platform for accessing both broadcast and streaming programs.³⁵

Technology continues to underpin strategic evolution in the current environment, powering user experience design, recommendation systems, data-driven advertising, as well as productivity-focused improvements that streamline back-office tasks and customer service. In particular, the rapid evolution of Artificial Intelligence (AI) technologies has led to increasingly widespread use by Australian businesses, with many currently using AI or considering it.^{36,37} With the proliferation of AI, there has been a focus on promoting safe and responsible use of AI, including Government advice and guidance to businesses.³⁸ SBS continues to explore positive operational uses of AI to benefit Australian audiences, and has implemented AI governance, guardrails and ethics frameworks. These allow SBS to continue aligning to best practice, government guidance and requirements, while managing SBS's risk appetite, as technology continues to evolve. SBS continues to engage with government on best practices.^{39,40} Safeguarding personal data and privacy remain priorities in the face of ongoing cybersecurity risks.

SBS will retain a cautious pragmatic approach to technology adoption that allows it to pursue new strategic developments, while appropriately managing risk appetite, privacy and cybersecurity implications.

32 NBN Co, Monthly Progress Report March 2025, (April 2025).

<https://www.nbnco.com.au/content/dam/nbn/documents/how-we-are-tracking/nbn-monthly-progress-report-march-2025.pdf.coredownload.pdf>

33 Telstra Group Limited, Financial Results for the Half-year Ended 31 December 2024 – CEO/CFO Analyst Briefing Presentation, (February 2025).

<https://www.telstra.com.au/content/dam/tcom/about-us/investors/pdf-i/financial-results-1hy25-presentation-materials.pdf>

34 Australian Communications and Media Authority, Communications and Media in Australia: How We Watch and Listen to Content, (December 2024).

<https://www.acma.gov.au/publications/2024-12/report/communications-and-media-australia-how-we-watch-and-listen-content>

35 Venture Insights, Forecast: Australia Advertising Expenditure Forecast 2024, (October 2024).

36 CSIRO, Australia's Artificial Intelligence Ecosystem: Catalysing an AI industry, (December 2023).

<https://www.industry.gov.au/sites/default/files/2024-07/AI%20ecosystem%20report%20Mar%202023%20Catalysing%20an%20AI%20Industry%20PDF.pdf>

37 Fifth Quadrant National Artificial Intelligence Centre; Australian Responsible AI Index, (September 2024).

<https://www.fifthquadrant.com.au/content/uploads/Australian-Responsible-AI-Index-2024-Full-Report.pdf>

38 Department of Industry, Science and Resources, Artificial Intelligence, (May 2025).

<https://www.industry.gov.au/science-technology-and-innovation/technology/artificial-intelligence>

39 SBS, Submission to the Select Committee on Adopting Artificial Intelligence (AI) Inquiry into the Opportunities and Impacts for Australia Arising out of the Uptake of AI Technologies in Australia, (May 2024). https://www.sbs.com.au/aboutus/wp-content/uploads/2024/06/SBS-submission_Inquiry-into-opportunities-and-impacts-for-Australia-arising-out-of-the-uptake-of-AI-technologies-in-Australia_May-2024.pdf

40 SBS, SBS Submission – Safe and Responsible AI in Australia: Proposals Paper, (October 2024). https://www.sbs.com.au/aboutus/wp-content/uploads/2024/10/SBS-Submission-Proposals-to-introduce-AI-Guardrails-in-high-risk-settings_4-Oct-2024.pdf

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 media-related policy and regulatory areas that have the potential to impact SBS in FY26:

Table 4: Key Government and regulatory areas that may affect SBS in FY26

Prominence framework	A prominence framework that ensures local TV services are easy for Australian audiences to find on CTV devices will come into force from January 2026. ⁴¹
Australian privacy law	A first tranche of privacy reform came into force, as the passing of The Privacy and Other Legislation Amendment Bill 2024 in December 2024 brought greater focus on data collection, use and protection as a result of high-profile data breaches. ⁴² As further legislation is considered, SBS will continue to adapt to reforms and proactively reduce risks. ⁴³
Australian content quotas	Imposition of local content quotas on global SVODs continues to be a government priority as a means of supporting the local production industry; however, a legislative pathway remains uncertain. ^{44,45} If effected, it may increase competition and costs for local production.
News Bargaining Incentive	The News Bargaining Incentive (NBI), announced in December 2024, aims to incentivise digital platforms such as Google, Meta and Apple to compensate news organisations for content, by imposing a charge on Australian-sourced revenue with offsets available for platforms that agree to commercial deals with local news producers. ⁴⁶ It represents a proposed evolution of the News Media Bargaining Code, which 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.

Following the results of a feasibility study into the relocation of SBS's Artarmon office to Western Sydney, the Government provided funding to progress the development of a new SBS news, audio, and screen production hub in Western Sydney.⁴⁷ The Government provided an upfront investment of \$5.9 million for SBS to develop a business case and find a site for the SBS Western Sydney Production Hub. This additional facility would give SBS increased capacity to work with and build the local creative sector in Western Sydney, and to tell even more Australian stories across SBS platforms.

In FY26, SBS will continue to adapt to the evolving regulatory and policy landscape, while maintaining its focus on delivering against its Charter and purpose in service to all Australians.

⁴¹ Australian Communications and Media Authority, Australia's TV Prominence Framework, (March 2025) <https://www.acma.gov.au/australias-tv-prominence-framework>

⁴² Parliament of Australia, Privacy and Other Legislation Amendment Bill 2024, (December 2024). https://www.aph.gov.au/Parliamentary_Business/Bills_LEGislation/Bills_Search_Results/Result?bld=r7249

⁴³ Australian Government Office of the Australian Information Commissioner, Inquiry into the Privacy and Other Legislation Amendment Bill 2024 [Provisions], (October 2024). <https://www.oaic.gov.au/engage-with-us/submissions/inquiry-into-the-privacy-and-other-legislation-amendment-bill-2024-provisions>

⁴⁴ Department of Infrastructure, Transport, Regional Development, Communications and the Arts, Revive: Australia's Cultural Policy for the Next Five Years, (February 2023). <https://www.arts.gov.au/sites/default/files/documents/national-culturalpolicy-8february2023.pdf>

⁴⁵ Parliament of Australia, Status Update: Local Content Quotas for Streaming Services, (December 2024). https://www.aph.gov.au/About_Parliament/Parliamentary_departments/Parliamentary_Library/Research/FlagPost/2024/December/Local_Content_Quotas

⁴⁶ Minister for Communications, Albanese Government to Establish News Bargaining Incentive, (December 2024). <https://minister.infrastructure.gov.au/rowland/media-release/albanese-government-establish-news-bargaining-incentive>

⁴⁷ Department of Infrastructure, Transport Regional Development, Communications, Sport and the Arts, SBS Western Sydney, (December 2024). <https://www.infrastructure.gov.au/media-communications-arts/national-broadcasters/sbs-relocation-feasibility-study>



03

STRATEGY AND FY26 OPERATING PLAN

Marc Fennell, host of Mastermind

STRATEGY AND FY26 OPERATING PLAN

The strategic framework below sets out the five strategic goals for the organisation, over the FY26 Corporate Plan period.

OUR CHARTER

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

OUR PURPOSE

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



Great People, Great Culture

Deliver outstanding employee experiences, while growing diversity on and off screen



Distinctive Network

Promote distinctiveness via commissioning and acquisition of original content including First Nations, in-language, news and the FIFA World Cup 26™



Community Impact

Deliver positive impact to communities and enhance our essential services role in supporting social cohesion



Great Business

Continue to lead and innovate at the forefront of the Australian media landscape, while adapting to a changing commercial environment



Audience First

Increase SBS's reach and engagement with all Australians through enhanced experience and productivity

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 FY26 OPERATING PLAN

3.1. FY26 Operating Plan

SBS's operating plan for FY26 is underpinned by a number of initiatives to support the delivery of each strategic goal.

GREAT PEOPLE, GREAT CULTURE

GOAL: Deliver outstanding employee experiences, while growing diversity on and off screen

For SBS, our people are our strategic differentiator. As a leader in workplace inclusion, SBS prioritises its people, and believes everyone has the right to feel a true sense of belonging, value, and safety.

In FY26, we remain focussed on strengthening SBS's existing talent processes relating to learning, development, recruitment, and performance to drive efficiency and enhance organisational alignment.

Inclusivity and diversity are synonymous to the SBS culture. Through the second iteration of the SBS Inclusion Equity and Diversity Plan 2025-28, SBS's vision to be one of Australia's most diverse and inclusive employers is enriched with commitments extending to anti-racism, First Nations employment and cultural development initiatives.

The SBS Commissioning Equity and Inclusion Guidelines continue to extend our industry-leading diversity and inclusion culture beyond the organisation and onto the screen. The next iteration of these guidelines (SBS Commissioning Equity and Inclusion Guidelines 2025-28) is set to drive more ambitious targets across the industry and will provide production companies with a clear understanding of expectations and deliverables, supported by career development initiatives and improved data.

**SBS retained its status as
a Platinum Employer in the
Australian Workplace
Equality Index**



SBS staff members at the Sydney Gay and Lesbian Mardi Gras 2025

STRATEGY AND FY26 OPERATING PLAN

DISTINCTIVE NETWORK



GOAL: Promote distinctiveness via commissioning and acquisition of original content including First Nations, in-language, news and the FIFA World Cup 26™

As the most diverse broadcaster in Australia, SBS is uniquely positioned to showcase multicultural, multilingual and First Nations stories in a bold, dynamic, and authentic way.

SBS's distinction is unmistakable in the face of global content proliferation. That is, we are committed to producing and distributing content which celebrates the multiplicity of the Australian experience. Through delivering trusted news and information and contributing to the national conversation with bold programming, SBS reaffirms its relevance for all Australians.

STRATEGY AND FY26 OPERATING PLAN

DISTINCTIVE NETWORK



The Secret DNA of Us

SBS premiered *The Secret DNA of Us* in 2025, a ground-breaking documentary in which four Australian towns and neighbourhoods were offered mass DNA tests to unveil hidden chapters of Australian history and reveal more about who we are as a nation. The commissioned docuseries demonstrated SBS's commitment to producing editorial content reflecting contemporary Australia and contributing to the national conversation.



Four Years Later

Bold and distinctive drama continues to be a tentpole of the SBS content offering. The SBS Original series *Four Years Later* is an intimate and compelling romantic drama starring Shahana Goswami (*Bombay Begums*, *A Suitable Boy*) and Akshay Ajit Singh (*24: India*). Using both Hindi and English languages, and filmed in Mumbai, Jaipur and Sydney, this ground-breaking Australian series authentically explores the complexity of love, intimacy, longing, familial duty and belonging.

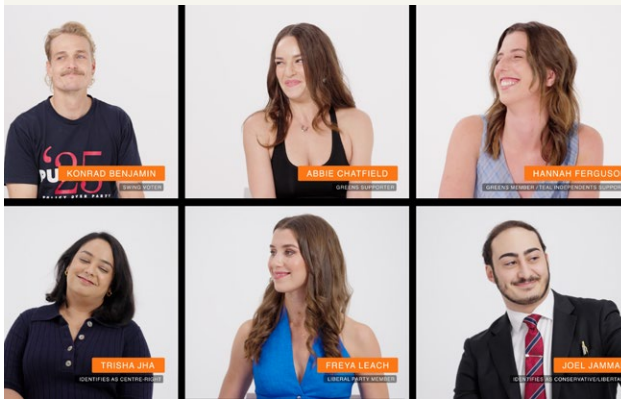


Our Medicine

Our Medicine is a compelling four-part documentary series spotlighting the vital impact of First Nations health workers across remote and regional Australia. Led by proud Narungga and Kaurana woman and emergency doctor Dr. Annalee Pope, the series offers a powerful, ground-level view of Indigenous-led healthcare solutions and the people fighting for better outcomes in their communities.

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

DISTINCTIVE NETWORK



The Feed Influencers Debate

In the lead-up to the Federal Election, SBS's *The Feed* brought together six of Australia's most well-known and passionate young political commentators to talk about the issues on the minds of voters. In an era where social media algorithms can serve as echo chambers, the 41-minute, digital-first special broke down digital silos by placing diverse voices in direct conversation and representing the ideological spectrum shaping young Australia (while fact-checking their comments in real time).



Grave Matters

The *Grave Matters* podcast series delved into the often-avoided topics of death, grief, and end-of-life care. The ten-part series featured conversations with a diverse array of experts – including a First Nations grief counsellor, a Muslim death doula, a forensic scientist, and a death-tech innovator – offering listeners an enlightening exploration of the evolving landscape of death care in Australia. The podcast's engaging and thoughtful approach earned it the Best Factual Podcast award at the 2024 Australian Podcast Awards, contributing to SBS's recognition as Australian Podcast Publisher of the Year for the third consecutive year.



We Go There

In 2025, SBS commemorated its 50th anniversary and reaffirmed its reputation for fearless storytelling and cultural diversity with the launch of the bold brand campaign, *We Go There*. The campaign embraces SBS's legacy of taking risks, celebrating SBS's half-century legacy, and positioning the network as a continued leader in delivering bold, thought-provoking, and world-class content.

STRATEGY AND FY26 OPERATING PLAN

COMMUNITY IMPACT

GOAL: Deliver positive impact to communities and enhance visibility of our essential role in social cohesion

SBS's unique network programming is strengthened by ongoing community engagement throughout Australia. By driving impact in community and on Country, we create opportunities for Australians to connect with one another, regardless of their background and in doing so, promote social cohesion.

SBS's strategic approach to community impact in FY26 is tangible and actionable. It involves extending SBS's role as an essential government service by working with other government entities to provide communities with important information that can positively impact their lives. SBS will continue to host in-person events and cultural celebrations – including Diwali/Deepavali, Ramadan and Eid, Lunar New Year, and NAIDOC Week – which foster a shared understanding and strengthen the collective identity of a diverse and multi-faceted Australia.

In the final year of the 2022-2026 SBS Elevate Reconciliation Action Plan (RAP), SBS continues to utilise its unique position as Australia's dedicated Indigenous and multicultural broadcaster to connect the newest Australians with the Custodians of the oldest living culture on Earth. In delivering to the commitments of the Elevate RAP in Year 4, SBS is taking steps to nurture greater understanding between multicultural and First Nations communities and uphold our position as a national leader in Australia's reconciliation journey by sharing First Nations stories, perspectives and content with all Australians, and in multiple languages.

In FY25, SBS entered 61 partnerships across four cultural celebration projects, including NAIDOC Week, Diwali/Deepavali, Lunar New Year and Ramadan/Eid. SBS will continue to invest in community initiatives, inspired by our Charter, to deepen our connections with Australians and to increase respect and understanding within society.



STRATEGY AND FY26 OPERATING PLAN

GREAT BUSINESS

GOAL: Continue to lead and innovate at the forefront of the Australian media landscape, while adapting to a changing commercial environment

Underpinned by a hybrid funding model, SBS is somewhat protected from the advertising headwinds impacting our peers. Nonetheless, it is imperative that we remain competitive in a challenging, crowded market.

SBS is proactive in driving a commercial strategy that supports the long-term sustainability of our operations. Success against our commercial objectives will enable SBS to exercise the agility and flexibility needed when making investment decisions that ensure we remain relevant to – and trusted by – our audiences.

Against an economic backdrop of significant inflation over the last few years, SBS continues to find opportunities to simplify our operations and optimise cost efficiency. Over the ten-year period to 2024-25, SBS's ongoing efficiency program produced more than \$77 million of realised savings that has been reinvested back into content and services for all Australians. This reinvestment has bolstered our audience-first, Charter-driven content and service offering, which continues to grow in reach despite a fiercely competitive and ever-evolving media landscape.



Lunar New Year Festival 2025 in Cabramatta

STRATEGY AND FY26 OPERATING PLAN

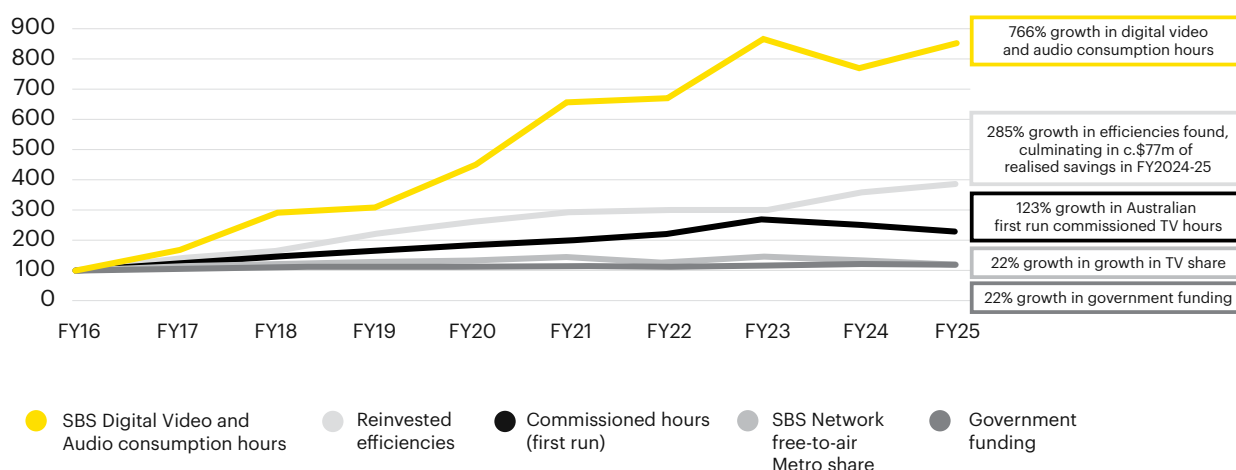
GREAT BUSINESS

SBS has a strong leadership position within the media and corporate industry on sustainability. In FY26, we continue our commitment to reduce Greenhouse Gas emissions for Scope 1, 2 and 3 to Net Zero by 2045, as well as meet our near-term target of a 42% reduction by 2030 (vs. FY22 base year). With this target now validated by the Science Based Targets initiative (SBTi), a respected global standards body, SBS will amplify efforts to identify meaningful opportunities for emissions reduction, as well as continuing to drive the prioritisation of sustainability SBS-wide, for example, through the SBS Media Sustainability Challenge.

SBS is advancing plans to establish a state-of-the-art production hub in Western Sydney, marking a significant expansion of its media capabilities. Supported by \$5.9 million in Federal Government funding to develop a detailed business case, the Hub aims to bolster SBS's news, current affairs, and multilingual content production, including First Nations storytelling. The proposed facility will feature a live audience TV studio, radio and podcasting booths, and spaces dedicated to talent incubation, with the goal of delivering approximately 360 hours of new Australian screen content and 1,440 hours of original audio and podcast material each year. This expansion not only reinforces SBS's commitment to reflecting Australia's diverse communities but also promises to stimulate Western Sydney's creative economy and provide new opportunities for local talent.

Comparison of SBS Digital Video and Audio consumption hours, free-to-air TV share, First Run commissioned TV hours, efficiencies reinvested and government funding

(FY16-25) Indexed (FY16 = 100)



STRATEGY AND FY26 OPERATING PLAN

AUDIENCE FIRST

GOAL: Increase SBS's reach and engagement with all Australians through enhanced experience and productivity

Audience First is a core strategic principle that places the needs, preferences, and experiences of our diverse audiences at the centre of everything we do. It guides how SBS content is created, delivered, and distributed across television, digital, audio and third-party (social media) platforms. The approach is about more than just reaching large numbers; it is about serving Australia's multicultural, multilingual and First Nations communities in meaningful ways.

In FY25, SBS reached a record-high number of audiences both through the SBS On Demand platform, and through third-party channels. In FY26, SBS will continue to meet audiences where they are, and is committed to enhancing audience experiences through digital innovation and personalisation, leveraging opportunities to expand the reach and consumption of SBS content.

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 the needs of Australia's diverse communities and stakeholders. This supports SBS in delivering a distinctive and differentiated content offering that remains competitive and relevant in an increasingly saturated market.

In FY26, this will come with a continued focus on digital audiences and capabilities, including a focus on personalisation to improve user experience on SBS's owned digital platforms, while continuing to grow its impact through third-party platforms. Along with continued investment in multilingual services and improving content accessibility, this will ensure SBS maximises its reach and impact for all Australians.



04

PERFORMANCE MEASURES

Ernie Dingo, host of Going Places with Ernie Dingo

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 2024-25 and 2025-26 Corporate Plans, please see **Appendix 6: Alignment of Performance Measures**.

Table 5: Key activities and performance measures (FY26 to FY29)

Key Activity				
Content creation, acquisition and curation: Measures how SBS delivers distinctive content, engages with audiences, and benefits community				
Performance indicator	FY25-26	FY26-27	FY27-28*	FY28-29*
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 (millions)	12.8	13.2	13.2	13.3
Average monthly audio podcast downloads (millions)	3.82	3.86	3.90	3.94
Primetime metro TV share	8.5%	8.5%	8.5%	8.4%

*Performance measures for FY27-28 and FY28-29 do not account for additional content production through the Western Sydney Production hub at this stage.

PERFORMANCE MEASURES

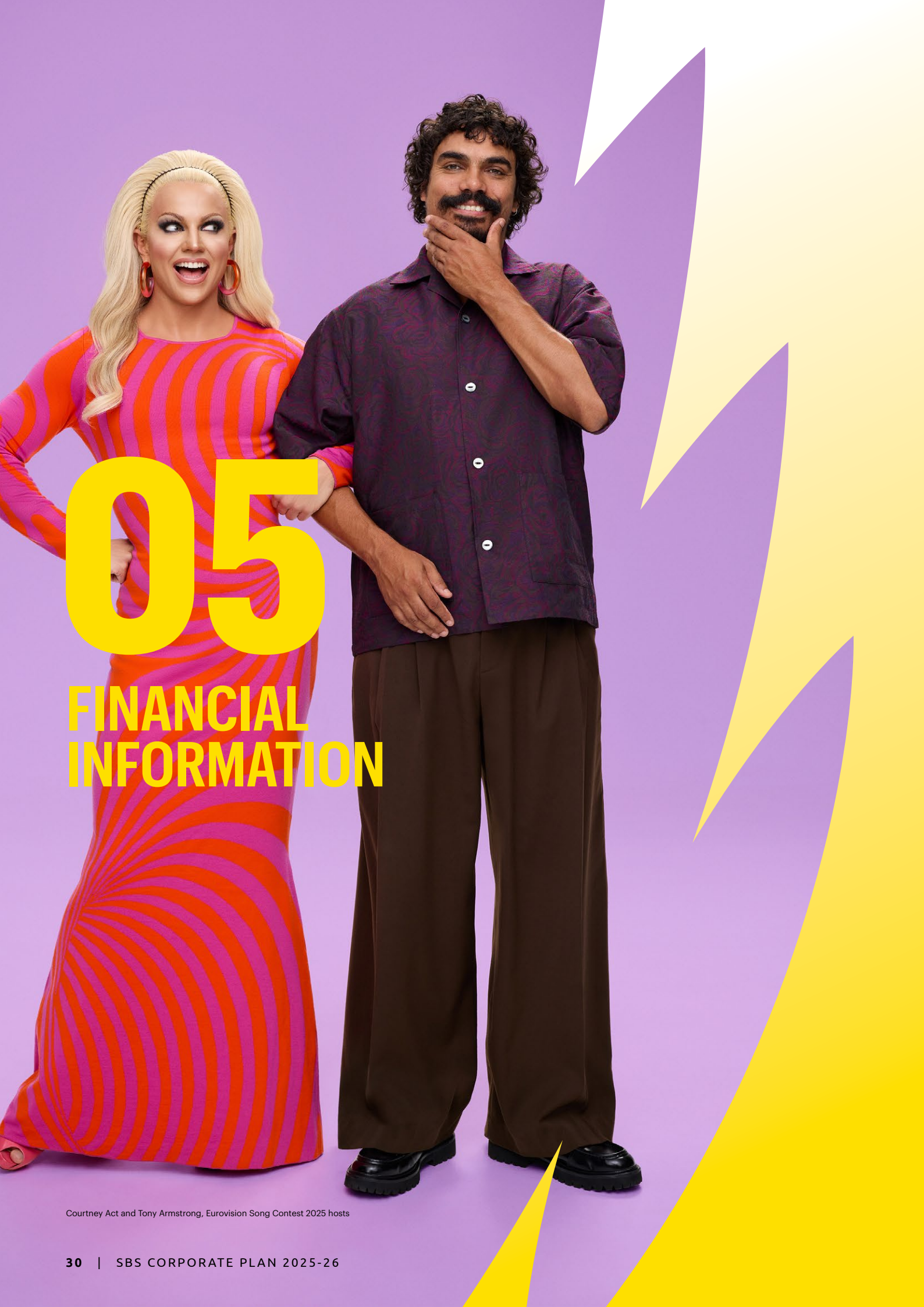
Table 5: Key activities and performance measures (FY26 to FY29) (continued)

Key Activity Content broadcast, technology and transmission: Measures SBS's reach and ability to provide Australians with available and accessible broadcasting services				
Performance indicator	FY25-26	FY26-27	FY27-28*	FY28-29*
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				
Total own source revenue (\$ millions)	178.7	180.0	162.0	164.6
Key Activity Content support activities: Measures SBS's capabilities to perform activities				
Content support activities – share of total operating expense (% incl. transmission)	≤10%	≤10%	≤10%	≤10%

*Performance measures for FY27-28 and FY28-29 do not account for additional content production through the Western Sydney Production hub at this stage.



Marion Grasby host of Marion Grasby's Flavours Of Heart & Home



05

FINANCIAL INFORMATION

Courtney Act and Tony Armstrong, Eurovision Song Contest 2025 hosts

FINANCIAL INFORMATION

According to the FY2025-26 Portfolio Budget Statements, SBS appropriates 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 all Australians.

A summary of financial information for the 2025–26 budget and the forward estimates for SBS is set out in Table 6 below.

Table 6: SBS summary financial forecast (FY26 to FY29)

Forecast of Financial Performance \$ millions	FY25-26 Budget	FY26-27 Forward estimates	FY27-28 Forward estimates	FY28-29 Forward estimates
Total own source revenue	179	180	162	165
Government appropriation	359	366	374	383
Total Revenue	538	546	536	548
Operating expenditure	456	463	452	462
Transmission and distribution expenditure	82	83	84	85
Total operating expenditure	537	545	536	547
Operating Surplus	0.5	0.5	0.5	0.5
Assessment of taxes and charges payable	12	12	12	13
Capital expenditure	10	10	10	10

A portrait of Darren Mara, a man with a beard and short dark hair, wearing a dark blue suit, white shirt, and patterned tie. He is smiling and standing against a background of red and white geometric shapes. A large yellow graphic element, resembling a stylized flame or abstract shape, is on the right side of the page.

06

RISK MANAGEMENT

Darren Mara, Producer and Journalist, Dateline

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 FY26 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 FY26 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 free-to-air 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. Cybersecurity** – Risk to the confidentiality, integrity and availability of organisations' systems as a result of a cyberattack against SBS infrastructure.
- 3. Loss of audiences, audience engagement and market relevance** – There is a risk that audience behaviour materially changes leading to reduced audience numbers.

A man with a beard and mustache, wearing a grey and black baseball cap with a 'MAXON SUPPLY' patch, a dark blue t-shirt, and a tan tool belt. He has large black Sony headphones around his neck and is smiling. The background is a workshop with wooden beams and tools hanging on the wall. A large yellow graphic element, resembling a stylized lightning bolt or a large number '7', is on the right side of the page.

07

APPENDICES

Behind the scenes of SBS Digital Original Moonbird

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.
- 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.

APPENDICES

- 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 Public Governance, Performance and Accountability Act 2013 (PGPA Act) 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:

- 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; and
- 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.



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



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



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.

APPENDICES

RADIO



SBS Audio is the world's most linguistically diverse public broadcasting service with over 60 language services on broadcast radio, online, digital television and social media. SBS Audio's broadcast radio channels are:



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



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



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



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 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 Audio's online coverage services 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'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).



(L-R) Davide Schiappapietra, David Hua, Pamela Cook, Australian Podcast Publisher of the Year Award 2024

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	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.
2	ACON Pride in Diversity	Collaboration on SBS Inclusion Program content for the LGBTIQ+ course.
3	Association for Teaching English to Speakers of Other Languages (ATESOL) NSW	ATESOL NSW 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.
4	Australia for United Nations High Commissioner for Refugees (UNHCR)	SBS sponsors the Australia for UNHCR and SBS 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.
5	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 kid's content (e.g. <i>Little J and Big Cuz</i>) and working collaboratively on major First Nations event coverage (e.g. NAIDOC Week and Garma Festival, key Indigenous events and anniversaries).
6	Australian Football League (AFL)	NITV and the AFL are partnering as co-producers of the <i>Yokayi Footy</i> show.
7	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.
8	Australian Media Literacy Alliance (AMLA)	SBS is a member of AMLA, a network of public cultural institutions committed to supporting lifelong media literacy for all Australians.
9	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.
10	Australian Network on Disability	Collaboration on SBS Inclusion Program content for the Disability course.
11	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.

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No	Name of organisation	Nature of cooperation
12	CareerTrackers	SBS and NITV partner with CareerTrackers to facilitate entry level cadetship positions to deliver on our Elevate RAP commitments.
13	Champions of Change Coalition	Collaboration on SBS Inclusion Program content for the Gender course.
14	Channel Ten	NITV partners with Channel Ten for the distribution and co-commissioning of First Nations content, including co-commissioning <i>The First Inventors</i> and content collaborations.
15	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.
16	Cricket Australia	SBS (through NITV) has partnered with Cricket Australia to broadcast the 2025 National Indigenous Cricket Championships.
17	Dart Centre for Journalism & Trauma	A range of educational, training and consultation services provided for SBS and NITV news and current affairs programs.
18	Darwin Aboriginal Art Fair Foundation (DAAFF)	NITV has partnered with the Darwin Aboriginal Art Fair Foundation (DAAFF) to cover the annual National Indigenous Fashion Awards (NIFA) and Country to Couture events.
19	Deaf Connect	SBS provides scripts of audio news content for Deaf Connect's Auslan news videos on their social media channels.
20	Department of Foreign Affairs & Trade (DFAT)	NITV has a formal partnership with DFAT and the inaugural Ambassador for First Nations Peoples to support delivery of the World Indigenous Television Network and annual conference.
21	Destination NSW	Partnership via NITV to broadcast the WulgulOra ceremony event on January 26.
22	Diversity Council Australia (DCA)	Collaboration on SBS Inclusion Program content for the Core Inclusion course.
23	Documentary Australia	Documentary Australia provides funding and support on various SBS TV productions, development projects and fellowship programs from time to time.
24	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.
25	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.
26	Every Age Counts	Collaboration on SBS Inclusion Program content for the Age course.
27	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.

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No	Name of organisation	Nature of cooperation
28	First Nations Media Australia (FNMA)	NITV is an associate 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.
29	Freeview Australia	SBS is a member of Freeview Australia, an industry body that promotes consumer adoption of free-to-air digital television within Australia. Freeview also offers a direct-to-viewer Freeview app, available across multiple devices, through which SBS channels can be accessed.
30	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.
31	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 participants.
32	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.
33	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 industry training and networking programs.
34	Melbourne Press Club	SBS is a sponsor of the Melbourne Press Club, supporting the annual Quill Awards for excellence in Victorian journalism.
35	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.
36	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.
37	National Indigenous Australians Agency (NIAA)	SBS and NITV partnered with the National NAIDOC Committee facilitated via NIAA for a digital-only live broadcast of the 2025 National NAIDOC Awards.
38	National Institute of Dramatic Arts (NIDA)	SBS and NITV have a formal partnership with NIDA to provide practical and structured pathways for emerging creatives, supporting the transition for NIDA students into the screen industry.
39	National Rugby League (NRL)	NITV has a formal partnership with the NRL which supports the delivery of the NRL program <i>Over the Black Dot</i> including using first grade footage.
40	Netflix	NITV partners with Netflix to co-commission children's content including season 1 and 2 of <i>Eddie's Lil' Homies</i> .
41	Provelo Super League (PSL)	SBS Sport has an agreement with PSL which includes value in kind promotion in exchange for SBS's naming rights sponsorship of the PSL Women's Division.

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No	Name of organisation	Nature of cooperation
42	Public Media Alliance	SBS is a member of the global Public Media Alliance, which works with public media organisations and provides opportunities for contact and collaboration.
43	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.
44	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.
45	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.
46	Screen Australia	Screen Australia provides funding and support on various SBS TV productions, development projects and fellowship programs from time to time.
47	Screen Canberra	Screen Canberra provides funding and support on various SBS TV productions, development projects and fellowship programs from time to time.
48	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.
49	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, a national initiative focused on increasing the representation of Australia's diverse communities in the TV production sector.
50	Screen Producers Australia (SPA)	SPA provides support on various SBS TV productions and development projects from time to time.
51	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.
52	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.
53	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.

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No	Name of organisation	Nature of cooperation
54	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.
55	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.
56	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.
57	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.
58	Supply Nation	Through its membership, SBS works with Supply Nation, which provides Australia's leading database of verified Indigenous businesses.
59	Sydney Opera House (SOH)	Partnership via NITV for First Nations programs including the Generations and Dynasties program.
60	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.
61	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.
62	The Australian Directors Guild (ADG)	ADG controls the parameters of commercial engagements with Australian directors across SBS's commissioned content output.
63	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 also collaborates with AFTRS on its TV Talks program and others at AFTRS HQ and interstate.
64	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.
65	The Department of Home Affairs	As part of the Community Funding to Support Social Cohesion Initiatives, the Department of Home Affairs has provided funding to deliver additional, culturally appropriate, in-depth reporting and explainers in multiple languages. SBS Examines creates editorially independent content to dispel misinformation and disinformation with focus on material which may negatively impact social cohesion.
66	The Kennedy Foundation	SBS is a sponsor of the Kennedy Foundation, supporting the annual Kennedy Awards celebrating excellence in Australian journalism.

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No	Name of organisation	Nature of cooperation
67	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 reaching a national audience through SBS platforms.
68	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.
69	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.
70	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.
71	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.
72	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.
73	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.
74	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.
75	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.
76	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).
77	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. 2025 is the third year of a three-year partnership between NITV and YYF.

APPENDICES

Appendix 6: Alignment of Performance Measures

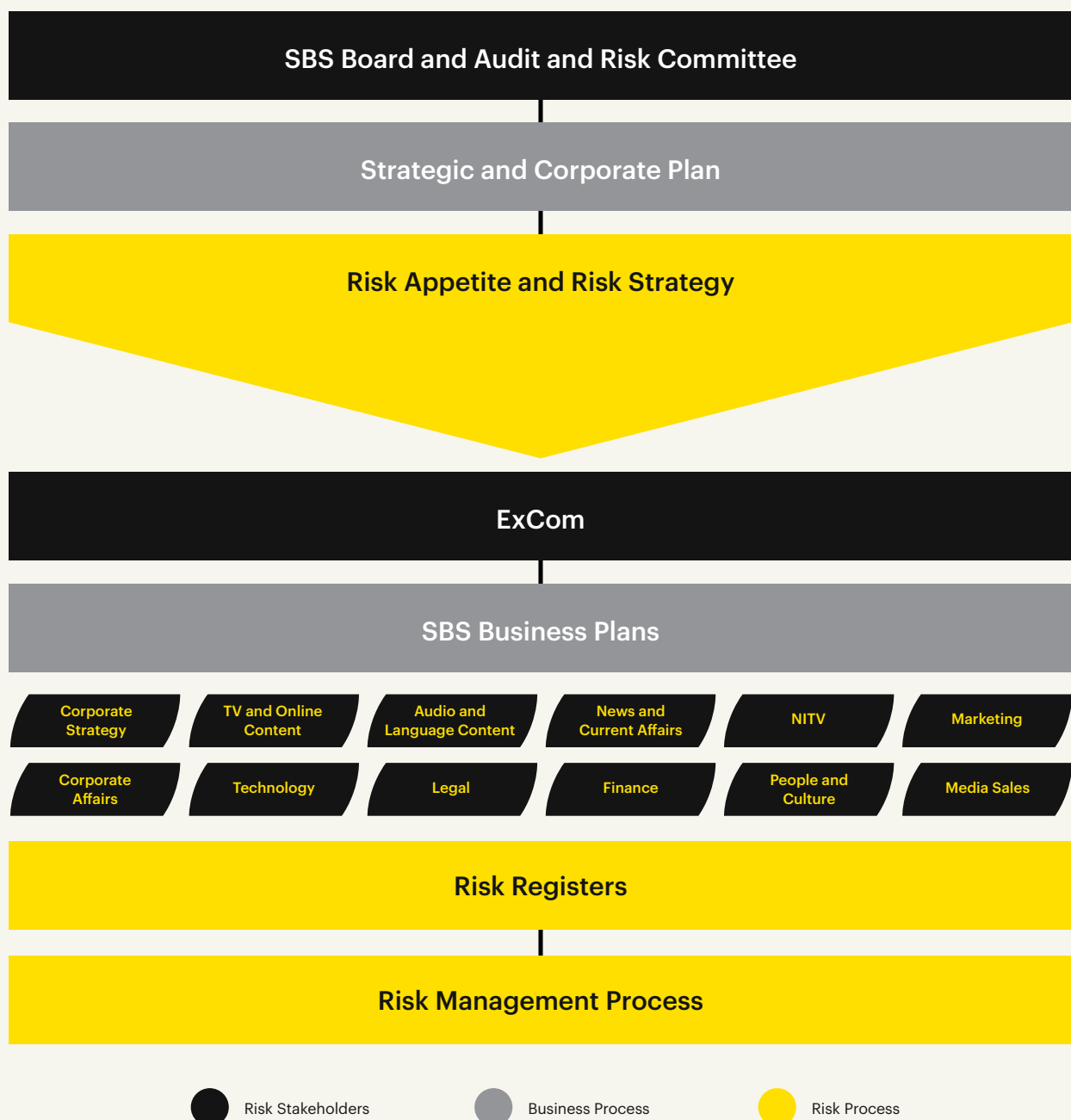
Summarising changes to performance measures since SBS's Corporate Plan 2024-2025.

Relevant performance indicator	Changes made	Rationale for changes
Digital registrations	Amended. Annual targets increased from 11.5m to 13.2m for FY26, 11.8m to 13.2m for FY27, 11.8m to 13.2m for FY28	FY26-28 targets adjusted to reflect FY25 registrations, a delay in deleting inactive registrations, and future impacts of automated processes and the FIFA World Cup 26™.
Average monthly audio podcast downloads	Amended and renamed. Annual targets changed from 4.4m to 3.82m in FY26 4.6m to 3.86m in FY27 4.8m to 3.90m in FY28	Renamed from 'radio' to 'audio' to reflect the offering of digital-first audio content as well as broadcast radio. The targets have been amended to reflect impact on total global podcast downloads by third-party platform changes, although SBS's Australian listeners remain steady.
Total own source revenue	Amended. FY26 target changed from \$178m to \$178.7m	Updated FY26 forecast.

APPENDICES

Appendix 7: SBS Risk Management Framework and Risk Appetite

SBS Risk Management Framework



APPENDICES

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 Safety (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
Philosophy towards risk taking	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
Preferred risk treatment approach	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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