



CORPORATE PLAN 2026-27



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OPENING STATEMENT

(Statement of Preparation)

I, Dr. Nicholas Pappas, as the head of the accountable authority of the Special Broadcasting Service Corporation, present the 2026-27 SBS Corporate Plan for the reporting period 2026-27 (FY27) to 2029-30 (FY30) 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.

Dr. Nicholas Pappas 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.



KEY
ACTIVITIES

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 FY27 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 on p20-21 'Distinctive 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 five channels: SBS, NITV, SBS2, SBS Food, SBS World Movies • 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 Radio 4 'pop-up' channel, 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 each of its key activities outlined above.

In addition, SBS cooperates with a range of government, corporate, industry and non-profit organisations which 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**.





02

OPERATING CONTEXT

Claudio Fabiano and Niav Owens

OPERATING CONTEXT

SBS proactively adapts its strategy in response to its operating context, including to 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 remain exposed to challenges in domestic productivity and geopolitical uncertainty.

Conflict in the Middle East has led to increases in commodity prices, pushing inflation higher where it is expected to remain above the target band for longer than previously expected. As such Gross Domestic Product (GDP) growth is forecast to soften. The impact of lower consumer confidence on household consumption is predicted to be largely dependent on the duration of the Middle East conflict.¹

Uncertain economic conditions over FY27 will likely impact the outlook for the media industry and broadcast TV and online advertising spend. On the back of 30-year inflationary highs, SBS will sustain its focus on effectiveness and efficiency, through its ongoing successful efficiency program. SBS is well-positioned to navigate economic headwinds with confidence in the sustainability of our operations. Combined with the funding certainty afforded through SBS's five-year government funding support, this will underpin SBS's continued investment in digital growth and distinctive cross-platform content which serves 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 c.360k p.a., with Net Overseas Migration (NOM) contributing c.60% of overall growth (Figure 1).² Post-Covid, NOM reached a record peak of c.538k people for FY23, with the spike in migrant arrivals led by international students and other temporary visa holders.³ 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.⁴ In FY25, NOM reduced further, with a 14% decrease in migrant arrivals compared to FY24, led by temporary student visas.⁵

¹ Reserve Bank of Australia, Statement on Monetary Policy, May 2026 (May 2026). <https://www.rba.gov.au/publications/smp/2026/may/>

² 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>

³ 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>

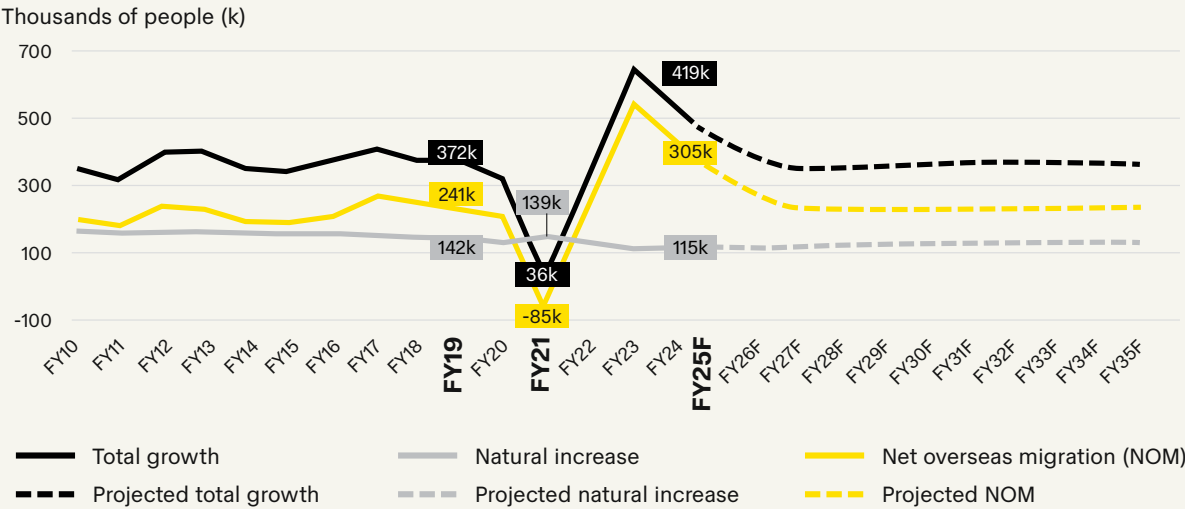
⁴ Australian Government, Department of Home Affairs, Review of the Migration System, Final Report 2023 (March 2023). <https://www.homeaffairs.gov.au/reports-and-pubs/files/review-migration-system-final-report.pdf>

⁵ Australian Bureau of Statistics, Overseas Migration, Reference Period 2024-25 Financial Year, (December 2025). <https://www.abs.gov.au/statistics/people/population/overseas-migration/2024-25>

OPERATING CONTEXT

Figure 1: Components of Australia’s annual population growth: actual and forecast (ABS, CPP)^{6,7}

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 31m 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-FY35.⁹

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.⁸ One in three persons of Australia’s population (c.8.8 million) were born overseas⁹ and almost one in two Australians (c.48%) have a parent born overseas.¹⁰ 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/permanent migration, which the government has stated will be a greater priority in its future migration strategy.¹¹

6 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>.

7 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>

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

9 Australian Bureau of Statistics, Australia’s Population by Country of Birth, Reference Period June 2025, (April 2026). <https://www.abs.gov.au/statistics/people/population/australias-population-country-birth/jun-2025>

10 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>

11 Australian Government, Migration Strategy, Getting Migration Working for the Nation. For Workers. For Businesses. For All Australians., (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	2020 population (k)	% of total 2020 population	2025 population (k)	% of total 2025 population	2020-25 CAGR % p.a.
1. India	724	2.8%	971	3.5%	6.0%
2. England	986	3.8%	971	3.5%	(0.3%)
3. China (exc. SARs and Taiwan)	639	2.5%	732	2.6%	2.7%
4. New Zealand	584	2.3%	638	2.3%	1.8%
5. Philippines	308	1.2%	413	1.5%	6.0%
Total overseas-born population	7,672	29.9%	8,834	32.0%	2.9%

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^{12,13} led by Mandarin, Arabic, Vietnamese, Cantonese and Punjabi, the fastest-growing language over the inter-census period (Table 3).^{14,15} SBS’s 60+ language services cover 92% of Australians that speak a language other than English.¹⁶

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%

12 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>

13 Note: 5.6m excludes language data for English, inadequately described, and not stated.

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

15 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>

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

17 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>

OPERATING CONTEXT

With migration forecast to continue accounting for most 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.

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 peoples.

Aboriginal and Torres Strait Islander peoples represent c.3.8% of the Australian population. With birth rates significantly higher than the Australian average,¹⁷ 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.¹⁸

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 of the 10 measures with updated data in 2025, five had no change or were worsening.¹⁹ Overall, only four are assessed as being on track toward their 2031 targets.

SBS CONTINUES TO PROVIDE SERVICES IN OVER 60 LANGUAGES, REPRESENTING 92% OF AUSTRALIA'S 5.8 MILLION POPULATION THAT SPEAKS A LANGUAGE OTHER THAN ENGLISH AT HOME.

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 FY26, led by Director, First Nations Tanya Denning-Orman, SBS developed an elevated, network-wide and strategic approach to enhance organisational capability, and further elevate First Nations perspectives and voices.

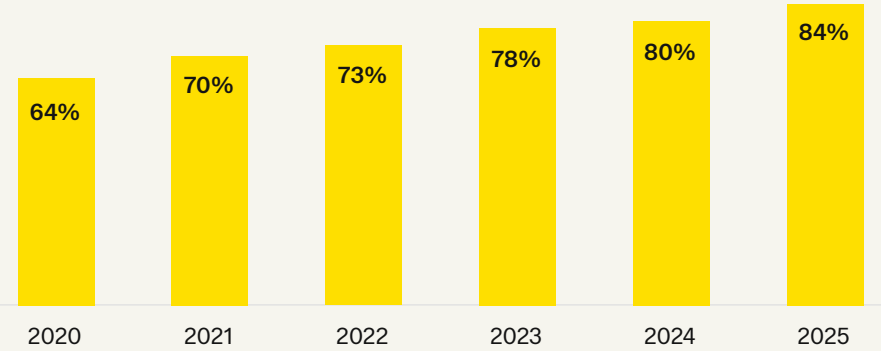
2.4. Audiences and Media Landscape

2.4.1 Video

Australian viewing habits continue to shift towards digital, on-demand and short form content. This is reflected in significant market penetration of online streaming, with household penetration of smart television services having grown from 64% in 2020 to 84% in 2025 (Figure 2).²⁰ 83% of Australian households subscribe to an SVOD service, with an average of 2.8 SVOD services per household (for those households that have subscriptions),²¹ in addition to usage of free-to-air TV services.

OPERATING CONTEXT

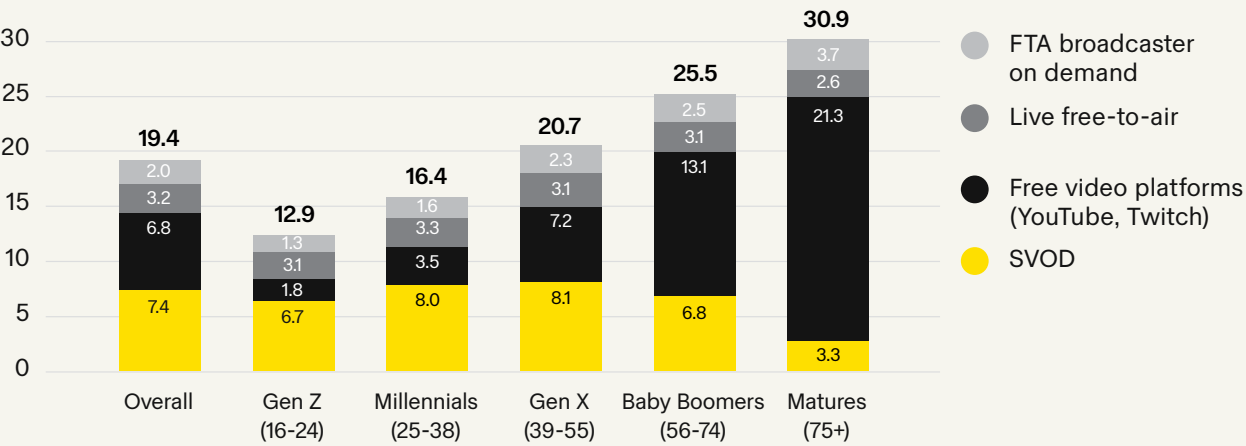
Figure 2: Share of Australians with a smart TV at home (ACMA)²²
Share of Australian households with smart TVs (2020-25)



The 2025 Deloitte Media & Entertainment Consumer Insights Survey reported an overall drop in average weekly video consumption from 22 hours 45 minutes to 19 hours 55 minutes (a c.12% decrease in consumption).²²

Differences emerge when comparing video viewing trends by generation, with younger Australians watching less video overall and older Australians spending more time watching free-to-air television. However, all age groups spend a similar amount of time viewing streaming (paid or ad-supported) video services, at around seven to ten hours on average 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)



¹⁸ 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/latest-release>

¹⁹ Australian Government Productivity Commission, Closing the Gap, Annual Data Compilation Report, (July 2025). <https://assets.pc.gov.au/2025-10/closing-the-gap-annual-data-compilation-july2025.pdf>

²⁰ Australian Communications and Media Authority, Communications and Media in Australia: How We Watch and Listen to Content, (March 2026). <https://www.acma.gov.au/publications/2026-03/report/communications-and-media-australia-how-we-watch-and-listen-content>

²¹ Deloitte Australia, Media & Entertainment Consumer Insights 2025, (2025). <https://www.deloitte.com/au/en/Industries/tmt/perspectives/media-entertainment-consumer-insights.html>

²² Deloitte Australia, Media & Entertainment Consumer Insights 2025, (2025). <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 viewing non-English content frequently across a survey covering Australia, the USA, Canada and the UK.²³ The accessibility of international in-language content creates an imperative for SBS to deliver a distinct value proposition, centred on the needs and lived experience of migrant communities in Australia.

For SBS, this crowded, digitally-driven environment supports SBS's 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 audiences wherever and however they want to consume.

2.4.2. Audio

Australian listening habits continue to reflect a shift away from traditional radio and towards streaming, with ACMA reporting 72% of Australians listening to a streaming service in the last 7 days, versus 64% listening to any form of radio (including digital).²⁴ Podcasts remain popular among Australian audiences, with c.52% listening to one or more podcasts in the last 7 days. The trend is inversely related to age, with younger audiences 18-24 years the most likely to consume podcast materials (c.69% in the last 7 days).

SBS continues to focus on audio as a core part of its offering, providing music livestreaming, 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 unique audio commissions elevating multicultural stories.

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 (45%)²⁵ and in news (43%),²⁶ respectively. In this context, it is a strong positive that SBS News remains one of the most trusted news brands in Australia, with 66% of respondents trusting in SBS News (equal highest result). This remains critically important as misinformation remains a growing concern in Australia. Concern is primarily focused on social media platforms, with public broadcast seen as a counterpoint – generally cited as among the most 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, with SBS 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.

23 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>

24 Australian Communications and Media Authority, Communications and Media in Australia: How we watch and listen to content, (March 2026). <https://www.acma.gov.au/publications/2026-03/report/communications-and-media-australia-how-we-watch-and-listen-content>

25 Edelman, 2026 Edelman Trust Barometer Australia Report, (March 2026). <https://www.edelman.com.au/trust/2026/trust-barometer>

26 University of Canberra News and Media Research Centre, Digital News Report: Australia 2026, (June 2026). <https://www.canberra.edu.au/uc-research/faculty-research-centres/nmrc/digital-news-report-australia>



SBS World News team

OPERATING CONTEXT

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 – 12.65m homes and businesses have NBN coverage²⁷ and over 90% of the population have 5G coverage²⁸ – enabling wide adoption of on-demand and streaming services. Connected TVs and mobile phones remain the most common platforms for video consumption (62% and 57%, respectively).²⁹

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 pace of evolution of Artificial Intelligence (AI) technologies has led to increasingly widespread use by Australian

businesses, with many businesses currently using AI or considering use of AI.^{30,31} With the proliferation of AI, there has been a focus on promoting safe use of AI, with government developing a National AI Plan and encouraging responsible adoption of AI by organisations.³² SBS will implement positive operational uses of AI to benefit Australian audiences, and has published AI governance, guardrails and ethics frameworks that allow SBS to continue aligning to best practice and government guidance and requirements, while managing SBS's risk appetite, as technology continues to evolve.³³ SBS will continue to engage with government on best practices. 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.



27 NBN Co, Monthly Progress Report March 2026, (March 2026). <https://www.nbnco.com.au/corporate-information/about-nbn-co/updates/dashboard-march-2026>

28 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>

29 Australian Communications and Media Authority, Communications and Media in Australia: How We Watch and Listen to Content, (March 2026). <https://www.acma.gov.au/publications/2026-03/report/communications-and-media-australia-how-we-watch-and-listen-content>

30 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>

31 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>

32 Department of Industry, Science and Resources, National AI Plan (December 2025 <https://www.industry.gov.au/publications/national-ai-plan>

33 SBS, SBS guiding principles for use of artificial intelligence (August 2025) <https://www.sbs.com.au/aboutus/sbs-guiding-principles-for-use-of-ai/>

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 FY27:

Table 4: Key Government and regulatory areas that may affect SBS in FY27

Prominence framework	A prominence framework that ensures local TV services are easy for Australian audiences to find on connected TV devices came into force from January 2026. ³⁴
Australian privacy law	A first tranche of privacy reform came into force, with the passing of The Privacy and Other Legislation Amendment Bill 2024 in Dec 2024, bringing greater focus on data collection, use and protection as a result of high-profile data breaches. ³⁵ As further legislation is considered, SBS will continue to adapt to reforms and proactively reduce risks.
Australian content quotas	New Australian content laws for subscription streaming services were passed in 2025 requiring scale global players to invest in new local drama, children's, documentary, arts and educational programs, as a means of supporting the local creative industries. ³⁶ These new laws may increase competition for viewing audiences and costs of local production.
News Media Bargaining Incentive	The Draft legislation is being consulted upon to establish a News Bargaining Incentive (NBI), announced in Dec 2024, which aims to incentivise digital platforms (such as Google, Meta and TikTok) to compensate news organisations for content, by imposing a charge on Australian-sourced revenue, with offsets available for platforms that agree commercial deals with local news producers. ³⁷ 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.
Royal Commission on Antisemitism and Social Cohesion	The Royal Commission, established in January 2026, will deliver its final report in December 2026. The report findings and any subsequent Government response may have implications for SBS and how it contributes to strengthening social cohesion in Australia.

Following a feasibility study and business case, the Government advised SBS that a new SBS news, audio, and screen production hub in Western Sydney would not proceed.³⁸ SBS remains committed to diverse audiences and the creative sector of Western Sydney as it will continue to produce multicultural and multilingual storytelling at scale across the country.

In FY27, 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.

34 Australian Communications and Media Authority, Australia's TV Prominence Framework, (January 2026) <https://www.acma.gov.au/australias-tv-prominence-framework>

35 Parliament of Australia, Privacy and Other Legislation Amendment Bill 2024, (December 2024). <https://parlinfo.aph.gov.au/parlinfo/search/display/display.w3p;query=ld%3A%22legislation%2Fbillhome%2F7249%22>

36 Australian Government Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts: Office for the Arts, New Australian content laws for streaming services (November 2025) <https://www.arts.gov.au/news/new-australian-content-laws-streaming-services>

37 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>

38 SBS, Government reverses SBS Western Sydney expansion decision (March 2026) <https://www.sbs.com.au/news/article/government-reverses-sbs-western-sydney-expansion-decision/>

03

STRATEGY AND
FY27 OPERATING
PLAN

John Paul Janke

STRATEGY AND FY27 OPERATING PLAN

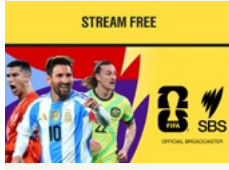
The strategic framework below sets out the five strategic goals for the organisation, over the FY27 Corporate Plan period.

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	Grow diversity on and off screen and develop strong leaders to enable our people and ambitions
	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
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STRATEGY AND FY27 OPERATING PLAN

3.1. FY27 Operating Plan

SBS's operating plan for FY27 is underpinned by several initiatives to support the delivery of each strategic goal.

GREAT PEOPLE, GREAT CULTURE

GOAL: Grow diversity on and off screen and develop strong leaders to enable our people and ambitions

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 FY27, we remain focussed on strengthening SBS's existing talent processes relating to learning, development, recruitment, and performance to drive efficiency and enhance organisational alignment. In particular, we will focus on further developing leadership capability and capacity to allow our staff to achieve maximum impact for Australian audiences.

Inclusivity and diversity are synonymous to the SBS culture. Through the second iteration of the SBS Inclusion Equity & 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 & Inclusion Guidelines (2025-28) continue to extend our industry-leading diversity and inclusion culture beyond the organisation and onto the screen.



SBS NAMED A PLATINUM EMPLOYER BY THE AUSTRALIAN WORKPLACE EQUALITY INDEX

STRATEGY AND FY27 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. We are committed to producing and distributing content which celebrates the diversity 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.

In FY27 we will conclude exclusive coverage of the biggest ever FIFA World Cup™. SBS will also begin planning for its next language services review where we reflect on how we will evolve to meet audience demographics and needs into the future.

STRATEGY AND FY27 OPERATING PLAN

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 Idea of Australia

SBS premiered The Idea of Australia in 2026, a bold and provocative four-part series asks the question – What is the idea of Australia and how might we learn from the past to make it stronger in the 21st century. The commissioned docuseries demonstrates SBS’s commitment to producing editorial content which reflects contemporary Australia and contributes to the national conversation. The program won a Gold Tower for Documentary at the New York Festivals TV & Film Awards



Emily I Am Kam

Documentary Emily I Am Kam offered an intimate portrait of renowned Anmatyerr artist Emily Kam Ngwararray, exploring her connection to Country and impact on the international contemporary art world. Premiering during NAIDOC Week, the documentary won the First Special Jury Prize at the FIFO International Oceanian Documentary Film Festival in Tahiti and Best Documentary – Factual Single at the AACTA Awards



Reckless

Reckless, co-commissioned by SBS and NITV, is a bold and ambitious First Nations drama with a uniquely Australian take on crime and chaos where small town-secrets, family feuds and guilt make for explosive programming. Shot entirely on location in Fremantle and Perth, this series delivered a gripping Australian thriller adapted by Kodie Bedford and connected strongly with younger audiences.

DISTINCTIVE NETWORK



The Social Schism

At a time of increasing concern about cohesion in Australia, SBS special forum program The Social Schism brought together prominent public figures and diverse community voices across the spectrum to discuss some of the nation’s most sensitive and contested issues like misinformation, online radicalisation, racism, social isolation and political polarisation. The program was supported by multilingual explainers, digital reporting and social content to help audiences further engage with the conversation.



Fallout: Spies on Norfolk Island

In 2025-26, SBS podcasts connected audiences with diverse perspectives and underrepresented stories, while earning national and international recognition for excellence in audio storytelling and journalism. Fallout: Spies on Norfolk Island examines the 1985 Rainbow Warrior bombing and Australia’s role in helping French agents evade justice. The podcast series was winner of a New York Festivals Award and two Signal Awards, nominated for a Quill Award and recognised in Apple Podcasts’ Best of 2025.



Trusted News Provider

SBS has been recognised as one of Australian’s most trusted news providers, ranking first in the 2026 Reuters Digital News Report. Australians continue to place their trust in SBS’s independent, accurate and impartial journalism, with the latest report finding that audience trust is at 66% (+7 ppts year-on-year), placing SBS equal first among Australian news organisations, alongside the ABC.

STRATEGY AND FY27 OPERATING PLAN

STRATEGY AND FY27 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 nationwide. 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 FY27 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 has also scaled up SBS Examines which provides additional explainers and in-depth reporting in English and in multiple languages on issues affecting social cohesion in Australia. SBS Examines was proud to partner with the Department of Foreign Affairs and Trade in developing the project ‘Our Pacific’ which explores Australia’s relationship with Pacific nations and the experience of Pasifika diasporas.

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 FY26, SBS ENTERED 69 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.

Having delivered four years of SBS’s 2022-2026 Elevate Reconciliation Action Plan (RAP), SBS will continue to execute on its reconciliation commitments and ambitions while developing its next RAP in FY27. Through its role as Australia’s national Indigenous and multicultural broadcaster, SBS advances reconciliation through the stories it shares, how it engages communities, and the practices and decisions that shape the organisation. At the heart of this work is SBS’s unique ability to connect the newest Australians with the world’s oldest continuing cultures, strengthening understanding every day by sharing First Nations stories and perspectives with all Australians, and in multiple languages.

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.

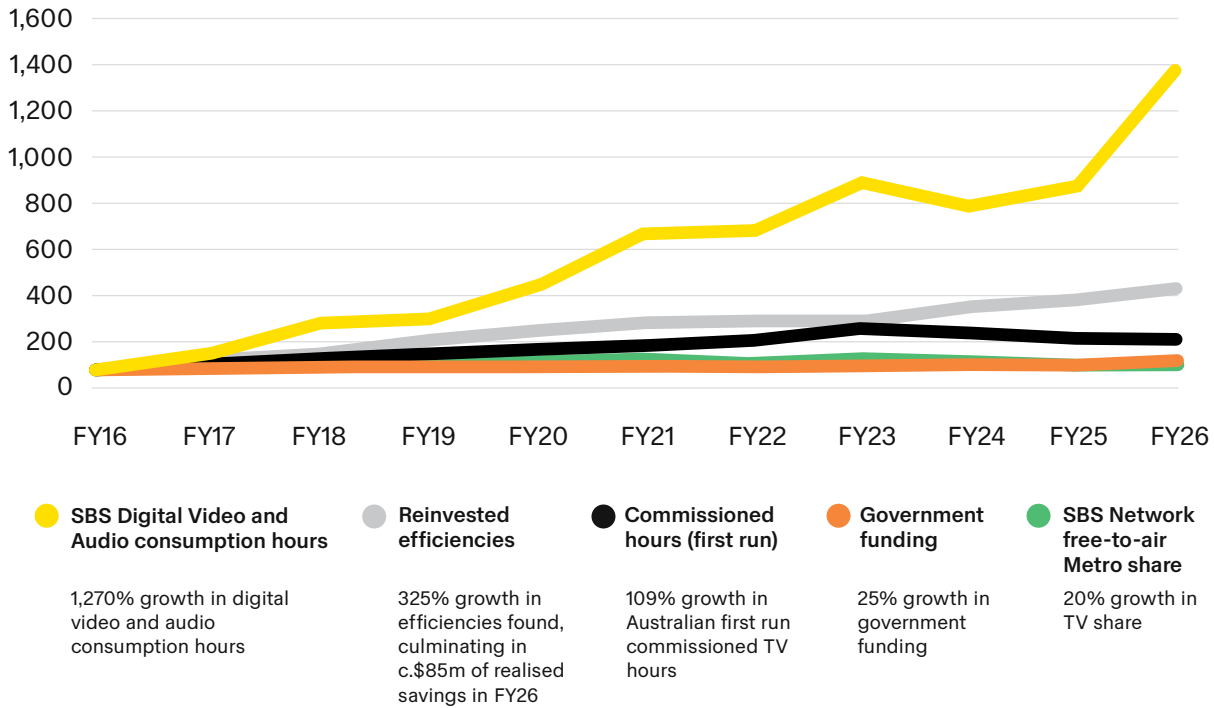
Against an economic backdrop of significant inflation over the last few years, SBS continues to find opportunities to simplify our operations and optimise cost-efficiency. Over the eleven-year period to 2025-26, SBS’s ongoing efficiency program produced more than \$85 million of annual realised savings that has been reinvested back into content and services for all Australians. The efficiency dividend is captured in the bolstering of our audience-first, Charter-driven content and service offering, which continues to grow in reach despite a fiercely competitive and ever-evolving media landscape.



STRATEGY AND FY27 OPERATING PLAN

GREAT BUSINESS

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)



SBS has a strong leadership position within the media and corporate industry on sustainability, and in FY27, 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.

STRATEGY AND FY27 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 FY26, SBS saw very strong audience consumption on both the SBS On Demand platform, as well as through third-party channels such as social media. In FY27, SBS will continue to meet audiences where they are, and is committed to enhancing audience experiences through digital innovation (including appropriate use of AI) 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 FY27, 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.





PERFORMANCE MEASURES

Karla Grant

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 2025-26 and 2026-27 Corporate Plans, please see **Appendix 6: Alignment of Performance Measures**.

Table 5: Key activities and performance measures (FY27 to FY30)

Key Activity				
Content creation, acquisition and curation: Measures how SBS delivers distinctive content, engages with audiences, and benefits community				
Performance indicator	FY26-27	FY27-28	FY28-29	FY29-30
Number of hours of CALD (culturally and linguistically diverse) TV programming broadcast	27,000	25,540	25,540	25,540
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)	16.3	15.6	15.7	15.7
Average monthly audio podcast downloads (millions)	3.86	3.90	3.94	3.98
Primetime metro TV share	8.4%	8.4%	8.4%	8.4%

PERFORMANCE MEASURES

Table 5: Key activities and performance measures (FY27 to FY30) (continued)

Note: Performance measures take into consideration SBS's operating environment and funding base.

Key Activity				
Content broadcast, technology and transmission: Measures SBS's reach and ability to provide Australians with available and accessible broadcasting services				
Performance indicator	FY26-27	FY27-28	FY28-29	FY29-30
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)	170.3	151.2	159.6	161.2
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%





05

FINANCIAL
INFORMATION

FINANCIAL INFORMATION

According to the FY2026-27 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 2026-27 budget and the forward estimates for SBS is set out in Table 6 below.

Table 6: SBS summary financial forecast (FY27 to FY30)

Forecast of Financial Performance \$ millions	FY26-27 Budget	FY27-28 Forward estimates	FY28-29 Forward estimates	FY29-30 Forward estimates
Total own source of revenue	170	151	160	161
Government appropriation	367	377	385	394
Total Revenue	538	528	544	555
Operating expenditure	466	446	460	470
Transmission and distribution expenditure	80	82	83	85
Total operating expenditure	547	528	544	555
Operating Surplus	-8.9*	0.5	0.5	0.5
Assessment of taxes and charges payable	12.5	12.6	12.6	12.6
Borrowings	0	0	0	0
Capital expenditure	10.0	10.0	10.0	10.0

* SBS has projected it will generate a one-off operating loss of \$8.9 million in 2026-27 associated with the broadcast of a major sporting event. SBS has successfully managed previous operating losses associated with major sporting events through prudent financial management, including preserving a surplus in 2024-25 to partially offset the financial impact of the upcoming event.

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 FY27 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 FY27 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 maintains a risk register highlighting key risks across the organisation. The most significant risks identified in this reporting period are:

1. **Insufficient advertising revenue** – Risk that advertising revenue is insufficient resulting in reductions in acquisitions/production and overall reduced revenue to fund key priorities across SBS.
2. **Cost inflation** – Risk that capital and operating expenditure increases significantly making investment in the business and in content acquisition and development more challenging.
3. **Cyber security** – Risk to the confidentiality, integrity and availability of SBS's systems as a result of a cyberattack against SBS technology assets, information assets and operations.
4. **Loss of audiences, audience engagement and market relevance** – There is a risk that audience behaviour materially changes leading to reduced audience numbers.

RISK MANAGEMENT



APPENDICES

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 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:

- 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 2 provides contemporary entertainment, documentaries, drama and movies.



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.

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:



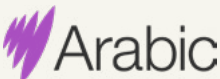
SBS Radio 1 and SBS Radio 2 cover Australian news, current affairs, information and entertainment in multiple languages.



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



SBS Radio 4 offering pop-up digital and DAB radio streams centred around events such as SBS PopEuro



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.

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).



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.

These co-operative relationships include:

- **Government:** SBS works with federal, state and territory government bodies and screen agencies – including the Department of Home Affairs, Screen Australia, and state screen agencies – to fund content production, support the Talent Escalator program, deliver culturally appropriate multilingual reporting, and celebrate Australia’s diverse communities through events, broadcast partnerships and research initiatives.
- **Industry:** SBS works with a broad range of media, screen and sports industry organisations – including the ABC, free-to-air broadcasters, streaming platforms, production bodies, and international media alliances – to co-commission content, share industry knowledge, support excellence in journalism, and promote SBS and NITV programming across platforms.
- **First Nations:** SBS and NITV work with First Nations-led organisations, media bodies, cultural foundations and reconciliation bodies – including Reconciliation Australia, First Nations Media Australia and the World Indigenous Television Broadcasters Network – to produce and distribute First Nations content, advance self-determination in media, support career pathways for Aboriginal and Torres Strait Islander peoples, and build international Indigenous broadcasting networks.
- **Multicultural:** SBS works with multicultural community organisations, settlement services and peak bodies – including FECCA, Multicultural NSW and the Victorian Multicultural Commission – to support new migrants and refugees, foster social cohesion, amplify culturally diverse voices, and participate in key multicultural events across Australia.
- **Education:** SBS works with universities, screen training institutions and professional associations – including AFTRS, NIDA, and multiple universities – to conduct research, provide pathways for emerging screen practitioners, promote media literacy resources, and support the transition of students into the screen industry.
- **Inclusion:** SBS works various inclusion organisations – including Accessible Arts, ACON Pride in Diversity and the Screen Diversity and Inclusion Network – to develop inclusion training content, support internship programs for people with disabilities, improve accessibility of SBS services, and contribute to a more diverse and representative screen industry.

APPENDICES

List of cooperating bodies

Government	Industry
Australia for United Nations High Commissioner for Refugees	Australian Broadcasting Corporation
Australian National Maritime Museum	Australian Football League
Department of Foreign Affairs & Trade	Australian International Documentary Conference
Destination NSW	Channel Ten
National Indigenous Australians Agency	Create NSW
Screen Australia	Cricket Australia
Screen Canberra	Dart Centre for Journalism & Trauma
Screen NSW	Documentary Australia
Screen Queensland	European Broadcasting Union
Screen Tasmania	Freeview Australia
Screen Territory	International Institute of Communications
ScreenWest	Media Federation of Australia
South Australia Film Corporation	Melbourne Press Club
The Australian Bureau of Statistics	National Rugby League
The Department of Home Affairs	Netflix
VicScreen	Public Media Alliance
First Nations	Screen Producers Australia
Australian Science and Media Centre	Sydney Opera House
CareerTrackers	The Australian Children’s Television Foundation
Darwin Aboriginal Art Fair Foundation	The Australian Directors Guild
First Nations Media Australia	The Australian Writers Guild
IndigenousX	The Kennedy Foundation
Reconciliation Australia	Walkley Foundation
Supply Nation	
Torres Strait Islander Media Association	
Uluru Dialogue	
World Indigenous Television Broadcasters Network	
Yothu Yindi Foundation	

APPENDICES

List of cooperating bodies

Multicultural
Diversity Council Australia
Ethnic Communities Council of NSW
Federation of Ethnic Communities' Councils of Australia
Multicultural Australia
Multicultural NSW
Refugee Council of Australia
Settlement Council of Australia
Settlement Services International
Victorian Multicultural Commission
Education
Association for Teaching English to Speakers of Other Languages
Australian Media Literacy Alliance
National Institute of Dramatic Arts
Royal Melbourne Institute of Technology University
The Australian Film Television and Radio School
University of Canberra
University of South Australia (Ehrenberg-Bass Institute for Marketing Science)
University of Sydney
Western Sydney University
Inclusion
Accessible Arts
ACON Pride in Diversity
Australian Network on Disability
Champions of Change Coalition
Deaf Connect
Every Age Counts
Media Diversity Australia
Screen Diversity and Inclusion Network

APPENDICES

Appendix 6: Alignment of Performance Measures

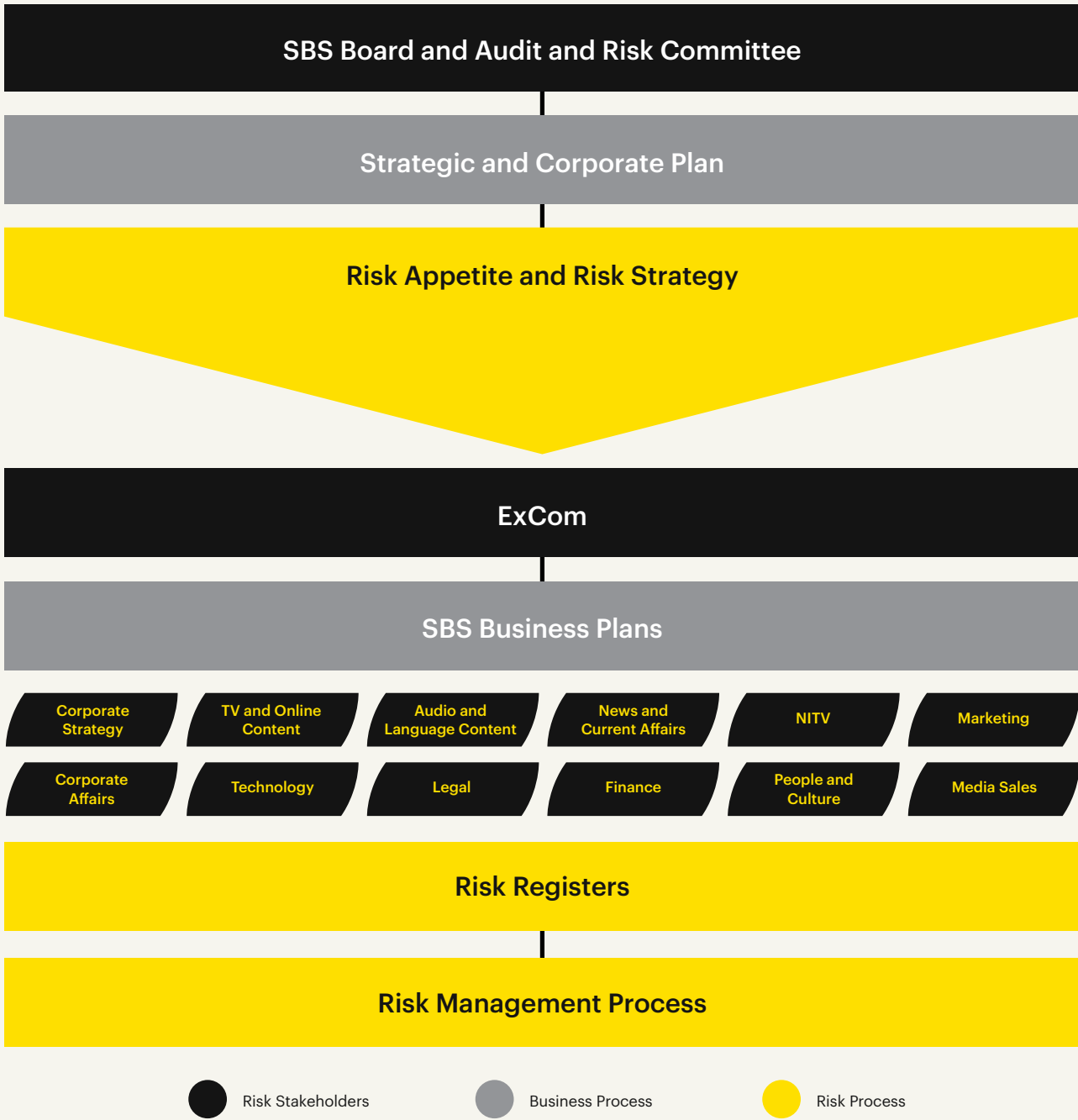
Summarising changes to performance measures since SBS's Corporate Plan 2025-2026.

Relevant performance indicator	Changes made	Rationale for changes
Number of hours of CALD (culturally and linguistically diverse) TV programming broadcast – all linear channels	Amended Annual targets decreased from 34,300 to 27,000 for FY27, and 34,300 to 25,540 for FY28 to FY30	Revised down due to SBS WorldWatch transitioning from a broadcast TV service to SBS On Demand in Q1 FY27
Digital registrations	Amended. Annual targets increased from, 13.2m to 16.3m for FY27 13.2m to 15.6m for FY28 13.3m to 15.7m for FY29	FY27-30 targets adjusted to reflect FY26 actual registration results and underlying growth trend
Primetime metro TV share	Amended. Annual targets changed from 8.5% to 8.4% in FY27 8.5% to 8.4% in FY28	FY27-28 targets adjusted to reflect FY26 actual and competitive operating environment
Total own source revenue	Amended. Annual targets changed from \$180.0m to \$170.3m in FY27 \$162.0m to \$151.2m in FY28 \$164.6m to \$159.6m in FY29	Based on updated forecast reflecting a challenging advertising market and an uncertain economic environment

APPENDICES

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 Safter (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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