



C O R P O R A T E P L A N

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OPENING STATEMENT



OPENING STATEMENT

(STATEMENT OF PREPARATION)

I, as the head of the accountable authority of the Special Broadcasting Service Corporation present the 2022-23 SBS Corporate Plan for the reporting period 2022-23 **(FY23)** to 2025-26 **(FY26)** 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



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.

SBS was established to positively contribute to Australia's social outcomes, recognising we are a nation built on immigration. For more than 45 years, SBS has played an important role in Australia's success as a multicultural society.

SBS contributes to the ongoing development of a vibrant and cohesive multicultural society through our broad offering of multilingual and multicultural radio, television and digital programs and services to meet the needs of multicultural and First Nations Australians. In doing so, SBS promotes understanding and acceptance of the cultural, linguistic and ethnic diversity of all Australians.

Through our content and services, SBS helps migrants understand and appreciate the country they now call home, while helping all Australians to better understand and respect each other and our many cultures in aid of social cohesion.

To deliver on our purpose and our Charter in the coming years, SBS will continue to focus on offering a distinctive network across both traditional and digital platforms, and encourage a diverse array of views and voices to be represented in mainstream media. SBS provides unique services that support migrant communities and First Nations Australians and we promote the benefits of diversity to all Australians, at a time when inspiring a greater understanding of the value of multiculturalism has never been more important.

SBS seeks to ensure Australia retains its key characteristics as a healthy, vibrant, diverse and inclusive society. We believe these elements are essential to our future success as a nation.

Further details on our Charter, and the role and duty of the SBS Board, can be found in Appendix 1 and 2 respectively.

EXTERNAL ENVIRONMENT



EXTERNAL ENVIRONMENT

Throughout 2021 and into 2022, COVID-19 continued to have a significant impact on Australia. Following a comprehensive vaccination program and widespread community transmission of the Omicron variant, governments around the world including Australia began to reduce public safety measures. Lockdown-driven impacts on advertising revenues and audience consumption are likely to be less noticeable moving forward, but effects will still be felt in many parts of SBS's operations.

In response to COVID-19, SBS quickly implemented a range of measures to protect our people, operations and the organisation. While longer-term challenges to the industry may arise from COVID-19, the updated SBS strategy over this reporting period remains relevant and fit for purpose.

Following a strong economic recovery from COVID-19 in 2021 in Australia, there is growing uncertainty locally in 2022-23 as global inflation rises and supply chain disruptions continue, in part due to the ongoing Russia-Ukraine conflict and renewed lockdowns in China. Domestic factors are also playing a role – strong consumer demand, a tight labour market, capacity constraints in some sectors and multiple flood events are contributing to the upward pressure on prices¹. From May to August 2022, the Reserve Bank of Australia (RBA) raised interest rates in consecutive months from 0.10 per cent to 1.85 per cent, to combat inflation. The RBA is likely to continue to raise interest rates in 2022 but forecasts inflation to normalise back to 4 per cent and 3 per cent over the course of 2023 and 2024 respectively². Despite record low unemployment of 3.5 per cent, wages growth has been slower than consumer price inflation, however the RBA suggests that wage growth will continue to improve³. The Government now forecasts reduced GDP growth of 3 per cent in 2022-23 and 2 per cent in 2023-24⁴ due to weaker consumption, reflecting higher inflation and higher interest rates. Nevertheless, the Australian advertising market has recovered from the impact of COVID-19, with steep increases seen in both broadcast TV and digital video revenues in 2021, and further growth (albeit lower) expected in 2022 and 2023⁵.

Social and Demographic Influences

Australia's social and economic development has been significantly defined by the role of migration, in particular in helping shape Australia's broader cultural identity. From March 2020 to November 2021, Australia closed its international borders due to COVID-19, severely disrupting net migration. With international borders reopening in 2022, a gradual return to pre-pandemic levels of net migration is expected by FY24 onwards (41,000 in FY22; 180,000 in FY23; and 213,000 in FY24)⁶.

The 2021 Census reflects an increasingly diverse Australia – by language, country of birth and religion. There are more than 250 ancestries recorded and 350 languages used in Australian households. More than 21 per cent of Australians (approximately 5.5 million people) use a language other than English at home, increasing by 800,000 people since the 2016 Census⁷. After English, the next most common languages spoken in Australian homes are Mandarin (2.7 per cent), Arabic (1.4 per cent), Vietnamese (1.3 per cent), Cantonese (1.2 per cent) and Punjabi (0.9 per cent). The top five reported ancestries in the 2021 Census followed previous trends and were English (33 per cent), Australian (30 per cent), Irish (9.5 per cent), Scottish (8.6 per cent) and Chinese (5.5 per cent). The Census also found that the proportion of Australian

1. Reserve Bank of Australia, Statement by Philip Lowe, Governor: Monetary Policy Decision (2 August 2022), available at: <https://www.rba.gov.au/media-releases/2022/mr-22-21.html>

2. ibid

3. ibid

4. Jim Chalmers MP, Federal Treasurer, Ministerial Statement On The Economy (28 July 2022), available at: <https://ministers.treasury.gov.au/ministers/jim-chalmers-2022/speeches/ministerial-statement-economy>

5. PWC, Australian Entertainment & Media Outlook 2022-2026, published July 2022, available at: <https://www.pwc.com.au/industry/entertainment-and-media-trends-analysis/outlook/watch.html>

6. Australian Government, Federal Budget 2022-23 (March 2022), retrieved from: <https://budget.gov.au/2022-23/content/overview/index.htm>

7. Australian Bureau of Statistics, 2021 Census, retrieved from: <https://www.abs.gov.au/census>

EXTERNAL ENVIRONMENT (CONT)

residents that are born overseas (first generation) or have a parent born overseas (second generation) moved above 50 per cent (to 51.5 per cent) for the first time⁸.

Based on the most recent data from the Australian Bureau of Statistics (ABS), 29.1 per cent of the population (approximately 7.5 million people) were born overseas as of June 2021, slightly down from 29.8 per cent in 2020 (an estimated 7.7 million people)⁹. This decrease in Australia's overseas-born population is the first since 2000, due to COVID-19 travel restrictions and their impact on overseas migration in both directions. Notwithstanding this decline, in the past 20 years the number of Australians born overseas has changed to be less European-centric, with Southern and Central Asian countries (e.g. India, Sri Lanka, Nepal) and North-East Asian countries (e.g. China, South Korea, Japan) experiencing the largest growth since 2001. This change is expected to continue over the medium term, building on a long-established trend of growing linguistic and cultural diversity. Internationally, Australia has the highest overseas-born population of any English-speaking country – 29.1 per cent compared to Canada (21 per cent), USA (15 per cent) and UK (14 per cent)¹⁰.

Table 1: Share of Australia's Overseas-Born Population by Region from 2001-2021¹¹

ABS – Share of overseas born population by region	2001	2011	2021
North-West Europe (e.g. UK, Ireland)	33%	26%	20%
Southern and Central Asia (e.g. India, Sri Lanka, Nepal)	4%	10%	16%
South-East Asia (e.g. Vietnam, Philippines, Malaysia)	12%	13%	14%
North-East Asia (e.g. China inc. Hong Kong, South Korea, Japan, Taiwan)	7%	11%	12%
Southern and Eastern Europe	19%	13%	10%
Oceania (e.g. New Zealand, Fiji, Samoa)	11%	11%	10%
North Africa and the Middle East	5%	6%	7%
Sub-Saharan Africa	3%	5%	6%
Americas	4%	4%	5%

The Scanlon Foundation Research Institute has, since 2007, released the annual *Mapping Social Cohesion Report*, which measures Australia's progress against key social cohesion indicators. *The 2021 Mapping Social Cohesion Report* continues to show strong support for multiculturalism and immigration:

- 91 per cent of respondents indicated that they have a 'sense of belonging in Australia'
- 86 per cent of respondents agreed that multiculturalism has been good for Australia
- 86 per cent agree that immigrants are good for Australia's economy
- 76 per cent agree that accepting migrants from different countries makes Australia stronger¹²

8. Australian Bureau of Statistics, 2021 Census, retrieved from: <https://www.abs.gov.au/census>

9. Australian Bureau of Statistics, Australia's Population by Country of Birth, (26 April 2022), retrieved from: <https://www.abs.gov.au/statistics/people/population/australias-population-country-birth/2021>

10. Australia's Population by Country of Birth, *ibid.* Country comparison data is contained in ABS's site, based on data from the United Nations Population Division International Migration Stock 2020

11. Table compiled by SBS based on ABS data from Australia's Population by Country of Birth, *ibid.*

12. Scanlon Foundation Research Institute, 2021 Mapping Social Cohesion Report, accessed on 10 June 2022, retrieved from: https://scanloninstitute.org.au/sites/default/files/2021-12/Mapping_Social_Cohesion_2021_Report_0.pdf

EXTERNAL ENVIRONMENT (CONT)

As a country, we cannot take social cohesion for granted. When asked whether they had experienced discrimination in the past 12 months, 34 per cent of respondents from a non-English speaking background responded yes, compared to 12 per cent of those born in an English-speaking background, or 11 per cent of those born here.

SBS was established to ensure that Australia's growing migrant population was provided with vital community information to support engagement with Australian society and increase social cohesion. With increasing cultural and linguistic diversity – and the likely social, economic, physical and mental health challenges Australians will continue to face in the wake of the ongoing COVID-19 pandemic – there is an even greater need to build mutual understanding and respect between different sections of the community. Reflecting the diversity of Australian society is becoming increasingly important – not only for the business of broadcasting, but for the general public good.

SBS stands at the forefront of servicing an increasingly diverse Australia by providing unique multicultural and multilingual content and services, sharing culturally diverse stories and presenting a range of viewpoints.

SBS has a unique ability to reach Australia's many language communities through our multiplatform services in English and over 60 other languages. We ensure that the stories and voices of multicultural, First Nations and other diverse communities are shared and heard in the Australian media landscape. SBS provides a forum for debate and discussion vital to Australia's ability to address significant issues facing communities and our society as a whole.

SBS has a legacy of ensuring that news and information is available to all Australians and communities. These services are more relevant now than ever before as the nation continues to recover from the pandemic.

Indigenous Affairs

The resident population of Indigenous Australians was 812,718 people as at the 2021 Census, representing 3.2 per cent of the population, an increase of more than 25 per cent since the 2016 Census¹³. Based on ABS projections, this is expected to grow to 1 million people by 2027¹⁴. Around 9 per cent of Indigenous Australians reported themselves as using an Indigenous language at home, slightly up from 8 per cent in the 2016 Census but down from 16 per cent in the 1991 Census. The 2021 Census found more than 167 Indigenous languages are being spoken at home. The most widely reported language groups used were Arnhem Land and Daly River Region Languages, Torres Strait Island Languages, Western Desert Languages, Yolngu Matha (north east Arnhem Land) and Arandic (Central Australia).¹⁵

Interest in Indigenous affairs is growing amongst all Australians. The most recent Australian Reconciliation Barometer, from 2020, found that non-Indigenous Australians increasingly view the relationship with Indigenous people as important and place more value on learning about cultures and truth-telling processes. This sentiment has been steadily rising since 2018¹⁶.

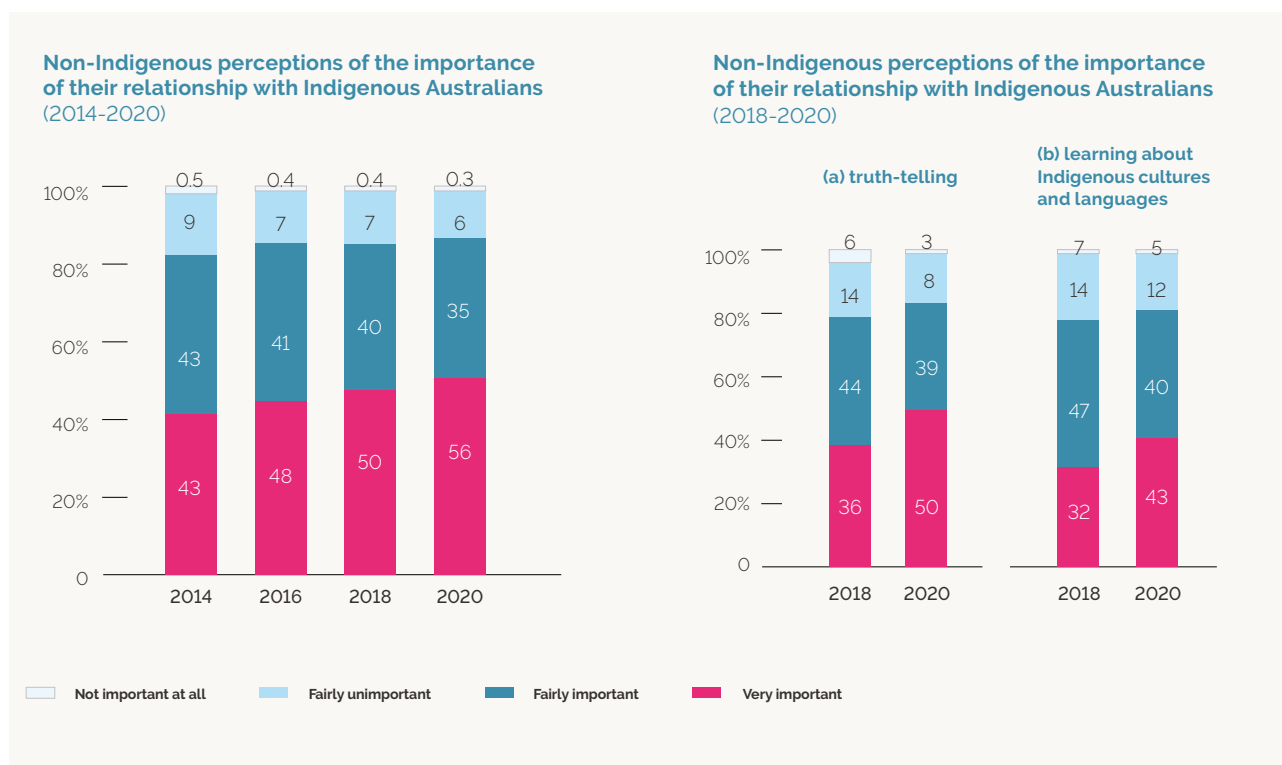
13. 2021 Census, *ibid*

14. Australian Bureau of Statistics, Estimates and Projections, Aboriginal and Torres Strait Islander Australians, retrieved from: <https://www.abs.gov.au/statistics/people/aboriginal-and-torres-strait-islander-peoples/estimates-and-projections-aboriginal-and-torres-strait-islander-australians/2006-2031>

15. 2021 Census, *ibid*

16. Reconciliation Australia, Australian Reconciliation Barometer 2020, November 2020, retrieved from: <https://www.reconciliation.org.au/publication/australian-reconciliation-barometer-2020/>

EXTERNAL ENVIRONMENT (CONT)



The 2017 Uluru Statement from the Heart recommended amending the Australian Constitution to create a permanent First Nations' Voice to Parliament, which requires a national referendum. Since that time, there has been increasing public support for constitutional change and Indigenous recognition, as shown by the Reconciliation Barometer. While there is still a wide range of perspectives on the appropriate degree and model of constitutional change, the new Labor Government (elected in May 2022) has promised to implement the recommendations of The Uluru Statement from the Heart "in full" and pursue constitutional recognition in their first term of office.

Proportion of general community who believe constitutional change is very important (2018-2020)

Statement	2018	2020
To remove racial discrimination from the Constitution - like Section 25 that says people can be banned from voting based on race	58	64
To formally recognise Aboriginal and Torres Strait Islander peoples and cultures in the Constitution	45	50
To establish a representative Indigenous Body, to share the views of Indigenous Australians regarding Indigenous affairs and policies	36	46
To protect an Indigenous Body within the Constitution, so it can't be removed by any government	34	44

EXTERNAL ENVIRONMENT (CONT)

In April 2022, the Yoorrook Justice Commission commenced its first truth-telling hearings in Victoria. The Commission (which has powers similar to a Royal Commission) will investigate historic and ongoing injustices against Victoria's First Nations people and make recommendations to the state government for redress and reform¹⁷. The Commission delivered its first interim report on 30 June 2022 and will deliver its final report by June 2024. Victoria is the first state in Australia to establish such a commission¹⁸. The Victorian Government is also negotiating a treaty with Victoria's First Peoples' Assembly – a body created and elected in 2019 by the state's Indigenous people to help develop a treaty. The Commission's findings will help inform the treaty's framework¹⁹.

In July 2021, the Productivity Commission published initial reporting on the new National Agreement on Closing the Gap, which took effect in July 2020. The Agreement sets out four Priority Reforms to change the way governments work to accelerate improvements in the lives of Indigenous people. In addition, there are 17 socio-economic targets and 18 associated outcomes to measure the progress of closing the gap. The first Productivity Commission report contained baseline data for all 18 targets but year-on-year data for only seven targets, with mixed progress. Three are on track (healthy birthweight babies, enrolment of children in the year before full-time schooling and youth detention rates), while the remaining four are not on track (life expectancy, adult imprisonment, out-of-home care for children and suicides). There is no data yet available to measure the implementation of the Priority Reforms.

SBS's National Indigenous Television (**NITV**) keeps all Australians informed on the most important issues impacting Aboriginal and Torres Strait Islander peoples today. NITV's news and current affairs provides a daily news service seven days a week, delivering accurate and up-to-date information. The importance of NITV as a news source remains particularly apparent against the background of national discourse on issues including constitutional change and Indigenous recognition, race relations, and police conduct including deaths in custody and disproportionate incarceration rates.

SBS, including NITV, will continue to provide a platform for bringing stories and issues important to First Nations peoples to light, informing the national conversation and action on First Nations issues, and making a significant impact on reconciliation in Australia.

In a world of growing media polarisation, developing and maintaining trust with audiences will continue to be a challenge for traditional media, social media and digital platforms. Public broadcasting plays an important role in setting the tone of public and media discourse and ensuring diverse stories and perspectives are presented, particularly in a landscape where broadcast TV media ownership is concentrated. SBS continues to be one of Australia's most trusted news sources²⁰ with a long-held and well-earned reputation for quality news and analysis on local and global events, especially issues relevant to and involving multicultural and First Nations Australia.

17. Yoorrook Justice Commission Letters Patent, dated 12 May 2021, retrieved from: <https://yoorrookjusticecommission.org.au/wp-content/uploads/2021/09/Letters-Patent-Yoo-rrook-Justice-Commission-signed-10-1.pdf>

18. Nicol, E, "Yoorrook truth-telling commission launched in Melbourne", NITV News, dated 24 March 2022, available from: <https://www.sbs.com.au/nitv/article/2022/03/24/yoorrook-truth-telling-commission-launched-melbourne>

19. Yoorrook Justice Commission, *ibid*.

20. Park, S., Fisher, C., McGuinness, K., Lee, J. Y. and McCallum, K., Nolan, D (2022). Digital News Report: Australia 2022. Canberra: News & Media Research Centre, University of Canberra, available at: <https://www.canberra.edu.au/about-uc/media/newsroom/2022/june/digital-news-report-australia-2022-australians-are-shifting-away-from-social-media-as-a-source-of-news>

EXTERNAL ENVIRONMENT (CONT)

SBS is the only major Australian network providing a nightly world news service in English (and in Mandarin and Arabic since February 2022), news made by and for First Nations Australians, and Australian news servicing communities in more than 60 languages.

In delivering on the SBS Charter over this reporting period, SBS will continue to evolve our services to meet the needs of audiences, reflecting changes in social and demographic composition, as well as technological developments and innovation.

Regulatory Influence

As a public broadcaster SBS's operations are likely to be impacted directly and indirectly by regulatory change during the course of this reporting period.

New Government

The regulatory outlook changed significantly in May 2022 with the change of government. There were several regulatory processes on foot which were initiated by the former Coalition Government, the status and future of which are not yet clear. In addition, the new Labor Government made election commitments during the campaign, which if implemented, will impact SBS. They include:

- **Feasibility Study** - a feasibility study into the relocation of the Sydney-based headquarters and studios of SBS from Artarmon to Western Sydney, alongside the provision of a multi-purpose space for content creation and public use. SBS is actively participating in this study led by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts and will work constructively with the Department on the process. The outcomes of this process will be carefully considered, noting the Communication Minister's recent comments on 27 June 2022 that SBS's response to the feasibility study is ultimately a matter for the SBS Board²¹. SBS's priority will remain accessing the talent, tools and technologies we need to continue fulfilling our Charter each and every day for the millions of Australians who rely on our services.
- **Indo-Pacific Broadcasting Review** - to deliver an Indo-Pacific Broadcasting Strategy. SBS will engage with this process, noting it is very well placed to make an increased contribution to Australia's Indo-Pacific partnerships. SBS is highly trusted by Australians and we understand the nuance of tailoring content for audiences from different backgrounds, which is essential given the cultural and linguistic diversity of the Pacific. As an example of our expertise in this area, SBS Radio already broadcasts in Samoan.
- **Public broadcaster funding cycles** - proposed changes to the funding cycle from the current three years to five years, for both SBS and the ABC. SBS will engage with the Government regarding this change, emphasising the need to ensure flexibility is available to respond to funding needs which may emerge and change within the extended funding cycle.

At the time of writing, detailed implementation plans are yet to be seen in relation to these commitments, meaning there is some uncertainty in our assessment of their likely impact.

21. Samios, Z. "ABC staying put in Ultimo as Rowland eyes broadcasting review", Sydney Morning Herald, dated 27 June 2022, available at: <https://www.smh.com.au/business/companies/abc-staying-put-in-ultimo-as-rowland-eyes-broadcasting-review-20220624-p5awhp.html>

EXTERNAL ENVIRONMENT (CONT)

News Media Bargaining Code Review

In March 2022, the former Coalition Government commenced a review of the *News Media and Digital Platforms Mandatory Bargaining Code* (**the Code**), as required by its establishing Act. The Code seeks to address bargaining power imbalances to ensure that digital platforms fairly remunerate news businesses (including SBS) for the content they generate. Since the enactment of the Code, Google and Meta (owner of Facebook) have reached voluntary commercial agreements with a range of large and small news businesses and this includes an agreement between SBS and Google. However, at the time of writing, Meta had declined to enter into an agreement with SBS.

The review is being conducted by Treasury, with a report due to the Treasurer by September 2022. SBS made a submission to the public consultation, which highlighted the impact that Meta's refusal to negotiate has had. SBS called for Meta to be designated under the Code (to trigger mandatory deal-making provisions) and identified potential reforms to clear perceived hurdles to designation.

Media Reform

In February 2022, the former Coalition Government announced a range of new policy measures in response to its Media Reform Green Paper, first published in November 2020. The new policies most relevant to SBS are threefold:

- A statement of expectations relating to Australian content reporting by SBS and the ABC.
- A Broadcasting Working Group and Television Futures Research Program to assist industry and Government to plan the transition to future terrestrial broadcasting technology and support future consideration of regulation of prominence of free-to-air broadcaster content on connected televisions.
- A review of sports rights anti-siphoning arrangements was flagged for the future²².

The Coalition Government also published a discussion paper setting out a proposal requiring large subscription video on demand (**SVOD**) services to invest at least 5 per cent of their Australian revenue into new local content.

The status of the process under the new Labor Government is yet to be clarified. Election commitments were made regarding regulating to ensure prominence of free-to-air services on connected televisions, and in relation to a review of the anti-siphoning scheme. SBS looks forward to engaging constructively in further discussions with industry and the Government on issues which will have wide-ranging impacts for the audiences we serve.

Audio Description

SBS is committed to telling stories that matter and knows that audio description (AD) provides meaningful benefits to blind or vision-impaired Australians by increasing access to these stories. AD services provide an auditory narration of the non-verbal elements of a program describing visual elements such as scenes, settings, actions and costumes.

SBS launched broadcast AD services in 2020 on SBS main channel (standard definition and high definition) and SBS VICELAND. In 2021, SBS expanded AD services to NITV and SBS World Movies broadcast channels; and, to the Viewer Access Satellite Television (**VAST**) platform for audiences in regional and remote locations where reliable terrestrial reception is not available and where SBS is the only broadcaster providing such services. In FY23, SBS plans to further extend AD services to SBS On Demand.

22. Australian Government, Media Policy Statement: Green Paper Response and Next Steps, 7 February 2022, available at: <https://www.infrastructure.gov.au/sites/default/files/documents/media-policy-statement.pdf>

EXTERNAL ENVIRONMENT (CONT)

Privacy Reform

Privacy compliance and reform remains a significant regulatory issue, with the former Coalition Government proposals to reform the Privacy Act (1988) and introduce an Online Privacy Code for major social media and large online platforms having been the subject of consultation. In October 2021, the then Government released a discussion paper containing proposals to strengthen privacy protections for consumers of digital services. In addition, the Government released an Exposure Draft of the Online Privacy Bill which would enable the creation of a binding Online Privacy Code (**OP Code**) for social media companies, data companies and certain large online platforms. SBS will continue to evolve our data policies in response to and in alignment with any regulatory change.

Market Influences

SBS operates in a rapidly evolving and fragmenting media industry. The changes and trends observed below are consistent with those seen in overseas markets. SBS anticipates that current trends will continue over the next planning cycle as audiences move online and competition for digital audiences intensifies.

Audiences

Traditional broadcast TV continues to represent the majority of free-to-air viewing in Australia. However, an ongoing proliferation of new local and international SVOD options is continuing to drive changes in how Australians consume video content.

Observations

- The way Australians use the internet has changed since the COVID-19 pandemic started in 2020. Lockdown measures and social distancing restrictions forced Australians of all ages to go online to live, learn, work and perform everyday tasks and activities. ACMA reported that 98 per cent of older Australians were online in 2021, jumping from 76 per cent in 2019 before the pandemic started²³. Australians are also watching more free-to-air content online than previously. Broadcast Video On Demand (**BVOD**) consumption rose from 3 per cent of total broadcast TV and BVOD consumption in 2019 to 6.5 per cent in 2021²⁴.
- The launch of new streaming services in market in 2021 (such as Paramount+ and Stan Sport) on top of incumbents such as Netflix and Disney+ has led to a further fragmentation of content availability for audiences, with Australians required to subscribe to multiple services to enjoy different content. The average number of paid SVOD subscriptions per household is currently 2.3²⁵ and is expected to increase to 3-4 SVOD services in the near future²⁶.
- While free-to-air television will continue to have the largest share of video consumption due to its significant reach, the shift to digital platforms has accelerated in the wake of COVID-19 and as faster 5G mobile internet and greater NBN penetration has allowed consumers to easily watch content on the go via their portable devices.

23. ACMA, Communications and Media in Australia, How we use the internet, December 2021, available at: <https://www.acma.gov.au/publications/2021-12/report/communications-and-media-australia-how-we-use-internet>

24. Broadcast TV (free-to-air) and BVOD total video consumption hours based on data from Nielsen OzTAM + RegTAM FTA Database, 01/01/2017-31/12/2021, Average Audience, Sun-Sat, 0200-0200, Total Individuals; OzTAM VPM Database, 01/01/2017-31/12/2021 incl. co-viewing

25. Deloitte, Media Consumer Survey 2021, published Sep 21, retrieved from: <https://www2.deloitte.com/au/en/pages/technology-media-and-telecommunications/articles/media-consumer-survey.html>

26. Telsyte, "Subscription Entertainment Lifts in Lockdown" (from Telsyte Australian Subscription Entertainment Study 2021), published September 2021, retrieved from <https://www.telsyte.com.au/announcements/2021/9/20/subscription-entertainment-lifts-in-lockdown>

EXTERNAL ENVIRONMENT (CONT)

- Most Australian households now own connected TVs or streaming set-top boxes. ACMA reported that 70 per cent of households owned a smart TV in July 2021, up from only 39 per cent two years prior in 2019²⁷. These devices are becoming the primary method of on demand long-form video consumption.
- Increasingly, content recommendations will be highly personalised and curated based on audience profiles and consumption patterns (e.g. preferred time of day and genre).
- Due to the natural shift in the way audiences are consuming content, reality and live sport continue to have an important place in broadcast television schedules across the country.
- Audiences are increasingly able to provide real-time feedback about content and services to media providers via various channels including social media.

Implications

- In 2021, COVID-19 saw a momentary disruption to the general decline of broadcast TV audience; however the well-established downward trend has since resumed, with consumption across all age groups declining progressively since 2017²⁸. Intense competition for audiences, and content from new streaming services, means that maintaining overall audience consumption (on TV and online) for all broadcasters, including SBS, will be more challenging in coming years.
- SBS will continue to acquire and commission distinctive content to educate, entertain and inform all Australians, in line with our Charter and on all SBS platforms. SBS will also continue to undertake content distribution strategies on social and emerging media to be where the audience is consuming content, in particular younger audiences.
- As audiences continue to embrace best-in-class digital experiences from other local and international media organisations, SBS focuses on delivering against audience needs and expectations. Personalisation of the video on demand experience is a core pillar of SBS's product strategy, with continually improving content curation, recommendations and user experiences being key priorities for the SBS On Demand platform.
- To enable content discovery and sharing of our English and multilingual content, SBS is investing in our product capabilities. This will allow content, news, audio and video content to be better surfaced to audiences whatever their platform of choice.
- The ability to promote SBS flagship content events, such as Eurovision, the FIFA World Cup 2022 and Tour de France, will continue to play an important role in defining SBS's brand and attracting large scale audiences. SBS will continue to focus on creating impact via partnering with others on events such as NAIDOC Week, in order to strengthen our community relationships.
- As audiences increasingly move from traditional broadcast television to digital platforms, SBS will need to adopt new advertising technologies to ensure that we can adequately continue our commercial activities in support of our Charter content.
- SBS continues to evolve its customer service strategy and approach, which was revamped in 2021 and in 2021-22 saw over 56,000 items of audience feedback responded to swiftly and 2,700 audience members spoken to in order to improve our content, products and services. Our customer satisfaction score was 84% against a media industry benchmark of 77%, with median first reply time of 5.2 hours against a benchmark of 30 hours²⁹.

27. ACMA, Communications and Media in Australia, How we use the internet, December 2021, *ibid*.

28. ACMA, Communications and Media in Australia - How We Watch and Listen to Content, released July 2021, available at: <https://www.acma.gov.au/publications/2021-06/report/communications-and-media-australia-how-we-watch-and-listen-content>

29. Based on SBS data from our partner Zendesk from 1 July 2021 - June 2022

EXTERNAL ENVIRONMENT (CONT)

Competition

Observations

- Over the past seven years, Australia has seen a proliferation in new over-the-top (OTT) providers, heightening overall interest in on demand video streaming and rapid growth in digital video consumption. The Australian SVOD market is crowded, with Netflix, Disney+, Apple TV+, Binge/Kayo/Flash/Foxtel Now, Amazon Prime, Stan and now Paramount+ all available for Australian viewers. Furthermore, as more consolidated global studios launch direct-to-consumer offerings, their content becomes unavailable for acquisition by local broadcasters and thus less content is available. The period from FY23-FY26 will likely be one of consolidation as the market hits maturity.
- The COVID-19 pandemic has had significant effects on global television production, with a disruption of output due to required COVID-19 safety measures and less efficient virtual sales markets. Alongside increased competition and consolidation, COVID-19 impacts have put sustained pressure on content supply and pricing, including for SBS.
- Australia's free-to-air broadcasters, whose business models are geared to reality formats and live sports, have become increasingly competitive in the pursuit of acquiring and retaining large scale audiences. Audience interest in reality television persists, with dating/relationship, cooking and lifestyle formats ubiquitous on Australian television. We can also expect acceleration in the product offer from commercial free-to-air broadcasters for both ad-supported BVOD services and SVOD services (such as Nine's 9Now and Stan, or Network Ten's 10 play and Paramount+), as they look to transition viewership and revenues on digital platforms.

Implications

- While COVID-19 impacts on content supply and pricing will continue to place pressure on SBS's acquisitions costs base, they are expected to normalise in the medium term. SBS also maintains strong relationships with key suppliers in genres that are strategically important (e.g. documentaries, drama, food, foreign movies) to our multichannel and multiplatform strategy.
- New entrants to the market may impact SBS's competitive standing when they compete directly with SBS for content and/or compete with SBS for audience time. However, it is worth noting that not all new market entrants have an impact on SBS – for example those which focus on premium sports or children's content.
- Public service broadcasters can remain relevant in this shifting environment by creating and promoting local, multilingual and First Nations content – a unique proposition that is not provided by the global services. SBS will continue our investment in local commissions that are uniquely Australian and aligned with our Charter. SBS intends to continue the legacy of commissioning high quality content, which is thought-provoking, ambitious and promotes social cohesion.
- In FY23 and beyond, SBS will continue to extend our multilingual offering across our audio and digital video platforms including more in-language subtitling and news production in languages other than English, building on the success of recently expanded Chinese and Arabic language services.
- Continued investment in digital content (including longer-term supply contracts), curation and user experience are crucial to allow SBS to deliver on our Charter in a crowded media landscape.

EXTERNAL ENVIRONMENT (CONT)

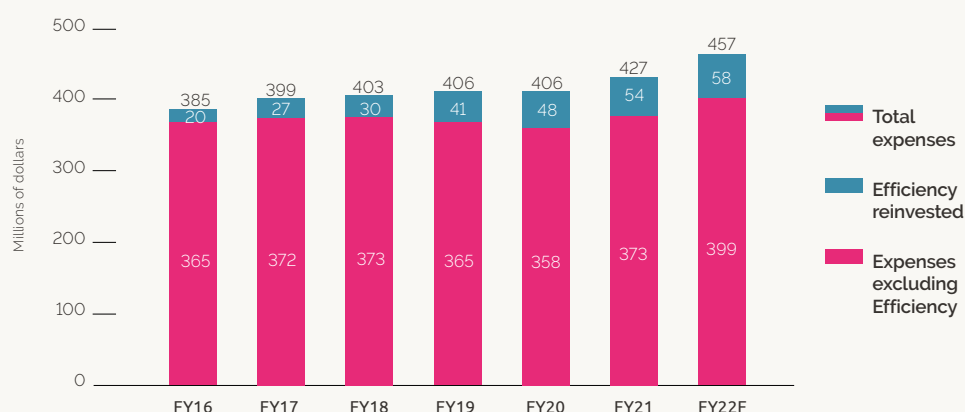
Financial Context

Government Revenue

Observations

- On 7 February 2022, the then Coalition Government announced SBS's Triennial Funding outcome of \$953.7 million for the FY23-25 period. Over the seven-year period up to 2021-22, SBS's efficiency program has culminated in savings of more than \$58 million per annum in 2021-22. These efficiencies have been generated through vigilant annual planning processes, workflow improvements, the renegotiation of supplier agreements (including joint procurement with the ABC) and evolving our operating model utilising best-in-class technology solutions, agile practices and a highly engaged workforce. SBS has reinvested these efficiencies in the growth of our digital services and distinctive cross-platform content in line with our Charter.

Figure 1: SBS savings generated through efficiency program from 2015/16 - 2021/22



Implications

- SBS will continue to make a strong case for ongoing and sustainable levels of government funding to ensure the continued delivery of our valued services to the Australian community.
- SBS is committed to ensuring that the content which we produce reflects our Charter and continues to do so in a cost-effective manner.
- SBS's unique hybrid funding model means that commercial returns can be channelled back into acquiring and curating Charter content, while continued government funding support allows for stability and long-term creative ambitions to be realised.

Own-source revenue

Observations

- SBS generated approximately 34 per cent of our total operating revenue in 2021-22 from our commercial activities.
- With advertising expenditure gradually shifting from television to online platforms, most industry research companies predict modest negative growth for broadcast TV advertising revenues over the period of this Corporate Plan. This is partially offset by rapid growth in digital video advertising, gently tapering off over the next four years.

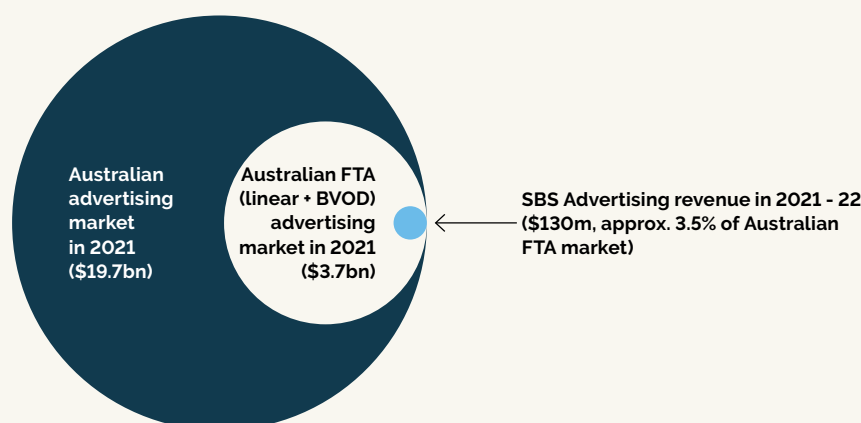
EXTERNAL ENVIRONMENT (CONT)

- The immediate impact of COVID-19 saw the advertising market slow down, with companies reducing their marketing spend to cut costs. However, since late 2020, the Australian advertising market has rebounded strongly. According to PwC, broadcast revenues declined by 12 per cent in 2020 before rebounding by 9 per cent in 2021 (aided by Tokyo Olympics). Digital revenues (for BVOD services, such as SBS On Demand) grew by 39 per cent in 2020 and by a further 57 per cent in 2021. PwC forecasts that combined revenues will grow at a compound annual growth rate of 3.7 per cent through 2026, led by BVOD (34 per cent) offsetting a structurally declining broadcast market (-3 per cent)³⁰.
- Over the past several years the programmatic system has become the primary way in which digital advertising inventory is sold globally.

Implications

- As the traditional free-to-air television advertising model comes under increasing pressure, SBS's content commercialisation activities will seek to maximise financial returns on available multiplatform inventory, in line with the restrictions on the amount of advertising permitted on SBS broadcast services and in keeping with SBS's commercial funding and external relationships guidelines (See Appendix 2 for further details).
- SBS will continue to invest in our digital advertising capabilities to capitalise on the growing shift to digital consumption. This will include investing to grow SBS On Demand and other digital properties to maximise the value of online inventory.
- SBS must ensure our commercial capabilities are fit-for-purpose and attractive to advertisers by appropriately leveraging available audience data and utilising integrated advertising and reporting systems.
- SBS has programmatic advertising capabilities already in use and continues to evolve our advertising technology in-line with the market, ensuring constant best-in-breed technology and performance.
- It is also important that SBS continues to build on existing and new commercial partnerships to ensure consistent growth of advertising inventory across all platforms.

Figure 2: SBS and the Australian advertising market (2021)³¹



Note: For reference only. The data from PwC is presented for calendar year 2021, whereas SBS data is for financial year 2021-22.

30. PwC, Australian Entertainment & Media Outlook 2022-2026, published July 2022, available at: <https://www.pwc.com.au/industry/entertainment-and-media-trends-analysis/outlook/watch.html>

31. *ibid*

EXTERNAL ENVIRONMENT (CONT)

Cost Considerations

Observations

- Increasing competition from global SVODs and free-to-air broadcasters (**FTAs**) which are ramping up their BVOD services is driving up competition and costs for quality content. There is also increased competition from telecommunication companies as they expand their content provision services to include sport. This places upward pressure on the cost of certain content rights.
- COVID-19 has had a significant and ongoing impact on Australian and global media production sectors, with delays and cost increases to many productions. As a result, content has become more expensive to acquire for Australian broadcasters (and globally) due to increased demand and lower supply.
- International studios such as Disney, Warner Media (HBO) and Paramount have begun distributing their content direct to consumers or partnering with SVOD players in exclusive content deals, applying further pressure to content supply and pricing.
- With prior border closures and skill shortages, it has become increasingly challenging for organisations to acquire and retain talent in knowledge areas and for 'newer' skills such as software engineering and data science.
- Attracting strong talent with commercial and digital experience will put upward pressure on our human resource cost-base as these roles are in high demand across most industries, beyond media.

Implications

- External forces are putting upward pressure on SBS's largest cost categories (content and employees), and there will be even greater emphasis on ensuring our support and back office functions are delivered as effectively and efficiently as possible.
- SBS will continue to engage in co-productions and leverage appropriate funding opportunities to provide distinctive, high quality commissioned content at a reduced cost. Additionally, SBS will continue to secure appropriate acquired content deals in partnership with other organisations to ensure the best use of funds available.

SBS remains focused on identifying and delivering further efficiencies within its operations. The pressure to be cost-aware drives the continuous improvement of existing delivery methods across our operations. As an already lean organisation, SBS is suitably structured to transform itself to overcome external pressures to deliver content in the most efficient and effective manner.

PLANNED PERFORMANCE



PLANNED PERFORMANCE

Significant Activities

The following activities and goals cover the planning period FY23-26.

SBS's operations can be broken down into four key activities, all of which contribute to SBS delivering on our Charter and achieving our purpose:

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

These activities are:

1. Content creation, acquisition and curation
2. Content broadcast, technology and transmission
3. Content commercialisation
4. Content support activities.

Table 2: SBS's significant activities

Significant activity	Description
1. Content creation, acquisition and curation	Commissioning, in-house production, acquisition and curation of content for the following platforms: — Broadcast television — Broadcast radio — Online content including digital (IP-based) delivery of on demand and live streaming video and audio content — Delivering formal and informal learning outcomes, as content extension activities
2. Content broadcast, technology and transmission	Transmission of SBS's created or acquired content via broadcast and IP-delivered platforms. This also includes broadcast operations and broadcast technology and systems.
3. Content commercialisation	Commercialisation of SBS's created or acquired content via a range of commercial activities which include: — SBS advertising media sales — International and domestic content sales — Cultural competency training services — Subscription services and other commercial partnerships
4. Content support activities	Corporate and other back office functions required to support the above significant activities. These include: — Enterprise-related IT — Finance and accounting — People and culture — Legal and rights management — Facilities maintenance (Corporate services) — Corporate affairs

PLANNED PERFORMANCE (CONT)

The below framework sets out the five strategic goals for the organisation, over the course of this reporting period with particular focus on FY23.

Figure 3: Strategic Framework

Delivering against our Charter and Purpose		
<i>SBS inspires all Australians to explore, respect and celebrate our diverse world and in doing so, contributes to a cohesive society</i>		
SBS Strategic Pillars	SBS FY23 Goals	
	GREAT PEOPLE; GREAT CULTURE	— Manage ongoing COVID-19 impacts on our people and operations, embed new ways of working , whilst focusing on improving the employee experience
	DISTINCTIVE NETWORK	— Further SBS's competitive difference in a crowded market through our language, Indigenous and local content strategies across platforms and delivering an exceptional World Cup 2022 for all Australians
	COMMUNITY IMPACT	— Implement key activities to have positive impact on multicultural and multilingual communities and further SBS's ability to provide public policy information as an essential government agency
	GREAT BUSINESS	— Build on our data and commercialisation progress to ensure SBS is able to grow revenue to reinvest in content initiatives and capabilities whilst continually improving the advertising experience
	ENGAGED AUDIENCES	— Drive enhanced audience experiences and consumption using new digital capabilities including personalisation

**SBS
VALUES**

We are
audience
obsessed

We are
bold and
brave

We embrace
difference

We
engage and
participate
fully

We look
out for one
another

PLANNED PERFORMANCE (CONT)

These strategic goals will help SBS achieve our purpose in the following ways:

- Maintain SBS's competitive difference in a crowded market for audiences through Australian stories, local production and Indigenous and multicultural content, and continue to elevate the role of our trusted news and information.
- Continue our journey as a contemporary multilingual broadcaster as Australia becomes even more multicultural and linguistically diverse, making our purpose even more relevant.
- Further SBS's ability to provide essential information to our stakeholder communities and become an essential government agency as the COVID-19 pandemic continues to play out.
- Drive awareness of Indigenous affairs and take a leadership role on reconciliation in Australia via our Elevate Reconciliation Action Plan (RAP).
- Optimise our digital, data, commercialisation and technology capabilities to deliver enhanced audience experiences across all platforms in a cost-effective way.
- Keep our people safe as we 'live with COVID-19', while implementing our new ways of working and focusing on the employee experience to attract and retain the best people.
- Make SBS a great and inclusive place to work via the next iteration of our inclusion strategy which will also deliver benefits to our industry and stakeholders.

Cooperation with Other Bodies

SBS cooperates with a range of government, corporate, industry and non-profit organisations that make a significant contribution to SBS to help us deliver on our Charter and achieve our purpose. The list of organisations and the nature of each of these relationships can be found in Appendix 4.

1. Content Creation, Acquisition and Curation

Content creation (covering in-house and commissioned content), acquisition and curation are at the heart of SBS's purpose. Through our core content activities delivered across all platforms, we create and curate content for our audiences that:

- Inspires inclusivity and social cohesion
- Informs, enriches and entertains
- Offers surprising perspectives
- Provokes with purpose

Content creation, acquisition and curation activities span a number of areas: SBS Television, SBS On Demand, SBS News and Current Affairs, SBS Sport, SBS Radio, NITV, social media and marketing. The success of our content is measured in a number of ways, notably audience awareness, engagement, consumption and reputational outcomes. These reputational outcomes range from Charter alignment to community impact and trust.

Our TV/video content creation, acquisition and curation activities cut across an expansive broadcast and digital network: SBS, SBS VICELAND, SBS Food, SBS World Movies, NITV, SBS WorldWatch and SBS On Demand. Together each channel amplifies the overall content offering, creating distinct editorial opportunities by targeting different demographics with different genres and tones.

PLANNED PERFORMANCE (CONT)

SBS main channel is the home of distinctive programming that inspires all Australians to explore, respect and celebrate our diverse world, and in doing so, contributes to a cohesive society. It is a trusted source of news, current affairs, live sporting events and entertainment, distinctive scripted drama, and factual programming. It also showcases our SBS originals that fearlessly pursue innovative, world-class ideas to both inspire and entertain.

SBS VICELAND continues to drive growth within the SBS network by targeting a younger audience. SBS VICELAND builds on the breadth of the SBS main channel's offering by adding 'edgier' factual and entertainment series to the network, mixed with cult movies, quirky comedies and provocative dramas.

SBS Food broadcasts accessible and aspirational food programs which take viewers on a journey of cultural discovery through cuisine. Our slate of local brand-supported productions continues to grow each year, with new and established homegrown talent bringing Australia's own diverse culinary culture to life.

SBS World Movies builds on SBS's legacy of showcasing the best in international and local cinema for Australians, for free. A carefully curated and dedicated 24-hour channel, SBS World Movies, sources titles from around the globe, reflecting and celebrating the diversity of cinema, with a large proportion of titles in a language other than English.

*SBS WorldWatch was launched in May 2022 providing a dedicated news channel service in more than 35 languages. This includes two new locally produced news programs in Arabic and Mandarin, SBS **سبى** News and SBS **中文** News, in addition to our flagship SBS World News service.*

NITV supports and strengthens the oldest living culture in the world through the most distinctive content offering in Australia. The channel shares and celebrates unique stories that inspire, instil pride and lead to a greater understanding of First Nations people and culture. Our news and current affairs give First Nations Australians a vital voice while the channel's sport and events celebrate First Nations achievements and connect communities. The channel also brings unique global perspectives to a local audience, with programming from partners around the world. The content of NITV is amplified across the network through our Indigenous content strategy, with SBS, SBS VICELAND, SBS Food and SBS On Demand all involved in a variety of co-productions, simulcasts and encores to drive audience reach and build broader awareness of the channel.

SBS On Demand is Australia's most distinctive streaming destination, enabling SBS to deliver our Charter in a digital environment. SBS On Demand represents the very best of SBS – diverse entertainment delivered by a seamless digital experience that is available free, anytime on all major devices. Through our extensive content catalogue, SBS On Demand adds depth and breadth to our major content genres, extends the life of our originals and explores new pathway opportunities for new culturally and linguistically diverse audiences through a rich selection of in-language and captioned titles and enhanced multilingual log-in and discovery options.

PLANNED PERFORMANCE (CONT)

SBS Radio is the world's most linguistically diverse public broadcasting service – available on radio, online, digital television and social media. Servicing over 60 languages and including SBS Chinese and SBS Arabic²⁴, SBS Radio is dedicated to five and a half million Australians who speak a language other than English at home, while three music channels (SBS PopAsia, SBS PopDesi and SBS Chill) engage all Australians through music and pop culture from around the world. SBS Radio services produce original content, which also feeds into SBS English-language news and current affairs services.

Results from the 2021 Census will allow SBS to review our language services to ensure SBS reflects today's Australia and meets the needs of the community.

SBS broadcasts news and current affairs across our TV, radio and digital platforms that reflect the integrity of SBS journalists and editorial processes which ensure alignment with community expectations. As one of Australia's most trusted media organisations³², SBS has a well-earned reputation for presenting quality news and analysis of global events, as well as stories and issues from across multicultural Australia.

SBS Sport secures and broadcasts a wide range of international and local sport to Australians free-to-air on our network, including football, cycling, basketball, motorsports and figure skating – uniting communities through shared passions and experiences. This includes some of the world's biggest sporting events, such as the FIFA World Cup Qatar 2022™, the Tour De France, Giro d'Italia and the Vuelta a España. SBS delivers our extensive sports coverage across broadcast and digital platforms.

SBS's social media offering shares stories, videos and other diverse content that connects Australian audiences to the world of SBS. SBS's social media profiles – including Facebook, Twitter, Instagram and TikTok – extend the reach of SBS's content and raise awareness of the SBS brand and our unique offering with new audiences.

SBS also provides the SBS Learn program, which delivers formal and informal learning outcomes based on research and global partnerships. SBS Learn operates as an extension of SBS commissions, sport and network-wide activities, and is delivered through educators, and community and digital engagement.

SBS Learn plays a crucial role in building capacity for Australian teachers and students to expand understanding of non-dominant cultural narratives and the exploration of a range of narrative voices.

SBS Learn resources are broadly distributed to fulfil SBS's commitment to educating all Australians, and as a contribution to a more cohesive society. SBS Learn regularly publishes learning materials in languages other than English.

32. Park, S., Fisher, C., McGuinness, K., Lee, J. Y., McCallum, K., Nolan, D. (2022). Digital News Report: Australia 2022. Canberra: News & Media Research Centre, University of Canberra, available at: <https://www.canberra.edu.au/about-uc/media/newsroom/2022/june/digital-news-report-australia-2022-australians-are-shifting-away-from-social-media-as-a-source-of-news>

PLANNED PERFORMANCE (CONT)

Intended results

The fulfilment of SBS's purpose is predominantly realised through the distinctive and compelling content that SBS provides across our many platforms.

Through the content that our audiences consume and through our brand, SBS brings our Charter and purpose to life – across broadcast television and radio, online and social media platforms. SBS wants our audiences to be inspired by a richer, more holistic understanding of our world by presenting surprising perspectives in entertaining ways.

Over the course of this Corporate Plan, there are three major goals that our Content activities are focused on delivering:

1. A Distinctive Network;
2. Engaged Audiences; and
3. Community Impact.

Achieving these three goals will further enhance our reputation as Australia's multicultural and First Nations broadcaster and affirm our ongoing contribution to Australia's success as a vibrant, diverse and cohesive society, while also securing our relevance in a fragmenting media market.

Delivery strategy

In order to achieve these outcomes, SBS will:

- Deepen engagement with multicultural and First Nations communities to share their stories
- Continue to incrementally invest in our multilingual services and capabilities to make our content more accessible to multilingual and multicultural audiences.
- Create and distribute content around important cultural festivals to build connection with Australia's diverse communities.
- Accelerate investment in digital content, platforms and capabilities with the ongoing implementation of SBS's digital acceleration plan.
- Invest in enriching content that is purposefully provocative and promotes social cohesion and cross-cultural understanding.
- Ensure that SBS's new Commissioning Equity & Inclusion Guidelines are enacted internally and by industry so that all Australians see themselves, their communities and their stories reflected on screen, and that SBS is leading the way to a more inclusive future for our industry.

Content creation – resourcing

Table 3.1: Proposed resourcing of SBS's Content activities

Resources	FY22-23 Budget	FY23-24 Forward estimates	FY24-25 Forward estimates	FY25-26 Forward estimates
Expenditure (\$ millions)	285.6	257.0	253.1	257.9
People (Full time equivalent)	769	769	769	769

PLANNED PERFORMANCE (CONT)

Performance measurement and assessment

SBS currently uses a range of metrics across platforms to assess the distinctiveness and diversity of our content activities.

Table 3.2: Key performance assessment metrics – SBS Content activities

Key Performance Indicator	FY22-23 Budget	FY23-24 Forward estimates	FY24-25 Forward estimates	FY25-26 Forward estimates
Number of hours of TV programming broadcast in CALD – all linear channels	34,300	34,300	34,300	34,300
Number of hours of locally commissioned content broadcast (first run) on all linear channels except NITV	272	180	180	180
Number of hours of locally commissioned content broadcast (first run) on NITV ^(a)	100	100	100	100
% of radio broadcasts in languages other than English	90%	90%	90%	90%
Total Digital Registrations (at the end of the period)	11.6m	12.3m	12.8m	13.2m
Average Monthly Radio Podcast Downloads	4.4m	4.7m	4.9m	5.2m
Primetime Metro TV Share	8.9%	8.9%	8.9%	8.9%

a) The number of hours of locally commissioned content broadcast (first run) on NITV will include (from FY23 onwards) all NITV commissioned and in-house produced programs excluding network repeats, sport events and highlights programs, and news and current affairs productions. Previously, the definition was narrower, excluding special events and all sports programming. This change has been made to be more consistent with the equivalent metric for all linear channels except NITV above and better represent the breadth of NITV's output

2. Content Broadcast, Technology and Transmission

SBS's Content Broadcast, Technology and Transmission activities fall largely under the responsibilities of the Technology Division. These teams ensure SBS achieves the most effective and efficient means to distribute our distinctive content across TV, radio and online platforms to as many Australians as possible.

Intended results

In a world where audience consumption continues to fragment across many devices, SBS can only be successful in the delivery of our purpose and Charter if we are able to reach audiences on the various broadcast and digital platforms that they use in their day-to-day media consumption habits. SBS Technology will continue to find innovative and efficient ways to store, manage, publish and distribute content across owned and partner platforms, while also seeking to provide a best-in-class user experience, better content discovery and personalisation for audiences. Upgrades to transmission network infrastructure continue to deliver improved service reliability and contribute to reducing SBS's carbon footprint.

PLANNED PERFORMANCE (CONT)

Over the course of this Corporate Plan, the primary goals for SBS's Technology Division are to:

- Maintain reliable and available services to all audiences, across all platforms.
- Produce innovative solutions to enhance audience experience, support SBS's needs and enable SBS to adapt to the changing environment.
- Pursue opportunities to improve operational efficiency to enable greater investment in distinctive content and services.
- Provide technological solutions that support analytics and business intelligence.
- Partner with teams across the business to advance SBS's data commercialisation strategy.
- Develop a technical workforce that is appropriately skilled to meet SBS's changing needs.

Delivery strategy

To serve content to audiences effectively and efficiently, SBS is focused on the following delivery strategy over the course of this Corporate Plan:

- Continue investment in digital capabilities and architecture.
- Ensure best practice is implemented, both internally and via our key broadcast partners to deliver content efficiently and effectively.
- Deliver innovative and cost-effective solutions via new projects and initiatives that evolve the organisation in the face of a changing technology landscape.

Resourcing

Table 4.1: Proposed resourcing of SBS's Content Broadcast, Technology and Transmission activities

Resources	FY22-23 Budget	FY23-24 Forward estimates	FY24-25 Forward estimates	FY25-26 Forward estimates
Transmission and distribution expenditure (\$ millions)	73.7	74.8	75.9	77.1
People (Full-time equivalent)	276	276	276	276

Performance measurement and assessment

Table 4.2: Key performance assessment metrics – SBS Content Broadcast, Technology and Transmission activities

Key Performance Indicators	FY22-23 Budget	FY23-24 Forward estimates	FY24-25 Forward estimates	FY25-26 Forward estimates
Transmission and distribution expenditure as % of total operating expenditure	<=15%	<=16%	<=16%	<=16%
Population reach – digital transmission sites (including VAST Satellite)	100%	100%	100%	100%

PLANNED PERFORMANCE (CONT)

Key Performance Indicators	FY22-23 Budget	FY23-24 Forward estimates	FY24-25 Forward estimates	FY25-26 Forward estimates
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%

3. Content Commercialisation

SBS's commercial activities include SBS Media Sales, SBS In Language translation services and SBS's Distribution and Inclusion training and consultancy businesses.

The primary purpose of SBS's commercial activities is to generate positive returns across our network portfolio of channels and platforms, in order to reinvest in distinctive Charter-driven content for our audiences and marketing activities to support our content and community objectives.

SBS Media Sales, In Language Translation & Distribution

SBS Media commercialises SBS content through the sale of advertising, sponsorships and brand-funded opportunities across all of our free-to-air TV, radio and digital channels.

SBS Media has also created a diversity and inclusion consulting business – **SBS Cultural Connect** – to help organisations communicate with an increasingly diverse Australia. Services offered include research, strategy and culture-specific messaging in addition to the production and translation services offered through SBS In Language.

SBS In Language provides professional translation services to Commonwealth and state government departments as well as commercial clients and agencies. Our services include NAATI-certified translation, typesetting, video production, subtitling, cross-cultural consultancy, voice overs and narration. SBS operates in accordance with an accredited Quality Management System (**QMS**) compliant to ISO 9001:2015.

SBS Distribution continues to grow our substantial online inclusion training program to build capability in organisations around disability, LGBTIQ, gender, First Nations culture, age and cultural diversity. SBS Distribution also extends the reach, brand and commercial returns of SBS content through promotional partnerships across cinema, music and events.

Intended results

SBS's content commercialisation activities have one overarching goal – to maximise the net contribution of their activities in order to reinvest funds into distinctive and compelling Charter content, further invest in the digital acceleration plan and maintain or improve the quality of our services to Australian audiences.

PLANNED PERFORMANCE (CONT)

Through the breadth of our commercial activities, SBS also seeks to lengthen the life of our distinctive content and broaden the reach of SBS's brand.

As the traditional free-to-air advertising model comes under increasing audience and revenue pressure (aside from COVID-19), over the course of this Corporate Plan period, SBS's commercial activities will seek to:

- Maximise the financial returns on available channel and platform inventory while maintaining competitive network pricing on each of SBS's free-to-air channels and across the different metropolitan and regional markets, in line with the restrictions on the amount of advertising permitted on SBS broadcast services, and advertising and sponsorship guidelines.
- Continue to significantly grow online revenues consistent with market dynamics, changes in industry programmatic buy type mechanisms, and shifts in audiences and consumption habits across digital platforms.
- Grow or maintain margins in legacy distribution businesses while investing for growth in emerging business models such as diversity and inclusion training and consultancy.
- Continue to attract revenues through unique brand partnership opportunities focussed on content and product innovation, to offset increased price inflation resulting from current and forecast FTA market trends.
- Maximise the advertising value of the FIFA World Cup 2022 for our commercial partners.

Delivery strategy

Our delivery strategy across our commercial activities focuses on the following:

- Offer a differentiated and dynamic brand and audience proposition to direct and agency advertising clients.
- Showcase our diverse, unique and exclusive audience positioning and the cost effectiveness which SBS platforms can offer due to lower SBS cost per audience reach point metrics.
- Continue to capitalise on growth in digital programmatic sales through investment in appropriate digital sales technologies and strategic partnering with external supply-side platforms.
- Showcase trade marketing initiatives, thought leadership and our unique and diverse point of view, designed to keep the SBS brand salient with media agencies and clients.
- Continue to review operational processes and systems to ensure best practice, as well as ensure appropriate focus and investment in automated buying technologies, including new technology initiatives to monetise the introduction of industry-based cross-platform audience metrics.

Resourcing

Table 5.1: Proposed resourcing of SBS's Content Commercialisation activities

Resources	FY22-23 Budget	FY23-24 Forward estimates	FY24-25 Forward estimates	FY25-26 Forward estimates
People (Full-time equivalent)	176	176	176	176

PLANNED PERFORMANCE (CONT)

Performance measurement and assessment

Table 5.2: Key performance assessment metrics – SBS Content Commercialisation activities

Key Performance Indicator	FY22-23 Budget	FY23-24 Forward estimates	FY24-25 Forward estimates	FY25-26 Forward estimates
Total own source revenue (\$ millions)	179.1	159.5	164.1	168.9

4. Content Support Activities

SBS's support activities encompass the 'back office' functions that support SBS's primary content, distribution and commercial activities. These functions include human resources and organisational development, corporate affairs, legal, corporate services, finance and strategy. Some of the key deliverables across SBS content support activities include:

- Develop people capabilities and facilitate employee performance management processes.
- Manage community, government and industry stakeholder relationships.
- Manage finance and accounting functions.
- Develop corporate strategy and manage the organisation's planning processes.
- Manage risk management frameworks and processes.
- Maintain building infrastructure and develop strategies to meet SBS's long-term physical accommodation needs.
- Deliver corporate and back-of-house functions using the most effective and efficient models.

Intended results

In support of key strategic goals, SBS's content support activities seek to:

- Identify and establish effective operational partnerships that
 - Ensure the most efficient balance between in-house and outsourced capability.
 - Allow SBS to focus on the core activities of content and commercialisation.
- Utilise a proactive and responsive approach to support the organisation in an innovative manner.
- Continuously find ways to deliver a more efficient and effective operating model for SBS.
- Ensure that SBS maintains appropriate funding levels that enable it to deliver on the Charter in an efficient manner.
- Deepen community, industry and First Nations stakeholder relationships and form partnerships to deliver targeted projects that increase the public value of SBS.
- Maintain high staff engagement to promote a productive and happy workforce that is well trained, with a focus on succession and talent planning.

PLANNED PERFORMANCE (CONT)

Delivery strategy

To achieve the above results, SBS content support activities seek to:

- Facilitate the development of core management and leadership capabilities.
- Manage and enhance relationships across all levels of government, demonstrating the relevance and value of SBS to political stakeholders and securing government funding.
- Extend engagement with communities on a national scale, including through outreach activities.
- Lead the implementation of best-in-class risk management processes and frameworks.
- Help to ensure that the allocation of resources matches the achievement of our purpose and the organisation's strategic goals.
- Create a workforce that is appropriately skilled to meet the changing needs of SBS and deliver exceptional service, while also being a great place to work for all employees.

SBS recognises that our normal business operations have an impact on the environment. As environmental concerns and the impact of climate change become more and more important to audiences and organisations across Australia, SBS will undertake further work to identify and mitigate the risks posed by climate change on our operations and develop an environmental social and governance (ESG) reporting framework in FY23.

Resourcing

Table 6.1: Proposed resourcing of SBS's content support activities

Resources	FY22-23 Budget	FY23-24 Forward estimates	FY24-25 Forward estimates	FY25-26 Forward estimates
People (Full-time equivalent)	130	130	130	130

Performance measurement and assessment

Table 6.2: Key performance assessment metrics – SBS content support activities

Key Performance Indicator	FY22-23 Budget	FY23-24 Forward estimates	FY24-25 Forward estimates	FY25-26 Forward estimates
Content support activities – share of total operating expense (%, including transmission)	<=10%	<=10%	<=10%	<=10%
Content support activities – share of total FTEs (%)	<=10%	<=10%	<=10%	<=10%

SUMMARY FINANCIAL PERFORMANCE

A summary of SBS's financial performance over the period covered by this Corporate Plan is outlined in the table below.

Table 7: SBS Summary Financial Forecast (FY23 to FY26)

Forecast of Financial Performance \$ millions	FY22-23 Budget	FY23-24 Forward estimates	FY24-25 Forward estimates	FY25-26 Forward estimates
Revenue				
Total own source	179.1	159.5	164.1	168.9
Government appropriation	316.8	322.6	319.6	325.0
Total Revenue	495.9	482.0	483.7	494.0
Operating expenditure	441.8	406.7	407.2	416.3
Transmission and distribution expenditure	73.7	74.8	76.0	77.1
Total operating expenditure	515.5	481.5	483.2	493.5
Operating Surplus / (Deficit)	(19.5)	0.5	0.5	0.5
Assessment of taxes and charges payable	9.4	9.5	9.6	9.7
Capital expenditure	10.0	10.0	10.0	10.0

CAPABILITIES



CAPABILITIES

People

Now more than ever, our people are critical to our success as an organisation.

SBS is focused on delivering key strategic priorities over the coming years to support the delivery of overarching SBS's strategic goals and business initiatives. Our strategy considers:

- The current environment in which SBS operates.
- The competitive impacts on talent attraction and retention.
- The changing expectations that talent have of organisations, ways of working and recognition of value.
- The organisational culture of SBS and its ability to drive the right outcomes for the organisation.
- The role that diversity and inclusion plays in shaping our future workforce.
- The changing needs of leadership and associated leadership behaviours.
- Agile and collaborative ways of working particularly in a digital context.

At SBS we have continued our commitment to create a high performing culture with people at its heart.

There are a number of market trends that will affect SBS's workforce over the course of this Corporate Plan period, including:

- The changing nature of work and the role of the workplace following the COVID-19 pandemic.
- A highly competitive talent market, particularly in digital skills, which make attraction and retention a challenge.
- Increasing awareness of mental health issues in the workplace and a greater focus on employee wellbeing, flexibility of workplace location and work-life balance.
- Diversity and inclusion as a competitive advantage with consideration as to the impacts of social movements and increasing expectations on employers, as well as greater transparency in gender pay parity and representation.
- Increased regulation, governance and audit with a focus on the role of 'trust' within organisations.
- The changing face of modern leadership in response to more agile, self-managed and autonomous ways of working.
- The need for a clear data strategy and data-driven decision making in human resources.

In a media environment where industry convergence is facilitated by IP-delivered platforms, yet audiences are increasingly fragmented across these platforms, there are some human resource capability challenges that are particularly relevant:

- Achieving the right balance of technical expertise, project management skills, change management and general management capabilities.
- Detailed and in-depth understanding of the audience, external environment and ever-changing market dynamics.
- Expertise in data, data management, data analytics and data visualisation.
- Content and product innovation capabilities.

CAPABILITIES (CONT)

Adding to the above challenges, SBS must compete with new and traditional media players in a funding environment that is limited, and with restrictive workplace frameworks that can impact on SBS's ability to attract and retain talent.

SBS seeks to strengthen its commitment to being a purpose-led, values-driven organisation by applying a values-driven lens to our activities, with a particular focus on four strategic people and culture imperatives.

Our four strategic 'people and culture' imperatives are below:

1. Trust and Empowerment

Build deeper trust with our people and empower them to make decisions – driving autonomy and accountability, and encouraging a strong bias towards action and results.

2. Performance and Collaboration

Enable a high performance and improvement-driven organisation where collaboration, learning and innovation are the ways in which SBS always does business.

3. Diversity and Inclusion

Continue to build a purpose-led organisation where the external focus on our Charter is matched by an equal commitment to a highly inclusive workplace.

4. Governance and Compliance

Ensure that as a hybrid-funded public broadcaster SBS meets our obligations under the SBS Act to be a model employer.

Over the course of this Corporate Plan period, our key initiatives to help deliver the goals above include:

- Create new opportunities to reimagine and reform our business and workplace in the wake of COVID-19.
- Deliver on the next iteration of our Inclusion, Equity & Diversity Strategy with an increased focus on diversity in management representation.
- Launch a new employer brand and employee value proposition in market in response to market changes.
- Ensure our values are explicitly named, defined and communicated to the organisation.
- Refine our talent model to provide increased support and consistency across the business in relation to talent attraction and proactive talent management. Continue to improve and further develop new ways of working and build collaborative ways of working at scale across the business.
- Develop our health and wellbeing program with a focus on mental health and becoming accredited with Mental Health First Aid Australia.
- Deliver on initiatives to drive the highest level of employee engagement and improve the employee experience.

CAPABILITIES (CONT)

Technology

As audience consumption fragments across an increasing array of devices, media companies need to provide a seamless experience that offers a consistent look and feel while delivering a tailored content offering for each user. Meanwhile, as audiences become increasingly digital in their consumption habits, media companies will also need to use audience intelligence and understanding to offer mass customisation and personalisation of the user experience.

To deliver a premium user experience, SBS will have to further expand capabilities in the following areas over this reporting period:

- Audience intelligence and insights.
- Cross-platform content management.
- Metadata management.
- Mass customisation and personalisation of digital services.

To establish these technological capabilities in a cost-effective manner, SBS will seek to implement solutions that strengthen existing technology foundations, while utilising:

- Off-the-shelf products, which ensure SBS is not re-inventing the wheel and can access best-in-breed technology.
- Open-source technology for in-house development, which allows access to a larger pool of competitive labour and lowers total cost of ownership.

RISK MANAGEMENT



RISK MANAGEMENT

Risk management is a key part of administering SBS's business and services.

SBS's risk management framework (**RMF**) provides a holistic approach to risk management that promotes an integrated and informed view of risk exposures across SBS. The framework is designed to manage risk and provide assurance that risks are being managed within the risk appetite established by the SBS Board of Directors. The SBS RMF is an important tool to guide the organisation towards achieving the goals identified as being critical to our success in a changing and challenging 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 FY23 period and this reporting period is considered by SBS under this framework. The desired result of the framework is to provide the SBS Executive and Board with:

- A strong frame of reference for strategy setting and decision making.
- An integrated framework to effectively manage uncertainty and obligations and 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 controls.
- Minimum standards for the governance, processes and tools required to administer the RMF.

Figure 4 summarises the RMF.

Figure 4: SBS Risk Management Framework



RISK MANAGEMENT (CONT)

The Board approves the organisation-wide risk appetite statements that provide the frame of reference for strategy setting and decision making. Figure 5 illustrates the risk appetite for SBS's material classes of risk.

Figure 5: Summarised risk appetite statement

	Risk Appetite Range				
	No/Low Appetite (1)	Limited Appetite (2)	Moderate Appetite (3)	Moderate to High Appetite (4)	High Appetite (5)
Material classes of risk	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 Relationships Guidelines) IT Transmission Continuity HR – Payroll	Strategy and Planning – Industry Partnership and Outsourcing Production IT – Security IT – Financial System HR – Health and Safety (on assignment)	Stakeholder Management – Government & Community Content Distribution – Digital Platforms IT – Internal Systems and Infrastructure Legal Development and Production – Production Audience Data – Data Commercialisation Media Sales	HR – Talent and Capability Brand 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 taking risk	SBS takes a balanced approach to 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' 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

RISK MANAGEMENT (CONT)

Over the course of the 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 receive regular reports on the management of the identified top risks facing SBS, with identification of risks allowing redirection or refocusing of resources to address key issues.

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

1. Content Supply Pressures and increased competition resulting in a loss of audience or relevance

There is a risk that SBS suffers from a loss of audience and/or relevance with audiences, particularly with increased competition from other FTA broadcasters and streaming services, and potential COVID-19 impacts on content availability and price in market. SBS ensures our relevance by building capabilities to better understand community behaviours and preferences, tailoring programming suitable to our audiences and our Charter, and providing a differentiated and distinctive content offering (including in-language service offerings), supported by marketing campaigns and promotions across linear and digital platforms.

2. COVID-19 – impact on staff, operations and organisation

COVID-19 continues to present a key risk to SBS's staff, audience, operations, suppliers and stakeholders. SBS has been able to pivot our content offering to suit the needs of our audiences, and continues to manage what it can control effectively, including evolving best practices and monitoring key health guidance (both State and Federal) with a focus on staff health and wellbeing. SBS has adapted McKinsey's 'five horizons' approach to respond to the COVID-19 pandemic (resolve, resilience, return, reimagination and reform³³), and a COVID-19 Steering Committee is in place reporting back to the SBS Executive.

3. Organisational capability and the ability to attract and retain talent

This reflects the risk associated with a loss of key personnel and talent, particularly talent with highly sought digital capability, in part due to the impacts of border restrictions. SBS responds to this risk by conducting talent and succession planning, digital leadership training, refinement of our employee value proposition and support through a "It's How We Lead" program and the execution of strategies to attract digital talent.

33. McKinsey & Company, Beyond coronavirus, the path to the next model (March 2020), available at: <https://www.mckinsey.com/industries/healthcare-systems-and-services/our-insights/beyond-coronavirus-the-path-to-the-next-normal>

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 our duties as set out in the SBS Act and it does so through well-established corporate governance processes.

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

APPENDICES (CONT)

- 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 and replace the SBS Editorial Guidelines 2016. The Code of Practice (Section 4.2 Advertising and Sponsorship of the document) and the Commercial Guidelines set out SBS's policies in relation to commercial and external financing activities, including advertising and sponsorship, and to its external relationships, including partnerships.
- The Audit and Risk Committee provides independent assistance to the SBS Board on the Corporation's risk, control and compliance framework, and our external accountability responsibilities. Through the Audit and Risk Committee, the Board is able to monitor the Corporation to ensure that it does not contravene or fail to comply with applicable legislative obligations.
- 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 our 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; 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 its duty under paragraph 10(1)(g). The Community Advisory Committee does this by advising the Board on community needs and opinions, including the needs and opinions of small or newly arrived ethnic groups, on matters relevant to the Charter.

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

- Forums around Australia involving key community stakeholders from multicultural and Indigenous communities, together with SBS Board members and the SBS Executive.
- 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 Radio's in-language broadcasting activities.
- Content-related outreach activities.
- Involvement in community programs and partnerships with multicultural and Indigenous stakeholders.
- Regular qualitative and quantitative audience research into SBS programming.

APPENDICES (CONT)

Appendix 4: Cooperation with Other Bodies

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

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

No	Name of organisation	Nature of cooperation
1	ACON Pride in Diversity	Collaboration on SBS Inclusion Program content for the LGBTIQ+ course
2	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.
3	Australian Football League (AFL)	NITV and the AFL are partnering as co-producers on the Yokayi Footy show.
4	Australia for UNHCR	Over a three-year period beginning 2021, SBS will sponsor the UNHCR Les Murray Refugee Award which celebrates refugees who have raised the profile of the contribution of refugees to Australia through the arts, sport or media.
5	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.
6	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.
7	Australian Network on Disability	Collaboration on SBS Inclusion Program content for the Disability course.
8	Australian Science and Media Centre (AusSMC)	In partnership with the AusSMC, SBS hosts virtual 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 media opportunities with NITV/SBS.

APPENDICES (CONT)

No	Name of organisation	Nature of cooperation
9	Canterbury Bankstown Council	SBS has partnered with the Council on key community festivals such as the Lunar New Year Partnership, Ramadan Nights, Campsie Street Fair and Bankstown Bites. The partnership provides branding access to key festival assets, event integration and content opportunities reaching a range of multicultural communities.
10	Champions of Change Coalition	Collaboration on SBS Inclusion Program content for the Gender course.
11	City of Gold Coast	SBS broadcasts the <i>Eurovision – Australia Decides</i> show in February each year, with the City of Gold Coast as its host partner.
12	Create NSW	Create NSW provides funding and support on various SBS TV productions and development projects from time to time. Create NSW also participates in the SBS Diversity Talent Escalator.
13	Diversity Council Australia (DCA)	Collaboration on SBS Inclusion Program content for the Core Inclusion course
14	Documentary Australia	Documentary Australia provides funding and support on various SBS TV productions, development projects and fellowship programs from time to time.
15	eSafety Commissioner	Building on previous outreach partnerships, SBS and the eSafety Commissioner have collaborated to publish learning materials for students about image-based abuse, online safety, respectful relationships, and understanding support services around domestic and family violence. These projects have been connected to <i>The Hunting</i> and <i>See What You Made Me Do</i> (with further impact projects underway).
16	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 older Australians from CALD communities on topics that affect the ageing population and how to access aged care support services.
17	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.
18	Every Age Counts	Collaboration on SBS Inclusion Program content for the Age course

APPENDICES (CONT)

No	Name of organisation	Nature of cooperation
19	Federation of Ethnic Communities' Councils of Australia (FECCA)	SBS is the primary media partner of the biennial FECCA National Conference, a preeminent forum which brings together the ethnic community sector to discuss and debate issues related to Australia's multiculturalism.
20	First Nations Media Australia	SBS (through NITV) is an affiliate member of First Nations Media Australia, Australia's national peak body for First Nations not-for-profit broadcasting, media and communications.
21	Media Federation of Australia (MFA)	The MFA is the peak body representing media communication agencies to government, industry, media owners and the general public. SBS engages with the MFA through their NGEN program (industry training and networking), MFA 5+ and MFA Foundations industry training, and in 2021, signed a three-year partnership for their Diversity, Equity & Inclusion initiative which includes SBS providing access to the SBS Inclusion Program for all MFA members.
22	Media RING (Reconciliation Industry Network Group)	SBS is a member of Media RING, a volunteer association of industry and screen organisations whose purpose is to develop and enhance career opportunities for Indigenous Australians in the media through advocacy, knowledge sharing and promoting the diversity of Indigenous stories.
23	Multicultural Australia	Multicultural Australia is Queensland's settlement service provider for migrants and refugees. SBS has sponsored Multicultural Australia's LUMINOUS Lantern Parade, an event to welcome new migrants to Queensland.
24	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 and the NSW Premier's Multicultural and Communications Awards.
25	National NAIDOC Committee	SBS is the principal media partner and education partner of NAIDOC Week held in July every year. This is pursuant to a partnership with the National NAIDOC Committee and the National Indigenous Australians Agency (formerly the Department of the Prime Minister and Cabinet). Each year SBS Learn produces a NAIDOC Week teacher resource for print (20,000 copies) and online use.

APPENDICES (CONT)

No	Name of organisation	Nature of cooperation
26	NSW Wildlife Information Rescue and Education Service Incorporated (WIRES)	SBS and WIRES have partnered to produce bilingual videos and education resources focusing on living with Australian wildlife for an SBS Learn English project. The agreement involves Wires providing written material, assistance in production and co-hosting of some finished content.
27	Reconciliation Australia (RA)	RA auspices SBS's RAP5, an Elevate RAP under RA's partnership model. Elevate plans are the most advanced form of RAP and are reserved for organisations with a proven track record of embedding effective RAP initiatives. As an Elevate RAP partner, SBS will actively champion 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 perspectives, histories and cultures. Licencing fees flow through to the Indigenous production sector.
28	Refugee Council of Australia (RCOA)	RCOA is a national not-for-profit organisation for refugees and 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.
29	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.
30	Screen Australia	Screen Australia provides funding and support on various SBS TV productions, development projects and fellowship programs from time to time.
31	Screen NSW	Screen NSW provides funding and support on various SBS TV productions, development projects and fellowship programs from time to time.
32	Screen Producers Australia (SPA)	Screen Producers Australia provides support on various SBS TV productions and development projects from time to time.

APPENDICES (CONT)

No	Name of organisation	Nature of cooperation
33	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 Diversity Talent Escalator.
34	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 Diversity Talent Escalator.
35	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 Diversity Talent Escalator and is also a strategic partner for SBS's <i>Eurovision – Australia Decides</i> television event, held on the Gold Coast each year since 2019.
36	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 Diversity Talent Escalator.
37	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.
38	South Australian 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 Diversity Talent Escalator.
39	Sweatshop	Sweatshop is a writers' collective based in Western Sydney. They partner with SBS Voices to forge a career pathway for emerging writers of diverse cultural backgrounds.
40	Supply Nation	Through its membership, SBS works with Supply Nation, which is the Australian leader in supplier diversity, providing the nation's leading database of verified Indigenous businesses.
41	The Australian Children's Television Foundation (ACTF)	SBS (through NITV) engages with 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.

APPENDICES (CONT)

No	Name of organisation	Nature of cooperation
42	The Australian Directors Guild (ADG)	The ADG controls the parameters of commercial engagements with Australian directors across SBS' commissioned content output.
43	The Australian Film Television and Radio School (AFTRS)	SBS engages with AFTRS on its talent escalation strategy and looks to the film school for guidance on emerging talent. SBS frequently collaborates with AFTRS on its TV Talks program – a networking opportunity for the production sector in NSW, and other programs at the AFTRS HQ and interstate.
44	The Writers Guild of Australia (WGA)	The WGA controls the parameters of commercial engagements with Australian writers across SBS's commissioned content output.
45	Tourism and Events Queensland	SBS broadcasts the Eurovision – Australia Decides show in February each year, with Tourism and Events Queensland as its strategic partner.
46	Uluru Dialogue	SBS and the Uluru Dialogue engaged in 2020 in an MOU with the purpose of documenting the agreement between the two parties in the production and dissemination of the translated versions of The Uluru Statement from the Heart.
47	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.
48	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.
49	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 Diversity Talent Escalator, a national initiative focused on increasing the representation of Australia's diverse communities in the television production sector.
50	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 Cultural Diversity Week and the Commission's Multicultural Film Festival.

APPENDICES (CONT)

No	Name of organisation	Nature of cooperation
51	The Walkley Foundation (Walkleys)	SBS partners with the Walkleys by engaging in training & workshop opportunities as well as SBS participating in various industry events including the annual Walkley Awards, the pinnacle award for news & current affairs journalism.
52	Western Sydney University (WSU)	WSU partners with SBS Voices to foster the talent of their top creative writing students of diverse cultural backgrounds. SBS also partners with WSU to undertake empirical research. The findings are shared with external stakeholders, including government departments, media agencies and brand owners.
53	World Indigenous Television Broadcasters Network (WITBN)	NITV is a founding member of WITBN – a confederation of Indigenous television and radio broadcasting organisations from across the world.
54	Yothu Yindi Foundation	SBS (through NITV) is a media supporter of the Garma Festival, which is held in August every year. Garma is Australia's largest Indigenous cultural gathering to celebrate Yolngu and other Indigenous cultures and a key forum for the discussion of Indigenous affairs.

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