



# CORPORATE PLAN

2023 - 24





# CONTENTS

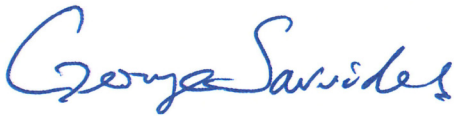
<b>Our Purpose</b>	<b>4</b>
<b>1. Key Activities</b>	<b>6</b>
1.1. Content creation, acquisition and curation	8
1.2. Content commercialisation	9
<b>2. Operating Context</b>	<b>10</b>
2.1. Social and demographic	11
2.2. First Nations affairs	13
2.3. Regulation and policy	13
2.4. Audience trends	14
2.5. Media landscape	16
2.6. Financial context	17
2.7. Technology and data	18
2.8. People	19
2.9. Cooperation with other bodies	19
<b>3. Strategy and FY24 Operating Plan</b>	<b>20</b>
3.1. FY24 Operating Plan	22
<b>4. Performance Measures</b>	<b>28</b>
<b>5. Financial Information</b>	<b>31</b>
<b>6. Risk Management</b>	<b>33</b>
<b>7. Appendices</b>	<b>37</b>
Appendix 1: The SBS Charter	38
Appendix 2: Role and Duty of the SBS Board	38
Appendix 3: Community Consultation Measures	39
Appendix 4: Cooperation with other bodies	39
Appendix 5: SBS's Content Brands	47
Appendix 6: SBS Risk Management Framework	49
Appendix 7: References	50

# OPENING STATEMENT

(STATEMENT OF PREPARATION)

I, as the head of the accountable authority of the Special Broadcasting Service Corporation present the 2023-24 SBS Corporate Plan for the reporting period 2023-24 (**FY24**) to 2026-27 (**FY27**) 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 over 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 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 SBS's purpose and Charter in upcoming years, we will continue to focus on offering a distinctive network across broadcast and digital platforms, and encourage diverse views and voices to be represented. SBS provides unique services that support migrant communities and First Nations Australians, and promotes the benefits of diversity to all Australians. It has never been a more important time to inspire a greater understanding of multiculturalism.

SBS seeks to help ensure Australia retains our key characteristics as a healthy, vibrant, diverse and inclusive society. These elements are essential to Australia's future success as a nation.



# 1. KEY ACTIVITIES





# KEY ACTIVITIES

## 1. Key Activities

SBS operates across a number of platforms to deliver our Charter and achieve our purpose. SBS's operations can be categorised into four key activities found in Table 1.

**Table 1: SBS's key activities**

Significant activity	Description
<b>Content creation, acquisition and curation</b>	<p>Commissioning, in-house production, acquisition and curation of content for the following platforms:</p> <ul style="list-style-type: none"><li>— broadcast television</li><li>— broadcast radio</li><li>— online content including digital (IP-based) delivery of on demand and live streaming video and audio content</li><li>— delivering formal and informal learning outcomes, as content extension activities</li></ul> <p>Refer below for greater detail on SBS's content creation, acquisition and curation activities.</p>
<b>Content broadcast, technology and transmission</b>	<p>Transmission of SBS's created or acquired content via broadcast and IP-delivered platforms. This also includes broadcast operations and broadcast technology and systems.</p>
<b>Content commercialisation</b>	<p>Commercialisation of SBS's created or acquired content via a range of commercial activities which include:</p> <ul style="list-style-type: none"><li>— SBS advertising media sales</li><li>— international and domestic content sales</li><li>— cultural competency training services</li><li>— subscription services and other commercial partnerships</li></ul> <p>Refer below for greater detail on SBS's content commercialisation activities.</p>
<b>Content support activities</b>	<p>Corporate and other back-office functions required to support the above significant activities. These include:</p> <ul style="list-style-type: none"><li>— enterprise-related IT</li><li>— finance and accounting</li><li>— people and culture</li><li>— legal and rights management</li><li>— facilities maintenance (corporate services)</li><li>— corporate affairs</li></ul>



# KEY ACTIVITIES (CONTINUED)

## 1.1. Content creation, acquisition and curation

Content creation, acquisition and curation are at the heart of SBS's purpose. We create and curate content for our audiences that:

- inspires inclusivity and social cohesion
- informs, enriches and entertains
- offers surprising perspectives
- provokes with purpose

These activities span SBS's operations including: SBS Television, SBS On Demand, SBS News and Current Affairs, SBS Sport, SBS Audio, National Indigenous Television (NITV), social media and marketing. Further detail on our content creation, acquisition and curation can be found in [Appendix 5: SBS's Content Brands](#).

The success of our content is measured in a number of ways, notably audience awareness, engagement, consumption and reputational outcomes which range from Charter alignment to community impact and trust.

Our TV and video content creation, acquisition and curation activities cut across an expansive broadcast and digital network of channels including: SBS, SBS News, SBS Audio, SBS VICELAND, SBS Food, SBS World Movies, NITV, SBS WorldWatch and SBS On Demand. Each channel amplifies SBS's overall content offering, creating distinct editorial opportunities by targeting a diverse range of audiences with distinctive stories.



# KEY ACTIVITIES (CONTINUED)

## 1.2. Content commercialisation

SBS's content commercialisation activities include: SBS Media Sales, SBS In Language translation services and SBS Inclusion.

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 does this in line with the parameters on the amount of advertising permitted on SBS broadcast services and in keeping with SBS's commercial funding and external relationships guidelines (refer to [SBS Commercial, Funding and External Relationships Guidelines](#) for further details).

SBS's approach to commercialisation differs by activity, namely:

**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. Key services from SBS Media includes:

- **SBS Cultural Connect** helps organisations communicate with an increasingly diverse Australia. Services offered include research, strategy, culture-specific messaging, and 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 translation, typesetting, video production, subtitling, cross-cultural consultancy, voiceovers and narration certified by the National Accreditation Authority for Translators and Interpreters (NAATI). SBS operates in accordance with an accredited Quality Management System (QMS) compliant to ISO 9001:2015.
- **SBS Inclusion** provides an online inclusion training program to help organisations build capability around disability, LGBTIQ, gender, First Nations culture, age and cultural diversity. It also extends the reach, brand and commercial returns of SBS content through promotional partnerships across cinema, music and events.



## 2. OPERATING CONTEXT





# OPERATING CONTEXT

## 2. Operating Context

SBS's FY24 operating environment remains positive for SBS's continued relevance. In delivering on the SBS Charter over FY24, SBS will continue to evolve to meet the needs of our audiences, reflecting changes in social and demographic composition, regulatory developments, changes to the media landscape, and the macroeconomic environment. External influences contributing to SBS's operating context are summarised below.

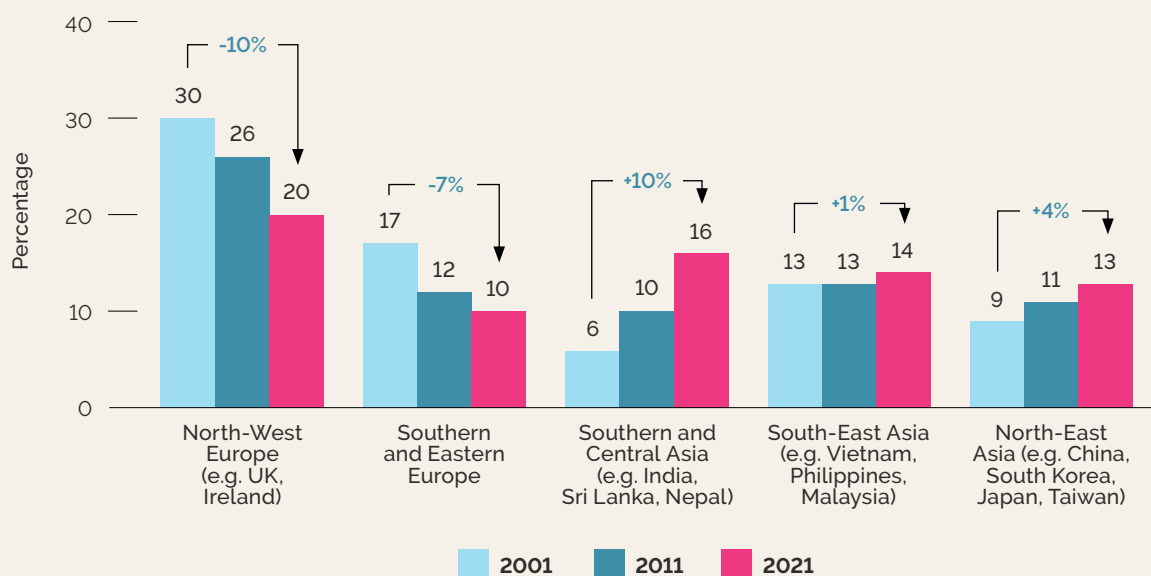
### 2.1. Social and demographic

As Australia becomes increasingly multicultural and multilingual, SBS's role to ensure that the stories and voices of all contemporary Australian communities are shared and heard is more important than ever.

Australia's cultural diversity continues to evolve, shaped by strong migration patterns. In 2021, 51.5 per cent of Australians were born overseas (first generation) or had a parent born overseas (second generation).<sup>1</sup> First generation Australians represented 27.6 per cent of the population (or just over seven million), an increase from 26.3 per cent in 2016.<sup>2</sup>

Among countries where English is the primary language, Australia has the highest proportion of first-generation migrants (27.6 per cent) compared to Canada (21 per cent), USA (15 per cent) and UK (14 per cent). As migration has increased, so has the diversity within Australia's migrant population. Over the past 20 years, Australian migrant origins have shifted, and a larger proportion of migrants are now coming from Asia (e.g. India, China and Vietnam) and fewer from European regions (see Figure 1).<sup>3</sup> These trends are expected to continue over the medium term, providing strong support for Australia's growing linguistic and cultural diversity.

**Figure 1: Percentage of Australia's overseas-born population by region (2001-21)**



<sup>1</sup> Australian Bureau of Statistics, *Cultural Diversity of Australia*, 20 September 2022, retrieved from: <https://www.abs.gov.au/articles/cultural-diversity-australia>

<sup>2</sup> Australian Bureau of Statistics, *Cultural Diversity of Australia*, ibid

<sup>3</sup> Australian Bureau of Statistics, *Cultural Diversity of Australia*, ibid

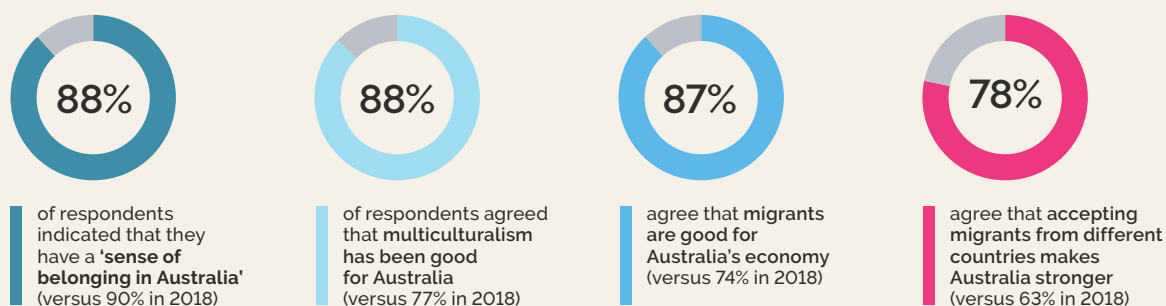


# OPERATING CONTEXT (CONTINUED)

The number of Australian households where languages other than English (**LOTE**) are spoken is rising. One of the reasons for this has been the increased diversity among Australia's overseas-born population. In 2021, more than 21 per cent of Australians (~5.5 million) used a language other than English at home, increasing by ~800,000 people since 2016. The most common languages were (1.4 per cent), Vietnamese (1.3 per cent), Cantonese (1.2 per cent) and Punjabi (0.9 per cent).<sup>4</sup> In total, more than 350 languages were spoken in Australian households in 2021.<sup>5</sup> SBS continues to have a unique ability to reach these Australians through the services we offer in over 60 languages. The growth in multilingual households supports the relevance of SBS's language services and Charter.

Part of SBS's role is to ensure that Australia's growing migrant population is provided with vital community information to support their engagement with Australian society, improving social cohesion. The Scanlon Foundation Research Institute's Mapping Social Cohesion Report 2022 provides evidence to support that social cohesion is high amongst Australians (see Figure 2).<sup>6</sup>

**Figure 2: Snapshot of Australia's social cohesion (2022)**



Despite several positive indicators supporting high social cohesion in Australia, racial discrimination remains present in our society.<sup>7</sup> Reflecting the diversity of Australian society is important for building mutual understanding and respect between different sections of the community.

Developing and maintaining trust with audiences continues to be a challenge for traditional media, social media and digital platforms in a world of growing media polarisation and concerns regarding disinformation and misinformation. Public broadcasters play an important role in setting the tone of public and media discourse and ensuring diverse stories and perspectives are presented, particularly in a media landscape where broadcast TV media ownership is concentrated. SBS continues to be one of Australia's most trusted news sources with a long-held and well-earned reputation for quality news and analysis on global events, especially issues affecting multicultural and First Nations communities in Australia.<sup>8</sup>

In FY23, SBS was ranked as the most trusted news brand in Australia alongside ABC News. In an independent survey, two-thirds (66%) of respondents ranked SBS and ABC as their most trusted brands.<sup>9</sup>

<sup>4</sup> Australian Bureau of Statistics, *Cultural Diversity of Australia*, ibid

<sup>5</sup> Australian Bureau of Statistics, *Cultural Diversity of Australia*, ibid

<sup>6</sup> Scanlon Foundation, *Mapping Social Cohesion 2022*, retrieved from: [https://scanloninstitute.org.au/sites/default/files/2022-11/MS%202022\\_Report.pdf](https://scanloninstitute.org.au/sites/default/files/2022-11/MS%202022_Report.pdf)

<sup>7</sup> Scanlon Foundation, *Mapping Social Cohesion 2022*, ibid

<sup>8</sup> Park, S., McGuinness, K., Fisher, C., Lee, J., McCallum, K., Cai, X., Chatskin, M., Mardjianto, L. & Yao, P. (2023), *Digital News Report: Australia 2023*, Canberra: News & Media Research Centre, University of Canberra

<sup>9</sup> Park, S., McGuinness, K., Fisher, C., Lee, J., McCallum, K., Cai, X., Chatskin, M., Mardjianto, L. & Yao, P. (2023), *Digital News Report: Australia 2023*, ibid

# OPERATING CONTEXT (CONTINUED)

## 2.2. First Nations affairs

Interest in Australia's First Nations affairs and advancement has continued to grow, particularly around constitutional change and First Nations' recognition. SBS is in a strong position to enable understanding of First Nations affairs, particularly in relation to the planned 2023 referendum on the Aboriginal and Torres Strait Islander Voice to Parliament (the **Voice**).

In 2021, First Nations people represented an increased proportion of Australia's population, with 3.2 per cent of Australians identifying as Aboriginal and/or Torres Strait Islander, up from 2.6 per cent in 2016.<sup>10</sup> SBS will continue to utilise its unique position as Australia's dedicated First Nations and multicultural broadcast network to connect Australians with the Custodians of the oldest living culture on Earth.

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 on First Nations issues, and making a significant impact on reconciliation in Australia.

## 2.3. Regulation and policy

As a public broadcaster, SBS is impacted directly and indirectly by changes to Australia's regulatory and policy landscape.

In October 2022, the government committed to funding SBS on five-year funding terms. Longer funding terms will give SBS greater capacity to fulfil its Charter. 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.

Media reform priorities for the immediate to long term were announced in early 2023.<sup>11</sup> Priorities included regulating the prominence of free-to-air television services on connected TVs, reviewing the anti-siphoning scheme that governs rights to sporting coverage, and reforming Australian privacy laws. SBS will continue to monitor legislative reform and its impact on SBS's operations.

Regulation of prominence of free-to-air television and streaming services on connected TVs would set out a range of requirements for devices designed to ensure the presence and prominent availability of live terrestrial services as well as broadcasters' free streaming apps.

The Minister for Communications announced on 25 March 2023 that the current government will investigate reforms to the anti-siphoning scheme, which gives free-to-air broadcasters an initial opportunity to buy the television rights to major events provided for on the anti-siphoning list.<sup>12</sup> An initial government review concluded that the anti-siphoning scheme list would not change for another three years, maintaining the list of programs that will be televised free to the general public by national broadcasters.<sup>13</sup> The government is now moving to the next phase of its review, informed by the consultation conducted in the initial review.<sup>14</sup>

10 Australian Bureau of Statistics, *Aboriginal and Torres Strait Islander People: Census (2021)*, retrieved from: <https://www.abs.gov.au/statistics/people/aboriginal-and-torres-strait-islander-peoples/aboriginal-and-torres-strait-islander-people-census/2021>

11 Australian Government, Minister for Communications, *Media Policy: Priorities for a New Government Seminar Communications and Media Law Association (CAMLA) and International Institute of Communications (IIC) Australian Chapter*, November 2022, retrieved from: <https://minister.infrastructure.gov.au/rowland/speech/media-policy-priorities-new-government-seminar-communications-and-media-law-association-camla-and-international-institute-communications-iic-australian-chapter>

12 Minister for Communications, *Broader reforms to be pursued as anti-siphoning list remade*, 25 March 2023, retrieved from: <https://minister.infrastructure.gov.au/rowland/media-release/broader-reforms-be-pursued-anti-siphoning-list-remade>

13 Department of Infrastructure, Transport, Regional Development, Communications and the Arts, *Anti-siphoning*, *ibid*

14 Minister for Communications, *Broader reforms to be pursued as anti-siphoning list remade*, *ibid*



# OPERATING CONTEXT (CONTINUED)

Reforming Australian privacy law to align it more closely with regimes such as the European General Data Protection Regulation (GDPR) has been in progress for some years. Today, there is a greater focus on data collection, use and protection as a result of recent high-profile data breaches. SBS will need to continue to proactively and vigilantly invest in controls and capabilities to reduce the likelihood of data breaches or cyberattacks.

The National Cultural Policy – *Revive* – is a five-year initiative that was announced in January 2023 and is supported by \$286m in dedicated funding. It aims to renew and revive Australia's arts, entertainment and cultural sector.<sup>15</sup> *Revive* also outlines the government's intention to introduce requirements for Australian screen content on streaming platforms.<sup>16</sup> These requirements are expected to be introduced mid-2024 and are aimed at helping grow the local production industry and ensure continued access to local stories.<sup>17</sup> The Ministers for Communications and the Arts are anticipated to consult with the industry in FY23/24 on the implementation of these initiatives.

A feasibility study into the relocation of the Sydney-based headquarters and studios of SBS from Artarmon to Western Sydney was announced in October 2022. In April 2023, the Terms of Reference and the Steering Committee for the study were announced. The project's timeline anticipates the SBS Board will be in a position to consider the feasibility study's outcomes in 2024, with any decision by the SBS Board to relocate being implemented after 2024.

SBS continues to engage with government regarding the News Media and Digital Platforms Mandatory Bargaining Code to incentivise Facebook to enter into a commercial deal with SBS for payment for the use of SBS content on the platform.

## 2.4. Audience trends

SBS operates in a rapidly evolving media landscape. SBS anticipates that the current trends of audiences moving online, and elevated competition for digital audiences, will continue over the next planning cycle. For SBS, this means that maintaining overall SBS consumption is more challenging. Increasingly, serving audiences on digital platforms will be key as linear broadcast consumption continues to decline.

Traditional broadcast TV continues to represent the majority of free-to-air viewing in Australia. However, broadcast TV consumption continues to decline across all age groups, driven by the prevalence of digital platforms and video on demand options.<sup>18</sup> This prevalence has led to a high fragmentation of content platforms for audiences, illustrated by the average number of subscription video on demand (SVOD) services per household at 3.1 and exceeding 4.2 for adults aged below 38.<sup>19</sup> Demographic disparity also continues to exist in video viewing patterns. Streaming has made more headway amongst younger demographics than older cohorts who continue to watch live free-to-air TV (see Figure 3).<sup>20</sup>

15 Department of Infrastructure, Transport, Regional Development, Communications and the Arts, *National Cultural Policy Launch*, 30 January 2023, retrieved from: <https://www.arts.gov.au/news/national-cultural-policy-launched>

16 Department of Infrastructure, Transport, Regional Development, Communications and the Arts, *Revive, Australia's Cultural Policy for the next five years*, 8 February 2023, retrieved from: <https://www.arts.gov.au/sites/default/files/documents/national-culturalpolicy-8february2023.pdf>

17 Department of Infrastructure, Transport, Regional Development, Communications and the Arts, *Revive, Australia's Cultural Policy for the next five years*, ibid

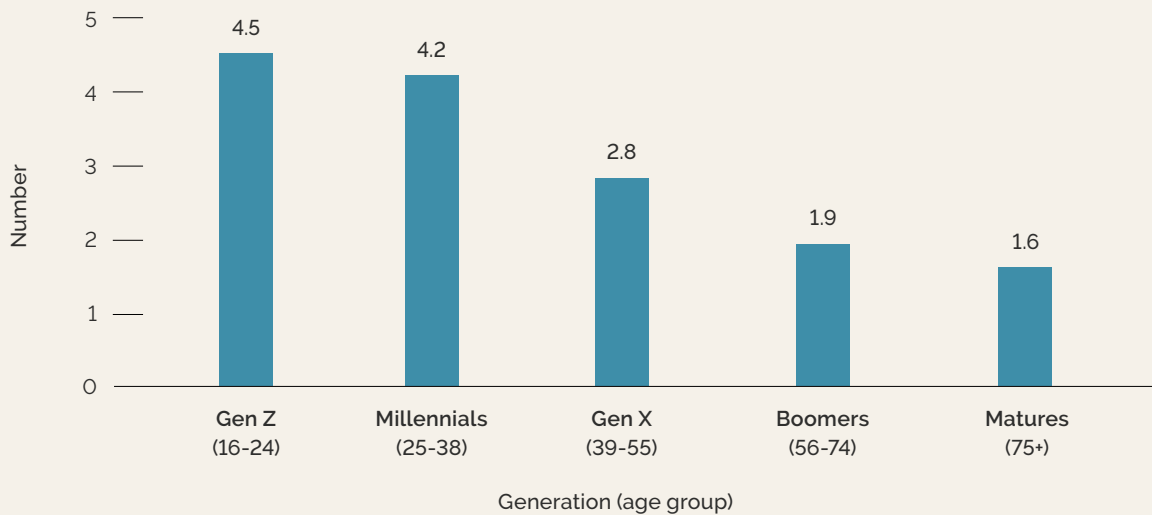
18 ACMA, *Communications and media in Australia: how we watch and listen to content*, February 2023, retrieved from: <https://www.acma.gov.au/publications/2023-02/report/communications-and-media-australia-how-we-watch-and-listen-content>

19 Deloitte, *Media Consumer Survey 2022*, October 2022, retrieved from: <https://www2.deloitte.com/au/en/pages/technology-media-and-telecommunications/articles/media-consumer-survey.html>

20 Deloitte, *Media Consumer Survey 2022*, ibid

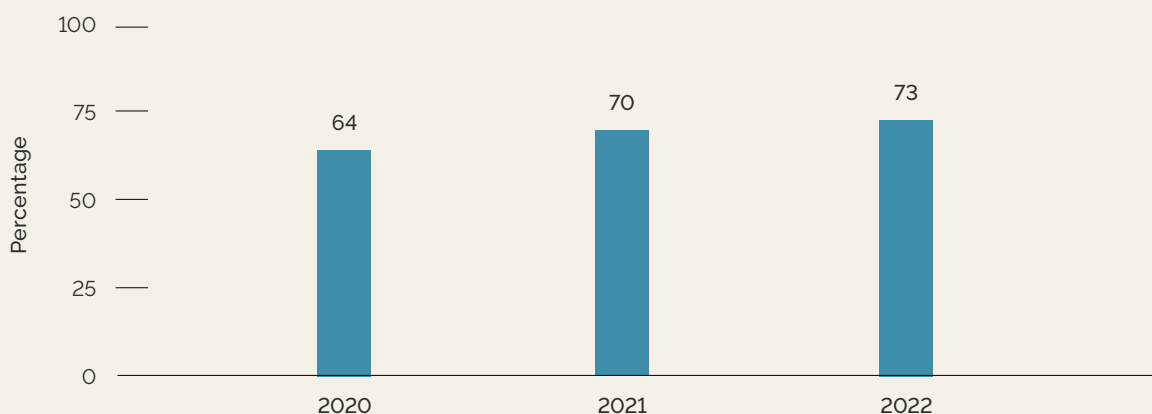
# OPERATING CONTEXT (CONTINUED)

**Figure 3: Average number of paid digital entertainment subscriptions by generation (2022)<sup>21</sup>**



The way audiences consume other content continues to change with the proliferation of new technologies. Today, audiences are using connected TVs rather than broadcast TV to consume most of their video content. Gaining prominence on these devices and visibility on these platforms is a challenge for traditional broadcasters. In 2022, 73 per cent of households owned connected TVs, meaning that gaining prominence is imperative to reach and engage audiences (see Figure 4).<sup>22</sup>

**Figure 4: Percentage of households with a smart TV at home (2020-22)<sup>23</sup>**



<sup>21</sup> Deloitte, *Media Consumer Survey 2022*, ibid

<sup>22</sup> ACMA, *Communications and media in Australia: How we use the internet*, December 2022, retrieved from: <https://www.acma.gov.au/publications/2022-12/report/communications-and-media-australia-how-we-use-internet>

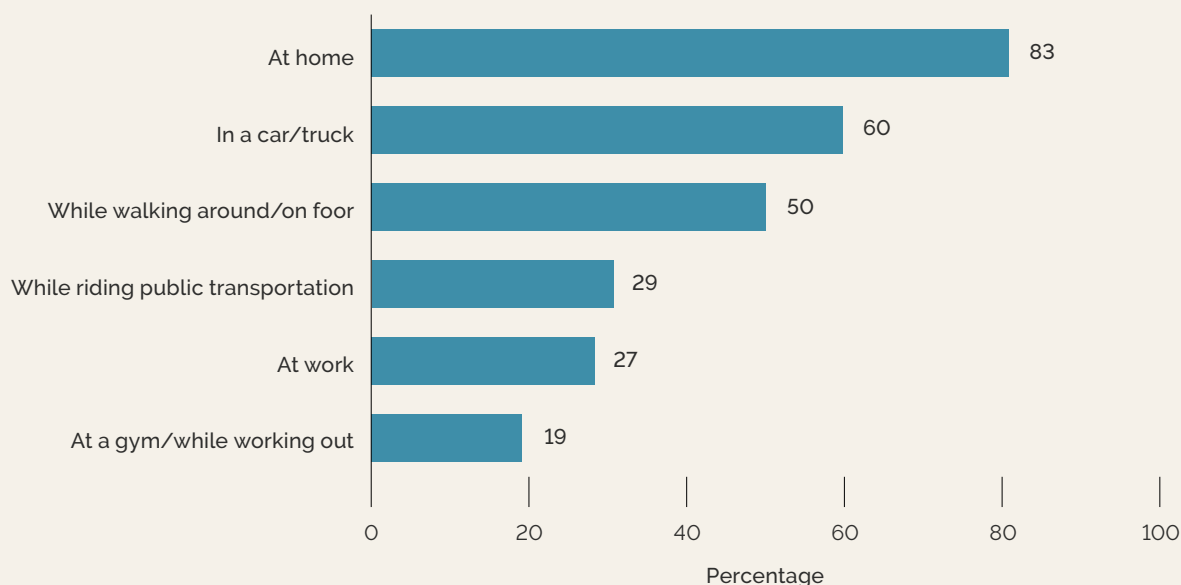
<sup>23</sup> ACMA, *Communications and media in Australia: How we use the internet*, December 2022, ibid



# OPERATING CONTEXT (CONTINUED)

Growth in digital audio options is also driving change with how audiences engage with audio content. Consumption via smart phones and websites has supported live streaming and podcast growth.<sup>24</sup> In 2022, 40 per cent of Australians aged over 12 listened to podcasts on a monthly basis.<sup>25</sup> Among weekly listeners, the average time spent listening to podcasts has increased significantly from five hours per week in 2021, to more than seven hours in 2022.<sup>26</sup> Listeners are finding more ways to engage in this content than ever, with 50 per cent consuming podcasts while walking around.<sup>27</sup> Other listening locations can be found in Figure 5. SBS is able to service the evolving needs of audiences by offering audio content in over 60 languages across multiple platforms.

**Figure 5: Percentage of podcast listeners by listening location (2022)<sup>28</sup>**



## 2.5. Media landscape

SBS continues to see increasing competition for audiences and revenues. Continued investment in digital content, curation and user experience remains important for delivering on our Charter in a crowded landscape.

Australia has a highly penetrated content streaming market, with total SVOD subscriptions exceeding 22 million in August 2022.<sup>29</sup> In 2022, international SVOD providers such as Netflix, Disney+, Amazon Prime and Apple+ were firmly entrenched in the Australian market. However, loyalty remains low, with one third of Australians having switched SVODs in the last six months as they seek new and engaging content.<sup>30</sup> Switching propensity is higher in younger cohorts, with more than half of Millennials (aged 25-38) and Gen Z (aged 16-24) switching providers in a six-month period.<sup>31</sup>

<sup>24</sup> Edison Research, *The Infinite Dial Australia 2022*, 28 June 2022, retrieved from: <http://www.edisonresearch.com/wp-content/uploads/2022/06/The-Infinite-Dial-2022-Australia-3.pdf>

<sup>25</sup> Edison Research, *The Infinite Dial Australia 2022*, *ibid*

<sup>26</sup> Edison Research, *The Infinite Dial Australia 2022*, *ibid*

<sup>27</sup> Edison Research, *The Infinite Dial Australia 2022*, *ibid*

<sup>28</sup> Edison Research, *The Infinite Dial Australia 2022*, *ibid*

<sup>29</sup> Media Partners Asia (MPA), *Australia Online Video Consumer Insights & Analytics 2022*, retrieved from: [https://media-partners-asia.com/AMPD/September\\_2022/AUSTRALIA/PR.pdf](https://media-partners-asia.com/AMPD/September_2022/AUSTRALIA/PR.pdf)

<sup>30</sup> Deloitte, *Media Consumer Survey 2022*, *ibid*

<sup>31</sup> Deloitte, *Media Consumer Survey 2022*, *ibid*

# OPERATING CONTEXT (CONTINUED)

SBS can remain relevant in this dynamic environment by creating, acquiring and promoting local, multilingual and First Nations content. SBS will continue investing in local commissions and acquiring content that is aligned with our Charter. SBS intends to continue its tradition of high-quality commissions that are thought-provoking, ambitious and promote social cohesion.

Multilingual audiences and diversity are increasingly a focus for other media organisations. International SVOD providers are leveraging their multi-territory strategy to provide a significant catalogue of content in languages other than English, as well as commissioning more multilingual content and casting for local audiences. Growing interest in multilingual content is at the same time positive for SBS, as it helps increase the overall interest in content, which is our traditional strength, and also heightens the imperative for SBS to maintain our leadership and differentiated position.

In audio, SBS also operates in a highly competitive environment, delivering services on multiple platforms — from terrestrial and DAB+ through to digital and mobile services for live radio streaming and podcasts. SBS remains distinctive because of the unique multilingual and First Nations content that we produce across a broad range of platforms.

## 2.6. Financial context

Soft global macroeconomic conditions continue to generate uncertainty in Australia, driven by fears of a global recession, high inflation, unprecedented central bank monetary policy escalation, and disruptions due to the ongoing Russia-Ukraine conflict.

Domestic factors are also playing a role and contributing to upward pressure on prices. These factors include a tight labour market, softer demand in areas such as construction, and capacity constraints in some sectors.<sup>32</sup> Since May 2022, the RBA has delivered 12 cash rate rises – with the rate rising from 0.10 per cent to 4.10 per cent – in order to combat inflation, which had risen to a high of 7.8 per cent in late 2022.<sup>33</sup> In line with these challenging conditions, the RBA has forecast modest GDP growth of 1.30 per cent in FY24.<sup>34</sup>

These macroeconomic headwinds are affecting individuals as well as organisations. SBS's unique hybrid funding model means that these macroeconomic headwinds in FY24 could impact SBS's commercial activities revenue, which is channelled back into acquiring and curating Charter content. Despite this, SBS's government funding allows for stability and long-term creative ambitions to be realised. In 2023, a five-year funding cycle for SBS was announced in the Federal Budget, up from three years, to commence in 2023-24. SBS will receive annual funding of \$334.9 million, including \$48.2 million over four years beginning in 2024-25 to continue the availability of news and content for Chinese and Arabic speaking communities, and to provide audio description services.

*SBS continues to be focused on delivering efficiencies to remain the most cost effective and efficient public broadcaster in Australia.*

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.

32 Reserve Bank of Australia, *Statement by Philip Lowe, Governor: Monetary Policy Decision (6 June 2023)*, retrieved from: <https://www.rba.gov.au/media-releases/2023/mr-23-07.html>

33 Reserve Bank of Australia, *ibid*

34 Reserve Bank of Australia, *Statement on Monetary Policy – August 2023*, retrieved from: <https://www.rba.gov.au/publications/smp/2023/aug/forecasts.html>



# OPERATING CONTEXT (CONTINUED)

Despite government funding and own-sourced revenue, the macroeconomic environment and increased competition from domestic and international media organisations are driving up costs. These forces are putting upward pressure on SBS's largest cost categories (content and employees). There will be even greater emphasis on ensuring our support and back-office functions are delivered as effectively and efficiently as possible. 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.

## 2.7. Technology and data

Technological developments continue to influence our operations and highlight the importance of data for personalisation as well as its implications on privacy regulation. Factors such as further cybersecurity threats, the potential impact of AI (e.g. ChatGPT); the market influence of Apple, Meta and Google, and the evolving role of connected TV providers as intermediaries between broadcasters and audiences are all changing the landscape in which SBS exists.

Connected TVs have become the primary method of on demand long-form video consumption. Around 73 per cent of Australian households own a connected TV, up from only 64 per cent in 2020.<sup>35</sup> Connected TV manufacturers are becoming content aggregators, raising concerns about the public's ability to easily and readily access the content of public broadcasters and all free-to-air operators via these devices. Audiences are increasingly preferring streaming services on connected TVs rather than traditional broadcast TV channels.<sup>36</sup> SBS will continue to respond to the evolving way audiences are consuming content, reaching them on any device.

As audience consumption fragments across devices, media organisations need to build their technology capabilities to provide a seamless user experience while delivering a tailored content offering for each user. Media organisations will need greater audience intelligence in order to offer mass customisation and more personalised user experiences.

---

<sup>35</sup> ACMA, *Communications and media in Australia: How we use the internet*, December 2022, *ibid*

<sup>36</sup> ACMA, *Communications and media in Australia: How we use the internet*, December 2022, *ibid*

# OPERATING CONTEXT (CONTINUED)

## 2.8. People

There are a number of market trends that will affect SBS's workforce over the course of the FY24 Corporate Plan period.

Post-pandemic attitudes towards work/life balance remain and talent continues to expect that employers show a willingness to adapt and embrace flexible working arrangements.<sup>37</sup> In a post-pandemic world, top talent has increasingly demonstrated an expectation that employers need to deliver distinctive employee experiences.<sup>38</sup> Around 78 per cent of HR leaders think employee experience will be "very important" or "the most important factor" impacting their organisation's ability to deliver on business objectives.<sup>39</sup> As competition for talent grows, it is becoming increasingly important that organisations focus on employer value propositions, the employee experience and inclusive workplace policies.<sup>40</sup> In a media environment where industry convergence is facilitated by Intellectual Property-delivered platforms, there are some specific challenges in human resource capability. These include:

- attracting and retaining top talent as talent's expectations of organisations, ways of working and recognition of value change.
- expertise in data, data management, data analytics and data visualisation.
- organisational culture and its ability to drive the right outcomes for organisations.
- 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.

As competition for talent grows, it is critical that SBS continues to maintain and develop human resource capabilities with a focus on our value proposition, the employee experience and providing an inclusive workplace.

## 2.9. 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 it deliver on our Charter and achieve our purpose. SBS wishes to thank these organisations and all other organisations who support and cooperate with SBS. The list of organisations and the nature of each of these relationships can be found in [Appendix 4: Cooperation with other bodies](#).

37 EY, Qualtrics, *Is the employee experience you're delivering the one your people want?*, June 2021, retrieved from: [https://www.ey.com/en\\_au/workforce/is-the-employee-experience-you-are-delivering-the-one-your-people-want](https://www.ey.com/en_au/workforce/is-the-employee-experience-you-are-delivering-the-one-your-people-want)

38 EY, Qualtrics, *Is the employee experience you're delivering the one your people want?*, June 2021, *ibid*

39 EY, Qualtrics, *Is the employee experience you're delivering the one your people want?*, June 2021, *ibid*

40 PwC Australia, *Changing places: How hybrid working is rewriting the rule book: The future of work*, April 2021, retrieved from: <https://www.pwc.com.au/important-problems/future-of-work-design-for-the-future/changing-places-hybrid-working.html>



# 3. STRATEGY AND FY24 OPERATING PLAN





# STRATEGY AND FY24 OPERATING PLAN

## 3. Strategy and FY24 Operating Plan

The strategic framework below sets out the five strategic goals for the organisation, over the FY24 Corporate Plan period.

### Our Charter

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

### Our Purpose

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

SBS Strategic Pillars	SBS FY24 Strategic Goals	
	GREAT PEOPLE; GREAT CULTURE	Deliver outstanding employee experiences while growing diversity on and off screen
	DISTINCTIVE NETWORK	Promote distinctiveness via commissioning and acquisition of original content as well as in-language, First Nations and news and information
	COMMUNITY IMPACT	Deliver positive impact to communities and strengthen our essential service offering
	GREAT BUSINESS	Reinvest into content and maintain SBS as the most efficient Australian broadcaster
	AUDIENCE FIRST	Increase SBS's reach and engagement with all Australians

**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



# STRATEGY AND FY24 OPERATING PLAN (CONTINUED)

## 3.1. FY24 Operating Plan

SBS's operating plan for FY24 is underpinned by a number of initiatives to support the delivery of each strategic goal.

### **GREAT PEOPLE; GREAT CULTURE**

*FY24 goal: Deliver outstanding employee experiences while growing diversity on and off screen*

Our people remain critical to our success as an organisation. We want to continue to build a high performing workforce, ensuring that everyone can participate with equal opportunity to succeed. We aim to achieve this by hiring, retaining and developing a workforce that is skilled to meet the changing needs of SBS and deliver exceptional services, while also being a great place to work for all employees.

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

SBS has the goal of becoming an even more purpose-led, values-driven organisation by applying a values-driven lens to our activity and with particular focus on four core 'people and culture' strategic imperatives: trust and empowerment; performance and collaboration; diversity and inclusion; and governance and compliance.

In FY24, our focus is to improve the employee experience by focusing on a number of initiatives to drive the highest level of employee engagement and improve employee experiences while also growing diversity on and off the screen. This will help SBS compete for talent against new and traditional media players.

Key initiatives in FY24 that will help SBS achieve its goal include, but are not limited to:

- deliver Year Two of our Inclusion, Equity & Diversity Strategy which will continue to focus on creating a more inclusive and diverse workplace at SBS in addition to improving the employee value proposition.
- enhance our talent model to provide increased support and consistency across the business in relation to talent attraction, management and retention.
- continue leading the sector via our commitment to the Commissioning Equity & Inclusion Guidelines, designed to increase representation in roles on and off the screen for those who identify as culturally and linguistically diverse, First Nations, people with disability, LGBTIQ+, and women.
- continue to refine SBS's health and wellbeing program with a continued focus on mental health.

# STRATEGY AND FY24 OPERATING PLAN (CONTINUED)

## DISTINCTIVE NETWORK

*FY24 goal: Promote distinctiveness via commissioning and acquisition of original content as well as in-language, First Nations and news and information*

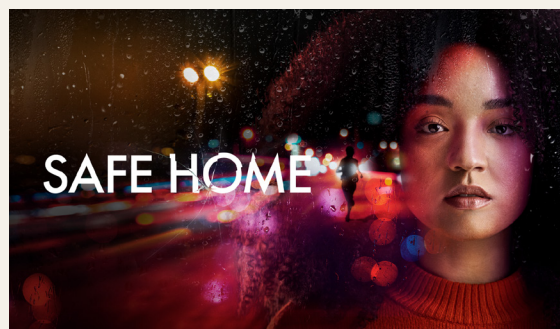
SBS is committed to informing, educating and entertaining all Australians in a way that reflects Australia's multicultural and multilingual society today. We want all Australians to see themselves, their family, friends and communities represented in the content SBS shares and in SBS's interactions with communities.

SBS's commitment to promoting distinctiveness is highlighted through SBS's Language Services Review, held every five years in line with the national Census. The review examined SBS's language offering to ensure our services reflect and meet the needs of Australia's rapidly evolving society. The latest review, published in March 2023, recommended four new languages be included in the SBS family – Bislama, Malay, Oromo and Tetum – to support growing and high needs migrant communities, as well as continuing services in 59 languages for existing audiences.<sup>41</sup>



*Alone Australia* is SBS's most-watched original production, in terms of 'total TV' consumption. *Alone Australia* has redefined the model for TV consumption in Australia, with a broad appeal broadcast TV show reinforced by broadcaster video on demand (BVOD) viewing. (The term 'total TV' refers to broadcast TV and BVOD consumption combined.) All 11 episodes exceeded one million viewers across Linear TV and BVOD.<sup>42</sup> Much of the viewership has been driven by SBS On Demand. From the date of release to finale, one quarter of all new SBS On Demand accounts watched *Alone Australia*. The hit series demonstrates the strong shift to the multiplatform on-demand world that television is increasingly becoming and SBS's ability to connect with and engage modern audiences.

*Safe Home* is a four-episode SBS drama which first aired in May 2023. *Safe Home* looks at the stories behind the headlines of family violence in Australia, elevating the individuals and their stories, and informing audiences understanding of this complex issue. *Safe Home* is available to stream on SBS On Demand in multiple languages, including English, Arabic, Simplified Chinese, Traditional Chinese, Korean and Vietnamese. Alongside the release, SBS Learn delivered *Safe Home* resources for school teachers to help students develop media literacy and critical thinking skills about news reporting on family violence.



41. SBS, *SBS Language Services Review Media Release March 2023*, March 2023, retrieved from: <https://www.sbs.com.au/aboutus/sbs-to-serve-more-multilingual-australians-than-ever-investing-more-in-indo-pacific-and-first-nations-languages>

42. OzTAM, *Regional TAM | Data: Consolidated 28 | Demo: Total People | Average Audience; OzTAM, VPM | Date Range: 29/03/2023 to 30/06/2023 | Rolling BVOD viewing for all days | Average Audience*



# STRATEGY AND FY24 OPERATING PLAN (CONTINUED)



SBS broadcast all 64 matches of the FIFA World Cup Qatar 2022™ on television, SBS On Demand and SBS Audio's live streaming platforms. All matches were broadcast in up to four languages simultaneously: English, Arabic and in languages of competing teams. Audiences consumed over 80 million hours of tournament content, with BVOD accounting for 28 million hours.<sup>43</sup> SBS was able to unite the nation and bring communities together.

SBS will continue to serve over 60 diverse languages, representing 92 per cent of Australia's 5.6 million users of languages other than English to meet the evolving needs of communities and providing essential information for our newest Australians; and build long-lasting social cohesion and belonging for all Australians.

Key initiatives that will promote SBS's distinctiveness include, but are not limited to:

- continue to ensure content commissioned and acquired reflects the increasingly diverse cultural backgrounds of contemporary Australia.
- continue to implement recommendations from SBS's Language Services Review to reflect the changing audience needs of Australia.
- deepen engagement with First Nations communities and drive more conversations on First Nations issues.
- build on multicultural thought leadership capabilities to drive conversations with key stakeholders.

These initiatives will assist SBS in producing distinct content on issues relevant to contemporary Australia in a unique, bold and entertaining way.

43. OzTAM, Regional TAM | 20/11/22 - 31/12/22 | Cons28-till 20/12/22 rest Consolidated 7 | Includes all events with the word 'FIFA' for the period selected; OzTAM VPM data | 20/11/22 - 31/12/22 | Activity: Live + VOD | Includes all events with the word 'FIFA' for the period selected, including Classic, Highlights, Extended Highlights, Mini-matches, and Full Replay

# STRATEGY AND FY24 OPERATING PLAN (CONTINUED)

## COMMUNITY IMPACT

*FY24 goal: Deliver positive impact to communities and strengthen our essential service offering*

SBS remains committed to delivering positive benefits to the communities in which we operate, in part by improving our understanding of contemporary Australian communities, and also by helping our organisation understand the role we need to play to be of most benefit to them. This enables us to deliver on our Charter and achieve our purpose. In addition, SBS can build from this strong base as a trusted news provider in FY24.

SBS has an important role informing and educating Australians in the lead up to the Voice referendum, planned for late 2023.<sup>44</sup> SBS will play an active and impartial role connecting communities with essential information regarding constitutional change and First Nations recognition ahead of the Voice referendum.

In 2022, SBS commenced its fifth Reconciliation Action Plan (**RAP**) as an Elevate partner (the highest level of RAP commitment) to connect all Australians with First Nations news, perspectives, peoples and cultures in multiple languages, every day, and build cultural capability and deepen understanding. The Elevate RAP includes a transformational, multi-year project that will make a significant impact on reconciliation in Australia by advancing reconciliation amongst multilingual and multicultural communities and foster cross-cultural understanding of First Nations perspectives.

Key initiatives that will help SBS drive community impact in FY24 include, but are not limited to:

- continue to provide our essential service offering to all Australians, particularly in the lead up to the Voice referendum.
- deliver against our Year Two Elevate RAP commitments.
- deepen engagement with First Nations communities to share their stories and inform the national conversation and action on First Nations issues.
- create and distribute content around important cultural festivals to build connection with Australia's diverse communities to help facilitate inform and educate Australians.
- continue to conduct outreach activities to build connections with diverse communities on a national scale.

---

<sup>44</sup> Aboriginal and Torres Strait Islander Voice, *Referendum question and constitutional amendment*, March 2023, retrieved from: <https://voice.gov.au/referendum-2023/referendum-question-and-constitutional-amendment>



# STRATEGY AND FY24 OPERATING PLAN (CONTINUED)

## GREAT BUSINESS

*FY24 goal: Reinvest into content and maintain SBS as the most efficient Australian broadcaster*

SBS will continue to develop capabilities that maintain and improve the services we offer to all Australians and do so in an efficient manner.

SBS is committed to ensuring that the content we produce reflects our Charter and continues to do so in a cost-effective manner. Over the five-year period up to FY23, SBS's efficiency program has resulted in over \$260 million of realised savings. These efficiencies have been generated through vigilant annual planning processes, workflow improvements, the renegotiation of supplier agreements, an evolved operating model utilising best-in-class technology solutions, and investment in a working environment that fosters 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.

SBS can only be successful in the delivery of our purpose and Charter if we are able to reach audiences. SBS must invest in technology and people capabilities to enable this. The prevalence of cyberattacks in recent years has meant that SBS has and continues to proactively and vigilantly invest in controls and capabilities to reduce the likelihood of cyberattacks.

In FY24, SBS will pursue a number of initiatives to ensure we deliver against our goal. These include, but are not limited to:

- maximise the financial returns on available channel and platform inventory.
- continue to attract revenues and drive efficiencies through new partnership opportunities focussed on content creation, advertising and product innovation.
- showcase our trade marketing initiatives, thought leadership research and distinct point of view designed to keep the SBS brand salient with commercial stakeholders.
- continue to invest in controls to reduce the likelihood of data or cyberattacks in addition to implementing initiatives focussing on privacy.

# STRATEGY AND FY24 OPERATING PLAN (CONTINUED)

## AUDIENCE FIRST

### *FY24 goal: Increase SBS's reach and engagement with all Australians*

For SBS to maintain relevance with Australians, we will need to continue to deliver content and stories that engage, inform and entertain all Australians. The evolving needs of audiences are at the heart of SBS's multiplatform network offering. SBS undertakes a range of research to ensure there is a deep understanding of the communities we serve. These activities provide valuable insights into how audiences prefer to engage with SBS and support wider understanding of Australia's diverse communities and stakeholders.

How we engage with our audiences continues to be a focus for SBS in FY24. SBS aims to engage audiences through a differentiated content offering across multiple platforms with personalised user experiences. SBS will ensure its service offerings remain competitive and relevant in an increasingly crowded market.

The following initiatives for FY24 will enable SBS to increase its reach and engagement with audiences:

- accelerate investment in digital content, platforms and capabilities and implement our digital acceleration plan.
- continue to invest in personalisation to improve audience experience.
- continue to find innovative and efficient ways to store, manage, publish and distribute content across owned and partner platforms to maximise audience reach.
- continue to invest in our multilingual services and capabilities to make our content more accessible to multilingual and multicultural audiences.
- continue to ensure SBS maintains reliable and available services to all audiences, across all SBS platforms.



# 4. PERFORMANCE MEASURES





# PERFORMANCE MEASURES

## 4. Performance Measures

The performance measures are grouped against SBS's key activities in Table 2 and closely linked to the strategic framework and initiatives outlined above.

**Table 2: Key activities and performance measures (FY24 to FY27)**

Key activity	Why important	Performance indicator	FY23-24	FY24-25	FY25-26	FY26-27
Content creation, acquisition and curation	Measures how SBS delivers distinctive content, engages with audiences, and benefits the broader community	Number of hours of TV programming broadcast in CALD	34,300	34,300	34,300	34,300
		Number of hours of locally commissioned content broadcast (first run) on all linear channels except NITV	200	180	180	180
		Number of hours of locally commissioned content broadcast (first run) on NITV	100	100	100	100
		% of radio broadcasts in languages other than English*	83%	83%	83%	83%
		Total digital registrations (at the end of the period)	13.7m	14.2m	14.6m	14.9m
		Average monthly radio podcast downloads	4.0m	4.2m	4.4m	4.6m
		Primetime metro TV share	9.0%	9.0%	9.0%	9.0%

\* Annual target was previously 90% and remains an accurate target for radio output across both SBS Radio 1 and SBS Radio 2. However the change to 83% for the FY24 Corporate Plan reflects SBS's utilisation of more channels for content in languages other than English, including language other than English programs co-existing with English language content.

# PERFORMANCE MEASURES (CONTINUED)

Key activity	Why important	Performance indicator	FY23-24	FY24-25	FY25-26	FY26-27
Content broadcast, technology and transmission	Measures SBS's reach and ability to provide Australians with available and accessible broadcasting services	Transmission and distribution expenditure as % of total operating expenditure	16%	16%	16%	16%
		Population reach – digital transmission sites (including VAST satellite)	100.00%	100.00%	100.00%	100.00%
		Availability of digital television transmission services (fully managed services)	99.82%	99.82%	99.82%	99.82%
		Population reach for terrestrial services (excluding satellite)	97.00%	97.00%	97.00%	97.00%
		Availability of radio transmission services (fully managed services)	99.86%	99.86%	99.86%	99.86%
Content commercialisation	Measures the amount of own-source revenue generated from operations	Total own source revenue (\$ millions)	\$151m	\$155m	\$164m	\$168m
Content support activities	Measures SBS's capabilities to perform activities	Content support activities – share of total operating expense (% incl. transmission)	10%	10%	10%	10%



## 5. FINANCIAL INFORMATION



# FINANCIAL INFORMATION

## 5. Financial Information

According to the FY2023-24 Portfolio Budget Statements, SBS is appropriated funds to undertake one overarching government outcome – **Provide multilingual and multicultural services that inform, educate and entertain all Australians and in so doing reflect Australia's multicultural society.**

There are two programs of work listed under this outcome:

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

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

A summary of financial information for the 2023–24 budget and the forward estimates for SBS is set out in Table 3 below.

**Table 3: SBS summary financial forecast (FY24 to FY27)**

Forecast of Financial Performance				
\$ millions	FY23-24	FY24-25	FY25-26	FY26-27
Total own source	151	155	164	168
Government appropriation	335	348	357	365
<b>Total Revenue</b>	<b>486</b>	<b>503</b>	<b>521</b>	<b>533</b>
Operating expenditure	406	423	437	447
Transmission and distribution expenditure	79	80	83	86
Total operating expenditure	485	503	520	532
<b>Operating Surplus</b>	<b>0.5</b>	<b>0.5</b>	<b>0.5</b>	<b>0.5</b>
Assessment of taxes and charges payable	11.2	11.4	11.6	11.7
Capital expenditure	10.0	10.0	10.0	10.0



## 6 . R I S K M A N A G E M E N T





# RISK MANAGEMENT

## 6. Risk Management

Risk management is an integral part of managing SBS's business and services to be a leading Australian broadcaster. SBS's Board of Directors and management remain committed to ensuring SBS has a robust and fit-for-purpose risk management framework (**RMF**) that provides a holistic approach to risk management, promoting an integrated and informed view of risk exposures across SBS. The RMF can be found in [Appendix 6: SBS Risk Management Framework](#).

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 FY24 period and for the four-year reporting period covered by this plan is considered by SBS under this framework. The desired result of the framework is to provide management with:

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

The Board approves the organisation-wide risk appetite statements that provide the frame of reference for strategy setting and decision making. Figure 6 illustrates the risk appetite for SBS's material classes of risk.

# RISK MANAGEMENT (CONTINUED)

Figure 6: 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	<b>Strategy and Planning</b> – Corporate Strategy  <b>HR</b> – Health and Safety (non-assignment)  <b>Finance, Accounting and Tax</b>  <b>Governance, Risk and Compliance</b>  <b>Brands and Content</b> – Commissioning of Content  <b>Brands and Content</b> – Exploitation of Content (SBS Act. Codes or Commercial. Funding and External Relationships Guidelines)  <b>IT Transmission Continuity</b>  <b>HR</b> – Payroll  <b>IT</b> – Security  <b>HR</b> – Safety and Health (Bullying, Harassment or Discrimination)	<b>Strategy and Planning</b> – Industry Partnership and Outsourcing  <b>Production</b>  <b>IT</b> – Financial System  <b>HR</b> – Health and Safety (on assignment)  <b>IT</b> – Internal Systems and Infrastructure	<b>Stakeholder Management</b> – Government & Community  <b>Content Distribution</b> – Digital Platforms  <b>Legal</b>  <b>Development and Production</b> – Production  <b>Audience Data</b> – Data Commercialisation  <b>Media Sales</b>	<b>HR</b> – Talent and Capability  <b>Brand and Content</b> – Exploitation of Content (Brand Placements)  <b>Content Distribution</b> – Rights  <b>Audience Data</b> – Marketing and promotion using audience data	<b>Development and Production</b> – Development  <b>Brands and Content</b> – 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 (CONTINUED)

Over the course of the FY24 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. They are:

**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 free-to-air broadcasters and streaming services. SBS ensures our relevance by building capabilities to better understand community behaviours and preferences, tailoring programming suitable to our audiences and 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. 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, and an increasingly competitive environment for securing and retaining Indigenous talent. SBS responds to this risk by conducting talent and succession planning, digital leadership training, refinement of our employee value proposition and support through a "Be the Difference" program and the execution of strategies to attract digital and Indigenous talent.

**3. Data Security/Privacy Breach**

This reflects the risk of data breach, including personal data. A breach of privacy in this manner could present legal and reputational risks for SBS, as it works through the process of notifying affected individuals. SBS manages this risk through the implementation of a formal Privacy Management Plan (measured and assessed annually), as well as Privacy Impact Assessments for projects involving personal information, privacy training for staff, and formal data breach procedures.



## 7. APPENDICES





# APPENDICES

## 7. Appendices

### Appendix 1: The SBS Charter

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

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

The SBS, in performing its principal function, must:

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

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

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

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

# APPENDICES (CONTINUED)

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

## Appendix 3: Community Consultation Measures

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

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

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

## Appendix 4: 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 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.



# APPENDICES (CONTINUED)

No	Name of organisation	Nature of cooperation
1	ACON Pride in Diversity	Collaboration on SBS Inclusion Program content for the LGBTIQ+ course.
2	Associate for Teaching English to Speakers of Other Languages (ATESOL) NSW	ATESOL NSW Inc. is a non-profit professional association for TESOL teachers. Through SBS Learn English we work collaboratively to promote our resources to their members through their teacher webinars, newsletters and website.
3	Australia for United Nations Human Rights Council (UNHRC)	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.
4	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.
5	Australian Football League (AFL)	NITV and the AFL are partnering as co-producers on the Yokayi Footy show.
6	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.
7	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.
8	Australian Network on Disability	Collaboration on SBS Inclusion Program content for the Disability course.
9	Australian Science and Media Centre (AusSMC)	In partnership with the AusSMC, SBS hosts 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 potentially media opportunities with NITV/SBS.
10	Champions of Change Coalition	Collaboration on SBS Inclusion Program content for the Gender course.

# APPENDICES (CONTINUED)

11	<b>Create NSW</b>	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.
12	<b>Diversity Council Australia (DCA)</b>	Collaboration on SBS Inclusion Program content for the Core Inclusion course.
13	<b>Documentary Australia</b>	Documentary Australia provides funding and support on various SBS TV productions, development projects and fellowship programs from time to time.
14	<b>eSafety Commissioner</b>	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> , <i>See What You Made Me Do</i> and <i>Asking For It</i> (also involves further impact projects currently underway).
15	<b>Ethnic Communities Council of NSW</b>	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.
16	<b>European Broadcasting Union (EBU)</b>	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.
17	<b>Every Age Counts</b>	Collaboration on SBS Inclusion Program content for the Age course.
18	<b>Federation of Ethnic Communities' Councils of Australia (FECCA)</b>	SBS is the primary media partner of the biennial FECCA National Conference, a preeminent forum which brings together the community sector to discuss and debate issues related to Australia's multiculturalism.
19	<b>First Nations Media Australia</b>	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.
20	<b>IndigenousX</b>	IndigenousX is a 100% Indigenous owned and operated media, consultancy, and training organisation. SBS has engaged IndigenousX to deliver staff training relating to Anti-Racism.

# APPENDICES (CONTINUED)

21	<b>Media Diversity Australia (MDA)</b>	MDA is a national not-for-profit organisation, working towards creating a media landscape that looks and sounds like Australia. SBS is an MDA member and collaborates with MDA on various inclusion projects.
22	<b>Media Federation of Australia (MFA)</b>	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.
23	<b>Melbourne Polytechnic</b>	Melbourne Polytechnic are a key provider of Australian Migrant English Program (AMEP) classes across several campuses in Victoria. We have partnered with them to produce a six-part education video series aligned to the Certificate 1 EAL curriculum. As part of the agreement they have assisted with scripts, created support material and tested content with teachers and students.
24	<b>Multicultural Australia</b>	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.
25	<b>Multicultural NSW</b>	SBS works with Multicultural NSW to foster cohesion among the diverse multicultural communities of NSW by partnering on various events organised by this agency, such as the NSW Premier's Harmony Dinner, Lunar New Year and Diwali/Deepavali.
26	<b>Navitas Skilled Futures</b>	SBS and Navitas Skilled Futures have partnered to produce bilingual videos and education resources focusing on living with Australian wildlife for an SBS Learn English project. The agreement involves Navitas creating support material, script advice and testing content with students.
27	<b>NSW Wildlife Information Rescue and Education Service Incorporated (WIRES)</b>	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 cross-linking of some finished content.
28	<b>Public Media Alliance</b>	SBS is a member of the global Public Media Alliance, which represents public media organisations and provides opportunities for contact and collaboration.



# APPENDICES (CONTINUED)

29	<b>Reconciliation Australia (RA)</b>	RA auspices SBS's RAP5, an Elevate RAP under RA's 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 First Nations perspectives, histories and cultures. Licencing fees flow through to the Indigenous production sector.
30	<b>Refugee Council of Australia (RCOA)</b>	The Refugee Council 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.
31	<b>Screen Australia</b>	Screen Australia provides funding and support on various SBS TV productions, development projects and fellowship programs from time to time.
32	<b>Screen Canberra</b>	Screen Canberra provides funding and support on various SBS TV productions, development projects and fellowship programs from time to time.
33	<b>Screen Diversity and Inclusion Network (SDIN)</b>	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.
34	<b>Screen NSW</b>	Screen NSW provides funding and support on various SBS TV productions, development projects and fellowship programs from time to time.
35	<b>Screen Producers Australia (SPA)</b>	Screen Producers Australia (SPA) provides support on various SBS TV productions and development projects from time to time.
36	<b>Screen Queensland</b>	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.

# APPENDICES (CONTINUED)

37	<b>Screen Tasmania</b>	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.
38	<b>Screen Territory</b>	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.
39	<b>ScreenWest</b>	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.
40	<b>Settlement Services International (SSI)</b>	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.
41	<b>South Australia Film Corporation (SAFC)</b>	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.
42	<b>Supply Nation</b>	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.
43	<b>Sweatshop</b>	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.
44	<b>The Australian Bureau of Statistics</b>	SBS partnered with the Australian Bureau of Statistics to produce and distribute an in-depth webinar examining cultural diversity data from the recent Census.
45	<b>The Australian Children's Television Foundation (ACTF)</b>	SBS (through NITV) engages with the ACTF across much of its children's commissioned content. ACTF represents the interests of this content on the international market and makes direct financial investment in SBS commissioned content.
46	<b>The Australian Directors Guild (ADG)</b>	ADG controls the parameters of commercial engagements with Australian directors across SBS's commissioned content output.

# APPENDICES (CONTINUED)

47	<b>The Australian Film Television and Radio School (AFTRS)</b>	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 across the production sector in NSW – and other programs at the AFTRS HQ and interstate.
48	<b>The Australian Writers Guild (AWG)</b>	AWG controls the parameters of commercial engagements with Australian writers across SBS's commissioned content output. The AWG is also a non-financial partner to SBS's Emerging Writers Incubator.
49	<b>Uluru Dialogue</b>	SBS and the Uluru Dialogue engaged in 2020 in a memorandum of understanding 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.
50	<b>University of Canberra</b>	SBS partnered with the University of Canberra to study how the news media can play a role in driving a sense of belonging among multilingual audiences. The study, published 1 May 2023, is shared with the public as well as external stakeholders, media agencies and brand owners.
51	<b>University of South Australia (Ehrenberg-Bass Institute for Marketing Science)</b>	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.
52	<b>University of Sydney</b>	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.
53	<b>VicScreen</b>	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.
54	<b>Victorian Multicultural Commission</b>	SBS works with the Victorian Multicultural Commission to foster cohesion among the diverse multicultural communities of Victoria by supporting various events organised by the entity, such as the Victorian Premier's Gala Evening, The Multicultural Film Festival and the Commission's Multicultural Film Festival.



# APPENDICES (CONTINUED)

55	<b>Walkley Foundation (Walkleys)</b>	SBS partners with the Walkleys by engaging in training and workshop opportunities as well as SBS participating in various industry events including the annual Walkley Awards, the pinnacle award for news and current affairs journalism.
56	<b>Western Sydney University (WSU)</b>	Western Sydney University partners with SBS Voices to foster the talent of their top creative writing students from 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.
57	<b>World Indigenous Television Broadcasters Network (WITBN)</b>	NITV is a founding member of WITBN – a confederation of Indigenous television and radio broadcasting organisations from across the world.

# APPENDICES (CONTINUED)

## Appendix 5: SBS's Content Brands

Content creation, acquisition and curation activities span SBS's operations. The list of SBS content brands is described below:



**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 as well as showcasing our SBS Originals that fearlessly pursue innovative, world-class ideas to both inspire and entertain.



**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. SBS On Demand adds depth and breadth to our major content genres, extends the life of our SBS Originals and explores new pathway opportunities for culturally and linguistically diverse audiences through a rich selection of in-language and captioned titles and enhanced multilingual log-in and discovery options.



**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 tradition of showcasing the best in international and local cinema for Australians, for free. A carefully curated and dedicated 24-hour channel, SBS World Movies reaches all corners of the globe, reflecting and celebrating the diversity of cinema, with a large proportion of titles in a language other than English.



**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 First Nations 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.

# APPENDICES (CONTINUED)

## Sport

**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 Tour De France, Giro d'Italia, the Vuelta a España and the Dakar Rally. SBS delivers our extensive sports coverage across broadcast and digital platforms.

## AUDIO

**SBS Audio** 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 Audio is dedicated to the nearly five 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 Audio services produce original content, which also feeds into SBS English-language news and current affairs services

## News

**SBS News** is broadcast across our TV, radio and digital platforms, reflecting the integrity of SBS journalists and editorial processes which ensure alignment with community expectations. As one of Australia's most trusted media organisations,<sup>45</sup> SBS has a well-earned reputation for quality news and analysis of global events and stories and issues from across multicultural Australia.

## WORLDWATCH

**SBS WorldWatch** is SBS's multilingual 24 x 7 news channel, bringing Australians uninterrupted global news coverage with programs from international broadcasters in more than 35 languages, and SBS News in Arabic and SBS News in Mandarin live every weeknight.

## Learn

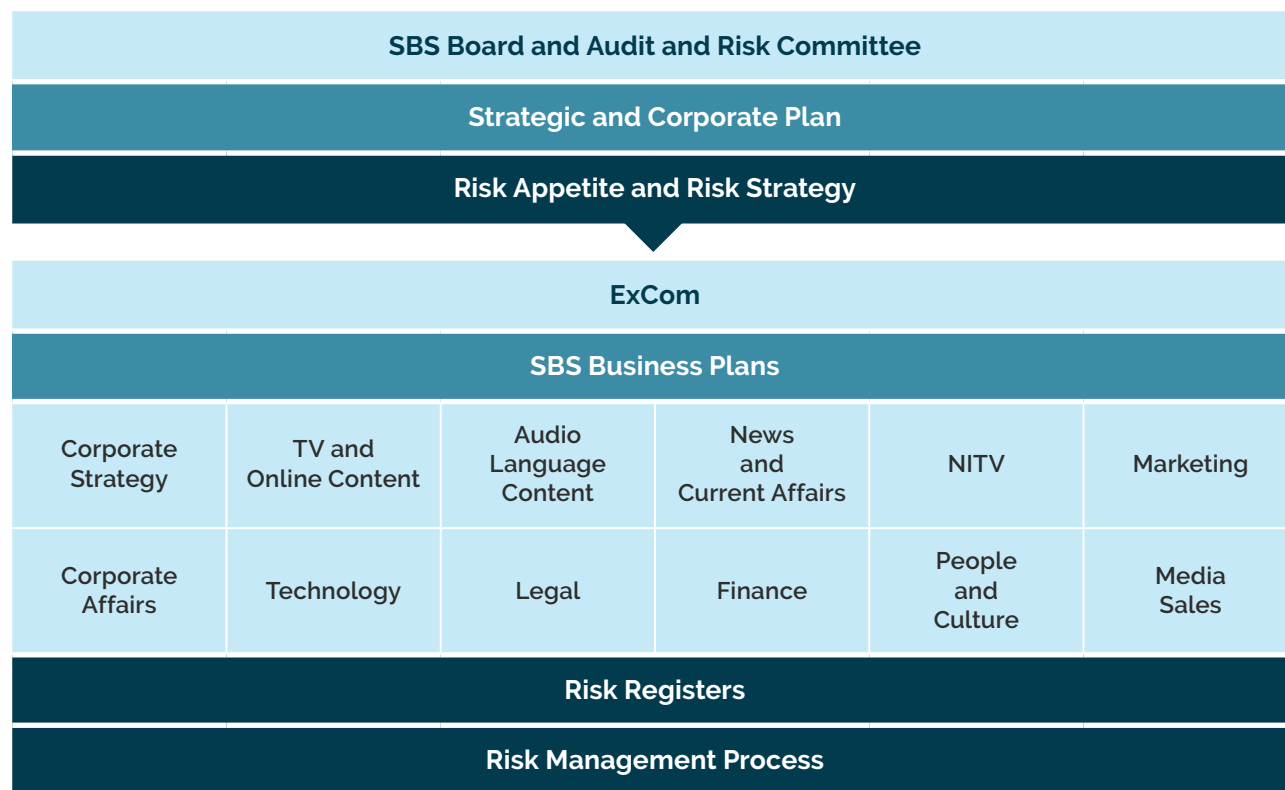
**SBS Learn** is an online library of quality teaching materials aligned to the Australian curriculum. SBS Learn operates as an extension of SBS commissions, sport and network-wide activities, using these programs as the starting point to create in-depth educational resources. SBS Learn plays a crucial 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.

45 Park, S., McGuinness, K., Fisher, C., Lee, J., McCallum, K., Cai, X., Chatskin, M., Mardjianto, L. & Yao, P. (2023), *Digital News Report: Australia 2023*, ibid



# APPENDICES (CONTINUED)

## Appendix 6: SBS Risk Management Framework



■ Risk Stakeholders

■ Business Process

■ Risk Process

# APPENDICES (CONTINUED)

## Appendix 7: References

1. Aboriginal and Torres Strait Islander Voice, *Referendum question and constitutional amendment*, 30 March 2023, retrieved from: <https://voice.gov.au/referendum-2023/referendum-question-and-constitutional-amendment>
2. Australian Bureau of Statistics, *Aboriginal and Torres Strait Islander People: Census (2021)*, retrieved from: <https://www.abs.gov.au/statistics/people/aboriginal-and-torres-strait-islander-peoples/aboriginal-and-torres-strait-islander-people-census/2021>
3. Australian Bureau of Statistics, *Cultural Diversity of Australia*, published 20 September 2022, retrieved from: <https://www.abs.gov.au/articles/cultural-diversity-australia>
4. 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>
5. Australian Communications and Media Authority (ACMA), *Communications and media in Australia: how we watch and listen to content*, released February 2023, retrieved from: <https://www.acma.gov.au/publications/2023-02/report/communications-and-media-australia-how-we-watch-and-listen-content>
6. Australian Communications and Media Authority (ACMA), *Communications and media in Australia, How we use the internet*, December 2022, retrieved from: <https://www.acma.gov.au/publications/2022-12/report/communications-and-media-australia-how-we-use-internet>
7. Australian Government, Minister for Communications, *Media Policy: Priorities for a New Government Seminar Communications and Media Law Association (CMLA) and International Institute of Communications (IIC) Australian Chapter*, published November 2022, retrieved from: <https://minister.infrastructure.gov.au/rowland/speech/media-policy-priorities-new-government-seminar-communications-and-media-law-association-cmla-and-international-institute-communications-iic-australian-chapter>
8. Australian Institute of Family Studies, *Gambling participation, experience of harm and community views*, published March 2023, retrieved from: <https://aifs.gov.au/research/research-snapshots/gambling-participation-experience-harm-and-community-views>
9. Deloitte, *Media Consumer Survey 2022*, published 24 October 2022, retrieved from: <https://www2.deloitte.com/au/en/pages/technology-media-and-telecommunications/articles/media-consumer-survey.html>
10. Department of Infrastructure, Transport, Regional Development, Communications and the Arts, *National Cultural Policy Launch*, published 30 January 2023, retrieved from: <https://www.arts.gov.au/news/national-cultural-policy-launched>
11. Department of Infrastructure, Transport, Regional Development, Communications and the Arts, *Revive, Australia's Cultural Policy for the next five years*, published 8 February 2023, retrieved from: <https://www.arts.gov.au/sites/default/files/documents/national-culturalpolicy-8february2023.pdf>
12. Department of Infrastructure, Transport, Regional Development, Communications and the Arts, *Anti-siphoning*, published 28 March 2023, retrieved from: <https://www.infrastructure.gov.au/departments/media/publications/anti-siphoning>
13. Edison Research, *The Infinite Dial Australia 2022*, published 28 June 2022, retrieved from: <http://www.edisonresearch.com/wp-content/uploads/2022/06/The-Infinite-Dial-2022-Australia-3.pdf>

# APPENDICES (CONTINUED)

14. EY, Qualtrics, *Is the employee experience you're delivering the one your people want?* published 18 June 2021, retrieved from: [https://www.ey.com/en\\_au/workforce/is-the-employee-experience-you-are-delivering-the-one-your-people-want](https://www.ey.com/en_au/workforce/is-the-employee-experience-you-are-delivering-the-one-your-people-want)
15. Media Partners Asia (MPA), *Australia Online Video Consumer Insights & Analytics 2022*, published 20 September 2022, retrieved from: [https://media-partners-asia.com/AMPD/September\\_2022/AUSTRALIA/PR.pdf](https://media-partners-asia.com/AMPD/September_2022/AUSTRALIA/PR.pdf)
16. Minister for Communications, *Broader reforms to be pursued as anti-siphoning list remade*, published 25 March 2023, retrieved from: <https://minister.infrastructure.gov.au/rowland/media-release/broader-reforms-be-pursued-anti-siphoning-list-remade>
17. OzTAM VPM, Metro & Regional TAM
18. Park, S., McGuinness, K., Fisher, C., Lee, J., McCallum, K., Cai, X., Chatskin, M., Mardjianto, L. & Yao, P. (2023), *Digital News Report: Australia 2023*. Canberra: News & Media Research Centre, University of Canberra
19. PwC Australia, *Australian Entertainment & Media Outlook 2022 – 2026*, retrieved from: <https://www.pwc.com.au/industry/entertainment-and-media-trends-analysis/outlook.html>
20. PwC Australia, *Changing places: How hybrid work is rewriting the rule book*, published April 2021, retrieved from: <https://www.pwc.com.au/important-problems/future-of-work-design-for-the-future/changing-places-hybrid-working.html>
21. Reserve Bank of Australia, *Statement by Philip Lowe, Governor: Monetary Policy Decision* (6 June 2023), retrieved from: <https://www.rba.gov.au/media-releases/2023/mr-23-13.html>
22. Reserve Bank of Australia, *Statement on Monetary Policy – August 2023*, retrieved from: <https://www.rba.gov.au/publications/smp/2023/aug/forecasts.html>
23. The Scanlon Foundation Research Institute, *Mapping Social Cohesion 2022*, published November 2022, retrieved from: [https://scanloninstitute.org.au/sites/default/files/2022-11/MS%202022\\_Report.pdf](https://scanloninstitute.org.au/sites/default/files/2022-11/MS%202022_Report.pdf)



## **SBS Sydney**

### **Postal Address**

Locked Bag 028  
Crows Nest NSW 1585

### **Street Address**

14 Herbert Street  
Artarmon NSW 2064

## **SBS Melbourne**

### **Postal Address**

PO Box 294  
South Melbourne VIC 3205

### **Street Address**

Alfred Deakin Building, Federation Square  
Cnr Flinders and Swanson Streets  
Melbourne VIC 3000

**Telephone** 1800 500 727

**sbs.com.au**