



2022-2024
Inclusion, Equity
& Diversity strategy

SBS acknowledges the Traditional Custodians of Country throughout Australia and their continued strong spiritual and cultural connections to land, sea, sky and community. We pay respect to their Elders, past and present, and recognise their unique knowledges and wisdom, and we extend that respect to all Aboriginal and Torres Strait Islander peoples whose perspectives, contributions and cultures enrich our society and our workplace.

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SBS World News Presenter Janice Petersen

A message from our Managing Director

Australians have trusted SBS for more than 45 years to reflect the diversity of cultures and experiences that shape and define who we are as a nation.

SBS has a unique and essential remit, and all that we do is underpinned by a commitment to never stand still in pursuit of our purpose to contribute to a more cohesive society, one which respects and celebrates our ever-increasing diversity.

As Australia's multicultural and Indigenous broadcaster, with a distinct Charter to deliver multilingual and multicultural media services, there has always been an inherent focus on diversity and inclusion at SBS, within our organisation and across our content and services. We tell stories that ensure a diversity of voices can be heard, and which connect with all Australians in a way which is different to any other media organisation. Our capacity to successfully do so has always and will continue to be driven by our people, and the way we operate.

As Australia becomes increasingly diverse and multilingual, our content and teams should continue to reflect the society from which they're drawn, and we must make sure that we are actively preventing any barriers to inclusion at SBS.

I am proud of our highly diverse workforce and values-led culture. At the same time, it's vital that we strive for an ever more inclusive culture and work environment, always innovating our policies and processes through deliberate strategies and investment to make sure everyone can participate, with equal opportunity to succeed.

A workplace with a diversity of experiences and perspectives, where everyone is valued and engaged, will continue to deliver the best outcomes for SBS, our people, and audiences.

Building on our previous strategy and existing initiatives, and designed with input from our employees, this strategy outlines our key focus areas and actions over three years.

The strategy also supports our commitment as an industry leader in ensuring everyone has a pathway in our sector, and that stories on our screens authentically reflect contemporary society. It recognises SBS's role in championing significant and sustainable industry change to be more representative and inclusive, which also makes for better storytelling.

Across four pillars of work – an inclusive culture, diverse teams, inclusive content and products, and inclusive operations – this strategy will guide SBS as we continue to learn from each other, evolve and grow further as an exemplar of diversity and inclusion, representative of the communities we proudly serve.

James Taylor - SBS Managing Director



SBS On Demand QA Analyst, Alex Hipolito

About the Strategy

SBS's Inclusion, Equity & Diversity Strategy spans a three-year period from February 2022 through to December 2024. The strategy outlines our vision for a diverse and inclusive workplace, our key focus areas and goals, as well as the initiatives and actions we will take in the next three years to achieve our vision.

This strategy builds upon the work delivered under the SBS Diversity and Inclusion Plan 2018-2021 and has been developed using SBS employee feedback via surveys and focus groups, consultation with our Employee Advisory Groups, the employee-led SBS Inclusion Council as well as broader engagement across teams and divisions at SBS and external specialist partners. This consultative approach ensures that the strategy is aligned, fit for purpose and represents the best approach to addressing the needs of our employees and our audiences.

As Australia's multicultural and Indigenous broadcaster, SBS has a responsibility to our audiences, our communities and our teams to ensure that our workplace reflects the rich diversity of the communities we serve and that our culture exemplifies our purpose of contributing to an inclusive and cohesive society.

Defining Inclusion, Equity and Diversity

Inclusion

Inclusion is the sense of belonging, value, respect and purpose that individuals feel when they participate. It is the supporting culture that makes diverse workplaces sustainable. Diversity of perspective brings into focus conflicting viewpoints by its very definition, so a strong underlying framework of inclusivity is necessary to ensure that teams and individuals can thrive and bring the best version of themselves to work.

By ensuring that all team members feel that sense of connection to purpose, and understand the value that each individual brings, SBS is better placed to deliver on our Charter and purpose for audiences.

Equity

Equity recognises that everyone is different, that varying levels of advantage or disadvantage exist in Australian workplaces and that different people may require different supports and investments in order to succeed and achieve genuine equality of opportunity. At SBS we recognise due to various economic, social and environmental factors that the playing field is not always even, and so we listen to our teams and adjust our focus and resources accordingly, to ensure all team members have the opportunity to thrive and succeed - whatever their needs.

Diversity

Diversity refers to the degree to which a group of people reflect differences. These differences may include visible differences such as ethnic background, some disabilities, cultural or religious dress and gender presentation; or they may be invisible such as belief systems, language, invisible disabilities, gender identity and sexual orientation. Diversity also encompasses many other differences that make individuals unique, including work history, family makeup, education, socio-economic position and life experience.

No individual can be considered 'diverse'. Diversity is something which exists as a dynamic that emerges from a group, with no individual person being more diverse than another. The key to diversity at SBS is ensuring that our teams are reflective of the wide variety of human experiences and identities that make up our Australian society, bringing different perspectives together for the benefit of all.

Achievements under the 2018-2021 SBS Inclusion Plan

This strategy builds upon the work delivered over the course of the last three years under the 2018-2021 SBS Inclusion Plan. This plan introduced a series of policies and initiatives for employees, as well as content initiatives designed to strengthen our ongoing commitment to diversity and inclusion across the network, for the benefit of our audience and communities:

Policies

- Gender equitable parental leave provisions
- Paid superannuation on unpaid parental leave
- Gender affirmation guidelines for gender diverse staff and their colleagues
- Support funds to develop internal careers and uplift a diversity of talent through the levels of the organisation
- Flexible Working Arrangements Policy
- Updates to our Recruitment Policy to ensure diversity on interview panels and a culturally appropriate and safe interview process
- Updates to our recruitment process and grievance management processes following inclusive design workshops with a diverse group of employees from across the network
- Launch of our Reasonable Adjustments Policy and process to support candidates, employees and guests

Internal Initiatives

- Delivered the SBS Inclusion training program for all employees
- Cultural Capability workshops delivered to key cohorts and decision-making roles
- Introduction of the inaugural SBS Elder in Residence Rhoda Roberts AO
- A comprehensive annual survey focused on diversity & inclusion
- Introduction of 12 SBS Inclusion Champions who are trained in HR complaint and grievance processes and mental health first aid to support team members for whom there may be barriers in speaking with a manager or People & Culture professional about workplace concerns.
- A revised exit interview process with a third-party organisation, including the opportunity for Indigenous team members to request to have their interview undertaken by an Aboriginal or Torres Strait Islander person
- Annual Gender Pay Gap review process and transparent reporting
- Regular intersectional events and employee engagement functions
- SBS Pride Guide editorial tool to support content creators, marketers and communications specialists talk about LGBTQ+ stories, themes and people, with confidence and respect.

Content Initiatives

- The Diversity Talent Escalator, amplifying the careers of diverse media creatives and practitioners
- The Curious Australia documentary initiative supporting stand-alone 30-minute documentaries reflecting the diversity of people and experiences of contemporary Australia
- The Emerging Writer's Incubator supporting the development of under-represented fiction writing talent within the Australian screen sector
- The Digital Originals initiative designed to develop innovative drama projects to premiere on SBS On Demand and NITV from screen creatives who are under-represented in the sector
- Originate feature film fund; a low budget feature initiative for diverse voices
- Respect, Inclusion, Diversity and Equality feature film fund
- No Ordinary Black short film initiative for emerging Aboriginal and Torres Strait Islander filmmakers
- The Everyone Project for measuring and benchmarking diversity in content
- SBS Voices Emerging Writers' Competition
- Centralised Documentary Australia Foundation Indigenous Fellowship

OVERALL GENDER

53.2%*
women



45.9%*
men



0.9%*
non-binary



Our Workforce (2021)



3.9%*
Aboriginal and
Torres Strait
Islander people



21.4%**
People of colour

11.5%*



Gender pay gap for
total annual remuneration,
against the national average
of 20.8%



33.9%**
Born overseas



52.2%**
Lived and worked overseas
for more than six months

9.7%**



Has a disability
or chronic condition
requiring workplace
adjustments



11.5%**
Diverse sexuality



4.6%**
Primary carer
for an adult or
adults



25.8%**
Primary carer for
a child or children



55.3%**
Culturally
diverse
background

Has more than
one cultural
background



73%**

43.6%**



Mainly non-English speaking or
combined English and non-
English speaking background,
with 100 languages spoken

* SBS collects diversity data in a couple of different ways, depending on which data set is most complete and/or accurate at the time of the data collection.

* Data collected from SBS payroll system

**Data collected from the annual SBS Diversity & Inclusion Survey in 2021

Our Leaders (2021)

	PEOPLE LEADERS	SENIOR LEADERS*	SBS EXECUTIVE	SBS BOARD
Culturally diverse background	49.4%	51.1%	61.5%	75%
People of colour	16.3%	24.4%	23.1%	25%
Born overseas	31.9%	27.8%	23.1%	12.5%
Mainly non-English or combined English and non-English speaking background	32.7%	28.9%	23.1%	50%
Diverse sexuality	8.3%	15.6%	23.1%	0%
Has a disability or chronic condition requiring adjustments	7.7%	8.8%	7.7%	50%
Male	49.4%	47.1%	53.8%	62.5%
Female	50%	51.7%	46.2%	37.5%
Non-Binary	0.6%	1.2%	0%	0%

*Senior Leaders are defined as those roles reporting into the SBS Executive

Strategy Pillars

Our strategy is focused on four pillars, with set goals and actions under each pillar.

AN INCLUSIVE CULTURE 1

Our workplace culture is the combined impact of the behaviours, norms and values of all employees at SBS. To create a truly inclusive workplace where everyone is able to thrive, we must ensure our culture is aligned to our goals, that we build cultural capability within our teams and that we live and breathe our values through every element of our organisation.

DIVERSE TEAMS 2

Diversity of thinking and perspective are key to creativity and innovation, and these are primary drivers of success for SBS. To achieve diverse thinking, and better outcomes as a result, we must be purposeful in ensuring our teams reflect the diversity of the community we serve and that our leaders reflect the diversity of their teams.

INCLUSIVE CONTENT & PRODUCTS 3

We have always put diversity and social inclusion at the heart of our content, in delivery of our Charter. However, we also have the ability – and the responsibility – to affect change across the production sector, amplifying voices both on and behind our screens and creating more accessible platforms and products for our audiences to enjoy.

INCLUSIVE OPERATIONS 4

Biases can emerge from the most well-intended systems and processes. We must ensure our systems and processes at SBS are purposefully designed to eliminate bias and that our policies support employees to bring their best selves to work every day.

An Inclusive Culture

Even in a highly diverse workplace like SBS, the benefits of different perspectives cannot truly be realised unless people feel safe to share their thoughts, know that their opinions will be listened to and respected, and feel a sense of value and pride in the work they do. For us, it all starts with our inclusive culture.

Having a more inclusive culture is inherently good, and the right thing to do. It empowers all individuals to contribute, driving engagement, improved collaboration, innovation and better business outcomes. An inclusive culture also has a reciprocal relationship with the diversity of an organisation, creating a more attractive workplace, as an employer of choice for talent from all backgrounds and lived experiences.

SBS has identified five key goals to drive a more inclusive culture for all employees:

Active and engaged allies

A more flexible workplace

Culturally enriched teams

High levels of inclusive leadership capability

A high impact Elevate level Reconciliation Action Plan (RAP)



SBS employees participate in Loud Shirt Day

Goal 1

Active and engaged allies

Inclusion is about all of us, no matter how we identify. As such, it's crucial that all employees at SBS play an active role in creating a welcoming, respectful and inclusive workplace culture. One of our values is we engage and participate fully and allies play a key role in setting the tone and maintaining the 'social contract' around how we behave towards one another and live the SBS values.

Upstander training

We will develop and deliver bespoke 'upstander' training for employees. This training is designed to give employees at all levels the skills to play an active role in speaking up constructively when they experience or witness non-inclusive behaviours, or behaviours not aligned to the SBS values. The concept of an upstander is in contrast to a bystander, and is essential in creating a culture of accountability.

SBS allies

We will develop materials for employees outlining actions they can take to be an effective ally in the workplace, regardless of background or identity. This will expand upon the LGBTIQ+ allies work undertaken by the SBS Pride & Allies committee under the previous SBS Diversity and Inclusion Plan 2018-2021.

SBS Inclusion Champions

The SBS Inclusion Champions are a group of approachable and trusted employees who have been trained on the SBS grievance management process, formal and informal options for resolving concerns or complaints, as well as mental health first aider training. The Champions will act as an alternative and safe option for employees who are seeking information or support on how to resolve a concern, but who may not wish to raise that concern with their manager, People & Culture or through the other avenues available.

Goal 2

A more flexible workplace

Increasingly, flexibility has become a must-have for organisations that are serious about attracting and retaining the best talent. We understand that enhanced flexibility options enable people to bring the best version of themselves to work, and lead to better employee experience outcomes, increased retention of high-performing and high-potential talent, and increased levels of employee engagement. Flexibility will look different across different roles and teams, but we are committed to ensuring that our team members and our leaders are empowered to explore flex options that will work for the individual and the business.

New workplace flexibility policy

Drawing on our experience operating under a hybrid work model with some employees working remotely due to COVID-19, we will develop and deliver an enhanced flexibility policy that is fit for purpose. This policy will take into account the different needs of individuals and groups, as well as the needs of SBS as a business, to deliver a greater flexible workplace offering, which will improve employee wellbeing and attract diverse, high-potential candidates.

Supporting flexibility toolkit

To support employees and managers to have positive and more effective conversations about flexibility, we will develop a toolkit to assist them in navigating the new workplace flexibility policy and establishing ways of working that are flexible yet fit for purpose.

Supporting leaders to manage hybrid working model teams

Working with teams that are split across locations, both in the office and working remotely, requires particular management and leadership skills and actions. To support our leaders in effectively making this transition to new ways of working as an ongoing model, we will engage with experts to deliver training and support materials to assist in navigating the complexities of managing flexible, hybrid teams.

Keep in touch days

We will curate and amplify organisation-wide keep in touch days for employees on long periods of leave, such as parental leave. This will support employees to stay connected to the organisation during their extended leave if they wish, and facilitate an easier experience returning to work.

Goal 3

Culturally enriched teams

Working for Australia's multicultural and Indigenous broadcaster means working alongside an incredibly diverse group of media professionals. Each member of the SBS team enriches our workplace with different stories, backgrounds, cultures, abilities and knowledges.

We will ensure that all employees of SBS benefit from regular engagement with other cultures and perspectives, building understanding, empathy and connection.

Access to language learning

We will provide access for our employees to learn a language other than English. Being able to communicate in another language exposes us to and fosters a greater appreciation for the traditions, religions, cultures, arts, and histories of the people associated with that language. Greater understanding, in turn, promotes greater empathy, connection and respect for others.

Inclusion events

With the input and support of our Employee Advisory Groups, we will host regular initiatives for employees throughout the year, each focused on different elements of inclusion, intersectionality and identity. These initiatives may be in the form of events, webinars, the launch of tools, or sharing of content. The purpose is to create deeper understanding and empathy and to ensure that diversity and inclusion remain front of mind for our teams, in alignment with our Charter and purpose.

Indigenous Elders in Residence

We will create opportunities and moments throughout the year for employees to engage with and learn from our in-house Indigenous Elders and knowledge holders.



A Middle East Feast with Shane Delia

Goal 4 High levels of inclusive leadership capability

We believe that good leadership and inclusive leadership are one and the same. Leaders set the tone and their actions establish the norms. For this reason we invest heavily in our leaders; developing inclusive leadership capabilities with a focus on values led leadership. This strategy will seek to expand that investment with a targeted focus on our front-line and emerging leaders - ensuring that they feel as connected to our inclusion goals as our Senior Leader cohort and that they have the skills and capabilities required to lead highly diverse teams.

Leadership Program

We will deliver an annual leadership training event focused on an element of inclusive, values-led leadership, including creating environments of psychological safety and how to give and receive critical feedback on sensitive but important subjects. This training will be delivered each year as part of the SBS Leadership Program *It's How We Lead*.

Supporting front line managers

Our front line managers have direct reporting relationships with three times as many employees as our Senior Leaders do. Their engagement with our strategies and the way in which they lead their teams is central to SBS's success. The Diversity & Inclusion Survey we conducted in February 2021 demonstrated that front line managers were significantly less aware of SBS's diversity and inclusion goals and initiatives than Senior Leaders. As such, SBS will develop a leadership conference for front line managers to engage them on organisational strategy, planning and our key focus areas, including diversity and inclusion.

Emerging Leaders Program

The SBS Emerging Leaders Program is a 12-month structured program designed for employees who are not yet leaders, but who have been identified as potential successors into management roles, or otherwise show leadership potential. This program is run once every two years. We will undertake a process to ensure the people doing the course includes significant participation of those from under-represented backgrounds, including Aboriginal and Torres Strait Islander employees, employees from culturally diverse backgrounds, people of colour, LGBTIQ+ employees and women in technology roles.

Accelerated Development Program

The SBS Accelerated Development Program is a 12-month program which has elements that are run centrally, as well as bespoke elements that the individual participants work on in collaboration with their manager. The program is for both participants and their managers and aims to apply targeted focus and support on bespoke development planning and action to accelerate the careers of participants. We will undertake a process to ensure there is significant participation of those from under-represented backgrounds, including Aboriginal and Torres Strait Islander employees, employees from culturally diverse backgrounds, people of colour, LGBTIQ+ employees and women in technology roles.

We'll know we've succeeded when: **The inclusion measure for all demographic cohorts with a population of 50 or above is within 5% of the SBS average scores, as measured by the annual Employee Engagement Survey.**

Goal 5 SBS Elevate Reconciliation Action Plan 2022

In late 2021, SBS was invited by Reconciliation Australia to participate as an Elevate RAP partner, with the next iteration of the SBS RAP due to launch in mid-2022. 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. Our plan will also be subject to a greater degree of transparency and accountability through independent assessment of our activities, as required of Elevate partners.

The invitation for SBS to participate as an Elevate partner is a significant affirmation of our achievements to date and the potential impact of our proposed leadership project.

The Elevate RAP will consist of five goals including a high impact leadership project. These goals are outlined below.

We will tell stories, acknowledge truths, share knowledges and celebrate cultures through the unique lens of Indigenous authorship

We value our people and prioritise their success, development and wellbeing

We recognise the importance of NITV for audiences and we are committed to its continued success

We will accelerate growth and investment in the Indigenous production sector, media sector and enterprises

Leadership Project: We will build understanding and connections between Australia's multicultural and First Nations communities by sharing reconciliation stories in many languages

Once the SBS Elevate RAP is launched, it will be made publicly available alongside and complementary to this strategy document.

Diverse Teams

In February 2021, SBS conducted the most comprehensive Diversity & Inclusion employee survey that we have ever undertaken, with the anonymous responses providing detailed insights into the makeup of our workforce. We then conducted a series of voluntary focus groups with employees, designed to understand some of the feedback in more detail.

Using the insights from the survey and focus group sessions, SBS identified four key goals to improve representation:

Increase the representation of Aboriginal and Torres Strait Islander people in teams outside of National Indigenous Television (NITV)

Increase the representation of people of colour in front line management positions

Increase the representation of women in technology-based roles, including senior technology positions

Increase the representation of people with disabilities or chronic conditions requiring adjustments in the workplace, at all levels



Goal 1

Increase the representation of Aboriginal and Torres Strait Islander people outside of NITV

As of June 30 2021, Aboriginal and Torres Strait Islander people make up 3.9% of our total workforce, however this is not evenly distributed across the business, with a majority of Indigenous employees working under the NITV channel brand. Focus groups with employees identified that perceptions about cultural capability within other parts of SBS, when compared to NITV, was a significant barrier for Aboriginal and Torres Strait Islander employees seeking career opportunities in other teams across the business. Another identified barrier was the perception of niche positions for which there were unclear or limited opportunities for next role development, due to the size and structure of SBS. The initiatives outlined below have been designed with this feedback in mind; to cultivate high levels of cultural capability and connection to culture across the whole organisation and to ensure career development opportunities are provided to existing employees, with pipeline opportunities provided to up-and-coming talent.

Indigenous internships

We will take on six Indigenous university students each year for a 12-week paid internship. We will build and maintain a relationship with these students throughout their studies and provide career paths into our business on graduation.

First Nations Staff Network

We will create a voluntary Aboriginal and Torres Strait Islander staff network, which will bring together Indigenous employees from across the business to engage in culturally enriching activities and forums.

Identified positions

We will recruit for and hire 12 pathway positions across different functions and teams at SBS, which will be available only to Aboriginal and/or Torres Strait Islander applicants.

Secondments

We will establish or leverage existing relationships with Indigenous media organisations to enable at least one cross-workforce secondment opportunity each year for Indigenous employees and explore internal opportunities for at least two NITV team members to be seconded to other divisions each year.

Indigenous Recruitment Specialist

We will engage an identified recruitment specialist to support the delivery of this goal and to deepen our connection to Indigenous talent through professional networks, brand amplification and community engagement.

Cultural capability workshops

We will continue to roll out immersive cultural capability training to all employees across SBS. This program aims to build and reinforce culturally capable and safe environments across all teams and functions, which will support career mobility and opportunities for Indigenous team members, both within and outside of NITV.

We'll know we've succeeded when we measure: **3.3% representation of Aboriginal and Torres Strait Islander staff outside of NITV.**

Goal 2

Increase the representation of people of colour in front line management positions

As of June 30 2021, people of colour make up 21.4% of all SBS employees and 24.7% of Senior Leaders - the latter being defined as SBS Executive and their direct reports. However, SBS's Diversity & Inclusion Survey conducted in February 2021 showed a representation gap in the early- to mid-management career level, with 14.7% of employees in these roles identifying as people of colour. The Australian government does not collect data on race as part of the national Census, and SBS recognises that "people of colour" is a subjective self-identifier, therefore it is difficult to benchmark against Australian population statistics. Our aim is to ensure that our management cohort reflect the diversity of our teams, and our initiatives and targets have been designed accordingly.

DIVERSE
TEAMS

Community partner job network <p>We will make explicit updates to its recruitment policy and guidelines, as well as develop or leverage relationships with external multicultural community organisations, to extend the reach and engagement among diverse communities of all SBS job opportunities.</p>	Accelerated Development Program <p>We will ensure that at least 30% of participants in the SBS Accelerated Development Program are people of colour and 55% from culturally diverse backgrounds. This program is designed to accelerate the development of high potential individuals and is run every two years.</p>	Increased visibility <p>We will increase the visibility of people from culturally diverse backgrounds at SBS through a revised Employer Value Proposition (EVP) and via platforms such as LinkedIn and our careers page on the SBS website.</p>	Emerging Leaders Program <p>We will ensure that at least 30% of participants in the SBS Emerging Leaders program are people of colour and 55% from culturally diverse backgrounds. This program is designed for individuals who are not currently in leadership positions but who have been identified as potential successors into management roles. The program aims to equip them with base managerial skills to set them up for success upon promotion into a leadership position. It runs every two years, alternating with the SBS Accelerated Development Program.</p>
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We'll know we've succeeded when we measure:
23% of all early to mid-management career level roles held by people of colour.

Goal 3

Increase the representation of women in technology roles

In assessing gender balance across the organisation and within teams, SBS applies the best practice 40:40:20 framework.

This framework identifies that teams are in a state of balance when men and women both make up a minimum of 40% of the workforce, with the remaining 20% being subject to natural fluctuations and/or the representation of non-binary genders.

As of June 2021, 31% of technology roles at SBS were held by women. This lack of balance is also a primary contributor to the current SBS average pay gap. As at June 2021, the organisational pay gap for total remuneration was 11.5% - against a national average of 20.8%. One of the most significant contributing factors to the pay gap is a lack of balance in highly skilled senior technology roles, which often attract market premiums.

SBS is committed to ensuring equitable representation and aims to ensure that all technology roles are aligned with the 40:40:20 framework. In doing so, our aim is to eliminate the gender pay gap.

We will do this by becoming an employer of choice for mid-career women in tech and building sustainable talent pipelines, ensuring we are proactively engaging with recent graduates and early career women, and focusing on career and skills development internally.

University sponsorships

We will partner with tertiary education providers to sponsor women studying technology-related degrees and create opportunities for paid work placements throughout their studies, with the goal to provide a career path for them to eventually join the business.

Mentoring

We will develop relationships with tertiary education providers to offer mentorship opportunities to women currently studying in STEM related fields (science, technology, engineering, maths).

Flexible work offerings

We will include flexibility options in job ads for all roles, including technology roles, and encourage candidates to discuss with us their flexible work needs, to attract more women to apply for these roles.

Hackathons

We will participate annually in industry hackathon events, sponsor prizes and host a hackathon event of our own.

Emerging Leaders Program

We will ensure that at least 15% of participants in the SBS Emerging Leaders program are women in technology-related roles.

We'll know we've succeeded when we measure:
Minimum 40% representation of women in technology roles overall.

All senior leadership roles to have identified succession plans in place, with at least one woman in the succession pipeline for each role.

A reduction year on year in the SBS average gender pay gap.

Goal 4

Increase the combined representation of people with disabilities and people with chronic conditions requiring adjustments in the workplace

The Diversity & Inclusion Survey conducted in February 2021 revealed that 9.7% of employees identified as either having a disability or a chronic condition requiring adjustments to be made in the workplace. SBS recognises the social model of disability in the workplace, which is focused on the work environment and making adjustments and adaptations as necessary to ensure all people can thrive. This stands in contrast to the medical model of disability, which focuses on a diagnosis of and limitations of the person. It is for this reason that SBS will often report on disability and chronic conditions requiring adjustments together, because our focus at SBS is on

those adjustments and ensuring our workplace is accessible and inclusive for everyone. We also report in this way as we know there are significant barriers for people sharing their personal information relating to disability with their employer.

Our goal under this strategy is to see an increase in the number of people identifying as having a disability or a chronic condition requiring workplace adjustments, to see those adjustments put into practice where they are required, and to increase the level of disability confidence across the organisation.

Disability employment partners We will establish relationships with disability employment providers with whom to share role briefings and details of opportunities at SBS, to widen the reach of our job listings beyond traditional recruitment channels	Manager support We will provide managers with a supporting guide to creating inclusive workplace environments and experiences for people with a disability, as well as talent attraction and sourcing strategies.	Promote workplace personalisation We will develop knowledge among managers and employees on the SBS reasonable adjustment process, through education sessions and training.	Establish a disability work experience program Working with expert partners such as Job Access and the Australian Network on Disability, we will establish a work experience program for people with a disability.
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We'll know we've succeeded when we measure: **12% representation of people with disabilities and people with chronic conditions requiring adjustments in the workplace.**

Inclusive Content and Products

Diversity and inclusion have always been at the heart of SBS's Charter, purpose and content. As Australia's multicultural and Indigenous broadcaster, SBS is positioned to influence positive change across the production sector, whilst ensuring that our own platforms and products are accessible and able to be enjoyed by all Australians.

In setting our targets, we engaged and consulted with industry and key stakeholders, reviewed our recent commissioned content slate, and set target levels across five demographic groups. This included measuring current on screen representation, which was assessed against Australia's population.

We have identified four key goals to enhance our products and services:

Enhance
accessibility of
SBS digital products
and platforms

Increase diverse
on-screen
representation

Increase diverse
off-screen
representation

Support the career
progression of
diverse creatives
in the production
sector





Lili Zhou – Executive Producer, Mandarin

Goal 1

Enhance accessibility of SBS digital platforms and products

Enhancing digital accessibility is all about ensuring that our content is available for all Australians to enjoy. These initiatives build upon the product accessibility work done to date, such as audio description, and focus on our digital platforms to ensure the best possible audience experience, regardless of abilities or consumption preferences.

Accessibility review

SBS will partner with an external expert organisation to review our digital products and their accessibility. This will inform SBS of the priority focus areas and we will develop a program of work to enhance the accessibility of our digital products and services for our audiences.

Accessibility Support Baseline

SBS will establish an Accessibility Support Baseline for our developers, designers and user experience professionals, to understand different software and hardware combinations and assist SBS to design for diverse audience needs.

Goal 2

Increase diverse on-screen representation

We are in the business of storytelling, and the story of Australia is multifaceted, multicultural and multi-dimensional. It is important to us that our audiences see a variety of different perspectives and experiences reflected on screen. We want our audiences to see themselves, and their stories, dreams, hopes and challenges, reflected on screen as a genuine portrayal of our marvellously multifaceted society. Our targets will be reported over a three-year period to enable appropriate balance and representation across the slate.

Amplifying First Nations perspectives through *SBS World News*

SBS will commit to embedding Indigenous perspectives into our daily news broadcasts. Every day, every available SBS news and editorial platform will feature coverage or perspectives of Aboriginal and Torres Strait Islander peoples and issues.

SBS will also commit to increase multilingual Acknowledgments of Country across our channels and programs, and to use place names in local First Nations languages.

New Commissioning Equity & Inclusion Guidelines

SBS is committed to commissioning diverse and inclusive content that reflects all Australians. We have developed new [Commissioning Equity & Inclusion Guidelines](#), for commissioned and internal programs (not including news and sport) at SBS. These guidelines include equity & inclusion targets and practical tips to help production partners meet our diversity goals. These targets apply to on-screen representation, off-screen representation and career progression.

Commissioning on-screen equity & inclusion targets

SBS will set on-screen equity and inclusion targets for unscripted and scripted commissioned and internal productions (not including news and sport). These targets will be delivered in collaboration with our production partners. This will include targets for people who identify as culturally and linguistically diverse (CALD), First Nations, people with a disability, LGBTIQ+ and women.

The details of these targets are laid out on pages 27-28 of this strategy document.

Goal 3

Increase diverse off-screen representation

Equally important to us is ensuring that our stories are told with authenticity, that we support the development of creative talent from a range of backgrounds and that the writers, producers and directors of our content reflect the diversity of our society.

Content initiatives

SBS supports creatives from a range of backgrounds and with different lived experiences, through a suite of content initiatives specifically designed to boost diverse storytelling, including Curious Australia, Digital Originals and the Emerging Writers' Incubator. Through these and numerous other initiatives, SBS will continue to invest in the next generation of practitioners, creating more jobs in the Australian screen sector, exploring unique perspectives and supporting career development of creatives from under-represented backgrounds.

Commissioning off-screen equity & inclusion targets

SBS is committed to developing the careers of diverse creatives in off-screen roles throughout the production sector. We will set off-screen and career progression targets in our SBS Commissioning Equity & Inclusion Guidelines (2021 to 2024) across unscripted and scripted content. This will include targets for people who identify as culturally and linguistically diverse (CALD), First Nations, people with a disability, LGBTIQ+ and women across SBS commissioned and internal productions (not including news and sport).

The details of these targets are laid out on pages 27-28 of this strategy document.

Goal 4

Support the career progression of diverse creatives in the production sector

SBS is committed to supporting the career progression of diverse creatives across the Australian film and television sector. In addition to setting specific on-screen and off-screen equity and inclusion targets, we have set career progression targets on our commissioned and internal productions. These career progression targets apply to both unscripted and scripted programs and focus on progressing and elevating creatives from communities under-represented in the sector.

In setting targets, we engaged and consulted with industry and key stakeholders, reviewed our recent commissioned content slate, and set target levels for the five groups identified. This included measuring current on screen representation, which was assessed against Australia's population.

Career progression targets

SBS has set specific career progression targets for off-screen creatives on our commissioned and internal productions. These targets have been put in place to ensure that representation is combined with meaningful development, opportunity and growth, so practitioners from traditionally under-represented communities can contribute at all levels and strengthen the sector overall.

Elevate alumni of our diversity career pathway initiatives

We are supporting the long-term growth of creatives who have joined our diversity career pathway initiatives, including the Diversity Talent Escalator, Curious Australia, Digital Originals and the Emerging Writers' Incubator. We aim to elevate these creatives, in line with our career progression targets.

Unscripted inclusion targets

SBS Unscripted aims to meet the below targets, by combining results from all commissioned documentary, factual, food and entertainment shows over a three-year period. The targets do not apply to individual productions, as we understand each has unique approaches and challenges, and not all targets may be able to be met on an individual program. We're asking production companies to contribute to SBS's overall goals as appropriate to the program commissioned.

	ON-SCREEN	OFF-SCREEN	CAREER PROGRESSION
	OF THE TOTAL ON-SCREEN KEY ROLES ¹ :	OF THE TOTAL OFF-SCREEN KEY ROLES ² :	OF THE TOTAL NON-KEY ROLES ³ :
CALD	35-40%	25-40%	<ul style="list-style-type: none"> • 9-12% Culturally and linguistically diverse, First Nations, people with disability and/or LGBTIQ+ in non-key roles³ & • Each year, SBS Unscripted aims to provide career progression opportunities for people from these groups on SBS productions. • We encourage producers to hire people from these groups to help SBS meet our targets.
First Nations	3-5%	3-5%	
People with disability	5-10%	5-10%	
LGBTIQ+	8-12%	8-12%	
Women	45-55%	45-55%	

¹Examples of Unscripted on-screen key roles include presenter, guest presenter, regular contributor, expert and performer.

²Examples of Unscripted off-screen key roles: Executive Producer, Series Producer, Editor, Director, Location director, Producer, Shooter producer, Field producer, Story producer, Post producer, Director of Photography, Production Manager, Post EP.

³Unscripted non-key roles: This is a role which is not defined as a key role, and includes the remainder of the crew including runners.

INCLUSIVE CONTENT

Scripted inclusion targets

At SBS Scripted, we are focused on true craftsmanship and will work with producers to achieve equality and change over time. We understand each story is unique, so these targets can be tailored to each program's story world and subject matter. We're asking production companies to use best efforts to achieve these targets on their individual programs. The "four groups" refers to people who identify as CALD, First Nations, people with disability and/or LGBTIQ+.

INCLUSIVE CONTENT

ON SCREEN Meet all three categories	OFF SCREEN Meet all three categories	CAREER PROGRESSION
<ol style="list-style-type: none"> Main characters* to include at least two CALD and/or First Nations people Broader cast** to include <ol style="list-style-type: none"> 33.3% from the four groups + 50% women Inclusive casting Producers to demonstrate best efforts to <ol style="list-style-type: none"> Practice open casting for all characters who are not specifically written to be Anglo-Celtic + Cast extras that are from the four groups 	<p>If the series focuses on a particular under-represented community</p> <ol style="list-style-type: none"> Writing Team* to include at least <ol style="list-style-type: none"> two key roles for people from this community + 50% women Other Key Creatives: Directors/Producers <ol style="list-style-type: none"> At least one other key creative is from this community. e.g. At least one producer or at least one director & 50% women Production team**** to include at least <ol style="list-style-type: none"> One Head of Department (HOD)***** from the four groups + 50% women <p>OR If the series does not focus on a particular under-represented community</p> <ol style="list-style-type: none"> Writing Team* to include at least <ol style="list-style-type: none"> Two key roles from the four groups (including 1 CALD and/or First Nations writer, to align with our SBS Charter goals as Australia's multicultural and Indigenous broadcaster) + 50% women Other Key Creatives: Directors/Producers to include at least: <ol style="list-style-type: none"> At least one other key creative from the four groups e.g. At least one of the producers or one of the directors is CALD, First Nations, a person with disability and/or LGBTIQ+ & 50% women Production team to include at least <ol style="list-style-type: none"> One Head of Department (HOD)***** from the four groups + 50% women 	<p>Demonstrate efforts to:</p> <ol style="list-style-type: none"> Hire people from the four groups in off-screen roles + Elevate practitioners from the four groups into more senior roles <p>Note:</p> <ul style="list-style-type: none"> Each year, SBS Scripted aims to provide career progression opportunities to people from these four groups on SBS productions. We encourage producers to hire people from these four groups to help SBS meet our targets.

*Main characters appear in all episodes of a series and are integral to the plot.

**Broader cast includes main and supporting characters. Supporting characters are named roles which sit between main cast roles and 50-words and/or extras.

*Key writing team roles: Includes writers, co-writers, experts, script/development producers, script editors, director, producer, co-producer, associate producer. This does not include notetakers, but we strongly encourage that the notetaker is from an under-represented group.

** Key creative roles include: Writers (including co-writers), Directors; and Producers (including executive producer, co-producer, associate producer).

*** For series set within the Aboriginal and/or Torres Strait Islander community, the 2 out of 3 must include the lead director or lead writer AND at least one person who identifies as Aboriginal or Torres Strait Islander in another key creative role.

****Production team includes all crew that are not HOD roles.

*****HOD roles include Director of Photography, Editor, Casting Director, Production Designer, Costume Designer, Art Director, Make-Up and Hair Designer, Composer, Sound Designer, First Assistant Director, Line Producer, Production Accountant, Sound recordist.

*Off-screen roles: Includes writing team, key creatives and production team.

Inclusive Operations

Building a diverse and inclusive organisation requires us to ensure that our operational capabilities are fit for purpose to deliver on the goals we have set for ourselves. This includes having the right governance, processes, data, measures and reporting capabilities available to drive the right outcomes.

We have identified four key goals to support our inclusive operations:

Best-in-class
attraction and
recruitment
processes

Enhanced data
and reporting
capabilities

Improved
employee awareness
of inclusion, equity
and diversity
initiatives, policies
and frameworks

Strong governance
and accountability



Goal 1 Best-in-class attraction and recruitment processes

New recruitment guidelines

In the 2020/2021 financial year, a number of SBS employees from diverse backgrounds participated in an inclusive design process. The purpose was to review SBS's existing recruitment process and guidelines, and redesign them to be more inclusive and to ensure they are effective for all users and candidates, both internal and external.

Based on this redesign, a series of actions will be delivered in the 2022 financial year to optimise the SBS recruitment process to support our talent diversity goals.

Employee Value Proposition

We will develop an Employee Value Proposition campaign designed to showcase SBS as an inclusive workplace, reach diverse talent communities and create a compelling reason for people to view SBS as a potential employer.

Goal 2 Enhanced data and reporting capabilities

Payroll self-service diversity information

We will establish a self-service ability within our payroll system to enable employees to voluntarily share with SBS information about how they self-identify, which will inform the work we do in continuing to make SBS an inclusive and accessible workplace for all.

We will also run an internal campaign designed to educate and inform employees on why we are requesting this voluntary data, how it is stored and what benefit there is for employees and for SBS in sharing such information.

Improved induction process

We will revise our induction process to include more information on SBS's approach to diversity, data and how this is used, to answer any questions and encourage sharing. We will ask new starters at SBS as part of their induction process to complete their diversity profile voluntarily, and to the extent they are comfortable to do so.

We'll know we've succeeded when:

50% of the workforce have felt comfortable enough to share their diversity data with SBS

Goal 3

Improved employee awareness of inclusion, equity and diversity initiatives, policies and frameworks.

Employee engagement with the Strategy

We will create regular opportunities for employees to engage with the Inclusion, Equity & Diversity Strategy, ask questions, provide suggestions or feedback, and to be updated on progress. This will be achieved by regular drop-in sessions, a central suggestions/feedback email inbox and through our Employee Advisory Groups.

Promotion of SBS Inclusion Champions

We will promote and amplify the role of the SBS Inclusion Champions across the business, provide them with regular training and review the program effectiveness every six months.

Inclusive design

We will run regular inclusive design workshops using employee participation to redesign core processes and workflows to be more inclusive and effective. The specific processes will be determined based on employee feedback and business needs.

Anti-racism framework

SBS will engage with expert advisory bodies to contribute to the development of a workplace anti-racism framework for employers in an effort to eliminate racism from Australian workplaces. SBS will align our own policies and practices to the framework.

Transparent reporting

We will provide clear internal reporting annually on the outcomes of our Diversity & Inclusion Survey, our representation statistics by level and the organisational average gender pay gap. This is in addition to our external reporting via the SBS Annual Report.

We'll know we've succeeded when we have:
Increased awareness of SBS inclusion initiatives as measured by the annual Diversity & Inclusion Survey.

Goal 4

Strong governance and accountability

SBS Inclusion Council

Chaired by the SBS Managing Director, the SBS Inclusion Council will meet every eight weeks to review progress against the Inclusion, Equity & Diversity Strategy as well as the SBS Reconciliation Action Plan (RAP). In addition to the Managing Director, the Council includes representatives of the First Nations Staff Advisory Group, the SBS RAP Committee, the chairs from each of SBS's Employee Advisory Groups, their Executive Sponsors and members of the SBS People & Culture and Corporate Affairs teams. The Council will review tactical and strategic recommendations from employees to ensure that activities are delivering their desired impact and that SBS is adapting to contextual changes over the life of the Strategy. Where external benchmarking tools exist, such as the Access & Inclusion Index, Australian Workplace Equality Index or the Workplace Gender Equality Index, SBS will use those tools to guide key focus areas.

Employee Advisory Groups

SBS will provide support to five Employee Advisory Groups:

- First Nations Staff Advisory Group (Aboriginal and/or Torres Strait Islander employees)
- SBS Multi (culturally diverse employees)
- The Network (gender equity)
- SBS Access (disability and carers)
- SBS Pride & Allies (LGBTIQ+)

These groups will provide recommendations on specific strategic or tactical activities to drive inclusion throughout the organisation, provide feedback on initiatives and actions, and assist to curate internal engagement events for employees which explore nuanced themes and topics related to diversity and inclusion.

The groups are governed by a set of principles ensuring that they are inclusive, intersectional, and provide opportunities for all employees at SBS, including allies, to play a constructive role. Each group is sponsored by one or more members of the SBS Executive team, who provide support, guidance and, where needed, advocacy and influence. Each group will be governed by documented terms of reference and the SBS Inclusion Council Guidelines.

Reporting on progress

Progress updates on the Inclusion, Equity & Diversity Strategy will be provided to the SBS Executive on a regular basis, with accountabilities and key deliverables built into annual business unit plans. Progress will be measured in a number of ways, including through our annual Diversity & Inclusion Survey, workforce data reporting, external benchmarking tools, and through the analysis of shared diversity data against key talent processes such as succession planning, learning and development opportunities, performance management, and reward and recognition.

We will also report externally on an annual basis our progress against this Strategy, however noting that progress against our on-screen and off-screen production targets will be reported in three-year cycles.

