

WELCOME TO THE EBU!

The European Broadcasting Union (EBU) is the world's foremost alliance of public service media (PSM).

Our mission is to make PSM indispensable. We have 112 Member organizations in 56 countries in Europe, and an additional 31 Associates in Asia, Australasia, Africa and the Americas.

Our Members operate almost 2,000 television, radio and online channels and services and offer a wealth of content across other platforms. Together, they reach audiences of more than one billion people around the world, broadcasting in almost 160 languages.

We strive to secure a sustainable future for public service media, provide our Members with a centre for learning and sharing, and build on our founding ethos of solidarity and cooperation to provide an exchange of world-class news, sports news, and music.

As a Member, you are part of a unique community of media organizations from 56 countries that together provide a powerful voice championing and upholding the values of PSM.

We are a network of like-minded people that not only share the same ideals but come together to share knowledge, ideas and inspiration.

By being a Member of the EBU you benefit from:

- Access to world-class content ranging from exclusive sports rights to our exchanges for news, music and children's programmes and the Eurovision family of events.
- An influential voice in Brussels and on international platforms lobbying for public service media and ensuring the optimal legal and technical framework
- Financial savings through programming exchanges, co-productions and co-developments; collective rights negotiations; specialist advisors; and joint working between Members.
- Opportunities for sharing, learning and collaborating through conferences, working groups, training and dedicated advice and guidance.

I hope you find this guide to the EBU useful and please do get in touch if you would like any further information on our range of services.

You can also keep in touch with us by registering for our newsletters at ebu.ch/newsletters or following us on social media.



Delphine Ernotte Cunci
President



Noel Curran
Director General

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WORLD-CLASS CONTENT

Membership of the EBU helps you increase the breadth, depth and quality of your programming with access to world-class content ranging from leading sports events to international news, outstanding music and the Eurovision family of events.





SPORTS RIGHTS

You have cost-effective access to a broad portfolio of international sports rights thanks to our long-standing and trusted relationships with sports federations worldwide.

The EBU manages media rights for 14 different sports on your behalf thanks to their agreements with 28 international sports federations covering 200 events every year.

Every year, Members broadcast over 43,000 hours of free-to-air sport, negotiated by the EBU, including events such as World Athletics Championships, the Tour de France, FIFA Women's World Cup™ 2023 and International Biathlon World Championships.

Furthermore, we have just launched a brand-new digital streaming platform - Eurovision Sport - that is designed to complement the sport content that you provide by offering wrap-around coverage. It will give you the flexibility to fully realize your rights and utilize them in a way that will help us all secure even more great sporting content in the future.

Collective negotiating saves you time and money and our established relationships with sports federations mean viewers are guaranteed the best seats in the house to all major sporting fixtures. As a one-stop shop, you benefit from our extensive expertise in many areas from contract management through to host broadcasting and network delivery and, by collaborating with other broadcasters, you can help shape areas such as sports development strategy and scheduling.



Sport has been central to RTP's programming for the last sixty years. Thanks to the broad and valuable portfolio of sports rights provided by the EBU, RTP has been able to broadcast the most significant achievements in Portugal's sporting history, from the first Olympic gold medal won by Carlos Lopes in 1984 to the most extraordinary feat ever when Portugal's national team triumphed at UEFA Euro 2016™.

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RTP, Portugal

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NEWS EXCHANGE

The News Exchange provides you with round-the-clock access to live and edited news stories, as they happen, across the globe.

Thanks to our unique network of Members and media partners, we offer almost **14 hours of live news every day** and over **40,000 edited news and sports news stories every year**.

Two permanent channels on the Eurovision network deliver content continuously to your newsrooms and edited material is available as files via satellite and internet.

We ensure your newsroom always has access to a rich diversity of news items – around 120 every day- provided by trustworthy, reliable sources. And, just as importantly, newsrooms have the opportunity to develop strong relationships with each other to share knowledge and content.

In addition, our Social Newswire helps you discover, verify and clear eyewitness content with **over 15,000 items cleared every year**.



At VRT Nieuws we can't imagine providing good international news to our audiences without the News Exchange. It is an indispensable source for our news bulletins, our website and our current affairs programmes. It offers us very fast the essential pictures in case of breaking news but also a variety of stories for all our different programmes and platforms which often go beyond the obvious. It is our window to the world.

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MUSIC EXCHANGE

We know music is central to your radio programming so you have easy access to first-class music and events through our Music Exchange.

With around 3,000 concerts by both leading and emerging artists shared every year, this is the world's largest offer of live music. Covering all genres from classical and opera to folk, jazz, world, rock, pop and dance, we provide access to prestigious concerts and performances from venues across the globe to enrich the diversity and quality of your music offer.

Members request around 30,000 programmes from the Music Exchange every year, making it a cost-effective way of sharing the world's best music with your audiences. Performances range from the BBC Proms and the New York Metropolitan Opera to Coldplay and Radiohead. We also organize six major music events and festivals every year, in conjunction with our Members, including Eurosonic and the Euroradio Folk Festival.

In addition to regular video feeds of concerts, you have access to three televised events every year featuring the Vienna Philharmonic Orchestra, including the world-famous New Year Concert.



Thanks to the EBU's Music Exchange, BBC Radio 3 is able to offer its listeners a unique, distinctive proposition featuring exceptional live and specially recorded music from across the world.

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Head of Music Programming and Policy,
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EUROVISION SHOWS

We work with our Members to produce the hugely popular Eurovision shows, headlined by the world's biggest music show the Eurovision Song Contest.

The Eurovision Song Contest is one of the world's most watched non-sport TV programmes, reaching an audience up to 200 million across 40 markets. It is particularly popular with hard-to-reach younger audiences, attracting four times the average youth audience to that time slot.

Along with the Junior Eurovision, Young Musicians and Choir of the Year, we provide over 13 hours of exciting live programming to you every year at the fraction of the cost of an average prime-time entertainment show.

Our programmes are unique in bringing broadcasters together and connecting audiences across the globe. We help enrich your cultural offering, promoting European unity and celebrating the diversity of the continent.



Without the support of the EBU's dedicated team, the Eurovision Song Contest would not be as relevant and successful as it is today. Get out and make them work for you!

THOMAS SCHREIBER

Head of Fiction & Entertainment NRR
and ARD Entertainment Coordinator,
Germany

YOUR CONTACT

MARTIN ÖSTERDAHL

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YOUNG AUDIENCES

Connecting with Young Audiences is crucial for our Members to stay relevant to the audiences of the future. The market is now more fragmented than ever and serving the needs of young audiences has never been more challenging.

Our Young Audiences projects aim to ensure PSM continues to play a critical and distinctive role in children's lives - facilitating peer group working and providing forums and platforms for the exchange of content, ideas, insights and inspiration.

We also help our Members to identify what works well to reach and connect with youth audiences by curating best practice examples and identifying the key elements that made them a success.

Examples of recent projects include our dedicated support for our Members to serve children's needs during the COVID-19 crisis, our European Kids Friendship campaign - Say Hi!, several strategic workshops, surveys and reports to help our Members to stand out from the competition, and our collection of successful PSM children and youth cases.



In a market that is today more fragmented than ever, we need to stand out with our values and play a relevant role in children's lives. Thanks to the EBU Kids community, we work together, develop ideas together and exchange insights and inspiration to continue to develop this role and build a better future for PSM.

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Head of Rai Ragazzi
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CAMPAIGNING ON BEHALF OF 1 BILLION FOLLOWERS

We provide you with a powerful voice in Brussels and on international platforms lobbying for PSM and ensuring open standards across the industry.



ADVOCACY FOR PSM IN EUROPE

We have championed the value of Public Service Media (PSM) for 70 years and we continue to campaign on your behalf for independent broadcasting, sustainable funding and the best possible legal and technological framework for Members.

We represent the interests and **promote the role of PSM** with policy makers across Europe. We play a critical role in advancing policies that promote media freedom, diversity and informed citizenship.

Our team in Brussels works with our Legal Department on your behalf to help **shape media laws** for the 21st Century. We work closely with Members throughout the year to develop common views and strategies to address upcoming **EU policy developments**.

As a Member, you benefit from regular **issue monitoring** and briefings, positioning papers and lobbying services, saving you time and resources. Our work in recent years has led to **critical interventions at EU level** on issues such as net neutrality, spectrum, copyright, data protection and audio-visual media regulation.

Together, we can help amplify your voice and ensure that we are united in protecting and promoting the interests of PSM and their audiences across the continent.



The EBU's capacity to speak with one voice to EU Institutions on behalf of all Europe's PSM organizations is extremely valuable. Close collaboration between the EBU and its Members has been decisive to shape EU legislation in-the-making in order to reflect our needs in key areas such as net neutrality, copyright and media regulation. In addition, the EBU keeps us fully up-to-date on the latest EU policy developments and offers us valuable support to be active in Brussels.

CHARLOTTE NIKLASSON
Nordic PSM representative in Brussels

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A SEAT ON INTERNATIONAL ORGANIZATIONS

The media industry is becoming increasingly competitive but we are there to help ensure you can participate on a level playing field.

We have always been at the forefront of **setting technical standards** and **pursuing key initiatives** in the field of audiovisual media and radio. We set the standards by which audio and visual is produced and distributed today. Our Technology and Innovation specialists continue to **champion open standards** for new developments, working with Members, International Standards Organizations and the industry to ensure they are adopted universally in today's complex environment. And we continue to represent Members interests in such developments as UHD TV and HDR.

We represent the interests of PSM on many international bodies such as the International Telecommunications Union, Society of Motion Pictures and Television Engineers, Digital Video Broadcasting and the European Telecommunications Standards Institute and have led successful advocacy campaigns on key issues such as spectrum, digital radio and open internet.

We campaign to ensure our Members have free access to the channels of distribution and that viewers are always able to access their content whenever and wherever they are.



As a relatively small broadcaster it is hard to keep up with all the developments going on that are important for the future of public service media. You have to be optimally informed before you can change your strategy. And it is clear that we have to change our strategy to stay relevant in the digital era. Working with the EBU that represents us on many different standardization and coordination bodies, has given us the insight and leverage to include broadcaster requirements in new technical standards, learn from the experience of colleagues and, by following the industry-wide accepted recommendations, create robust and innovative broadcast services.

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SAVING YOU MONEY

We work hard to save you money by providing access to a wide-range of content and co-productions, collective rights negotiations, expert advice and guidance, and opportunities for learning and collaboration.





FINANCIAL BENEFITS OF MEMBERSHIP

We know your budget is being increasingly squeezed so we provide a range of content and services to help you save time and money.

Your Membership fee provides you with **access to our content exchanges**, offering you the pick of world class programming, news and music from across Europe to enhance your output.

By working together on large-scale co-productions such as the Eurovision Song Contest, you also have **access to cost-effective prime-time shows** to entertain your audience. And **collective negotiations** on sports rights ensures you have competitive rates for leading sports events without the costs of hiring your own team of specialists and legal advisors.

Our teams of PSM professionals offer **free access to advice, information and research**.

For example our media lawyers are available to offer tailored advice and guidance as well as representation and support at an EU level, defending the interests of all our Members. A team of multi-disciplinary researchers provide **data, reports and research** that could cost up to EUR 460 000 a year if purchased externally. And lobbyists, who can cost up to EUR 500/hour, work on your behalf to ensure the optimal framework for PSM in Europe.

Most importantly, by working with the EBU and other Members, you have the opportunity to save money through **collaboration**, embracing new technologies and **sharing resources** to help PSM flourish across the continent.

YOUR CONTACT

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Chief Financial & Administrative Officer

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SOLIDARITY, SHARING AND LEARNING

We provide opportunities for sharing, learning and building solidarity through conferences, working groups, training and dedicated advice and guidance.



A FOCUS ON AI

The impact of generative AI and the implications for public service media continue to reverberate throughout our organizations.

We are here to support you in all aspects of AI from strategy development to content production and distribution; regulation; and considerations around values and ethics. We work at all levels to provide both easy-to-understand guides and deep-dives on specific topics and our new Academy of AI will help ensure members' knowledge is always up to date.

We advocate to safeguard PSM interests in the introduction and implementation of key AI regulation and bring members together to engage with open questions on issues such as webscraping and the use of data.

Through our different groups and workshops, we also want to facilitate reflection on the ethical implications of the use of AI; and our reports and research will help you implement the latest tools and thinking in your own organizations.

To discover more about the work of the EBU on AI visit our topic page ebu.ch/ai and check out our latest talks and reports

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TAILOR-MADE TRANSFORMATIONAL SUPPORT

We've seen an increasing demand for us to support Members in their transformation journeys - be that organizational, strategy, digital, distribution, or technical.

We can help you identify and implement the fundamental changes needed to safeguard your future growth and development through access to expert knowledge and training, peer guidance, reports, and reviews.

For a number of years, we have been offering bespoke Member transformation services such as peer reviews, agile consultancy, and strategy sprints, that have proven to be very beneficial for Members. We guarantee that we will offer support not only in the assessment and strategy phase, but also in the implementation.

Furthermore, we will continue to support you as you develop new working environments better suited to today's world with communities such as the Future of Work and New Builders Group.



The Agile Review gives you the opportunity to get and deliver the knowledge that helps to improve yourself and make others better.

TINATIN BERDZENISHVILI

Director General of GPB, Georgia

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EVENTS AND CONFERENCES

You have access to a wide network of like-minded people that can provide you with expertise and knowledge to help you navigate the fast changing media industry.

We regularly bring Members together to share best practice so you can learn and develop from the experience of fellow media organizations throughout the world. We organize over **300 meetings and events** every year to facilitate networking, share learnings and provide inspiration from experts in their fields

With over **100 active working groups** covering everything from copyright to digital storytelling and communications, we forge communities with shared interests to provide support networks and facilitate co-operation between Members.

The peer network that develops from this approach provides you with the knowledge and confidence you need to tackle shared challenges and, together, continue to deliver the high quality, multiplatform content audiences demand.



Through events and working groups we get to know each other's daily realities and troubles but also solutions. Although our day to day professional lives may be quite different, we also share common issues and local solutions may be extrapolated and adapted to in-house situations. EBU networking gives us the opportunity to exchange knowledge on PSM and helps us get to know our colleagues to improve relationships between broadcasters.

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SOLIDARITY WITH MEMBERS IN TIMES OF NEED

The principles and values of PSM are being threatened by competing political and economic forces across Europe. Our job is to stand with you during difficult times and back you with the strength of the entire EBU community.

When challenges arise, we intervene with national and international bodies to lobby for **sustainable funding for PSM** and **independence from political control**. We apply pressure by addressing local media and civil society, and meeting with high level government representatives and parliamentarians.

We also forge **alliances** with other relevant organizations such as the Council of Europe and OSCE to support the case for PSM, organising campaigns and stakeholder events.

Our **Partnership Programme** supports Members in need to grow and flourish by providing strategic consultancy, lobbying, training and political mediation free of charge.



With the help of the EBU, we are transforming RTSH into a modern, public service broadcaster. Their support has enabled us to develop a clear strategy, statute and editorial guidelines as well as build partnerships with other Members to support our development.

THOMA GËLLÇI
Director General,
RTSH, Albania

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EBU ACADEMY

The EBU Academy is our training centre. Its professional to professional approach helps you focus on the key trends necessary for the future and prioritize your own training and development activities.

Tackling the main challenges facing public media, topical **Master Classes** such as Preparing Your Move to Live-IP TV Production, AI in Journalism, or Hostile Environment Safety Training are held throughout the year.

We develop **75 programmes** every year and provide landmark learning experiences for public media professionals. 80% of our courses are refreshed every year.

We foster **innovation and leadership skills** at the top management level and have been delivering our world-class **Executive Programme** to EBU Members since 2014.

Our courses are cost-effective and tailored to meet the needs of busy professionals who do not have a lot of time to devote to training. We also help our Members to set up their own training centres and establish bespoke training for Members with particular needs.



The Executive Programme gave me a unique opportunity to reflect my strategic thoughts with both academic experts and peers from other public service companies. It was of major help in the change process I had decided to start in Yle News to adapt to the next revolution in news consumption.

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RESEARCH AND ANALYSIS

Our team of multi-disciplinary researchers, working with your experts, provide primary research and fact-based arguments to help you shape your strategy and stay ahead of the game.

MEDIA INTELLIGENCE SERVICE

Each year, our Media Intelligence Service (MIS) collect facts and data from more than 60 PSM organizations across Europe, enabling us to deliver key insights into the performance of PSM.

We publish numerous strategic reports and analyses covering topics such as funding and the licence fee and media consumption trends. And we provide country and company profiles.

Our Members can reduce their costs by accessing our full range of research and reports. And we deal with hundreds of individual requests for information every year, helping Members better understand market trends and developments; stay competitive & make the case for PSM.

The PSM Contribution to Society project helps you explore the mindset, tools and actions needed to develop a new narrative for your organization and eventually a new corporate strategy focused on delivering societal value.



Swedish Radio has launched a Contribution to Society project with support from MIS. The toolkit was a useful starting point for us but the discussions and best practice sessions organized by MIS have been particularly fruitful.

CECILIA ROOS
Head of Public Affairs,
Swedish Radio

NEWS2KNOW

Our News2Know service keeps Members and partners up to date with a daily bulletin highlighting the latest developments to affect the business of PSM with around **6,000 news items** published each year and many more available online.

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LEGAL SUPPORT

Our legal team provides tailored advice for Members, as well as helping create and maintain the optimal legal framework for PSM.

We work hand in hand with our Members to develop **common positions** on key EU legal initiatives and proposals for lobbying purposes.

We offer **expert legal advice and guidance**, sample contracts and model clauses, legal analysis and publications, supplementing your in-house resources.

Our experienced team can support you on a day to day basis with matters such as PSM governance and media law, intellectual property and rights agreements, commercial and sports contracts and specific EU competition law issues, including mergers and State aid.

No other organization understands public service media better than we do. Together we help protect media freedoms and secure a sustainable long-term future for PSM in Europe.



The EBU Legal team regularly provides us with high-quality analysis of legal developments in EU media, competition and copyright law. They are an invaluable source of guidance for Members confronted with specific legal issues in the broadcasting sphere. The legal team's role is particularly crucial in drafting common legal positions to enable Members to lobby EU institutions for the optimum legal framework for PSM.

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Director of Legal Affairs,
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TECHNOLOGICAL ADVICE AND EXPERTISE

Our team of technology and innovation specialists provide strategic advice to help you navigate the fast-paced technological landscape.

We provide a centre for learning, **sharing new technology and innovation** through regular workshops, seminars and publications. And we work with broadcast partners and manufacturers to test new technology such as our award-winning LiveIP Studio, providing **recommendations** for Members and the industry as a whole.

Our current focus is on **AI technologies** and use-cases for their application along the media value chain; the fostering of seamless integration of **cloud-based production and distribution technology**; the furthering of solutions for **data pooling and sharing**; the creation of solutions enabling new services **in journalism**; ensuring **cyber security**; and the development of cost-effective **CG animation solutions**.

Through our wide network of international broadcasters and R&D partners, we can help drive innovation on your behalf, reducing your costs and enhancing the audience's experience of your output.

Led by our Members, we remain at the forefront of innovation, reinforcing PSM's duty to provide compelling content that informs and entertains across all platforms.



The advice and assistance of EBU Technology & Innovation was hugely valuable in specifying our technical requirements for the procurement of new equipment and ensuring the digitalization of RTCG is future-proof. We have worked to integrate as many EBU standards and recommendations as possible to ensure interoperability and high quality systems.

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GOVERNANCE STRUCTURE

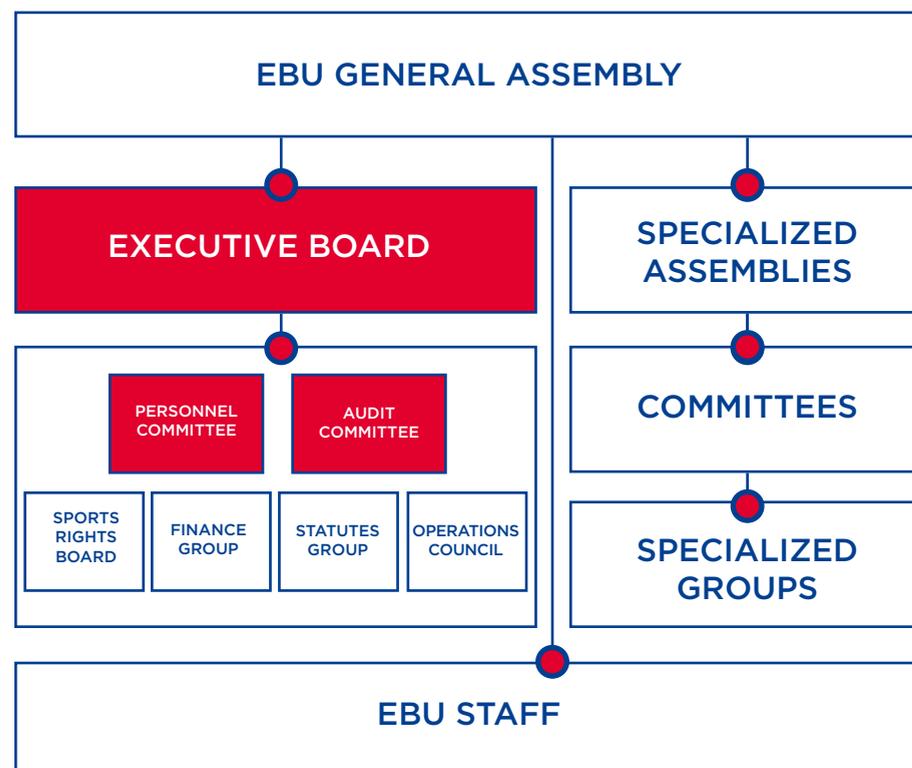
Members are at the heart of the EBU providing strategic advice and guidance to the work packages of the EBU.

The **General Assembly** is the highest-decision making body of the EBU. Made up of Members, it meets twice a year to approve the strategy, budget, annual accounts and annual reports of the boards and committees. It also elects the Executive Board.

The **Executive Board** is made up of 11 senior representatives of Members. It is responsible for ensuring that the EBU's strategy and policy are duly implemented.

A number of specialist committees and groups provide it with guidance on strategic and operational activities. The Executive Board appoints the Director General and members of the EBU's management committee.

EBU Management, headed by the Director General, delivers the strategy, as agreed by the General Assembly and ensures all objectives are met.



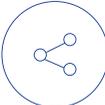
OUR MEMBERS AND ASSOCIATES

We have 112 Member organizations in 56 countries in Europe, and an additional 31 Associates in Asia, Africa, Australasia and the Americas, making us a truly global media organization.

Membership is for media organizations whose countries are within the European Broadcasting Area, as defined by the International Telecommunication Union, or who are members of the Council of Europe.

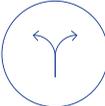
Associate Membership is open to broadcasting organizations or groups from an ITU-Member country outside the European Broadcasting Area who provide a radio and/or television service with a major role in national broadcasting and whose membership is considered useful for the EBU.

All EBU Members share the same core values of PSM:

- 

UNIVERSALITY
to reach everyone, everywhere with our content.
- 

INDEPENDENCE
to be trusted programme makers, independent of political, commercial and other influences.
- 

EXCELLENCE
to act with the highest standards of integrity and professionalism and set benchmarks within the creative industries.
- 

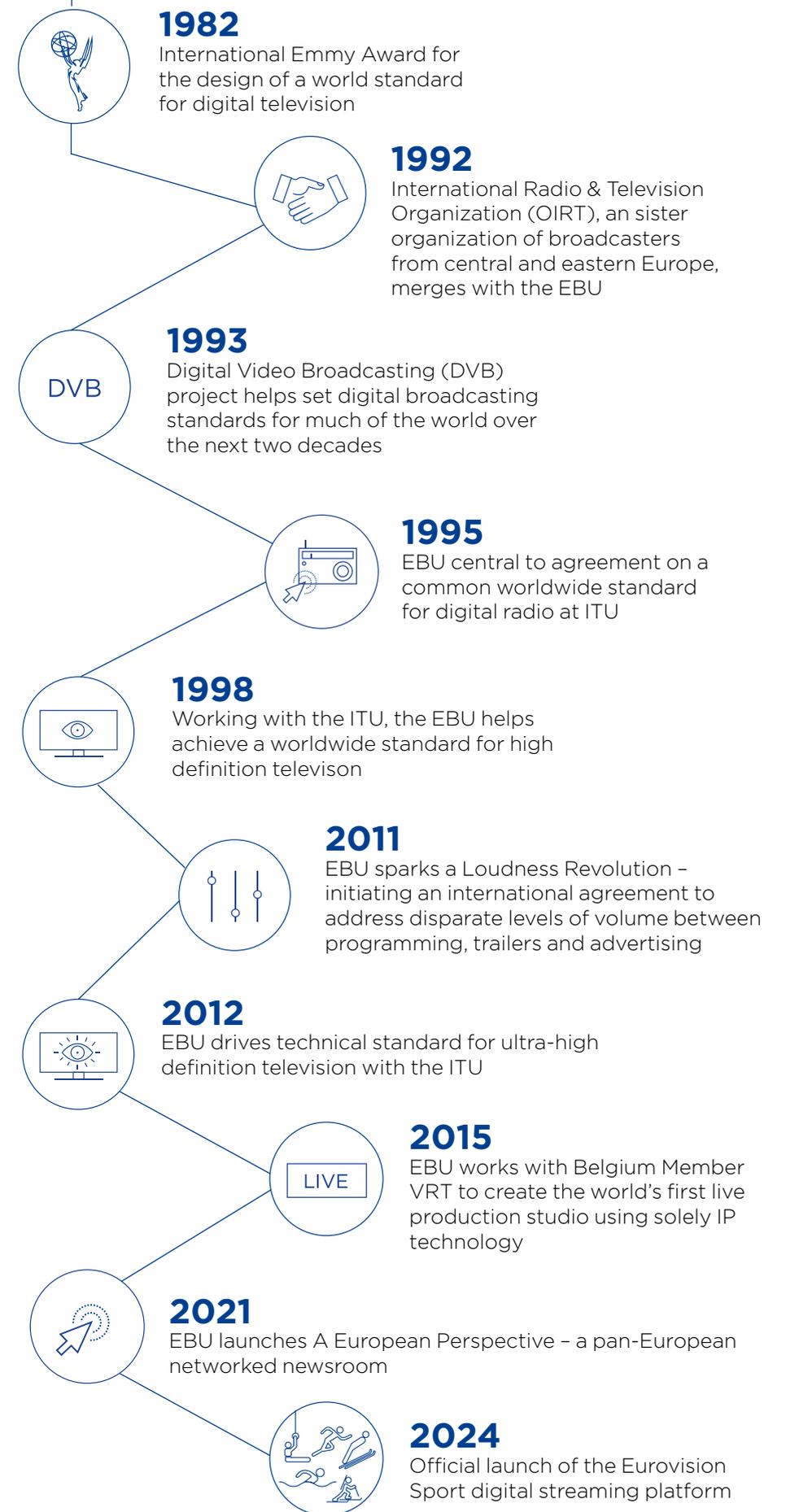
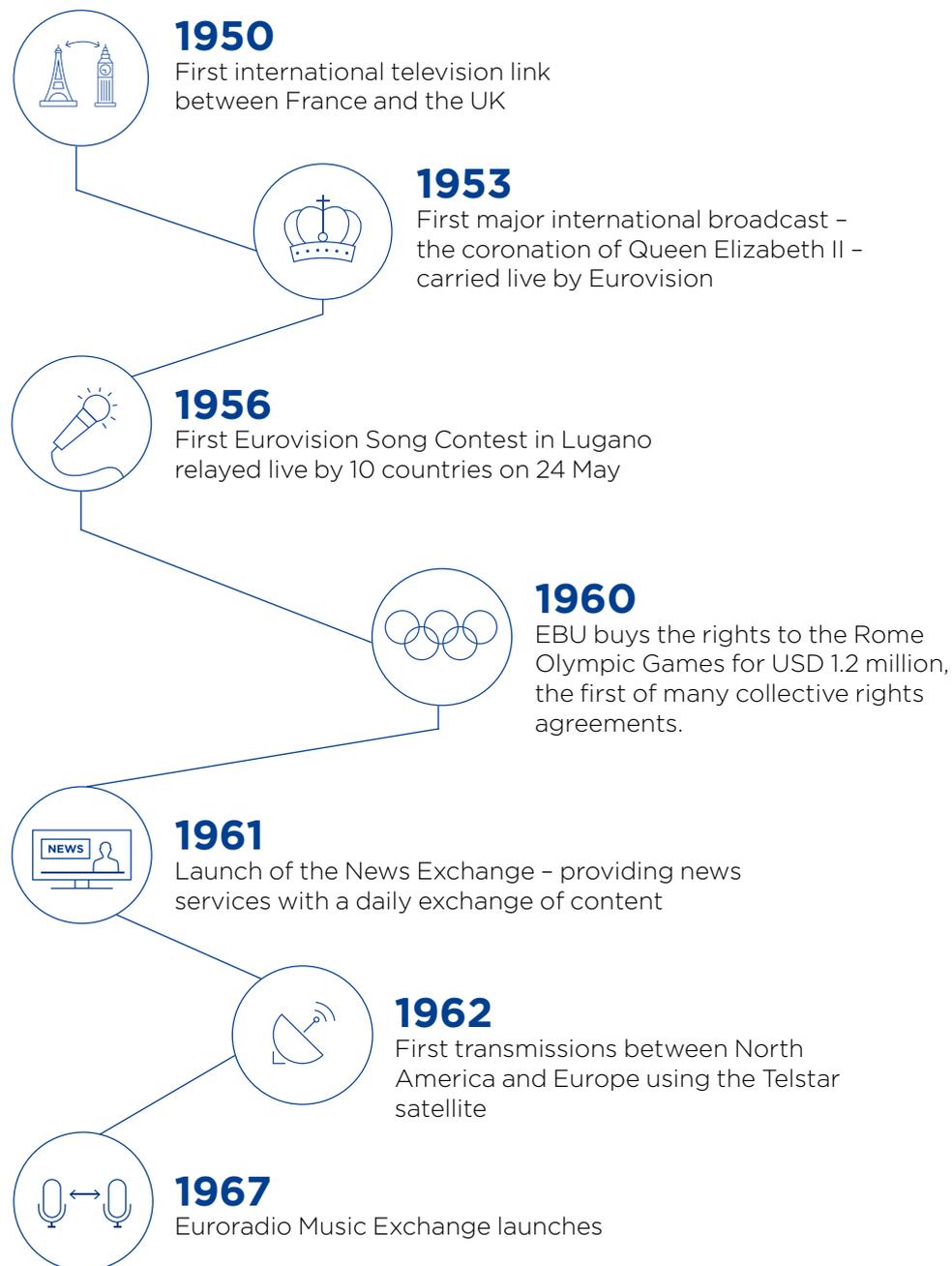
DIVERSITY
to be diverse and pluralistic in our programming, the views we express and the people who work with us.
- 

ACCOUNTABILITY
to be open and listen to audiences and engage in meaningful debate.
- 

INNOVATION
to be a driving force for innovation and creativity and enrich the media environment of the countries we work in.

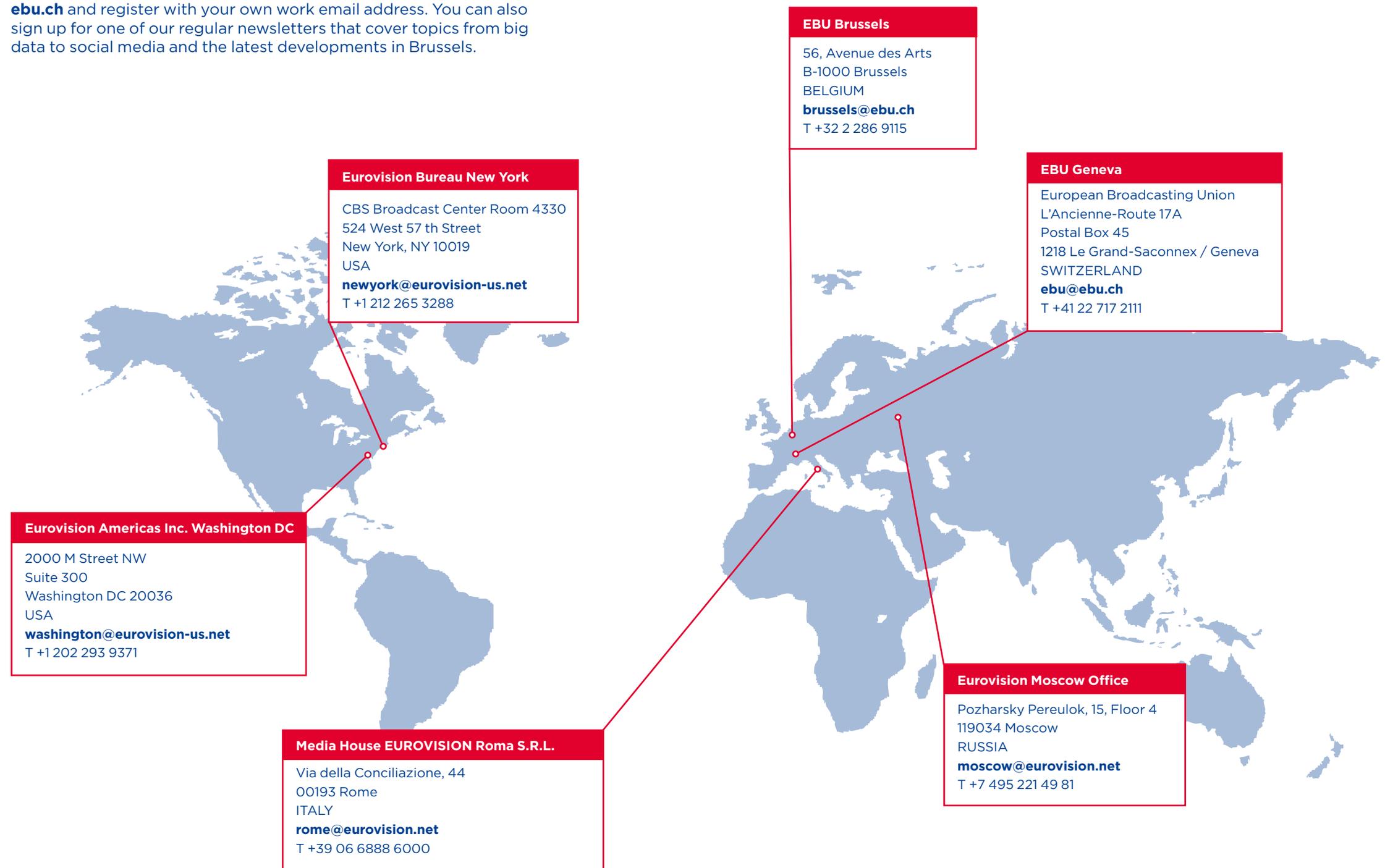
A BRIEF HISTORY IN TIME

The EBU was founded in 1950 by a group of 23 broadcasters to foster programming exchanges and mediate technical disputes that were mostly concerned with frequency and interference issues.



CONTACTS

As an EBU Member, you have access to a wide range of exclusive reports, presentations and information about PSM. Just log on to **ebu.ch** and register with your own work email address. You can also sign up for one of our regular newsletters that cover topics from big data to social media and the latest developments in Brussels.



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