

**EBU**

OPERATING EUROVISION AND EURORADIO

# 2021-22 **ANNUAL REPORT**

JUNE 2022



## ABOUT 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 represent 112 media organizations in 56 countries in Europe, the Middle East and Africa; and have an additional 31 Associates in Asia, Africa, Australasia and the Americas.

Our Members operate nearly 2,000 television and radio channels alongside numerous online 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 world-class content from news to sports and music, and build on our founding ethos of solidarity and co-operation to create a centre for learning and sharing.

Our subsidiary, Eurovision Services, aims to be the first-choice media services provider, offering new, better and different ways to simply, efficiently and seamlessly access and deliver content and services.

We have offices in Brussels, Rome, Dubai, Madrid, Moscow, New York, Washington DC, Singapore and Beijing. Our headquarters are in Geneva.

Discover more about the EBU at [www.ebu.ch](http://www.ebu.ch)

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# PRESIDENT'S **WELCOME MESSAGE**



It is my honour to present the 2021-2022 EBU Annual Report.

In yet another year of turmoil, our Union has shown its capacity to act and react.

Europe's summer of floods and fires was its hottest on record; the events in Afghanistan have brutally exposed journalists and democracy defenders; violence and harassment against reporters - in the field and on-line - have soared and the COVID pandemic has given us no rest.

And 2022 has begun with shocking violence that has had direct consequences on our Member community.

In such critical times, our EBU News Exchange has again provided a vital service to all Members. Not just to inform, but to check, explain and connect. Trustworthy news is core to our common public service mission and a significant pillar of strong democracies.

As the audiovisual industry shifts into the next level of competition, it is also our core mission to strongly advocate for our unique contribution to society's present and future.

Young audiences are pushing user-habits that are shaking creative processes and accelerating the digital transformation of our organizations. Therefore, it has been our priority to share innovations and big ideas that bring the voice of public service media to all.

This voice is the voice of all public television and radio broadcasters shaping a safe, diverse and inclusive space to foster the best of content.

It is a time to rally towards common values and make a difference.

**DELPHINE  
ERNOTTE-CUNCI**

President of the EBU and CEO of France Télévisions

DIRECTOR GENERAL  
FOREWORD

# SHAPE THE FUTURE





We all hoped that 2022 would offer a brighter dawn as Europe emerged from the grip of the coronavirus pandemic and crippling lockdowns. Instead, we now find ourselves in the midst of a terrible war at the very heart of our continent.

Public service media has once again played a critical role in this crisis. Our Members have been on the ground in Ukraine to ensure vital, independent news and information reaches citizens everywhere. I want to pay particular tribute to our colleagues at our Ukrainian Member UA:PBC who have managed to continue broadcasting lifesaving information to their people despite the incredibly challenging circumstances.

Thank you to everyone that has come together to safeguard our news broadcasts – including those that have donated broadcasting equipment; offered their airwaves; and gone above and beyond to get the news out via whatever means necessary. Our News Exchange saw over 3,300 items on Ukraine shared in the first 6 weeks of the conflict alone.

The spirit of solidarity that lies at the heart of our Union has extended beyond news programming too. Our Members have so far raised over 500 million euros for the people of Ukraine; promoted a range of music initiatives to bring people together and provided tailored programming for Ukrainian refugees and children.

For the EBU, it's been an incredible collective effort & I want to pass on my thanks to all the teams involved.

If nothing else, events over the last couple of years have shown us the value of having an agile strategy so our teams have the flexibility to decide for themselves 'how' they are going to achieve the best results for all our Members – whatever the circumstances.

This year, our primary focus is on transformation and we are developing a toolkit of resources, support and services to help you on your journey of transformation as well as providing more customized solutions, tailored to your needs.

We've reshaped all our services to help guide you through strategic, digital and operational transformation. And held over 550 events to ensure you're equipped with the latest skills and knowledge to support you along the way.

It's a journey we've been on internally ourselves in the last few years too – transforming the way we work and engage with you, our Members, in the new online world.

This year, we celebrate the 100th anniversary of public service media. Events of recent years have served to demonstrate the indispensable role in plays in society today. Our job now is to ensure it is still there to support the generations to come.

Together we can build the public service media of tomorrow.

**NOEL  
CURRAN**

Director General, EBU

# 01 MEMBER SERVICES

Three years ago, we set out to transform the way we worked at the EBU. Our **Together** strategy took a fresh approach to ensure we were delivering tangible value to our Members. The strategy marked the beginning of a new era at the EBU and has succeeded in improving our impact and accountability.

Building on this, our **new strategy** aims to be more agile – helping us respond faster to events in today's rapidly changing world. Our long-term strategic priorities bring everyone together with the sole aim of building a better future for democratic societies.

We've set ourselves three **strategic missions** focused on what is most important to our Members around **content, organizational transformation** and **advocacy**.

You'll be able to read below the progress we are making in each of these areas.



# EURO vision

**SONG CONTEST**  
**ROTTERDAM 2021**



## STRATEGIC MISSION ONE

# HELP DELIVER THE STORIES THAT MATTER

We will help our Members to offer creative content across all platforms to diverse communities

### Tracking News Exchange content on digital platforms

Peaked at

**12K**

### monthly posts

containing News Exchange content.

100 monitored social media accounts produced

**500M**

### monthly views

at their peak

### NEWS

In another extraordinary year of global news, the News Exchange's unique collaboration with public service media newsrooms continued to deliver high quality, independent coverage of the stories that matter. One of the stand-out examples was an exclusive interview with Ukrainian President Volodymyr Zelenskyy, which aired on 3,187 separate occasions on 230 channels, belonging to 126 media organizations.

Trusted news underpins everything

we do and in wartime it's critical.

By verifying thousands of pieces of eyewitness content, the Eurovision Social Newswire ensured that, in a sea of disinformation, our content was accurate and reliable. And our Radio News Team managed to keep their desk operational 24/7 during the height of the war to boost its offer to Radio Members.

As the world began to open up, our News Events team responded with the range of complex broadcast services needed by



An example of A European Perspective from Francetvinfo.fr



our partners to cover major world events. The Biden-Putin summit and the World Economic Forum are just two of many examples.

We continued to develop big innovations in digital news. Launched last July, A [European Perspective](#) is a game-changing service that enables Members to exchange online news stories so that audiences get the big picture, in their own language. The service is powered by machine learning tools, developed by the EBU's Technology and Innovation Department. In just eight months, public service media editors shared 6,500 stories, gaining more than 45 million public views.

So what's next? Check out the 4th edition of our annual [News Report](#) which explored pressing and future challenges for public service newsrooms and presented a range of solutions.

#### 'A European Perspective' in figures

52M

box display views

... resulting in

2M+

article clicks

Members exchanged

7K+

online stories

## FACILITATE CONTENT-SHARING AND COLLABORATION

### TV Co-productions in numbers

8

Co-productions

Developed & pitched to Members

4

TV Unit co-Productions

Delivered with 23 Members participating

69

Content offers

117h

of programming

### TV CO-PRODUCTIONS

Fostering new alliances among public service media to ensure new content reaches more people is key to what we do.

The Eurovision TV Programme Exchange (formed during the pandemic) has now evolved into a project featuring over 30 EBU Members sharing prime content across Europe. We have also launched a new Collective Pre-Buy Network that allows Members to pre-buy rights to some outstanding high-end drama series.

Our new Member-to-Member showcase event, Proud to Present,

enables the presentation and exchange of the best PSM content while the Eurovision Documentary Development Scheme has 27 public service broadcasters on board to fast track bold, ambitious documentary projects, with the potential for reaching new, younger audiences.

The Vienna Philharmonic Orchestra concerts are enjoyed by millions worldwide. By securing the TV and radio broadcast rights until 2027, we've ensured that audiences across Europe continue to have access to the renowned New Year and summer events for some time to come.

### MUSIC

EBU Music was key to delivering shared moments of unity during a worldwide crisis by banding together to [support Ukraine through music](#). Initiatives included rbb Radio eins' Give Peace A Chance (the simultaneous broadcast of John Lennon's iconic song by 160 public radio channels, including Ukrainian Radio) and Radio Romania's Ode to Peace in March 2022; the sharing of archival concerts; and the curation of multiple playlists, all dedicated to Ukrainian artists and composers.

Building new and existing communities to extend our reach has been a priority as has the rapid development of the '60 Minute...' sessions that offer expertise on subjects relevant to the music industry such as music podcasting, concert broadcasts and immersive audio.

We are strongly committed to ensuring our activities have Diversity, Equity and Inclusion at their core. Being the 500th signatory of the Keychange gender

pledge and supporting events for UNESCO World Day for Cultural Diversity and International Women's Day are just three examples.

The Music Exchange's rich archival collections have reminded listeners of great moments and content. We marked Sting at 70 and the 100th birthday of American jazz musician Charles Mingus, as well as paying tribute to the classical musicians who passed away, including soprano Edita Gruberova and conductor Bernard Haitink.

### The Euroradio Music Exchange in numbers



## HELP OUR MEMBERS BETTER UNDERSTAND AND CONNECT WITH YOUNG AUDIENCES

### YOUNG AUDIENCES INITIATIVE

Young adults are a crucial audience for public service media and we have prioritized [projects](#) that combine action with collaboration to ensure that they are central to what we do.

We have focused on producing a series of strategic webinars to support our Members in finding that vital connection with young audiences, covering topics including fiction, news, sport and radio. We have put our energies into developing core knowledge hub tools – including the EBU



Young Audiences Newsletter – and the development of kids' co-productions for drama, documentaries and pre-school programming.

A new series of virtual pitching sessions for Heads of Kids' Content gives them direct access to wide-ranging collaboration opportunities. After the isolating effects of the pandemic and its impact on kids, the second edition of our #SayHi campaign, with its messages of companionship and inclusion, resonated worldwide.

## CREATE UNIQUE SHARED EXPERIENCES THROUGH SPORTS AND LIVE EVENTS



**EUROVISION SPORT**

The year was marked by exciting new rights agreements, covering the Tour de France Femmes avec Swift, the new winter Olympic sport of ski mountaineering and the Mediterranean Games, along with several important rights renewals with the likes of the Austrian Ski Federation, World Athletics and cycling's Union Européenne de Cyclisme.

Together with our Members, we have been at the forefront of broadcasting innovation. Some of the innovations were jump-started by the COVID pandemic. For example, at the European Athletics

Indoor Championships in Torun, Poland, we introduced several technological developments that enabled broadcasters to maintain unilateral production and interaction with athletes despite having no staff on site.

But we've also been piloting an innovative new Digital Platform that will enable the universal distribution and promotion of the sports we acquire. This exciting new development will activate the universal, free distribution of sports coverage, in multiple languages, throughout Europe.

## Eurovision Sport in numbers

35

## Contracts

15

Sports

**22,700**

### Broadcast hours



# 210

## Events

(17 cancelled and 2 postponed to 2023 due to COVID-19)

## EUROVISION SONG CONTEST

2021 saw the return of the Eurovision Song Contest in Rotterdam – the first large scale international event to be held in the wake of the coronavirus pandemic. Despite the challenges, the event was a huge success reaching over 180 million television viewers and 50 million unique viewers on YouTube, thanks to the support of our Dutch Members NPO, NOS and Avrotros.



The Junior Eurovision Song Contest was hosted by France Télévisions in Paris with similar H&S protocols in place. 19 countries participated and the event reached a total audience of 33 million.

2022 also saw the launch of the American Song Contest – an extension of the Eurovision Song Contest brand – with 50 states, five territories and Washington DC competing for stateside glory.



## Eurovision Song Contest in numbers

**183M**  
people

reached on TV watching  
for at least 1 minute

**41%**  
total  
audience

Compared to the channel's  
average in prime-time

**53%**  
youth  
audience



**18M**

social media impressions  
of the winner's posts

**50M**

unique viewers  
on YouTube from  
234 territories

**71%**

of YouTube  
viewers were under  
35 year olds



# PROMOTE AND CELEBRATE DIVERSITY, EQUITY AND INCLUSION

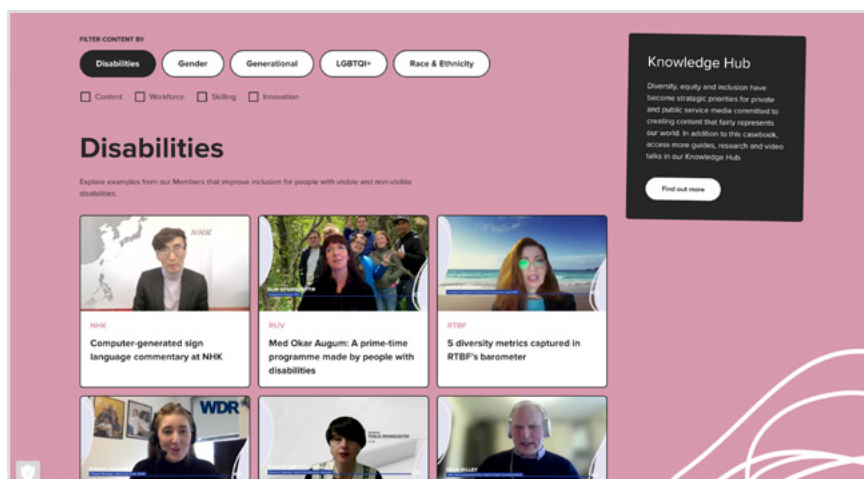
## DEI INITIATIVE

Diversity, Equity and Inclusion (DEI) is a strategic focus for the EBU as we work to ensure we and our member organizations truly reflect the societies they serve. We focus on a number of areas including gender equality, disabilities, ethnic and generational diversity as well as sexual orientation.

Last year, we produced a series of events, EBU Academy trainings and content initiatives to create awareness and share best practice in the field. We launched a new website and the first [EBU DEI Casebook](#), featuring inspiring case studies from across public service media.

And we worked with our Media Intelligence Service to produce a series of reports including an updated [Gender Equality and PSM](#) report and a brand-new [Diversity and PSM report](#).

In addition Eurovision Sport are increasingly focusing on expanding the diversity of offerings to Members with deals reached for rights for an increasing number of women's sports and the Special Olympics.

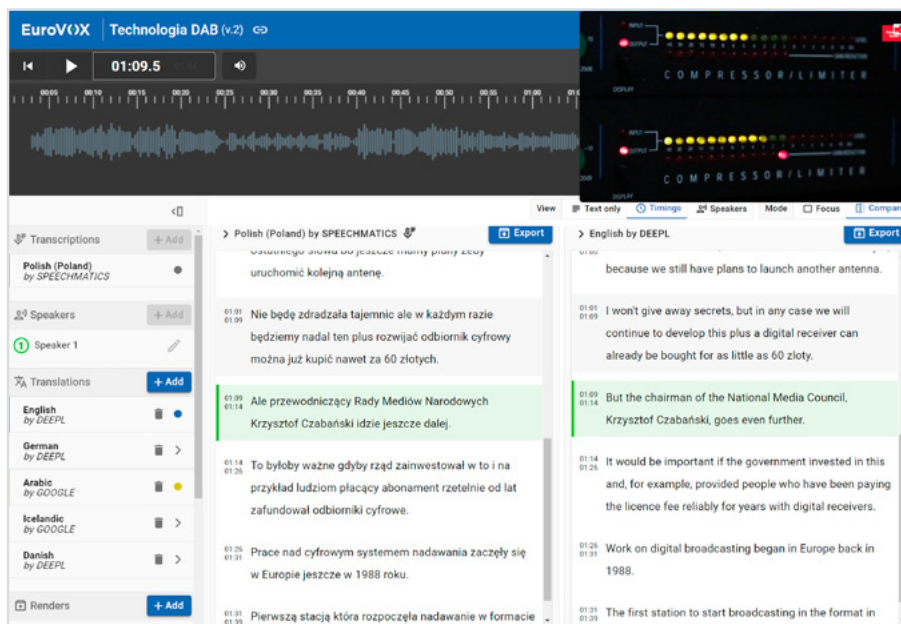


EBU DEI Casebook

## STRATEGIC MISSION TWO

# ENABLE OUR MEMBERS TO BUILD THE PUBLIC SERVICE MEDIA OF TOMORROW

We will inspire our Members to stay in front of rapidly shifting markets and technology



The Eurovox application in action

## DELIVER THE MOST EFFECTIVE SUPPORT AROUND CONTENT PRODUCTION, DISTRIBUTION, AND ADVANCED TECHNOLOGIES

### PRODUCTION SOLUTIONS

Through its working groups, our Technology & Innovation team supported Members in developing best practices and improved workflows for remote and distributed production, a continuing trend accelerated by the COVID crisis.

T&I experts also completed a proof of concept for more cost-effective CG animation with and for Members. And complementing work on Live IP and cloud technology standardization and deployment, T&I updated the relevant tools available to Members, such as the Live IP Software Toolkit (LIST).

The challenges of digital transformation drove intensified collaboration with Members on how to leverage metadata and AI for better business intelligence, smarter workflows, and new and improved service offerings for audiences.

T&I also continued to support broadcasters' work around High Dynamic Range (HDR) and Higher Frame Rates (HFR), with published guidance and recommendations helping to align the elements of production chains to deliver improved picture quality for sport and drama.

### AIDI INITIATIVE

In the last year, the [AI and Data Initiative](#) has held several spotlight sessions showcasing and discussing Members' AI work with the community. It also organized a number of workshops, such as two e-master classes on AI and quality news with the EBU Academy; a workshop on AI and language in collaboration with the EuroVOX project; and a workshop on 'Green AI' together with the EBU's Sustainability group.

The AIDI Initiative has partnered in vera.ai, an upcoming EU-funded project against disinformation, and has participated in three additional pending proposals.

AIDI also contributed to the OSCE report on AI and freedom of expression, and to a number of sessions on data access and AI regulation at EBU conferences.

### SUSTAINABILITY

Public service media have a critical role to play in helping educate audiences about the threats posed to the planet by climate change and the need to live more sustainably. But we can only do this if we ourselves, as a community, are prepared to walk the talk.

Together with our Members, we are exploring new ways in which our workplaces can be more sustainable and how to implement measures such as green buildings, green energy use and green productions.

Last year we organized a series of awareness sessions with the EBU Academy and ran workshops on the use of carbon calculators and green AI. We held our second Sustainability Summit in Geneva and working with external organizations such as the ITU and SXSW to raise awareness of the issues.



Kehkashan Basu (Green Hope Foundation) speaks at the Sustainability Summit

## PROVIDE CUSTOMIZED SUPPORT TO HELP MEMBERS NAVIGATE ORGANIZATIONAL TRANSFORMATION

### DTI INITIATIVE

Public service media must adapt, evolve and transform their operations into ones fit for a digital future.

With this in mind, the [Digital Transformation Initiative](#) (DTI), working with Member Relations, have launched new, solutions-focused services and guides to support Members realize their transformation through the power of people, technology and innovation.

The [DTI Playbook](#), published last year, was a practical guide to the 'what, why and how' of digital transformation for public service media.

Our services involve bringing EBU

experts and PSM peers to work directly on Members' transformation strategies. The model incorporates a review of the operational, technological, organizational and cultural status of organizations based on the PSM transformation framework developed by the EBU. New services include a DTI Peer Review (in-depth analysis), DTI Agile Review (problem-based intervention) or tailored support.

We've also assembled groups of leaders in a trusted environment to foster the exchange of best practice and experience on leadership challenges.



### EBU Academy Training in numbers



Satisfaction rating 4.6/5

## SUPPORT MEMBERS IN UPSKILLING

### EBU ACADEMY TRAINING

The EBU Academy supports our Members with emerging challenges, educating them and delivering the right skills to the right professionals to help them sharpen their skills and confidently lead innovation in the media.

Our courses provide Members with skills in storytelling, audience insights, innovation, AI, social media, archives, strategy, new editorial narratives, strategic business views and the design of new formats. All courses are impactful regardless of whether learning occurs in-person or on Zoom and our satisfaction

rating has increased to 4.6 out of 5 in the rated courses.

For the 7th consecutive year, the Executive Programme successfully empowered and grew the future generation of leaders. The new entrepreneurial mindset allows for fast action, taking ownership and seeing problems as opportunities. While innovative new courses have been launched on a range of strategic issues from AI in news production to the creative use of archives, measuring impact, and Oxford programmes on negotiation and scenario planning.

## THE FUTURE OF WORK

The EBU is supporting Members in developing workplaces that are fit for the future.

We've built a new community of experts around the Future of Work to help define the new policies, practices and tools that will shape our organizations as we learn from the impact of the pandemic.

The Future of Work group brought together professionals from strategy, HR, operations, technology and more with 11 virtual meetings in the last year involving 67 members from 34 organizations.

While our New Buildings Group, a community of Members planning and building new production

facilities, consolidated experience and knowledge gathered during the COVID period on remote and distributed production workflows. Members of this group shared this highly specialized knowledge with the wider EBU community in T&I working groups and conferences throughout the year.

## PROVIDE DISTINCTIVE MEDIA RESEARCH & INTELLIGENCE

### MEDIA INTELLIGENCE SERVICE

Our Media Intelligence Service (MIS) produced 30 research reports in the last 12 months, all tailored for our public service media members.

We grew our coverage of online topics, with reports such as Digital Media Consumption Trends (our most popular report of the year), the PSM Audio-on-Demand Landscape, and How PSM Use Social Media.

And we put a new focus on market trends to help our Members understand the evolving media landscape. We released the PSM Heat Map, highlighting the latest market trends impacting PSM, and the Hot Media Trends report which included 2022 predictions and forecasts.

### LEGAL & POLICY

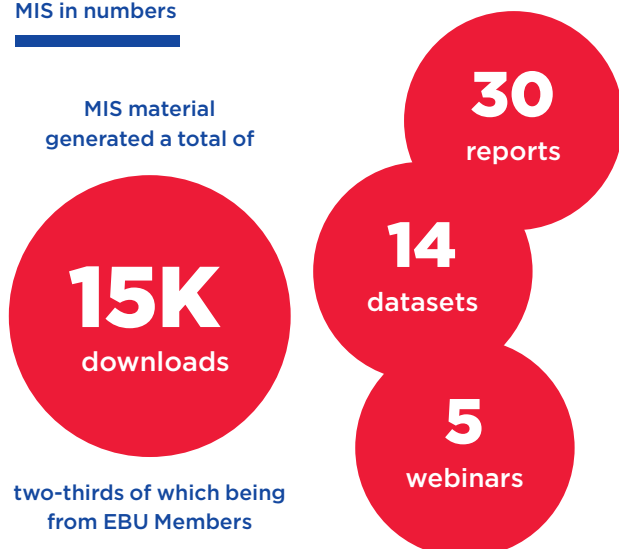
Over the past year, the Legal and Policy team has continued to offer strategic insights, both on legislative issues as well as on the EBU and Members' most sensitive topics. Working with colleagues in Member Relations, we've actively supported many Members nationally and participated in parliamentary and senate hearings in Italy, Portugal and the UK.

The team offers expertise to Members on specific legal issues and provides workshops and information on new initiatives that will impact on public service media. At the same time, they continue to provide optimum support to the

EBU to ensure the smooth operation of services in times of crisis.

On a day-to-day basis, the News2Know service for Members aggregates key news, policy positions, and reporting on priority issues. Last year, the opt-in subscriber base recorded its highest ever growth rate of almost 17%, meaning total subscribers now span 107 companies in 59 countries. Almost 8000 news items were made available online in 2021 with a special focus on the impact of the pandemic on the media sector and a strengthened collaboration with Eurovision Sport to provide monitoring for a new Sport News Portal.

#### MIS in numbers



#### Legal & Policy in numbers



## STRATEGIC MISSION THREE

# USE OUR VOICE TO CHAMPION AND INFLUENCE

We will advocate and influence on behalf of our Members to anchor them as strong media players



World Press Freedom Day



## SHAPE THE BEST COMPETITIVE, REGULATORY, AND TECHNOLOGICAL FRAMEWORKS

### BRUSSELS CAMPAIGNING

In Brussels, our Legal and Policy team have been moving the needle on the key files that will affect the future of public service media activities.

Over the past 12 months, we have seen strong progress in the lobbying strategy, through working within a broader media sector coalition on EU legislation to ensure maximum visibility of our points and strengthening our journalist outreach.

This served us well with the Digital Markets Act (DMA) and Digital Services Act (DSA). We weathered two strong attacks against our position on the DSA but managed to refocus the attention of MEPs on our points, despite the noise.

Over this period, the European Commission began its investigation into a European Media Freedom Act (EMFA). We found common ground among Members and published a response while highlighting the good work that PSM do in relation to journalist safety, technological innovation, and cross-border collaboration.

### NATIONAL CAMPAIGNING

We are committed to championing the value of public service media on a national, as well as international, stage and support our Members in reinforcing and celebrating the value they bring to society.

Our communications, social media campaigns and advocacy events,

such as our Leaders Talks, all make the case for PSM. Each year, we also work with our Voice of PSM group to produce a series of [Keep Media Good](#) films and campaigns to promote the role of PSM – this year focused on the environment and journalist safety.

We play an important role in supporting Members who find themselves challenged politically or financially. We have intervened in disputes in countries including the Czech Republic, Latvia, Montenegro, Bosnia-Herzegovina and Belarus; and supported Members from Ireland to France, Finland and Luxembourg, in making the case for the best legal, regulatory and financial framework for PSM.

## SET TECHNOLOGY STANDARDS AT AN INTERNATIONAL LEVEL

### TECHNOLOGY STANDARDS

EBU Technology & Innovation engaged with Members, technology partners and the relevant standardization bodies to further position '5G Broadcast' as a complementary technology amongst the range of distribution options open to Members.

With the preparatory negotiations entering their final phase in the lead-up to the World Radiocommunication Conference 2023, which coordinates the allocation of Spectrum to wireless

services around the world, T&I in collaboration with Legal & Policy intensified consultations with Members and national regulators, as well as engaging with partnering associations and relevant institutions.

T&I also successfully set new industry targets (such as the 'EBU Pyramid') to close gaps in the standardization of Cloud and IP-based infrastructures, addressing common pain points and barriers to entry for Members.

## BUILD STRATEGIC PARTNERSHIPS AND COALITIONS

### INTERNATIONAL PARTNERSHIPS

The EBU has strong institutional relationships with many intergovernmental and international organizations, with regional or international broadcasting associations and civil society organizations.

In the last year we've hosted joint events and publications, organized communications campaigns, and taken part in expert panels with organizations such as UNESCO, the Council of Europe and the World Broadcasting Union. We've been especially active on the topics of journalist safety and gender equity.

Partnerships are of particular importance for some of our Members in Central and Eastern Europe (CEE). Member Relations launched a new initiative for public service media leaders, in partnership with Konrad Adenauer Stiftung, which brought together nine leaders from CEE to exchange insight and experience. And the EC funded Project for Technical Assistance to PSM in the Western Balkans has been supporting six of our Members with key areas of PSM functioning.

### RELATIONSHIPS WITH BIG TECH

To forge connections and exchange knowledge on the evolving and vital relationship between public service media and big tech, our Digital Team and Digital Committee have built a new framework for the MANGAS talks (Meta, Amazon, Netflix, Google, Apple and Spotify).

By segmenting the platform

landscape, envisioning the evolution, focusing the conversation, and defining our role, we aim to deliver impactful results to the EBU Membership. Ongoing strategic high-level talks and operational facilitation with key platforms as well as new and upcoming platforms is key to achieving our goals.



Leadership Summit organized in collaboration with the Konrad Adenauer Foundation



# 02 EUROVISION SERVICES

Eurovision Services S.A. is a wholly owned EBU subsidiary that connects sports federations and major event organizers with EBU Member and non-member broadcast organizations.

Our service portfolio is designed to help our customers maximize the value of their content and ensure that it is delivered to the right audience on the right platform. We work on the world's biggest live sports events and, when it comes to quality and reliability, we are the first choice.



Super League Triathlon Championship

## CORE SERVICES

### CONTRIBUTE & DISTRIBUTE

We specialize in delivering live broadcast-quality content from the world's biggest live events to media organizations around the world.

We connect multi-sport and multi-venue events to broadcasters seamlessly and efficiently over the world-class Eurovision Global Network, which combines satellite, fibre and public internet capacity to offer the greatest possible flexibility.

Our distribution services cover everything from UHD signals to broadcast-quality live streaming services, video on demand and file delivery.

### REACH ONLINE

We have dedicated Digital Media Services teams at our offices in Geneva and Madrid who are experts in managing highly complex broadcast-quality live streaming solutions.

We cover most of the world's top football competitions, most winter sport events and more besides, totaling tens of thousands of hours of live coverage.

Our network can manage up to 52 simultaneous live feeds in RTMP and HLS push and pull modes and we can also offer VoD recording of live events.

## NEW PROJECTS

### Expo 2020

In a six-month partnership with the organizers of Expo 2020 in Dubai, Eurovision Services made some 600 transmissions available free of charge to broadcasters throughout the Expo 2020 from 30 September 2021 until 31 March 2022 using its proven WorldFeed service. All of these were also made available as video-on-demand files in broadcast quality on our WorldLink service.

### Super League Triathlon

In a first for the company, Eurovision Services provided broadcast services for the Super League Triathlon Championship series that included promotional WorldFeed transmissions for the events in exchange for an on-course presence for Eurovision Services. This gave the brand visibility at the fast-paced triathlon events in London, Munich, Jersey and Malibu.



Expo 2020 in Dubai



# 03 **CORPORATE AND FINANCIAL REPORTING**

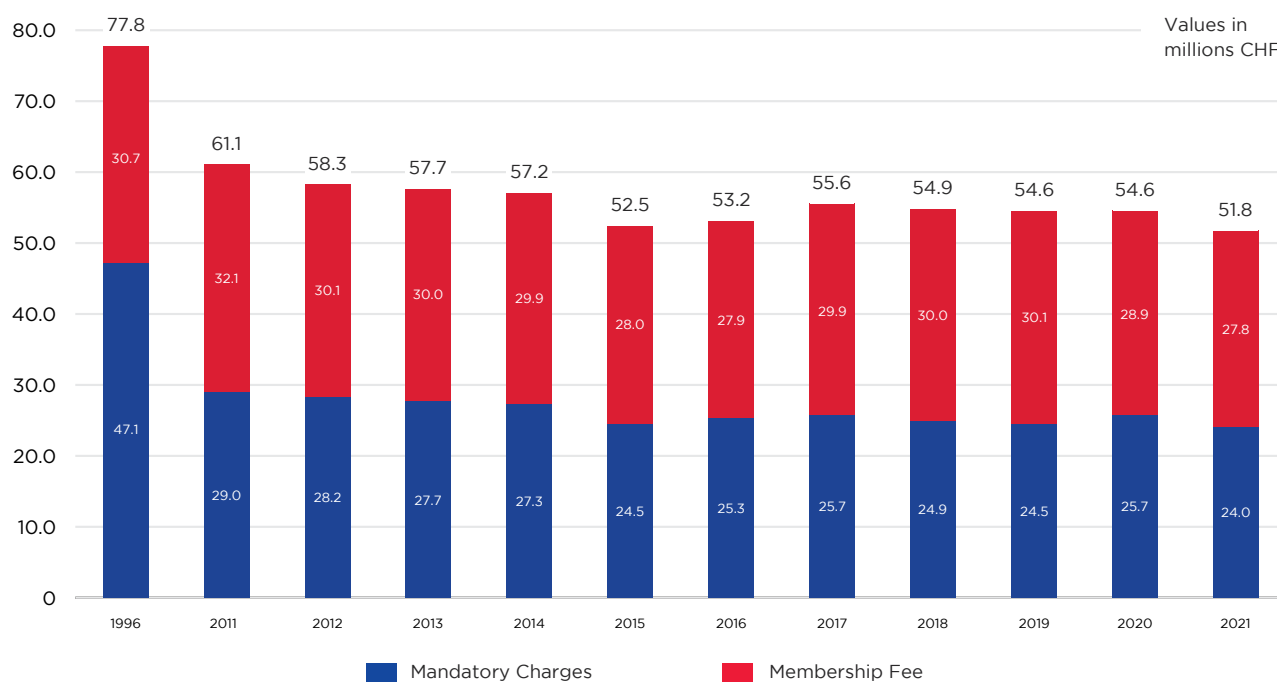




# MEMBERSHIP AND MANDATORY FEES

## Breakdown of Membership and Mandatory Fees

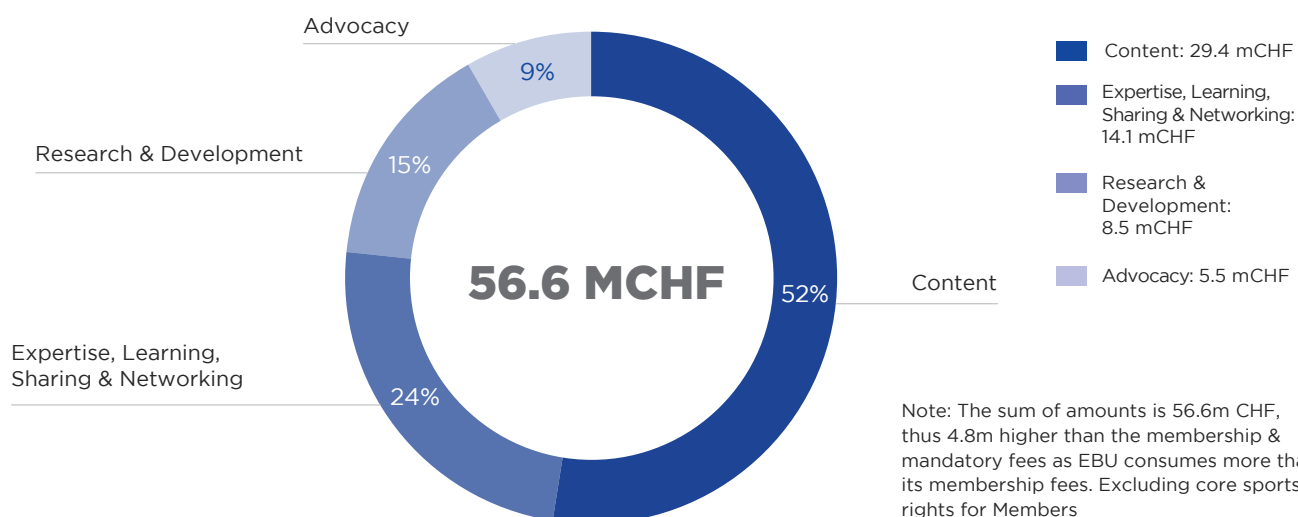
In 2021, Membership and Mandatory Fees were down by 5% on the previous year



Note: Excludes associates and agreed participants and core sports rights for Members

## Usage of Membership and Mandatory Fees

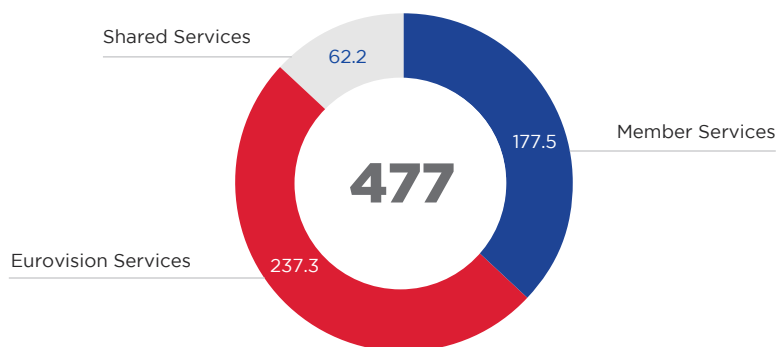
Membership and Mandatory Fees are used to fund the different services outlined in this report



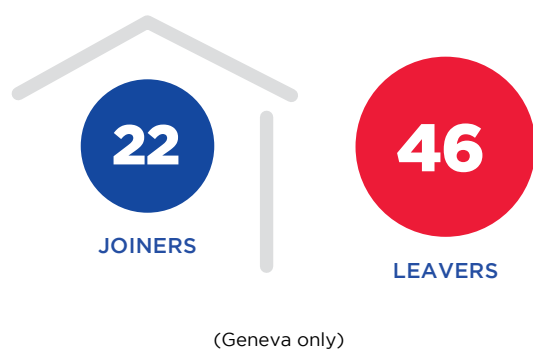
# EBU STAFF

## EBU headcount

The EBU employs 477 staff worldwide (permanent and temporary positions) at its HQ in Geneva and in its worldwide branches and subsidiaries



## EBU staff turnover: 10%



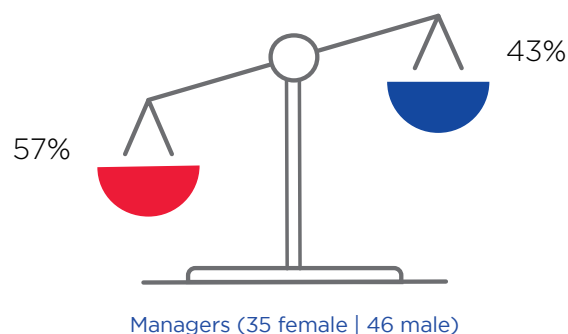
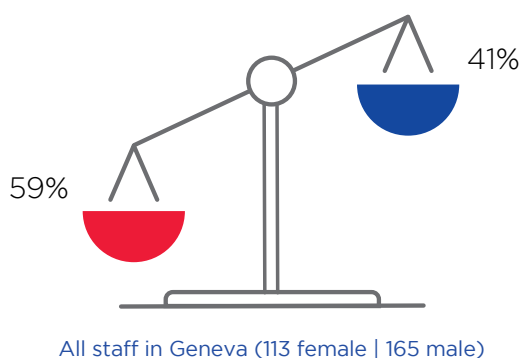
## Nationalities of EBU staff

We employ staff of 42 different nationalities in our Geneva Headquarters.



## Gender split by all staff in Geneva

The EBU are committed to attracting and retaining the very best talent irrespective of gender and are EQUAL-SALARY certified.



■ Female ■ Male

# FINANCIAL STATEMENTS

## BALANCE SHEET

The overall value of the EBU (Consolidated) Balance Sheet has increased by CHF 86.2m compared to 2020. This is mainly due to the increase of Accounts Receivable and Accrued Expenses and to the increase of deferred revenues (Received In Advance) and expenses (Work In Progress). The transfer between current and non-current is due to important sports rights competition dates that occurred in 2021. General Reserves decreased by CHF 25.6m. The decrease is mainly due to the impact of last year's result and to the allocation of CHF 3.4m to the live events earmarked reserve and CHF 0.5m to the Eurovision A3 project earmarked reserve.

## CASH-FLOW STATEMENT

The negative net cash flow from operating activities in 2021, is mainly due to the increase in Accounts Receivables, the increase in Work In Progress and the decrease in net account payables (largely due to the timing of cash inflows and outflows relating to the major sports events within the year and payments).

## STATEMENT OF ACTIVITIES

2021 has been another difficult year on many fronts due to prolonged COVID. And yet, in the middle of all this, the EBU has delivered results which are mostly in line with expectations. COVID continued to be disruptive, but overall, the EBU has passed the COVID stress test, financially and operationally.

Although Eurovision Services fell short of its Budget, EBU Member Services almost reached their comparable surplus. The outstanding debts overdue from Members and customers remain below 30%, the net available cash balance remains solid at year end. Equally the total Association reserves remain on target reaching a level of over CHF 114m including its subsidiaries.

The EBU Consolidated financial statements end with a Statutory Loss of -2.7m, compensated by Usage of Earmarked Reserves for 9.8m, to reach a Comparable Surplus of 7.1m, in line with the Forecast established in October 2021, but 7.9m below the original Budget of 15m, mostly due to the prolonged impact of COVID on Eurovision Services activities.

## SHARED SERVICES

At the end of 2021, total costs of Shared Services are lower than Budget by 0.1m, with a global annual spend of CHF 20.0 m distributed as follows:

- Shared Governance: 0.9m
- Shared Legal: 1.9m
- Supporting Services: Facilities 5.0m, Finance 3.5m, IT 4.9m, and Supporting Services Management (incl. Corporate Security) 0.9m
- HR: 3.0m

In 2021 Shared Services are fully charged to Eurovision Services SA based on an annual budgeted (i.e. fixed) recharge. The balance is then allocated to EBU Member

Services through allocation keys based on service consumption.

## MEMBER SERVICES

The EBU "TOGETHER" Member Services Strategy, which was adopted three years ago by the 2018 Winter General Assembly has achieved most of its goals, including the Efficiency Savings plan.

In 2021 Member Services deliver a Comparable Surplus of 4.1m, -0.9m lower than their annual Budget of 5.0m:

- Permanent Services: -0.7m, which is -0.1m below Budget, notably due to higher Staff Costs (-0.4m) and a higher Bad Debt provision (-0.3m) all of which compensated by lower cost in travel and office expenses.
- Mandatory Services: 2.2m, which is -2.2m lower than Budget: the News Exchange delivers a bottom line which is -0.5m below Budget (due to higher Staff Costs), while Eurovision Sport ends 2021 below Budget by -2.3m, reflecting a lower Gross Margin as well as an increased Provision for Bad Debts, compensated by higher usage of Earmarked Reserve to reach break-even.
- User-Pay Services: +0.5m, 1.1m better than Budget: the Eurovision Family of Events generate 3.1m surplus, notably linked to the recognition of historical surpluses. Eurovision News reports a loss of -1.3m, in line with their Budget and 1.2m better than previous

year, notably improving thanks to the Biden-Putin meeting which took place in Geneva in June 2021. Additionally, T&I user-pay projects generate -0.4m loss and the new News Pilot project shows a loss of -1.0m.

- Eurovision Sport: Sales report a Statutory Result of -3.1m, which is -1.1m lower than Budget, mostly due to higher impairment of certain contracts and changes in events timetables and higher Staff Costs. Usage of Earmarked Reserve fully offsets the loss to reach break-even.
- Group Services: 2.2m, 0.3m better than Budget: Brand Royalties and Loan interests are in line with Budget, and Servicing (rental) activities generate a positive surplus of 0.1m.

## **EUROVISION SERVICES**

2021 has been a year of records for Eurovision Services in terms of Sport Events operational deliveries. Indeed, several major events had been postponed from 2020 to 2021 due to the pandemic, including the UEFA EURO 2020 and IOC Summer Olympics & Paralympics. Whereas most Sport Events were maintained thanks to efficient sanitary measures, 2021 has still been impacted by the Covid-19 pandemic since many Cultural/Political related Events were cancelled.

Additionally, continuous restrictions on gatherings and travel have significantly impacted Broadcast Services' income.

At the end of 2021 Eurovision Services return to positive results ending with a surplus of +3.0m before dividends received from Eurovisions Americas. The total variance to budget amounts to *6.9m lower than Budget but comes in line with Forecast. The key variances result from the combination of:*

- net operational impacts of -6.6m notably on Broadcast Services & Permanent Circuits and -5.8m of which related to Covid-19 prolonged impact
- heavier Operational & General Depreciation charges for -1.3m due to earlier activations of purchased assets
- higher Staff Costs of -0.3m due to some overspent in Geneva (additional benefits) partly compensated by savings in Subsidiaries
- lower Running Costs of +0.9m partially offset by higher Intra-Group recharges from ETH Madrid for +0.4m
- positive +1.0m release of Bad Debt provision as the economic situation improved compared to 2020.

## STATEMENT OF ACTIVITIES

	For the year ended	For the year ended
All Figures in '000 CHF	31.12.2021	31.12.2020
Sales of Rights	125'308	105'760
Network Sales	104'422	63'202
Contributions from Members	52'485	29'595
Other Revenues	42'633	51'152
<b>Operating Income</b>	<b>324'848</b>	<b>249'709</b>
Acquisition of Rights	(120'907)	(96'117)
Release of (Impairments) / Impairments	(2'334)	(1'310)
Network Expenses	(46'997)	(45'751)
Operations Expenses	(24'817)	(14'758)
Employee Benefit Expenses	(76'707)	(75'827)
Travel Expenses	(2'528)	(1'682)
Fees	(16'654)	(12'391)
Depreciation of Fixed Assets	(18'589)	(17'048)
Provisions for Doubtful Debtors	(1'208)	(2'567)
Other Expenses	(15'991)	(15'380)
<b>Operating Expenses</b>	<b>(326'732)</b>	<b>(282'831)</b>
<b>(Loss)/Surplus from Operations</b>	<b>(1'884)</b>	<b>(33'122)</b>
Net Financial Result	(710)	(91)
<b>(Loss)/Surplus for the Year before Taxation</b>	<b>(2'594)</b>	<b>(33'213)</b>
Income Taxes	(32)	(83)
<b>Net (Loss)/Surplus for the Year</b>	<b>(2'626)</b>	<b>(33'296)</b>

### Note on proposed allocation of earmarked reserves:

Earmarked reserves have previously been raised in anticipation of certain specific costs and charges arising in 2020 and 2021. These are identified in detail on the next page. They stand in relation to the Net results for the years as follows:

	2021	2020
<b>Net (Loss)/Surplus for the Year</b>	<b>(2'626)</b>	<b>(33'296)</b>
Reserves earmarked against specific costs and charges	9'752	5'442
<b>Surplus for the year before costs and charges covered by earmarked reserves</b>	<b>7'126</b>	<b>(27'854)</b>



## BALANCE SHEET

All Figures in '000 CHF

31.12.2021 31.12.2020

### ASSETS

#### Current Assets

Cash and Cash Equivalents	65'725	90'388
Accounts Receivable and Accrued Revenues	145'181	77'700
Deferred Expense - Short Term	126'602	25'029
Other Short Term Assets	30'532	7'964
Financial Assets	3'959	2'280
<b>Total Current Assets</b>	<b>371'999</b>	<b>203'361</b>

#### Non-Current Assets

Deferred Expense - Long Term	36'221	114'164
Other Long Term Assets	283	2'108
<b>Total Tangible Assets Net</b>	<b>37'308</b>	<b>37'484</b>
<b>Total Intangible Assets Net</b>	<b>18'623</b>	<b>21'068</b>
<b>Total Non-Current Assets</b>	<b>92'435</b>	<b>174'824</b>

**Total ASSETS** 464'434 378'185

All Figures in '000 CHF

31.12.2021 31.12.2020

### LIABILITIES

#### Current Liabilities

Accounts Payable and Accrued Expenses	84'095	93'450
Deferred Revenue - Short Term	225'399	40'862
Bank overdrafts	1'994	1'492
Bank loans	4'005	3'005
Other Short Term Liabilities	3'117	6'174
<b>Total Current Liabilities</b>	<b>318'610</b>	<b>144'983</b>

#### Non-Current Liabilities

Deferred Revenue - Long Term	28'872	106'427
Bank loans	-	9'000
Other Long Term Liabilities and Provisions	2'970	2'856
<b>Total Non-Current Liabilities</b>	<b>31'842</b>	<b>118'283</b>

#### Association's Equity

General Reserves	68'733	94'380
Earmarked Reserves	48'286	54'420
Surplus / (Loss) for the Year	(2'626)	(33'296)
Cumulative Translation Adjustment	(411)	(585)
<b>Total Equity</b>	<b>113'982</b>	<b>114'919</b>

**Total LIABILITIES & EQUITY** 464'434 378'185

## CASH-FLOW STATEMENT

All Figures in '000 CHF

31.12.2021

31.12.2020

### Cash Flow from Operating Activities

Net (Loss) / Gain	(2'626)	(33'296)
Depreciation	18'220	17'048
Interest Income	(294)	(394)
Provision / (Reversal) for Doubtful Debtors	1'208	2'567
(Increase) / Decrease in Accounts Receivables	(89'432)	16'756
(Increase) / Decrease in Work In Progress	(23'630)	(28'389)
(Decrease) / Increase in Accounts Payables	(12'299)	(27'225)
Increase / (Decrease) in Received in Advance	106'982	43'642
<b>Net Cash Flow from Operating Activities</b>	<b>(1'871)</b>	<b>(9'291)</b>

### Cash Flow from Investing Activities

Tangible Assets Acquisition	(12'063)	(6'278)
Tangible Assets Disposals	1'901	757
Intangible Assets Acquisition	(6'036)	(6'351)
Intangible Assets Disposals	574	233
Interest Received	320	441
<b>Net Cash Flow used in Investing Activities</b>	<b>(15'304)</b>	<b>(11'198)</b>

Effects of exchange rate changes on the balance of cash held in foreign currencies 10 (644)

**Net variation in Cash & Cash Equivalents** (17'165) (21'133)

Cash & cash equivalents at beginning of period 76'891 98'024

Cash & cash equivalents at end of period 59'726 76'891

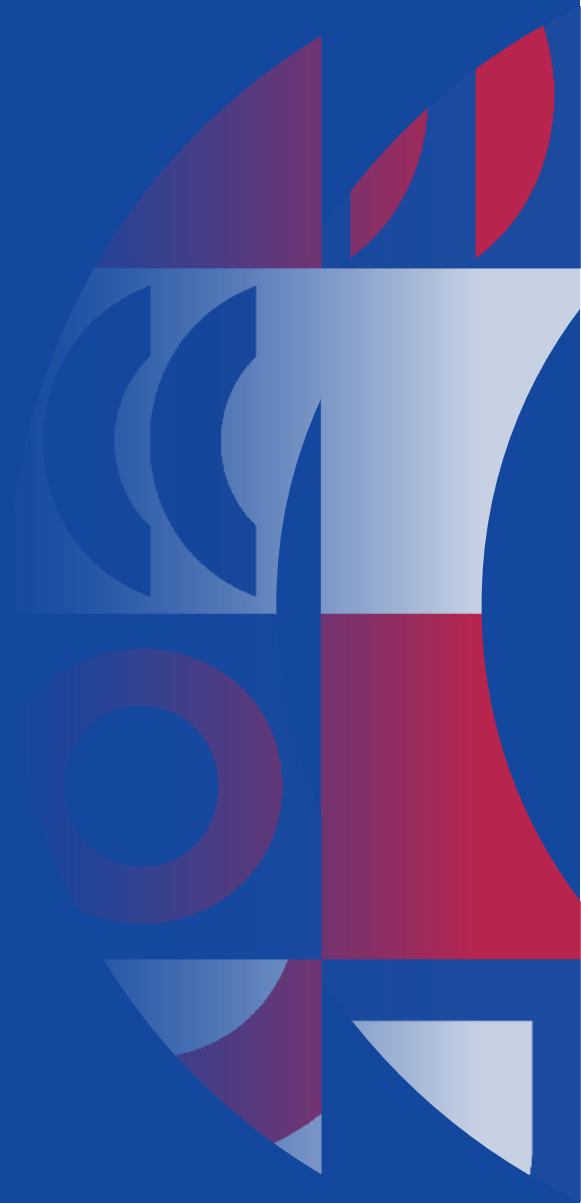
**Net variation in Cash & cash Equivalents** (17'165) (21'133)



# 04 ANNEXES

OUR MEMBERS & ASSOCIATES

LIST OF COMMITTEES & EXPERTS GROUP MEMBERS



# OUR MEMBERS & ASSOCIATES

## MEMBERS

### ALBANIA

- Radiotelevizione Shqiptar (RTSH)

### ALGERIA

- Établissement public de Télévision Algérienne (EPTV)
- Établissement National de Radiodiffusion Sonore (EPRS)
- Télédiffusion d'Algérie (TDA)

### ANDORRA

- Ràdio i Televisió d'Andorra, S.A. (RTVA)

### ARMENIA

- Public Television & Radio Armenia (AMPTV), comprising:
  - Public Television of Armenia
  - Public Radio of Armenia

### AUSTRIA

- Österreichischer Rundfunk (ORF)

### AZERBAIJAN

- İctimai (ICTI/ITV)

### \*BELARUS

- National State Teleradiocompany of the Republic of Belarus

### BELGIUM

- Vlaamse Radio- en Televisieomroep (VRT)
- Radio-Télévision Belge de la Communauté française (RTBF)

### BOSNIA-HERZEGOVINA

- Radiotelevizija Bosne i Hercegovine (BHRT)

### BULGARIA

- Българско Национално Радио (BNR)
- Българска Национална Телевизия (BNT)

### CROATIA

- Hrvatska Radiotelevizija (HRT)

### CYPRUS

- Cyprus Broadcasting Corporation (CBC)

### CZECH REPUBLIC

- Český Rozhlas (CR)
- Ceska Televize (CT)

### DENMARK

- DR (DR)
- TV2/Denmark (DK/TV2)

### EGYPT

- National Media Authority (NMA)

### ESTONIA

- Eesti Rahvusringhääling (ERR)

### FINLAND

- Oy Yleisradio Ab (Yle)

### FRANCE

- Groupement des Radiodiffuseurs français de l'UER, comprising:
  - FranceTélévisions (France 2, France 3, France 4, France 5 and Réseau France Outre-mer)
  - Radio France
  - France Médias Monde (RFI, France 24, Monte Carlo Doualiya)

### GEORGIA

- Georgian Public Broadcaster (GPB)

### GERMANY

- Arbeitsgemeinschaft der öffentlich-rechtlichen Rundfunkanstalten der Bundesrepublik Deutschland (ARD), comprising:
  - Bayerischer Rundfunk
  - Hessischer Rundfunk
  - Mitteldeutscher Rundfunk
  - Norddeutscher Rundfunk
  - Radio Bremen
  - Rundfunk Berlin-Brandenburg
  - Saarlandischer Rundfunk
  - Südwestrundfunk
  - Westdeutscher Rundfunk
  - Deutsche Welle
  - Deutschlandradio
- Zweites Deutsches Fernsehen (ZDF)

### GREECE

- Hellenic Broadcasting Corporation (ERT)

### HUNGARY

- Hungarian Media Group (HMG), comprising:
  - Media Support and Asset Management Fund (MTVA),
  - Duna Media Service Provider

### ICELAND

- Ríkisútvarpid (RUV)

### IRELAND

- Raidió Teilifís Éireann (RTE)
- TG4 (TG4)

### ISRAEL

- Israeli Public Broadcasting Corporation (IPBC)

### ITALY

- Radiotelevisione Italiana (RAI)

### JORDAN

- Jordan Radio & Television Corporation (JRTV)

### LATVIA

- Latvijas Radio (LR)
- Latvijas Televizija (LT)



## LEBANON

- Télé-Liban (TL)

## LITHUANIA

- Lietuvos Radijas ir Televizija (LRT)

## LUXEMBOURG

- CLT Multi Media (CLT)
- Établissement de Radiodiffusion Socioculturelle du Grand-Duché de Luxembourg (ERSL)

## MALTA

- Public Broadcasting Services Ltd. (PBS)

## MOLDOVA

- Teleradio-Moldova (TRM)

## MONACO

- Groupement de Radiodiffusion monégasque (GRMC), comprising:
  - Monaco Média Diffusion

## MOROCCO

- Société Nationale de Radio Télévision (SNRT)

## MONTENEGRO

- Radiotelevizija Crne Gore (RTCG)

## NETHERLANDS

- Nederlandse Publieke Omroep (NPO), comprising:
  - Vereniging AVROTROS
  - Omroepvereniging BNN-VARA
  - Vereniging De Evangelische Omroep (EO)
  - Omroep MAX
  - Vereniging KRO-NCRV
  - Nederlandse Omroep Stichting (NOS)
  - NTR
  - Omroepvereniging VPRO

## NORTH MACEDONIA

- MKRTV (MKRTV)

## NORWAY

- Norsk Rikskringkasting (NRK)
- TV 2 AS (TV2)

## POLAND

- Polskie Radio i Telewizja (PRT), comprising:
  - Polskie Radio SA (PR)
  - Telewizja Polska SA (TVP)

## PORTUGAL

- Rádio e Televisão de Portugal (RTP)

## ROMANIA

- Societatea Română de Radiodifuziune (ROR)
- Societatea Română de Televiziune (TVR)

## \*RUSSIAN FEDERATION

- Channel One Russia (C1R)
- Radio Dom Ostankino (RDO), comprising:
  - Radio Mayak (MK)
  - Radio Orpheus (OP)
- Rossijskoe Teleradio (RTR)

## SAN MARINO

- San Marino RTV (RTV)

## SERBIA

- Radiotelevizija Srbije (RTS)

## SLOVAKIA

- Rozhlas a televízia Slovenska (RTVS)

## SLOVENIA

- Radiotelevizija Slovenija (RTVSLO)

## SPAIN

- Radiotelevisión Española (RTVE)

## SWEDEN

- Sveriges Television och Radio Grupp (STR), comprising:
  - Sveriges Television AB (SVT)
  - Sveriges Radio AB (SR)
  - Swedish Educational Broadcasting Company (UR)

## SWITZERLAND

- Schweizerische Radio und Fernsehgesellschaft (SRG/SSR)

## TUNISIA

- Radio tunisienne et Télévision tunisienne (RTTT), comprising:
  - Radio tunisienne
  - Télévision tunisienne

## TÜRKIYE

- Türkiye Radyo-Televizyon Kurumu (TRT)

## UKRAINE

- Public Broadcasting Company of Ukraine (UA:PBC)

## – UNITED KINGDOM

- British Broadcasting Corporation (BBC)
  - United Kingdom Independent Broadcasting (UKIB), comprising:
    - Independent Television: The Network Centre, grouping:
      - ITV Anglia Television
      - ITV Border Television
      - ITV Central Television
      - Channel Television
      - ITV Granada Television
      - STV Central
      - ITV Wales Television
      - ITV West Television
      - ITV London Television
      - ITV Meridian Television
      - STV North
      - ITV Tyne Tees Television
      - UTV Limited
      - ITV Westcountry Television
      - ITV Yorkshire Television
      - Channel 4
- Sianel 4 Cymru

## VATICAN STATE

- Radio Vaticana (RV)

## ASSOCIATES

### AUSTRALIA

Australian Broadcasting Corporation (ABC)  
Free TV Australia (Free)  
Special Broadcasting Service Corporation (SBS)

### BANGLADESH

Bangladesh Television (BTV)

### BRAZIL

Rádio Cultura (RC)

### CANADA

Canadian Broadcasting Corporation/Société Radio Canada (CBC)

### CHILE

Corporación de Televisión de la Universidad Católica de Chile (Canal 13) (UCCTV)

### CHINA

China Central Television (CCTV)  
Shanghai Media Group (SMG)

### CUBA

Instituto Cubano de Radio y Televisión (ICRT)

### GEORGIA

Rustavi 2 (RB)  
Telemedi (TEME)

### HONG KONG

Radio Television Hong Kong (RTHK)

### IRAN

Islamic Republic of Iran Broadcasting (IRIB)

### JAPAN

Nippon Hoso Kyokai (NHK)  
TBS Television Inc.  
Tokyo FM Broadcasting Co. Ltd (TFM)

### KAZAKHSTAN

Khabar Agency (KA)

### KOREA (REPUBLIC OF)

Korean Broadcasting System (KBS)

### MALAYSIA

Radio Television Malaysia (RTM)

### MAURITIUS

Mauritius Broadcasting Corporation (MBC)

### NEW ZEALAND

Radio New Zealand (RNZ)  
Television New Zealand Ltd (TVNZ)

### OMAN

Public Authority for Radio and TV (PART)

### SYRIA

Organisme de la Radio-Télévision Arabe Syrienne (ORTAS)

### UNITED STATES OF AMERICA

American Public Media (APM)  
Capital Cities/American Broadcasting Companies Inc. (ABC)  
CBS Corporation (CBS)  
National Broadcasting Company Inc. (NBC)  
National Public Radio (NPR)  
WFMT Radio Network (WFMT)

## APPROVED PARTICIPANTS

ARTE  
Catalunya Música (CAT)  
EuroNews  
Public Enterprise National Broadcasting-Skopje (Javno Pretprijatie Nacionalna Radiodifuzija-Skopje) (North Macedonia) (MKNRD)  
Cellnex Telecom, S.A. (formerly Albertis Telecom Terrestre, S.L.) (CELLNEX)  
Russian TV & Radio Broadcasting Network (RTRN)  
TV5

# OUR COMMITTEES & EXPERT GROUP MEMBERS

## GOVERNING COMMITTEES

### DIGITAL COMMITTEE

#### Chair

João Pedro Galveias (RTP)

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Tomas Granryd (SR)

#### Members

Ričardas Baltaduonis (LRT)

Oana Gherghe (TVR)

Ignacio Gomez (RTVE)

Sebastian Marcolin (RAI)

Anne-Paule Martin (SRG SSR/RTS)

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Anvar Samost (ERR)

Eric Scherer (France Télévisions)

Eleanor Van Heyningen (BBC)

Patrick Weinhold (ARD)

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Daniela Pomo (RAI)

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Brigitta Nickelsen (Radio Bremen)

Jean Chretien (France Télévisions University)

Frédéric Olivier (RTBF)

Nela Gudelj (HRT)

Jenny McCulloch (BBC Academy)

Andreas Heindl (ORF)

Mohammad Abu Soufeh (JRTV)

Irena Lazarova (BNR)

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Kurt Schumacher (ARD/WDR)

Christine Thiran (RTBF)

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Nathalie Bobineau (France Télévisions)

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Zlatan Begovic (RTS)

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Jürgen Burggraf (ARD)

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Nathalie Léger (GRF/FT)

Josef Lusser (ORF)

Elene Mikhailova (GPB)

Millen Mitev (BNR)

Alan Morrison (STR/SR)

Sabina Muratovic (RTVSLO)

Jean-Michel Orion (GRF/RF)

Micol Rigo (RAI)

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Balázs Stella (HMG/MTVA)

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Morwen Williams (BBC)

Esther Bootsma (NOS)

Charlotta Friborg (SVT)

Martin Reznicek (CT)

Giuseppe Solinas (RAI)

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Petra Zilken-Leitgeb (ZDF)

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Giedrius Masalskis (LRT)

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Frédéric Gerand (RTBF)

Elsa Comby (Radio France)

Zorana Bojicic (RTS)

Javier Sanchez (RTVE)

Gabriel Bystrom (Sveriges Radio)

Mirko Stular (RTVSLO)

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Natalia Tolkacheva (RTR)

\*suspended

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Frédéric Prallet Dujols (FTV)

Werner Zelisko (ARD)

Christa Kurzweil (ZDF)

Daniel Von Busse (ZDF)

Pier Francesco Forleo (RAI)

Maria Cristina Sandor (RAI)

Richard Armstrong (BBC)

Richard Parkes (BBC)

Adrian Boss (SRG)

Vladimir Drbohlav (CT)

Panu Pokkinen (YLE)

Dávid Székely (MTVA)

Marek Szkolnikowski (TVP)

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Natalija Gorscak (RTVSLO)

Dermot Horan (RTE)

Ekaterina Orlova (RTR)

\*suspended

### Members

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Gaelle Armentano-Conte (RAI)

Frank-Dieter Freiling (ZDF)

Faruk Güven (TRT)

Maria Koufopoulou (ERT)

Marek Solon-Lipinski (TVP)

Matt Travers (BBC)

Bakel Walden (SSR SRG)

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Brian Wynne (RTE)

### Members

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Kazimir Bačič (HRT)

Frédéric Brochard (FT)

Ziad Makahleh (JRTV)

Kazim Pektaş (TRT)

Karl Petermichl (ORF)

Robin Ribback (SRG SSR)

Víctor Sánchez (RTVE)

Olli Sipilä (YLE)

Simon Tuff (BBC)

## EXPERT GROUPS

Access Services Experts

ACE Bureau

AI and Data Group

Ars Acustica Group

Classical Music Group

Communications Directors Group

Content Regulation Group

Data Protection Officers' Group

Diversity, Equity and Inclusion

Steering Group

EBU Connect Steering Group

Editorial Subcommittee

Erfurt Exchange Experts Group

European Digital Radio Alliance

Eurosonic Group

Eurovision Song Contest

Reference Group

Finance Group

Folk Music Group

Formats Core Group

Future of Work Group

Gender Equality Steering Group

Intellectual Property Group

International Relations Radio

Group

Investigative Journalism Network

Jazz Producers

Junior Eurovision Song Contest

Steering Group

Kids News Group (YNE)

Legal and Policy Distribution

Group

Media Freedom Act Ad hoc

Group

Media Steering Group

New Radio

Notturmo Group

Platform (Business) Regulation

Group

Public Service Media Funding and

Governance Group

Public Service Media Future

Leaders Group

Radio and Audio News Group

Radio Contact Engineers Group

Radio Culture Group

Radio Drama Group

Radio Ensemble Group

Radio Features Group

Radio Sport Group

Social Media Group

Sports/Legal Group

Statutes Group

TV Documentary Experts

TV Fiction Experts

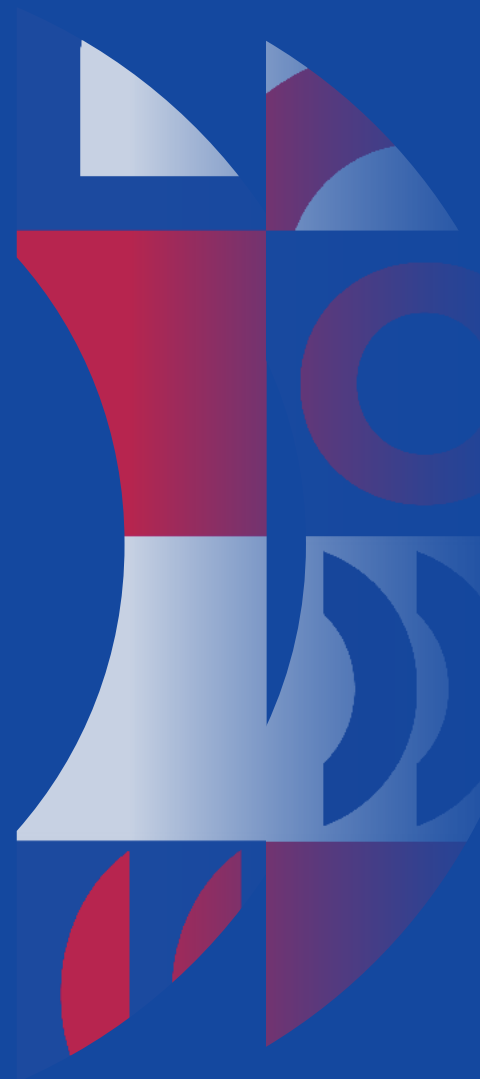
TV Music Experts

VOX - Voice User Interfaces

Group

Women's Sport Expert Group

World Music Group



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