SRG is often incorrectly described as a state-owned enterprise. It is in fact a private association operated in accordance with company law, which runs a media company. The Federal Radio and Television Act (RTVG) and SRG's Charter oblige it to fulfil a particular social mandate. This mandate involves providing a public service. The Swiss idea of public service in the media sector is based on the following elements – reaching the entire population in all language regions, reflecting a diversity of opinions and cultures, and an independence from political and economic interests. In return for this mandate, SRG receives licence fees for funding purposes.

SRG's activities, organization and funding are essentially fixed by the Swiss Confederation and overseen by the Federal Office of Communications (Ofcom). However, within the framework formed by the constitution, legislation and its Charter, SRG is independent – nobody is permitted to interfere in its editorial activities.
Mandate and legal position

Overview

SRG – independent, nationwide and serving society

SRG is often described as "state radio" or "state television". This is not the case.

Based on the constitution, legislation and its Charter, SRG fulfils a social mandate, in return for which it receives money from the income generated from radio and television licence fees, which are collected by Billag on behalf of the Confederation. The Federal Radio and Television Act (RTVG) and, in rather more detail, the relevant ordinance and the Charter lay down the tasks that SRG must fulfil as part of its mandate:

- Offerings relating to particular aspects of services (unrestricted shaping of opinion, cohesion between different parts of the country, Swiss culture, education, integration and entertainment)
- A similar range of offerings in the three major language regions, a tailored range of services for Romansh-speaking Switzerland, and an online service for Swiss citizens living abroad
- Broadcasting via various different methods (e.g. VHF, DAB+ and DVB-T)
- A website conforming to a specifically defined framework (e.g. restrictions on articles not related to radio or TV programmes)
- An organizational structure in line with the specified framework (e.g. composition of the Board of Directors)
- Collaboration with certain industries (e.g. film, music and archiving)

In its services, SRG also has to meet particular qualitative and ethical requirements to differentiate itself from commercial suppliers.

SRG's activities, organization and funding are essentially fixed by the Swiss Confederation and overseen by the Federal Office of Communications (Ofcom). SRG therefore cannot act "freely". However, within the framework formed by legislation and its Charter, it is independent. This precept of the independence of radio and television is enshrined in the Federal Constitution. No-one, not even politicians or government officials, is permitted to interfere in the editorial activities of the media, nor consequently those of SRG either.

It is wrong to say:
SRG and its RSI, RTR, RTS, SRF and SWI Swissinfo Enterprise Units are "state radio", "state television" or a "state company".

It is right to say:
SRG is a private association operated in accordance with company law (see also "Organization and structure") with a particular social mandate (charter), which runs a media company in order to fulfil this mandate.

Did you know?

The relationship between the Swiss Confederation and SRG can be very neatly illustrated using the Confederation's "four-circles" model. The Federal Administration controls its service providers in a variety of different ways. Some are managed very closely and centrally, while others are set certain objectives and are otherwise free to structure their activities as they wish. SRG does not form part of this four-circles model. It lies completely outside it.
Circle 1: Ministries
Primarily administrative units with a coordinating and controlling function, e.g. Federal Office of Justice.

Circle 2: Offices managed on a service mandate
Service providers within the Swiss federal administration, e.g. Federal Office of Communications.

Circle 3: Companies and institutions under public law
Service providers outside the Swiss federal administration but which are wholly owned by the Swiss Confederation, e.g. ETH.

Circle 4: Public-private partnerships and private companies
Service providers outside the Swiss federal administration in which the Swiss Confederation holds a stake, but which are not wholly owned by the Swiss Confederation, e.g. Swiss Post, Swisscom.

SRG: No element of the federal 4-circle model, as even farther removed from the Swiss Confederation. Association managed under Swiss company law with a societal mandate.

Did you know?
The concept of public service is central to SRG. The idea of public service broadcasting arose in Europe between the two World Wars – initially in Britain. Nationwide coverage had very rapidly highlighted the fact that radio played a key role in influencing public opinion. Radio became an instrument of power. But to whom did this radio belong? The government? The business sector? In Britain, the decision was made that there should be a broadcasting corporation that was independent of any political or economic interests. A broadcasting corporation whose sole aim was to serve society. Public sector broadcasting was born in the form of the BBC.

As the term "public service" implies, we are talking about a service to the public or, more specifically, "public service broadcasting". There are three central aspects to this:

1. We reach everyone.
   The entire population – even those in outlying regions – has access to the high-quality range of SRG services. The service provided in each of the three major language regions is therefore similarly extensive. And Romansh-speaking Switzerland also has its own smaller range of radio, television and Internet services.

2. We reflect a wide variety of opinions.
   We always show more than one aspect of an issue and we are impartial. People can therefore always form their own opinions and views. This is very important, particularly in a democracy where the population fundamentally has a say in matters.

3. We are independent.
   We conduct our activities independently of any political or economic interests. We do not seek to make a profit. We simply serve society.
Mandate and legal position

For those who want specific information

SRG's legal mandate and Charter

Legislation and Charter require SRG services to consider eight aspects

What aspects must SRG incorporate in all its offerings?

- National cohesion (e.g. finding out what's going on in different language regions)
- Integration (of foreigners and also people with sensory disabilities, for example by using subtitles and audio-described programmes)
- Promoting democracy (by ensuring freedom to form opinions on political, economic and social issues. Conflicts, political debates and referendum issues, for instance, must always be considered from various different angles and dealt with objectively)
- Promoting Swiss culture (especially in the fields of film, music and literature, for example by agreeing the "Pacte de l'audiovisuel" with the film industry)
- Education
- Entertainment
- Foreign mandate (collaboration with the two international TV providers TV5Monde Monde and 3Sat and the two Internet offerings SWI swissinfo and tvsivizzera.it)

Konzession SRG SSR

What does the Charter require from SRG in terms of quality?

The SRG Charter says:

1. SRG services must meet high qualitative and ethical requirements. Its individual service areas are guided by the service mandate and are characterised by credibility, a sense of responsibility, relevance and professional journalism. SRG ensures its services are distinctive, thereby differentiating itself from commercially orientated providers.
2. SRG aims to achieve a high degree of acceptance in its various target audiences. It does not measure acceptance primarily in terms of market share.
3. In order to implement the points outlined in paragraphs 1 and 2, it defines formal content-related quality standards. It publishes these standards, conducts regular internal quality checks and informs the general public of their findings.

Source: SRG Charter, Article 3

Konzession SRG SSR
What does the Charter require with regard to broadcasting SRG services?

If SRG wants to set up a new television or radio service, it is only allowed to do so if the Federal Council agrees to change the Charter accordingly. The Charter describes exactly which radio and TV services are broadcast in which language regions. And it also describes in detail the technology to be used when broadcasting these services – DAB+, VHF, DVB-T or satellite, for example. If SRG wishes to discontinue a service this is possible only if the Federal Council approves a change to the Charter. Articles 4 to 11 of the Charter deal with the contents and broadcasting issues.

Konzession SRG SSR

Why do legislation and the Charter require SRG to collaborate with third parties?

SRG is an important producer of audio-visual content in Switzerland. Thanks to licence revenue, it has sufficient funding to dominate the film industry. This could damage smaller members of the industry. Legislation and the Charter therefore stipulate measures to prevent this market leadership position from being abused and to ensure a wide variety of opinions and content are provided outside and alongside SRG as well. SRG is therefore obliged to work together with the Swiss film industry, the audio-visual industry, the Swiss music industry, other Swiss providers, national media archives and, if possible, with international programme partners. There is, for example, an agreement with the film industry that stipulates that SRG invests around 27.5 million Swiss francs a year in co-productions ("pacte de l'audiovisuel"). Alongside the Swiss Confederation, SRG is one of the most important patrons of the Swiss film industry. The Swiss Music Charter was signed specifically in order to promote the Swiss music industry. In this charter, SRG commits to broadcasting a certain percentage of Swiss music on the radio each year.

Articles 15 to 21 of the Charter cover collaboration with other partners.

Konzession SRG SSR

SRG alliances (http://www.srgssr.ch/en/about-srg-ssr/enterprise/alliances/)

What is SRG allowed and not allowed to do online?

SRG's online offering focuses on audio and audio-visual content. The Charter allows SRG to post audio/video offerings (on-demand) that are intended exclusively or initially for the Internet (web-only) – in other words, content that does not have to be broadcast first on radio or television. By contrast, live streaming is subject to the regulations of Art. 9: SRG may transmit events of third parties in the fields of politics, sport, business and culture live on the Internet if they are significant either at the national or language-region level.

Care must be taken with written contributions, however.
- 75% of all texts must be linked to audio-visual material.
- To protect print media, written contributions with no direct link to a programme that are posted in the news, sport and regional/local columns must not exceed 1,000 characters. Particular attention must also be paid when adding links – they may only be included if editorial criteria justify this. Purely commercial links are not permitted.

The SWI Swissinfo online service occupies a special position. To help Swiss people living abroad to keep in touch with their homeland and to promote Switzerland and an understanding of its issues abroad, SWI Swissinfo provides a multilingual, multimedia Internet offering for SRG in line with a service level agreement with the Swiss Confederation.

It is important that web content meets the same quality requirements as radio and TV content.

Online aspects are covered in Article 13 of the Charter.

Konzession SRG SSR
What happens if SRG wants to do something that’s not in its Charter?

The Federal Council will grant SRG a temporary charter that additionally details SRG's mandate for the relevant duration. Under certain circumstances, SRG can also undertake activities that are not governed by the Charter. However, it has to cover the associated costs itself and show them separately in its accounts. Activities outside the scope of the Charter must not adversely affect the fulfillment of the service mandate. Nor must any such activities substantially restrict development opportunities for other media organizations. Ofcom must be informed immediately – and before the relevant activities commence – if the standing or the work of other Swiss media organizations could be adversely affected.

Konzession SRG SSR

What basic organizational characteristics does SRG have to have?

The Federal Radio and Television Act (RTVA) plus associated ordinance and Charter define SRG's basic organizational and financial characteristics. SRG must be operated in accordance with company law. As necessary bodies, the Act lists a general assembly (in SRG, this is called the Delegates' Meeting), a board of directors, auditors and an executive board. SRG has to fund itself primarily through licence-fee revenue. The licence fee level is set by the Federal Council. These fees not only fund SRG but also cover the financial requirements of other broadcasters with a service mandate, the licence fee collection body (Swisscom subsidiary Billag) and the Foundation for Audience Research (Mediapulse). The Department of the Environment, Transport, Energy and Communications (Detec) is responsible for SRG's financial supervision.


What role does SRG play in the event of crises and emergencies?

In severe crises – and only then – SRG is the Federal Council's official information body. Special service agreements with the Schweizerische Depeschenagentur (SDA) and SRG ensure that the Federal Council can call on the Swiss people at any time. If it is necessary to give the population specific instructions, the authorities can arrange for a security alert to be issued via the information system Icaro (Information Catastrophe Alarme Radio Organisation). In this case, radio plays an important role as the fastest medium. In the event of a general siren alarm, SRG will interrupt its radio programmes for important announcements. SRG also makes arrangements to broadcast an emergency radio service, even if the regular transmission network is interrupted. All these services are detailed in special service agreements and will only be used in crises and emergency situations.


Legal aspects for legal experts and laypeople alike: SRG and its legal foundations
What links SRG to the Federal Constitution?

The Federal Constitution is at the peak of the Swiss legal system. All Federal ordinances and decrees as well as all cantonal and municipal constitutions, laws, ordinances and decrees are subordinate to it. Articles 17 and 93 of the Federal Constitution are of particular importance for media companies. They not only ensure the independence of radio and television, but also define the basic parameters that the Confederation must observe when shaping the media system. They can be summarized as follows:

Radio and television:

- shall contribute to education and cultural development, to the free shaping of opinion and to entertainment
- shall take account of the particularities of the country and the needs of the cantons
- shall present events accurately and allow a diversity of opinions to be expressed appropriately.

So radio and television have to contribute towards the free shaping of opinion. The free shaping of opinion is seen as a key prerequisite for safeguarding democracy. The public must not be manipulated. They must be able to form their own views from the information provided. For this reason, opinions must be declared as such in programmes, and special care must be taken before elections and referendums to ensure the equal opportunities of parties and individual people.

The Federal Constitution also contains particular fundamental rights that may be relevant in connection with radio and television. These include freedom of opinion and information, freedom of the press, linguistic freedom and artistic freedom.


What is the Federal Radio and Television Act?

The Federal Radio and Television Act (RTVA) applies to all radio and TV broadcasters in Switzerland and governs the broadcasting, processing, transmission and reception of radio and television services. It also forms the basis for granting SRG its Charter. The RTVA is therefore the most important set of regulations for SRG. Like all laws, the RTVG is passed by Parliament.

Details (For details see "SRG's legal mandate and Charter" above).


What is a charter?

A charter is an official short-term permit. The SRG Charter is derived from the Federal Radio and Television Act (RTVA) but, unlike laws, is passed by the Federal Council rather than Parliament. All Swiss radio and TV broadcasters that want to profit from licence-fee revenue need a charter for this purpose, which, in return for licence-fee funding, imposes certain conditions on them. SRG is primarily funded from licence-fee income, and therefore also has a charter. Whereas the Federal Radio and Television Act (RTVA) applies to all broadcasters, the Charter is a set of rules specifically tailored to SRG. The Federal Council issues it for ten years at a time (see "SRG's legal mandate and Charter" above).
Why is international law important to SRG?

- By concluding international agreements, countries can commit to adopting certain measures in their national laws. In the field of radio and television, the following three agreements can be considered the most important ones concluded by Switzerland:
  - The Convention for the Protection of Human Rights and Fundamental Freedoms (ECHR) signed by the member states of the Council of Europe on 4 November 1950 (SR 0.101). In this convention, the participating states undertake to protect the human rights as listed in the convention of all people subject to its sovereignty, for example, the freedom to express opinions.
  - The European Convention on Transfrontier Television signed on 5 May 1989 by the member states of the Council of Europe and other signatories of the European Cultural Convention. This enshrines the principle that broadcasts must not contain pornography or incite racial hatred, for example. The advertising of tobacco products is also forbidden.
  - The Convention dated 11 October 2007 between the Swiss Confederation and the European Community in the field of audiovisual policy establishing the terms and condition for the participation of the Swiss Confederation in the Community programme "Media 2007". In return for participating in the support programme, Switzerland has to adopt certain basic provisions of the EU media structure.

Europäisches Übereinkommen über das grenzüberschreitende Fernsehen (http://www.admin.ch/opc/de/classified-compilation/19890079/index.html#fn2)
What happens if SRG infringes these provisions?

The Federal Office of Communications (Ofcom) monitors adherence to Swiss and international law. If it establishes that a law has been infringed, it may demand that the shortfall be rectified. In certain cases, it can also impose administrative sanctions. For example, if SRG seriously contravened the provisions of its Charter, Ofcom could fine it up to % of the annual revenue it has generated in Switzerland, averaged over the last three financial years.

Ofcom decrees can be referred to the Federal Administrative Court in St. Gallen or the Swiss Federal Supreme Court in Lausanne. The decision of the Lausanne-based Federal Supreme Court is basically final. If a claim is asserted involving the violation of the basic rights enshrined in the European Convention for the Protection of Human Rights and Fundamental Freedoms (ECHR), Switzerland or an affected individual or legal entity can, as a last resort, appeal to the European Court of Human Rights in Strasbourg within six months (chart 1).

Infringement of provisions concerning the content of editorial programmes

Any person may contact an Ombudsman's Office within 20 days of a programme being broadcast or in the event of access being denied to a Swiss broadcaster's programme services. The Ombudsman does not have the power to make decisions or issue instructions. Instead, it attempts to mediate between the parties involved.

Anyone who disagrees with the Ombudsman's report can appeal to the Independent Complaints Authority for Radio and Television (ICA) within 30 days. The ICA gets involved either if the appellant is closely affected by the subject matter of the appeal, or if the appeal is submitted with at least 20 signatures. It may also get involved if it is in the public interest to reach a decision.

Appeals against ICA decisions can be lodged directly with the Federal Supreme Court. Its decision is final. However, if a claim is asserted involving the violation of the basic rights enshrined in the ECHR, Switzerland or an affected individual or legal entity can appeal to the European Court of Human Rights in Strasbourg within six months (chart 2).
Why is copyright law particularly important for SRG

Copyright law is particularly important for all media companies. However, the commercial activity of broadcasting corporations (and all other media companies) consists of acquiring the rights to works protected by copyright and subsequently utilizing them in a media context. Copyrights are virtually the raw material for producing programmes. SRG acquires the majority of copyrights from its employees. They relinquish their rights in accordance with the Swiss Code of Obligations, the collective bargaining agreement (GAV) and individual employee contracts. For commercial use that does not involve broadcasting, they are reimbursed with a flat-rate fee (from the creativity fund). SRG is the largest user of existing works in Switzerland; it acquires the relevant rights mainly from collecting societies such as SUISA, SSA, Pro Litteris, SUISSIMAGE and Swissperform. It acquires additional rights directly from their owners, for example film distributors.

Copyright law also covers related rights (e.g. transmission rights and production rights). As a broadcasting company and producer, SRG is the original owner of such rights. This legal position is important, particularly in commercial relationships with retransmission companies (cable network operators).

[Legal foundation](http://www.srgssr.ch/en/about-srg-ssr/legal-foundation/)
Guidelines at RSI, RTR, RTS, SRF and SWI

Radiotelevisione svizzera (RSI)

RSI is SRG's Enterprise Unit in Italian-speaking Switzerland. Its 1,155 employees (1039 full-time equivalents) produce programmes for three radio stations, two TV channels and various multimedia offerings.

"Mandate and legal position" – RSI Guidelines

The legal basis, the public service mandate, the values, the programme offering: the guidelines according to which RSI acts, summarized in just a few pages.

[Linee guida RSI](http://www.rsi.ch/incoming/Linee-guida-160935.html/binary/Linee%20guida)

Radiotelevisiun Svizra Rumantscha (RTR)

RTR is an Enterprise Unit of SRG SSR. Its main studio is in Chur. 167 people work in 131 full-time positions throughout Romansh-speaking Switzerland for our audience.

"Mandate and strategy"– RTR guidelines

RTR has a mandate to guarantee an audiovisual public service for Romansh-speaking Switzerland. The activities of RTR are based on the Federal Constitution, the Radio and Television Act (RTVG), the Radio and Television Ordinance (RTVV), the SRG Charter and the statutes of SRG.R. What this means specifically is set out in the RTR Guidelines.

[Incumbensa e strategia](http://www.rtr.ch/interpresa/purtret/incumbensa-e-strategia)

Radio Télévision Suisse (RTS)

RTS offers content via four radio and two TV programmes and several interactive platforms. RTS is geared to the French-speaking audience in Switzerland and to French speakers abroad via TV5Monde and the Web. With 1872 employees (1568 full-time positions), the company based in Geneva and Lausanne is one of the market leaders in the audiovisual sector.

Our remit

[Notre mandat](http://www.rtsentreprise.ch/qui-sommes-nous/notre-mandat/)

Our goals

[Nos objectifs](http://www.rtsentreprise.ch/qui-sommes-nous/nos-objectifs/)
SRF is SRG's largest Enterprise Unit, and is based at the main studios in Zurich Leutschenbach. With other main studios in Basel, Berne and Zurich Brunnenhof plus regional studios in Aarau, Chur, Lucerne and St. Gallen, it has a broad base in German-speaking Switzerland. SRF employs 2,110 members of staff (1620 full-time equivalents).

swissinfo.ch (SWI)

Since 1999, SWI has fulfilled the federal government's mandate to distribute information about Switzerland internationally, supplementing the online offerings of the radio and television stations of the SBC. Today, the international service is directed above all at an audience interested in Switzerland, as well as at Swiss citizens living abroad. SWI has also been reporting in Russian since 2013 – in addition to English, German, French, Italian, Spanish, Portuguese, Chinese, Arabic and Japanese – thereby reaching more than 80% of the world's internet users.

SWI has offices in Bern (headquarters), Geneva and Zurich, and is represented in parliament's media centre in the capital.
Organization and structure

The Swiss Broadcasting Corporation – a unique association

Like comparable broadcasting corporations with a public remit in other democratic countries, SRG is guided by the key principle of public service. But unlike many of them, it is not a state-owned institution. SRG is an association. The association in turn consists of four regional companies – SRG Deutschschweiz, Société de radiodiffusion et de télévision de la Suisse romande, Società cooperativa per la Radiotelevisione svizzera di lingua italiana and SRG SSR Svizra Rumantscha, with a total of 23 700 members. The purpose of the SRG association is to manage the company of the same name in such a way that the mandate enshrined in law and its Charter is fulfilled.

The SRG company has a federal structure – within the five Enterprise Units RSI, RTR, RTS, SRF and SWI Swissinfo and also within its General Management division and subsidiary companies, around 6000 employees produce schedules for 17 radio stations and 7 television channels. Its annual turnover is 1.6 billion francs. 75 percent of its funding comes from licence fees, with the rest having to be generated from commercial activity.
Organization and structure

Overview

SRG – organizationally something special

When people talk about SRG, they are usually referring to the media company. But the name SRG is used for two intertwined entities – the aforementioned media company and the association. The association's purpose is to manage the company. In so doing, it has to be guided by the principles of company law. For this reason, SRG also has bodies that are similar to those of a public limited company, such as the Board of Directors and the Delegates' Meeting. However, the association is not free to choose what the company can or cannot do. The association is obliged to provide the media services enshrined in law, in other words, radio and television schedules and online offerings. In so doing, it must be mindful of the public mandate as laid down in law and in its Charter (see also section on "Mandate and legal position").

Broadcasting corporations with a public mandate can be found in many countries throughout the world. What they all have in common is the guiding principle of public service (see "Mandate and legal position").

However, their legal forms vary considerably. The Swiss Broadcasting Corporation (SRG) has a very special, unique structure:

Association

- SRG is not a state-owned institution but an association, managed in accordance with the principles of company law.
- This association forms the ownership structure for the company.
- The association consists of four regional companies – SRG Deutschschweiz, Société de radiodiffusion et de télévision de la Suisse romande, Società cooperativa per la Radiotelevisione svizzera di lingua italiana and SRG SSR Svizra Rumantscha.
- The association has to ensure that the service remit laid down in law and the SRG Charter is fulfilled.

SRG is therefore anchored in civil society. In other words: SRG has the backing of its 23,700 or so members.

Company

The company comprises five Enterprise Units – RSI, RTR, RTS, SRF and SWI Swissinfo – and four subsidiary companies – technology and production center switzerland ag (TPC), SWISS TXT AG, Telvetia S.A. and Mxlab AG. With around 5983 employees (equivalent to 4946 full-time positions), an annual turnover of around CHF 1.6 billion, 17 radio stations and seven TV channels plus supplementary online services, SRG is the largest electronic media company in Switzerland. As a non-profit organization, SRG raises around 75 percent of its funds through fees and around 25 percent through commercial activities.
SRG at a glance

Overall structure – Enterprise and parent organisations

What is the purpose of the SRG association?

The SRG association prepares public-service audiovisual offerings in accordance with the Federal Radio and Television Act (RTVG) and the Charter issued by the Federal Council. It consists of four regional subsidiaries: SRG.D, RTSR, Corsi, SRG.R. SRG.D and RTSR are in turn made up of member companies, e.g. Aargau/Solothurn, Ostschweiz, Jura, etc. Some of these are even subdivided into sections.

To fulfil its purpose, the association operates a company consisting of five Enterprise Units: RSI, RTR, RTS, SRF, SWI (international service) and subsidiary companies (technology and production center switzerland ag, SWISS TXT AG, Telvetia S.A. and Mxlab AG).
What do the members of the SRG association do?

The association tasks the professional SRG company with fulfilling the association's purpose (see "Purpose of SRG association"), namely the preparation of audiovisual offerings. With its four regional subsidiaries, the association anchors SRG firmly in society, stimulates public debate about modern public service and, with its committees and authority, influences the orientation and quality of radio and television schedules as well as other media offerings.

[Parent organisations SRG](http://www.srgssr.ch/en/about-srg-ssr/parent-organisations/)

[Statuten der SRG](http://www.srgssr.ch/fileadmin/pdfs/Statuten%20der%20SRG%20SSR.pdf)

Who takes part in the Delegates' Meeting and what does it do?

The authority of the Delegates' Meeting is laid down in SRG's statutes. In addition to the statutory business that is incumbent upon a general meeting under company law, the Delegates' Meeting approves the appointment of the Director General in response to a proposal from the Board of Directors, and also approves the Board of Directors' proposals on media policy-related changes to the Charter and SRG's annual report on quality and public service. The delegates also elect three of the nine members of SRG's Board of Directors. The Delegates' Meeting issues the compensation regulations for itself and the Board of Directors, and it may decide on applications to the Federal Council concerning the level of the licence fee. It determines how much money the regional subsidiaries are allocated each year. It may also refer proposals for audits of the public service remit and of service quality to the Board of Directors. These are questions on quality and public service that the Board of Directors has to answer within six months. Furthermore, the Delegates' Meeting acknowledges the Organizational Regulations and reports on strategy and strategy implementation. German-speaking Switzerland has 18 delegates, French-speaking Switzerland has nine, Italian-speaking Switzerland has six and Romansh-speaking Switzerland has three. Added to these are five Board Directors who act as delegates although they have not yet been Regional Presidents. The Delegates' Meeting therefore consists of a total of 41 people. It convenes at least twice a year.

Who sits on the Board of Directors and what does it do?

The Board of Directors has two roles: it is the association's management board and it carries out the overall management for the company in accordance with the regulations of company law and the provisions of the RTVG and the Charter. It has a responsibility to the Federal Council to meet the output and service targets set down in law and in the Charter (see also section on "Mandate and legal position"). The Board of Directors oversees business activity and makes decisions concerning strategy, corporate development and key business issues. The Board of Directors delegates the management of SRG and responsibility for programme services to the Director General. The Organizational Regulations lay down who has what authority. The SRG Board of Directors has nine members: the four Regional Presidents of SRG.D, RTSR, CORSI and SRG.R, two members nominated by the Federal Council and three elected by the Delegates' Meeting. The President is elected by the Delegates' Meeting.

What do the Regional Council, Regional Board and Public Council do?

The SRG association consists of four regional companies: SRG.D: Radio- und Fernsehgesellschaft der deutschen und rätoromanischen Schweiz (radio and television for German and Romansh-speaking Switzerland); RTSR: Société de radiodiffusion et de télévision de la Suisse romande (radio and television for French-speaking Switzerland); Corsi: Società cooperativa per la Radiotelevisione svizzera di lingua italiana (radio and television for Italian-speaking Switzerland); and SRG.R: SRG SSR Svizra Rumantscha (radio and television for Romansh-speaking Switzerland). Each regional company has the following three committees: a Regional Council, a Regional Board and a Public Council. The Regional Councils bring the social and cultural concerns of their regions to the table, acknowledge reports from the Enterprise Units on quality, public service and programme service strategies, petition the Regional Boards to review these service concepts, appoint delegates and undertake other tasks.
The Regional Boards head up the regional companies. Under the SRG statutes, they also have a say when service-related matters are discussed by the SRG Board of Directors. They define the service strategies for the Enterprise Unit in question and distribute money among TV channels, radio chains and multimedia, although only within the confines laid down by the Board of Directors. It is also the job of the relevant Regional Board to submit
proposals to the Board of Directors concerning the election of Enterprise Unit Directors (RSI, RTR, RTS and SRF) and members of their Executive Boards. The Presidents of the regional companies are ex-officio members of the Delegates' Meeting and the SRG Board of Directors.

Each regional company also has a Public Council that ensures close contact between programme-makers and radio and television audiences, and supports programming work by making observations, proposals and suggestions. In each language region, the Public Councils have set up an Ombudsman's Office. If viewers consider a TV programme to be inappropriate or unlawful, for example, they can lodge a complaint with the Ombudsman. The Ombudsman has no power to issue instructions, but will attempt to mediate between the programme makers and dissatisfied viewers. The same applies to radio programmes and online articles. A procedure exists for appealing against the Ombudsman's decision (in other words, under certain circumstances laid down in the RTVG, complaints about programmes can be heard by the Independent Complaints Authority UBI, the Federal Supreme Court or the European Court of Human Rights).

Sourced in part of:
Parent organizations SRG

What do the Director General and the Executive Board of SRG do?

The Director General of SRG is responsible for the entire Enterprise. His/her authority and how this interfaces with that of the Board of Directors is described in the Organizational Regulations. He/she heads up the members of the Executive Board, which comprises the Directors of RSI, RTR, RTS and SRF, the Director of Operations and the Director of Finance.

The SRG Executive Board is the most senior operational management body of the entire Group. It draws up the strategy for the Enterprise and is responsible for implementing it. However, it also concerns itself with a wide variety of other matters, from programming to personnel, from finance to property, and from technology to legal matters. The Executive Board meets around ten times a year in order to deal with this wide range of issues. The SRG General Secretary is always in attendance, although he/she is not entitled to vote.

If the Executive Board is unable to reach agreement on a matter, the ultimate decision rests with the Director General.

What is the purpose of the statutes, Organizational Regulations and Rules of Procedure?

SRG is an association. For a Swiss association to have a legal capacity, the inaugural meeting must issue written statutes. The legal basis for all associations is the law relating to associations as established in the Swiss Code of Civil Law. This is supplemented by specific association statutes that summarize how the association is defined, organized and funded. These statutes are issued by the Delegates' Meeting and approved by the Federal Department of the Environment, Transport, Energy and Communications.

However, since SRG is not merely an association but an association organized in accordance with the principles of company law, it not only has statutes but also Organizational Regulations. These Organizational Regulations are based on the statutes and cover e.g. the authority of the Board of Directors and the Executive Board, make more precise statements concerning the tasks of individual committees, and define certain organizational premises such as the fact that decisions made by committees must be minuted in writing. The Organizational Regulations are issued by the Board of Directors.

The Rules of Procedure are an additional set of regulations. The Organizational Regulations stipulate that the Director General has to issue Rules of Procedure. They include how SRG is organized internally, e.g. what authority the Director General has over other members of the Executive Board, and how Board meetings are to be organized.

Statuten SRG

Parent organizations SRG
What subsidiary companies does SRG have?

- **technology and production center switzerland ag (TPC)**
  TPC AG has been an independent subsidiary of SRG since 2000. It is responsible for all services relating to the creation, publication and administration of SRF broadcast and video productions. The radio production and IT competency of SRF has also been the responsibility of TPC AG since 2011. TPC AG's clients also include additional domestic and international TV stations and industry.

- **SWISS TXT AG**
  SWISS TXT produces teletext content for the SRG channels, develops multimedia solutions for SRG and for third parties and produces TV and web subtitles for the hearing impaired and the deaf.

- **Telvetia SA**
  Telvetia SA holds stakes in companies that have commercial relationships with the Enterprise Units of SRG. These include Mxlab and MCDT.

Apart from TPC AG, these subsidiaries are responsible for activities that are not directly associated with the production of radio and television programmes or other media offerings. These companies are not listed on the stock exchange. They are managed by their individual boards of directors, on which SRG is represented. These representatives are appointed by the Executive Board of SRG.

Source: [Subsidiaries SRG](http://www.srgssr.ch/en/about-srg-ssr/enterprise/subsidiaries/)

What further shareholdings, alliances and partnerships does SRG have?

The following web page lists and explains all SRG's shareholdings, alliances and partnerships:

[Enterprise structure SRG](http://www.srgssr.ch/en/about-srg-ssr/enterprise/)

How do the Enterprise Units of SRG work together?

With its locations in German, Italian, French and Romansh-speaking Switzerland, SRG is constantly exchanging news and views at all levels. Editorial teams, such as those responsible for news programmes, discuss issues with each other daily, and programme directors get together regularly, as do editors-in-chief, multimedia management and sports editors. The language regions are networked outside programming services too, for example in their human resources, enterprise communication, legal, property, distribution and research departments.
Organization and structure of RSI, RTR, RTS, SRF and SWI

Radiotelevisione svizzera (RSI)
RSI is SRG's Enterprise Unit in Italian-speaking Switzerland. Its 1,155 employees produce programmes for three radio stations, two TV channels and various multimedia offerings.

How is RSI organized?
Organization charts of the Executive Board and all units that cover programmes and picture processing through news, culture, sport, entertainment and communication, operations, human resources, finances, administration to corporate development.

Organigramma RSI (http://www.rsi.ch/chi-siamo/la-rsi/Organigramma-RSI-7263263.html)

RSI in facts and figures
The key figures and facts about RSI at a glance: Company structure, offering, audience reach, financial resources, employees, as well as added value for the Swiss economy, contribution to culture and much more.

24 cifre per raccontare la RSI - 2016 (http://www.rsi.ch/chi-siamo/la-rsi/24-cifre-per-raccontare-la-RSI-2016-7390187.html?BINARY/24%20cifre%20per%20raccontare%20la%20RSI%20-%202016)

Radiotelevisiun Svizra Rumantscha (RTR)
RTR is an Enterprise Unit of SRG SSR. Its main studio is in Chur. 167 people work in 131 full-time positions throughout Romansh-speaking Switzerland for our audience.

Remit and organization of RTR Board of Directors
The Executive Board of RTR is the most senior management body in the company. Its main tasks are:

1. to define and implement the strategy of RTR on behalf of the Director General,
2. to organize and develop management tools for RTR, and
3. to ensure that the company's goals are implemented.

Organization chart.

Organigram RTR (http://www.rtr.ch/content/download/6963645/87966515/version/19/file/organigram_17_04.pdf)

Radio Télévision Suisse (RTS)
RTS offers content via four radio and two TV programmes and several interactive platforms. RTS is geared to the French-speaking audience in Switzerland and to French speakers abroad via TV5Monde and the Web. With 1872 employees (1568 full-time positions), the company based in Geneva and Lausanne is one of the market leaders in the audiovisual sector.
RTS company brochure

Key information about RTS at a glance in one or two clicks: History, organization, programmes and divisions in radio, TV and multimedia, broadcasts in Switzerland and abroad, significance of the company for western Switzerland, a glance behind the scenes, figures.


Organization charts

In terms of programming, RTS is divided into four units

- Programmes,
- Actualité,
- Ressources et Développement (with multimedia and archives)
- and Opérations (with production and technical service).

Four supporting units

- RH et Formation,
- Finances et Logistique,
- Marketing et Promotion,
- Affaires générales

And two GM units

- Communication d’entreprise
- and Relations extérieures).

Organization charts [http://www.rtsentreprise.ch/qui-sommes-nous/notre-organigramme/]

Schweizer Radio und Fernsehen (SRF)

SRF is SRG’s largest Enterprise Unit, and is based at the main studios in Zurich Leutschenbach. With other main studios in Basel, Berne and Zurich Brunnenhof plus regional studios in Aarau, Chur, Lucerne and St. Gallen, it has a broad base in German-speaking Switzerland. SRF employs around 2,110 members of staff (1620 full-time positions).

How SRF is organized

The section entitled “Organization” on srf.ch introduces the individual departments and department heads who, together with the Director, make up the Executive Board of SRF. You can access the SRF organization chart in pdf format here.

Organisation auf srf.ch [http://www.srf.ch/unternehmen/unternehmen/organisation]

Introducing SRF

The section entitled “Portrait of the Swiss Broadcasting Corporation” contains a brief company video, details of SRF’s programming diversity and how it is rooted in its transmission area, and also information on how it fits into SRG and its ownership structure.

Porträt SRF [http://www.srf.ch/unternehmen/unternehmen/portraet/portraet-schweizer-radio-und-fernsehen]

swissinfo.ch (SWI)
Since 1999, SWI has fulfilled the federal government’s mandate to distribute information about Switzerland internationally, supplementing the online offerings of the radio and television stations of the SBC. Today, the international service is directed above all at an audience interested in Switzerland, as well as at Swiss citizens living abroad. SWI has also been reporting in Russian since 2013 – in addition to English, German, French, Italian, Spanish, Portuguese, Chinese, Arabic and Japanese – thereby reaching more than 80% of the world’s internet users. SWI has offices in Bern (headquarters), Geneva and Zurich, and is represented in parliament’s media centre in the capital.
Strategy and objectives

Short and sweet

The Swiss Broadcasting Corporation (SRG) is maintaining a steady course in stormy waters

The media industry is changing radically. Traditional business models are being called into question in the age of the Internet, foreign and domestic competition is growing and the Swiss population as a target group is changing, as are its media habits. Added to this, the political framework that constrains SRG is a daily challenge. So as not to lose sight of its objectives, SRG in its Corporate Strategy defines the challenges and priorities it will face over the coming years, ensuring all its Enterprise Units are pulling in the same direction and all its staff have been informed of its common goals. In today's somewhat stormy, changeable waters this means, for example, positioning SRG as a multimedia company rather than simply a media company.
The Corporate Strategy – a reliable compass

With the increasing importance of the Internet, the media sector is facing huge changes. SRG's Corporate Strategy ensures that all SRG Enterprise Units are pursuing the same top-level objectives and that all its employees are informed of these objectives.

Traditional business models that have been established and proven over centuries no longer work the way they used to, and are undergoing change. Competition is now global rather than local, and is coming from businesses outside the industry. Global giants such as Google, Apple and Amazon are now operating in the media business, for example. This is changing SRG's environment rapidly and, in some cases, radically.

- The political and regulatory conditions that constrain SRG have for years now been disputed. As well as moves to relax them, there are also calls for SRG to be more tightly regulated.

- Product and innovation cycles for devices such as smartphones and televisions are becoming shorter and shorter, as are those for media infrastructure. New companies with innovative technical and content-related offerings are crowding into an already heavily fragmented market, generating even more competition.

- And the Swiss population as a target group is changing, for example in its social and demographic composition. The population is steadily ageing, and increasing numbers of people are moving away from the countryside into towns and cities.

- New technological opportunities are changing media usage habits – instead of being tied to service and broadcasting times as before, Internet-based innovations are enabling people to access media content when and how they want. The time when families sat down together at 7.30pm to watch the news is long gone. Today people choose programmes or articles selectively and watch them, listen to them or read them at any time of day or night.

SRG is mutating from the radio and television company it once was into a multimedia company. So it's all the more important to have clear direction. Internally, SRG's Corporate Strategy defines the key challenges it will face in coming years and draws up priorities in the form of corporate objectives.

Externally, its key road maps take the form of the Federal Radio and Television Act and the SRG Charter. To navigate these stormy waters successfully requires a compass to provide direction and help to maintain a steady course. In this new environment, SRG must be convincing as a radio and television provider (broadcast) and also as a multimedia provider (broadband). This compass is the Corporate Strategy.
Strategy and objectives

Objectives and principles that we define for ourselves

What are SRG’s Corporate Principles?

Most large companies have corporate principles. They provide the company with direction. They describe the enterprise's underlying vision and the mission that is to be jointly undertaken. Externally, corporate principles reflect a company's fundamental stance. They are used to derive corporate policies and strategies. Complementing its mission and vision, SRG's Corporate Principles list its key principles: credibility, independence, diversity, creativity and fairness.

[Corporate principles](http://www.srgssr.ch/en/about-srg-ssr/corporate-principles/)

What purpose is SRG pursuing with its Corporate Strategy?

The Corporate Strategy covers all areas of the company, both externally (services, market and mandate) and internally (processes, finances and human resources). It lays down the direction in which SRG is to grow. From it, the Enterprise Units (RSI, RTR, RTS, SRF and SWI Swissinfo), departments (e.g. Operations and Finance) and subsidiaries (Technology and Production Center Switzerland AG, SWISS TXT AG, Telvetia S.A. and Mxlab AG) derive their sub-strategies. Strategic service guidelines provide a framework for the ongoing development of SRG's regional and national services. Programming and production management use these guidelines to set priorities for their individual areas.

[Business strategy SRG SSR](http://www.srgssr.ch/fileadmin/pdfs/SRG_SSR_Business_strategy.pdf)

What objectives are included in SRG's current Corporate Strategy?

The corporate strategy is a signpost for SRG on its path to becoming a digital multimedia company. SRG wants content for all significant forms of media use and all appropriate platforms. It gears its offering to added value for users and offers its services to them where they are located. Specifically, SRG will:

- expand its offering for a mobile, young and urban audience and for people with a migration background;
- step up contact with media users, especially via social networks. SRG uses online channels and HbbTV to interact with its audience;
- cultivate an independent and challenging form of journalism whose professionalism sets standards;
- target regional, national and international cooperations;
- live up to its responsibility for the media community, the economy and for a sustainable society;
- engage in innovation and increase its agility;
- promote a digital corporate culture.

[Business strategy SRG SSR](http://www.srgssr.ch/fileadmin/pdfs/SRG_SSR_Business_strategy.pdf)
Strategy and objectives

RSI, RTR, RTS, SRF and SWI strategy and objectives

Radiotelevisione svizzera (RSI)
RSI is SRG's Enterprise Unit in Italian-speaking Switzerland. Its 1,155 employees (1039 full-time equivalent) produce programmes for three radio stations, two TV channels and various multimedia offerings.

Public service mandate publication
The publication about the public service mandate aims to present the diverse, complex company that is RSI in a short and concise way, to provide an overview of its studios and programmes, offices and departments; to present the complex structures in a clear and attractive manner and to show how the work of RSI impacts on the economy, society and culture.

Radiotelesivizia Rumantscha (RTR)
RTR is an Enterprise Unit of SRG SSR. Its main studio is in Chur. Around 167 people work in 131 full-time positions throughout Romansh-speaking Switzerland for our audience.

RTR guidelines
In the process of change towards a digital world RTR is undertaking all the necessary steps in order to guarantee a Romansh-speaking audience a range of audio, visual and text content in the future too. read the RTR guidelines and RTR plan to see in which direction it is heading.

Radio Télévision Suisse (RTS)
RTS offers content via four radio and two TV programmes and several interactive platforms. RTS is geared to the French-speaking audience in Switzerland and to French speakers abroad via TV5Monde and the Web. With 1872 employees (1568 full-time positions), the company based in Geneva and Lausanne is one of the market leaders in the audiovisual sector.

RTS strategy
The strategy presents the values of RTS, the Swiss audio-visual media platform with a public service mandate and cosmopolitan approach that conveys the diversity of French-speaking Switzerland. It sets out the targets that RTS intends to achieve over the next few years in the fields of radio, television and multimedia production and in terms of business.
Schweizer Radio und Fernsehen (SRF)

SRF is SRG's largest Enterprise Unit, and is based at the main studios in Zurich Leutschenbach. With other main studios in Basel, Berne and Zurich Brunnenhof plus regional studios in Aarau, Chur, Lucerne and St. Gallen, it has a broad base in German-speaking Switzerland. SRF employs 2,110 members of staff (1620 full-time equivalents).

SRF's mandate and strategy

The section entitled “Mandate and strategy” on srf.ch contains "SRF's values and strategic priorities" as defined by the Executive Board, in pdf format.

[Online link](http://www.srf.ch/unternehmen/unternehmen/portraet/mandate-strategie)

swissinfo.ch (SWI)

Since 1999, SWI has fulfilled the federal government's mandate to distribute information about Switzerland internationally, supplementing the online offerings of the radio and television stations of the SBC. Today, the international service is directed above all at an audience interested in Switzerland, as well as at Swiss citizens living abroad. SWI has also been reporting in Russian since 2013 – in addition to English, German, French, Italian, Spanish, Portuguese, Chinese, Arabic and Japanese – thereby reaching more than 80% of the world’s internet users.

SWI has offices in Bern (headquarters), Geneva and Zurich, and is represented in parliament’s media centre in the capital.
Quality

SRG – quality as our most precious asset

Quality is not just what the public likes. SRG’s charter stipulates four criteria it must meet, irrespective of public enthusiasm and in contrast to competing private providers who are not funded via licence fees:

- credibility,
- a sense of responsibility,
- relevance,
- professional journalism.

When talking about the journalistic quality of SRG programmes or web content, three points of view must always be considered: the social aspect, the internal aspect and the audience aspect. Or to explain this using an example, each one of SRG’s actions must take account of its internal Corporate Strategy while fulfilling its social mandate and at the same time striking a chord with the public if at all possible – an extremely demanding challenge.
Quality

Overview

If the public likes it, it must be good? Yes, but there's more to it than that

SRG has to meet stringent ethical and quality requirements and uses a variety of different tools for quality assurance purposes.

People often talk about quality and how important it is. But what does quality mean in relation to SRG's journalistic products? The Charter lays down four central quality criteria:

- **A sense of responsibility** – What does this mean for SRG? Responsible reporting means that media professionals are fully aware of their remit and the fact that this is important for a functioning democracy. They are familiar with the legal principles and respect ethical media standards. They are familiar with the content of applicable regulations and adhere to them. Before making important decisions, they weigh up the options appropriately, even if time is short.

- **Credibility** – What does this mean for SRG? SRG is credible if the products it publishes are accepted as valid by a large majority of people who hold differing views. Credible reporting also shows the pros and cons of conflicts, contributes to the free shaping of opinion and does not have a hidden agenda. SRG gains credibility by not making mistakes in its reporting. If mistakes occur nevertheless, SRG acknowledges them openly and rectifies them if necessary.

- **Relevance** – What does this mean for SRG? Relevance means prioritizing the general over the personal, and placing social issues before individual and particular matters. Relevant reporting is also based on how topical an issue is and its political, economic, cultural and social significance. A physical or cultural proximity to the audience's everyday lives can also create relevance.

- **Professional journalism** – What does this mean for SRG? Professional media work involves reporting matters objectively. In other words: considering all the available facts and positions and conveying them in an accurate, balanced manner so that the audience can form their own opinions about the situation. Media professionals are aware of their legal constraints, respect ethical standards and know their job. The key to professional journalism is education and ongoing training.

In order to implement these guidelines, SRG produces quality standards for content and format – its "Minimum Programming Quality Standards". SRG staff can also make use of additional internal and external guidelines – see the documents referenced on the next level.

The Charter also stresses that SRG must not measure its acceptance primarily in terms of market share.

So what does SRG understand by “programme quality”? Three aspects are important for SRG here:

1. **Its social mandate**
   How well is SRG fulfilling the terms of its Charter? An indication of the answer to this question can be found in SRG's internal programme statistics, the findings of its Public Councils and the programme analyses carried out on behalf of Ofcom.

2. **Its internal objectives**
   How well are we meeting our own standards, such as guidelines, training standards, etc?
   How well are we meeting our strategic corporate objectives and goals? SRG's internal statistics and reports provide an indication of the answer.

3. **Its audience**
   How well do our programme services go down with audiences? Ratings and regular surveys provide an indication of the answer.
So anyone who says "Quality is what audiences like" is only partially right. As an enterprise with a public mandate, SRG naturally strives to reach as broad an audience as possible with a diverse range of services. However, it must not measure acceptance primarily in terms of market share.
Journalistic quality: Guidelines, tools and controls

What does the Charter require from SRG in terms of journalistic quality?

Article 3 of the SRG Charter describes its requirements for journalistic quality:

- **SRG’s programme output must meet high quality and ethical standards.**
  The media have power. They can influence the shaping of opinions, destroy careers and transform previously unknown people into stars. Media professionals are consequently expected to use this power responsibly. As an enterprise with a public remit, this applies especially to SRG. So it's not enough for SRG editorial offices simply to obey the law. They also have to observe high professional and ethical standards (see below).

- **The individual programming areas are guided by the programming remit.**
  The programming remit is also described in the Charter. It includes the aspects of promoting cohesion within Switzerland, integration, promoting Swiss culture, entertainment, education and promoting the free shaping of opinion (see section on "Mandate and legal position").

- **The individual programming areas must be characterized by credibility, a sense of responsibility, relevance and professional journalism.**
  These four criteria therefore form the basis of the "Minimum Programming Quality Standards" (see below).

- **SRG ensures its programming services are unique, thereby differentiating itself from commercially orientated broadcasters.**
  SRG is not allowed simply to emulate the programming strategy of a commercial media company. It has to set itself apart from private providers in terms of offerings and content.

- **SRG seeks to achieve a high level of acceptance among its various target audiences.**
  SRG must ensure it provides offerings for different target groups. For example, it cannot simply decide it's going to make programmes for children and no-one else.

- **SRG does not measure acceptance primarily in terms of market share.**
  It's not just the number of viewers, listeners or Internet users that determines whether SRG is doing its job well or not. According to its programming remit, SRG must also include content on Swiss culture, integration and education in its schedules. Experience has shown that content on these subjects is not always a huge hit. But even though it sometimes attracts small audiences, it is important for assessing programming quality.

- **To implement the above guidelines, SRG defines and publishes content and format-related quality standards.**
  SRG has appropriate standards: its "Minimum Programming Quality Standards" (see below).

- **SRG regularly conducts internal quality inspections.**
  These inspections are conducted in the RSI, RTR, RTS, SRF and SWI Swissinfo Enterprise Units. Each Enterprise Unit has developed its own method for this purpose.

- **SRG informs the public of the results of its quality inspections.**
  SRG provides information on its efforts in the field of journalistic quality in the SRG Annual Report each year.

Konzession SRG SSR
Who monitors SRG's journalistic quality?

Four entities monitor SRG's journalistic quality:

1. **SRG itself.** RSI, RTR, RTS, SRF and SWI Swissinfo conduct regular quality inspections. The results of these are published in the company's annual report. However, quality inspections also form part of the everyday work of editorial offices and departments, where regular strategy meetings and feedback sessions take place, for example.

2. **Public Councils.** In each language region and also at SWI Swissinfo, the SRG ownership structure operates a Public Council. These councils check the quality of the Enterprise Unit's offerings and hold regular discussions with programme makers.

3. **The Federal Office of Communications in its capacity as a supervisory authority.** It commissions research bodies to conduct analyses of SRG's offerings on a random basis. These analyses are intended to indicate whether programmes and online services are taking sufficient account of different aspects of the programming remit (promoting cohesion within Switzerland, integration, promoting Swiss culture, entertainment, education and promoting the free shaping of opinion).

4. **The audience.** Members of the public can contact the Ombudsman and, if necessary, the Independent Complaints Authority (UBI) if they spot editorial slips in programmes or web content.


Bakom – Beiträge und Studien Medienforschung

What are the "Minimum Programming Quality Standards"?

The "Minimum Programming Quality Standards" apply to all SRG Enterprise Units. They consist of six quality components that incorporate concrete instructions for editorial offices. Provided these guidelines are implemented, media professionals should possess all the tools they need to maintain the quality criteria stipulated in the Charter – "professional journalism" and "a sense of responsibility" – at a high level. This in turn lays the foundations for "credibility" and "relevance" in all programming areas. The following six components together make up the "Minimum Programming Quality Standards":

- Quality standards and norms
- Management by objectives (MBO) and transmission brief
- Resources and processes
- Feedback and quality control
- Training
- Market and audience research


Die sechs Bausteine des Programmqualität
What is the SRG Code of Ethics?

All large companies have a code of ethics or a code of conduct. These range from brief, concisely worded guidelines to 50-page tomes containing detailed rules of conduct and sanctions. SRG has opted for a streamlined code of ethics. This Code lays down SRG's basic ethics in four principles, and applies to all SRG employees. It is neither a set of instructions on how to behave ethically nor a collection of prohibitive rules. Instead it spells out key principles of conduct, thereby forming the basis for concrete measures such as the introduction in 2013 of the Whistle-Blowing Office, which can be used to report breaches of rules confidentially.

[Ethikcode der SRG](http://www.srgssr.ch/fileadmin/pdfs/2012-11-22_Ethikcode-SRG_de.pdf)

What is the SRG Journalism charter?

The Journalism Charter serves the media representatives of SRG as a guide for their work. It sets out at an internal editorial level the values that the Enterprise Units' own guidelines put into concrete operational terms. The Enterprise Units' journalistic guidelines are therefore derived from the general values specified in the Journalism Charter.

[Journalism Charter](http://www.srgssr.ch/en/about-srg-ssr/journalism-charter/)

What are SRG's Corporate Principles?

Most large companies have corporate principles. They provide the company with direction. They describe the enterprise's underlying vision and the mission that is to be jointly undertaken. Externally, corporate principles reflect a company's fundamental stance. They are used to derive corporate policies and strategies. Complementing its mission and vision, SRG's Corporate Principles list its key principles: credibility, independence, diversity, creativity and fairness.

[Corporate principles](http://www.srgssr.ch/en/about-srg-ssr/corporate-principles/)

Code of Ethics, Corporate Principles, Programming Charter: What's the difference?

Together with the Organizational Regulations, the Code of Ethics, Corporate Principles and Programming Charter form the "constitutional level" of SRG. These four policies apply to the whole of SRG and are of paramount importance. They are agreed by the SRG Board of Directors. But what's the difference between these four policies? There is a clear difference between the Organizational Regulations and the other three policies – the Organizational Regulations contain organizational guidelines. The Code of Ethics, Corporate Principles and Programming Charter contain behavioural guidelines and reflect the values that SRG embodies. The Code of Ethics is a general code of conduct similar to that found in most large companies. The Corporate Principles describe SRG's vision, the mission it intends to fulfil together with its employees, and the principles that should be upheld. The Corporate Principles are therefore specifically tailored to SRG and the services it provides. SRG's policies and strategies are extrapolated from its Corporate Principles (see section on "Strategy and objectives"). In contrast, the Programming Charter is aimed at journalistic content. It is derived from the Charter, additional legal guidelines (such as criminal law and the protection of privacy) and from ethical guidelines and principles for journalism, and is intended to act as a guide to how media professionals should behave.
Where can I find ethical guidelines for media professionals?

The "Declaration of the Duties and Rights of Journalists" issued by the Swiss Press Council is a set of ethical guidelines for media professionals in Switzerland. The Press Council is available to the public and media professionals as a complaints authority for ethical issues relating to journalism. Through its activities it promotes a reflection on fundamental ethical issues in journalism, thereby stimulating a discussion on ethics amongst editorial staff in Swiss media companies. The Swiss Press Council comments on media-related ethical issues, either on the basis of complaints received or on its own initiative. It defends freedom of the press and freedom of expression. Comments by the Swiss Press Council are founded on the "Declaration of the Duties and Rights of Journalists", the associated directives issued by the Swiss Press Council and on the Council's own experiences. In its comments, the Press Council states whether the journalists' code of ethics has been violated or not.

Presserat [http://presserat.ch/]

What happens if erroneous content is published?

The SRG Programming Charter says that SRG employees will openly admit to errors and remedy incorrect information. If a member of the public believes they have identified a mistake but editorial management believe it is not a mistake, the member of the public can consult the Ombudsman's Office. The Ombudsman will attempt to mediate between the appellant and editorial management. The next level of appeal is the Independent Complaints Authority (UBI). Decisions by the UBI can be taken to appeal at the Federal Supreme Court, either by the appellant or by SRG (for details on this, see "Mandate and legal position", station 3).

Ombudsman's offices [http://www.srgsr.ch/en/contact/addresses/ombudsmans-offices/]

Unabhängige Beschwerdeinstanz (UBI) [http://www.ubi.admin.ch/de/]
Quality

Quality and professionalism at RSI, RTR, RTS, SRF and SWI

Radiotelevisione svizzera (RSI)
RSI is SRG’s Enterprise Unit in Italian-speaking Switzerland. Its 1,155 employees (1039 full-time equivalents) produce programmes for three radio stations, two TV channels and various multimedia offerings.

Journalism guidelines
What does it mean to work for RSI? What basic stance on politics, finance, society and culture is expected of employees? How does an RSI journalist act in his or her daily work which often involves dealing with delicate topics in sensitive areas? What characterizes multimedial work? The answers are set out here in four chapters, an overview of all the rules that apply in an audiovisual public service, the programme charter and an explanation of the obligations and rights of journalists.

Direttive editoriali RSI (http://www.rsi.ch/incoming/Direttive-editoriali-160936.html/binary/Direttive%20editoriali)

RSI charter for debates
How can it be guaranteed that discussions on the radio or television will be of high quality? How can the audience be helped to classify viewpoints and opinions? How do moderators conduct heated debates and ensure that everyone has a say, including those who represent unpopular opinions? How do they create a framework for the discussion that is appropriate for all guests? The “RSI debate charter” provides the answers.


Programme observation
Quality is not a subjective factor, it can be measured with clearly defined, uniform parameters. The SRF Charter stipulates that quality is characterized by “credibility, a sense of responsibility, relevance and professional journalism”. At RSI quality management is ensured by a separate department and by means of consistent monitoring of the offering.

Monitoring dei programmi RSI

Qualità alla RSI (http://www.rsi.ch/chi-siamo/servizio-pubblico/Qualità-7267943.html)

RSI job profiles
RSI does not only employ moderators and directors, journalists and cameramen: in Besso and Comano there are sound technicians, cutters, graphic artists, tailors, carpenters, set designers, multimedia editors, scriptwriters, video filmers and many others besides. Around 60 different occupations are represented. The list provides an overview of all the occupations in the radio and television field with the relevant requirements. Many are highly technical and could not exist in Italian-speaking Switzerland without RSI.

Le professioni alla RSI (http://www.rsi.ch/chi-siamo/lavorare-alla-rsi/Le-professioni-alla-RSI-7268312.html/BINARY/Le%20professioni%20alla%20RSI)
Radiotelevisiiun Svizra Rumantscha (RTR)

RTR is an Enterprise Unit of SRG SSR. Its main studio is in Chur. Around 167 people work in 131 full-time positions throughout Romansh-speaking Switzerland for our audience.

Quality criteria at RTR

The Charter comprises four hierarchical quality dimensions for SRG SSR: relevance, credibility, a sense of responsibility, and professional journalism. In addition to these national standards, RTR abides by the quality criteria and Journalistic Guidelines of SRF.

Qualität bei SRF (http://www.srf.ch/unternehmen/unternehmen/qualitaet)

Quality assurance at RTR

To ensure that programmes and the content of RTR meet the quality requirements stipulated by the Federal Charter, ongoing product control is required. The quality management statutes are one of these control tools.

Publicistica

Radio Télévision Suisse (RTS)

Radio Télévision Suisse (RTS) offers content via four radio and two TV programmes and several interactive platforms. RTS is geared to the French-speaking audience in Switzerland and to French speakers abroad via TV5Monde and the Web. With 1872 employees (1568 full-time positions), the company based in Geneva and Lausanne is one of the market leaders in the audiovisual sector.

Quality process

RTS: Processus qualité

Journalism guidelines

RTS: Journalism guidelines

Schweizer Radio und Fernsehen (SRF)

SRF is SRG's largest Enterprise Unit, and is based at the main studios in Zurich Leutschenbach. With other main studios in Basel, Berne and Zurich Brunnenhof plus regional studios in Aarau, Chur, Lucerne and St. Gallen, it has a broad base in German-speaking Switzerland. SRF employs 2,110 members of staff (1620 full-time equivalents).
Quality at SRF
The section on "Quality" at srf.ch provides an overview of the key standards and guidelines followed by SRF, and explains SRF’s quality management system.

**Qualität bei SRF**

**Porträt Schweizer Radio und Fernsehen**

**Daten und Fakten 2015**

**SRF-Werte**

**Sendungskosten**

Journalism guidelines
SRF’s Journalism guidelines – a comprehensive catalogue of standards for all editorial offices involved in journalism at SRF.

**Publizistische Leitlinien SRF**

Job profiles at SRF
The section on "Professional portraits" depicts the requirements and profiles of eleven different jobs, mainly in the form of interviews with the relevant job-holders at SRF, ranging from designers to cultural editors and presenters.

**SRF-Berufswelt**

swissinfo.ch (SWI)
Since 1999, SWI has fulfilled the federal government’s mandate to distribute information about Switzerland internationally. Today, the international service is directed above all at an audience interested in Switzerland, as well as at Swiss citizens living abroad. SWI has also been reporting in Russian since 2013 – in addition to English, German, French, Italian, Spanish, Portuguese, Chinese, Arabic and Japanese.

SWI has offices in Bern (headquarters), Geneva and Zurich, and is represented in parliament’s media centre in the capital.

Quality at SWI
The licence comprises four overarching quality dimensions for SRG: relevance, credibility, accountability and journalistic professionalism. In addition to these national standards, SWI complies with the

**SRF quality guidelines**

(in German)

Quality management
Ensuring SWI’s programmes and content meet the quality standard required by the federal licence requires permanent product monitoring. The quality management statutes are one of these monitoring tools

**Qualitätsmanagement**

(in German)
Journalism guidelines

Redaktionelle Leitlinien
(in German)

Social Media

Facebook
The Swiss Broadcasting Corporation (SRG) – part of the diverse Swiss media scene

SRG is part of the Swiss media scene and what happens there concerns all of us, because a wide range of independent media services is extremely important in order for democracy to function.

But the necessary range of media services does not come into being or continue to exist automatically. For this reason, approximately 67.5 million francs of licence fee revenue is used to support 21 private radio stations and 13 private television stations in Switzerland in addition to SRG (as of 2016). In Switzerland, newspapers are indirectly subsidized with government funding, for example by benefiting from cheap postal delivery charges.

Newspapers in particular are coming under increasing pressure from the Internet as a source of free information, and the number of newspaper titles has been falling for years.

In this area of conflict SRG must also, in its own interests, judiciously ensure that media diversity continues to survive in Switzerland.
What happens on the Swiss media scene concerns us all.

A varied media scene is an important pillar of democracy. The Swiss media scene is currently undergoing radical change.

A diverse, independent range of media services is absolutely essential for democracy to function (see also Mandate and legal position), so that people can form their own opinions on political, economic and social developments. The key ethos of public service in the media plays an important role in forming a lively and varied range of opinions.

But this vital diversity of media offerings does not just appear and continue to exist of its own accord. Instead, the state has to ensure media diversity is guaranteed. Today, the Internet with its many sources of free information that are not tied to any linguistic or national borders is putting many non-free newspapers under pressure. The number of Swiss newspaper titles has fallen correspondingly over recent years. There are fewer and fewer small publishers. Large publishing companies are becoming larger and acquiring increasing numbers of newspapers and also private radio and TV stations.

In Switzerland, private radio and TV broadcasters are also supported with licence fee revenue provided they have a charter and, more or less in return, meet certain requirements laid down by the Federal Council. Approximately four percent of licence fee revenue, currently amounting to 54 million francs or so, goes to 22 private radio stations and 13 private television stations (as of 2015).

The growing importance of the Internet is manifesting itself not least in the fact that people are increasingly obtaining information from the Internet rather than from print media or radio and television. And it is precisely on the Internet that SRG's journalistic freedom is being constrained. For example, SRG has to adhere to strict guidelines regarding the length of its online articles. The reason for this is that newspapers consist predominantly of written articles. And the newspapers have also realized that the public are now using the Internet. So they are trying to use new business models to position themselves on the Internet. But if SRG, which is funded by licence fees, were to start providing high-quality content on the Internet free of charge, newspapers would feel disadvantaged.

There are some countries in which newspapers too receive money from the state, although they have to adhere to certain guidelines in return. In Switzerland, newspapers are indirectly supported by the government – the Confederation uses subsidies to reduce postal delivery charges for newspapers and magazines. There are no direct press subsidies in Switzerland. Swiss newspapers are almost exclusively funded from the commercial income generated by their publishing companies, for example via advertising.

And what are the future prospects for the Swiss media scene? It's not just SRG and other media companies that are mulling this question over, but also politicians. This also raises the question of what SRG's public service mandate will look like in the future, and to what extent social trends will be reflected in the mandate of a future SRG.
Media scene

Details

Market shares of TV broadcasters

Strong competition for SRG from foreign broadcasters, relatively low reach of Swiss private broadcasters (source: SRG SSR Annual Report 2016).

**Audience share** in percent

<table>
<thead>
<tr>
<th>Channel</th>
<th>Prime time</th>
<th>24 hrs</th>
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<tbody>
<tr>
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<tr>
<td>SRF 1</td>
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<td>SRF zwei</td>
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<td>1.4</td>
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<tr>
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<td>Swiss commercial broadcasters*</td>
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<tr>
<td>RTL**</td>
<td>5.9</td>
<td>5.2</td>
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<tr>
<td>ARD</td>
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<td>Other foreign channels</td>
<td>43.2</td>
<td>50.7</td>
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</table>

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<tr>
<th>Channel</th>
<th>Prime time</th>
<th>24 hrs</th>
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<td>M6**</td>
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<td>Other foreign channels</td>
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</table>
SRG online content

SRG online content competes against that of non-industry protagonists as well as free dailies and tabloid media.

The five information sites with the greatest reach per language region (source: NET-Metrix, Unique User per day, 2016-2):