

EBU

OPERATING EUROVISION AND EURORADIO

STATUTES

December 2024

TABLE OF CONTENTS

ARTICLE 1.....	3
LEGAL BASIS, PURPOSES AND SEAT	3
ARTICLE 2.....	2
MEANS OF ACTION	2
ARTICLE 3.....	3
MEMBERS AND ASSOCIATES.....	3
Criteria applicable to Members.....	3
Membership obligations	4
Eurovision membership	4
Contractual access to Eurovision or Euroradio	5
Euroradio membership.....	5
Associates	6
Group membership	6
<i>Admission and composition</i>	6
<i>Commitments and responsibilities</i>	7
<i>Modification and dissolution of group membership</i>	7
No franchising of membership or status of Associate	7
Admission procedure	7
ARTICLE 4.....	8
APPROVED PARTICIPANTS	8
ARTICLE 5.....	8
RESIGNATION, CESSATION OF MEMBERSHIP, SANCTIONS AND EXPULSION.....	8
Resignation	8
Cessation of membership	9
Sanctions and expulsion	9
Decisions by the General Assembly.....	10
Financial entitlements and obligations	10
Interim solutions, suspension of membership	11
ARTICLE 6.....	11
GENERAL ASSEMBLY.....	11
Tasks and responsibilities.....	11
Languages	13
ARTICLE 7.....	13
EXECUTIVE BOARD	13
Tasks and responsibilities.....	13
Composition	15
Working procedures.....	16
Advisory bodies (Audit Committee and Personnel Committee).....	17
Expert groups (Statutes Group and Finance Group)	18

ARTICLE 8.....	19
PRESIDENT AND VICE-PRESIDENT	19
ARTICLE 9.....	19
ORDINARY AND EXTRAORDINARY SESSIONS OF THE GENERAL ASSEMBLY AND MEETINGS OF THE EXECUTIVE BOARD	19
ARTICLE 10.....	20
AGENDA FOR SESSIONS OF THE GENERAL ASSEMBLY AND MEETINGS OF THE EXECUTIVE BOARD	20
ARTICLE 11.....	20
WORKING PROCEDURE OF THE GENERAL ASSEMBLY AND THE EXECUTIVE BOARD...	20
ARTICLE 12.....	21
DECISIONS OF THE GENERAL ASSEMBLY AND EXECUTIVE BOARD.....	21
ARTICLE 13.....	21
EXTERNAL REPRESENTATION OF THE EBU.....	21
ARTICLE 14.....	22
OTHER BODIES WITHIN THE EBU	22
Assemblies	22
Committees	22
ARTICLE 15.....	23
ELECTIONS, VOTING AND ELIGIBILITY	23
ARTICLE 16.....	23
PERMANENT SERVICES.....	23
ARTICLE 17.....	24
EBU FINANCES	24
Operations activities.....	24
Procedures and responsibilities.....	24
Debts and obligations	25
Code of Finance.....	25
ARTICLE 18.....	25
FINANCE AND ACCOUNTING.....	25
Sources of income	25
ARTICLE 19.....	26
EXTRAORDINARY SESSIONS OF THE GENERAL ASSEMBLY (MODIFICATION OF THE STATUTES OR DISSOLUTION OF THE EBU)	26
ARTICLE 20.....	26
AUTHENTIC TEXT.....	26
ARTICLE 21.....	27
FINAL PROVISION.....	27

STATUTES

of the

European Broadcasting Union

December 2024

ARTICLE 1

LEGAL BASIS, PURPOSES AND SEAT

- 1.1. The 'Union Européenne de Radio-Télévision (European Broadcasting Union)' (hereafter 'EBU') is an association of broadcasting organisations which is governed by Swiss law and by these Statutes.
- 1.2. The purposes of the EBU are to contribute, in the field of broadcasting, to:
 - 1.2.1. promoting and developing the concept of public service media (i.e. radio, television and other electronic media) and their values, in particular, of universality, independence, excellence, diversity, accountability and innovation, as referred to in the EBU Declaration on the Core Values of Public Service Media;
 - 1.2.2. safeguarding and improving freedom of expression and information, which is one of the essential foundations of a democratic society and one of the fundamental conditions for its progress and for the development of every individual;
 - 1.2.3. enhancing the freedom and pluralism of the media, the free flow of information and ideas, and the free formation of opinions;
 - 1.2.4. employing and developing information and communication technology as a means to further the right, regardless of frontiers, to express, seek, receive and impart information and ideas, whatever their source;
 - 1.2.5. developing cultural diversity, intercultural dialogue and exchanges in order to promote tolerance and solidarity;
 - 1.2.6. protecting and promoting Europe's cultural heritage and the development of its audiovisual creation by offering an increasing choice of programmes and services;

- 1.2.7. reinforcing the identity of the peoples, social cohesion and the integration of all individuals, groups and communities;
- 1.2.8. fulfilling the public's expectations in the information, educational, cultural and entertainment fields through the production and dissemination of a diversified range of high-quality programmes.
- 1.3. The association has legal personality.
- 1.4. The association is a not-for-profit entity. To attain the public interest purposes set out under Article 1.2 above, the association may pursue activities of a commercial nature.
- 1.5. The association is of unlimited duration.
- 1.6. The seat of the association is in Geneva, Switzerland.

ARTICLE 2

MEANS OF ACTION

- 2.1. To attain the public interest purposes set out under Article 1.2 above, the EBU may conduct the following activities in particular:
 - 2.1.1. assisting its Members and Associates in the programme, legal, technical and other fields and, in particular, supporting its Members in their mission to serve the interests of the general public in the best possible manner;
 - 2.1.2. representing and defending the interests of its Members and, where possible, its Associates, in every domain and by any appropriate means;
 - 2.1.3. acting as professional interlocutor with European institutions and international organisations and, where appropriate, contributing to the drafting of legal instruments and the establishment of standards and norms, with a view to safeguarding and furthering the interests of its Members and, where possible, its Associates;
 - 2.1.4. establishing and maintaining relations with other associations of broadcasting organisations and with other organisations or bodies;
 - 2.1.5. collecting, processing and distributing information and data related to its purposes and activities;
 - 2.1.6. promoting the development of radio, television and new media in all their forms;
 - 2.1.7. providing its good offices for ensuring that all its Members respect the provisions of international agreements in areas falling within its sphere of activity;
 - 2.1.8. providing operational services to all or some Members, as required, and, where appropriate, to third parties;

- 2.1.9. coordinating and supporting television and radio programme exchanges among its Members, in particular in the framework of Eurovision and Euroradio, and promoting co-productions and any other form of cooperation among its Members and with other broadcasting organisations or groups of such organisations;
 - 2.1.10. maintaining and operating a network for multilateral and unilateral transmissions;
 - 2.1.11. assisting its Members in negotiations of all kinds and, when asked, negotiating on their behalf;
 - 2.1.12. granting non-Member broadcasters and other third parties contractual access to EBU services.
- 2.2. Solidarity is the precept which shall guide the EBU in all its activities and in relations among Members and Associates.
- 2.3. The EBU is entitled to take all steps and legal acts which contribute to or are conducive to the achievement of any aspect of its purposes, including the establishment of subsidiaries, in Switzerland or abroad.

ARTICLE 3

MEMBERS AND ASSOCIATES

- 3.1. There are two principle forms of participation in the EBU:
- Members
 - Associates.

Criteria applicable to Members

- 3.2. The combined criteria for membership as set out in the present Article refer to a broadcasting organisation fulfilling a public service remit. This remit must be laid down in a Law, a Charter or a similar legal instrument.
- 3.3. Membership of the EBU is open to broadcasting organisations or groups of such organisations from a member country of the International Telecommunication Union (ITU) situated in the European Broadcasting Area as defined by the Radio Regulations annexed to the International Telecommunication Convention, or a member country of the Council of Europe which is situated outside the European Broadcasting Area.
- 3.4. Furthermore, such organisations or groups must provide in their country, with the authorisation of the competent authorities, a broadcasting service of national character and importance.
- 3.5. Such organisations or groups shall also fulfil the following conditions:
- 3.5.1. They are under an obligation to provide varied and balanced programming for all sections of the population, including programmes catering for special/minority interests of various sections of the public;

- 3.5.2. They produce and/or commission at their own cost and under their own editorial control a substantial proportion of the programmes;
 - 3.5.3. Virtually all of the national households are in a position to receive the entirety of their major radio and/or television programme service with satisfactory technical quality;
 - 3.5.4. They are not linked to a sports rights agency which engages in the acquisition of European television rights in competition with the EBU;
 - 3.5.5. They can demonstrate their ability to fulfil the membership obligations laid down in Article 3.7.
- 3.6. Details of the membership criteria listed above in the present Article are laid down in the binding Regulation on Detailed Membership Criteria adopted by the General Assembly, following a proposal by the Executive Board, in accordance with Article 6.2.11.
- 3.6a International membership is open to broadcasting organisations or groups of such organisations offering a pan-European/transnational broadcasting service which is co-ordinated and/or financed by at least two EBU Members, which actively contributes to the purposes and values of the EBU, and which complements the services provided by those Members with a sufficiently broad programming schedule, including at least cultural, fictional, documentary, news and current affairs content.

Membership obligations

- 3.7. Membership carries the following obligations in particular:
- 3.7.1. to further the purposes of the EBU as set out in Article 1.2;
 - 3.7.2. to contribute actively to radio, television and new media programme exchanges and other EBU activities;
 - 3.7.3. to abide by a spirit of solidarity and good faith towards the Union, its activities, other Members and, in particular, to conform to the Statutes and rules of the EBU and, as regards the Members concerned, to contractual obligations which the EBU has undertaken on their behalf;
 - 3.7.4. to abstain from subscribing to, and make reasonable efforts to prevent, any declaration or initiative which might be prejudicial to public service media or incompatible with the purposes of the EBU;
 - 3.7.5. to provide upon reasonable notice any documentation or other information as may objectively be deemed necessary by the EBU to establish conformity with the EBU membership obligations.

Eurovision membership

- 3.8. "Eurovision" is a television programme exchange system organised and coordinated by the EBU, which is used for the exchange of news, sports and other items among Members, based on the understanding that Members with a television service which participate on a regular basis in the Eurovision exchanges offer to the other Members, on a basis of reciprocity, their news coverage as well as current affairs, sports, and other important events taking place in their countries and of potential interest to other Members, thereby enabling each other to provide a high-quality service in these fields to their respective national audiences.

3.9. "Eurovision Members" are :

- Members, with regard to their national, regional or local television programme services
- Members or consortia consisting exclusively of Members, with regard to their transnational television programme services, if admitted in that capacity by the Executive Board,

which participate on a regular basis in the EBU's Eurovision exchange system, in conformity with the applicable rules laid down by the Executive Board.

3.10. The Executive Board shall ensure at all times that participation in the joint acquisition and sharing of sports rights in the framework of Eurovision, whether on an individual basis or via a consortium, remains strictly limited to those organisations which, individually or as a group of regional broadcasting organisations, fully comply with the conditions for membership laid down in Articles 3.2, 3.3, 3.4 and 3.5 above, as specified in the Regulation in accordance with Article 3.6 above. Article 5.3 (acquired rights clause) shall not apply for this purpose.

3.11. To ensure fairness in the sports rights bidding process, the Executive Board shall retain the right to intervene if a Eurovision Member establishes a link with a sports rights agency which engages in the acquisition of European sports rights, in competition with the EBU. In such a case, the Executive Board shall be entitled to take any necessary steps, including treating the Member organisation as a non-Member with respect to participation in the joint acquisition of sports rights within the framework of Eurovision.

Contractual access to Eurovision or Euroradio

3.12. Associates, Approved Participants and non-Members of the EBU may be granted access to Eurovision or Euroradio on appropriate contractual conditions which shall be subject to annual review by the Executive Board.

Euroradio membership

3.13. "Euroradio" is a radio programme exchange system organised by the EBU and based on the participating Members' and Associates' ("Euroradio Members") undertaking to offer each other regularly, and on a basis of reciprocity, their coverage of musical and other events taking place in their countries and of potential interest to other Euroradio Members. Euroradio covers both programmes coordinated by the EBU and Members' own individual programme offers.

The rules governing Euroradio are laid down by the Executive Board and Articles 3.10 and 3.11 above shall apply *mutatis mutandis*, where applicable.

Associates

- 3.14. The status of Associate of the EBU is open to broadcasting organisations or groups of broadcasting organisations from an ITU member country situated outside the European Broadcasting Area which provide a radio and/or television service with a major role in national broadcasting and which are deemed useful for the Union, taking into account the purposes and means of action of the EBU. Usefulness is decided upon by the General Assembly at its sole discretion, following a recommendation by the Executive Board regarding either admission or expulsion.

3.14.1. Every five years the Executive Board shall review Associates' continuing compliance with these conditions.

3.14.2. In addition to the assistance referred to in Articles 2.1.1 and 2.1.2 above, Associates may attend and receive documentation relating to the Summer session of the General Assembly, as well as the Assemblies in the Radio, Television, Legal and Public Affairs, Technical and International Broadcasting sectors.

Group membership

Admission and composition

- 3.15. A group of broadcasting organisations from the same country which provide either a joint national programme service or, in countries with two or more linguistic areas, a separate programme service for each such area, may be admitted as a single Member if it is a *de jure* or *de facto* association of such organisations, and provided that, individually or collectively, they comply with the membership conditions laid down in Articles 3.2, 3.3, 3.4, 3.5 and 3.6 above.

In addition, or instead, groups may also be composed of broadcasting organisations from the same country which individually qualify for EBU membership, as well as of groups which as such qualify for individual membership.

- 3.16. A group may furthermore include

- an organisation whose main function is the operation of technical broadcasting or transmission facilities on a permanent basis on behalf of, and in institutional liaison with, the broadcasting organisations forming the group;
- broadcasting organisations which provide specialised programme services in coordination with, and complementary to, the other group members' services.

- 3.17. Individual Members may likewise constitute a group together with organisations listed under Article 3.16 above.

Commitments and responsibilities

- 3.18. Each group shall inform the EBU of the areas of the Union which, under the group's statutes, fall within its own competence and those areas which are the exclusive individual or collective responsibility of its members.

Any EBU decision or unilateral commitment by a group vis-à-vis the EBU concerning the group as such shall be binding on the group itself. Where the group has no legal personality, the group members shall, jointly and severally, be liable vis-à-vis the EBU for the group's obligations. The same applies where a group with legal personality fails, after a fruitless written warning, to fulfil its obligations or where a group is dissolved.

However, in cases (particularly Eurovision and Euroradio) where one or more individual group members have expressly made a direct commitment vis-à-vis the EBU, or are specified as the subject of an EBU decision, only the member(s) in question are liable therefor.

The Executive Board may lay down binding rules on the liability of individual group members in all other cases.

Modification and dissolution of group membership

- 3.19. An organisation which ceases to be part of a group may thereafter be admitted to individual membership, in accordance with Article 3.21 below, if it meets the conditions laid down in Articles 3.2, 3.3, 3.4, 3.5 and 3.6 above.

Where a group is dissolved by common decision, those of its members which would qualify for individual membership shall automatically become individual Members if they express an intention to that effect, subject to a decision under Article 5.2 by the Executive Board at its next meeting. The same shall apply where a group involuntarily loses its qualification for membership owing to one or more of its members having left the group.

No franchising of membership or status of Associate

- 3.20. Neither a Member organisation nor an Associate is entitled to grant membership or Associate benefits to another broadcasting organisation, even where it controls it or is controlled by it economically or where there is a sublicence, franchise or similar relationship between the two. However, this does not prevent it from granting to a non-Member in its country contractual access to Eurovision, in accordance with the applicable EBU rules and on condition that such a non-Member's broadcasts are not aimed at another country.

Admission procedure

- 3.21. The General Assembly shall admit an applicant as a Member if, after a recommendation from the Executive Board, it decides by an absolute majority that the candidate fulfils all the membership conditions.

The preceding paragraph also applies in the case of any proposed change to the composition of a group member.

- 3.22. Applicants for the status of Associate are admitted, upon proposal by the Executive Board, by the General Assembly by a majority of at least three-quarters of the votes that are cast, including blank or invalid voting slips.

- 3.23. An organisation whose application for membership has not been successful shall have the possibility of recourse to arbitration. Such arbitration shall be in accordance with the Swiss Rules of International Arbitration of the Swiss Chambers' Arbitration Institution in force on the date on which the notice of arbitration is submitted in accordance with those Rules. The number of arbitrators shall be either one or three. The seat of the arbitration shall be Geneva, Switzerland, and the arbitral proceedings shall be conducted in English or French as agreed between the parties. In the event of disagreement, the arbitrator or arbitral tribunal shall decide.

A copy of any arbitration decision pursuant to this Article shall be furnished, at the candidate broadcaster's request, to the European Commission in Brussels.

The foregoing shall also apply, *mutatis mutandis*, where a non-Member whose application for membership was not successful questions the Executive Board's assessment that a given Member from the same country is entitled to participation in the joint acquisition and sharing of sports rights, in accordance with Articles 3.8, 3.9, 3.10 and 3.11 above.

ARTICLE 4

APPROVED PARTICIPANTS

- 4.1. Organisations from an ITU member country which have an activity in the field of broadcasting and for any reason do not qualify for membership or for the status of Associate, but whose participation in certain EBU activities is considered useful for the Union, may be admitted as Approved Participants. The status of Approved Participant is granted or withdrawn by decision of the Executive Board after consultation with the Committee or Committees concerned and in the light of a proposal by the Statutes Group. The decision shall mention the area or areas to which the candidate is admitted. The Committee or Committees concerned shall specify the precise meetings or activities in which the Approved Participant may participate.
- 4.2. Admission shall be for a maximum of five years, with the possibility of renewal upon review. In addition, a review of the organisation's continued compliance with these conditions may be undertaken at any time.

ARTICLE 5

RESIGNATION, CESSATION OF MEMBERSHIP, SANCTIONS AND EXPULSION

Resignation

- 5.1. Any Member, Associate or Approved Participant may resign from the EBU at any time after giving notice of its decision by registered letter addressed to the President at the seat of the EBU, which shall become effective 12 months from the date of its receipt.

The departing Member maintains all EBU rights and obligations for a twelve-month period from the date of receipt of its resignation letter. As part of this, the departing Member is obliged to pay the equivalent of one year of its existing Membership fee.

Independently of the amounts due in respect of services provided at its request during the current financial year, a resigning Associate or Approved Participant shall pay the whole of its subscription for the financial year in the course of which it resigned.

Cessation of membership

- 5.2. Any Member no longer fulfilling the conditions described in Articles 3.2, 3.3, 3.4, 3.5, 3.6 and 3.6a shall cease to be a Member of the EBU by decision of the Executive Board, subject to a ratifying decision by the following session of the General Assembly.
- 5.3. However, this principle shall not apply to Members which on 1 March 1988 did not meet all the requirements laid down in Article 3§2 (as entered into force that day). For such Members, the membership conditions laid down in the previous version of Article 3 continue to be applicable.
- 5.4. At least two months before the relevant meeting of the Executive Board the Member concerned shall be informed by the President by registered letter of the reasons for possible cessation of membership, as well as the date when the Executive Board will be meeting to discuss the matter.

The Member concerned shall have the possibility, within two weeks, of sending the President any response or other observations which it considers useful.

If it announces that it so wishes, the Member concerned shall be able to address the Executive Board during the session at which the possible cessation of its membership is under discussion.

A member of the Executive Board who belongs to the Member in question shall not be present during the vote on possible cessation of its membership.

- 5.5. If the Executive Board decides in favour of cessation of membership, it shall specify whether or not the Member concerned has been suspended from participation in the EBU's activities and meetings, pending the session at which the General Assembly will be required to ratify the decision.

The decision by the Executive Board shall be notified to the Member concerned by registered letter. The letter shall state the date on which the General Assembly will be invited to ratify the possible decision regarding cessation of membership. The letter shall also specify whether or not, in the meantime, membership has been suspended.

Sanctions and expulsion

- 5.6. Any Member or Associate failing to respect the provisions of these Statutes or to meet its financial obligations, or refusing to carry out a decision of the Executive Board or General Assembly, shall be subject to possible sanctions by the Executive Board (as laid down in Articles 7.2.18 and 17.9 and in the Code of Finance), and may, furthermore, be expelled from the EBU by decision of the General Assembly, following a recommendation by the Executive Board.

Sanctions taken by the Executive Board shall be commensurate with the seriousness of the infringing act or behaviour and the negative consequences thereof for other Members or Associates or for the EBU as a whole.

- 5.7. Before beginning a sanction procedure or during such a procedure, the Executive Board may propose to the Member or the Associate concerned any compromise formula that will permit the dispute to be ended. Any such proposal shall set a deadline which, if not met, shall result in the procedure being begun or resumed.

Before deciding on a sanction, the Executive Board shall inform the Member or the Associate in writing of the act or behaviour at issue and shall invite the Member or the Associate to submit its observations and replies within a deadline which shall be at least two weeks. The Executive Board may, moreover, invite the Member or the Associate to appear before the Executive Board to explain itself.

- 5.8. Sanctions shall be communicated to the Member or to the Associate in a registered letter which specifies the infringing act or behaviour and the concrete sanction or sanctions decided upon by the Executive Board, and which indicates that the Member or the Associate has the possibility of appeal, within four weeks of receipt, by registered letter addressed to the President of the EBU containing the Member's or the Associate's observations and comments, for final decision thereon by the Executive Board on those matters within its competence.

Unless otherwise expressly decided upon by the Executive Board, sanctions shall take immediate effect, and an appeal shall not have suspensive effect.

When it receives an appeal, the Executive Board shall, before taking a final decision, note the observations and comments of the Member or the Associate concerned and shall give it the opportunity to state its case orally in session. A member of the Executive Board who belongs to the Member in question shall not be present when the vote on its case takes place.

Any sanctions taken by the Executive Board shall be without prejudice to the possibility of expulsion.

Decisions by the General Assembly

- 5.9. Any vote during a session of the General Assembly on cessation of membership or expulsion of a Member or Associate requires that Members holding together at least three-quarters of the totality of EBU votes should be present or represented. The decision shall furthermore require a majority of at least three-quarters of the votes that are cast, including blank or invalid voting slips. For the purposes of establishing a quorum and determining the majority required, the Member concerned and/or the votes at its disposal shall not be included. The Member or the Associate concerned shall not be present during the vote.
- 5.10. The General Assembly may pronounce expulsion subject to allowing the Member or the Associate concerned a period in which to regularise its position. At the end of this period, the Executive Board shall consider whether the Member or the Associate in question has regularised its position and, if not, shall confirm the expulsion.

Financial entitlements and obligations

- 5.11. Members which resign from the EBU and any successors to their rights cease, as from the expiration of the last full financial year for which they have paid their membership fees, to be entitled to take part in EBU activities and to have any rights in the assets of the EBU.

- 5.12. Any organisation ceasing to be a Member, an Associate or an Approved Participant of the EBU by decision of the Executive Board shall be liable for its membership fee, subscription and/or contributions until the time when the cessation of its membership of the EBU has become final. From this time onwards it is no longer entitled to take part in EBU activities and has no rights in the assets of the EBU.

Any Member, Associate or Approved Participant which has been expelled under the present Article shall be liable, subject to an appeal to the Executive Board within two weeks, for its membership fee, subscription and/or contributions for the full financial year in which its expulsion takes effect. As from the time of such expulsion, it is no longer entitled to take part in EBU activities and has no rights in the assets of the EBU.

Interim solutions, suspension of membership

- 5.13. In cases where, due to exceptional circumstances, a Member or an Associate:

- is in the process of transformation or is otherwise in a state of flux, or
- is being or has been fully or partly replaced by another entity, or
- appears no longer to fulfil the membership conditions,

the Executive Board may, at its sole discretion grant an interim solution allowing continuity or suspension of membership or Associate status. In cases of suspended membership, the Member or the Associate, on specified conditions, shall not be entitled to vote at EBU meetings, and the obligation to pay its membership fee or subscription shall be suspended. Any provision of services shall be on an arm's length contractual basis for the duration of the suspension.

Any such interim solution shall be notified to the next session of the General Assembly and shall be valid only until that session. However the General Assembly may decide to extend the interim solution for such period as it deems appropriate.

ARTICLE 6

GENERAL ASSEMBLY

- 6.1. The General Assembly is the supreme body of the EBU and possesses all the powers necessary to accomplish the Union's purposes.

It holds the inalienable power regarding overall supervision of all other EBU bodies,

It defines, at its own initiative or on the proposal of the Executive Board, the Union's strategy, or modification thereof, in all domains arising from the Union's activity.

Tasks and responsibilities

- 6.2. The following matters shall be addressed at the appropriate session of the General Assembly:

- 6.2.1. approval of the minutes of the previous session;

- 6.2.2. receiving and approving reports on the activities of the Executive Board (including the Audit Committee, the Personnel Committee and the Statutes Group) and from the Director General;
- 6.2.3. examination and approval of the accounts for the past financial year, as recommended by the Executive Board, and discharge from responsibility of the Executive Board in office during the year in question for acts or decisions taken by the Executive Board and reported to the General Assembly;
- 6.2.4. deciding upon the treatment of the result for the past financial year, as recommended by the Executive Board;
- 6.2.5. approval of changes to the external auditors for the next financial year as may be recommended by the Executive Board;
- 6.2.6. approval of the budget for the following financial year;
- 6.2.7. should the occasion arise, fixing the membership fee allocation and other financial units of Members;
- 6.2.8. fixing the date and place of the next ordinary session of the General Assembly;
- 6.2.9. should the occasion arise, the full or partial renewal of the Executive Board;
- 6.2.10. should the occasion arise, the election of the President and/or the Vice-President. In principle, one of them should be from a large Member and the other from a small or medium-sized Member;
- 6.2.11. should the occasion arise, adoption or amendment, by a majority of at least two-thirds of the votes that are cast by those present, of the Bye-Laws in accordance with Article 15.4, of the Code of Finance in accordance with Article 17.11, or of any other such regulation as may be deemed necessary for the implementation of the Statutes and upon recommendation by the Executive Board;
- 6.2.12. should the occasion arise, the establishment of a Committee additional to those provided for under Article 14.4 or the dissolution of any of the Committees mentioned therein;
- 6.2.13. should the occasion arise, recommendations from the Executive Board in respect of the admission, suspension or expulsion of Members or Associates and requests for ratification of decisions and recommendations;
- 6.2.14. should the occasion arise, a decision on the dismissal for good cause of a member of the Executive Board or any other body of the EBU;
- 6.2.15. should the occasion arise, the establishment, by a majority of at least two-thirds of the votes cast by those present at the General Assembly, of a subsidiary of an unlimited duration or the transfer by the EBU of share capital held in a company, upon proposal by the Executive Board;
- 6.2.16. any appeal that a Member or an Associate may have lodged against an Executive Board or General Assembly decision;

- 6.2.17. any other item which may have been placed on the agenda by decision of the Executive Board or on a proposal in accordance with the provisions of Article 10.2.
- 6.3. Each Member or Associate may be represented at the sessions of the General Assembly (in the case of Associates, such representation being limited to the Summer session as referred to in Article 6.4) by a delegation of its own choice, or it may depute its powers to the delegation of another Member. The President may limit the size of the delegation that each Member and/or Associate can send to the General Assembly.
- 6.4. The General Assembly meets twice a year in ordinary session. The Summer session is open to all Members and Associates, except where the President decides that certain parts should be held in restricted session confined to Members only. Participation in the Winter session is limited to Members. The President may invite outside experts or observers to participate in all or part of the proceedings of ordinary sessions of the General Assembly.
- 6.5. The General Assembly may in addition meet in extraordinary session in accordance with the procedure provided for in Article 19. Participation is limited to Members.

Languages

- 6.6. The General Assembly chooses the official languages, which shall in any event include French and English.
- 6.7. The General Assembly determines the working languages for the meetings of the EBU.
- 6.8. Official languages are those which may be used in discussion and in which all the documents and publications of the EBU are to be written. Working languages are those which may be used in discussion.

ARTICLE 7

EXECUTIVE BOARD

- 7.1. The Executive Board is elected by the General Assembly to assume, under the Assembly's supreme control, responsibility for the implementation, either itself or by the competent EBU bodies and/or the Permanent Services, of the Union's policy in all areas. The particular functions of the Executive Board are set out in Article 7.2.

Tasks and responsibilities

- 7.2. The Executive Board:
- 7.2.1. recommends to the General Assembly the strategy for the Union and any modifications thereto in all domains arising from its activity;
- 7.2.2. acts as the shareholder of EBU subsidiaries;

- 7.2.3. submits to the General Assembly proposals for the admission of Members and Associates and the cessation of membership and proposals for the expulsion of Members and Associates, and keep under review Associates' continuing compliance with the membership and status of Associate conditions;
- 7.2.4. decides on the admission and renewal of Approved Participants in accordance with Article 4;
- 7.2.5. decides on organisational matters in accordance with Articles 14.4 and 16.2, recommends to the General Assembly the organisation of Committees in accordance with Article 14.4, considers and recommends to the General Assembly the establishment, when necessary, of Committees additional to those provided for under Article 14.4 and, when appropriate, their dissolution;
- 7.2.6. makes proposals to the General Assembly for adoption or amendment, as the case may be, of a Regulation on membership criteria in accordance with Article 3.6, Bye-Laws in accordance with Article 15.4 and a Code of Finance in accordance with Article 17.11;
- 7.2.7. decides on proposals submitted to it for approval by one of its advisory bodies, expert groups, a Committee, the Legal and Public Affairs Assembly, a study group or the Director General;
- 7.2.8. submits to the General Assembly, following a proposal by the Director General, the budgetary and strategic plan for the following five years and establishes, within the framework of the approved five-year plan, the detailed budgets for the following financial year;
- 7.2.9. arranges for the drawing up and auditing of the accounts of the last financial year in accordance with Article 18.3;
- 7.2.10. recommends to the General Assembly the membership fee allocation and other financial units of Members and determines the amount of the subscriptions of Associates and of Approved Participants;
- 7.2.11. considers the reports requested from its advisory bodies (Article 7.9 below) and expert groups (Article 7.11 below) and of the Director General, and supervises the activities of the Committees;
- 7.2.12. sets up study groups, where necessary, and approves their reports;
- 7.2.13. approves the EBU salary scheme, basic principles of staffing policy and annual settlement proposals, as submitted by the Director General;
- 7.2.14. appoints the Director General, following a proposal from the President, for a term of office not exceeding six years, renewable for terms not exceeding six years, and, should the need arise, dismisses him or her in the course of a term of office;
- 7.2.15. approves the appointment and, should the need arise, the dismissal by the Director General of the Directors and of the senior staff reporting direct to the Director General, the latter's decision having been taken after consultation of the Personnel Committee and with full involvement of the relevant Committee Chair in the decision-making process;

- 7.2.16. approves the initial salaries and any additional allowances, as well as increases in salary, of the Director General and, at the latter's proposal, of the Directors and the senior staff reporting direct to the Director General;
- 7.2.17. evaluates annually the performance of the Director General, systematically checking the achievement of the annual objectives;
- 7.2.18. takes, in accordance with Articles 5.6, 5.7 and 5.8, sanctions, which may consist of one or more of the following:
- an official notification of the infringing act or behaviour, accompanied by a formal warning;
 - a formal requirement that the infringing behaviour be discontinued and/or rectified within a deadline laid down by the President;
 - a formal requirement that the consequences of the infringing act be removed within a specified deadline;
 - a suspension, for no longer than three years, with respect to participation in specified meetings or activities, including Eurovision and/or Euroradio, other than sessions of the General Assembly, and with respect to the entitlement to offer a candidate for election or re- election to any EBU governance body or Group or Committee.

The conditions for applying the present provisions are laid down in the Bye- Laws; the present provisions are without prejudice to Article 17.9, which is a *lex specialis*;

- 7.2.19. decides on the powers of signature for all legal acts binding the EBU;
- 7.2.20. in case of urgency, may enter into contractual obligations of strategic importance without the prior approval of the General Assembly, in accordance with Article 7.6. The General Assembly shall receive a detailed report, with justification, at the next ordinary session of any acts or decisions taken pursuant to this provision.
- 7.2.21. approves the establishment and dissolution of subsidiaries or subsidiaries of a subsidiary which will exist only for a pre-determined limited period (because it is established for a specific event or contract of limited duration) and delivers to the General Assembly a detailed report, with justification, at the next ordinary session of any such approval.

Composition

- 7.2.22. The Executive Board consists of 11 named individuals, each of whom must be from a Member. In performing their duties, the Board members shall act in the sole interests of the EBU. They exercise their mandate on an *ad personam* basis. The composition of the Board shall be balanced so as to include persons from the main contributors to the Union and also from a range of other Members, reflecting geographical and cultural diversity.
- 7.2.23. The detailed procedures regarding election of the Executive Board by the General Assembly are laid down in Part I of the Bye-Laws.

Working procedures

- 7.3. Members of the Executive Board may not be represented or accompanied, except in the case of a special decision by the President under Article 7.4 below.
- 7.4. The President may invite Chairs of Committees or of groups, staff members of the Permanent Services and special advisers or experts to participate in all or part of a meeting of the Executive Board, on a consultative basis.
- 7.4.1. The Chairs of the Committees shall be notified in advance and entitled to participate when there are important strategic issues affecting their sector. In addition, the President invites the relevant Committee Chairs to participate whenever individual agenda items specifically concern their Committee.
- 7.4.2. The EBU Director General, accompanied by the staff member who provides the secretariat of the Executive Board, participates in meetings on a consultative basis unless the Executive Board decides - on the proposal of its President or of at least three of its members - to meet in closed session.
- 7.5. The Executive Board meets as required, following convocation by the President or at the request of at least three of its members.
- 7.5.1. If necessary, meetings of the Board may be held via video or telephone conferencing.
- 7.5.2. In cases where a physical quorum of members cannot be attained for a meeting, as well as in cases of urgency, decisions may be taken by any means making it possible to obtain the votes of the individual Board members and which the President considers appropriate (such as by electronic mail, telephone, telefax and letter).
- 7.6. Between the ordinary sessions of the General Assembly, the Executive Board holds, subject to suspension or modification of its decisions by the General Assembly, all the rights and powers of the General Assembly except those which:
- are referred to in Article 6.2, or
 - the General Assembly reserves to itself by an explicit decision, or
 - by law can be neither transferred nor delegated.
- 7.6.1. In this context, the Executive Board may - if circumstances so demand - define the EBU's position on major regulatory issues and determine the EBU's policy on matters of strategic importance.
- 7.7. The General Assembly's power of suspension or modification under Article 7.6 shall not apply where in circumstances of urgency the Executive Board considers it necessary to enter into, in furtherance of the EBU's purposes and means of action, contractual obligations of strategic importance with third parties. The General Assembly shall receive a detailed report, with justification, at the next ordinary session of any acts or decisions taken pursuant to this provision.

- 7.8. The Executive Board ensures that its own decisions and those of the General Assembly are carried out. Within one week following each meeting a detailed summary of decisions taken at that meeting is sent to all Members. Subsequently, following approval by the Executive Board, minutes of the meeting are sent to all Members.

Advisory bodies (Audit Committee and Personnel Committee)

- 7.9. Two advisory bodies report direct to the Executive Board:

7.9.1. The Audit Committee, which:

- recommends to the Executive Board adoption of the consolidated financial statements of the EBU and statutory stand-alone financial statements of EBU Geneva for approval by the General Assembly;
- reviews the effectiveness of the internal control systems, including management letters and auditors' reports on the significant risks to the organisation and the controls exercised over those risks;
- reviews the EBU's relationship with the external auditors, including their engagement, scope and approach to their work, determines their fees, assesses their effectiveness and their independence, and determines limits to the engagement of the external auditors in non- audit work;
- determines the scope of the activities of the Internal Audit Manager and supervises his or her work;
- undertakes a review of compliance with internal regulations of the Permanent Services related to avoidance of risk;
- carries out any other tasks specifically requested of it by the Executive Board.

7.9.2. The Personnel Committee, which:

- comments on the Director General's proposals for the EBU salary scheme, basic principles of the staffing policy and annual settlements;
- formulates an opinion on the President's proposal for the appointment and, where appropriate, the dismissal of the Director General, and on the Director General's proposal for the appointment and, where appropriate, dismissal of the Directors and senior staff reporting direct to the Director General;
- formulates an opinion on proposals by the President for any change in salary of the Director General and on corresponding proposals by the Director General for the Directors and the senior staff reporting direct to the Director General;
- carries out any other tasks specifically requested from it by the Executive Board.

- 7.10. The Audit Committee and Personnel Committee jointly oversee the implementation and enforcement of the EBU Code of Ethics and report annually to the Executive Board on the Code's overall effectiveness, such a report to include any cases of breaches, together with an account of remedial action taken.

Expert groups (Statutes Group and Finance Group)

- 7.11. Two expert groups report direct to the Executive Board:

7.11.1. The Statutes Group, which:

- examines requests for membership and for Associate or Approved Participant status and proposes a decision thereon;
- makes recommendations to the Executive Board on possible interim solutions pursuant to Article 5.13 above;
- draws up all revised versions of the Statutes as well as of the Bye-Laws and any other binding regulations of a statutory nature;
- carries out any other tasks specifically requested of it by the Executive Board.

7.11.2. The Finance Group, which:

- makes assessments and recommendations to the Executive Board with respect to financial strategy;
- reviews the financial forecasts;
- reviews annual budgets and longer-term financial plans;
- evaluates capital expenditure plans and individual projects of a value higher than one million Swiss francs;
- evaluates the EBU's treasury policy and cash-flow management;
- reviews the position regarding the Union's debtors;
- presents proposals regarding the membership fee system;
- studies any other financial matters not specified above and/or in the remit of the Audit Committee, upon request, and makes recommendations to the Executive Board.

- 7.12. The Executive Board decides upon the number of members of each of its advisory bodies and expert groups, specifies or extends their remit and appoints their Chairs and members. The Audit and Personnel Committees shall exclusively comprise members of the Executive Board. The Chair of the Finance Group may participate in meetings of the Audit Committee in an advisory capacity, upon request by either party.

ARTICLE 8

PRESIDENT AND VICE-PRESIDENT

- 8.1. The President's duties include the following:
 - 8.1.1. chairing and directing the discussions and maintaining order at the sessions of the General Assembly and the meetings of the Executive Board.
 - 8.1.2. deciding whether to allow observations to be made exceptionally in a language other than the official and working languages, on condition that interpretation into one of these languages is provided by the Member availing itself of this privilege.
 - 8.1.3. deciding on whether proposals should be submitted in writing prior to discussion by the General Assembly.
 - 8.1.4. deciding on issues of confidentiality and conflict of interest arising under the Statement of Principles.
- 8.2. In the event of absence or incapacity, the President is replaced in office by the Vice-President.
- 8.3. In addition to the tasks specifically assigned to him or her under these Statutes, the President assumes overall leadership of the EBU and exercises general control over its functioning. The President may assign particular tasks to the Vice-President and to the other members of the Executive Board. The President shall inform the Executive Board thereof and, in case of any task lasting more than two months, shall also inform all Members.

ARTICLE 9

ORDINARY AND EXTRAORDINARY SESSIONS OF THE GENERAL ASSEMBLY AND MEETINGS OF THE EXECUTIVE BOARD

- 9.1. Ordinary and extraordinary sessions of the General Assembly are convened by the President. The President also convenes the Assembly in extraordinary session if so requested by not less than one-fifth of Members.

- 9.2. The Executive Board is convened by the President under the conditions set out in Article 7.5.
- 9.3. Notices convening a session of the General Assembly are despatched at least one month before the date fixed for the session. However, the period of notice may in exceptional circumstances be shortened by decision of the Executive Board. Such notices are despatched by email or registered post. Notices convening a meeting of the Executive Board are despatched at least two weeks before the date fixed for the meeting, except if the President decides otherwise in exceptional circumstances.
- 9.4. The deliberations of the General Assembly and of the Executive Board and all the documents relating thereto are confidential, in the absence of any decision to the contrary.
- 9.5. Procedures regarding extraordinary sessions of the General Assembly, governing modifications of the Statutes and dissolution of the EBU, are laid down in Article 19.

ARTICLE 10

AGENDA FOR SESSIONS OF THE GENERAL ASSEMBLY AND MEETINGS OF THE EXECUTIVE BOARD

- 10.1. The agenda for every session of the General Assembly and every meeting of the Executive Board is drawn up by the President with the assistance of the Director General, in consultation with the members of the Executive Board, and, if need be, after consultation with the Chairs of the Committees and with the advisory bodies and the expert groups of the Executive Board (Articles 7.9 and 7.11). The agenda is communicated to Members and, for the Summer session, to Associates, within the time-limits laid down in Article 9.3.
- 10.2. Any Member has the right to propose items for the agenda of an ordinary session of the General Assembly. Such items are not, however, placed on the agenda of the session unless they have been received by the Director General at least ten days before the despatch of the invitation to the session.
- 10.3. No decision may be taken by the General Assembly on any subject which is not on its agenda, unless otherwise decided by the adoption of a proposal on a point of order proposed by the President or the Vice-President and approved by a majority vote of at least two-thirds of the votes that are cast by those present.

ARTICLE 11

WORKING PROCEDURE OF THE GENERAL ASSEMBLY AND THE EXECUTIVE BOARD

- 11.1. Subject to the other provisions of these Statutes, the General Assembly may validly take decisions only if Members holding together a majority of the total EBU vote are present or represented.

The Executive Board may validly take decisions only if the majority of its members are participating.

- 11.2. A register of attendance is kept by the Director General for each session or meeting.
- 11.3. The Director General is responsible for the secretariat of the General Assembly and of the Executive Board. The minutes of each session or meeting are submitted to the President in office for signature and become final after being approved at the next session or meeting.

ARTICLE 12

DECISIONS OF THE GENERAL ASSEMBLY AND EXECUTIVE BOARD

- 12.1. The decisions of the General Assembly and of the Executive Board must be carried out immediately, unless the General Assembly or the Executive Board directs otherwise. The General Assembly and the Executive Board may also authorise derogations or temporary exemptions in the case of Members or Associates which might be unable to conform to these decisions for imperative reasons.
- 12.2. Any Member, Associate or Approved Participant which is itself the subject of a decision taken in its absence by the General Assembly or the Executive Board may appeal against such decision to the next ordinary session of the General Assembly. Such an appeal does not have a suspensive effect and is considered only if the Member, Associate or Approved Participant appealing has sought unsuccessfully to resolve the matter in consultation with the Director General.
- 12.3. Insofar as the performance of a decision would be incompatible with the national law of the country concerned, the Member, Associate or Approved Participant is required to notify the President of the fact, by registered letter to the seat of the EBU, as soon as possible after receiving notice of the decision.
- 12.4. The provisions of the preceding paragraphs do not apply to recommendations of the General Assembly or of the Executive Board, but it is in keeping with the purposes of the EBU, as defined in Articles 1.2 and 2, that they should be complied with to the greatest extent possible.

ARTICLE 13

EXTERNAL REPRESENTATION OF THE EBU

- 13.1. In dealings with third parties the EBU is represented by its President and/or by one or more members of the Executive Board who have been duly mandated to that effect, or by the Director General or another staff member of the Permanent Services in their respective fields of competence. The Director General decides on delegation within the Permanent Services.
- 13.2. In legal proceedings, the EBU is represented by its President or by the Director General.

ARTICLE 14

OTHER BODIES WITHIN THE EBU

- 14.1. Members' involvement in activities is ensured, in addition to the General Assembly and the Executive Board, through Specialised Assemblies, Committees, Expert Groups, Study Groups, Project Groups and User Groups.

The President may decide, or may delegate such decision to the relevant Chair, that participation in a given meeting or a part thereof, other than the General Assembly and the Executive Board, shall be restricted to the Members, Associates and Approved Participants directly concerned.

Assemblies

- 14.2. Specialised Assemblies, convening respectively the radio programme, television programme, sports, news, technical, legal and public affairs, international broadcasting, and other relevant representatives of Members, discuss major strategic themes, hold structured exchanges of information about experiences and approve the annual priorities, objectives, goals, official positions and action plans for their respective sectors (developed and proposed by their respective Committees, where applicable) and represent the Union's membership as a whole and, where appropriate, receive briefings on the results of major studies and projects. Each Specialised Assembly also provides a platform for the exchange and sharing of information and expertise in the field concerned. The Assemblies hold one session per year, with the exception of the Legal and Public Affairs Assembly and Sports Assembly, which hold two sessions per year.
- 14.3. Every Member is entitled to be represented in each Specialised Assembly. Associates may participate in the sessions of the Radio, Television, Technical, Legal and Public Affairs and International Broadcasting Assemblies. In addition, the Specialised Assemblies and the Committees may convene specialised meetings open to all Members concerned. The Legal and Public Affairs Assembly elects a Chair and one Vice-Chair. The other Specialised Assemblies each elect a Chair and one or more Vice-Chairs. These persons also assume the same functions on the respective Committees.

Committees

- 14.4. The General Assembly regulates, at the proposal of the Executive Board, the remit, composition, mode of election and competences of the Radio, Television, Legal and Policy, Sports, News and Technical Committees ("the Committees"). Other organisational matters are decided upon by the Executive Board.
- 14.5. The Committees comprise a limited number of persons elected by the respective Specialised Assembly. Only persons from Members are eligible for a seat on a Committee. Constraints on eligibility are laid down in the Code of Finance and the Bye-Laws.

- 14.6. Except in the case of global strategic issues, which fall within the competence of the Executive Board, the Committees, in close cooperation with the Director General and the relevant Director or Directors and, where appropriate, with each other, are the key bodies for defining official EBU positions and all other activities of a sectoral strategic or operational nature subject to and consistent with the EBU's global strategy. In addition, they organise work among their sector's specialised groups and coordinate studies, projects and key messages. They may convene specialised meetings open to all interested Members, Associates and Approved Participants. In case of urgency, the relevant Chair or Chairs shall take the requisite decisions, in agreement with the Director General and the relevant Director or Directors. The Executive Board and the relevant Committee shall be informed thereof.
- 14.7. The procedures for electing Chairs and Vice-Chairs as well as members of the Committees and other bodies are laid down in Article 15 and in Part II of the Bye-Laws.

ARTICLE 15

ELECTIONS, VOTING AND ELIGIBILITY

- 15.1. Only Members have the right to vote and, subject to Article 14.5, to propose candidates for election to EBU bodies.
- 15.2. In the Assemblies the Member or Members in each country have a total of 24 votes. Where there are two or more Members in a country, the 24 votes are shared in proportion to their membership fees, unless agreed otherwise between them. Details are laid down in the Bye-Laws relating to elections and voting. In case of International Member, it has a total of 3 votes.
- In case of group members, votes shall not be divisible.
- 15.3. Except where otherwise stipulated in these Statutes, an absolute majority (i.e. more than half) of the votes validly cast is required.
- 15.4. The General Assembly adopts Bye-Laws dealing with elections and voting covering all bodies of the Union.

ARTICLE 16

PERMANENT SERVICES

- 16.1. The task of the Permanent Services is the practical implementation of the purposes of the EBU, under the authority of the competent bodies of the Union. This includes advice and support to the EBU bodies, to Members and Associates and to projects, and the running of operations.
- 16.2. The internal structure of the Permanent Services, including the tasks and responsibilities of the Director General and the Directors, as well as the number of Directors, is approved by the Executive Board.
- 16.3. The Permanent Services are managed and coordinated by the Director General and, under his or her authority and for their respective fields of competence, by the Directors.

- 16.4. The Director General defines the overall direction of the activities of the Permanent Services, directs all such activities and assumes ultimate responsibility for them before the Executive Board.

ARTICLE 17

EBU FINANCES

- 17.1. Every Member pays a membership fee for each financial year; every Associate and every Approved Participant pays a subscription. Any Member, Associate or Approved Participant admitted to the EBU during the course of a financial year is liable for payment of one-twelfth of the membership fee or subscription for each full month still to run until the end of such financial year.

The foregoing payments serve to cover the costs incurred by the EBU as such, as well as the costs of services provided to Members, Associates and Approved Participants.

- 17.2. Membership fees are paid according to the membership fee allocation, which is fixed by the General Assembly in accordance with Article 6.2.7. Subscriptions are fixed by the Executive Board, having regard to the value of the EBU's services to the recipient and the latter's financial capacities.

Operations activities

- 17.3. The Operations activities are to be self-financed, on the basis of contributions or published rates charged to users. The Executive Board may decide that certain costs shall be borne jointly by all Members concerned, on the basis of financial units fixed in accordance with Article 7.2.

The General Assembly decides, following a proposal by the Executive Board, which activities are mandatory for all Eurovision or Euroradio Members.

- 17.4. If the strict application of a sharing key leads to a result considered inequitable by the Executive Board, the latter may recommend to the General Assembly any adjustments it deems appropriate.

Procedures and responsibilities

- 17.5. Membership fees, subscriptions and contributions are payable in accordance with the provisions of the Code of Finance. All other payments are due on the date fixed by the Executive Board.
- 17.6. The budgets and the accounts of the EBU are drawn up in Swiss francs.

- 17.7. All offices held by Members or their representatives are honorary. Members bear their own expenses relating to their participation in the various activities of the Union, as office holders or otherwise.
- 17.8. The financial responsibility of Members and Associates is strictly limited to the amount of their membership fees, subscriptions, contributions or other payments due under approved budgets and in accordance with the applicable sharing key, to their individual share of financial obligations entered into on their behalf by the EBU on the basis of a decision by the General Assembly or the Executive Board, and to their financial obligations arising from their participation in self-financed activities and their other commitments.

Debts and obligations

- 17.9. In case of overdue indebtedness, Members, Associates and Approved Participants shall be subject to sanctions in accordance with the Code of Finance.
- 17.10. The EBU is answerable for its obligations to third parties to the full extent of its assets.

Code of Finance

- 17.11. Following a proposal by the Director General, the Executive Board recommends, for adoption by the General Assembly, a Code of Finance to implement the provisions of this Article, including objective criteria and resulting scales which ensure a fair and equitable sharing of the various budgets and expenses for agreed common activities among all Members concerned.

ARTICLE 18

FINANCE AND ACCOUNTING

- 18.1. The financial year begins on 1 January and ends on 31 December of each year.
- 18.2. The books, ledgers and accounts are closed on 31 December of each year.
- 18.3. Following a proposal by the Director General, the Executive Board presents in good time for the General Assembly the accounts of the past financial year, audited by external auditors. At the relevant session of the General Assembly, the Audit Committee submits its annual report on efficient management of specific activities within the Union.
- 18.4. The Executive Board presents to each relevant session of the General Assembly the budgets for the following financial year.

Sources of income

- 18.5. The sources of income of the EBU are, in particular:
- membership fees of Members, and subscriptions from Associates and Approved Participants;

- contributions and other payments from Members and non-Members towards mandatory and user-pay activities and costs relating to their participation in cost-sharing activities;
- payments to the EBU and its subsidiaries and affiliates from Members and non-Members arising from EBU operational activities as well as special work undertaken by the EBU by special request;
- gifts, legacies, donations and subsidies.

The EBU may also benefit from ancillary income such as that arising from the disposal of fixed assets and treasury management activities.

ARTICLE 19

EXTRAORDINARY SESSIONS OF THE GENERAL ASSEMBLY (MODIFICATION OF THE STATUTES OR DISSOLUTION OF THE EBU)

- 19.1. Proposals relating to the dissolution of the EBU or to the amendment of the Statutes may emanate either from the Executive Board or from a group of at least five Members; in the latter case, such proposals must be addressed to the President of the Union at the seat of the EBU.
- 19.2. Such proposals are considered by the General Assembly at an extraordinary session to be specially convened for the purpose. Notice of such session, together with the proposals, must be sent by registered post at least one month before the date fixed for the session. If the proposals relate to the dissolution of the EBU, this period must be two months.
- 19.3. The dissolution of the EBU and the amendment of the Statutes are not validly decided upon by the General Assembly unless at that extraordinary session Members holding together at least three-quarters of the totality of EBU votes are present or represented.
- 19.4. Decisions in the course of such sessions are valid only if taken by a majority of at least three-quarters of the votes that are cast, including blank or invalid voting slips.
- 19.5. In the event of dissolution, the net assets of the EBU are assigned, by decision of the General Assembly on the basis of a three-quarters majority, to one or more tax-exempted organisations having a similar aim.

The General Assembly deciding on the dissolution appoints a committee of liquidation consisting of at least three persons; these persons may be chosen from outside the EBU.

ARTICLE 20

AUTHENTIC TEXT

20. In the event of dispute, the French text of these Statutes shall prevail.

ARTICLE 21

FINAL PROVISION

- 21.1. This version of the Statutes replaces the preceding version of 30 June 2023 and enters into force on 5 December 2024.
 - 21.2. In all procedural rules, regulations and other relevant documents of the EBU, any reference to the Administrative Council shall henceforth be deemed to refer to the Executive Board. Any reference to the Presidency shall be deemed to refer to the Executive Board or, if the latter so decides on the basis of a mandate, to the President and/or the Vice-President. Any reference to Associate Members shall be deemed to refer to Associates.
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