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EVERYONE'S S4C

ANNUAL REPORT AND ACCOUNTS 2025—2026

FOR THE PERIOD 01 APRIL 2025 TO 31 MARCH 2026



Annual Report and Accounts 2025–26

**For the period 01 April 2025
to 31 March 2026**

Presented to Parliament pursuant to paragraph 13(1) of schedule 6 to the Broadcasting Act 1990.

Laid before the Welsh Parliament in accordance with a resolution of the Parliament under Standing Order 15.1(v).

HC 182

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Introducing S4C

S4C exists to show our world through the Welsh language — serving the audience with content that entertains, excites and reflects Wales in all its diversity.

As a public media service, we have a duty to create the platform and ecosystem to stimulate the creative industries in Wales, to create ambitious and unique content that appeals to all ages, backgrounds and linguistic abilities.

S4C aims to be a unique creative destination for engaging Welsh-language content, available to enjoy on a variety of platforms in Wales and beyond.



Y Cyfweiliad

S4C's History

Before the creation of S4C, a limited number of Welsh language programmes were broadcast on BBC 1 and ITV.

During the 1970s, the UK government decided a fourth television channel would be established alongside BBC 1, BBC 2 and ITV. This proposed fourth channel was seen by many as an opportunity for a new beginning in public service broadcasting in Wales. Following intensive campaigning, S4C was established by the 1980/1981 Broadcasting Acts.

S4C (Sianel Pedwar Cymru – Channel Four Wales) started broadcasting at 18:00 on Monday, 01 November 1982. To begin with, 22 hours of Welsh language programmes were broadcast every week, alongside English programmes from the Channel 4 service.

Today, S4C is more than a TV channel. It is a Welsh-language service, publishing content across a range of digital platforms as well as broadcasting over 115 hours of programmes each week on its linear service.

S4C's headquarters are in Canolfan S4C Yr Egin, Carmarthen. There are also S4C offices in Doc Fictoria, Caernarfon; and in Central Square, Cardiff.



S4C's Values

S4C is guided by our core values, ensuring that every decision – big or small – reflects the principles that define us as an organisation.

These values are more than words; they are at the core of everything we do. We are motivated to work together with respect and an open mind, to serve our audiences with care and honesty, and to respond courageously to challenges and opportunities.

Our core values are:



Seren Jones yn Fyw yn y Dŵr

At Your Best:

We encourage each other to grow, develop and perform to our full potential. We support each other to be proactive, motivated and committed.

Proud of S4C:

We believe in S4C's mission and are proud of the platform we provide for the Welsh language and its culture. We are all ambassadors for S4C and the work we do.

Go For It:

We are brave, creative and ready to innovate. We are focused on solutions, and driven to make a difference for our audiences and communities.

Celebrating Everyone:

We value diversity and commit to creating an inclusive environment where everyone feels welcomed, respected and valued. We embrace different voices and experiences, and take pride in each other's successes.

How to Watch and Contact S4C

S4C's services are available on a wide range of digital and broadcast platforms, in Wales and across the UK.

On television in Wales



Freeview: 4
(including HD on 104)

Freely: 4

Sky: 104

Freesat: 104

Virgin TV: 104

On television in England, Scotland, and Northern Ireland



Sky: 134

Freesat: 120

Virgin TV: 164

Freely: 63
(online only)

Online – in Wales and across the UK



S4C Clic:

s4c.cymru/clic and through the app where available via your device's app store

BBC iPlayer:

bbc.co.uk/tv/s4c and through the app where available via your device's app store

Social media:



Follow S4C on YouTube, Facebook, Instagram, and TikTok for short-form content, news, highlights and more.

Contact S4C...

S4C is always pleased to hear our viewers' opinions.

If you want to share your opinion about our content or if you want further information, we'd be happy to hear from you.

You can contact S4C by phone, email, social media, or by letter.



Website:
s4c.cymru



E-mail:
s4c@s4c.cymru



Phone:
0370 600 4141



WhatsApp:
+44 7900 588261

Carmarthen office:
Canolfan S4C Yr Egin, College Road,
Carmarthen, SA31 3EQ

Caernarfon office:
S4C, Doc Fictoria, Caernarfon, LL55 1TH

Cardiff office:
S4C, 3 Central Square, Cardiff, CF10 1FS

You are welcome to contact S4C in Welsh, and if you do so we will respond in Welsh and this will not lead to any delays.

Chair's Foreword

Delyth Evans



I am pleased to present my first annual report as Chair of S4C. In my brief introduction last year, I emphasised the need for S4C to look to the future with creativity, confidence and purpose. The year since has confirmed just how pivotal this period is in the history of S4C.

A significant milestone during the year was the publication of the 2030 Strategy in September 2025. More than a TV Channel sets out an ambitious yet realistic vision for the next five years, built around three objectives: expanding viewing with our content, transforming to digital-first, and collaborating to make Wales thrive.

There has also been important renewal at Board level. I would first like to thank Guto Bebb for his service as Interim Chair until my appointment, and as a non-executive member until the end of February 2026. Current Board members – Suzy Davies and Denise Lewis Poulton (who was reappointed for a further term in May 2025) – continue to provide wise guidance and valuable experience. I also welcome our new non-executive members – Dyfrig Davies, Wyn Innes, Gwennlian Lansdown Davies, Betsan Powys and Catryn Ramasut – who bring a rich range of experience and expertise.

It is important to emphasise that S4C's core purpose remains unchanged: to promote the Welsh language, reflect contemporary Wales, and sustain the creative ecosystem that enriches our culture. During the year, a second independent assessment by Wavehill of S4C's economic and social impact was published, confirming that our contribution remains substantial, with over 2,500 jobs supported and £150 million in Gross Value Added generated for the Welsh economy.

A significant period lies ahead. Over the coming years, the UK Government's review of the BBC's Royal Charter will reach its peak, and S4C will make the case for its public funding arrangements from April 2028 onwards. Long-term financial certainty is essential – without the necessary resources, it will be difficult for S4C to realise the vision set out in the 2030 Strategy. The Board will give this work highest priority, and will continue to make the case for the support that S4C – and more broadly the Welsh language – deserves.

I would like to sincerely thank S4C staff for their continued dedication to our mission; our partners in the production sector for their creativity and skills; our audiences for their loyalty over the years; my fellow Board members for their advice and support; and Geraint Evans and the Senior Leadership Team for their leadership through a year of positive change.

Looking ahead, I am full of confidence in S4C's future. We have a clear strategy, a strong team, and a mission that remains as relevant today as ever.

To our partners in the production sector – diolch!

We are very grateful to our partners in the production sector for their continued support of S4C.

During 2025–26, we worked with the following producers on content for our various platforms:

Aden Productions Ltd	Griffilms Ltd	Osprey Television Limited
Afanti Media Limited	Hall of Mirrors Ltd	Pixie Creative Limited
Barn Media Ltd	Hilda Films	Rondo Media Cyf
Beastly Media Ltd	Iris Productions	Sain Cyf
Boom Cymru TV Ltd	Its My Shout Productions Ltd	Silin Cyfyngedig
British Broadcasting Corporation	ITV Broadcasting Ltd	Slam Media Limited
Captain Jac Ltd	ITV Services Ltd	Sunset & Vine Productions Ltd
Cardiff Productions Ltd	Jet TV Limited	Teledu Gwyliau Cyf
Carlam Ltd	Lazerbeam Productions Ltd	Telesgop Media Cyf
Ceidiog Cyf	Lefel Dau Cyf	Tinopolis Interactive Ltd
Chwarel Cyf	Libera Digital Ltd	Tinopolis Ltd
Cwmni Da Cyf	Media Atom Ltd	Tŷ'r Ddraig
Cynyrchiadau Twt Productions Ltd	Minibuds Limited	Vox Pictures Limited
Darlun Cyf	Mojo Productions Limited	Whisper Films Ltd
DocShed Ltd	Nimble Dragon Ltd	Y Golau Cyf
Dream Team Television Ltd	Nollai Ltd	Yellow Barrels Ltd
Eisteddfod Genedlaethol Cymru	One Tribe TV Ltd	
Ffilmiau Twm Twm Cyf	Opra Avanti Ltd	
Goglebocs Cymru Cyf	Orchard Media & Events Group Limited	

Every effort has been made to identify and list all suppliers who worked with us – on content published during 2025–26, or due over the next period – and we apologise for any accidental omissions.

Film and Television Awards 2025–26

S4C's content consistently attains national and international awards and nominations.

Winning an award or nomination in a film or television festival is a recognition of the quality of programmes produced by the independent production companies for S4C. Again this year, S4C has secured a high number of nominations in many high-profile and competitive festivals.

BAFTA Wales 2025

WINNERS

Sian Phillips Award
Bethan Rhys Roberts

Children's Programmes
Deian a Loli (Cwmni Da)

Factual Series
Marw gyda Kris (Ffilmiau Twm Twm)

Presenter
Bethan Rhys Roberts (Etholiad 2024 – BBC Cymru)

Nominations

Best Actress
Elen Rhys (Cleddau – Blacklight TV)

Breakthrough Wales
Mared Swain (Cleddau – Blacklight TV)

Children's Programmes
Mabinogi-ogi (Boom Cymru)

Children's Programmes
Pwysutpam? (Cwmni Da)

Director: Fiction
Rhys Carter (Ar y Ffin – Severn Screen)

Editing
Dafydd Hunt (Cleddau – Blacklight TV)

Editing
Dylan Goch (Ffa Coffi Pawb – Ie Ie Productions)

Entertainment Programme
Llund Bol o Sbaen (Cwmni Da)

Nominations

Entertainment Programme
Sgwrs Dan y Lloer: Noel Thomas (Tinopolis)

Entertainment Programme
Y Llais (Boom Cymru)

Factual Series
Ar Brawf (Darlun)

News and Current Affairs
Newyddion S4C: Neil Foden (BBC Cymru)

News and Current Affairs
Y Byd ar Bedwar: Huw Edwards (ITV)

Presenter
Kristopher Hughes (Marw gyda Kris – Ffilmiau Twm Twm)

Best Sound
Sound Team (Cleddau – Blacklight TV)

TV Drama
Ar y Ffin (Severn Screen)

Broadcast Sports Awards 2025

Nominations

Best Young Talent of the Year (On Screen)
Sioned Dafydd

Best Young Talent of the Year (On Screen)
Lloyd Lewis

Garden Media Awards 2025

Nomination

Gardening TV or Video
Documentary Feature of the Year
Garddio a Mwy (Cwmni Da)

RTS Wales Awards 2026

WINNERS

Presenter
Seren Jones (Rondo)

Rising star
Malen Meredydd (Slam Media)

Children's Programme
Dreigiau Cadi: Y Briodas (Yellow Barrels)

Digital Original
Beth yw Pwynt yr Eisteddfod? (Cwmni Da)

Factual Documentary
Y Crwydryn (Docshed)

News Item
Newyddion: Cadeirlan Bangor (BBC)

Live Event
Y Sioe 2025 (Boom Cymru /Slam Media)

Nominations

Rising star
Sophie Craig (Cwmni Da)

Digital Original
Yr Awdl (Ffilmiau Twm Twm)

News & Current Affairs
Byd ar Bedwar: Llangolman (ITV Cymru)

Sports Documentary
Joe Allen: Y Chwiban Olaf (Barn Media)

Drama
Y Golau: Dŵr (TriogI)

Children's Programme
Deian a Loli a'r Arceidwad (Cwmni Da)

Children's Programme
Y Coridor (Boom Cymru)

Factual Entertainment
Y Llinell Las (Slam Media / ITV Cymru)

Digital Original
Sgrap (Ffilmiau Twm Twm)

Presenter
Dr Meredydd ap Huw

Presenter
James Williams

Drama Performance
Rhys ap Trefor

Celtic Media Festival 2025

WINNERS

Arts (Screen)
Sian Phillips (Rondo Media)

Entertainment (Screen)
Gogglebocs Cymru (Chwarel/ Cwmni Da)

History (Screen)
Paid â Dweud Hoyw (Rondo Media)

Short Form
Da Neu Du (Carlam)

Nominations

Children
Y Coridor (Boom Cymru)

Current Affairs
Byd Eithafol: Chwarae Teg (Wildflame)

Factual Entertainment
Siwrna Scandi Chris (Cwmni Da)

Factual Series
Marw gyda Kris (Ffilmiau Twm Twm)

History
Y Frwydr: Stori Anabledd (Cardiff Productions)

Live Music
Cân i Gymru (Afanti Media)

Short Form
Bwmp (Octagon)

Sports Documentary
Yr Hawl i Chwarae (Whisper)

Rohip International Film Festival

WINNER

Best Feature Documentary
Y Crwydryn (Docshed)

Cannes World Film Festival

Nominations

Best Feature Documentary
Y Crwydryn (Docshed)

LISBIFF Lisboa Indie Film Festival

Nominations

Best Feature Documentary
Y Crwydryn (Docshed)

Folkestone Film Festival

Nominations

Best Feature Documentary
Y Crwydryn (Docshed)

By The River Film Festival (North Macedonia)

Nominations

Best Feature Documentary
Y Crwydryn (Docshed)

Bournemouth International Film Festival

WINNER

Best Feature Documentary
Y Crwydryn (Docshed)

Best Cinematography
Y Crwydryn (Docshed)

Best Sound
Y Crwydryn (Docshed)

Best Editing
Y Crwydryn (Docshed)

Best Director
Y Crwydryn (Docshed)

RTS Craft & Design Awards

Nominations

Photography non scripted
Andy Pritchard – Marw gyda Kris (Ffilmiau Twm Twm)

C21 International Awards

Nominations

Newform Drama Series
Hafiach (Vox Pictures)

Sandford St Martin 2025 Awards

Nominations

Journalism Award
Efengylwyr – A Oes Atgyfodiad (Jet TV)

Grand Prix Circom Awards

WINNER

Young Onscreen Talent
Nest Jenkins, Y Byd ar Bedwar

Welsh Media Awards 2025

WINNER

TV News Journalist of the Year
Elen Wyn, Newyddion S4C

Little Venice Film Festival

WINNER

Best Comedy
Teth (Beastly Media)

Broadcast Awards 2026

Nominations

Best Returning Drama
Y Golau: Dŵr (Triangl)

Rockies International TV Festival 2025

WINNER

Best Score
Pren ar y Bryn (Fiction Factory)

Nominations

Best Limited Series
Pren ar y Bryn (Fiction Factory)

Broadcast Digital Awards 2025

Nominations

Best Specialist Channel
Hansh

Best Digital Support for a Strand, Channel or Genre
S4C

Chief Executive's Report

Geraint Evans

It is a pleasure to present my second report as Chief Executive of S4C at the end of a year that has been a very significant one in the development of the organisation.

In September 2025, we had the privilege of launching our new five-year strategy, More than a TV Channel, at the Wales Millennium Centre, in the company of staff, partners and representatives from the creative sector from all parts of Wales. It was a special moment, not only because it marked the beginning of a new chapter for S4C, but because it reflected a shared ambition to secure a prosperous future for the Welsh language and the creative content that enables it to thrive.

The strategy sets a clear direction for the next five years, building on what makes S4C unique, while responding confidently to the major changes taking place in the way people watch and engage with content. At the heart of the strategy is the same purpose that has guided us from the beginning: showing our world through the Welsh language.

Since its launch, we have begun to put the vision into practice, to expand viewing with our content, to foster a digital-first mindset and to collaborate to make Wales thrive. Across the organisation, colleagues have embraced new ways of thinking and working, strengthened our digital focus, and begun to build the foundations for the future we want to create. There is much more to be done, but I am pleased with the progress made so far, and more excited than ever about the opportunities ahead. This report reflects the first steps on that journey, and the ambition that will continue in the years to come.

It was a great pleasure to welcome Delyth Evans to her role as the new Chair of S4C during the year. As we implement the 2030 Strategy, I am very pleased to be working



alongside Delyth and the rest of the Board members. Their experience, insight and commitment to S4C's mission give me confidence as we face the opportunities and challenges that lie ahead.

On screen and across our digital platforms, the year has been a rich and varied one. From popular dramas and entertainment programmes to major sporting events and innovative content for digital platforms, we have continued to offer content that reflects Wales today and connects with audiences of all ages in different ways.

One of the highlights of the year for me was the UEFA Euro 2025 Championship in Switzerland. It was a privilege for S4C to play a part in the national celebrations as the Wales women's team reached a major international tournament for the first time in their history. As part of the 'Team Wales' effort, Heno was broadcast live from Switzerland, a package of digital content was commissioned which provided a platform for Welsh women's musical talents, every match was shown live on S4C, and we worked in partnership with other national organisations to mark an occasion that was a milestone for Welsh sport and for a new generation of football supporters.



Digital transformation continues to be a key priority. During the year, we reached an important new agreement with the BBC which will ensure greater visibility for S4C content on BBC iPlayer. And as YouTube continues to develop as an extremely popular viewing destination, particularly among younger viewers, it was essential for us also to secure a new partnership with that platform. These are important steps as we seek to ensure that high-quality Welsh-language content is easy to discover and available wherever audiences of all ages choose to watch.

Internally, I am very pleased with the progress made in developing our people and continuing to embed the culture we want to see across the organisation. This year, it was a pleasure to see staff taking part in our S4C Campus training programme. Seeing colleagues from across the organisation complete the programme was evidence of the desire to learn, develop and support one another, and reflects the values that underpin our work every day.

Partnership continues to be central to everything we do. In November 2025, the Imagining the Future conference was held jointly with TAC, bringing the production sector together to discuss the opportunities and challenges facing the industry. The event reflected the strength of the relationship between S4C and the sector, and underlined the commitment we share to building a sustainable and successful future for Welsh-language content production. I am pleased that it is now establishing itself as an annual event for the sector in Wales.

Looking ahead, it is clear that an important period lies before us. Discussions regarding the review of the BBC Charter and decisions regarding S4C's funding arrangements from 2028 onwards will be crucial to the future of the service. During the year, S4C published its response to the UK Government's Green Paper, setting out clearly the case for securing a sufficient and sustainable funding model that enables S4C to deliver its public service mission.

Despite the challenges we face, I am confident about the future. We have a clear strategy, a talented and dedicated team, outstanding creative partners, and audiences who continue to value high-quality Welsh-language content. As we deliver the Strategy over the coming years, we will continue to build on those foundations to ensure that S4C remains relevant, ambitious and inspiring in reflecting Wales and the Welsh language.

I would like to thank all S4C staff, our partners in the production sector, members of the Board and our stakeholders for their support and commitment throughout the year. As we begin a new chapter with our strategy, I look forward to the work ahead with confidence and determination, maintaining the same purpose at the heart of everything we do: showing our world through the Welsh language.

2030 Strategy

S4C's Purpose is to

Show our world through
the Welsh language

Our Mission is to

Inspire, entertain and reflect Wales
with great content for everyone

Following approval by the S4C Board during summer 2025, the 2025–30 Strategy was launched in September 2025, setting out our vision and priorities for the next five years.

The Context

Public service begins with a clear understanding of our audiences.

Despite the abundance of global content available, there remains strong demand for media that reflects contemporary Wales and offers opportunities to hear Welsh as a living language. This strategy was shaped with our diverse audiences at its heart, and was informed by significant changes in the media and Welsh-language landscape, by policy developments, and by the financial challenges facing public service media.

Competition from international streamers and digital media has challenged the traditional broadcasting model, with viewers of all ages spending more of their time on platforms such as Netflix, YouTube and TikTok. Although S4C has already invested in its digital services, it must adapt, innovate and invest further in order to compete and extend the reach of Welsh-language content. The Media Act 2024 has secured a foundation for the prominence of S4C Clic on smart TVs, but it requires significant technological investment and does not address prominence on video-sharing platforms. Developments in artificial intelligence also present opportunities and challenges as we protect the creativity and linguistic identity of our content.

Audience behaviour is changing fundamentally: there is a shift from traditional broadcasting to streaming, and from linear viewing to on-demand viewing. These trends will intensify, and unless S4C offers a viewing experience that responds to this change, it will be difficult to prevent a decline in our audiences. The change is already under way: 23% of all S4C viewing hours now come through iPlayer, S4C Clic and YouTube, with the younger tier having turned to digital platforms sooner – around 60% of S4C viewing among people aged 16–44 now comes through digital platforms.

The linguistic landscape has also been transformed. More children now come to the Welsh language through education rather than through the home, with around half of Welsh speakers living in households where not everyone speaks the language. This calls for a bold and creative response: S4C must reach new audiences, young people, those who are less confident in their Welsh, and those who turn to digital platforms. In a world where English-language content dominates, ensuring that Welsh is prominent and easy to discover is an ongoing challenge. S4C must invest creatively in content that makes Welsh a natural medium that inspires pride, and sustain an ecosystem where the language belongs to everyone.

Y Llais



1

Expanding Viewing with our Content

S4C is more than a TV channel –

it is a unique creative destination that connects us to contemporary life in Wales through the Welsh language. In a world of infinite choice, S4C must stand out with content that creates noise, offers a unique experience and attracts diverse audiences. With the unique responsibility of reflecting the culture and communities of Wales, S4C must expand its reach. We need to move beyond filling a TV schedule to a strategic commissioning model that uses data to target specific audiences across our platforms, creating content that aligns with modern viewing habits. S4C may not be everything to everyone all the time, but our goal is to offer something for everyone. By expanding viewership through engaging content, we will ensure that S4C provides a thriving platform for the Welsh language.

Actions

Over the course of the strategy, we will:

- Prioritise content that is impactful, is easy to promote and draws audiences to S4C.
- Commission content that feeds new consumption habits on digital platforms, deepening and enriching our overall offering.
- Move beyond filling a linear schedule to a strategic commissioning approach that drives viewing across platforms.
- Adapt how we measure the performance of our content, drawing on detailed data about various audiences' engagement with our content across different platforms.
- Target specific audience cohorts with our content in order to expand the number of viewers engaging with the Welsh language and S4C.
- Ensure that we reflect communities across Wales, changing perceptions of the S4C brand.
- Be home to festivals and national events for people of all backgrounds across the whole of Wales to enjoy, enhancing that viewing experience across our platforms.
- Secure, where possible, exclusive rights to popular live sport in order to attract and serve broad audiences.
- Earmark budget for world-class content – from children's programmes to drama – which will win awards and bring prestige and new opportunities for S4C internationally.



Hafiach



What will success look like?

- ✓ Expanding S4C's reach in Wales, among Welsh speakers, and across the UK.
- ✓ Increasing the number of younger viewers, viewers who are less confident in their Welsh or live in mixed-language households, and lower-income audiences.
- ✓ Improving perceptions of the S4C brand and its content among different audience groups.

2

Transforming to Digital-First

S4C is already more than a TV channel –

it exists across multiple popular digital platforms where Welsh speakers find their content. As more viewers turn to streaming, building a strong presence across digital platforms is essential. To continue this journey, we must adopt a digital-first mindset – not only in terms of commissioning and publishing content – but across all parts of the organisation. That means transforming systems, workflows and our organisational culture to be flexible, responsive and ready to serve the digital audiences who are now central to our mission. Only by transforming to digital-first can we compete, innovate, and make the Welsh language prominent in the digital age.

Actions

Over the course of the strategy, we will:

- Develop our content publishing strategy with a digital-first mindset.
- Encourage more online viewing – ensuring that digital viewing represents an increasingly higher share of total viewing – and support audiences in making the shift to digital.
- Improve the prominence of S4C Clic on connected TV platforms by strengthening our relationships with providers.
- Facilitate the discovery of our content across digital platforms by optimising the way we share metadata.
- Strengthen the presence and prominence of S4C content on the iPlayer through additional features and personalisation.
- Increase the use of curated live streams to improve access to relevant content for specific audience groups.
- Extend the on-demand viewing window so that a rich library of S4C content is available to enjoy over a longer period.
- Continue to evolve S4C's digital news service to provide trusted news via digital platforms.
- Use social media to publish short-form content that reaches new audiences, and promotes both our brand and the Welsh language.
- Experiment with, and integrate new technologies into, our offer, ensuring that S4C is innovative and meets the expectations of digital audiences.
- Adapt workflows, systems and processes, and reallocate internal resources to support the digital-first vision, including driving greater use of AI.



WDF World Darts Championship



What will success look like?

- ✓ Increasing S4C viewing hours across streaming platforms.
- ✓ Improving the prominence and discoverability of S4C on connected TV platforms.
- ✓ Growing the number of weekly and monthly active users on S4C Clic and iPlayer.

3

Collaborating to Make Wales Thrive

S4C is more than a television channel –

it is a backbone of contemporary Welsh culture and a creative force that invigorates the Welsh language. In a time of change, it remains a vital tool in securing the future of our language by making it alive, relevant and a source of pride. S4C is also a catalyst for economic growth across the country, nurturing talent and providing a platform for Welsh voices from all backgrounds. But to fully realise this vision, S4C must work in partnership with others – bringing together creativity, resources and ambition across sectors – to contribute to a confident, inclusive and prosperous Wales, where the Welsh language belongs to everyone and is a natural part of everyday life.

Actions

Over the course of the strategy, we will:

- Promote and support the Welsh language across all our activities, including contributing to the realisation of the Cymraeg 2050 goals.
- Act as an anchor organisation through our partnerships across the culture, arts and production sectors in Wales to support growth and skills development.
- Offer opportunities to nurture talent from diverse and under-represented backgrounds through job opportunities and apprenticeships.
- Encourage co-productions and strategic partnerships across the UK and internationally as a means of helping production companies to grow their skills and experiences, strengthening their ability to compete in the industry.
- Facilitate access to the sector for new production companies, supporting them to pitch ideas to S4C and helping them develop the capability to deliver high-quality content.
- Collaborate with other UK broadcasters to promote and safeguard a sustainable future for public service media, for the benefit of audiences in Wales and beyond.
- Develop S4C Masnachol's commercial strategy to maintain commercial income as an important contribution to our public service budget, and to foster new commercial partnerships in Wales.
- Reduce the carbon footprint of S4C's activities.
- Strengthen S4C's reputation as an open and inclusive employer that invests in its people, and offers jobs and opportunities across the whole of Wales.



STAD



What will success look like?

- ✓ Increasing regular engagement with S4C, and consequently regular use of the Welsh language, particularly among Welsh speakers and young people.
- ✓ Extending the economic and social impact of S4C's activities.
- ✓ Improving on-screen and off-screen representation of under-represented communities.

Delivering the Strategy during 2025–26

Objective 1

Expanding Viewing with our Content

Content Highlights 2025–26

2025–26 was a year of ambitious and varied content – a blend of popular returning series, bold new commissions, and international co-productions. In line with the priorities of Strategy 2030 – published in September 2025 – the aim was to commission more compelling content that would appeal to younger viewers, viewers less fluent in Welsh, and mixed-language households. Here is a flavour of some of the highlights.



Sean Fletcher: Cyfrinachau'r Llong

In entertainment, *Y Llais* is one of the series with the potential to attract a broader and more diverse audience to S4C. As it returned for a second series, it once again appealed to a younger audience (it was one of the few peak-time series on any of the main channels to have more than half its viewers under 45), and drew half its viewers from those who are less fluent or non-Welsh speaking. *Amour a Mynydd* – an original format from Wales – also built on its previous series, with clips and supporting social media content reaching a young and wide audience.

Y Cyfweliad – a new series based on the global format *Les Rencontres du Papotin*, in which a panel of neurodiverse contributors interview public figures – proved popular. It reached a young audience, received consistent praise, and achieved one of the highest appreciation scores among our series in 2025–26. Two series have now been commissioned.

Drama was once again central to our offer. *Bariau* returned with a series that demonstrated the ability of public service broadcasting to reach diverse audiences – with 48% of its viewers being less fluent or non-Welsh speakers. *Y Golau: Dŵr* was released as a box set on Clic and iPlayer to coincide with the linear broadcast of the first episode, proving to be one of our most popular on-demand dramas ever on those platforms. It reached the shortlist for Best

Drama at the RTS Cymru Awards, and was nominated for “Best Returning Drama” in the UK at the Broadcast Awards. *Stad and Dal y Mellt* returned during the year; and *Pobol y Cwm* and *Rownd a Rownd* – the latter celebrating its 30th anniversary in September 2025 – continued to win new viewers on digital platforms.

On the big screen, two S4C films were shown at some of the UK’s leading film festivals: our film *Effi o Blaenau* had its UK premiere screening at the Glasgow Film Festival, receiving positive reviews; and the drama-opera *Tanau'r Lloer* was shown for the first time at the Edinburgh International Film Festival, before being co-broadcast on St David’s Day on S4C and Channel 4.

2025–26 was an especially progressive year for our sports coverage. For the first time ever, the exclusive rights to Friday night United Rugby Championship (URC) matches came to S4C. And we co-produced an international rugby match for the first time: the opening match of the Lions tour in partnership with Irish broadcaster TG4.

In a new partnership with BBC Wales, we followed the Wales men’s football team through the World Cup qualifiers, and S4C was the only channel where you could watch every single match played by the Wales women’s team in their first appearance at the Euros.

Live darts were broadcast for the first time ever, proving a runaway success, and we gave a platform to Geraint Thomas’s final race as a professional cyclist by broadcasting the final stage of the Tour of Britain through south Wales, finishing in Cardiff and attracting a strong audience. And among our coverage of outdoor events, we broadcast the Snowdonia Marathon, Triathlon Cymru, and the Cardiff Half Marathon.

Y Byd ar Bedwar continued to be the backbone of our investigative journalism, scrutinising the stories that matter most to Wales. The strength of this work was recognised when the programme investigating the Huw Edwards case was nominated in the News and Current Affairs category at the BAFTA Cymru Awards 2025. Alongside this, *Y Byd yn ei Le* continued to scrutinise Welsh politics and public life.

Our daily news service, *Newyddion S4C*, had a strong year of reporting on stories at home and abroad – with recognition for its reports on the Diocese of Bangor that led to the resignation of the Archbishop of Wales, and reporting from the Middle East offering a Welsh perspective on global events. It was pleasing to see one of *Newyddion S4C*’s main presenters, Bethan Rhys Roberts, win the BAFTA Cymru Siân Phillips Award for her longstanding contribution to journalism and broadcasting in Wales.

Also in news and current affairs, our documentary *O Brifathro i Bedoffeil* revealed for the first time how Neil Foden was allowed to rise through the education system – the culmination of more than a decade of investigative work. Maxine Hughes drew on her own personal experience in *Canser ar ba gost?* to scrutinise the quality of cancer care in Wales. And Mari Grug: *Un Dydd ar y Tro* – the presenter’s personal story following her cancer diagnosis – attracted the highest audience appreciation score across all S4C programmes this year.

Across our other factual documentaries, *Y Crwydryn* – our film celebrating country singing in Wales – became *The Observer’s* ‘Pick of the Day’, with the film proving extremely popular over the Christmas period, with the vast majority of viewing taking place after the first linear broadcast.

Alongside new commissions and wider reach, S4C continues to serve our core audience – loyal viewers who turn to us every day on the linear service. Alongside *Newyddion S4C* as mainstays of the schedule, *Heno* and *Prynhawn Da* continued to deliver an engaging mix of features, news and conversation, reflecting every part of Wales. And *Ffermio* and *Cefn Gwlad* continued to cover rural life in Wales and the issues that matter to the agricultural world.

For young people and children, it was announced in August 2025 that *Bluey* would be joining S4C’s offer. She landed from

Australia at Cardiff Airport in November 2025, before going on to achieve the highest reach of all our children’s content this year. *Help Llaw* launched – a series in which children with profound learning needs and disabilities get to be the stars – and *Parc Glan Gwil* attracted a strong younger audience on iPlayer.

For older children, a second series of *Y Coridor* was announced, and the drama *Hafiach* reached the shortlist for the C21 International Drama Awards. In animation, *Egin Bach* – a new original Welsh-language animation – was launched as a step towards building indigenous intellectual property.

And on *Hansh*, *Bar Hansh* launched – a fresh series with six young people competing for £5,000 by running the strip’s first Welsh bar in Zante – and our short film *Teth*, commissioned for the opening night of the Iris Festival, became an international phenomenon: the first-ever Welsh-language film to be shown in India and China, winning a string of awards, including Best LGBT Film at the California Short Film Festival and Best Queer Short Film at *Queer-Streifen* in Germany.

All of this is testament to the strength and creativity of Wales’s production sector – and it lays a solid foundation for the journey towards delivering the ambition of Strategy 2030 over the coming years.



Measuring our performance

S4C has set a series of indicators to assess the reach of our content, as well as appreciation for it. These correspond to the success measures set out in Strategy 2030. 2025–26 is the first year of reporting against these new indicators.

Like every public service broadcaster, S4C is seeing the number of viewers on the linear service decline as viewing habits shift towards digital platforms. In line with this trend, S4C’s reach and share of viewing fell in 2025–26 compared with the previous year, with the decline seen across all age groups.

S4C’s share of viewing remains below the level we are aiming for. In an environment where total channel viewing is declining across the industry, our ambition is to perform better than other broadcasters and win a larger share of the viewing that remains. We are focused on retaining our audience by offering compelling and distinctive content, and on growing our digital viewing.

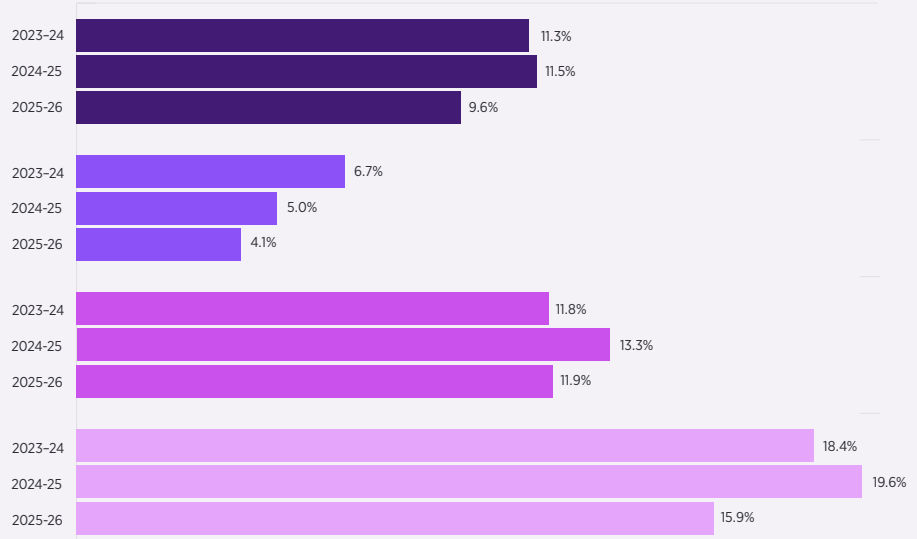
Audience appreciation scores for S4C content remain strong among Welsh speakers, with viewers aged 16–44 giving the highest score this year for the second year running. Scores among viewers aged 65 and over have fallen somewhat, which likely reflects the strategic decision to offer something for everyone – even if not everything will appeal to everyone.

Important work remains to ensure we are on track to deliver the strategy by 2029–30, and this will require a commissioning approach increasingly rooted in the data we have, in order to target specific audience segments.

● Age 16+ ● Age 16-44 ● Age 45-64 ● Age 65+

S4C's weekly reach by age: Wales

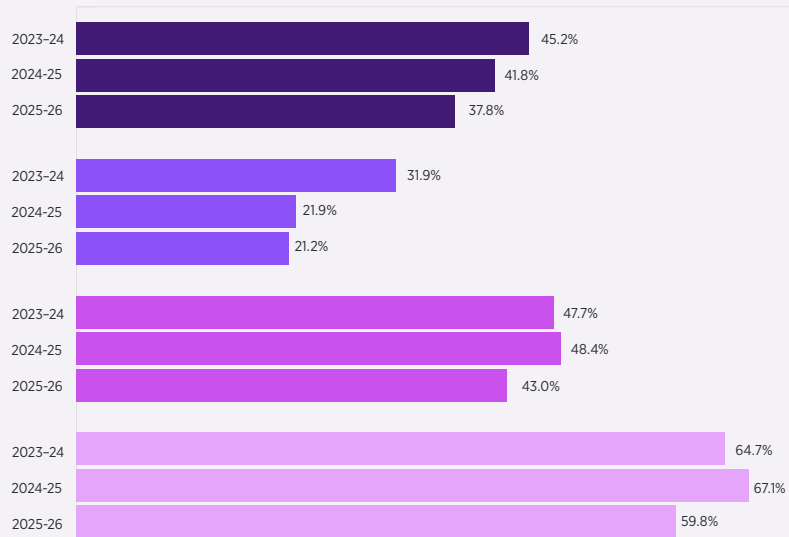
(Source: BARB)



● Age 16+ ● Age 16-44 ● Age 45-64 ● Age 65+

S4C's monthly reach by age: Welsh speakers (in Wales)

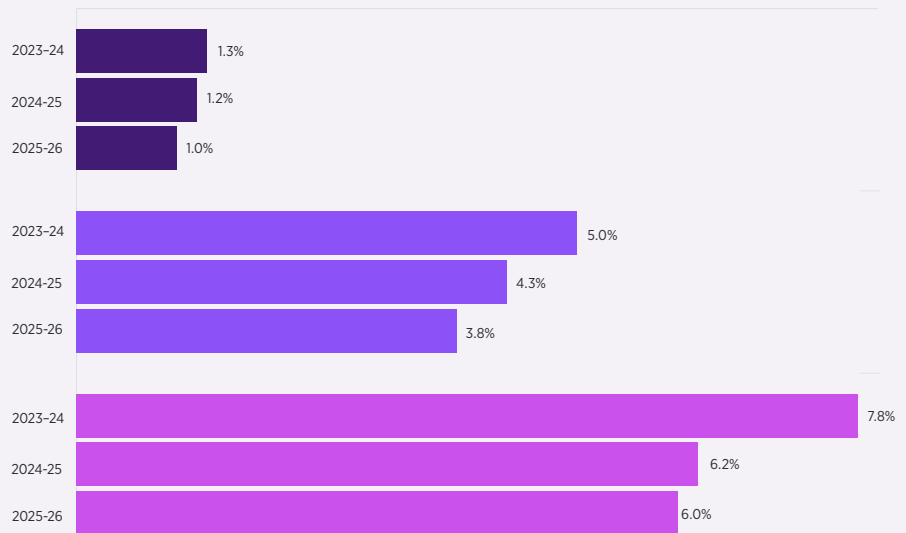
(Source: BARB)



● Wales: All hours ● Welsh speakers: All hours ● Welsh speakers: Peak hours

S4C's share of viewing

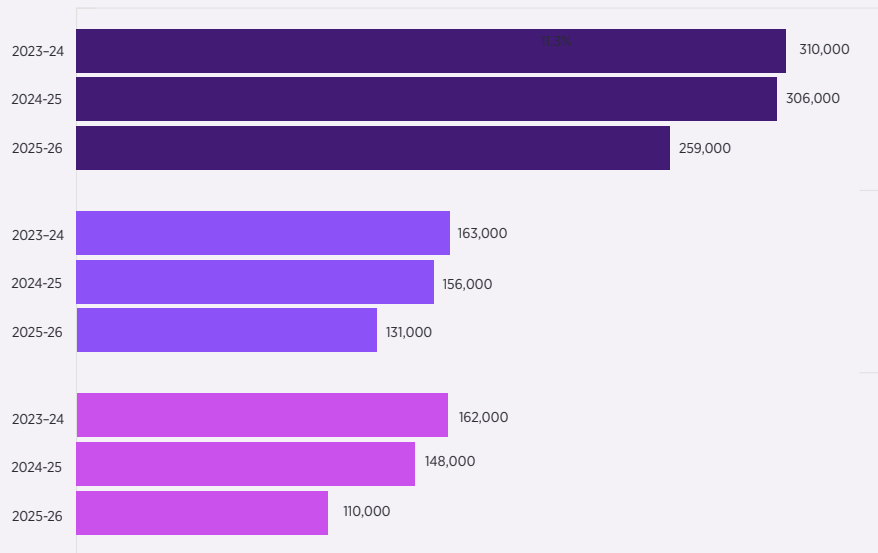
(Source: BARB)



● Wales ● Welsh speakers ● Outside Wales

S4C's weekly reach (4+)

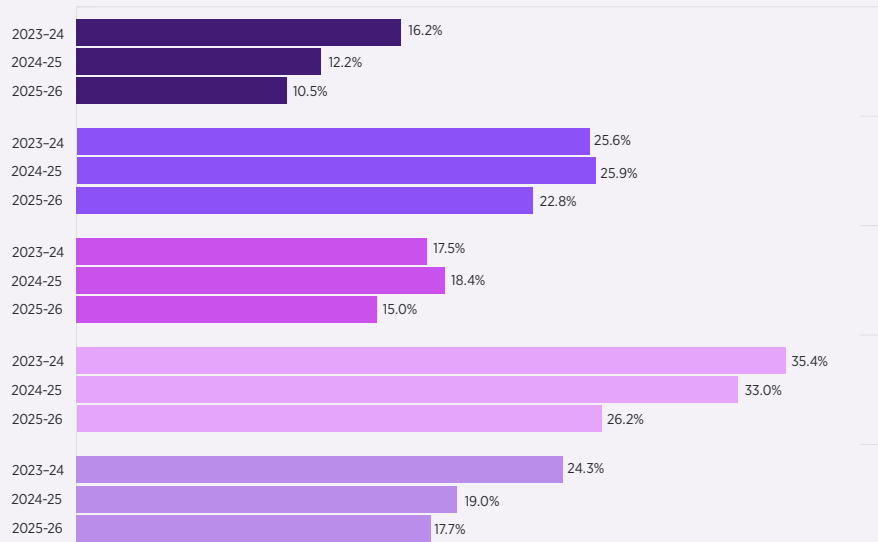
(Source: BARB)



● Age 16-44 (Wales) ● Age 45-64 (Wales) ● C2DE (Wales) ● C2DE (Welsh speakers) ● Partially Welsh-speaking households

S4C's monthly reach by demographic groups

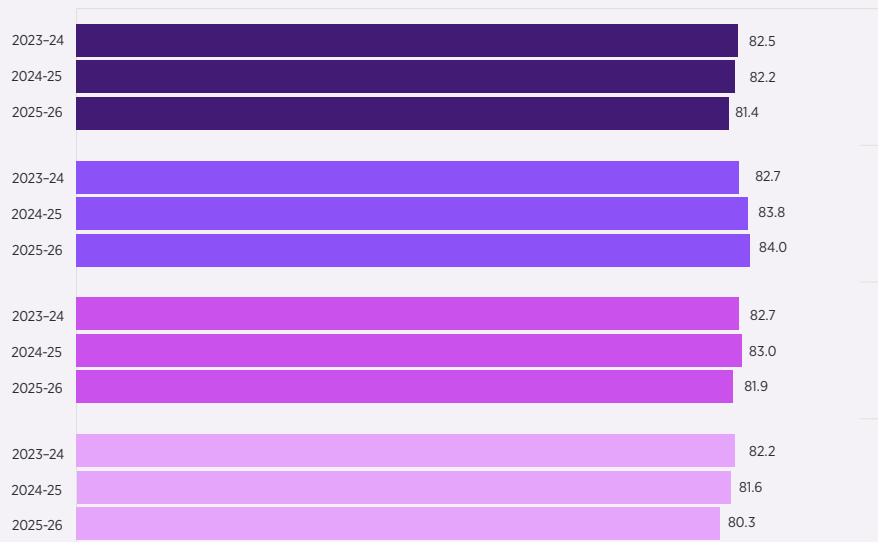
(Source: BARB)



● Age 16+ ● Age 16-44 ● Age 45-64 ● Age 65+

S4C programme Appreciation Scores (Welsh speakers) (/100)

(Source: TRP)



Objective 2

Transforming to Digital-First

Developments over the past year

2025–26 was a year of steady progress towards the digital-first mindset called for by the 2030 Strategy. This transformation is broader than simply publishing content on digital platforms – it means a fundamental change in how we commission, the prominence given to different platforms, and how S4C operates as an organisation.



Wrexham AFC Women
v Swansea City Women

With significant growth in the numbers streaming content on BBC iPlayer and on YouTube, S4C has formed new partnerships with both popular platforms, in order to secure greater prominence for Welsh-language content there. The partnership with the iPlayer will lead to prominence for S4C content on the main homepage, more live streams, and prominence for Cyw and Stwnsh content within the children’s area. The iPlayer is therefore a very important part of our digital offer, and we are pleased to work with the BBC to improve the features available to viewers of S4C content on the iPlayer from 01 April 2026 onwards – alongside our own investment in expanding the availability of S4C Clic.

Expanding the availability of S4C Clic took an important step forward in 2025–26. S4C is working with several platforms – including Sky, Virgin Media and LG – to ensure the S4C Clic app is available on more television sets over the coming months. Much of this work has been driven by provisions in the Media Act 2024, which requires connected platforms to ensure public service broadcasters’ apps are prominent and easy to find. As more platforms respond to the legislation, we expect to see growth in Clic usage over the next few years.

S4C is also an active partner on Freely – the UK public service broadcasters’ IPTV platform – which is proving important in reaching

households moving away from traditional terrestrial broadcasting services.

In terms of our approach to commissioning and publishing, digital-first elements became increasingly prominent over the year. Since early January 2026, we have been publishing new episodes of *Pobol y Cwm* and *Rownd a Rownd* at 06:00 on the morning of the linear broadcast – a step that gives viewers the freedom to follow the stories at a time that works for them, and reflects the contemporary expectations of digital audiences. The impact is already clear: a quarter of viewing on Clic and iPlayer for the two series now takes place before the first linear broadcast.

In sport, our digital platforms offer us an opportunity to expand our provision, including through short-form content. The well-established Ralio brand has evolved from providing World Rally Championship content to reflecting interest in motorsport of all kinds across Wales, with popular series such as *Howard yn y Garej* and *Mini Hana Medi*. Ralio content is now available primarily on iPlayer, Clic and YouTube, and short-form content on social media is performing particularly strongly – during a late-2025 rally from Carmarthen to Carlisle, one clip of an old Lancia attracted over 2 million viewers.

Similarly, Sgorio continues to develop domestic women’s football by streaming

matches from the Genero Adran Premier. Eleven live matches were broadcast over the past season (5 on linear and 6 digital-only) – a number that is increasing year on year – with Wrexham, Cardiff and Swansea matches proving particularly successful. We are also following the progress of our netball team, Cardiff Dragons, in the Netball Super League, with weekly highlights throughout the season on our social media channels.

Commissioning content specifically for a single platform became an important element of delivering the 2030 Strategy. *Yr Alwad* – the first vertical drama ever commissioned by S4C specifically for TikTok – was published, alongside other new series on Hansh and S4C *Dysgu Cymraeg* created specifically for the digital platforms used by young people and learners.

Live events remain central to our offer, and provide a valuable opportunity to develop the digital proposition. We now offer a range of live streams from Wales’s major national events every summer – including the National Eisteddfod, the Urdd Eisteddfod, and the Royal Welsh Show. In August 2025, a “*Sedd yn y Pafiliwn*” stream was added to S4C’s homepage on iPlayer, alongside the linear service stream – an important step that enriches the at-home audience experience and puts the choice in the hands of the viewer.

The data from the summer 2025 events is encouraging. 191 hours of competitions were streamed from the red, white and green pavilions of the Urdd Eisteddfod on Clic – an increase of 18% on the previous year. Over 259,000 sessions were recorded for the Royal Welsh Show's live streams – a 36% increase on the previous year, with the greatest growth on Facebook. At the Wrexham National Eisteddfod, hours watched on Clic and iPlayer rose by 54%.

The performance of our short-form content on social media continues to grow. This year, Y Llais content across YouTube, Facebook, Instagram and TikTok attracted a total of 9.6m impressions and 5.3m viewing sessions, with the most successful clip – “O Glasgow i Lanrwst” – attracting over 718,000 viewing sessions on its own. A high proportion of clips from the series attracted over 10,000 viewers each, which is a clear sign that our content is reaching new audiences – especially younger people who would not necessarily turn to the linear service.

In our digital news offer, use of the website and app continued to grow. The digital service presence for Newyddion S4C was developed further on Instagram and TikTok, where the audience is significantly younger than the audience for traditional television news programmes.

Alongside editorial developments, a research project with Media Cymru concluded during 2025–26. The aim was to help S4C prepare better for changes in the digital landscape – particularly to ensure our content is prominent and easy to find on major connected platforms in the future. The results of this work will become more visible during 2026–27, as Clic launches on more platforms with improved metadata infrastructure in place to enhance discoverability of our content.

2025–26 therefore represents the first year of reporting against Strategy 2030 success measures. While more remains to be done, what has been achieved so far certainly lays solid foundations for further development of S4C's digital activities.



Measuring our performance

The indicators below enable S4C to measure progress towards becoming a digital-first broadcaster. They cover three types of digital activity: long-form viewing on on-demand platforms (S4C Clic, BBC iPlayer and YouTube), engagement with our short-form content on social media, and use of the Newyddion S4C digital service.

This is the first year of reporting against these new indicators, and we are confident we will see gradual improvement across all of them over the coming years as we work towards delivering the objectives of our 2030 Strategy. In a context where every public service broadcaster is working to increase digital platform use, it has been an encouraging year – but there is more still to do.

The most encouraging picture is continued growth in streaming of S4C content: monthly users increased by 3% on Clic, and by 16% on the iPlayer compared with the previous year; with a 17% increase in viewing hours on these platforms over the same period. Viewing on YouTube also grew significantly, with an increase of more than 40% in monthly viewing hours.

Impressions of our content on social media increased again this year across Facebook, Instagram and TikTok, with a similar pattern in engagement with the content on these platforms. This is a sign that our short-form content is reaching new audiences – especially younger people who would not necessarily turn to the linear service.

Use of the Newyddion S4C digital service continued to grow too, with weekly app users 5% higher since 2024–25.

Overall, the trends suggest S4C is moving in the right direction – but there is more still to do.

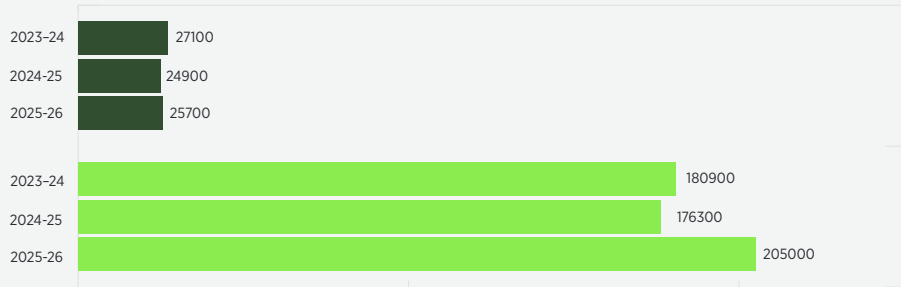
Yr Alwad / Eisteddfod yr Urdd / Y Ddadl Fawr



● Clic monthly users ● iPlayer monthly users

Monthly users

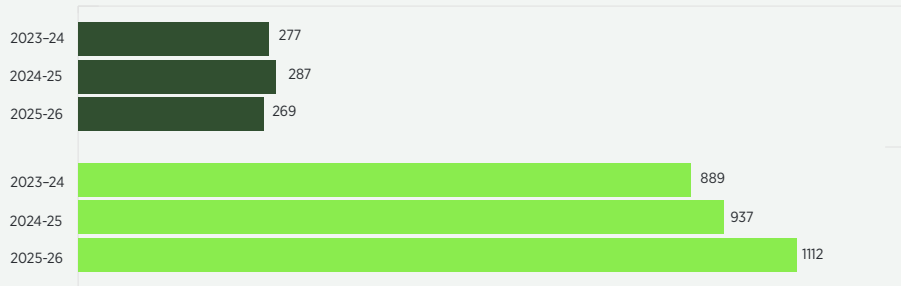
(Sources: S4C, BBC)



● Clic monthly viewing sessions ● iPlayer monthly viewing sessions

Monthly viewing sessions (000s)

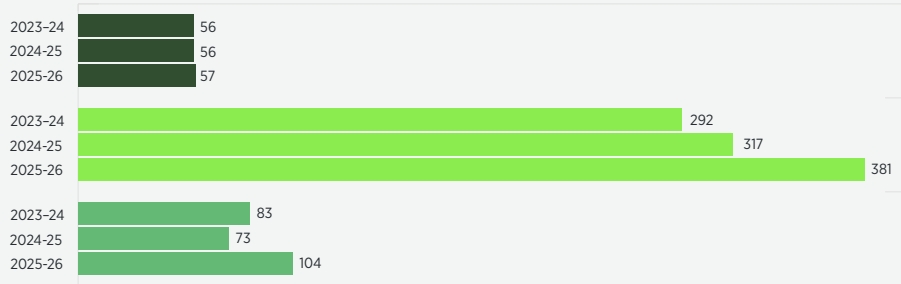
(Sources: S4C, BBC)



● Clic monthly viewing hours ● iPlayer monthly viewing hours ● YouTube monthly viewing hours

Monthly viewing hours (000s)

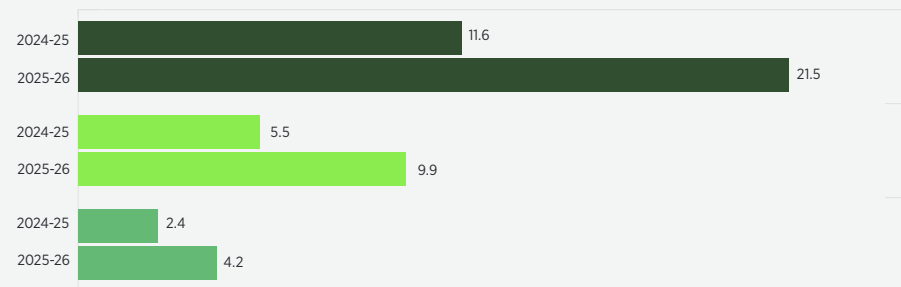
(Sources: S4C, BBC, YouTube)



● Facebook ● Instagram ● TikTok

Monthly impressions of S4C social media content (m)

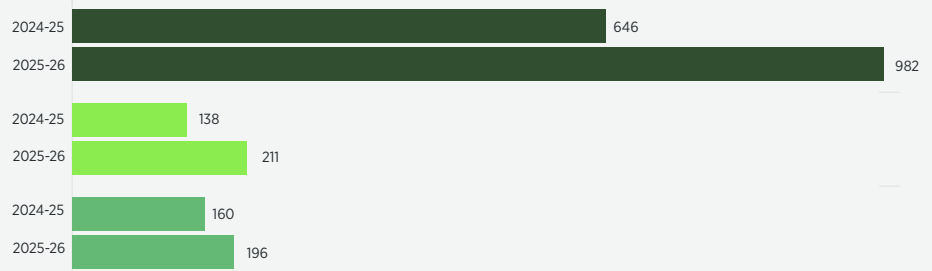
(Sources: Sprout / individual platforms)



● Facebook ● Instagram ● TikTok

Monthly engagement with S4C social media content (000s)

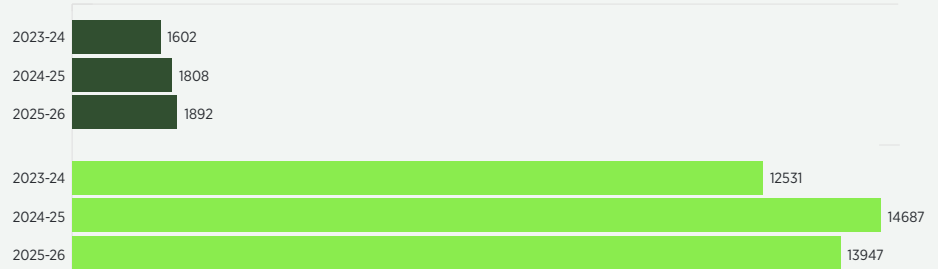
(Sources: Sprout / individual platforms)



● NS4C app ● NS4C website

Weekly users of Newyddion S4C digital (000s)

(Source: S4C)



Parc Glan Gwili



Objective 3

Collaborating to make Wales Thrive

Social and Economic Contribution

S4C is more than a television channel. As our 2030 Strategy states, we are a creative force in Welsh culture, a vital tool for the future of the Welsh language, and a catalyst for the creative economy. This section reports on that wider contribution during 2025–26.



Y Deis

The Welsh language

The Welsh language is the reason S4C exists, and supporting the aims of the Welsh Government's Cymraeg 2050 – reaching one million Welsh speakers and doubling daily use of the language by 2050 – is an immediate priority. This work is guided by two dedicated documents: our Memorandum of Understanding with the Welsh Government's Cymraeg 2050 team, which has been in place since 2023; and our Welsh Language Strategy, which is being updated during 2026–27 following publication of the 2030 Strategy.

During 2025–26, we developed our partnership with the National Centre for Learning Welsh by appointing a tutor working on behalf of S4C. The tutor supports

contestants on series such as Y Llais and Y Deis, as well as S4C staff and individuals working across the wider sector.

Welsh Learning Celebration Week was held for the second year in October 2025, in partnership with BBC Wales and the National Centre for Learning Welsh. This included special content across our platforms and social media, as well as events for learners in Cardiff, Yr Egin, and Aria Studios on Anglesey.

Our commitment to learners and new speakers is also reflected in the rapid growth of our digital content for learners: the reach of S4C Dysgu Cymraeg social media accounts grew by over 50% during the year, and follower numbers on those accounts more than doubled over the same period. Our

monthly newsletter for learners now reaches over 4,800 subscribers.

Our educational work is also integral to this commitment to the language and to modern Wales. During 2025–26, our education team continued to visit schools and colleges across Wales, using S4C content to support the Curriculum for Wales and to present the creative sector as an attractive career pathway for young people from all backgrounds. Through this work we share the message that S4C is for everyone, and we nurture the next generation of speakers, content producers and Welsh-language audiences.

Despite our efforts, a challenge remains regarding the visibility of Welsh in the digital landscape. Recent reports by the Welsh Language Commissioner show that three quarters of young people who speak Welsh use social media almost entirely in English, which is a significant challenge when competing for their attention in a global ecosystem where English content dominates due to scale, funding and algorithms.

As we further develop S4C's Welsh Language Strategy, we will therefore broaden our focus to consider how we can support mixed-language households and promote Welsh as a social language.



Ralio

Cultural and arts partnerships

S4C collaborates with a wide range of partners across Wales to enrich our content, expand our reach and support the Welsh-language cultural ecosystem.

During 2025–26, our support continued for the nation’s major festivals and cultural institutions – including the National Eisteddfod, the Urdd Eisteddfod, the Royal Welsh Show and Tafwyl. We also worked with Ffilm Cymru and Creative Wales to nurture Welsh-language film talent and productions, and supported awards and initiatives that promote Welsh-language voices across the arts – including the Welsh Children’s Poet (run by Literature Wales, with S4C among the main partners) and the Black Welsh Music Awards.



Eisteddfod Genedlaethol Cymru

Diversity and inclusion

Reflecting today’s Wales in all its diversity – in our content and in the crews who make it – is a core strategic commitment within our 2030 Strategy.

During 2025–26, our support continued for partners working hard to promote diversity and improve inclusion, in the sector and society, including Pride Cymru, Iris Festival, Culture Connect Wales, BAMEed and Disability Arts Cymru.

S4C also began sponsoring Welsh and bilingual categories for the first time in the Show Racism the Red Card campaign, combining our role as the home of Welsh sport with our commitment to promoting the Welsh language more widely.

Supporting Wales’s economy

S4C is an anchor institution for Wales’s creative industries. An independent study by Wavehill was published in autumn 2025, based on data from the 2024–25 financial year. The study concluded that S4C’s activities supported over 2,500 full-time equivalent jobs in Wales, and contributed £150.3 million in Gross Value Added (GVA) to the Welsh economy. This equates to £1.59 of GVA for every £1 of licence fee income received in 2024–25. Over the same period, S4C’s activities returned £1.03 in taxes to the Treasury for every £1 received (Source: Wavehill, 2025).

S4C’s activities have an impact across Wales. According to Wavehill’s assessment, 57% of S4C expenditure in Wales in 2024–25 was made outside Cardiff – an increase of five percentage points since the 2022–23 study.

The magazine programmes Heno and Prynawn Da are clear examples of how S4C’s ongoing commissions sustain local jobs. Both programmes are broadcast live every day from Tinopolis studios in Llanelli and Caernarfon – a total of 90 minutes of live television every day – covering news, culture and communities from across Wales.

Wavehill’s assessment confirmed that the two programmes contributed £16.6 million in GVA and 272 full-time equivalent jobs in Wales in 2024–25 – a contribution felt particularly in communities outside Cardiff. The productions also provide opportunities for less experienced staff and freelancers to develop live production skills, which underpin the wider creative sector in Wales.

During 2025–26, S4C continued to support the creative sector through the Content and Commercial Growth Funds – which, according to Wavehill, have already unlocked additional production value of over £3 million in Wales.



Llund Bol o Japan

For 2025–26, the full regional breakdown of S4C’s content commissioning spend was:

Region	2024–25	2025–26	Trend
North Wales	27%	27%	← →
South Wales	52%	53%	↑
West Wales	18%	19%	↑
Outside Wales	3%	1%	↓
Total	100%	100%	

(The data above relates to the office location of production companies, and does not reflect production activity or expenditure in locations across Wales. We carried out a detailed review of relevant locations for each production during 2023–24 – the data provided above reflects the outcome of that review).

Training

S4C also supports the creative sector through training programmes with partners including TAC, Screen Alliance Wales, It's My Shout and the Hansh Dim Sbin scheme.

Two new bursaries were also launched during the year: one in partnership with the Coleg Cymraeg Cenedlaethol to support first-year students studying Welsh-medium modules in film and media, and one with the National Film and Television School (NFTS) in Wales to support Welsh-speaking students who cannot afford to take a place on an NFTS course.

Sustainability and our carbon footprint

S4C has been a signatory to the BAFTA Albert "Climate Content Pledge" since 2021. This commitment guides us to use our own content to help audiences understand the challenges of climate change and the steps they can take to tackle them.

From offering recycling and upcycling ideas on Prynawn Da, to making the most of reused resources on Priodas Pum Mil – alongside regular items in mainstream content such as Newyddion S4C, Ffermio, and Garddio a Mwy – we are normalising sustainability as an integral part of our content. We also focus on specific stories that highlight environmental issues, such as the programme about the Sea Empress disaster, which investigated the wide-ranging impact of that disaster, and offer examples of positive change in popular content such as Adeiladu'r Freuddwyd.

Alongside this, it is a contractual requirement that S4C productions use the Albert carbon calculator and aim for the certification process.

During 2025–26, S4C commissioned an external company through a tender process – Green Business Solutions – to design a strategy to reduce carbon across our corporate activities, including scope 1, 2 and 3 emissions. This strategy is expected during 2026, creating a baseline that can be reported against in the next report. The journey to net zero is expected to require ongoing changes across our corporate activities and supply chain over the coming years.



Measuring our performance

The indicators for this objective cover S4C's wider contribution to Wales – economically, socially, and in terms of diversity and representation. As with our other objectives, 2025–26 is the first year of reporting against these measures, and several of them are still being established. We will therefore be able to report more fully as the data matures over the period of the strategy.

One of our main measures is Welsh speakers' overall impression of S4C. This year, Welsh speakers gave a score of 6.4 out of 10, slightly lower than the 6.6 recorded in 2024–25. This follows four years of consistent growth in S4C's score – a period during which S4C was the only public service broadcaster to see a significant increase in its score. The recent decline is also in line with the trend seen across every other public service broadcaster.

S4C's economic and social contribution is another key measure of success for this objective. The main findings of the independent Wavehill study, based on 2024–25 data, are summarised in the infographic.

During 2025–26, the focus was on building a more robust data foundation in the area of diversity and representation, so that we can better measure our performance in the years ahead. In February and March 2026, a diversity monitoring exercise was carried out among our own staff and the wider sector. The number of responses is not yet high enough to publish reliable figures, but the early indications suggest that people from the Global Majority and disabled people are under-represented in S4C's workforce and the sector. We will focus on addressing this, and will repeat the exercise in 2027.

In addition, we have introduced a new form as part of our standard paperwork to monitor how we represent different aspects of Wales's population in our content – covering protected characteristics, language and geographical area. As this data grows over time, we will use it to inform commissioning decisions to ensure that we reflect contemporary Wales in our content.

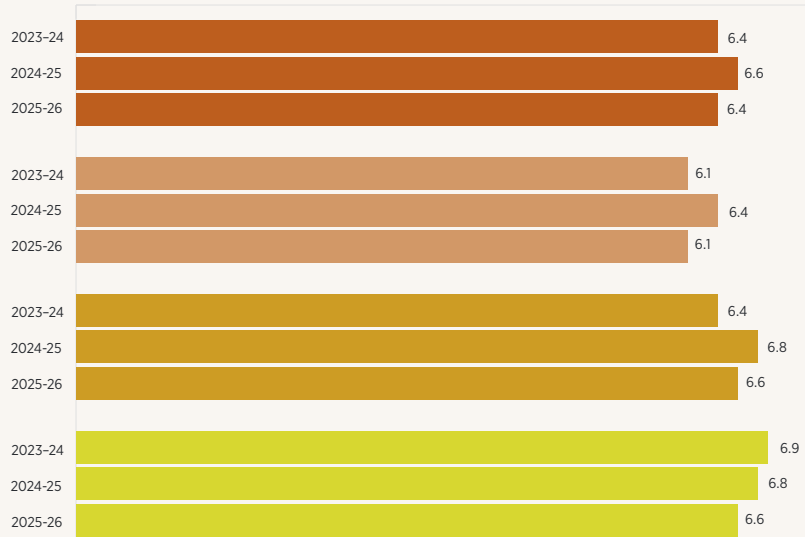


Mari Grug: Un Dydd Ar Y Tro

● Age 16+ ● Age 16-44 ● Age 45-64 ● Age 65+

Overall impression of S4C
(Welsh speakers) (1-10)

Source: Beaufort Research



Ciao! Colleen ag Owain



In 2024/25, through its day-to-day operations, S4C...

employed
128
full time
equivalent (FTE)
staff in Wales

generated
£8.8m
in Gross Value
Added (GVA) in
Wales

Compared to
2022/23, S4C
Increased Welsh
expenditure to
businesses **outside**
Cardiff by
5%



S4C's expenditure spreads into local supply chains with...



93%
of employment
and GVA
impacts were
retained
within Wales

Total business
expenditure in
Wales:



For every £1 of licence fee income received...

£1.59
in GVA goes to
Wales' economy



£1.70
in GVA goes to
the UK economy



£1.03
is returned to HM
Treasury



S4C's social impact includes...



Creating content to support the curriculum of Wales



Supporting new talent into the creative industries and upskilling the workforce



Representing the diversity of Welsh speakers and their communities

In Wales, S4C's content fund has generated...

£1.6m in leveraged funding

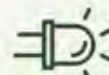
£4.7m in gross value added

70 FTE jobs

S4C's other investments have supported...



Studio space in Anglesey



Energy efficient technology



R&D into S4C's digital future

S4C's total economic contribution in Wales has led to...



2,500
FTE jobs



£150.3m
in Gross Value Added



0.2%
of Wales's GVA

Engaging with our viewers

Ensuring a regular dialogue and relationship with the audience is very important to S4C.

Throughout the year, the audience engages with S4C's programmes on social media and through Gwifren Gwylwyr, S4C's viewers' helpline.



Boom Bang!

Eisteddfod Genedlaethol Cymru



Gwifren Gwylwyr (Viewers' Hotline)

Our viewers can contact S4C directly by either phoning, emailing, via social media, on WhatsApp, or sending a letter to Gwifren Gwylwyr. The bilingual service is available from 09:00 until 22:00 seven days a week.

The Gwifren Gwylwyr team usually work in S4C's office in Caernarfon every day of the year. Every comment received about programmes and services is logged and stored. The team prepares a summary of comments received for officers and members of the Board.

5,770 contacts were received by S4C's Gwifren Gwylwyr in 2025-26. Of these 2,599 were complimentary about programmes while 860 were complaints or criticism of some form.

Audience Reaction Panel

In addition to collecting viewer feedback through the Gwifren Gwylwyr, S4C has an Audience Reaction Panel that consists of 1,400 individuals, recruited to reflect the population of Wales.

The panellists provide S4C with their opinion about and appreciation scores for S4C's programming.

Welcoming Everyone to Watch S4C – Support Services for Our Audience

Making S4C’s content available to the widest possible audience is very important to S4C.

Access services continue to provide an important means to enable S4C to expand its audience and its appeal.

Subtitling in Welsh and English, together with signing, audio description and descriptive second screen services provide a range of services that enhance S4C’s offering and make content available to those with particular needs as well as to a wider community of Welsh speakers, non-Welsh speakers and learners of all levels of fluency.

The following services were provided during the year 2025–26:



Egin Bach

Welsh subtitles

These subtitles are provided primarily for d/Deaf and hard of hearing people who understand Welsh as well as for people learning to speak Welsh. Welsh language subtitles were provided on 69.48% of programmes – a significant improvement on the 45% of programmes which had Welsh language subtitles during 2022–23 following recent investment in this area. Welsh language and English language subtitles are also available on the S4C Clic service, and English subtitles are available on the BBC iPlayer.

English subtitles

The aim of this service is to enhance the appeal of programmes to non-Welsh speaking, and d/Deaf and hard of hearing viewers. Subtitles can be accessed on all kinds of programmes, including live programmes. Some programmes were broadcast with automatic on-screen subtitles. These are usually repeats of popular programmes. During the year, subtitles were available on 84.77% of programmes (Ofcom’s target is 53%).

Audio description

The audio description service on selected programmes provides a commentary in Welsh to fill the gaps during periods when there is no dialogue in programmes. It includes additional description that assists blind or partially sighted users. The service was provided on 12.77% of programmes (Ofcom’s target is 10%).

Signing

A number of programmes, usually at weekends and lunchtimes during the week, are broadcast with BSL (British Sign Language) for d/Deaf viewers and those who use BSL. The service was available on 6.08% of programmes (Ofcom’s target is 5%). There is also a dedicated section on Clic for all programmes with BSL signing.

Ensuring Value for Audiences

Value for money is the relationship between S4C's cost and performance as a service and as an organisation. For a public service broadcaster, this means providing a high quality, comprehensive service on television and digital platforms that is used and valued by audiences, and doing so efficiently in terms of the use of financial resources.

S4C's first priority is to provide services that meet the needs of its audience, whilst ensuring at the same time that the highest possible proportion of S4C's public income is spent on programmes and content—content that is comparable in quality with that of other UK network programmes—and that programmes are produced in the most efficient way, with the organisation's running costs remaining a small proportion of overall expenditure.

S4C has achieved efficiency and financial savings. As a result, only 3.7% of S4C's total expenditure is spent on administration and overheads, with the remainder supporting the creation and distribution of content.

This cost-effective performance has been independently verified. S4C has commissioned Wavehill twice in recent years to measure the broadcaster's economic and social impact, using HM Treasury Green Book methodology. Both assessments confirmed that S4C generates a significant return for every £1 of licence fee income received (see the Social and Economic Contribution section for further detail).

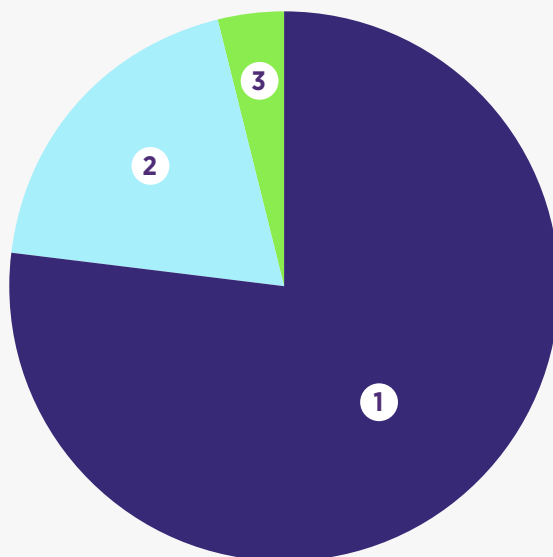
This performance has improved despite increasing financial pressures: over the period 2022-23 to 2024-25, these returns have increased, even as inflation has eroded the real value of the budget.

Prioritising spending on programmes and content – allocation of S4C's expenditure

Most of S4C's public funding is invested in programmes and content. The allocation of the S4C Public Fund during 2025-26 shows that the majority of S4C's expenditure continues to be invested directly in its programmes and content – representing investment in services for audiences and in the production sector in Wales.

1. Programme service costs (including digital content)	76.2%
2. Costs associated with transmission and distribution of S4C's programme service	20.1%
3. Operating and administration costs	3.7%

More information on S4C's expenditure can be found in the Financial Statements.



S4C is one of the most cost-efficient public service broadcasters in the UK

By working closely with producers to manage the cost of producing each hour of content, S4C has a strong track record of commissioning cost-effective programmes and has succeeded in protecting the number of broadcast hours, as well as the range, variety and quality of the service.

S4C's cost per hour is significantly lower than that of other broadcasters, commissioning at a fraction (typically 25–33%) of comparable genre rates applied by other public service broadcasters (Source: Wavehill, 2025).

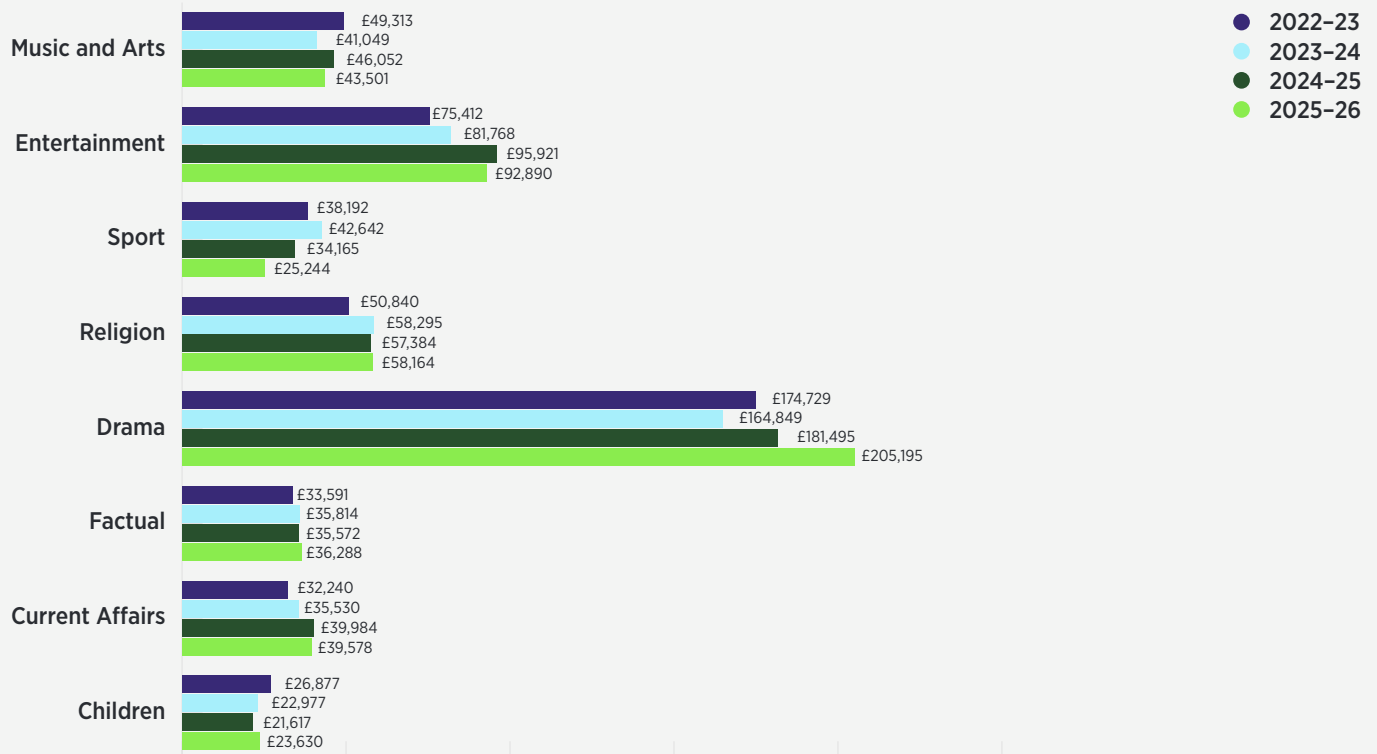
However, the cost of making programmes has increased in recent years, with global spending on some genres – particularly scripted drama – reaching unprecedented levels. This creates additional pressure on future budgets as we compete for on- and off-screen talent, and recent trends in the creative industries have also had inflationary effects on production costs.

We continue to work with TAC (Teledwyr Annibynnol Cymru) and individual production companies to secure the best value for audiences from our public funding.



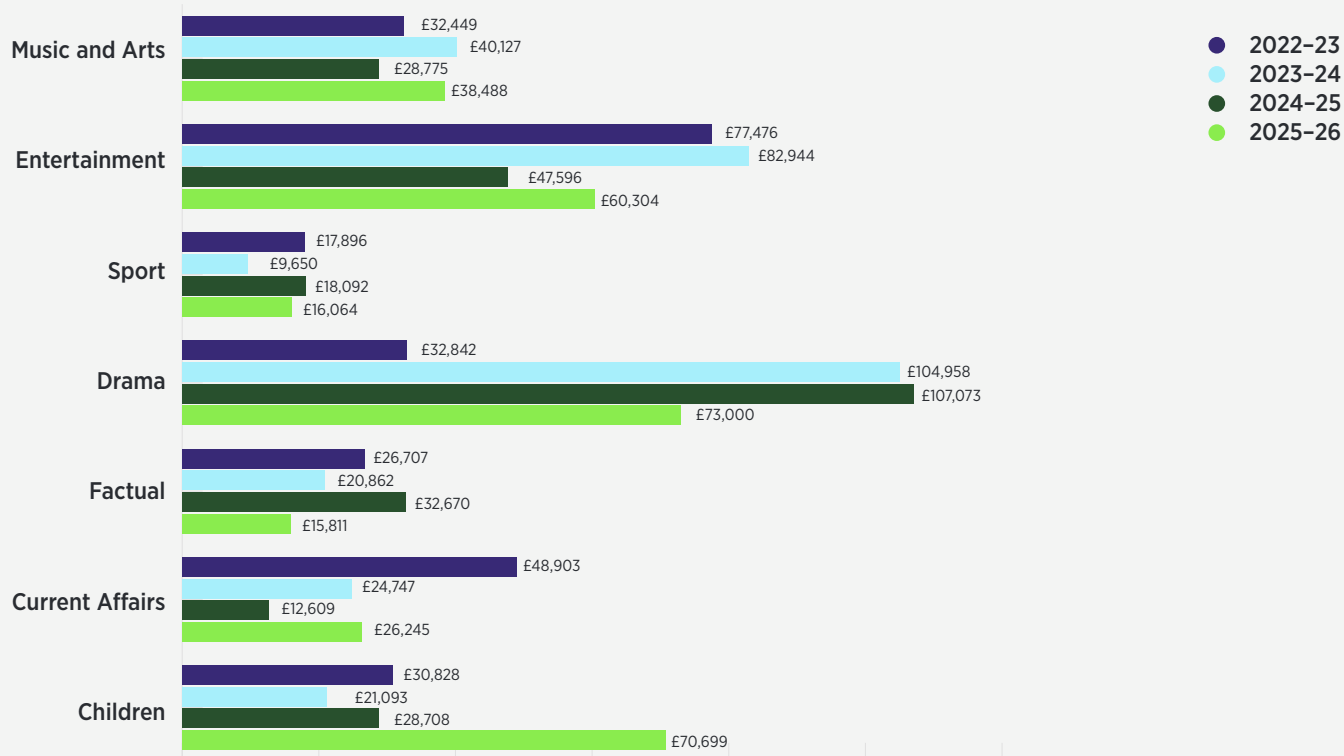
Cost per hour – programmes commissioned by S4C (excluding digital-only and digital-first content)

Anfamol



The cost per hour for 2024–25 has been restated to align with the accounting treatment of sports streaming programmes in 2025–26. No restatement has been made prior to 2024–25.

Cost per hour – digital-only and digital-first content commissioned by S4C (excluding social media content)



The cost per hour for 2024-25 has been restated to align with the accounting treatment of sports streaming programmes in 2025-26. No restatement has been made prior to 2024-25.

Bluey



Top S4C Programmes on Television in 2025–26



Wales v Japan

	Programme	Genre	Date	Reach
1	Clwb Rygbi: Gemau'r Hydref – Wales v Japan	Sport	15/11/2025	381,000
2	Taith y Llewod – British Lions v Argentina	Sport	20/06/2025	237,000
3	Clwb Rygbi: Ewrop – Northampton v Bordeaux Bègles	Sport	24/05/2025	210,000
4	Bluey	Children	25/03/2026	176,000
5	Clwb Rygbi Chwe Gwlad dan 20 – England v Wales	Sport	06/02/2026	158,000
6	Clwb Rygbi Rhyngwladol – Japan v Wales	Sport	12/07/2025	151,000
7	Sgorio Rhyngwladol – Wales v Bosnia and Herzegovina	Sport	26/03/2026	139,000
8	Clwb Rygbi Chwe Gwlad – Wales v France	Sport	15/02/2026	115,000
9	Clwb Rygbi: URC – Dragons v Scarlets	Sport	19/04/2025	110,000
10	Dartiau	Sport	31/08/2025	95,000
11	Eisteddfod Genedlaethol Cymru: Peak Hours	Events	07/08/2025	90,000
12	Y Crwydryn	Factual	26/12/2025	88,000
13	Clwb Rygbi: Cynghrair Cymru – RGC v Newport	Sport	27/12/2025	87,000
14	Eisteddfod Yr Urdd: Afternoon	Events	31/05/2025	82,000
15	UEFA Euro 2025 – France v Wales	Sport	09/07/2025	75,000
16	Taith y Llewod (Uchafbwyntiau)	Sport	28/06/2025	74,000
17	Eisteddfod yr Urdd: Uchafbwyntiau	Events	26/05/2025	73,000
18	Rygbi Cymru yn Ewrop 30	Sport	22/05/2025	73,000
19	Sgorio (Byw) – KF Shkendija v The New Saints	Sport	15/07/2025	72,000
20	Ysbyty	Factual	15/04/2025	69,000
21	Am Dro!	Entertainment	21/09/2025	68,000
22	Eisteddfod Genedlaethol Cymru: Afternoon	Events	03/08/2025	68,000
23	Ymgyrch Seal Bay	Factual	05/11/2025	65,000
24	Cefn Gwlad	Factual	03/11/2025	65,000
25	Can i Gymru	Music	28/02/2026	65,000
26	Eisteddfod yr Urdd: Morning	Events	31/05/2025	64,000
27	Red Bull Hardline Cymru	Sport	29/07/2025	64,000
28	Ralio: Rali Ceredigion	Sport	22/09/2025	63,000
29	Eisteddfod y Ffermwyr Ifanc	Events	15/11/2025	61,000
30	Stori'r Iaith	Factual	04/03/2026	61,000

(Source: BARB)

Notes:

1. UK reach based on three consecutive minutes of viewing across all broadcasts.
2. Only the highest-rated individual programme within each series, with sport grouped into series by competition.

Top S4C Programmes in 2025–26 by S4C Clic Viewing Sessions

	Programme	Date	Viewing Sessions
1	Taith y Llewod – British Lions v Argentina	20/06/2025	29,318
2	Clwb Rygbi: Gemau'r Hydref – Wales v Argentina	09/11/2025	24,716
3	Eisteddfod yr Urdd: Y Pafiliwn Gwyrdd	27/05/2025	15,055
4	Eisteddfod yr Urdd: Y Pafiliwn Coch	27/05/2025	14,439
5	Clwb Rygbi Rhyngwladol – Japan v Wales	12/07/2025	12,210
6	Eisteddfod yr Urdd: Y Pafiliwn Gwyn	27/05/2025	9,941
7	Sgorio Rhyngwladol – Wales v Bosnia and Herzegovina	26/03/2026	9,425
8	Bluey	29/01/2026	7,637
9	Clwb Rygbi Chwe Gwlad dan 20 – England v Wales	06/02/2026	5,411
10	Y Sioe: Live Stream	23/07/2025	5,345
11	Clwb Rygbi Chwe Gwlad – Ireland v Wales	06/03/2026	4,643
12	Clwb Rygbi: Ewrop – Ospreys v Scarlets	06/04/2025	4,464
13	Y Llais	08/03/2026	4,420
14	Clwb Rygbi: URC – Scarlets v Ospreys	26/12/2025	4,337
15	Eisteddfod Yr Urdd: Afternoon	27/05/2025	4,169
16	Dal Dy Ddannedd	11/04/2025	3,746
17	Hafiach	04/06/2025	3,587
18	Y Golau: Dŵr	14/09/2025	3,577
19	Sgorio: Taith Haf Wrecsam – Melbourne Victory v Wrexham	11/07/2025	3,235
20	Ysbyty	08/04/2025	3,216

(Source: S4C)

Notes:

1. Viewing requests across the United Kingdom, across all broadcasts.
2. Only the highest-rated individual programme within each series, with sport grouped into series by competition.

Top S4C Programmes in 2025–26 by BBC iPlayer Viewing Sessions

	Programme	Date	Viewing Sessions
1	Clwb Rygbi Rhyngwladol – Japan v Wales	12/07/2025	171,083
2	Clwb Rygbi: Ewrop – Northampton v Bordeaux Bègles	24/05/2025	151,911
3	Clwb Rygbi: Gemau'r Hydref – Wales v New Zealand	22/11/2025	117,551
4	Taith y Llewod – British Lions v Argentina	20/06/2025	114,702
5	Bluey	30/12/2025	90,333
6	Clwb Rygbi Chwe Gwlad dan 20 – England v Wales	06/02/2026	69,870
7	Clwb Rygbi: URC – Dragons v Scarlets	01/01/2026	67,311
8	Dartiau	07/12/2025	49,843
9	Y Golau: Dŵr	14/09/2025	31,074
10	Y Llinell Las	06/05/2025	27,230
11	Y Llais	08/03/2026	24,693
12	Strip	02/05/2025	22,036
13	Sgorio Rhyngwladol – Wales v North Macedonia	18/11/2025	21,183
14	Clwb Rygbi Chwe Gwlad – Ireland v Wales	06/03/2026	19,675
15	Amour a Mynydd	10/02/2026	17,693
16	Ysbyty	08/04/2025	17,554
17	Nadolig Shrek	25/12/2025	17,469
18	Sgorio (Byw) – Rhyl 1879 v Caernarfon	08/03/2026	17,384
19	UEFA Euro 2025 – England v Wales	13/07/2025	16,012
20	Stad	07/11/2025	13,646

(Sources: S4C / BBC)

Notes:

1. Viewing requests across the United Kingdom, across all broadcasts.
2. Only the highest-rated individual programme within each series, with sport grouped into series by competition.

Top S4C Content Published on YouTube in 2025-26

	Programme	Date	Viewing Sessions
1	LIVE RUGBY: Northampton v Bordeaux-Bègles Investec Champions Cup Final	24/05/2025	208,160
2	LIVE DARTS: WDF World Darts Championship 2025	07/12/2025	157,731
3	Tour de France 2025: Stage 6	10/07/2025	152,940
4	Wales 7-1 North Macedonia Highlights World Cup Qualifiers 2026	18/11/2025	99,820
5	Wales 1-1 Bosnia and Herzegovina (4-2 Penalties) World Cup Second Chance Games	26/03/2026	67,751
6	LIVE RUGBY: England v Wales Under 20s 6 Nations	06/02/2026	57,460
7	British Lions v Argentina Taith y Llewod 2025	20/06/2025	55,813
8	Awr o Straeon Cymraeg Cyw a'i Ffrindiau	27/04/2025	40,863
9	UEFA: The New Saints v FC Differdange 03	29/07/2025	34,825
10	Wrexham v Cardiff (Genero Adran Premier)	29/03/2026	34,374

(Sources: S4C / YouTube)

Top S4C Content Published on Facebook in 2025-26

	Programme	Date	Viewing Sessions
1	Clip from the programme Ysbyty showing the daily pressures on hospital staff across Wales	23/04/2025	2,001,916
2	Stratos racing through Crychan at the RAC Rally	20/11/2025	1,266,554
3	Ken Owens speaking on Jonathan	20/11/2025	1,108,332
4	Joe Calzaghe talking about his final fight at Madison Square Garden	22/12/2025	927,625
5	Cardiff Met scoring against Bala during Storm Amy	04/10/2025	717,921
6	Guto Bell giving an emotional message to his mother at the Urdd Eisteddfod 2025	26/05/2025	588,145
7	Archive content from the programme Ibiza! Ibiza!	23/08/2025	568,533
8	Joe Calzaghe discussing his fight against Bernard Hopkins	20/12/2025	561,643
9	Guto Bell's winning performance at the Urdd Eisteddfod 2025	27/05/2025	427,750
10	Callum Scott Howells performing Calon Lân with Treorchy Male Choir and Only Boys Aloud	21/10/2025	418,757

(Sources: S4C / Facebook)

Top S4C Content Published on Instagram in 2025–26

	Programme	Date	Viewing Sessions
1	Britney, a character in Rownd a Rownd	29/04/2025	1,998,246
2	Deta Hedman reaching the semi-finals of the World Darts Championship	05/12/2025	1,627,145
3	Guto Bell giving an emotional message to his mother at the Urdd Eisteddfod 2025	26/05/2025	1,270,271
4	Clip from the programme Ysbyty showing the daily pressures on hospital staff across Wales	23/04/2025	767,422
5	Content from Wales on Drugs discussing the health effects of drug use	20/01/2026	677,417
6	Callum Scott Howells performing Calon Lân with Treorchy Male Choir and Only Boys Aloud	21/10/2025	600,396
7	Archive content from the programme Ibiza! Ibiza!	23/08/2025	512,146
8	Stratos racing through Crychan at the RAC Rally	20/11/2025	475,817
9	Mitchell “Wee Sox” Lawrie’s victory at Lakeside 2025 on reaching the final stages	06/12/2025	457,669
10	Mike Lewis dropping the ball into the goal during a penalty shootout	06/09/2025	447,993

(Sources: S4C / Instagram)

Top S4C Content Published on TikTok in 2025–26

	Programme	Date	Viewing Sessions
1	Ruby, “The Best of Wales”, returns to the Urdd Eisteddfod 2025	27/05/2025	1,073,773
2	Guto Bell giving an emotional message to his mother at the Urdd Eisteddfod 2025	26/05/2025	951,268
3	Guto Bell’s winning performance at the Urdd Eisteddfod 2025	27/05/2025	722,286
4	Mitchell Lawrie reaching both the youth and adult finals at Lakeside 2025 and celebrating with a Chinese takeaway	06/12/2025	656,401
5	Clip from the programme Ysbyty showing the daily pressures on hospital staff across Wales	23/04/2025	654,993
6	Mitchell “Wee Sox” Lawrie’s victory at Lakeside 2025 on reaching the final stages	06/12/2025	646,802
7	Guto Bell shining at the Urdd Eisteddfod 2025	02/06/2025	590,514
8	One year since Ruby’s standout moment at the Urdd Eisteddfod 2024	19/05/2025	577,980
9	Emyr performing a dance in Amour a Mynydd	20/02/2026	513,537
10	A drunk individual damaging a police car while driving a stolen road roller	21/08/2025	497,403

(Sources: S4C / TikTok)

Governance Report

S4C is an independent public body responsible for providing a high-quality public service television and digital service through the medium of Welsh, primarily for audiences in Wales, but also for the wider audience that wishes to use S4C's Welsh-language service.

S4C's constitutional structure and duties are defined in statute in the Broadcasting Acts 1990 and 1996, and the Communications Act 2003 (as amended).

This Governance Report sets out the corporate governance framework of the Board and explains:

- How the Board conducts its business;
- How Board members are appointed;
- How the Board evaluates its work and effectiveness; and
- How responsibilities are delegated to the Chief Executive and the Senior Leadership Team, whilst ensuring clear accountability.

S4C's Corporate Governance Framework

The legislation that established S4C refers to a single statutory body and television service. This report is consistent with those statutory definitions. The Board is referred to as the S4C Board, and the service is referred to as S4C.

The Board is responsible for ensuring that S4C's statutory functions, within a context that combines elements of public service and commercial activity, are carried out in accordance with the Board's policies, relevant legislative requirements, the Ofcom Broadcasting Code, and the Partnership, Funding and Accountability Agreement with the BBC.

The Board

The independent review of S4C published in March 2018 recommended that S4C's corporate governance structure should be based on a unitary board comprising executive and non-executive members.

In autumn 2018, with the agreement of the Secretary of State, S4C implemented interim arrangements on an administrative basis to facilitate the implementation of these recommendations within the existing statutory framework. The Board approved new Standing Orders and established a shadow Unitary Board as recommended by the review.

These interim arrangements continued on an administrative basis until 23 August 2024, when the relevant provisions of the Media Act 2024 came into force. These provisions formally amend S4C's governance framework and confirm the unitary governance model.

The Board's Standing Orders have been revised to reflect the statutory changes, removing the previous arrangements relating to the Authority and the shadow Unitary Board. The body is now referred to as the S4C Board, and it comprises both executive and non-executive members with full membership status.

Further information regarding the work of the S4C Board can be found in its Standing Orders, available on S4C's website.

S4C's Accounting Officer

The Chief Executive is designated as S4C's Accounting Officer.

During 2025–26, the Accounting Officer was responsible to the Department for Culture, Media and Sport (DCMS) in relation to S4C's statutory funding, and was therefore accountable for the proper use of Licence Fee funding paid to S4C as directed by the Secretary of State.

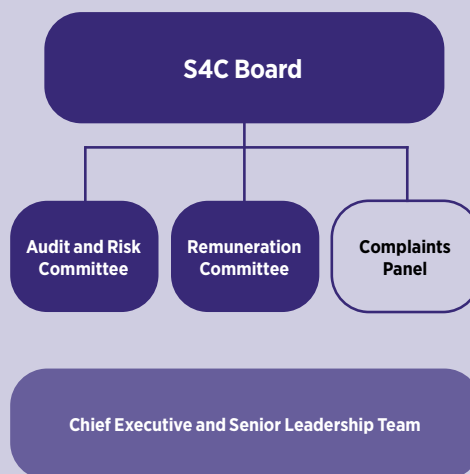
Throughout the reporting period, Geraint Evans served as S4C's Accounting Officer in his capacity as Chief Executive.

The Chief Executive and Senior Leadership Team

The Board delegates a number of specific functions to the Chief Executive and their officers, as set out in the Board's Standing Orders. The Chief Executive is accountable to the Board for the exercise of these functions.

The Chief Executive, their team and S4C staff are responsible for the day-to-day management and operation of S4C. This includes the delivery of S4C's television and online services.

S4C's Corporate Governance Structure 2025–26



The S4C Board

The Board comprises a Chair and up to eight non-executive members, together with the Chief Executive and up to two other executive members.

Further details regarding the membership of the Board during 2025–26 are provided later in this report.

As a general principle, the Board delegates responsibility for delivering S4C’s public services – including editorial and commissioning matters, and day-to-day management – to the Chief Executive and Senior Leadership Team. The Senior Leadership Team is accountable to the S4C Board through the Chief Executive, and the Board retains responsibility for guiding and overseeing the strategic direction of the Channel. This arrangement has been in place since 1982 and continues to safeguard the Board’s independence from operational decisions regarding S4C content.

Effectiveness and Evaluation

The Board undertakes an annual self-assessment of its own performance, the work of its committees and individual members. In accordance with good practice, periodic external reviews of governance effectiveness are also undertaken.

During 2024–25, the legal firm Darwin Gray was appointed to carry out an external review of S4C’s governance effectiveness. As part of the process, a representative from Darwin Gray attended meetings of the Board, the committees and the Management Team (as it was then constituted) in order to observe proceedings.

Darwin Gray’s final report was presented to the Board on 24 October 2024. While the firm considered that S4C’s governance arrangements were largely sound on paper, it made a series of recommendations to further strengthen the arrangements, including practical suggestions for implementation.

In response, the Board Secretary prepared a concise action plan on the Board’s behalf. By April 2025, the majority of actions had been completed; with the Board subsequently confirming in October 2025 – one year since receipt of Darwin Gray’s report – that all relevant recommendations had been completed. This brought the formal response to the Darwin Gray review to a close.

In line with established practice, the Board conducted its annual effectiveness review in spring 2026. Rather than the usual questionnaire-based process, the Board Secretary prepared a structured report capturing the improvements made to governance arrangements since the appointment of the new Chair and non-executive members in May 2025. The report was considered by the Board at its meeting in March 2026, and members confirmed they were satisfied that the governance framework was operating effectively.

Board Responsibilities

The Board’s principal responsibilities include:

- Providing a Welsh-language public service broadcasting service;
- Ensuring compliance of the services with relevant regulatory requirements, including the Ofcom Broadcasting Code;
- Taking account of the audience’s views regarding S4C’s programmes;
- Approving S4C’s strategy, annual budget and long-term financial plans;
- Overseeing, approving and scrutinising the proper management of S4C;
- Acting as a public body;
- Preparing annual reports and accounts; and
- Appointing the Chief Executive, and Board Secretary.

Further information on the Board’s procedures and responsibilities can be found in the Standing Orders published on S4C’s website.

Annual Report and Statement of Accounts

The Board has a specific duty to submit an Annual Report and Statement of Accounts on S4C’s activities to the UK Parliament each year.

In addition, the Board has agreed to present the document before the Senedd (Welsh Parliament).

The Annual Report and Statement of Accounts also form the basis of S4C’s appearances before parliamentary committees – including the Welsh Affairs and Culture, Media and Sport Committees in the UK Parliament, and the Culture, Communications, Welsh Language, Sport and International Relations Committee in the Senedd – providing a key element of external scrutiny and accountability.

Regulatory Compliance

S4C's television and on-demand programme services are regulated by Ofcom. Under this regime, S4C must comply with a range of regulatory requirements set out in legislation and by Ofcom, the UK communications regulator.

S4C has a statutory duty to comply with the Ofcom Broadcasting Code and other regulatory requirements, and Ofcom has specific powers to monitor and enforce compliance.

As part of the annual reporting process, S4C pays a Regulatory Fee to Ofcom and provides detailed information, including financial data, performance metrics and information on compliance with quotas.

During the year, S4C published a revised Statement of Programme Policy (SOPP) in line with the requirements of the Media Act 2024, setting out the editorial policies which will govern S4C's services going forward. The revised SOPP was submitted to Ofcom in January 2026.

Previously, the S4C Board had limited responsibilities for regulating S4C's on-demand services. Since 23 August 2024, when the relevant provisions of the Media Act 2024 came into force, these responsibilities have transferred to Ofcom.

During 2025–26, Ofcom did not open any investigations into complaints about S4C's content or services.

Audience Opinion

The Board has a statutory duty to ensure that arrangements are in place for gathering public opinion regarding S4C content – including the impact of content on viewer attitudes and behaviours, and the types of content people would like to see.

These arrangements include: a Viewers' Panel providing weekly feedback on programmes; an annual survey on audience perceptions; and consideration of relevant data from BARB, S4C Clic and BBC iPlayer.

Handling Complaints

The Board is responsible for ensuring that appropriate arrangements are in place to enable viewers to complain about content.

To that end, the Board has approved and published S4C's Complaints Process, which outlines how complaints are handled – including those relating to compliance or regulatory matters.

Information on how to submit a complaint is available on the S4C website.

If a complainant appeals a decision by the Chief Executive in accordance with the process, the matter is considered by the Board's Complaints Panel. The Panel comprises three non-executive members of the Board and meets as required.

Staff Engagement and Workforce Matters

The Board continued to give close attention to staff engagement and workforce matters throughout 2025–26, recognising the importance of a healthy organisational culture to the delivery of S4C's strategic objectives, and considering meaningful engagement with the workforce as an integral part of its governance responsibilities.

A pulse survey conducted in spring 2025 showed significant improvement across key measures, including wellbeing, trust in leadership, and confidence in the organisation's direction. In response, a 'We Said, We Did' action plan was developed, setting out the steps taken to address themes raised by staff.

The ongoing programme of cultural development – led in partnership with organisational development specialists Sycol and S4C's People and Culture team – continued to make strong progress. The programme, known as S4C Campus, is a structured, multi-level development programme for staff and leaders, designed to embed S4C's values and Culture Code in day-to-day ways of working. By the end of the reporting year, approximately 80% of staff had completed the first level of the programme, with the second level, aimed specifically at leaders across the organisation, due to commence early in 2026–27. In March 2026, the Board received a formal presentation reviewing progress to date and was encouraged by the evidence of genuine cultural change within the organisation.

The Staff Forum continues to act as a meaningful platform for employee engagement. The Board held its annual meeting with Forum representatives in January 2026. The Board was satisfied that the Forum provides a constructive and effective channel for two-way communication between staff and leadership, and that its operation genuinely informs the organisation's people-related decisions.

The Board also held its annual meeting with S4C's BECTU representative in December 2025. The unanimous acceptance by BECTU members of the 2025–26 pay settlement was referenced as evidence of the positive relationship between S4C and its workforce, and the trust staff have placed in S4C's leadership and direction.

The Board takes seriously its responsibility to understand the views and experiences of the workforce and to ensure that these insights inform governance decisions on matters such as pay, organisational culture, training, and people-related policies. The mechanisms described above are kept under review to ensure they remain effective.

Oversight of Climate-related Issues

The Board continued to receive updates on S4C's environmental responsibilities throughout 2025–26. S4C's commitment to sustainability is embedded within the third strategic pillar of its 2025–30 corporate strategy – Collaborating to Make Wales Thrive – which sets out the organisation's ambition to create lasting value for Welsh communities, including through a responsible approach to its environmental impact.

During the reporting year, S4C engaged an external consultancy to undertake an assessment of its current carbon footprint and to identify potential steps to reduce its environmental impact in the years ahead. This work will inform the organisation's approach to environmental sustainability going forward, and the Board will receive and consider the findings in due course.

The Board also continued to be kept informed of the steps being taken to ensure that content produced for S4C meets the standard required for Albert accreditation – the creative industries' environmental certification scheme – and remains satisfied that appropriate processes are in place.

Governance and Long-Term Value Creation

In addition to its statutory responsibilities, the Board recognises its broader role in ensuring that governance contributes to long-term value creation for audiences, stakeholders and the Welsh economy.

The 2025–26 reporting year was a significant one for S4C's governance. In May 2025, the Secretary of State appointed a new Chair and five new non-executive members to the Board, bringing a breadth of fresh experience and perspective. In addition, a non-executive Board member was reappointed for a further term, recognising the importance of continuity and corporate memory. A structured induction day was held at S4C's headquarters in May 2025.

In July 2025 the Board approved S4C's new five-year corporate strategy – 2030 Strategy: More than a TV Channel – which sets out the organisation's ambitions across three interconnected pillars: Expanding Viewing with our Content; Transforming to Digital-First; and Collaborating to Make Wales Thrive.

The Board's governance arrangements were adapted during the year to support delivery of the new strategy. The standalone Remuneration Committee met for the first time in July 2025, with a clear remit that includes succession planning for the Senior Leadership Team. Following a period of reflection, the Board decided in December 2025 to re-establish the Content Committee, to provide dedicated non-executive oversight of content strategy. The Content Committee will be operational from the 2026–27 reporting year onwards.

These structural changes, taken together with the completion of the Darwin Gray action plan confirmed at the start of the year, represent a coherent and deliberate strengthening of S4C's governance framework.

The Board has sought throughout the year to ensure that its scrutiny work is directly connected to S4C's strategic priorities, not merely to discharge procedural obligations. Specific examples include: the Audit and Risk Committee's thematic reviews of risks relating to audience engagement, and governance and compliance; the Board's approval of a new partnership with the BBC to significantly increase the prominence of S4C's content on BBC iPlayer; and the approval of S4C's Content Strategy in March 2026.

The Board is satisfied that the governance arrangements in place during 2025–26 have supported the organisation's ability to create lasting value – for Welsh speakers, for the independent production sector, and for Wales as a whole.

Succession Planning

The Board is aware of the importance of ensuring the continuity of effective leadership in order to support the delivery of the 2030 Strategy – both in terms of Board membership and the Senior Leadership Team.

A new, standalone Remuneration Committee was established and met for the first time in July 2025, chaired by Dr Gwenllian Lansdown Davies. Unlike its predecessor, the new Committee operates with a focused and explicit remit, which includes responsibility for succession planning for the Senior Leadership Team. Further details of the Committee's work are provided separately in the Annual Report.

In terms of Board-level succession, Guto Bebb reached the end of his term on 28 February 2026, while Suzy Davies's term is due to end on 31 July 2026. DCMS initiated a public appointments process in early 2026 to recruit two new non-executive members. The Board engaged constructively with DCMS throughout this process, consistent with its responsibility to ensure that the composition of the Board continues to reflect the organisation's current and future needs.

For incoming Board and Senior Leadership Team members, structured induction arrangements continue to be provided as a matter of course, with the aim of ensuring that new members are equipped to contribute effectively from the outset. Further details of the induction programme provided to the new Chair and non-executive members during 2025–26 are set out in the Board Members' Induction and Training section of this report.

The Board recognises that effective succession planning is a continuous process, and that the skills and experience required to deliver the 2030 Strategy will evolve as the strategy is implemented. Accordingly, the Board intends to keep its approach to succession – for both the Board and the Senior Leadership Team – under active review throughout the remaining years of the strategy period.

Financial Functions and Systems

Annual Budget Preparation and Long-Term Financial Planning

S4C's budget for each financial year (and any revisions to it) is approved by the Board. The Board also considers and approves a five-year financial plan which sets the organisation's long-term direction, as well as an indicative plan for the same period.

The Chief Executive and Senior Leadership Team are responsible for preparing and analysing draft versions of the annual budget and long-term financial plans, and for recommending them to the Board for consideration and approval.

Audit Functions

The Board has a statutory duty to ensure that appropriate audit arrangements are in place for all aspects of S4C's financial affairs. The audit function is divided into two areas: External Audit and Internal Audit.

External Audit

Since October 2019, the Comptroller and Auditor General of the National Audit Office (NAO) has acted as S4C's external auditor.

Following the commencement of relevant provisions of the Media Act 2024 on 23 August 2024, this appointment is now on a statutory footing.

The external auditor's report to the S4C Board is included within the financial statements section for 2025–26.

Internal Audit

TIAA were appointed as S4C's internal auditors in 2022 following a competitive tender process, for an initial term of three years with the option to extend. During 2025–26, the Audit and Risk Committee ran a further competitive tender for the appointment of internal auditors from 01 April 2026. Following completion of that process, the Committee reappointed TIAA for an initial term of three years with the option to extend for a further year.

TIAA conducted appropriate audits throughout the year, providing assurance regarding the operation and validity of the internal control system. They independently review the processes implemented by management and report to the Accounting Officer and the Audit and Risk Committee.

Where weak or inappropriate controls are identified that pose a risk to the organisation, the Audit and Risk Committee is responsible for monitoring the relevant corrective actions, ensuring they are completed promptly by management.

Risk Management and Internal Control

Identifying and managing risk is central to the Board's responsibilities. The Board and the Senior Leadership Team have a clear responsibility to identify risks facing S4C and to establish appropriate procedures to monitor and mitigate those risks.

A risk management framework is in operation to identify, evaluate and manage significant risks. This framework has been developed in accordance with best practice in internal control and risk management.

In line with the guidance 'Internal Control: Guidance for Directors on the Combined Code' (the Turnbull guidance), the Board confirms that a continuous process has been in place throughout the year, and at the date of approval of the financial statements, to identify, evaluate and manage the significant risks faced by the S4C Group. This process is reviewed regularly by the Board and the Audit and Risk Committee.

Key elements of the internal control system include:

Financial Control

S4C operates a comprehensive financial management system, including the preparation of annual budgets for each cost centre. These are approved by the Board.

Cost centre results are reported quarterly and compared against budget. Significant variances are investigated as appropriate. Commitment forecasts are updated regularly.

Financial Reporting

The Board has established systems of internal control and risk management to support the Group's financial reporting process and the preparation of consolidated accounts. These processes are overseen by the Audit and Risk Committee to ensure they meet relevant reporting and regulatory requirements.

Whistleblowing Arrangements

S4C has a whistleblowing (disclosure) policy to facilitate the confidential reporting of sensitive information or incidents. The policy is published on S4C's intranet.

The Audit and Risk Committee, on behalf of the Board, is responsible for ensuring appropriate arrangements are in place for investigating reported concerns and for any necessary follow-up action.

Risk Appetite Statement

On 14 March 2024, the Board approved a new risk appetite statement for S4C. It was most recently reviewed in November 2025.

The statement sets out how threats and opportunities are balanced in pursuit of strategic objectives. It helps ensure S4C responds consistently to risk, with all accepted risks appropriately assessed and proportionate resources allocated to mitigation.

The statement varies across business areas. For example, S4C may have a low-risk appetite for legal or financial matters, but a higher tolerance in areas such as development and project work.

The statement is set by the Board, and the Audit and Risk Committee considers any breaches or tensions that arise. It is reviewed regularly – at least annually – to ensure it remains appropriate in changing circumstances.

S4C distinguishes between operational risks, which are internal and within its control, and external risks, which are not directly controllable but still require planning and appropriate responses.

Overarching Risk Appetite Statement

S4C does not have a single risk appetite, but rather a range of risk appetites across its activities. S4C recognises that it may choose to accept different degrees of risk in different areas. It has agreed an appropriate level of risk appetite for the various areas of its business. Where S4C chooses to accept a higher level of risk, it will always do so subject to ensuring that the potential benefits and threats are fully understood before any action is authorised, that there is sufficient risk capacity, and that sensible and proportionate measures are in place to mitigate the risk.

Monitoring Business Controls and Risks

The Board has delegated responsibility for identifying and evaluating significant business risks to the Senior Leadership Team, including planning and implementing appropriate internal controls. Risks are reviewed on a continuous basis and may arise from a range of sources, including breakdowns in oversight, IT system failures, competition, natural disasters and regulatory changes.

The Chief Executive reports regularly to the Board and the Audit and Risk Committee on risk matters, and the Strategic Risk Register is reviewed at every meeting of the Audit and Risk Committee. The Chief Finance Officer also provides quarterly updates to the Board on financial performance.

The Chief Executive informs the Board of any significant changes in the business or external environment that impact key risks. Where improvements are needed, recommendations from the Senior Leadership Team and the Audit and Risk Committee are considered by the Board.

Assessing Principal Risks, Uncertainties and Opportunities

S4C's Strategic Risk Register reflects an assessment of the organisation's strategic objectives and the risks that could affect their delivery. The Audit and Risk Committee received regular reports throughout the year to monitor these risks. Assurance was also provided by the internal auditors to assist the Committee in evaluating the organisation's risk profile.

The section below summarises the principal risks and uncertainties identified during the year, along with the relevant mitigating actions. These focus on strategic risks that could undermine S4C's ability to fulfil its statutory obligations.

The main areas of risk remain similar to those identified in the previous year and can be categorised as relating to the delivery and quality of S4C's services, strategic matters, and financial and governance issues.

1. Audience and Service Performance

S4C's primary statutory duty is to provide a broad range of high-quality and diverse Welsh-language audiovisual content as part of its public service remit. To do so, the service must respond to audience needs and ensure that the independent production sector can deliver quality content.

The Board monitors service quality throughout the year using independent data and various consultation methods.

By working closely with producers, S4C uses audience feedback to improve content and ensure value for money.

In a rapidly evolving media landscape, S4C must respond to changing viewing patterns and user expectations across a range of digital platforms – including online services, high-definition content and emerging formats.

The Board is satisfied that effective processes are in place to monitor performance across all of S4C's services. However, providing high-quality content across multiple platforms involves increasing costs, and this remains a matter of ongoing budgetary discussion.

S4C's technical infrastructure must support 24/7 services across a range of platforms. Business continuity plans are in place to ensure the infrastructure is robust and that appropriate responses to major technical incidents can be implemented.

Since January 2021, S4C's technical broadcast services have been co-located with BBC Cymru Wales at Central Square, Cardiff.

2. Strategic and Financial

Since April 2022, all of S4C's public funding has been provided via the Licence Fee, with future funding decisions expected to form part of Licence Fee settlements.

In total, S4C's funding from 01 April 2022 was approximately £88.85m. From April 2024 onwards, this amount increased annually in line with CPI inflation – an arrangement which will continue until 31 March 2028.

Despite this medium-term certainty, the Board remains aware of risks associated with inflation and rising costs in the production sector. The Senior Leadership Team is working with the sector to manage costs and ensure value for money.

Since January 2026, S4C has been engaging with DCMS as part of the consultation on the future of the BBC's Royal Charter post April 2028 – the outcome of which is expected to influence arrangements for S4C's future public funding.

3. Governance and Structure

The Board's governance arrangements are reviewed regularly to ensure they remain robust and fit for purpose.

Following the fact-finding exercise commissioned in May 2023, the Board published an Action Plan on 29 February 2024. This included a review of S4C's governance arrangements, commissioning an external review of those arrangements by Darwin Gray, and revising the Board's Standing Orders.

By April 2025, the majority of actions had been completed; with the Board subsequently confirming in October 2025 – one year since receipt of Darwin Gray's report – that all relevant recommendations had been completed, bringing the formal response to the review to a close.

A Partnership, Funding and Accountability Agreement with the BBC has been in place since November 2017. The Board has appropriate arrangements in place for reporting to the BBC Board via its Audit Committee.

S4C Board Membership

The S4C Board comprises the Chair and up to eight non-executive members; the Chief Executive and up to two further executive members.

Non-executive members of the S4C Board are appointed by the Secretary of State for Culture, Media and Sport, following consultation with the Secretary of State for Wales and the Welsh Government.

Non-executive positions on the Board are publicly advertised, and appointments are made in accordance with the public appointments process.

The non-executive membership brings a breadth of experience and knowledge, and is independent of the Senior Leadership Team and of any business or other relationships that could interfere with the exercise of independent judgement. This structure ensures that decision-making cannot be dominated by any one individual or small group.

The Chief Executive is an ex officio member of the Board, while any additional executive members are appointed by the non-executive members in accordance with S4C's Standing Orders.

Diversity

Diversity within the Board's membership is considered as part of the selection process led by DCMS. Diversity within the organisation is key to ensuring that S4C's service reflects its audience and their needs.

Board Members' Induction and Training

A tailored induction programme is provided to every new member of the Board. The induction process includes meetings with key individuals within S4C and the Board, the provision of core information relating to directors' duties, the operation of S4C's business, the media sector, and the principal risks and uncertainties facing S4C. In addition to providing information, the programme offers insight into how the organisation operates in practice.

Following the appointment of a new Chair and five new non-executive members in May 2025, a structured full-day induction event was held at S4C's headquarters on 13 May 2025. The programme covered S4C's remit, mission and strategic direction; financial management and controls; the governance framework and the expectations placed on Board members; content and audience strategy; and S4C's commercial activities. The format combined formal presentations from the Senior Leadership Team with open discussion, enabling new and continuing members to build working relationships and develop a shared understanding of the organisation's priorities.

During 2025–26, further training and development opportunities were provided to Board members on a range of topics, including:

- S4C's approach to measuring audience viewing across its various platforms, and the implications for content and commissioning strategy;
- Legal and compliance requirements, including the governance and regulatory framework within which Board members operate;
- Data protection, information governance and cyber security;
- Anti-discrimination and anti-harassment obligations

Board members were also offered the opportunity to attend any Non-Executive Director development sessions provided by the UK Government Cabinet Office.

Members' Interests

A register of members' external interests is available on S4C's website.

During the period, no non-executive members of the Board had any interests in contracts with S4C.

Members' Remuneration

Details of members' remuneration are provided in a note to the Statement of Accounts.

Membership 2025–26

The reporting year saw significant change in the composition of the Board.

Adele Gritten and Chris Jones – whose terms of appointment had been due to end on 31 January 2025 – served until 30 April 2025 following an extension agreed by the Secretary of State pending the conclusion of the public appointments process. The Board records its thanks for their substantial contributions – including, in Chris Jones’s case, his service as Lead Independent Member.

With effect from 01 May 2025, the Secretary of State appointed Delyth Evans as Chair and five new non-executive members: Dyfrig Davies, Dr Gwenllian Lansdown Davies, Wyn Innes, Betsan Powys and Catryn Ramasut, each for a four-year term. At the same time, Denise Lewis Poulton was reappointed to the Board for a further four-year term.

Guto Bebb, who had served as Interim Chair since April 2024, continued as a non-executive member until the end of his term on 28 February 2026. The Board is grateful to Guto Bebb for his leadership as Interim Chair during a particularly demanding period in S4C’s recent history.

Lead Independent Member

The role of Lead Independent Member was established by the Board in 2016 following guidance issued by DCMS to its sponsored bodies.

Suzy Davies served as Lead Independent Member between 01 February and 21 September 2025. She was succeeded in the role by Dyfrig Davies.

The responsibilities of the Lead Independent Member include acting as an objective sounding board for the Chair and providing support in carrying out their duties; chairing meetings or parts of meetings where a potential conflict of interest arises; and being available as a trusted intermediary if needed. The Lead Independent Member also leads the evaluation of the Chair on behalf of the Board and supports the Chair in facilitating a wider evaluation of the Board’s work.

Skills

Upon appointment, and annually thereafter, all members of the Board are invited to declare the skills and experiences they bring to ensure the most effective contribution to S4C and the work of the Board.

The balance of skills across the S4C Board membership is considered as part of the DCMS selection process.

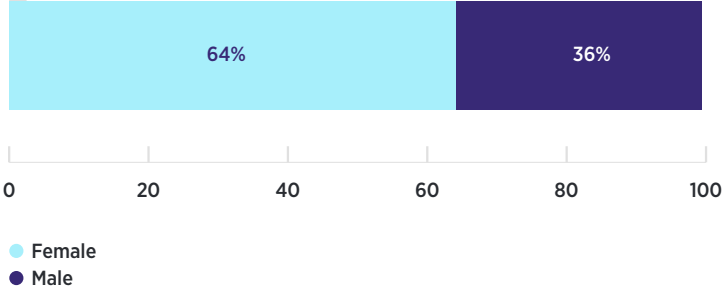
As of 31 March 2026, Board members possessed direct skills and experience in the following areas:



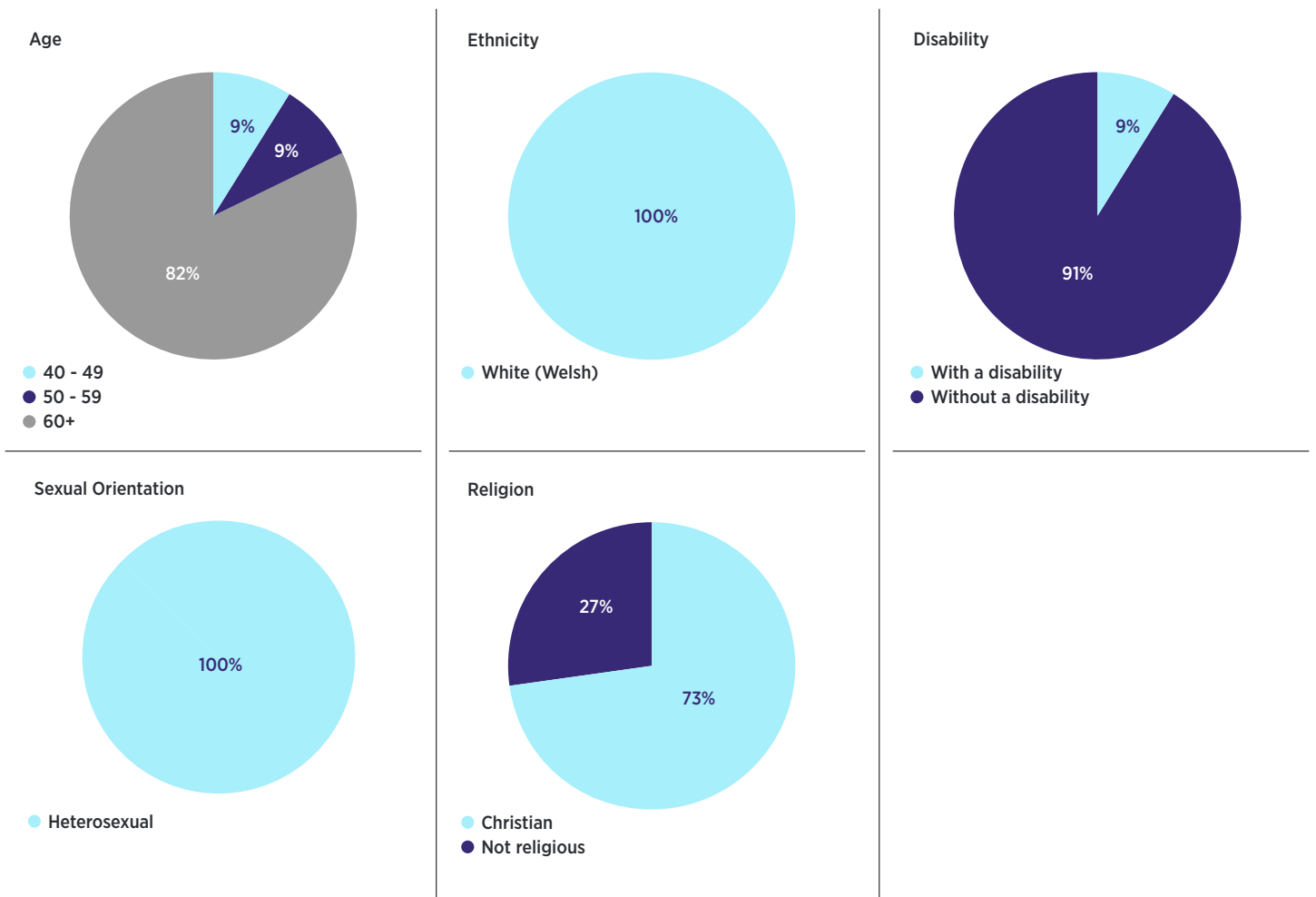
Diversity

Over recent years, Board members have been invited to provide information to enable relevant data on the diversity of the membership to be collected.

As of 31 March 2026, the Board comprised four men and seven women.



Based on responses from those members to a questionnaire sent to them, the Board's diversity characteristics as of 31 March 2026 were as follows:





Delyth Evans
Chair (from 01.05.2025)
Non-Executive Member

Term of Appointment: 01.05.2025 – 30.04.2029

Delyth is an experienced broadcaster and public service leader. She began her career as a journalist at HTV Wales, contributing to S4C's flagship current affairs programme Y Byd ar Bedwar, and later worked as a reporter for BBC Radio 4.

She served as a Member of the Welsh Assembly; and was Deputy Minister for Culture, Environment and Rural Affairs during 2000–03. Following her political career, she led the women's employment charity Smart Works as Chief Executive.

Delyth currently serves on the boards of Coleg Gwent, the Alacrity Foundation and the Urdd.



Guto Bebb
Interim Chair (01.04.2024 – 30.04.2025)
Non-Executive Member

Term of Appointment: 01.02.2021 – 28.02.2026

Guto has been Chief Executive of the Farmers' Union of Wales Insurance Services since 2020 and Chief Executive of the Farmers' Union of Wales Group as a whole since February 2021. Prior to that, he was Member of Parliament for Aberconwy for a decade, during which time he served as a Minister in the Wales Office and the Ministry of Defence.

Originally from Flintshire, Guto has lived in Caernarfon for over forty years. Before entering Parliament, he ran a number of businesses, including an economic development consultancy and a bookshop.



Dyfrig Davies
Lead Independent Member (from 22.09.2025)
Non-Executive Member

Term of Appointment: 01.05.2025 – 30.04.2029

Dyfrig is a seasoned media executive with deep roots in Welsh broadcasting. He was until early 2025 Managing Director of Telesgop, a leading independent production company, and has extensive experience in television and radio production.

Dyfrig has served on the boards of several cultural and educational organisations, including the Urdd. He brings a strong understanding of the creative industries and a commitment to Welsh-language media.



Suzy Davies
Lead Independent Member
(01.02.2025 to 21.09.2025)
Non-Executive Member

Term of Appointment: 01.08.2022 – 31.07.2026

A qualified lawyer, Suzy pursued careers in arts marketing and as a senior solicitor, before serving for ten years as a Member of the Senedd, which included a term as Shadow Minister for Culture, Heritage and the Welsh Language.

Since then, she has been an advocate for tourism in Wales, as former Chair of the Wales Tourism Alliance, and continues to campaign for greater equality as a board member of the Women's Equality Network. She currently serves on the boards of Mid Wales Tourism, Camlas Cyf and the Montgomeryshire Literature Festival, and is also a member of the Children's Commissioner for Wales Audit and Risk Board. She is a founder member of the Wales International Film Festival.

Born in Swansea, Suzy was raised in Bridgend, the Cynon Valley, Cardiff and Brecon. After working in Swansea, Newtown and Aberystwyth, she settled in the Dyfi Valley where her family has a farm and tourism business, and where she learnt Welsh.



Dr Gwenllian Lansdown Davies
Non-Executive Member

Term of Appointment: 01.05.2025 – 30.04.2029

Gwenllian is Chief Executive of Dysgu, a professional learning and leadership body in the education sector. She has previously served as Chief Executive of Mudiad Meithrin and Plaid Cymru, and is a passionate advocate for Welsh-medium care and education, playing a key role in expanding access to Welsh-medium childcare across Wales.

Gwenllian is also a Board Member of Medr and volunteers on the committee of her local Cylch Meithrin.



Adele Gritten
Non-Executive Member

Term of Appointment: 01.02.2021 – 30.04.2025

Adele was born and raised in Swansea. She is an experienced board-level executive, having held senior management roles across various media, marketing and research consultancies, including YouGov, for over 20 years.

She became Chief Executive of Local Partnerships LLP in November 2022 – a company jointly owned by the Local Government Association, HM Treasury and the Welsh Government.

A respected and accomplished leader, Adele holds an MA in Social and Political Science from the University of Cambridge.



Wyn Innes
Non-Executive Member

Term of Appointment: 01.05.2025 – 30.04.2029

Wyn is a media entrepreneur and executive with a background in television production and digital infrastructure. He is Chief Financial Officer of Ogi, a Welsh broadband provider, and has held leadership roles in several media and technology companies.

Wyn has experience of business development and innovation, and brings financial expertise to the Board.



Chris Jones
Non-Executive Member

Term of Appointment: 01.02.2021 – 30.04.2025

Chris was a co-founder of Glas Cymru Cyf, which acquired Welsh Water in 2001 to create the UK's only not-for-profit utility company. He served as Welsh Water's Chief Financial Officer from 2001 to 2013, and as Chief Executive until May 2020.

He is a Non-Executive Director of Xoserve Limited and a former Non-Executive Director of the Principality Building Society. He is also a lay member of the Council of Cardiff University.

He has held a range of roles with third sector organisations, including the Prince's Trust, the Institute of Welsh Affairs, Water UK and CBI Wales.

Chris learnt Welsh as an adult and was awarded a CBE in the Queen's Birthday Honours List 2020.



Denise Lewis Poulton
Non-Executive Member

Term of Appointment: 01.04.2021 – 31.03.2029

Denise is an experienced strategic communications, brand and corporate affairs specialist. Born in Newcastle Emlyn, she was educated at Llandysul Grammar School and King's College London.

She held senior director roles in international telecommunications companies including Bell Canada, Cable & Wireless and Orange, before establishing a consultancy supporting organisations such as the Welsh Government, S4C, and the Wales Millennium Centre.

She has served as a Trustee or Non-Executive Director of several national cultural organisations, including Welsh National Opera and the Hay Festival. She is an Honorary Lifetime Fellow of BAFTA.

In March 2023, she was appointed Trustee of the National Lottery Heritage Fund and Chair of its Wales Committee.



Betsan Powys
Non-Executive Member

Term of Appointment: 01.05.2025 – 30.04.2029

Betsan is a distinguished journalist and broadcaster with a career spanning over three decades. She has presented and produced a wide range of current affairs programmes and is known for her insightful analysis and commitment to public service journalism.

Betsan was formerly Editor of Welsh language radio and online services at BBC Wales, and also served as BBC Wales Political Editor. She continues to contribute to media and civic life in Wales.



Catryn Ramasut
Non-Executive Member

Term of Appointment: 01.05.2025 – 30.04.2029

Catryn is a producer and creative leader with extensive experience in the arts and media sectors. She founded ie ie Productions and has produced award-winning documentaries and films.

Catryn is currently Director of Arts at Arts Council of Wales. She also represents Wales on the DCMS Creative Industries Council, and was the inaugural Chair of Creative Wales.

Her work reflects a deep commitment to storytelling and representation.



Geraint Evans – Chief Executive
Executive Member

Since joining S4C in 2019, Geraint has served as Commissioner for News and Current Affairs, Director of Content and Publishing Strategy, and Interim Chief Content Officer. He has led the development of S4C's digital news service, overseen the commissioning team, and shaped S4C's multi-platform publishing strategy.

Before joining S4C, he worked as a journalist at ITV Cymru Wales for 25 years, including roles as reporter on Y Byd ar Bedwar, Series Editor and Head of Welsh Programmes.



Llion Iwan – Chief Content Officer
Executive Member

Llion Iwan was appointed Chief Content Officer at S4C in March 2025, bringing extensive experience and creative vision to the role.

He began his career as a local newspaper reporter before joining the BBC as a journalist, where he worked for over a decade in a variety of news and sports roles. During his time at the BBC, he produced and directed documentaries for BBC1, BBC2 and BBC4.

In 2012, Llion joined S4C as Commissioner for Factual and Sport, later becoming Head of Content Distribution. He subsequently became Managing Director of Cwmni Da, where he led the company to financial success and increased turnover, pioneering the placement of Welsh-language content on Amazon Prime.



Elin Morris – Chief Operating Officer
Executive Member

Elin is originally from Llanrhystud, near Aberystwyth. She worked for over 18 years as a solicitor in the Corporate Department at Geldards.

She was appointed S4C's Director of Corporate and Commercial Affairs in 2009 and became Chief Operating Officer in 2018.

Attendance

The table below shows the number of meetings of the Board and its committees attended by each member.

01 April 2025 – 31 March 2026			
	The Board	Audit and Risk Committee	Remuneration Committee
Number of meetings during the year	7	5	1
Delyth Evans	7/7	X	1/1
Guto Bebb	5/6	4/4	X
Dyfrig Davies	6/7	X	X
Suzy Davies	7/7	5/5	1/1
Dr Gwenllian Lansdown Davies	4/7	X	1/1
Adele Gritten	X	X	X
Wyn Innes	7/7	2/5	X
Chris Jones	X	X	X
Denise Lewis Poulton	5/7	X	X
Betsan Powys	6/7	X	X
Catryn Ramasut	6/7	X	X
Geraint Evans	6/7	X	X
Llion Iwan	7/7	X	X
Elin Morris	7/7	X	X

Attendance is expressed as the number of meetings attended in an official capacity / the number of meetings the member was expected to attend.

The Senior Leadership Team

The Board delegates a number of specific functions to the Chief Executive and their officers, who constitute S4C's Senior Leadership Team in accordance with the relevant Standing Orders.

The Senior Leadership Team is responsible for the day-to-day operation of S4C and is accountable to the S4C Board through the Chief Executive.

The Remuneration Committee is responsible, on behalf of the Board, for approving appointments to the Senior Leadership Team. Members, appointments, changes to the Team, and the terms and conditions of individual members are proposed to the Committee by the Chief Executive.

Membership 2025–26

The following individuals served on the Senior Leadership Team during 2025–26:



Geraint Evans **Chief Executive**

Since joining S4C in 2019, Geraint has served as Commissioner for News and Current Affairs, Director of Content and Publishing Strategy, and Interim Chief Content Officer. He led the development of S4C's digital news service, headed the commissioning team, and developed the organisation's multi-platform publishing strategy.

Before joining the channel, he worked as a journalist at ITV Cymru Wales for 25 years — first as a reporter for Y Byd ar Bedwar, then as Series Editor and later as Head of Welsh Language Programmes.



Nadine Beaton **Director of People and Culture**

Originally from Bridgend and now living in Cardiff, Nadine studied at the Royal Welsh College of Music and Drama before pursuing a corporate career in strategic internal communications, leadership, and organisational culture.

She was responsible for shaping the People and Culture strategy at Gocompare.com and more recently has worked as a consultant to tech companies establishing operational systems.

She brings wide cross-sector experience, including in media (Skillset Cymru), education (WJEC) and fintech — with expertise in designing processes that foster high-performance culture and effective employee engagement.



Manon Edwards Ahir **Director of Communications and Marketing**

Manon has worked in journalism and communications for over 25 years. Most recently she was Head of Planning and External Affairs at Amgueddfa Cymru – National Museum Wales, having previously served as Head of News, Media and Digital at the Senedd, where she oversaw the communications and rebranding of the National Assembly for Wales as it transitioned to become the Senedd.

Before that, she was co-owner and Managing Director of the bilingual communications agency Mela Media, representing a wide range of clients and developing specialist expertise in the media and broadcasting sectors, both public and private.

Manon is also a Non-Executive Director of Welsh National Opera.



Llion Iwan **Chief Content Officer**

Llion Iwan was appointed Chief Content Officer at S4C in March 2025, bringing extensive experience and creative vision to this key role.

He began his career as a local newspaper reporter before joining the BBC as a journalist, where he worked for over a decade in various news and sport roles. During his time at the BBC, he produced and directed documentaries for BBC1, BBC2 and BBC4.

In 2012, Llion joined S4C as Commissioner for Factual and Sport, later becoming Head of Content Distribution. He subsequently became Managing Director of Cwmni Da, where he led the company to financial success and increased turnover, pioneering the placement of Welsh-language content on Amazon Prime.



Elin Morris
Chief Operating Officer

Elin is originally from Llanrhystud, near Aberystwyth. She worked as a solicitor in Geldards' Corporate Department for over 18 years.

She was appointed S4C's Director of Corporate and Commercial Affairs in 2009 and became Chief Operating Officer in 2018.



Iestyn Morris
Head of Legal and Business Affairs

Born and raised in Carmarthen and the Vale of Glamorgan, Iestyn studied law at Aberystwyth and Cardiff universities. After qualifying in 2005, he practised in Cardiff and went on to become a Partner specialising mainly in employment law.

He joined S4C in 2018 and leads the legal and business affairs teams. In this role he also serves as a Non-Executive Director of the Educational Recording Agency (ERA).

Iestyn has also served as a trustee with Colegau Cymru and the cancer charity Tenovus, and remains a governor of Cardiff and Vale College and Ysgol Garth Olwg.

He became a member of S4C's Senior Leadership Team in January 2025.



Geraint Pugh
Board Secretary

Originally from Lampeter and now living in Aberystwyth, Geraint joined S4C as Board Secretary in October 2021.

He previously served as University Secretary at Aberystwyth University for more than eight years.

In his role at S4C, he is responsible for advising the Board to ensure proper and effective governance across all areas of the organisation's work.

Although he attended previous Management Team meetings, he became a full member of the new Senior Leadership Team when it was established in January 2025.



Mali Williams
Head of Strategy and Public Affairs

Mali leads S4C's public affairs and strategic partnerships work. She ensures that S4C builds and maintains relationships with its key stakeholders and promotes greater understanding of the organisation's aims, responsibilities and achievements.

Born and raised in Cardiff, Mali holds a Law degree from the LSE and a master's degree in Political Communication from Cardiff University's School of Journalism (JOMEC). She first joined S4C in 2017.

She became a member of the Senior Leadership Team in January 2025.



Sharon Winogorski
Chief Financial Officer

Sharon is a Chartered Accountant. Before joining S4C in 1998, she worked for a number of companies and organisations.

She was appointed to S4C's Management Team in October 2018. She is responsible for S4C's Finance Department, overseeing financial and budgetary matters for both the public and commercial arms of the organisation.

Sharon is learning Welsh.

The S4C Board's Working Structure

The S4C Board meets as required, and at least six times per year. In addition to formal meetings, two further strategic days are typically held each year.

In addition to the non-executive and executive members of the Board and the Board Secretary, other senior officers from S4C's Senior Leadership Team also attend meetings as required and contribute to the discussions.

The Senior Leadership Team provides appropriate and timely information to Board members, who are free to request any further information they consider necessary.

Any member may seek advice from the Board Secretary or from independent professionals at S4C's expense.

The Board scrutinises S4C's performance in delivering its agreed goals and objectives, and monitors performance reports accordingly. It also ensures the accuracy of financial information and oversees the financial control and risk management systems, ensuring they are robust and appropriately implemented.

While the Board periodically reviews the responsibilities and powers it delegates, responsibility for implementing policy and managing the day-to-day operation of S4C is delegated to the Chief Executive and onwards to the Senior Leadership Team. These arrangements ensure that S4C's operations are aligned with its remit and corporate strategy.

During 2025–26, the matters considered by the Board included:

- Approval of S4C's new five-year corporate strategy, and the related Content Strategy;
- The agreement reached with the BBC to increase the prominence of S4C's content on BBC iPlayer, with effect from April 2026;
- S4C's budget for 2026–27 and financial projections for subsequent years;
- The 2024–25 Annual Report and Statement of Accounts;
- S4C's submissions to DCMS consultations and information requests;
- The outcome of an independent economic and social impact assessment by Wavehill;
- Annual reports from the internal and external auditors, and reports on areas such as health and safety, the Welsh Language Standards, and performance across S4C's various platforms;
- Confirmation that all actions arising from Darwin Gray's governance effectiveness review had been completed, and the annual Board effectiveness review;
- The restructuring of the Board's committee arrangements, including the establishment of a new Remuneration Committee and the re-establishment of the Content Committee;
- Review of the Risk Appetite Statement and Matrix, and approval of updates to governance policies including the Board Members' Code of Practice;
- Staffing data – including absence trends, joiners and leavers, and training and development activity; and
- Meetings with representatives of TAC, BECTU and the Staff Forum

S4C Board Committee Structure

The Board has a number of committees to oversee different aspects of S4C's work.

These committees report regularly to the Board, which considers and approves their recommendations.

During 2025–26, the Board had two principal committees to support effective governance processes.

In addition to the formal members of each committee – which include representation from both non-executive and executive members, as appropriate – the Board Secretary and other senior officers from the Senior Leadership Team also attend meetings and contribute to discussions.

A Complaints Panel is also convened as needed to consider matters raised under S4C's Complaints Process.

In addition, the Board has established the Commercial Group Board to oversee S4C's commercial activity. Further information on this body is provided in a separate section.

Audit and Risk Committee

The Audit and Risk Committee supports the Board and the Chief Executive (as S4C's Accounting Officer) in relation to internal control and assurance arrangements.

During 2025–26, the following were members of the committee:

- Suzy Davies – Chair
- Guto Bebb (until 28 February 2026)
- Wyn Innes
- Denise Lewis Poulton (from 19 March 2026)

During the reporting year, matters considered by the committee included:

- Approval of annual plans and receipt of relevant reports from the internal and external auditors;
- Review of the Strategic Risk Register at each meeting, including in-depth discussion of emerging risks relating to audience engagement, governance and compliance, and the external broadcasting environment;
- Oversight of the competitive tender process for the appointment of internal auditors from April 2026, and reappointment of TIAA following that process;
- Review and approval of the 2024–25 Annual Report and Financial Statements for submission to the S4C Board, including scrutiny of the Governance Statement; and
- Self-assessment of the committee's effectiveness, including evaluation against NAO good practice criteria and review of the committee's terms of reference.

Remuneration Committee

On behalf of the Board, the Remuneration Committee monitors the performance of senior S4C officers and approves their salaries and other terms of employment. It also oversees general arrangements for S4C staff salaries and monitors the effectiveness of these arrangements.

During 2025–26, the following were members of the committee:

- Dr Gwenllian Lansdown Davies – Chair
- Delyth Evans
- Suzy Davies (until 21.09.2025)
- Dyfrig Davies (from 22.09.2025)

No S4C employee – whether a member of the committee or an attendee – was permitted to be present when the committee considered matters relating to their own employment, including the outcome of their annual review or any discussions about their salary. In such cases, the individual concerned was asked to leave the meeting temporarily.

During the reporting year, matters considered by the committee included:

- The probationary review of the Chief Executive, and confirmation of his permanent appointment;
- S4C's annual staff pay settlement, salary benchmarking for the Senior Leadership Team, and associated statutory reporting including the gender pay gap; and
- A review of the committee's terms of reference and its approach to succession planning for the Senior Leadership Team.

Commercial Activities

S4C's commercial activities are managed through S4C Masnachol. S4C Masnachol is responsible for a variety of commercial activities and investments that are designed to create an additional sustainable income stream for S4C's public service.

S4C's commercial activities contribute an average of approximately £900k per year to S4C's public service fund. This comprises the annual dividend from S4C Masnachol and payments made by the commercial group to S4C's public service fund for airtime, salary recharges and other services, including a contribution to BARB audience measurement data.

Although a small percentage of S4C's total income, this is an important financial contribution which enables S4C to invest in content and services that would otherwise not be possible.

The money held in S4C's commercial reserve is money that has been generated by S4C's commercial activities in the past.

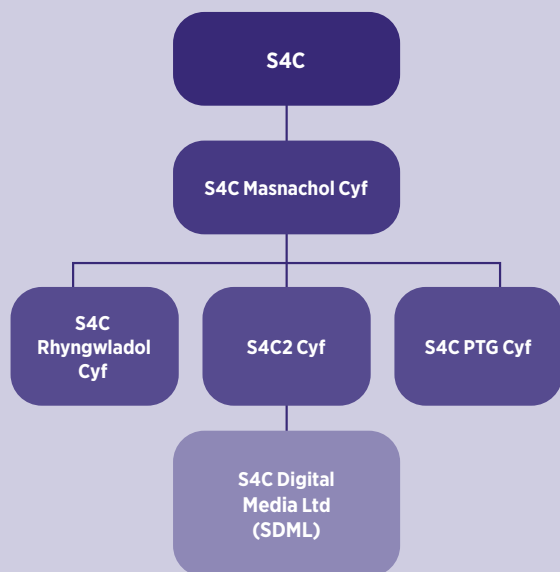
The Independent Review of S4C (Building an S4C for the future) published in March 2018 recommended that the Government should amend statutory approval requirements to give S4C greater freedom to invest and generate commercial revenue. This recommendation was accepted by the UK Government, leading to the reform of S4C's commercial powers as part of the Media Act 2024. The relevant provisions came into force on 01 January 2026.

Any new commercial activities require Secretary of State approval through a simpler procedure than previously. In February 2026, the Secretary of State and S4C entered into a Memorandum of Understanding which pre-approves certain types or levels of commercial activity, and sets out the process for obtaining approval where needed.

S4C Masnachol

Structure of S4C's commercial activities

There are currently 5 companies in S4C's commercial group. They are all subsidiaries of S4C, directly or indirectly. The structure ensures that the income from our commercial activities is separate from the public money S4C receives through the licence fee.



S4C Masnachol Cyf

This acts as a holding company and is a non-trading company. It has three direct subsidiaries: S4C Rhyngwladol Cyf; S4C2 Cyf; and S4C PTG Cyf.

S4C Masnachol Cyf pays dividends to S4C on receipt from S4C Rhyngwladol Cyf, S4C2 Cyf, and S4C PTG Cyf.

S4C Rhyngwladol Cyf

The company is responsible for the majority of S4C's commercial activities, including:

- Selling advertising, sponsorship and telesales airtime (via an advertising agent);
- Licensing goods for brands such as Cyw;
- Receiving income from commercial exploitation of S4C's back catalogue;
- Receiving income from co-productions in which S4C has invested in the past;
- Investing in content through the Commercial Content Fund;
- Funding an English language soundtrack on some of S4C's sports and events programmes (where an increase in advertising income can be shown as a result).

S4C2 Cyf

This was the company that used to provide the S4C2 channel, but the channel was closed some years ago.

S4C2 still has an agreement to use a single TV stream in Wales on Freeview. However, this stream is used by another broadcaster through a sub-contract with S4C2. This arrangement was renewed during 2022–23, with the existing sub-contract now in place until 2028.

S4C Digital Media Ltd (SDML)

SDML invested in SDN, the licence-holding company for Multiplex A on Freeview, in 1998. SDML sold its shares in SDN in 2005, and invested the sale proceeds.

SDML now has the following investments:

- Equity investments in content and digital sector companies, including through the Commercial Growth Fund; and
- investment funds managed by an external fund manager.

S4C PTG Cyf

This company was created in 2019 for the acquisition of the Parc Tŷ Glas estate, S4C's previous headquarters, and to run the business of renting units to tenants.

During 2022–23, the sale of the Parc Tŷ Glas estate was completed, following which S4C PTG Cyf ceased trading.

The net assets of the commercial division as at 31 March 2026 were £18.845m (31 March 2025: £19.3m) and there was a profit on ordinary activities before taxation for the year ended 31 March 2026 of £0.013m (31 March 2025: profit of £0.242m). These profits include an unrealised gain in an investment fund held within the Group. For 2025–26, the loss before the change in market value of the investment fund, tax and dividend transfer was £0.205m (2024–25: £0.071m).

The performance of the commercial subsidiaries is reported within the Group financial statements section of this Annual Report.

During 2025–26, S4C's commercial activities contributed £0.500m to S4C's public service fund (2024–25: £0.750m).

Governance

The directors of the S4C commercial subsidiaries are appointed by the S4C Board, and these directors serve on the Board of the Commercial Group.

The Commercial Group Board is responsible to the S4C Board for developing S4C's commercial strategy, and for overseeing S4C's commercial activities in accordance with that strategy.

Membership of the Commercial Group Board

Membership of the Commercial Group Board includes some non-executive members of the S4C Board, independent non-executive directors, and S4C executives.

The Commercial Group Board is chaired by S4C's Chief Executive.

During 2025–26, the following served as the directors of S4C's commercial subsidiaries (and hence on the Commercial Group Board):

- Geraint Evans, S4C Chief Executive – Chair of the Commercial Group Board
- Dyfrig Davies, non-executive member of the S4C Board (from 19 May 2025)
- Adele Gritten, non-executive member of the S4C Board (until 30 April 2025)
- Richard Johnston, independent non-executive member
- Chris Jones, non-executive member of the S4C Board (until 30 April 2025)
- Oliver Lang, independent non-executive member
- Elin Morris, Chief Operating Officer S4C
- Catryn Ramasut, non-executive member of the S4C Board (from 19 May 2025)
- Gwyn Roberts, independent non-executive member (until 30 April 2025)
- Luci Sanan, independent non-executive member
- Sharon Winogorski, Chief Finance Officer S4C

The S4C Board Secretary attends meetings of the Commercial Group Board on behalf of the S4C Board. The Chair of the S4C Board may also attend as required.

Commercial Strategy

On 20 October 2022, the S4C Board approved a new Commercial Strategy for S4C. This Commercial Strategy was further reviewed by the Commercial Group Board during autumn 2025 to ensure alignment with S4C's new 2030 Corporate Strategy.

The Commercial Strategy for S4C has been designed with a clear purpose: to deliver financial and strategic value to S4C, its audience and to Wales.

The strategy is intended to deliver greater financial returns; to enhance on-screen value and S4C's creative reputation; to build stronger direct relationships with S4C's audience; and to support economic growth and skills development in Wales.

The strategy sets out 6 areas of commercial activity for S4C Masnachol:

- Co-production – where S4C increases the volume and value of co-produced content;
- Content IP – where S4C increases the value it generates from content and intellectual property;
- Business growth investment – increasing strategic and financial returns from growth investment by establishing an investment fund to take stakes in Welsh businesses close to S4C's remit, that have growth potential;
- Advertising and Sponsorship – developing exciting and enduring opportunities across S4C's platforms to increase income from advertising and sponsorship;
- Brands – adopting a cross-organisation approach to consumer brand building, to generate financial and audience value from S4C's current and future brands; and
- Digital – creating a base for a commercial digital strategy, including investing in products and tools that support S4C's digital strategy and have additional commercial application.

The commercial strategy intends to both increase the annual financial contribution from S4C's commercial activities to the public service fund, and grow the value of the commercial fund over time to support future reinvestment.

The sale of Parc Tŷ Glas, as well as strategic divestment by SDML of some historic equity investments, has provided additional funds in the commercial reserves to support the implementation of the commercial strategy.

Report of the Audit and Risk Committee for the 2025–26 financial year

The following report was approved by the Audit and Risk Committee at its meeting on 14 May 2026, for presentation to the S4C Board and the Chief Executive as Accounting Officer.

Report of the Audit and Risk Committee for the 2025–26 financial year

The following report was approved by the Audit and Risk Committee at its meeting on 14 May 2026, for presentation to the S4C Board and the Chief Executive as Accounting Officer.

This report sets out the responsibilities of the advisory Audit and Risk Committee and summarises the business undertaken by the Committee during the period from 01 April 2025 to 31 March 2026.

The report also explains how the Committee has assisted the Accounting Officer and the S4C Board in reviewing the capacity, reliability, and accuracy of S4C's corporate governance framework; S4C's internal control environment; the work of the Committee in reviewing the effectiveness of the internal and external auditors; as well as overseeing activities and processes to achieve value for money.

Committee membership

Members of the Committee must have a wide range of experience in the fields of business, finance and governance, enabling the Committee to fulfil its terms of reference in a robust and independent manner.

During the 2025–26 financial year, the following individuals served as members of the Committee:

- Suzy Davies, Chair
- Guto Bebb (until 28 February 2026)
- Wyn Innes (from 01 May 2025)
- Denise Lewis Poulton (from 19 March 2026)

All Committee members receive appropriate training from time to time, along with one-to-one briefing sessions with the Committee Chair, the S4C Board Secretary, and other relevant staff as part of their induction.

S4C's Chief Executive, Chief Operating Officer, Chief Finance Officer, and the S4C Board Secretary also attended Committee meetings during the period in question.

Representatives of the internal and external auditors were also present at meetings as appropriate.

Meetings

The Committee met five times during the year, as follows:

- 21 May 2025
- 27 June 2025
- 01 October 2025
- 20 November 2025
- 19 February 2026

All meetings were quorate.

All members of the S4C Board were invited to attend the meeting held on 27 June 2025 to receive the report of the National Audit Office on the external audit of the Annual Report and Financial Statements for the year ended 31 March 2025.

In accordance with best practice, Committee members meet in private with the internal and external auditors annually – typically ahead of the meeting at which the Annual Report and Financial Statements are presented for consideration.

The Committee's minutes are formally reported to the S4C Board after each meeting of the Committee.

Terms of Reference

The Committee's terms of reference were last reviewed by the S4C Board on 19 March 2026, drawing on the Committee's self-assessment of its effectiveness during the final quarter of the 2025–26 reporting year.

In accordance with its current terms of reference, the Audit and Risk Committee supports the S4C Board and the Chief Executive (as Accounting Officer for S4C) in relation to the organisation's assurance and internal control arrangements. It is accountable to the Board. The Committee's full terms of reference can be found on the S4C website.

The Committee has agreed an annual work plan which ensures that all responsibilities set out in the terms of reference are considered at the appropriate point in the meeting cycle. This report provides a summary of the key matters considered by the Committee during 2025–26.

Internal Audit

Arrangements

During 2025–26, the Committee continued to oversee the work of S4C's internal auditors, TIAA, considering their reports, management responses, and action plans in response to relevant recommendations. The Committee also considered an assessment of S4C's audit needs and approved the internal auditors' annual work plan.

TIAA were first appointed as S4C's internal auditors in 2019, covering the three reporting years to 2021–22. Following a competitive tender process in early 2022, the Committee reappointed TIAA from 1 April 2022 for a period of three (and up to five) years.

On 1 October 2025, the Committee agreed to run a further competitive tender for the appointment of internal auditors from 1 April 2026. The tender process was completed and the outcome presented to the Committee on 19 February 2026. At that meeting, the Committee reappointed TIAA from 01 April 2026 for a period of three (and up to four) years.

Internal Audit Plan and Reports

TIAA presented its draft Internal Audit Plan for 2025–26 to the Committee on 29 January 2025. This had been developed in consultation with senior management and built on the rolling programme of audits in place during the first three years of TIAA's current engagement (2022–23 to 2024–25).

TIAA completed six internal audits during 2025–26 in relation to the following areas (four of which were assurance audits, while the remaining two were a compliance audit and an advisory audit):

- Governance – Equality and Diversity
- Key Financial Controls
- Risk Management – Mitigating Controls
- New Broadcast Management System – Project Readiness Review
- S4C Commercial [Compliance audit]
- Information Governance [Advisory audit]

TIAA provided appropriate assurance ratings in relation to the assurance audits undertaken. Members particularly noted that all of these audits continued to result in 'Substantial' or 'Reasonable' assurance ratings.

All reports were presented to the Committee for consideration. The Committee focused on all weaknesses and recommendations identified in the Internal Auditors' reports, paying particular attention to areas where the conclusions had a significant impact on the assurance rating.

No extra work was carried out by TIAA which was in addition to that set out in the Internal Audit Plan for the year.

Recommendations Log

As part of the agreed Internal Audit Plan for the year, TIAA conducted a 'Follow-up' audit to consider progress made against internal audit recommendations raised in 2024–25, as well as those from previous years that remained outstanding.

Seven of the nine prior-year recommendations reviewed had been implemented.

Committee members agreed to continue monitoring the implementation of the two remaining actions via the Recommendations Log at future meetings.

Internal Audit Performance and Assessment

In its Annual Report to the Committee on 14 May 2026, TIAA included a self-assessment of its performance during 2025–26. 100 per cent of audits had been completed within the number of days allocated in the budget agreed in the 2025–26 Internal Audit Plan (2024–25: 100 per cent), and 100 per cent of final reports had been issued by TIAA within 10 working days of receiving management responses (2024–25: 100 per cent).

The Committee confirmed that it was satisfied with the accuracy of the summary and with the Internal Auditors' overall performance for the year.

Internal Audit Annual Opinion 2025–26

The Head of Internal Audit's Annual Opinion for 2025–26 was presented to the Committee on 14 May 2026 and stated that:

TIAA is satisfied that, for the areas reviewed during the year, S4C has reasonable and effective risk management, control and governance processes in place.

This opinion is based solely on the matters that came to the attention of TIAA during the course of the internal audit reviews carried out during the year and is not an opinion on all elements of the risk management, control and governance processes or the ongoing financial viability or [the organisation's] ability to meet financial obligations which must be obtained by S4C from its various sources of assurance.

External Audit

The National Audit Office (NAO) was responsible for undertaking the external audit of the S4C Group for the year ended 31 March 2026.

During 2025–26, the Committee considered and agreed a request from the NAO to extend the appointment of the Engagement Director leading the external audit of S4C for one further and final year, covering the 2025–26 reporting year. As this represented an extension beyond the rotation period ordinarily applied by the NAO but within the rotation period permitted by the relevant ethical standards, the Committee satisfied itself that the exceptional circumstances justified the extension and agreed it on the basis that proactive handover arrangements would be put in place and that no additional cost would arise to S4C. Arrangements for the transition to a new Engagement Director from 2026–27 were agreed accordingly.

The External Audit Plan was presented to the Committee on 19 February 2026. The plan set out the NAO's approach to addressing audit risks in S4C's Public Service, which include the key judgements and estimation uncertainties set out in note 2 of the Statement of Accounts, and the audit risks identified in the commercial subsidiaries where they are material to S4C Group. The Committee raised questions to gain assurance that audit work was being delivered to the external quality standards expected for an external audit of a public body, whilst ensuring value for money in the NAO's audit fees.

The resulting report – summarising the outcome of the audit process – was presented to the Committee on 27 June 2026. All members of the S4C Board were invited to this meeting to receive the NAO's report.

Elements of the Group's Annual Report and Financial Statements for the year ended 31 March 2026 – including the proposed Governance Report – were presented to the Committee on 14 May 2026 for consideration. Members provided feedback on these draft versions.

During the reporting year, the Committee also monitored progress in relation to any recommendations made in the External Auditors' Report for 2024–25.

Risk Management

The organisation operates a 'three lines of defence' model but also benefits from additional external scrutiny by the UK Government's Department for Culture, Media and Sport (DCMS) and parliamentary committees.

Throughout 2025–26, the Chief Financial Officer presented reports and updates to the Committee on developments in risk management within S4C, along with copies of the Strategic Risk Register. A detailed review and refresh of the Strategic Risk Register itself was undertaken during the year. The Committee therefore had increased opportunities to be informed of, and to scrutinise, the processes for identifying and agreeing specific changes to risk ratings, as well as the mitigating factors.

Deep Dives on Individual Risks

In accordance with its terms of reference, the Committee undertook a series of structured 'deep dive' sessions during 2025–26 to examine specific risks in greater depth, supported by the relevant members of the Senior Leadership Team and, where appropriate, external contributors.

The deep dives undertaken during the year covered:

- Cyber-security arrangements (21 May 2025), which included a session with the BBC's Chief Information Security Officer to consider shared risks and the protections in place through S4C's technical partnership with the BBC;
- Replacement of S4C's Broadcast Management System (01 October 2025), with a particular focus on data migration, supplier procurement, and interdependencies with the BBC's Technical Services Agreement;
- Governance and Compliance risks (20 November 2025); and
- Risks relating to S4C's audience (19 February 2026), examining content commissioning and evaluation, marketing and engagement, and platform strategy in the context of changing viewing habits.

Policy Review

In the context of the refreshed Strategic Risk Register, the Committee considered and approved minor revisions to S4C's Risk Management Policy on 01 October 2025.

The Committee reviewed the Risk Appetite Statement and Matrix during 2025–26 and, on 20 November 2025, recommended that the Board approve amendments to the Matrix to reflect progress made toward the agreed appetite level. No changes to the underlying appetite level were considered necessary.

Other Key Business

During the reporting year, the Committee also considered the following key business:

Value for Money

The Committee considered an annual report on assessing and maintaining value for money in relation to S4C's services. As in previous years, the steps being taken to manage content production costs were a key consideration for members.

Reviewing how the Committee operates

During 2025–26, the Board Secretary reviewed how the Committee operates against the self-assessment checklist for Audit and Risk Committees published by the National Audit Office. The resulting assessment was presented to the Committee for consideration on 19 February 2026.

Overall, members agreed that the Committee already complies to a large extent with recommended best practice.

Committee Training and External Engagement

During 2025–26, Committee members received a number of training and development inputs to support their oversight responsibilities. TIAA provided briefings on S4C's internal audit arrangements (June 2025), best practice in risk oversight (October 2025), and fraud and fraud prevention, including whistleblowing (November 2025). The National Audit Office also delivered an overview of its role and responsibilities at the February 2026 meeting, in the context of presenting the External Audit Plan.

The Committee Chair represented S4C at forums for the Chairs of the Audit and Risk Committees of DCMS-sponsored bodies held during the year. The Chair also engaged with the NAO's wider forum for Audit Committee Chairs. Insights from these external engagements were reported back to the Committee at subsequent meetings.

Conclusion and Assurance

During the period covered by this report, the Committee has:

- reviewed reports from the internal auditors and other assurance providers,
- assessed the actions initiated by management in response to control-related issues raised,
- focused on ensuring that agreed actions are implemented and monitored, and
- considered other information presented to it.

On the basis of this work, and the assurances received, the Audit and Risk Committee is able to confirm to the Board and the Accounting Officer that it is reasonable to rely on the adequacy and effectiveness of S4C's internal controls, risk management systems, and governance processes. The Committee can also assure the Board that, overall, the organisation's arrangements for securing value for money are effective.

The Committee is satisfied that the audits undertaken provide reasonable assurance in respect of controls in the areas reviewed. However, it recognises that the role of the Audit and Risk Committee is not a substitute for the operation of, and compliance with, internal controls, for which responsibility rests with S4C's Senior Leadership Team, and ultimately the Board.

Employment Policy and Remuneration Report

Employment Policy and Remuneration Report

This report sets out matters relating to S4C's employment policy and remuneration arrangements, and incorporates a gender pay report.

Equal opportunities

S4C is an equal opportunities employer. It does not tolerate discrimination based on gender, race, colour, disability, neurodiversity, ethnic or socio-economic background, age, family situation, marital status, part-time or full-time employment, religion, political beliefs, sexual orientation, use of language or any other irrelevant difference, and is committed to working with diversity in a positive way. In making appointments, the principles of fair and open competition apply and appointments are made on merit, taking into account the skills and experience required to carry out the role effectively (including the appropriate level of Welsh language skills).

S4C operates an appraisal system which sets personal objectives for all members of staff including the Senior Leadership Team. These objectives are based on S4C's annual corporate objectives and performance against these objectives by all members of staff is monitored and evaluated as part of S4C's staff appraisal system.

Remuneration of Non-Executive Board Members

The remuneration and period of appointment of the Chair and the non-executive members of the Board are determined by the Secretary of State for Culture, Media and Sport.

Details of the remuneration of the Chair and members are set out in Note 5 to the Statement of Accounts.

No remuneration increases were awarded by the Secretary of State to the Chair or Board members during the reporting period.

Remuneration of S4C staff

The remuneration of the Chief Executive, the Secretary and the members of the Senior Leadership Team is determined by the non-executive members of the Board. Where an individual also serves as an executive member of the Board, their salary also reflects the responsibilities arising from that function.

The salaries of other S4C staff members are determined by the relevant senior managers, in accordance with the appropriate benchmarks and within the annual budget approved by the Board.

Any annual general pay settlement for staff is ratified by the Board on the recommendation of the Chief Executive and the Senior Leadership Team. It comes into effect annually on 01 August. The median salary of all staff excluding the Senior Leadership Team at 31 March 2026 was £41,657 (at 31 March 2025 – £41,230).

Remuneration Policy

During the 2025–26 reporting year, the Board approved an annual pay settlement of 3.1% for S4C employees.

The pay settlement is intended to ensure a balance between recognising the important contribution of staff to the success of the service, and the need to ensure that S4C's staff costs continue to account for a small percentage of S4C's total expenditure, providing value for money within S4C's current funding settlement.

Remuneration levels for new appointments or promotions are benchmarked against similar roles in the market to ensure that S4C can attract and/or retain suitably qualified individuals.

Annual Report on Remuneration of the Chief Executive and Senior Leadership Team

The median salary of the Senior Leadership Team as at 31 March 2026 was £104,489 (at 31 March 2025 – £101,347). The highest paid director received 4.1 times the median remuneration of all staff excluding the Senior Leadership Team (2024–25 – 4.0 times).

Details of the remuneration of the Chief Executive and the Senior Leadership Team are set out in Note 5 of the Statement of Accounts.

All members of the Senior Leadership Team are employed on permanent contracts.

Performance of the Chief Executive and Senior Leadership Team

The performance of the Chief Executive and the Secretary is assessed annually by the Board. These processes are led by the Chair.

S4C operates a system of performance assessment and personal and corporate objectives for the remaining members of the Senior Leadership Team. These objectives are agreed between the Chief Executive and individual members of the Senior Leadership Team at the beginning of the year, and their performance against them is assessed by the Chief Executive during and following the end of the year.

Composition of S4C's workforce

At 31 March 2026, S4C's workforce comprised of 62% women and 38% men (at 31 March 2025 – 63% women and 37% men).

The Trade Union

(Facility Time Publication Requirements)

In accordance with the Trade Union (Facility Time Publication Requirements) Regulations 2017, this report sets out the amount of time spent by S4C employees on union facility time.

Relevant union officials

During the year, one employee acted as a relevant union official.

Percentage of time spent on facility time

The relevant employee spent 2 contracted hours on facility time.

Percentage of pay bill spent on facility time

Less than 1% of the total pay bill was spent on facility time.

Gender Pay Report

New gender pay legislation came into effect in April 2017, requiring all UK companies with over 250 employees to publish their gender pay gap. Although S4C does not have more than 250 employees, we have decided to publish gender pay data.

A gender pay gap shows the difference between the average pay of all women and the average pay of all men, irrespective of any differences in the work they do. As a result, it is affected by the make-up of the workforce, including the number of individuals in different types of roles and at different levels within the organisation.

S4C's aim is to ensure that there is gender balance across our workforce, in terms of seniority, financial recognition and the nature of the work.

Across the organisation as a whole, S4C's overall mean gender pay gap was 16.5% (2024-25 - 16.2%) and the median gender pay gap was 26.7% (2024-25 - 25.0%).

The data below sets out the percentage of male and female staff and the pay gap within sectors known as quartiles (which are equally sized pay bands ranging from the lowest paid 25% of workers to the highest paid 25%).

The upper quartile continues to reflect an almost 50:50 gender balance. The upper quartile median pay gap has widened further in favour of women (to -10.9%), mainly due to changes within the Senior Leadership Team (2024-25: -9.7%). The median gap has increased in each of the other three quartiles: the upper middle has moved to 3.4% (2024-25: 1.6%), the lower middle to 7.9% (2024-25: 4.9%), and the lower quartile - which was broadly neutral last year - to 3.4% (2024-25: -0.1%).

S4C's gender pay gap is explained by two main factors:

1. There is a gender imbalance in the lower two quartiles, where a significantly higher proportion of roles are carried out by female employees. The higher concentration of women in the lower quartiles reduces the average salary of women across the organisation and, as a result, increases the overall pay gap.
2. In the two highest quartiles, there is a broadly equal proportion of men and women. In the upper quartile, the median salary for women is notably higher than for men, while the mean salaries are very close. This continues to help offset the imbalance in the lower quartiles.

To help address the gender imbalance, S4C provides internal training to ensure unbiased recruitment processes. In addition, we take appropriate steps to support the organisation in raising awareness and promoting best practice more generally within the organisation. S4C offers flexible and hybrid working for all its job vacancies, as well as ensuring that roles are advertised across a broad range of platforms, taking specific steps to reach people from backgrounds that are under-represented in the sector.

S4C continues to take appropriate actions to further reduce the gender pay gap, including the initiatives mentioned above, alongside a regular review of best practice within the industry and the wider corporate landscape.

Year	Total		Upper quartile		Upper middle		Lower middle		Lower quartile	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
% staff										
2025/26	38%	62%	47%	53%	48%	52%	41%	59%	15%	85%
2024/25	37%	63%	48%	52%	52%	48%	35%	65%	16%	84%
Median salary 2025/26	£51,840	£38,000	£77,349	£85,779	£53,405	£51,605	£38,000	£35,000	£31,500	£30,428
Median % pay gap 2025/26	26.7%		-10.9%		3.4%		7.9%		3.4%	
Median salary 2024/25	£49,909	£37,420	£83,680	£91,760	£50,890	£50,053	£36,400	£34,631	£28,818	£28,844
Median % pay gap 2024/25	25.0%		-9.7%		1.6%		4.9%		-0.1%	
Average salary 2025/26	£57,620	£48,103	£88,376	£87,329	£52,538	£51,960	£38,428	£36,455	£31,507	£29,849
Average % pay gap 2025/26	16.5%		1.2%		1.1%		5.1%		5.3%	
Average salary 2024/25	£57,477	£48,175	£89,126	£91,672	£50,863	£51,813	£36,842	£35,874	£28,734	£28,481
Average % pay gap 2024/25	16.2%		-2.9%		-1.9%		2.6%		0.9%	

Accounts 2025-26

Statement of Accounts 2025/26

Report of S4C for the year ended 31 March 2026

Foreword

This report sets out S4C's Statement of Accounts for the year ended 31 March 2026, together with explanatory notes.

The Statement of Accounts of S4C for the year ended 31 March 2026 is presented in accordance with the Accounts Direction issued by the Secretary of State for Culture, Media and Sport to S4C in March 2020.

The Board presents a balanced assessment of S4C's position and prospects in the information required to be presented by statutory requirements.

Principal activities

S4C operates under Sections 203 to 207 (inclusive) and Schedule 12 of the Communications Act 2003. Under section 204A, S4C's public service remit is to make available a broad range of high quality and diverse audiovisual content, a substantial proportion of which is in Welsh, and which constitutes an adequate contribution to the fulfilment of the public service remit for television in the UK.

Group structure

Under section 204A(4) of the Communications Act 2003, S4C may do anything it considers appropriate in association with anything it does in exercise of its principal power to make available any audiovisual content. Under section 204B, S4C must obtain the Secretary of State's approval in writing before S4C or an S4C company does anything for a charge or with a view to making a profit. Each activity which was being carried on by S4C or an S4C company immediately before the section came into force on 1 January 2026 is treated as being approved. In February 2026, the Secretary of State entered into a Memorandum of Understanding which pre-approved certain types or levels of commercial activity, and set out the process for obtaining approval where needed.

Within this consolidated Statement of Accounts, the Public Service Fund is referred to as S4C and the total of both public service and commercial activities is referred to as the S4C Group. The assets of S4C that are not comprised in the Public Service Fund are referred to as the General Fund.

Funding

The provisions relating to the financial requirements of S4C are set out in Section 61 of the Broadcasting Act 1990. This places a statutory duty upon the Secretary of State to ensure that S4C is paid an amount which they consider sufficient to cover the cost to S4C each year of fulfilling S4C's public service remit. The Secretary of State for Culture, Media and Sport may discharge this duty by making payments themselves or entering into an agreement with another person for that person to do so (or both). Such funding must be held in the Public Service Fund and be applied only for the purposes of fulfilling S4C's public service remit. No subsidy is permitted from the Public Service Fund for any S4C subsidiary.

During the year S4C's funding was derived from the licence fee, through the BBC. S4C also generates commercial revenues through activities including advertising sales and programme sponsorship.

The provisions relating to the licence fee contribution for 2025/26 are set out in the BBC Framework Agreement published in December 2016 (as amended in May 2022) which includes the financial provisions that have been agreed between the BBC, the Secretary of State and S4C for the licence fee contribution from 2022/23 to 2027/28.

The Secretary of State has set out the sums that DCMS will contribute to S4C in 2025/26 in a licence fee settlement letter on 21 January 2022. This determination applies for the remainder of the settlement period until 31 March 2028.

Public Service Fund income and General Fund Turnover

Amounts receivable from the BBC during the period totalled £97.609m (period to 31 March 2025 - £94.803m). This income was used to finance the cost of commissioning and acquiring Welsh language programmes, the distribution costs of S4C, expenditure on fixed assets and overheads. The balance of this income, after the cost of programme transmission and operational and administrative expenses, therefore represents the principal means of financing the net assets of S4C and is treated as deferred income in the Public Service Fund. General Fund turnover was generated by sales of airtime, rights in television programmes, sponsorship, merchandising, publishing and investment activities. It totalled £1.448m during the period to 31 March 2026 (period to 31 March 2025 - £1.658m). Further details are given in note 3 to the Statement of Accounts.

Expenditure

Costs charged to the Consolidated Statement of Comprehensive Income during the period include £92.803m (period to 31 March 2025 - £91.128m) for the cost of the programme service and transmission and distribution costs, £0.865m for other direct costs (period to 31 March 2025 - £0.699m) and £4.127m (period to 31 March 2025 - £3.875m) for operational and administrative expenses. The costs of programmes transmitted included £72.960m (period to 31 March 2025 - £71.960m) in respect of the cost of programmes commissioned or acquired from programme suppliers and repeats. Transmission and distribution costs are incurred in respect of digital terrestrial, satellite and IP platforms including video on demand services provided by contractors. The balance comprised the direct costs of programme commissioning and presentation, the operational costs of access services provided by S4C and other related costs of the programme service such as marketing costs and audience research.

Other direct costs include profit participation due to third parties in respect of programme sales, agency commission and playout costs relating to advertisements and digital costs relating to S4C2 Cyf's broadcasting capacity. Further details of the operational and administrative costs of S4C are given in note 4 to the Statement of Accounts.

Income from the BBC is received in advance of all costs being charged to the Statement of Comprehensive Income. At the Balance Sheet date, any income received in advance is transferred to the Public Service Fund. £2.959m has been transferred to the Public Service Fund at 31 March 2026 (at 31 March 2025 - £2.320m to the Public Service Fund).

Payment policy

It is S4C's policy to agree appropriate terms and conditions for its transactions with suppliers and, subject to their compliance, to make payments in accordance with these terms. Typically during the year, 94% (period to 31 March 2025 - 95%) of supplier balances were paid within 30 days.

Hours transmitted and average cost per hour

The total hours of programmes transmitted by S4C during the period amounted to 6,504 (period to 31 March 2025 - 6,501 hours), representing an average per week of 125.1 hours (period to 31 March 2025 - 125 hours).

The statutory hours supplied by the BBC, which included an element of repeat programmes, were provided to S4C under Section 58 (1) of the Broadcasting Act 1990 and were funded by the BBC out of the licence fee revenue. S4C also made payments totalling £0.154m for the provision of weather bulletins not provided as part of the statutory hours (period to 31 March 2025 - £0.636m for the provision of drama, sport programming and weather bulletins).

During the period 1,278 hours (period to 31 March 2025 - 1,278 hours) of Welsh language programmes were transmitted in the peak hours between 6.30 p.m. and 10.00 p.m. with a weekly average of 24.6 hours (period to 31 March 2025 - 24.6 hours).

The cost per hour for 2024/25 has been restated to align with the accounting treatment of sports streaming programmes in 2025/26

	2025/26		2024/25	
	Hours	Cost per hour £	Hours	Cost per hour £
Commissioned programmes				
Independent productions	1,400	45,595	1,337	46,869
BBC	43	3,583	54	11,779
	1,443	44,343	1,391	45,506
Acquired programmes	49	13,098	77	12,077
Repeats				
Independent productions	4,452	325	4,393	247
BBC	68	-	108	-
	6,012	10,990	5,969	10,942
BBC - Statutory hours	492		532	-
Total	6,504		6,501	
Average per week	125.1		125.0	

Transmitted programmes by category

	2025/26		2024/25	
	Hours	Cost per hour £	Hours	Cost per hour £
Commissioned programmes				
Drama	72	205,195	63	181,495
General Factual	482	36,288	489	35,572
Current Affairs and Weather	91	39,578	89	39,984
Light Music / Entertainment	94	92,890	116	95,921
Children	269	23,630	266	21,617
Music and Arts	78	43,501	84	46,052
Sport	338	25,244	264	34,165
Religion	19	58,164	20	57,384
Total	1,443	44,343	1,391	45,506

	2025/26	2024/25
	Hours	Hours
BBC statutory hours		
Drama	61	63
News	212	216
Current Affairs and Factual	-	8
Youth and Children	19	20
Music and Arts	93	96
Sport	107	129
Total	492	532

Digital content published (excluding social media)

In addition to the commissioned content above, 302 hours of digital content was published in the year totalling £6.887m (273 hours totalling £6.648m in 2024/25).

Commissioned programmes

	2025/26		2024/25	
	Hours	Cost per hour £	Hours	Cost per hour £
Drama	1	73,000	3	107,073
General Factual	13	15,811	28	32,670
Current Affairs and Weather	19	26,245	17	12,609
Light Music / Entertainment	31	60,304	27	47,596
Children	6	70,699	20	28,708
Music and Arts	4	38,488	11	28,775
Sport	228	16,064	167	18,092
Total	302	22,806	273	24,350

Statement of Responsibilities

Preparation of Financial Statements

In these financial statements directors refer to the S4C Board, S4C Accounting Officer and directors of the S4C commercial subsidiary companies.

- (a) There is an overriding requirement under United Kingdom company law for directors to ensure that financial statements are prepared for each financial year which give a true and fair view of the state of affairs of their company as at the end of the financial year and of the profit or loss for that period.
- (b) In addition, directors are required:
- to adopt appropriate accounting policies and apply them consistently;
 - to make judgements and estimates reasonably and prudently;
 - to comply with applicable accounting standards; and
 - to prepare the financial statements on a going concern basis unless it is inappropriate to assume that the company will continue in business.
- (c) It is the responsibility of directors to:
- ensure that adequate accounting records are maintained to safeguard the assets of the company; and
 - take reasonable steps to prevent and detect fraud and other irregularities.

In so far as the directors are aware:

- There is no relevant audit information of which the group's auditors are unaware; and the directors have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.
- The directors are responsible for the maintenance and integrity of the corporate and financial information included on the company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

In the case of S4C, responsibility for the preparation of a Statement of Accounts is placed on S4C as a statutory body by the Broadcasting Act 1990 Schedule 6 paragraphs 12 and 13 (as amended).

The Chief Executive, as Accounting Officer, together with the Chief Finance Officer, have responsibility for ensuring that the Statement of Accounts is prepared and for the implementation of controls. The Accounting Officer has been provided with the necessary assurances concerning the implementation and operation of controls for the full reporting period to be able to meet this responsibility.

The Board confirms that S4C's Statement of Accounts complies with all appropriate requirements. The Board considers that it is discharging its responsibilities in all the above respects. In total £2.959m has been transferred to the Public Service Fund from the profit and loss account in 2025/26 (2024/25 - £2.320m to the Public Service Fund from the profit and loss account).

Going Concern

In relation to the assessment of the viability of the business, the Board has assessed the prospects of S4C's business for the period up to March 2028. This period is relevant to S4C's business as it relates to the licence fee settlement period up to 31 March 2028 including the provisions of clause 39 of the BBC Framework Agreement (approved in December 2016).

The Board has considered the statutory duty of the Secretary of State to ensure sufficient funding for S4C to enable it to fulfil its public service remit and the funding settlement for the period 2021/22 to 2027/28.

In its overall assessment of the viability of S4C's business, the Board has:

- considered the statutory duty to ensure sufficient funding for S4C to enable it to fulfil its public service remit;
- approved the S4C group budget to 31 March 2027 taking account of the Board's agreed risk appetite, S4C's strategy, and its remit under the Communications Act 2003. The budget included revenue and cost as well as its current financial position and cash resources. The Board also reviewed the financial forecasts for the periods 2027/28 to 2033/34;
- reviewed S4C's 2025/26 strategic objectives and content strategy. Following confirmation of the funding settlement for the period 2021/22 - 2027/28 the Board has approved a strategy for that period;
- reviewed audience expectation of S4C's services. The Board actively monitored the quality and performance of the service throughout the year and consulted widely with the audience through a range of different methods. Working closely with independent producers, S4C has discussed audience comments and identified ways of improving the programme output whilst also securing value for money through this collaboration;
- considered the strategic risk register and each of the principal risks and uncertainties noted in the Governance Report above, including how they are managed;
- considered any relevant matters relating to the 2023 fact-finding process and the implications of the related decisions taken;
- considered reports summarising business assurance work during the year; and
- reviewed performance updates in the normal course of business that provides the foundation to implement S4C's long-term strategy.

Although this assessment does not consider all of the risks that S4C may face, the Board confirm that its assessment of the strategic risks facing S4C was robust.

Based on the results of their activities around principal risks and viability and the statutory provisions relating to the sufficient funding of S4C, the Board has a reasonable expectation that it will be able to continue to operate and meet its liabilities, as they fall due. For this reason, it continues to adopt the going concern basis in preparing the Statement of Accounts.

Independence of the external auditors

The Board maintains an appropriate relationship with external auditors.

External Auditors

The report of the external auditor, the Comptroller and Auditor General, on the Statement of Accounts is given on pages 81 to 82.

By order of the Board



Geraint Evans
Chief Executive

01 July 2026

THE CERTIFICATE AND REPORT OF THE COMPTROLLER AND AUDITOR GENERAL TO THE BOARD OF SIANEL PEDWAR CYMRU (S4C), ACKNOWLEDGING THAT THE HOUSES OF PARLIAMENT ALSO PLACES RELIANCE ON THE S4C ANNUAL REPORT AND ACCOUNTS

Opinion on financial statements

I certify that I have audited the financial statements of Sianel Pedwar Cymru (S4C) and its Group for the year ended 31 March 2026 under the Broadcasting Act 1990 (as amended).

The financial statements comprise S4C and its Group's:

- S4C and Consolidated Balance Sheet as at 31 March 2026;
- Consolidated Statement of Comprehensive Income, Consolidated Cash Flow Statement and S4C and Consolidated Statement of Changes in Equity for the year then ended; and
- the related notes including the significant accounting policies.

The financial reporting framework that has been applied in the preparation of the S4C and its group financial statements is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102.

In my opinion, the financial statements:

- give a true and fair view of the state of the S4C and its Group's affairs as at 31 March 2026 and its profit after taxation for the year then ended; and
- have been properly prepared in accordance with the Broadcasting Act 1990 and Secretary of State directions issued thereunder.

Opinion on regularity

In my opinion, in all material respects, the income and expenditure recorded in the financial statements have been applied to the purposes intended by Parliament and the financial transactions recorded in the financial statements conform to the authorities which govern them.

Basis for opinions

I conducted my audit in accordance with International Standards on Auditing (UK) (ISAs UK), applicable law and Practice Note 10 Audit of Financial Statements and Regularity of Public Sector Bodies in the United Kingdom (2024). My responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of my certificate.

Those standards require me and my staff to comply with the Financial Reporting Council's Revised Ethical Standard 2024. I am independent of S4C and its Group in accordance with the ethical requirements that are relevant to my audit of the financial statements in the UK. My staff and I have fulfilled our other ethical responsibilities in accordance with these requirements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Conclusions relating to going concern

In auditing the financial statements, I have concluded that S4C and its Group's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work I have performed, I have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on S4C and its Group's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

My responsibilities and the responsibilities of the Chief Executive, as Accounting Officer, with respect to going concern are described in the relevant sections of this certificate.

Other Information

The other information comprises information included in the Annual Report, but does not include the financial statements and my auditor's certificate and report thereon. The Chief Executive, as Accounting Officer, is responsible for the other information.

My opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in my certificate, I do not express any form of assurance conclusion thereon. My responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If I identify such material inconsistencies or apparent material misstatements, I am required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact.

I have nothing to report in this regard.

Opinion on other matters

In my opinion, based on the work undertaken in the course of the audit:

- the parts of the Annual Report subject to audit have been properly prepared in accordance with Secretary of State directions made under the Broadcasting Act 1990 (as amended); and
- the information given in the Annual Report for the financial year for which the financial statements are prepared is consistent with the financial statements and is in accordance with the applicable legal requirements.

Matters on which I report by exception

In the light of the knowledge and understanding of S4C and its Group and their environment obtained in the course of the audit, I have not identified material misstatements in the Annual Report.

I have nothing to report in respect of the following matters which I report to you if, in my opinion:

- adequate accounting records have not been kept by S4C and its Group or returns adequate for my audit have not been received from branches not visited by my staff; or
- I have not received all of the information and explanations I require for my audit; or
- the financial statements and the parts of the Annual Report subject to audit are not in agreement with the accounting records and returns.

Responsibilities of the S4C Board and the Chief Executive, as Accounting Officer, for the financial statements

As explained more fully in the Statement of Responsibilities, the S4C Board and Chief Executive, as Accounting Officer, are responsible for:

- maintaining proper accounting records;
- providing the C&AG with access to all information of which management is aware that is relevant to the preparation of the financial statements such as records, documentation and other matters;
- providing the C&AG with additional information and explanations needed for his audit;
- providing the C&AG with unrestricted access to persons within the S4C and its Group from whom the auditor determines it necessary to obtain audit evidence;

THE CERTIFICATE AND REPORT OF THE COMPTROLLER AND AUDITOR GENERAL TO THE BOARD OF SIANEL PEDWAR CYMRU (S4C), ACKNOWLEDGING THAT THE HOUSES OF PARLIAMENT ALSO PLACES RELIANCE ON THE S4C ANNUAL REPORT AND ACCOUNTS

- ensuring such internal controls are in place as deemed necessary to enable the preparation of financial statements to be free from material misstatement, whether due to fraud or error;
- preparing financial statements which give a true and fair view in accordance with Secretary of State directions issued under the Broadcasting Act 1990 (as amended);
- preparing the annual report in accordance with Secretary of State directions issued under the Broadcasting Act 1990 (as amended); and
- assessing S4C and its Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Chief Executive, as Accounting Officer, anticipates that the services provided by S4C and its Group will not continue to be provided in the future.

Auditor's responsibilities for the audit of the financial statements

My responsibility is to audit, certify and report on the financial statements in accordance with the Broadcasting Act 1990.

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue a certificate that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Extent to which the audit was considered capable of detecting non-compliance with laws and regulations including fraud

I design procedures in line with my responsibilities, outlined above, to detect material misstatements in respect of non-compliance with laws and regulations, including fraud. The extent to which my procedures are capable of detecting non-compliance with laws and regulations, including fraud is detailed below.

Identifying and assessing potential risks related to non-compliance with laws and regulations, including fraud

In identifying and assessing risks of material misstatement in respect of non-compliance with laws and regulations, including fraud, I:

- considered the nature of the sector, control environment and operational performance including the design of S4C and its Group's accounting policies, key performance indicators and performance incentives.
- inquired of management, S4C's Head of Internal Audit, and those charged with governance, including obtaining and reviewing supporting documentation relating to S4C and its Group's policies and procedures on:
 - o identifying, evaluating and complying with laws and regulations;
 - o detecting and responding to the risks of fraud; and
 - o the internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations including S4C and its Group's controls relating to S4C's compliance with the Broadcasting Act 1990 and 1996, the Media Act 2024 and the Communications Act 2003;
- inquired of management, S4C's Head of Internal Audit and those charged with governance whether:
 - o they were aware of any instances of non-compliance with laws and regulations;
 - o they had knowledge of any actual, suspected, or alleged fraud;
- discussed with the engagement team including significant component audit teams regarding how and where fraud might occur in the financial statements and any potential indicators of fraud.

As a result of these procedures, I considered the opportunities and incentives that may exist within S4C and its Group for fraud and identified the greatest potential for fraud in the following areas: revenue recognition, posting of unusual journals, complex transactions, bias in management estimates. In common with all audits under ISAs (UK), I am required to perform specific procedures to respond to the risk of management override.

I obtained an understanding of S4C and its Group's framework of authority and other legal and regulatory frameworks in which S4C and its Group operates. I focused on those laws and regulations that had a direct effect on material amounts and disclosures in the financial statements or that had a fundamental effect on the operations of S4C and its Group. The key laws and regulations I considered in this context included the Broadcasting Act 1990 and 1996, the Media Act 2024 and the Communications Act 2003, employment law and taxation.

Audit response to identified risk

To respond to the identified risks resulting from the above procedures:

- I reviewed the financial statement disclosures and testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described above as having direct effect on the financial statements;
- I enquired of management, the Audit and Risk Committee and in-house legal counsel concerning actual and potential litigation and claims;
- I reviewed minutes of meetings of those charged with governance and the Board and internal audit reports;
- I addressed the risk of fraud through management override of controls by testing the appropriateness of journal entries and other adjustments; assessing whether the judgements on estimates are indicative of a potential bias; and evaluating the business rationale of any significant transactions that are unusual or outside the normal course of business.

I communicated relevant identified laws and regulations and potential risks of fraud to all engagement team members and significant component audit teams and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

A further description of my responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of my certificate.

Other auditor's responsibilities

I am required to obtain sufficient appropriate audit evidence to give reasonable assurance that the expenditure and income recorded in the financial statements have been applied to the purposes intended by Parliament and the financial transactions recorded in the financial statements conform to the authorities which govern them.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control I identify during my audit.

Report

I have no observations to make on these financial statements.

Gareth Davies
06 July 2026
Comptroller and Auditor General
National Audit Office
157-197 Buckingham Palace Road
Victoria
London
SW1W 9SP

Consolidated Statement of Comprehensive Income

for the year ended 31 March 2026

The Consolidated Statement of Comprehensive Income, Balance Sheets, Statements of Changes in Equity and the Consolidated Cashflow Statement show the results and performance of both S4C and its commercial group of companies. Within this Consolidated Statement of Accounts, the Public Service Fund is referred to as S4C and the total of both public service and commercial activities is referred to as the S4C Group. The assets that are not comprised in the Public Service Fund are referred to as the General Fund.

	Note	2025/26 £000	2024/25 £000
Public Service Fund Income and General Fund Turnover	3	99,242	96,618
Turnover of S4C		99,242	96,618
Cost of programme service		(87,731)	(85,619)
Transmission and distribution costs		(5,072)	(5,510)
Other direct costs		(865)	(699)
Gross profit		5,574	4,790
Operational and administrative costs	4	(4,127)	(3,875)
Operating profit	3	1,447	915
Gain on investment	11	218	171
Investment income		281	307
Net interest		426	318
Profit on ordinary activities before taxation		2,372	1,711
Taxation on profit on ordinary activities	6	-	-
Profit after taxation		2,372	1,711
Actuarial gain on the pension scheme assets and liabilities	19	100	100
Other comprehensive profit		100	100
Total comprehensive profit for the year		2,472	1,811
Transfer to Public Service Fund (deferred income)	13	(2,959)	(2,320)
Retained in the General Fund	13	(487)	(509)

The Statement of Accounts was approved by the Board on 01 July 2026.
The notes on pages 88 to 106 form part of the Statement of Accounts.

Consolidated Balance Sheet

at 31 March 2026

	Note	At 31/03/26		At 31/03/25	
		£000	£000	£000	£000
Fixed Assets					
Tangible fixed assets	7	205		181	
Investments	8	826		516	
			1,031		697
Current Assets					
Stock	9	15,086		20,251	
Debtors - amounts falling due within one year	10	5,348		6,373	
Debtors - amounts falling due after more than one year	10	3,403		4,565	
Investments	11	13,588		13,443	
Cash at bank and in hand	18	17,202		8,884	
			54,627		53,516
Current Liabilities					
Creditors - amounts falling due within one year	12	(14,563)		(14,561)	
Creditors - amounts falling due after more than one year	12	(1,183)		(2,212)	
Net Current Assets			38,881		36,743
Total Assets less Total Liabilities					
			39,912		37,440
Reserves					
Public Service Fund	13		21,069		18,110
General Fund	13		18,843		19,330
Total Reserves			39,912		37,440

The Statement of Accounts was authorised for issue to comply with FRS 102 para 32.09. by the Board on 01 July 2026.

Delyth Evans Chair
Geraint Evans Chief Executive

The notes on pages 88 to 106 form part of the Statement of Accounts.

Delyth Evans *GER*

S4C Balance Sheet

at 31 March 2026

	Note	At 31/03/26		At 31/03/25	
		£000	£000	£000	£000
Fixed Assets					
Tangible fixed assets	7	205		181	
			205		181
Current Assets					
Stock	9	15,086		20,251	
Debtors - amounts falling due within one year	10	4,903		7,272	
Debtors - amounts falling due after more than one year	10	3,403		4,315	
Cash at bank and in hand		12,720		2,556	
			36,112		34,394
Current Liabilities					
Creditors - amounts falling due within one year	12	(14,065)		(14,253)	
Creditors - amounts falling due after more than one year	12	(1,183)		(2,212)	
Net Current Assets			20,864		17,929
Total Assets less Total Liabilities					
			21,069		18,110
Reserves					
Public Service Fund	13		21,069		18,110
General Fund	13		-		-
Total Reserves			21,069		18,110

The Statement of Accounts was authorised for issue to comply with FRS 102 para 32.09. by the Board on 01 July 2026.

Delyth Evans Chair
Geraint Evans Chief Executive

The notes on pages 88 to 106 form part of the Statement of Accounts.

Delyth Evans *GER*

Consolidated Statement of Changes in Equity at 31 March 2026

S4C Group	Retained earnings	Total equity
	£000	£000
At 1 April 2025	37,440	37,440
Profit for the year	2,372	2,372
Other comprehensive profit for the year	100	100
Total comprehensive profit for the year	2,472	2,472
At 31 March 2026	39,912	39,912

Consolidated Statement of Changes in Equity at 31 March 2025

S4C Group	Retained earnings	Total equity
	£000	£000
At 1 April 2024	35,629	35,629
Profit for the year	1,711	1,711
Other comprehensive profit for the year	100	100
Total comprehensive profit for the year	1,811	1,811
At 31 March 2025	37,440	37,440

S4C Statement of Changes in Equity at 31 March 2026

S4C	Retained earnings	Total equity
	£000	£000
At 1 April 2025	18,110	18,110
Profit for the year	2,859	2,859
Other comprehensive profit for the year	100	100
Total comprehensive profit for the year	2,959	2,959
At 31 March 2026	21,069	21,069

S4C Statement of Changes in Equity at 31 March 2025

S4C	Retained earnings	Total equity
	£000	£000
At 1 April 2024	15,790	15,790
Profit for the year	2,220	2,220
Other comprehensive profit for the year	100	100
Total comprehensive profit for the year	2,320	2,320
At 31 March 2025	18,110	18,110

Consolidated Cash Flow Statement

for the year ended 31 March 2026

Net cash flow from operating activities shows the cash generated from core activities before investment and financing.

	Note	2025/26	2024/25
Cash flow from operating activities		£000	£000
Profit on ordinary activities before taxation		2,372	1,711
Net interest		(426)	(318)
Investment income		(281)	(307)
Gain on investment	11	(218)	(171)
Depreciation and amortisation	7	58	549
Decrease / (increase) in stock		5,165	(168)
Decrease / (increase) in debtors		2,210	(1,109)
Decrease in creditors		(819)	(526)
Decrease in investments		120	128
Net cash inflow / (outflow) from operating activities		8,181	(211)
Cash flow from financing activities			
Investment income		281	307
Interest received		404	318
Loans repaid		(109)	(2,800)
Net cash inflow / (outflow) from financing activities		576	(2,175)
Cash flow from investing activities			
Purchase of tangible fixed assets	7	(82)	(165)
Sale of investments		4	-
Purchase of Investments		(361)	(157)
Net cash outflow from investing activities		(439)	(322)
Increase / (Decrease) in cash		8,318	(2,708)
Unrealised gain in investment	11	218	171
Management charges	11	(73)	(78)
Movement in net funds		8,463	(2,615)
Cash at bank at 1 April 2025		8,884	11,592
Cash at bank at 31 March 2026		17,202	8,884
Net increase / (decrease) in cash at bank		8,318	(2,708)
Net funds at 1 April 2025	18	22,327	24,942
Net funds at 31 March 2026	18	30,790	22,327

Notes to the Accounts

for the year ended 31 March 2026

1. Accounting Policies

The principal accounting policies of S4C are set out below. Within this consolidated Statement of Accounts, the Public Service Fund is referred to as S4C and the total of both public service and commercial activities is referred to as the S4C Group. The assets of the S4C Group that are not comprised in the Public Service Fund are referred to as the General Fund. The presentation and functional currency of these financial statements is sterling. Rounding is to the nearest £000 with the exception of the salary and staff expenses disclosure.

The Board consider that S4C is a Public Benefit Entity as defined by FRS 102. A Public Benefit Entity is an entity whose primary objective is to provide goods or services for the general public, community or social benefits and where any equity is provided with a view to supporting the entity's primary objectives rather than with a view to producing a financial return to equity providers, shareholders or members.

The financial statements have been prepared on a going concern basis as described in the going concern and viability section on page 80.

(a) Basis of preparation of Statement of Accounts

The financial statements have been prepared under the historical cost convention in compliance with paragraph 12 (1) of Schedule 6 to the Broadcasting Act 1990 (as amended), the Accounts Direction issued by the Secretary of State for Culture, Media and Sport, and in accordance with Financial Reporting Standard (FRS) 102, the Financial Reporting Standard (FRS) applicable in the United Kingdom and the Republic of Ireland.

The preparation of financial statements in compliance with FRS 102 requires the use of certain critical accounting estimates. It also requires management to exercise judgment in applying S4C's accounting policies (see note 2).

The following principal accounting policies have been applied:

(b) Basis of consolidation

The consolidated Statement of Accounts incorporate those of S4C and of its subsidiary undertakings (see note 8) drawn up to 31 March 2026. Profits or losses on intra-group transactions are eliminated in full. On acquisition of a subsidiary, all of the subsidiary's assets and liabilities which exist at the date of acquisition are recorded at their fair values reflecting their condition at that date.

(c) Income

Income from the licence fee is recognised in line with the underlying funding agreement, as S4C perform its statutory obligations, on a straight-line basis.

Other income, which includes income from sales of airtime, rights in television programmes, sponsorship, merchandising, publishing and investment activities, is recognised in the Statement of Comprehensive Income when the associated services are delivered.

(d) Cost of programmes

The cost of commissioned public service programmes is expensed to the Statement of Comprehensive Income on first transmission or written off when it becomes apparent no transmission will occur.

(e) Programme and other stocks

Direct costs incurred in the commissioning or purchase of public service programmes as yet untransmitted are held at cost and carried forward as stock, after providing for expenditure on material which is unlikely to be transmitted. For a series of programmes, the allocation of stock between programmes completed but not yet transmitted and programmes in the course of production is based on total costs to date and the contractual cost per completed episode.

Direct cost is defined as payments made or due to production companies or programme suppliers.

(f) Income received in advance of related expenditure

As a result of the above policies, income from the BBC is received in advance of all costs being charged to the Statement of Comprehensive Income. At the Balance Sheet date, any income received in advance is transferred to the Public Service Fund. As the related costs are charged, there is a corresponding transfer of the relevant income from the Public Service Fund to the Statement of Comprehensive Income. The Statement of Comprehensive Income therefore contains a net transfer to or from the Public Service Fund comprising these transfers.

(g) Investments in joint ventures and associates

Investments in joint ventures are recognised initially in the Consolidated Balance Sheet at the transaction price and subsequently adjusted to reflect the group's share of total comprehensive income and equity of the joint venture, less any impairment.

(h) Debtors

Short term and long term debtors are measured at transaction price, less any impairment. Loans receivable are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method, less any impairment.

(i) Cash and cash equivalents

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours. Cash equivalents are highly liquid investments that are readily convertible to known amounts of cash with insignificant risk of change in value.

(j) Financial instruments

S4C primarily enters into basic financial instruments transactions that result in the recognition of financial assets and liabilities like trade and other accounts receivable and payable, loans from banks and other third parties, loans to related parties and investments in non-puttable ordinary shares.

Debt instruments (other than those wholly repayable or receivable within one year), including loans and other accounts receivable and payable, are initially measured at present value of the future cash flows and subsequently at amortised cost using the effective interest method. Debt instruments that are payable or receivable within one year, typically trade payables or receivables, are measured, initially and subsequently, at the undiscounted amount of the cash or other consideration, expected to be paid or received. However if the arrangements of a short-term instrument constitute a financing transaction, like the payment of a trade debt deferred beyond normal business terms or financed at a rate of interest that is not a market rate or in case of an out-right short-term loan not at market rate, the financial asset or liability is measured, initially, at the present value of the future cash flow discounted at a market rate of interest for a similar debt instrument and subsequently at amortised cost.

Financial assets that are measured at cost and amortised cost are assessed at the end of each reporting period for objective evidence of impairment. If objective evidence of impairment is found, an impairment loss is recognised in the Statement of Comprehensive Income.

For financial assets measured at amortised cost, the impairment loss is measured as the difference between an asset's carrying amount and the present value of estimated cash flows discounted at the asset's original effective interest rate. If a financial asset has a variable interest rate, the discount rate for measuring any impairment loss is the current effective interest rate determined under the contract.

For financial assets measured at cost less impairment, the impairment loss is measured as the difference between an asset's carrying amount and best estimate, which is an approximation of the amount that S4C would receive for the asset if it were to be sold at the Balance Sheet date.

Financial assets and liabilities are offset and the net amount reported in the Balance Sheet when there is an enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

(k) Creditors

Short term and long term creditors are measured at the transaction price. Other financial liabilities, including bank loans, are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method.

(l) Fixed asset investments

Fixed asset investments are held at historic cost less impairment.

(m) Tangible fixed assets

Tangible fixed assets are stated at cost, together with any incidental expenses of acquisition, less depreciation. Depreciation is calculated so as to write off the cost of the asset less its residual value on a straight line basis over its estimated useful life. The principal annual rates used for this purpose are as follows:

Plant and equipment 20%

Improvements to short leasehold buildings are depreciated on a straight line basis over the remaining period of the lease.

(n) Pension contributions Defined benefit scheme

A defined benefit plan defines the pension benefit that the employee will receive on retirement, usually dependent upon several factors including but not limited to age, length of service and remuneration. A defined benefit plan is a pension plan that is not a defined contribution plan.

The defined benefit obligation is calculated using the projected unit credit method. S4C engages independent actuaries to calculate the obligation annually. The present value is determined by discounting the estimated future payments using market yields on high quality corporate bonds that are denominated in sterling and that have terms approximating to the estimated period of the future payments ('discounted rate').

The fair value of plan assets is measured in accordance with the FRS 102 fair value hierarchy and in accordance with S4C's policy for similarly held assets. This includes the use of appropriate valuation techniques.

Actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions are charged or credited to other comprehensive income. These amounts together with the return on plan assets, less amounts included in net interest, are disclosed as actuarial gain on the pension scheme assets and liabilities.

Defined contribution scheme

S4C operates a defined contribution scheme.

A defined contribution scheme is a pension plan under which S4C pays fixed contributions into a separate entity. Once the contributions have been paid, S4C has no further payment obligations.

The contributions are recognised as an expense in the Statement of Comprehensive Income when they fall due. Amounts not paid are shown in accruals as a liability in the Balance Sheet.

(o) Taxation

The tax expense for the year comprises current tax. Tax is recognised in the Statement of Comprehensive Income, except that a charge attributable to an item of income and expense recognised as other comprehensive income or to an item recognised directly in equity is also recognised in other comprehensive income or directly in equity respectively.

The Statement of Accounts is prepared on the basis that taxation is not levied in relation to amounts received by S4C from the licence fee.

Profits generated by subsidiary undertakings are subject to corporation tax.

(p) Foreign currencies

Monetary assets and liabilities denominated in foreign currencies are translated at the rates of exchange ruling at the Balance Sheet date. Transactions are translated at the rate ruling at the date of the transaction. Exchange differences arising on translation and transactions in foreign currencies are dealt with through the Statement of Comprehensive Income.

(q) Current asset investments

Current asset investments are held at fair value with any change recognised in the profit and loss account.

(r) Exceptional items

Exceptional items are transactions that fall within the ordinary activities of S4C but are presented separately due to their size or incidence.

(s) Upcoming changes in FRS102

Amendments to FRS 102 issued by the Financial Reporting Council in March 2024 will be effective for accounting periods beginning on or after 1 January 2026. The changes introduce a revised revenue recognition framework under Section 23, based on a five step model requiring revenue to be recognised as performance obligations are satisfied and control of goods or services transfers to the customer, replacing the previous risks and rewards approach. The amendments also include enhanced disclosure requirements relating to revenue streams, contract balances and performance obligations. In addition, Section 20 introduces a new lease accounting model under which most leases will be recognised on the balance sheet as a right of use asset with a corresponding lease liability, removing the distinction between operating and finance leases for lessees. Lease expenses will be recognised as depreciation of the right of use asset and interest on the lease liability, resulting in a change to the pattern of expense recognition. Exemptions are available for short term leases and leases of low value assets. These amendments are expected to affect the presentation and timing of revenue and lease related balances and expenses in future periods.

At 31 March 2026, S4C Group had commitments under operating leases (see note 14). Under the new lease accounting requirements, S4C expects these commitments to be recognised on the balance sheet, with a lease liability based on the discounted value of future commitments, including payments related to optional extension periods where considered reasonably certain, and a corresponding 'right-of-use' asset.

Management is reviewing existing revenue contracts to determine the overall recognition, measurement, presentation, and disclosure impact.

2. Judgements in applying accounting policies and key sources of estimation uncertainty

Preparation of the financial statements requires management to make significant judgements and estimates. The items in the financial statements where these judgements and estimates have been made include:

Impairment of fixed asset investments

The carrying value of the strategic investments are assessed for potential impairment using a discounted cash flow model approved by management. Where formal forecasts are not available, other commonly used valuation techniques are used in the impairment model.

Stock

Direct costs incurred in the commissioning or purchase of public service programmes as yet untransmitted are carried forward as stock, after providing for expenditure on material which is unlikely to be transmitted. The cost of commissioned public service programmes is expensed to the Statement of Comprehensive Income on first transmission. This aligns with viewing trends and the consumption of S4C content. We have seen a number of broadcasters moving (or assessing the move to) a cost basis that reflects different viewer behaviour where content is increasingly viewed on demand, and this means this is a key judgement.

Defined benefit scheme

The pension costs charged against the Statement of Comprehensive Income are based on the actuarial methods and assumptions designed to spread the anticipated pension costs over the service lives of the employees in the scheme, so as to ensure that the regular pension cost represents a substantially level percentage of the current and expected future pensionable payroll. Variations from regular cost are spread over the average remaining service lives of current employees in the scheme.

In the absence of any agreement to pay a refund to S4C and because the scheme is now closed to future service accrual, the scheme's surplus at 31 March 2026 is restricted in S4C's Balance Sheet to nil.

3. Public Service Fund income and General Fund turnover

Public Service Fund income is received in order that S4C may fulfil its public service remit (within the meaning of Section 204A of the Communications Act 2003). General Fund turnover represents the income generated from commercial and other non-public service remit activities.

The income from the licence fee is recognised in line with the underlying funding agreement, when it is received. Other income, which includes income from sales of airtime, rights in television programmes, sponsorship, merchandising, publishing and investment activities, is recognised in the Consolidated Statement of Comprehensive Income on an accruals basis.

	2025/26		2024/25	
	£000	£000	£000	£000
Public Service Fund income				
Income received from the licence fee	97,609		94,803	
Other income	185		157	
		97,794		94,960
General Fund turnover				
Programme and airtime sales	1,024		1,234	
Publishing and merchandising	30		35	
Other including digital exploitation	394		389	
		1,448		1,658
Group turnover		99,242		96,618

An analysis of General Fund turnover by geographical market is given below:

	2025/26		2024/25	
	£000	£000	£000	£000
United Kingdom		1,437		1,633
United States of America		1		-
Rest of the World		10		25
		1,448		1,658

Operating profit

Operating profit is the Public Service Fund surplus / (deficit) and the (loss) / gain from commercial activities before investment income, interest and tax. An analysis of the operating profit / (loss) of the S4C Group by activity is given below:

	2025/26		2024/25	
	£000	£000	£000	£000
Public Service Fund				
Public Service Fund activities	2,067		1,304	
		2,067		1,304
General Fund				
Programme and airtime sales	153		665	
Publishing and merchandising	(97)		(46)	
Other activities	(676)		(1,008)	
		(620)		(389)
		1,447		915

Other activities include the provision of management services to commercial subsidiaries by S4C Masnachol Cyf. and the provision of digital broadcasting services by S4C2 Cyf.

Net assets

The net assets of the S4C Group is the total assets less total liabilities.

	2025/26		2024/25
	£000	£000	£000
Public Service Fund			
Public Service Fund activities	21,069	18,110	18,110
	21,069		
General Fund			
Programme and airtime sales	295	332	
Publishing and merchandising	10	10	
Administration	135	134	
Other trading activities	18,403	18,854	
	18,843		19,330
	39,912		37,440

4. Operating profit

Operating profit is the Public Service Fund surplus / (deficit) and the (loss) / gain from commercial activities before investment income, interest and tax.

Operating profit is stated after:

	2025/26	2024/25
	£000	£000
Cost of programme service		
Depreciation	25	17
Staff costs	6,372	5,637
Travel and subsistence	215	158
		158
Operational and administrative costs		
Staff costs	2,276	2,077
Depreciation	33	22
National Audit Office fee for the audit of the S4C Group annual accounts	158	153
Non-audit services with other auditors:		
Taxation compliance services	27	25
Internal audit services	12	13
Other administrative costs	1,355	1,316
Operating lease costs:		
Operating lease costs - Land and buildings	203	198
Travel and subsistence	63	71
	4,127	3,875

The operational and administrative costs can be analysed as follows:

	2025/26	2024/25
	£000	£000
Public Service Fund costs	3,551	3,187
General Fund costs	576	688
	4,127	3,875

The National Audit Office did not provide any non-audit services during the year.

5. Members and employees

Total employee remuneration during the year comprised:

	2025/26	2024/25
	£000	£000
Gross salaries	6,443	5,898
Employer's NI contributions	850	647
Pension contributions	1,296	1,104
	8,589	7,649

During the year three payments were made under the redundancy scheme totalling £0.059m (2024/25 - three payments totalling £0.018m). Pension contributions include employer's contributions. S4C had no 'off payroll' engagements that fall within the criteria set out in HMT guidance with regards to tax arrangements of senior public appointees.

The composition of the employee remuneration comparative figure for the year ended 2024/25 has been amended to correct an error in the split between salaries, employer's NI and pension contributions. This amendment does not change the 2024/25 total employee remuneration figure. Note 19 has also been updated.

The average number of employees during the year was as follows:

	2025/26		2024/25	
	Number Male	Number Female	Number Male	Number Female
Commissioning	7	13	9	11
Publishing and distribution	12	26	8	22
Product development	6	1	6	1
Communications and data	14	19	14	19
Corporate and commercial policy	7	19	8	17
	46	78	45	70

Total travel and subsistence reimbursed to employees during the period ending 31 March 2026 was £263,145 (period to 31 March 2025 - £220,174).

Members' remuneration

Total remuneration of the Board members for the period was as follows:

	2025/26	2024/25
	£000	£000
Total remuneration	113	79

The remuneration of the Board members during the year is shown below:

	2025/26	2024/25
	£	£
Guto Bebb	11,321	40,000
Suzy Davies	9,650	9,650
Dyfrig Davies	8,846	-
Delyth Evans	36,667	-
Adele Gritten	804	9,650
Wyn Innes	8,846	-
Chris Jones	804	9,650
Gwenllian Lansdown Davies	8,846	-
Denise Lewis Poulton	9,650	9,650
Betsan Powys	8,846	-
Catryn Ramasut	8,846	-

Delyth Evans was appointed as Chair on 1 May 2025.

Guto Bebb was appointed as Interim Chair on 1 April 2024 to 30 April 2025. Guto Bebb retired on 28 February 2026.

Dyfrig Davies, Catryn Ramasut, Wyn Innes, Gwenllian Lansdown Davies and Betsan Powys were appointed on 1 May 2025.

Adele Gritten and Chris Jones retired on 30 April 2025.

During the period, the Board members incurred the following expenses in the performance of their duties:

Board members' expenses	Travel	Accommodation and Subsistence	Hospitality	2025/26 Total	2024/25 Total
	£	£	£	£	£
Guto Bebb	669	421	-	1,090	3,469
Suzy Davies	236	236	-	472	1,319
Dyfrig Davies	1,243	462	-	1,705	-
Delyth Evans	1,776	530	74	2,380	-
Adele Gritten	-	-	-	-	1,704
Wyn Innes	331	83	-	414	-
Chris Jones	-	-	-	-	1,186
Gwenllian Lansdown Davies	232	75	-	307	-
Denise Lewis Poulton	1,079	-	-	1,079	1,684
Betsan Powys	451	92	-	543	-
Catryn Ramasut	199	80	-	279	-
Rhodri Williams	-	-	-	-	142
Total	6,216	1,979	74	8,269	9,504

Senior Leadership Team Remuneration

The remuneration (before pension salary exchange) of the Senior Leadership Team during the period is shown below:

	2025/26 Gross pay	2024/25 Gross pay
	£000	£000
Nadine Beaton	98	23
Manon Edwards-Ahir	95	92
Geraint Evans	168	142
Llion Iwan	122	7
Elin Morris	109	112
Iestyn Morris	103	18
Geraint Pugh	95	17
Catrin Whitmore	-	27
Sioned Wiliam	-	124
Mali Williams	62	10
Sharon Winogorski	111	108

Nadine Beaton joined the Senior Leadership Team on 6 January 2025.

Geraint Evans was appointed Chief Executive on 1 January 2025.

Llion Iwan joined the Senior Leadership Team on 10 March 2025.

Iestyn Morris joined the Senior Leadership Team on 27 January 2025.

Geraint Pugh joined the Senior Leadership Team on 27 January 2025.

Catrin Whitmore left the Senior Leadership Team on 2 July 2024.

Sioned Wiliam was appointed Interim Chief Executive on 8 April 2024 and left on 31 December 2024.

Mali Williams joined the Senior Leadership Team on 27 January 2025.

During the period, the Senior Leadership Team members incurred the following expenses in the performance of their duties:

Senior Leadership Team members' expenses	Travel	Accommodation and Subsistence	Hospitality	2025/26 Total	2024/25 Total
	£	£	£	£	£
Nadine Beaton	1,334	1,813	-	3,147	2,055
Manon Edwards-Ahir	3,159	2,865	315	6,339	6,023
Geraint Evans	7,376	5,718	256	13,350	13,828
Llion Iwan	8,483	9,648	172	18,303	682
Elin Morris	2,458	555	501	3,514	2,661
Iestyn Morris	1,032	157	-	1,189	117
Geraint Pugh	3,278	2,648	-	5,926	689
Sioned Wiliam	90	-	-	90	1,775
Mali Williams	3,838	3,762	72	7,672	508
Sharon Winogorski	271	-	-	271	431
Total	31,319	27,166	1,316	59,801	28,769

Defined contribution scheme - S4C contributions

	2025/26	2024/25
	£000	£000
Nadine Beaton	15	4
Manon Edwards-Ahir	15	14
Geraint Evans	27	22
Llion Iwan	19	1
Elin Morris	65	31
Iestyn Morris	16	3
Geraint Pugh	31	4
Catrin Whitmore	-	6
Sioned Wiliam	-	19
Mali Williams	13	2
Sharon Winogorski	49	40

S4C operates a defined contribution scheme for the benefit of its employees. S4C offers the option for staff to exchange salary into the defined contribution pension scheme. The pension contributions listed in the table above include the individual's salary exchange payments and employer contributions into the scheme.

6. Taxation

The Statement of Accounts is prepared on the basis that taxation is not levied in relation to amounts received by S4C from the Department for Culture, Media and Sport and the BBC.

	2025/26	2024/25
	£000	£000
United Kingdom corporation tax at 25% (2024/25 - 25%)	-	-
Deferred tax	-	-
Current taxation for the period	-	-

	2025/26	2024/25
	£000	£000
Profit on ordinary activities before taxation	2,372	1,711
Profit on ordinary activities multiplied by standard rate of tax in the UK of 25% (2024/25 - 25%)	593	428
Effects of:		
Expenses not deductible for tax purposes	30	131
Movement in deferred tax not recognised	239	64
Income not taxable for tax purposes	(863)	(623)
Capital gains / (losses)	1	-
Current taxation for the period	-	-

At the reporting date, the group had unused tax losses of £31.252m (2024/25: £27.048m) available for offset against future taxable profits. No deferred tax asset has been recognised in respect of these losses due to the unpredictability of future profit streams. These losses can be carried forward indefinitely.

7. Tangible fixed assets

The S4C Group

	Land and Buildings		
	Total	Leasehold	Plant and Equipment
Cost	£000	£000	£000
At 1 April 2025	1,179	209	970
Additions	82	-	82
Disposals	-	-	-
At 31 March 2026	1,261	209	1,052
Depreciation			
At 1 April 2025	998	209	789
Charge for year	58	-	58
Disposals	-	-	-
At 31 March 2026	1,056	209	847
Net book amount			
At 31 March 2026	205	-	205
At 31 March 2025	181	-	181

Land and buildings

The short leasehold building is S4C's pavilion at the Royal Welsh Showground, Llanelwedd.

8. Fixed asset investments

The fixed asset investments below are held in the commercial group of companies.

Total fixed asset investments comprise:

	Investments in unlisted entities	Investments in joint ventures	Investments in associates	Total
Cost or valuation	£000	£000	£000	£000
At 1 April 2025	1,047	125	50	1,222
Additions	350	-	-	350
Disposal	-	-	-	-
At 31 March 2026	1,397	125	50	1,572
Impairment				
At 1 April 2025	691	125	50	866
Disposal	-	-	-	-
At 31 March 2026	691	125	50	866
At 31 March 2025	356	-	-	356
At 31 March 2026	706	-	-	706

In addition to the investments above S4C Rhyngwladol Cyf. invested £11,288 (2024/25 - £156,613, 2023/24 - £3,550) in content development. During the period S4C Rhyngwladol Cyf. disposed of £3,550 and impaired £47,575 of content development funding.

Investments in joint ventures

	Country of incorporation	Class of share capital held	Proportion held		Nature of business
			By parent undertaking	By the S4C Group	
Media Rocket Ltd	Wales and England	Ordinary	50%	50%	Investment company

Movements in joint venture investments in the year:

	£000
Cost	
At 1 April 2025	125
At 31 March 2026	125
Impairment	
At 1 April 2025	125
At 31 March 2026	125
Net book value	
At 31 March 2025	-
At 31 March 2026	-

Investments in associates

S4C Digital Media Limited has investments in the following associates:

Name	Country of incorporation	Class of share capital held	Holding
Aria Studios Cyf	England & Wales	Ordinary	40%

At 31 March 2026 the S4C Group held significant equity shareholdings of the following:

	Country of incorporation	Class of share capital held	Proportion held		Nature of business
			By parent undertaking	By the S4C Group	
S4C Masnachol Cyf	Wales and England	Ordinary	100%	100%	Provision of management services to subsidiaries
S4C Digital Media Ltd	Wales and England	Ordinary	-	100%	Investment company
S4C Rhyngwladol Cyf	Wales and England	Ordinary	-	100%	Selling of airtime and programmes
S4C2 Cyf	Wales and England	Ordinary	-	100%	Digital broadcasting and provision of digital broadcasting services
S4C PTG Cyf	Wales and England	Ordinary	-	100%	Investment Property

During 2022/23 S4C PTG Cyf. disposed of the investment properties held within the company. Following the sale the company has ceased trading, and has therefore produced its own accounts on a non going concern basis.

All of the subsidiary undertakings have been consolidated in the Statement of Accounts. All are wholly owned subsidiary undertakings. The Secretary of State for Culture, Media and Sport has a full right of access to the financial statements of all the S4C Group's subsidiary undertakings in existence now, or set up in the future.

9. Stock

Stock of untransmitted programmes comprise the following:

	S4C Group		S4C	
	At 31/03/26	At 31/03/25	At 31/03/26	At 31/03/25
	£000	£000	£000	£000
Programmes in course of production	14,977	20,136	14,977	20,136
Programmes completed but not yet transmitted	109	115	109	115
	15,086	20,251	15,086	20,251

10. Debtors

Debtors due within one year

	S4C Group		S4C	
	At 31/03/26	At 31/03/25	At 31/03/26	At 31/03/25
	£000	£000	£000	£000
Trade debtors	356	563	226	447
Other debtors	180	229	-	-
Amounts owed by group undertakings	-	-	162	1,446
Loans to employees	2	1	2	1
VAT	3,595	3,007	3,500	2,932
Prepayments and accrued income	1,215	2,573	1,013	2,446
	5,348	6,373	4,903	7,272

The loans to employees are under the Cycle to Work Scheme.

Debtors due after more than one year

	S4C Group		S4C	
	At 31/03/26	At 31/03/25	At 31/03/26	At 31/03/25
	£000	£000	£000	£000
Prepayments	3,403	4,315	3,403	4,315
Other debtors	-	250	-	-
	3,403	4,565	3,403	4,315

Prepayments relate to the co-location project and prepaid rent for S4C's headquarters Yr Egin.

11. Current asset investments

Investment fund:	S4C Group	
	At 31/03/26	At 31/03/25
	£000	£000
At 1 April	13,443	13,350
Change in market value of investment	218	171
Management charges	(73)	(78)
At 31 March	13,588	13,443

The investment fund comprises a portfolio of equities, bonds, cash and other assets managed on behalf of S4C Digital Media Ltd. by Sarasin & Partners LLP. The investment is measured at fair value through the profit and loss where the valuation of the fund at 31 March 2026 is through quoted market price in an active market.

The investment fund is only exposed to market risk and this is mitigated through the use of the fund manager.

The investment fund is classified as a current asset as S4C have the ability to withdraw and close down the fund with short notice.

12. Creditors

Creditors due within one year	S4C Group		S4C	
	At 31/03/26	At 31/03/25	At 31/03/26	At 31/03/25
	£000	£000	£000	£000
Trade creditors	332	214	291	212
Programme creditors	1,588	1,159	1,588	1,159
Other creditors	213	183	213	183
Prepaid and deferred income	187	182	-	-
Advance Grant in Aid	1,029	109	1,029	109
Accruals	11,214	12,714	10,944	12,590
	14,563	14,561	14,065	14,253

Creditors due after more than one year	S4C Group		S4C	
	At 31/03/26	At 31/03/25	At 31/03/26	At 31/03/25
	£000	£000	£000	£000
Advance Grant in Aid	1,183	2,212	1,183	2,212
	1,183	2,212	1,183	2,212

The Department for Culture, Media and Sport provided advance Grant in Aid to S4C to fund the co-location project with BBC Wales and relocation of S4C's headquarters to Yr Egin, Carmarthen. Repayments are to be made in line with an agreed payment schedule.

13. Reserves

The S4C Group reserves shown below are the reserves for both S4C, the Public Service Fund, and the commercial companies reserves, the General Fund. Other reserves include debtors, investments, cash less creditors. The General Fund reserves are used for investments and projects to enhance S4C's public service activities whilst also seeking a commercial return. Any commercial returns are paid as dividends to S4C for use in its public services.

S4C Group reserves

	Public Service -----Fund-----				Total
	Fixed Assets	Stock	Other	General Fund	
	£000	£000	£000	£000	£000
At 1 April 2025	181	20,251	(2,322)	19,330	37,440
General Fund surplus for the period	-	-	-	13	13
Public Service Fund transfer to profit and loss account	24	(5,165)	7,600	-	2,459
Transfer to Public Service Fund	-	-	500	(500)	-
At 31 March 2026	205	15,086	5,778	18,843	39,912

S4C reserves

The Public Service Fund reserves at 31 March 2026 are shown separately below:

	Public Service -----Fund-----				Total
	Fixed Assets	Stock	Other	General Fund	
	£000	£000	£000	£000	£000
At 1 April 2025	181	20,251	(2,322)	-	18,110
General Fund transfer for the year	-	-	-	500	500
Public Service Fund transfer to profit and loss account	24	(5,165)	7,600	-	2,459
Transfer to Public Service Fund	-	-	500	(500)	-
At 31 March 2026	205	15,086	5,778	-	21,069

In total £2.959m has been transferred to the Public Service Fund from the profit and loss account in 2025/26 (2024/25 - £2.320m) to the Public Service Fund. This comprises the £0.500m (2024/25 - £0.750m) transfer from the General Fund and the £2.459m (2024/25 - £1.570m) Public Service transfer set out above.

14. Operating lease commitments

The S4C Group's future minimum lease payments under operating leases are as follows:

	At 31/03/26	At 31/03/25
Land and Buildings	£000	£000
Less than one year	206	199
One-five years	821	765
Over five years	1,861	2,052
	2,888	3,016

15. Financial commitments

At 31 March 2026 the S4C Group had financial commitments totalling £125,000 relating to investments in unlisted entities within S4C Digital Media Ltd. At 31 March 2025 the S4C Group had financial commitments totalling £600,000 relating to loans repayable within S4C Rhyngwladol Cyf..

S4C has entered into contracts for non-programme activities as part of its normal operations. These give rise to future financial commitments which are not recognised as liabilities at the reporting date, as the related goods and services have not yet been received. These commitments may include both fixed and variable elements and will be met over the term of the agreements. The majority of these arrangements relate to transmission services, broadcast licences and audience measurement.

No disclosure of the aggregate value of these commitments is provided due to the presence of break clauses, notice periods, and other contractual flexibilities which affect the extent of S4C's enforceable obligations.

16. Programme commitments

At 31 March, the S4C Group and S4C had the following contractual commitments for expenditure on programmes:

	At 31/03/26	At 31/03/25
	£000	£000
Programme commitments	22,376	17,837

17. Financial instruments

	S4C Group		S4C	
	At 31/03/26	At 31/03/25	At 31/03/26	At 31/03/25
	£000	£000	£000	£000
Financial assets	34,922	26,376	16,609	7,381
Financial assets	34,922	26,376	16,609	7,381
Financial liabilities	(13,346)	(14,269)	(13,037)	(14,145)
Financial liabilities	(13,346)	(14,269)	(13,037)	(14,145)

Financial assets comprise investment funds measured at fair value through the profit and loss and cash, trade debtors (including VAT), amounts owed by group undertakings and other debtors measured at amortised cost less impairment.

Financial liabilities comprise trade creditors, amounts owed to group undertakings and accruals measured at amortised cost.

18. Analysis of changes in net funds

	At 01/04/25	Cashflow	Unrealised cash	At 31/03/26
	£000	£000	£000	£000
Cash at bank and in hand	8,884	8,318	-	17,202
Other liquid resources	13,443	-	145	13,588
	22,327	8,318	145	30,790

19. Pension scheme

Defined contribution scheme

The S4C Group operates a defined contribution pension scheme for the benefit of employees.

A defined contribution plan is a pension plan under which the S4C Group pays fixed contributions into a separate entity. Once the contributions have been paid S4C has no further payment obligations.

The contributions are recognised as an expense in the Statement of Comprehensive Income when they fall due. Amounts not paid are shown in accruals as a liability in the Balance Sheet.

The assets of the scheme are administered by trustees in individual funds independent of those of S4C. The pension charge for the year ended 31 March 2026 was £1,296,026 (year to 31 March 2025 - £1,104,545).

Defined benefit scheme

The S4C Group operates a defined benefit scheme, which is part of the Ofcom (former ITC) Staff Pension plan. On 31 May 2011 the defined benefit scheme was closed to future accrual. All active members have been transferred into the defined contribution scheme. The assets of the scheme are administered by trustees in a fund independent from those of the S4C Group.

A defined benefit plan defines the pension benefit that the employee will receive on retirement, usually dependent upon several factors including but not limited to age, length of service and remuneration. A defined benefit plan is a pension plan that is not a defined contribution plan.

The defined benefit obligation is calculated using the projected unit credit method. The S4C Group engages independent actuaries to calculate the obligation annually. The present value is determined by discounting the estimated future payments using market yields on high quality corporate bonds that are denominated in sterling and that have terms approximating to the estimated period of the future payments ('discounted rate').

The fair value of plan assets is measured in accordance with the FRS 102 fair value hierarchy and in accordance with the company's policy for similarly held assets. This includes the use of appropriate valuation techniques.

Actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions are charged or credited to other comprehensive income. These amounts together with the return on plan assets, less amounts included in net interest, are disclosed as 'Remeasurement of net defined benefit liability'.

Net pension surpluses are recognised to the effect that either assets can be recovered from the scheme, or lead to lower contributions in the future. Where these conditions are not met, the net surplus is not included on the Balance Sheet as is the case at 31 March 2026 and 31 March 2025.

Costs and liabilities of the scheme are based on actuarial valuations. The latest full actuarial valuation was carried out at 31 March 2024, by a qualified independent actuary.

The main assumptions used by the actuary were:

	At 31/03/26	At 31/03/25	At 31/03/24
Retail Price Inflation	3.40%	3.10%	3.20%
	RPI less 1.0% pre 2030/ RPI less 0.2% post 2030	RPI less 0.9% pre 2030/ RPI less 0.2% post 2030	RPI less 0.9% pre 2030/ RPI less 0.2% post 2030
Consumer Price Inflation			
Discount rate for scheme liabilities	6.00%	5.70%	4.80%
Rate of increase in fully RPI-linked pensions	3.40%	3.20%	3.30%
Rate of increase in pensions with limited price indexation	3.20%	3.00%	3.10%
Life expectancy of male / female aged 60 at accounting date	26.9/29.6	26.7/29.5	26.1/29.0
Life expectancy of male / female aged 60 at accounting date plus 20 years	28.4/31.0	28.3/31.0	27.6/30.4

The amount included in the Balance Sheet arising from the S4C Group's obligations in respect of the plan is as follows:

	At 31/03/26	At 31/03/25	At 31/03/24
	Value	Value	Value
	£000	£000	£000
Government bonds	700	700	800
Insured annuities	23,700	23,900	26,400
Cash	300	200	400

Following the completion of a buy-in for the remaining uninsured liabilities in the S4C Section in May 2019, the vast majority of the Section's assets are held in annuity policies which move in line with the Section's liabilities. The remainder of the Section's assets are invested in cash and index-linked gilts to cover running costs and any additional expenses that may arise from the buy-in. The S4C Board is aware of a case involving Virgin Media and NTL Pension Trustees, which could potentially lead to additional liabilities for some pension schemes and sponsors, including (if applicable) the S4C Board. This case is subject to appeal and the impact (if any) is not known and will be assessed as relevant in future.

	At 31/03/26	At 31/03/25	At 31/03/24
	£000	£000	£000
Total market value of assets	24,700	24,800	27,600
Present value of scheme liabilities	(23,800)	(23,900)	(26,500)
Net pension asset	900	900	1,100
Pension asset not recognised	(900)	(900)	(1,100)
Net balance sheet position	-	-	-

Under FRS 102, the scheme is represented on the Balance Sheet at 31 March 2026 as a net asset of £nil (at 31 March 2025 - £nil).

The amounts recognised in the income statement are as follows:

	2025/26	2024/25
	£000	£000
Current service cost		
Expected return on pension scheme assets	(1,400)	(1,300)
Running costs	100	100
Interest on pension scheme liabilities	1,300	1,200
Interest on asset ceiling	100	100
Total operating charges	100	100

The amounts charged or credited to the Statement of Comprehensive Income were included in the operating income and charges and within interest payable.

Changes in the present value of the defined benefit obligation are as follows:

	At 31/03/26	At 31/03/25
	£000	£000
Opening defined benefit obligations	23,900	26,500
Interest on pension scheme liabilities	1,300	1,200
Benefits paid	(1,400)	(1,700)
Actuarial gain on liabilities	-	(2,100)
Closing defined benefit obligations	23,800	23,900

Changes in the market value of the scheme assets are as follows:

	At 31/03/26	At 31/03/25
	£000	£000
Market value of scheme assets at start of period	24,800	27,600
Expected return on scheme assets	1,400	1,300
Running costs	(100)	(100)
Benefits paid	(1,400)	(1,700)
Actuarial loss on assets	-	(2,300)
Market value of scheme assets at end of period	24,700	24,800

The major categories of investments of plan assets, as a % of total plan assets:

	At 31/03/26	At 31/03/25
Government bonds	3%	3%
Cash	1%	1%
Insured annuities	96%	96%

Actual return on scheme assets:

	At 31/03/26	At 31/03/25
	£000	£000
Expected return on scheme assets	1,400	1,300
Actuarial loss on assets	-	-
Actual gain on scheme assets	1,400	1,300

The amount recognised in the Statement of Other Comprehensive Income for the year ended 31 March 2026 is a gain of £0.1m (year to 31 March 2025 gain - £0.1m).

Historical analysis of asset values, scheme liabilities and overall surplus:

	At 31/03/26	At 31/03/25	At 31/03/24	At 31/03/23	At 31/03/22
	£000	£000	£000	£000	£000
Market value of scheme assets	24,700	24,800	27,600	27,700	36,200
Scheme liabilities	(23,800)	(23,900)	(26,500)	(26,500)	(34,900)
Surplus in scheme	900	900	1,100	1,200	1,300

20. Contingent liabilities – S4C Group and S4C

S4C have received a number of legal claims relating to events that have taken place within the 2023/24 financial year. As at 31 March 2026 one claim remains. On the basis of the information available to us at this stage in the legal process it is impractical to assess the claims as pleaded and it is recognised as an unquantified contingent liability, although we expect any costs to be fully covered by insurance.

21. Related party transactions

S4C's related parties are its wholly owned commercial subsidiaries, joint ventures, Board members, members of Senior Leadership Team, and those discussed below.

During the period the company entered into the following transactions with associates outside of the group that qualify as related parties:

	2025/26	2024/25
	£	£
Income related to Aria Studios Cyf	2,500	24,817

During 2022/23 the company issued a loan, repayable in cash, to Aria Studios Cyf of which there was an outstanding balance of £467,351 at year end (2025: £467,351). A provision against the recoverability of this loan has been included in the financial statement.

Remuneration of the Board and Senior Leadership Team members is disclosed in note 5.

During the year, S4C purchased goods worth £621,710 from three related parties (2024/25: £432,701 from three related parties). There are no outstanding balances. A member of S4C's Board is a non-executive member of the Board of another party, and a close family member of S4C's Senior Leadership Team is Chairman at another two parties.

All transactions and balances with S4C's wholly owned subsidiaries have been eliminated upon consolidation. S4C has taken advantage of the exemption under Financial Reporting Standard 102 from disclosing transactions with other group companies.

22. Events after the reporting period

The S4C Group and S4C had no events after the reporting period at 31 March 2026.

