

# Living our values

Guardian News & Media sustainability report 2013

theguardian TheObserver



## The whole report section by section

- The whole picture
- Editorial
- Commercial
- People
- Operations
- Community

# Our report

Sustainability Report 2013 – the whole picture

Overview and structure of sustainability at the Guardian

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**Introduction - Andrew Miller, CEO Guardian Media Group**

# Welcome to Guardian News & Media's Living our Values report for 2012/13

Introduction from Andrew Miller, CEO, Guardian Media Group

[theguardian.com](http://theguardian.com), Monday 2 December 2013 08.18 GMT

Guardian News & Media has to be a leader on CSR/sustainability and I am extremely encouraged by the progress that we have made around our ambitions in this area over the past 12 months, particularly as the pace of change continues to be so great and shows no signs of abating.

**Sustainability** has been a key part of GNM's culture for many years and we take our responsibilities to the environment, staff, and the wider readership very seriously. Being CEO of such an exciting, agenda-setting and growing company I never tire of hearing from staff about how proud they are to work here, or from our readers about how much they enjoy our award-winning journalism, or from our commercial partners about how much they value our platforms – both digital and in the paper. The way we approach how we go about our work is key to this.

We are committed to securing the financial and editorial independence of the Guardian in perpetuity and living our values has a key role to play in this. Our [2015 strategy](#) provides a clear framework for this, focusing on four key areas: people and community; open and independent; climate responsibility and good business.

I am proud of what we have accomplished and I am confident that we will continue our efforts in these important areas.

Andrew Miller  
Chief Executive Officer  
Guardian Media Group

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**Overview – performance and highlights**

## A year of excellence and innovation at Guardian News & Media

It has by any standards been another remarkable 12 months for GNM, one of editorial, commercial and technological progress

[theguardian.com](http://theguardian.com), Wednesday 20 November 2013 17.16 GMT

It has by any standards been another remarkable year for Guardian News & Media, one of editorial excellence, commercial success and technological innovation.

When the Manchester Guardian launched on 5 May 1821, it had 1,000 readers, was published weekly, and ran to just four pages. Today, the Guardian has almost 40 million readers, most of them outside the UK, and is the third most-read English-language newspaper website in the world (Comscore, July 2013). We're also the most-read quality newspaper combination in Britain for daily, weekly and monthly reach, according to the latest NRS PADD [data](#).

With the launch of [Guardian US](#) in 2011 and [Guardian Australia](#) in 2013, we've evolved from a much respected national print newspaper to a leading global news and media brand with a growing

worldwide audience accessing our journalism every minute of every day. At the end of the financial year, our online audience was 78.3 million monthly unique browsers, up from 67.8 million the previous year. Our recent move to a new domain – theguardian.com – has cemented our global ambitions, and for our readers all over the world, across all time zones. There is now just one core destination for all digital content.

Editorially, we've continued to set the agenda with groundbreaking exclusives, most recently with the Guardian's extraordinary [revelations](#) about the biggest intelligence leak in the NSA's history and the ensuing debate about the surveillance state. From the Observer's coverage of the [living wage debate](#), to our exclusive about [gas price-fixing](#) and the story revealing that the Metropolitan police had [stolen](#) the identities of dead children, our reputation for investigative excellence has been a consistent talking point during the past year and the appetite for our independent, open approach to journalism remains undiminished. It's an approach mirrored in our response to the [Leveson](#) report recommendations, where the Guardian, almost alone among the major media organisations, has pushed for the construction of a new, effective and wholly independent settlement for press regulation.

All of which lends further credibility to Ofcom's recent Communications Market [report](#), which found that Guardian News & Media's print and digital titles – the Guardian, the Observer and theguardian.com – are the most trustworthy, accurate and reliable newspapers in the UK. GNM's "trustworthy" score of 82% (based on the Ofcom news omnibus 2013 survey) beat the Telegraph's score of 72%. GNM titles were also ranked top for "importance", scoring 72%, ahead of the Times and Sunday Times and all other rivals.

This strengthens our belief that there will always be an appetite for our kind of open, ambitious and thought-provoking brand of journalism. However, the newspaper industry is still facing monumental change. Our digital-first strategy is designed to help us navigate through this, to ensure that the business is financially stable and confident, and that we are in a position to grab opportunities with both hands.

Two years in, we're on track. We saw another year of strong growth in digital revenues in 2012-13 – up 29% year-on-year to £56m – and, crucially, the increase in digital revenue exceeded the decline in print revenues for the first time. GNM also successfully reduced its losses, from £44.2m to £30.9m – ahead of the targets we set ourselves at this stage of our transformation plan, and a remarkable achievement against the backdrop of a fast-changing, incredibly challenging market. [Read the report](#). At GMG group level, we converted last year's loss into a profit before tax of £22.7m, and the £73m contribution of our portfolio companies – Trader Media Group and Top Right Group – together with our cash and investment fund gives us the headroom to take full advantage of the opportunities offered by digital. This strong financial performance over the past 12 months has given us increased confidence that we are heading positively and confidently in the right direction.

"Open" remains at the heart of what we do – editorially, commercially and digitally – and we're always exploring new ways of bringing our audiences closer to our journalism. [#guardiancoffee](#) is one great example of this. Based in Shoreditch, our pop-up coffee shop is all about direct, real-time engagement. The [shop](#) provides both a front of house for the Guardian's technology editorial team and a space where readers can explore our latest coverage, share ideas and opinions.

Our open approach challenges the old model of readers as passive recipients of news: it's how our editors, writers and readers tell stories that give [the whole picture](#) and put our readers at the centre of the conversation. [GuardianWitness](#) is another great example. Now the home of user-generated content on the Guardian, this innovative new platform and accompanying apps in partnership with EE enable us to crowdsource images, videos and stories from our readers around the world. It's also one of our biggest commercial partnerships to date.

In addition, we're putting audiences at the heart of our product development strategy, and earlier this year we unveiled our hi-tech research and testing space, the UX Studio. Watching how users interact with new and existing products ensures we're smarter about developing better user experiences and superior products for both audiences and advertisers.

We're also continuing to invest in the paper. Our marketing [campaign](#), Own the Weekend, championed our weekend newspapers and coincided with the launch of a new weekly Saturday supplement, [Cook](#). This autumn we're launching a new monthly tech supplement in the Observer and a bi-annual fashion supplement in the Guardian.

There are some really exciting projects on the horizon – the launch of Guardian Labs, which will provide a place for clients to collaborate with us to create compelling brand campaigns that reach and engage even more people; next-generation web and apps, and growth of our consumer revenue, business networks and recruitment businesses. On top of this we will continue to build on our audience strategy and consumer journey, growing registrations and encouraging sign-in.

There is always a lot to do, but all of our work is underpinned by the Scott Trust [values](#) of honesty, cleanness (today interpreted as integrity), courage, fairness, and a sense of duty to the reader and the community.

Our vision is to be a leader on sustainability in the media sector. The Guardian was the first media organisation to have its sustainability report audited, and this year is no exception. We believe that, if we are to have integrity in what we write, we need to be able to demonstrate that we meet the standards we set others and ourselves.

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## Strategy

# Our vision: to lead the media sector on sustainability

The core values of the Scott Trust remain at the heart of our business, placing us at the forefront of ethical thinking in the media industry

[theguardian.com](http://theguardian.com), Wednesday 20 November 2013 17.17 GMT

Over the past few years, the Guardian has built the Living our Values 2015 sustainability strategy by working with our key stakeholders. A crucial focus for this was aligning our sustainability vision with our business transformation goals and digital-first strategy as discussed in last year's report.

Our vision is to be a leader on sustainability within the media industry. This vision is driven by our [Scott Trust values](#), and it is by understanding these core values and ensuring they remain at the heart of our business that has placed us firmly at the forefront of ethics and sustainability in the media sector.

To be able to align these values and our sustainability aims with GNM's transformation programme and editorial vision, the sustainability department had identified six priority themes.

In last year's [strategy article](#) covering 10 years of Living our Values, we highlighted how the business and media world has been going through dynamic and challenging times. With continued limited resources, time and cost-cutting, sustainability needed more serious quantification and monitoring to support business decision-making.

Our intention was to turn knowledge into action by helping to monitor improvement in GNM's sustainability performance and the associated business benefits.

To optimise GNM's efforts to build a sustainable and successful future we have identified four business critical indicators (or challenges) instead of the original six.

We found this was necessary to provide clarity and ensure internal buy-in. These indicators incorporate all the original six themes as well as our carbon positive ambitions.

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## Our sustainability challenges

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**1. People and community:** Are we forming partnerships for sustainable growth?

Our Goals

**Ethical Culture:** An ethical, inclusive, healthy and responsible place to work

**Developing People:** Mobilises people to be inspirational, innovative and share skills for a sustainable future

**Duty to the Community:** Protect and enhance the health of local environments, communities and economies

**Why:** Monitoring volunteering, staff development and community partnerships will help to identify and reduce barriers to commercial success, wellbeing, inclusion and inspire greater collaboration and loyalty to our brand.

**2. Open and independent:** Are we building a trusted and engaged audience relationship?

Our Goals

**Courageous & Independent:** Delivering on our purpose of courageous, fair and independent journalism

**Open Access:** Ensuring diverse voices are heard by facilitating informed debate and building audience communities

**Open Reporting:** Transparency in our decision-making

**Why:** Monitoring our independence, transparency and openness will help to evaluate/demonstrate public trust in our brand and build the foundations for greater audience and commercial success.

**3. Climate responsibility:** Are we reducing the cost and impact of our operations?

Our Goals

**Operational Efficiency:** Our offices, data centres and print sites will meet the highest environmental standards.

**Resource & Pollution:** Choose technologies, products & services that protect human health, resources & natural abundance

**Carbon Management:** Mitigate the potential impacts of climate change on our operations & suppliers

**Why:** Understanding the carbon and resource cost of our digital and paper media will help to identify and lower exposure to risk, generate revenue in a more efficient way and protect brand value by taking greater responsibility of our wider impacts.

**4. Good business:** Are we building and protecting the brand and revenue by living our values?

Our Goals

**Championing Sustainability:** Provide the most comprehensive news coverage and analysis on sustainability to inspire a positive future

**Net Positive Revenue:** Generate revenue in line with editorial values that champions social & environmental justice

**Commercial Security:** Forming commercial partnerships that contribute to a sustainable future and protect business continuity

**Why:** Understanding the financial contribution of Living our Values will help to encourage innovation in championing sustainability and increase the return on our trusted reputation as an ethical leader and reduce our exposure to risk, thus protecting the brand and our revenue.

The challenges will demonstrate the direction of sustainable performance with responsibility aligned to the executive committee board through directors' objectives.

As in previous years, the Sustainability team working with the business have produced a sustainability action plan that will allow departments to support the directors' sustainability objectives. Progress on the approved department actions, which form the action plan, as well as examples of Living our Values, will be tracked quarterly through the existing sustainability RAG process.

See the [targets and performance section](#) for more information on our progress.

## Governance

# Sustainability report 2013: governance

Within Guardian News and Media, sustainability is supported by a network of departmental advocates, which ensures a strong flow of information and helps us to achieve our aims

[theguardian.com](http://theguardian.com), Wednesday 20 November 2013 17.18 GMT

There are no changes to the sustainability governance structure at Guardian News & Media (GNM).

Carolyn Gray, group director HR, pensions and sustainability, remains responsible for the sustainability strategy for GNM and sustainability champion on the GNM executive committee. Paula Tsung continues in her role as head of workplace and sustainability for GNM, reporting to Carolyn Gray. She is supported by a team of three: Christopher Hodgson, environment and sustainability manager, Fiona McKellar, community co-ordinator, and Jan Stevens, sustainability administrator. Jo Confino, executive editor of the Guardian and chairman of Guardian Sustainable Business, continues in this role and supports the editorial department.

A network of departmental advocates exists to promote sustainability, ensure a strong flow of information through the organisation and to help us to achieve our objectives and actions. They meet on a quarterly basis with the sustainability team. They play a key role in assisting the directors to achieve their personal sustainability objectives through the action plans set for each department.

The objectives are being tracked quarterly and the sustainability department report to the board on a quarterly basis and annually on their progress through a set of key performance indicators (KPIs). Long-term targets are also being developed against these KPIs.

Governance is not just about policies but also about process, and GNM has worked hard to ensure that it receives independent feedback from different areas of the business. Updates by email, internal intranet, website, and speakers to present on topics assist with the awareness of "hot topics" in sustainability.

For example, to ensure the effectiveness of our community activities, the sustainability team commissioned an independent review of our current community partnerships. The recommendations are now being acted on, and we have a plan for 2013-14. We have communicated this plan to our community partners and will report on this in 2014.

**Volunteering week** was set up to give staff and the community partners to work on a specific project to be delivered by a team on a specific day during the week. This has been a huge success and is now in its third year.

In order to ensure we understand the views of our audience, we carry out an annual readers' survey covering topics ranging from the quality of our editorial coverage to our environmental footprint. We also hold employee surveys to gauge the views of our staff.

Corporate sustainability agency DNV Two Tomorrows continue to work with us to independently assure our performance and carry out interviews with the senior management team and directors.

Amelia Fawcett, chair of GMG, continues in her role as group board champion for sustainability.

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## Governance – The Scott Trust

# Sustainability report 2013: the Scott Trust

The Scott Trust Limited steers the governance processes and procedures for the whole of the Guardian Media Group. Find out what the Scott Trust Limited is and how it is governed.

[theguardian.com](http://theguardian.com), Wednesday 20 November 2013 13.08 GMT

Following the incorporation of the Scott Trust Limited (STL) in September 2008, the STL board has developed corporate governance processes and procedures for the company in conjunction with the corporate governance statement of Guardian Media Group plc (GMG), which can be seen [here](#).

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### The board

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The STL board currently comprises a chair, the editor-in-chief of the Guardian, a director drawn from among Guardian journalists and six independent directors, together with the chief executive of GMG, who has customarily been invited to become a director, and a member of the Scott family. There is a reciprocal arrangement whereby the chair of the board attends all GMG board meetings and in turn the chair of GMG is invited to attend all STL board meetings.

The directors and the company secretary have a wide range of business and other relevant experience and their details can be viewed [here](#).

The board intends to meet four/five times each year. Board papers are circulated to the directors by the company secretary in advance of board meetings to ensure board members are supplied in a timely manner with the information they need. There is a written schedule of specific matters reserved for board consideration, which includes approval of all STL board appointments and certain other GMG board and senior executive appointments and substantial investments, acquisitions and disposals by GMG. Board meetings are minuted and minutes are circulated to all Board members.

On appointment to the board, directors receive appropriate briefings on Guardian Media Group and its activities, and follow a tailored induction programme, which includes meeting Guardian Media Group senior management.

All directors have access to the company secretary who is responsible for ensuring that board procedures and applicable rules and regulations are observed. A procedure exists for directors to take independent professional advice, at the group's expense, if necessary, in the furtherance of their duties.

Performance appraisals of board members and effectiveness reviews of the board are undertaken at appropriate intervals determined by the board.

A nominations committee was established, as a sub-committee of the board, in 2011. The nominations committee meets as and when required and comprises the chair, the editor-in-chief of the Guardian and two independent directors.

The company maintains an appropriate level of directors' and officers' insurance in respect of legal action against the directors. In accordance with the company's articles of association, the directors and officers of the company are all indemnified out of the assets of the company, to the extent permitted by law, in respect of liabilities incurred as a result of their office. No cover is provided in the event that a director or officer has acted fraudulently.

Five meetings of the board were held in the financial year ended 31 March 2013. Attendance by directors (in brackets) is set out below:

**Dame Liz Forgan DBE** (5)  
**Emily Bell**, appointed 1 December 2012 (1)  
**Alex Graham**, appointed 1 December 2012 (1)  
**Andrew Graham** (5)  
**Will Hutton** (5)  
**Maleiha Malik** (5)  
**Heather Stewart** (5)  
**Andrew Miller** (5)  
**Geraldine Proudler**, retired 6 February 2013 (4)  
**Alan Rusbridger** (5)  
**Anthony Salz** (4)  
**Jonathan Scott** (4)

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## Targets and performance

# Living our Values 2013: targets and performance

How well has Guardian News and Media performed against its sustainability challenges?

[theguardian.com](http://theguardian.com), Friday 29 November 2013 20.48 GMT

To help the Guardian to build a sustainable and successful future, we have identified four priority areas or [challenges](#) for Living our Values 2015.

We have set directors objectives against these four priorities and produce an annual action plan for the business, which we monitor quarterly. For 2014 we have set sustainability targets that are integrated with our commercial, operational and editorial objectives, so that positive progress reflects real value to the business.

By publishing our 2013 performance and plans for 2014, we want to demonstrate our continued commitment to openness and our values.

So how have we done?

Our performance reporting is separated into our four sustainability challenges. Click on the links below to read about our progress and send us your views and questions:

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### 1. People & Community

[Are we forming partnerships for sustainable growth?](#)

## What progress have we made against our people & community challenge?

Are we forming partnerships for sustainable growth?

[theguardian.com](http://theguardian.com), Friday 29 November 2013 19.19 GMT

### 2013 Performance Summary

The business embraced volunteering as a tool for building staff pride and collaboration

Efforts to improve workforce diversity and performance have been very successful

Volunteering Week won the environmental category at the 2013 Newspaper Awards

Set out below is our 2013 sustainability action plan for People and Community, which demonstrates our progress against our goals and how we have met our Human Resource and Sustainability Director's Objective:

Using our brand to build an open, ethical and empowering place to work that delivers commercial, personal and social value

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### Progress on 2013 Action Plan - People and Community

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#### Our goal: ethical culture

Diversity ambassadors informed of jobs and diversity recruitment sessions delivered	Complete
GNM's scored 92% HSE Safe 4 Work audit (Health & Safety)	Complete
Guardian Jobs Green Advocate Network delayed due to commercial restructuring	In progress
<b>Highlights</b>	
Women's mentoring programme exploring career development in middle management	
Disability recruitment scheme for graduates	

#### Impact Data

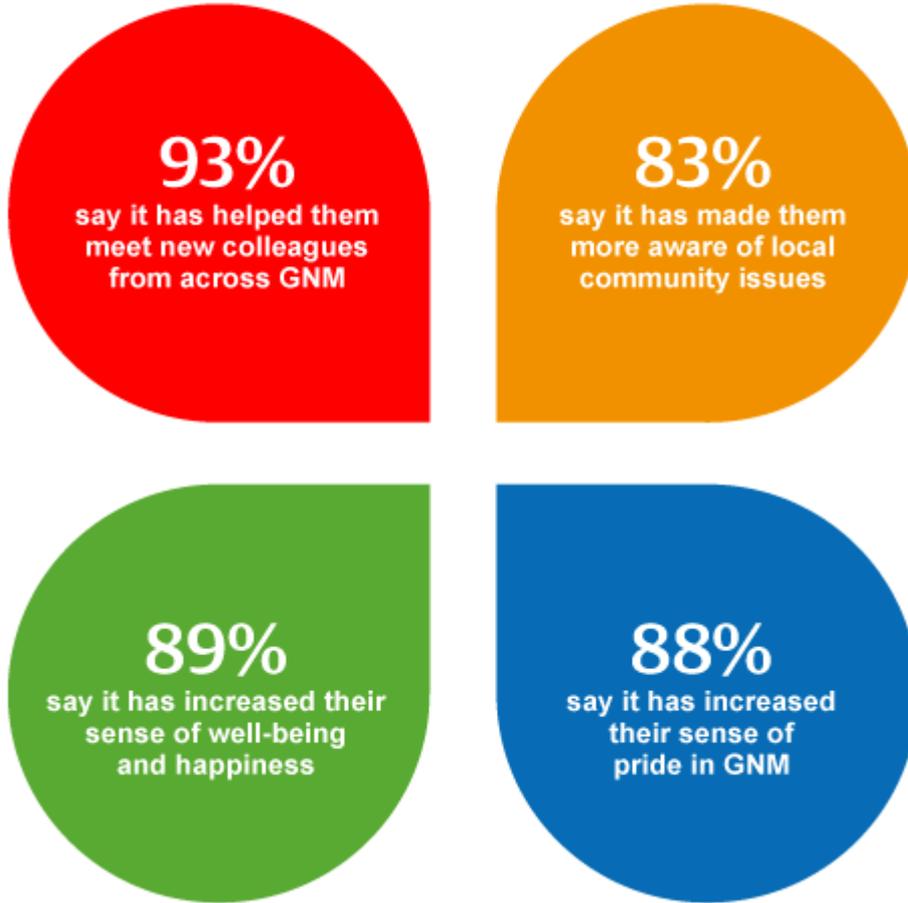
49% of GNM staff are confident we will live our values as our business transforms - a 2% increase on last year

#### Our goal: developing people

Volunteer Week 2012	Complete
<a href="#">Marketing strategy for charity, Fitzrovia Youth in Action</a>	Complete
Supporting local community with IT advice and training	Complete
Capability plan to support staff through the Transformation	Complete
<b>Highlights</b>	
Volunteering Week wins Environmental category at 2013 Newspaper Awards	
Performance development reviews completed for 97% of non-editorial departments	

Impact Data

What do our staff get out of GNM volunteering week?



LOV2013\_Volunteering\_feedback

Guardian

Our goal: duty to the community	
GNM's two-day volunteering allocation is highlighted in new starter confirmation letters	Complete
<a href="#">Assessment of opportunities to increase volunteering through grassroots</a>	Complete
Active promotion to increase volunteering within departments (2 targets)	Complete
Limited progress on developing community projects with local retailers	In Progress
<b>Highlight</b>	

**Our goal: duty to the community**

GNM's two-day volunteering allocation is highlighted in new starter confirmation letters	Complete
10 years of the Education Centre, with 7,470 visitors in 2012-13	
The 2015 Community Partnership Strategy developed to align business and community needs	

**Impact Data**

**What percentage of GNM staff volunteer each year?**

Almost one in four staff volunteer



LOV2013\_Volunteering

**People and Community 2014 Targets**

**Our directors' 2014 objectives**

Directorate	Objectives	2013
HR and Sustainability	Staff engagement through volunteering: % of staff increasing engagement with GNM through volunteering	16%
	Diversity of GNM's workforce: % of staff from under-represented groups: ethnic minorities	12.70%

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## Focus for the 2014 Action Plan

### Our goal: ethical culture

HR - Accessibility of GNM jobs for unrepresented groups including disability

### Our goal: developing people

Sustainability - Use volunteering to up-skill staff, increase wellbeing and collaboration

HR - Continue our digital skills training and staff engagement across our global business

### Our goal: duty to the community

Sustainability - Use volunteering to share skills with community partners to address austerity impacts

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## 2. Open & Independent

Are we building a trusted and engaged audience relationship?

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## What progress have we made against our open and independent challenge?

Are we building a trusted and engaged audience relationship?

[theguardian.com](http://theguardian.com), Friday 29 November 2013 19.46 GMT

### 2013 performance summary

An outstanding year for our journalism, bringing to light information that would otherwise remain hidden and playing a major role in pushing for independent press regulation

We have opened doors to a wider and more diverse pool of contributors and are ranked the most trustworthy UK newspaper

Set out below is our 2013 sustainability action plan for open and independent, which demonstrates our progress against our goals. There were no directors' objectives for Open & Independent for 2013.

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### Progress on 2013 action plan - open and independent

#### Our goal: courageous and independent

[Highlights Investigative journalism](#)

Scandal of undercover policing in the UK

Phone-hacking at the News of the World

NSA revelations on mass surveillance

#### Highlights

Prominent role post the Leveson inquiry on industry regulation

Guardian US wins Data Journalism Award for its interactive on Gay rights in the US,

**Our goal: courageous and independent**

Highlights Investigative journalism

state-by-state

**Impact data**

86% of readers believe we bring information into the public domain that would otherwise be hidden

**Our goal: open access**

Professional network audience asked to shape editorial content through members' surveys	Complete
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Minority writers' workshops for UK and US editorial teams	Complete
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**Highlights**

23 articles commissioned by new and diverse voices in G2 culture, comment, CiF, news and Society	
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Delivering training on digital civic journalism for the most under-represented communities in Indian society	
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**Impact data**

63% of our audience believe we give a voice to under-represented groups in society

**Our goal: open reporting**

Development of the Editorial Partnership Group to assess risk of sponsorship deals	Complete
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Four business critical sustainability KPIs approved by ExCo board for measuring how we live our values	Complete
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**Highlights**

Guardian and Observer ranked most trustworthy, accurate and reliable newspaper in the UK (Ofcom 2013)	
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Dedicated readers' editor Twitter feed to provide greater engagement with our readers	
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**Impact data**

68% of readers believe we are open and transparent in our business and editorial decision making

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## Open and Independent 2014 Targets

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Our directors' 2014 objectives		
Directorate	Objective	2013
Editorial	Responsiveness to readers views: as a % of total correspondence to readers' editor not sent to the PCC	99.35%
	Breaches of Editorial Code	5
Digital	Diversity of our voices: % of different and diverse users commenting online: women	30%

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### Focus for the 2014 Action Plan

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#### Our goals: courageous and independent

Editorial - Enhancing our position as global news provider and upholding our editorial purpose

Marketing - Ensuring that all brand and marketing activity enhances GNM's integrity and values

#### Our goals: open access

Digital - Reducing barriers to improve on line commenting of new and diverse voices

Diversity - Increase diversity of writes and freelancer and articles commissioned

Editorial - Identify if we are living up to the expectations of our professional audience

#### Our goals: open reporting

Editorial - Update editorial and commercial guidance for sponsored content

Readers' editors - Maintain our high editorial standards and listen, respond and reflect our readers' interests

and assessment

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## 3. Climate Responsibility

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[Are we reducing the cost and impact of our operations?](#)

### What progress have we made against our climate responsibility challenge?

[Are we reducing the cost and impact of our operations?](#)

[theguardian.com](#), Friday 29 November 2013 20.27 GMT

#### 2013 Performance Summary

The business achieved zero waste to landfill, re-certificated to the Carbon Trust Standard and reduced carbon emission by 17%

We believe we are the first organisation to establish an on-going quarterly digital media carbon footprint and performance metrics.

Unfortunately, the sustainability of the source of our magazine paper fell by 4%.

Set out below is our 2013 sustainability action plan for climate responsibility, which demonstrates our progress against our goals and how we have met our sustainability Director's Objective for:

Operations - maintaining our values within our business operational decisions and day-to-day activities to build a sustainable future

Digital - develop sustainability principles for digital products, and optimise the software and hardware estate for sustainability where possible

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### Progress on 2013 Action Plan – Climate Responsibility

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#### Our goal: operational efficiency

Climate change agreement with the Environment Agency, reducing legislative and tax costs	Complete
London print centre installed energy-efficient PIR lighting system	Complete
GC2 – new logical data centres and cloud operations providing on-demand and optimisation of hardware	Complete
Audit of smart energy meters and new weekly monitoring reports	Complete

Guardian

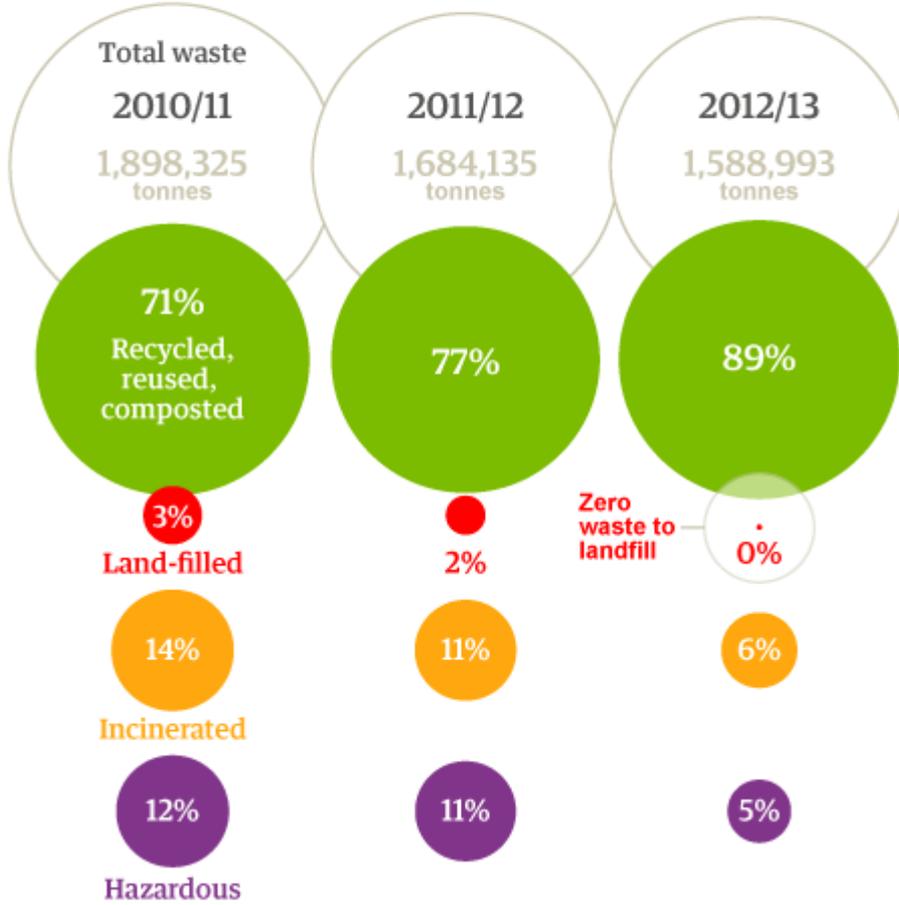
#### Our goal: resource and pollution

Successful implementation of waste segregation project across our print sites	Complete
IT decision framework to be developed as part of wider green IT strategy	Complete
GMG sustainability paper policy updated to 2015 and approved by the board	Complete
<b>Highlight</b>	
GNM has achieved zero waste to landfill across our UK controlled sites	

Impact data

**How much waste has GNM created over the last three years and what do we do with it?**

Percentage of operational waste by disposal method over the last three years



LOV2013\_Recycling2

Guardian

Our goal: carbon management	
Potential for digital product sustainability principles explored, but findings inconclusive	Complete
Plan to share finding of digital carbon footprint research with Select Publisher, event delayed.	In progress
Internal sustainable newspaper supplier working party formed, but supplier programme still in development.	In progress
Engaged wholesalers on carbon data information, further meeting planned	In progress
<b>Highlights</b>	

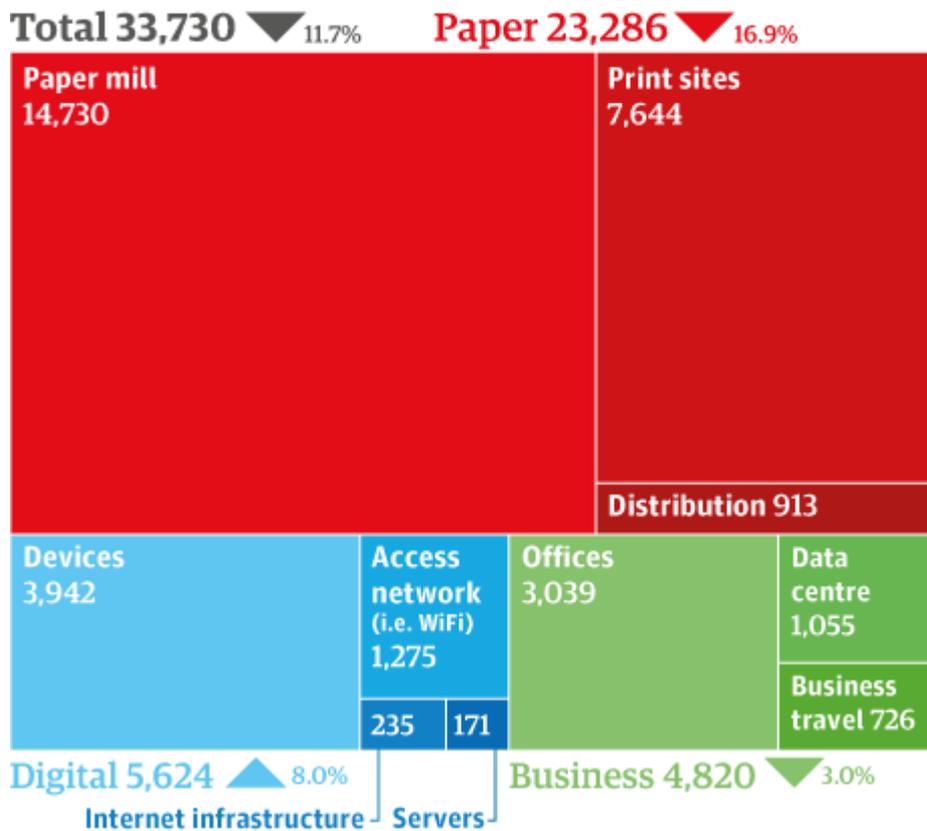
**Our goal: carbon management**

Potential for digital product sustainability principles explored, but findings inconclusive	Complete
Re-certified to Carbon Trust Standard for global emissions	
Expanded carbon footprint reporting to include digital media impacts	

**Impact data**

**What was GNM's carbon footprint in 2012/13?**

Tonnes of CO2 equivalents for 2012/13 and change on previous year



LOV2013\_CarbonFootprint

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## Climate Responsibility 2014 Targets

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Our directors' 2014 objectives		
Directorate	Objective	2013
Digital	Carbon-efficient digital media: Carbon emission per £1m of digital revenue (tCO <sub>2</sub> e)	131t per £m
Operations	Carbon-efficient print media: Carbon emission per £1m of print revenue (tCO <sub>2</sub> e)	180t per £m
	Sustainability of our paper sources: sustainable fibre (recycled or certified) per tonne of paper	97%
Finance	Unproductive print energy cost: GPC energy baseload (ie no printing) as a % of average hourly energy	25%
	Sustainable waste disposal: Improve the % of waste sent for recycling or re-use	89%

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### Focus for the 2014 Action Plan

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#### Our goal: operational efficiency

Digital - Utilisation and optimisation of IT hardware and systems

Finance - Improve monitoring and reporting to reduce impacts and costs

#### Our goal: resource and pollution

Technology - Consider energy, resources, waste, time in the life cycle of IT hardware and systems

Paper procurement - Engaging suppliers on non-certified virgin source

#### Our goal: carbon management

Sustainability - Wider engagement with stakeholders to progress digital sustainability research

Operations - Develop a cross print sustainability partnership team and engagement programme with suppliers

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#### 4. Good Business

Are we building and protecting the brand and revenue by living our values?

## What progress have we made against our good business challenge?

Are we building and protecting the brand and revenue by living our values?

[theguardian.com](http://theguardian.com), Friday 29 November 2013 20.39 GMT

### 2013 Performance Summary

Building commercial partnerships that champion our values and help secure our long-term future

Further steps were taken to demonstrate due diligence when exploring commercial opportunities, supplier relationships and protecting privacy and data

There has been excellent growth in unique browsers of sustainable related content

Set out below is our 2013 sustainability action plan for Good Business, which demonstrates our progress against our goals and how we have met our Finance Director's Objective:

Mitigate business risk and enhance commercial opportunities through better sustainability data management and supplier contractual arrangements.

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### Progress on 2013 Action Plan – Good Business

<b>Our goal: championing sustainability</b>	
Complete mood-of-the-nation research on issues of contentment and active citizenship.	Complete
Assessment of target audience on sustainability related content, including Living our Values readers' survey.	Complete
<b>Highlights</b>	
Environment guardian currently number 1. UK commercial environmental news provider.	
Guardian Sustainable Business has seen an increase in readership of more than 79%	

Impact data

## How many of our audience visit Guardian sites that champion sustainability?

Number of unique browsers for financial year 2012/13 and change on previous year

Total **32.9m** ▲ 19% on 2012



### Guardian sustainable business

LOV2013\_Unique\_Browsers

41% of our audience would you like to see more coverage on Ethical Finance & Business

Our goal: net positive revenue	
Recruitment of sustainability sector marketing manager for professional services	Complete
Review of ethical and sustainability revenues ongoing. Continued collection of ethical and green revenue. Process and methodology in review.	In progress
<b>Highlights</b>	
Guardian Sustainable Business has grown annual revenues by 68%	
The Launch of GuardianWitness powered by EE, promoting and publishing civic journalism	

**Impact data**

14% of revenue generated in 2012-13 was considered "net positive". This is commercial opportunities that champion a positive future and stay true to our values

<b>Our goal: commercial security</b>	
Strategic sourcing team incorporate sustainability questions in all contract under management	Complete
Digital sustainability research currently low priority for Guardian Digital Agency clients	Complete
Risk assessment of IT supplier category complete, sustainability to be incorporated	In progress
Progress made on sustainability risk mapping of procurement categories	In progress
Guardian Holiday sustainability policy now live, progress made on supplier engagement and draft policy for Guardian Offers	In progress

**Focus for the 2014 Action Plan**

<b>Our directors' 2014 objectives</b>		
Directorate	Objective	2013
Editorial	Coverage of a sustainable future: unique monthly browsers of Guardian Environment, Global Development & Guardian Sustainable Business	3.3m
Commercial	Delivering net positive revenue: % of YoY revenue growth that up holds our values and champions positive social & environmental change	5%
Finance	Procurement that lives our values: in development	

**Focus for the 2014 Action Plan****Our goal: championing sustainability**

Marketing - Tracking the importance and competitive position of sustainable content areas

Editorial - Convening ideas, insights and debates for progressive business leaders

**Our goal: net positive revenue**

Digital - Track actual and potential net positive revenue generation in digital services

Finance - Explore whether we are fully exploiting net positive sales data

**Our goal: commercial security**

Risk - Ensure good governance and compliance in support of our audience and values

Finance - Continue supplier category sustainability risk mapping and assessment

## Independent Assurance

# Independent assurance statement from our auditors

DNV Two Tomorrows has undertaken independent assurance of the Guardian News & Media Living our Values sustainability report 2012-13

Doug Farquhar (principal consultant DNV Two Tomorrows Ltd)  
[theguardian.com](http://theguardian.com), Wednesday 20 November 2013 17.19 GMT

### Scope and objectives

DNV Two Tomorrows Limited (DNV Two Tomorrows) has undertaken independent assurance of the Guardian News & Media Ltd (GNM) Living our Values sustainability report 2012-13 (LoV 2012-13). GNM produces its Living our Values report to transparently demonstrate the alignment of their sustainability performance with their broader strategic business objectives and organisational commitment to openness.

The assurance process Two Tomorrows undertook this year focused on a values-driven approach, to assure that what was being reported in the Living our Values report was representative of the very values GNM ascribes to: accountability, integrity, collaboration, and being agent of change. Using an innovative, engagement-centred approach we focused on aspects that could add value to GNM's sustainability reporting and performance, including materiality, governance, and engagement processes.

During the assurance process, we ensured whether internal sustainability processes, systems and information flows meet their purposes, and have been performed with integrity and care to appropriately address GNM's stakeholder needs, and reflect GNM's values. This holistic, stakeholder-centric approach to this year's assurance process was designed to ensure that GNM continues to align the needs of the organisation with the needs of its stakeholders.

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### Responsibilities of Guardian News & Media Ltd and of the assurance providers

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The Guardian News & Media have sole responsibility for the preparation of the report.

We were not involved in the preparation of any part of the report. We have advised GNM in the past on its approach to responsible paper sourcing. This role moved primarily to one of assuring the sourcing data three years ago – which we view as fully compatible with our overall assurance role.

Our statement represents our independent opinion and is intended to inform all of GNM's stakeholders. We adopt a balanced approach towards all stakeholders.

Our team comprised Doug Farquhar, Anna Turrell, Bettina Reinboth and Richard Dalley. Further information, including individual competencies relating to the team can be found at [www.twotomorrows.com](http://www.twotomorrows.com)

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### Basis of our opinion

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A multi-disciplinary team of sustainability and assurance specialists undertook the following activities:

- Review of existing sustainability issues that have been prioritised by the organisation and its stakeholders to be of most importance and assess their continued applicability and reporting levels.
- Review GNM's engagement strategy, management activities, existing stakeholder engagement approaches and outcomes of engagement, including the annual Guardian readership survey, and how stakeholder feedback is used to inform the reporting process, particularly through the use of digital platforms.

- Interviews with selected internal and external stakeholders to inform the understanding of and commitment to GNM's sustainability values, business risk and management processes for upholding values. This included interviews with selected:

senior managers and internal stakeholders responsible for managing issues relating to sustainability across the business, to provide insight into the operational workings of GNM in relation to their sustainability performance;

external stakeholders to seek feedback on their understanding of GNM's commitment to and delivery of their sustainability values and performance progress against the six priority themes.

Review of supporting evidence for key material claims and data in the Living our Values 2012-13 report. Our review approach focused on the assessment of information prioritised according to the level of material concern of specific issues at a consolidated corporate level. Where necessary, GNM updated the text to reflect the suggested amendments in line with the outcome of this claims and evidence review.

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## Findings and opinion

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Two Tomorrows was not directly or indirectly involved in the development of any content for this report.

On the basis of our assessment, nothing came to our attention to suggest that the report does not properly reflect GNM's values or longstanding sustainability commitments to their stakeholders. The report supports GNM's continuing sustainable development efforts and progress made.

During our review process we found no evidence to suggest that the reliability of the specified performance information included in the report is inaccurate, nor that the data presented have not been properly collated from information reported at an operational level, or that the assumptions utilised were inappropriate. We are not aware of any errors that would materially affect the data presented.

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## Observations

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### Accountability

It is clear that stakeholder engagement is built into both editorial and commercial aspects of GNM's business through incorporating readers' views and opinions into articles, developing innovative mechanisms such as GuardianWitness to enable reader ownership, and empowering people and community through employee engagement surveys to promote more transparent feedback and demonstrate a commitment that stakeholders' views are heard. We recognise that internal stakeholders seek a stronger top-down approach to drive sustainability within the organisation and embed sustainability across the whole organisation. However, it is a positive development that employee awareness is increasing. For example, volunteering week has been highlighted as a key success as employees took initiative to volunteer, reflecting a step towards integrating elements of sustainability in business thinking.

We have seen clear open journalism and clear signposting for sponsored content and transparency around articles sponsored by businesses clearly demarcates editorial and commercial content.

As GNM's business model has undergone a transformation to incorporate the digital first strategy launched in 2011, the shift to a commercial partnership model has not compromised GNM's editorial integrity.

GNM's focus on building an engaged audience relationship through honest stories is recognised by advertisers and brands, which in turn supports the commercial aspect and the GNM's trustworthy status in the industry. Readers' opinions, views and input are recognised as important for the GNM's branding, morally, socially and commercially, in line with GNM's material issues. We have also seen that the GNM's strategic commitment of doing good business is reflected through the "net positive revenue", which we are pleased to observe has increased to 14% in 2013 despite a challenging financial climate.

GNM's focus on aligning their sustainability vision with improving digital sustainability has been incorporated into editorial and commercial activities by embracing a wider use of digital platforms, for example through GuardianWitness or #guardiancoffee to engage readers, offering digital skills training for employees, or increased focus on data journalism through interactive tools (eg "Gay rights in the US, state-by-state"). This is recognised by external stakeholders who highlighted GNM's leading role in driving the sustainability agenda of the digital infrastructure.

### **Integrity**

The editorial coverage of news including the NSA story, invasion of privacy through phone-hacking and GNM's responsiveness to readers' complaints in light of the Leveson report reflects GNM's sustained openness and editorial integrity. Reported examples of the annual readers' survey showing high level of trust reflects how GNM underpins the Scott Trust Values in practice. External stakeholders recognise GNM's mission-driven approach and how it is driving behaviour change through accurate and transparent content. The external Ofcom Communications Market Report 2013 report highlighting GNM as one of the most trustworthy news and media organisations in the UK further supports this.

### **Collaboration**

Our assessment findings highlighted that GNM willingly supports the undertaking of partnerships for sustainable growth, for example through partnering with Unilever's Sustainable Living Plan, minority writers' workshops, or training sessions for schools and higher education groups through the Guardian Foundation to name a few.

### **Agent of change**

Through its various digital platforms, GNM reflects best practice through the targeted coverage of sustainability information; for example, the dedicated environment website, the continuous review of the development project supported by GNM in Katine, Uganda, the international global development website and the Guardian Sustainable Business (GSB) hub. The Guardian Sustainable Business website represents a good example of a key driver for commercial return, and the increasing members of GSB are encouraging. GNM is also representing an agent of change in its approach to take into account the energy use and emissions of its digital products through digital foot printing.

### **Without affecting our assurance opinion we also provide the following recommendations:**

GNM has undergone recent restructuring in terms of the business model. In light of this we would recommend regularly checking that the sustainability strategy and performance approach is aligned with the business strategy, including regular materiality assessments.

To continuously support GNM's drive for sustainable performance, there is an opportunity for senior management to include sustainability as part of the management agenda, and an opportunity to create a more centralised management and distribution across editorial and commercial sides of the business. This would strengthen and embed sustainability across the whole organisation.

As this year is the first year for GNM to include digital carbon emissions within the overall footprint, we understand that GNM is in the process of identifying the most appropriate measure of efficiency. For future reporting, we would recommend ensuring a robust collection system to provide data as accurate as possible.

For DNV Two Tomorrows Limited, London

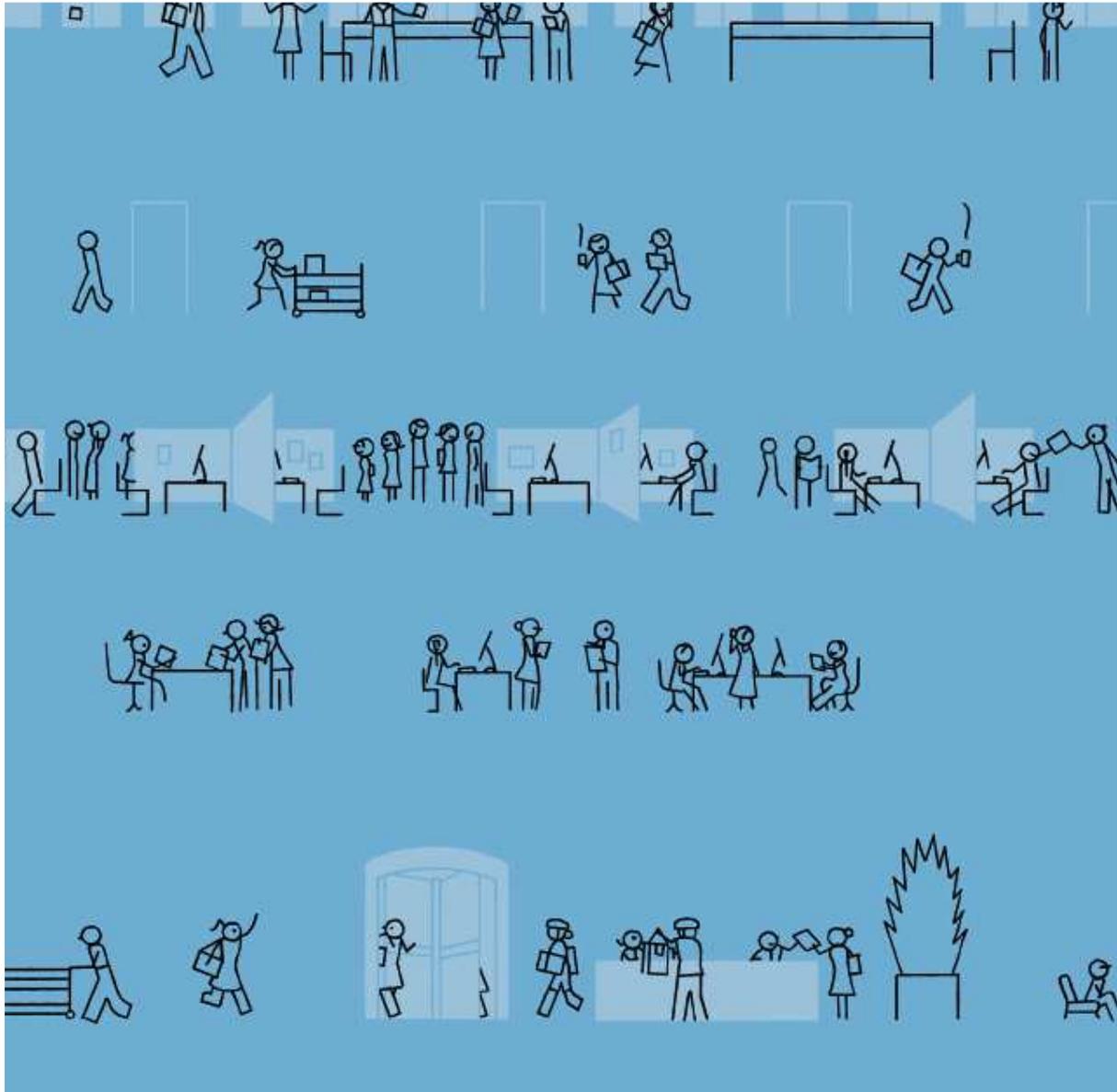
19 November 2013

Doug Farquhar

Principal consultant

*DNV Two Tomorrows Limited is part of DNV, a global provider of services for managing risk and helping customers to safely and responsibly achieve sustainable business performance. [www.twotomorrows.com](http://www.twotomorrows.com)*

# Sustainability Report 2013 – editorial



## Overview – performance and highlights

### Building trust and leading the way

Despite the tough economic environment, the Guardian has continued to invest in its core journalistic purpose of promoting social justice and holding power to account

[theguardian.com](http://theguardian.com), Wednesday 20 November 2013 17.20 GMT

Over the past year, the Guardian has shown once again how important deeply held values are to the development of trust, which is essential for a media organisation if it is to have any moral authority.

Trust creates a virtuous circle, not only drawing in new readers who are often overwhelmed by the torrent of information on the internet, but also encouraging [whistleblowers](#) and others holding vital information of public interest to come to us because they know they will be treated fairly and with due seriousness.

So it has been over the past year with the exclusive [NSA](#) revelations in the US about the mass surveillance being undertaken by the American and British security services.

The Guardian continued to lead the way on other key investigations, such as the scandal of undercover policing in the UK, including the fact that [police had spied on supporters of Stephen Lawrence's family](#) and that those infiltrating political groups had [stolen the identities of dead children](#). These successes should not be seen in isolation but as part of the Guardian's continued investment, despite the tough economic environment, in fulfilling its core journalistic purpose of social justice and holding power to account.

The [NSA](#) coverage comes in the wake of several other important investigations in recent years, such as [WikiLeaks](#), [Ian Cobain's](#) probe into the torture of suspected terror suspects, and the [phone-hacking](#) at the News of the World.

Apart from uncovering the scandal at the Murdoch-owned paper, the Guardian has continued over the past year to play a prominent role, post the [Leveson inquiry](#), in developing what would constitute effective industry self-regulation.

A [recent Ofcom report](#) found that the Guardian and the Observer are the most trustworthy, accurate and reliable newspapers in the UK. Our "trustworthy" score (82%) beat the Telegraph, which was rated second highest (72%).

The Guardian's own annual readers' survey for our sustainability report, Living our Values, shows that levels of trust are even higher among our own audience, with 91% of Guardian readers saying our news coverage is trustworthy, and only 1% disagreeing. The figures were only slightly lower for the Observer, at 88%, and the Guardian website at 85%.

This confidence in our coverage flows directly from the fact that the Guardian is owned by the [Scott Trust](#), which puts independent journalism at the core of its purpose and which remains attentive to the values that were first laid out by the great former editor CP Scott in 1931.

He wrote in the leader column celebrating the Guardian's centenary: "Character is a subtle affair, and has many shades and sides to it. It is not a thing to be much talked about, but rather to be felt. It is the slow deposit of past actions and ideals. It is for each man his most precious possession, and so it is for that latest growth of time, the newspaper. Fundamentally it implies honesty, cleanness [integrity], courage, fairness, a sense of duty to the reader and the community."

At the height of CP Scott's editorship, the circulation was a mere 50,000, and only 20,000 of those copies were sold more than 20 miles from the Manchester office. But the values and sense of purpose behind them were universal and inspiring to reformers everywhere.

The publication has changed dramatically since then. The successful launch of our [Australian digital edition](#), in the wake of the continued expansion of [Guardian US](#), has catapulted us into becoming the third-largest English-language newspaper website in the world and shows we are well on the way to becoming a truly international media organisation.

The popularity of our website provides ample evidence that there is a voracious global appetite for the Guardian's independent, open approach to journalism. Guardian digital traffic, 78.3m (ABC, March 2013) was up 15.5% (note: latest [ABC data](#) released in June 2013 recorded Guardian digital traffic at 84m).

The Guardian also continued to expand its presence across all social media channels, with our main Twitter handle [@guardian](#) surpassing a million followers in May 2013.

The Guardian continues to develop its philosophy of openness, which has set it apart from many other media organisations.

Editor-in-chief [Alan Rusbridger](#) is clear that the openness of the web is a critical factor in bringing a higher degree of transparency to world affairs, and makes individuals, companies, institutions and politicians accountable for their actions.

He contrasts this with media organisations that are putting their content behind paywalls, such as the Times, which creates an impenetrable barrier to the free flow of information and ideas.

The Guardian also differs from other newspapers in its transparency when developing its news agenda. Any member of staff can attend the morning conference at which we evaluate our previous day's coverage and discuss the main themes for the coming day. We also publish our newslist on the web every day so that readers can see how we develop our content.

One of the key innovations introduced over the past year has been [GuardianWitness](#), which is the new home for user-generated content created online and mobile by our own readers, who can contribute video, pictures and text. The best pieces are featured on the Guardian site.

The Guardian also continues to excel in data journalism, with Guardian US winning an award for its interactive on "gay rights in the US, state-by-state" at the [Data Journalism awards](#). The interactive allows users to examine the rights of gay individuals in each state of the US in relation to marriage, hospital visitation, adoption, employment, housing, hate crimes and schools.

## How many of our audience visit Guardian sites that champion sustainability?

Number of unique browsers for financial year 2012/13 and change on previous year

Total 32.9m ▲ 19% on 2012



Guardian sustainable business Guardian Graphics

While sustainability is integrated into our coverage of everything from fashion to motoring, the Guardian continues to invest more [editorial](#) resources in key issues such as the environment and global development, at a time when many other media organisations are paring back their coverage. Our [global development website](#) now has a large editorial team that is able to take an in-depth look at key issues around the millennium development goals, and a professional network has now been added to provide specific support for development workers in the field.

The Guardian also continues to support the community of [Katine](#), in north east Uganda, which it has reported on for the past four years. The integrated development project, in partnership with African NGO Amref and Barclays, has been extended until the end of 2013 with £160,000 of new funding to

ensure that new community structures have the support necessary to remain viable in the longer term.

[Sustainability](#) also plays a central role in the coverage through our [environment website](#) as well as [Guardian Sustainable Business](#), which encourages companies to embed social, ethical and environmental considerations into the heart of their strategy.

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## Guardian Readers' Editor

# Crossing continents – the latest challenge for the readers' editor

As the Guardian establishes itself in the US and Australia, we have to address how self-regulation will work in a global context

**Chris Elliott**

[theguardian.com](#), Wednesday 20 November 2013 17.21 GMT

In a year dominated by the debate over the Leveson report, complaints and queries to the [Guardian readers' editor's](#) office between November 2011 and November 2012 totalled 26,535. These figures must be set against a background of the Guardian's daily publication of an average of 250,000 words, in print and online.

It is not easy to assess in clear-cut terms the success or otherwise of the readers' editor's role, but one measure of the work is the number of complaints taken to the [Press Complaints Commission](#) by those dissatisfied with the Guardian's internal processes.

There were 27 PCC complaints in 2012, of which 10 were made by those who had already complained to the readers' editor but were dissatisfied with the response. Of these, two complaints were upheld by the PCC and three partially upheld.

One complaint that was not upheld involved the case of [Mark Duggan](#), who was shot and killed by police in 2011. On 18 November 2011, the Guardian published a seriously misleading headline relating to the IPCC investigation into his death, then took too long to change it. In the PCC's adjudication, the commission cited the work of the readers' editor's office as the reason it decided not to uphold the complaint. The PCC said: "It established that the newspaper had initially breached the Editors' Code but had properly fulfilled its obligations under Clause 1 (ii) of the Code to provide a remedy."

However, in any assessment of effectiveness it is hard to quantify how many of the 1,000 or so corrections published in print and online would have gone on to become complaints to the PCC if they hadn't been resolved by the readers' editor.

During the year, the Guardian has established itself in the US and Australia, which means that we have to address ways in which self-regulation based on the Guardian's [editorial](#) codes and community guidelines will work. Crossing continents is challenging for the UK-based operating principles of the readers' editor.

In the US, they have a long history of internal ombudsmen and very high expectations of accuracy. On the other hand, users of the [Guardian's US site](#) expect to engage in more robust criticism than UK users would be used to seeing in comment threads.

Any attempt to simply replicate the readers' editor for [Guardian Australia](#) is different again, not least because readers online should not have to wait for the UK to get up to have a complaint reviewed. For the first six months after the launch, Katharine Viner, editor-in-chief, Guardian Australia and

deputy editor, the Guardian, will address complaints until we can get a clearer picture of how a new readers' editor service should work there.

The pressure from those seeking deletions from the Guardian's website grows. I am reviewing our fairly strict policy to ensure that we are being fair and proportionate in our responses to individual requests, notwithstanding Europe's decision to exempt journalism from any kind of "right to forget" clause.

It is important to maintain the integrity of the archive. However, in an age when people increasingly use Google to research the background of future employees as well as to check out prospective partners, readers fairly frequently write to complain that their lives have been blighted by old stories about them that still come at the top of an internet search.

One goal we set ourselves for the year was to improve the number of personal, rather than automated, replies that readers receive, and we have more than doubled the number of dedicated replies to complainants.

A dedicated readers' editor Twitter feed has been set up, in addition to [my personal one](#), to enable the readers' editor's team to provide a deeper level of engagement with readers.

We end where we began, and finished, last year: [Leveson](#). Whatever replaces the PCC, there will be an emphasis on newspapers improving their internal systems for responding to readers' concerns.

One serious challenge may emerge if plans to allow some party complaints (complaints on behalf of a group rather than from a specific individual) go ahead. In principle, I think this is right, but in practice I suspect it will greatly increase the workload from lobby groups as well as individuals.

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## Observer Readers' Editor

# Bite-sized 'facts', web moderators and an article we should not have published

The Observer readers' editor addressed a wide range of issues in more than 4,000 email exchanges

**Stephen Pritchard**

[theguardian.com](http://theguardian.com), Wednesday 20 November 2013 17.22 GMT

The rules of engagement for readers wishing to post comments under articles on our website are unequivocal: "We will not tolerate racism, sexism, homophobia or other forms of hate-speech or contributions that could be interpreted as such." Logically, then, those strictures should also apply to articles commissioned for the paper or the site. Anything that doesn't comply is automatically indefensible.

This became painfully apparent when the Observer ran a highly controversial article by polemicist Julie Burchill, a defence of her friend, the columnist Suzanne Moore, who claims she has been driven off Twitter by a vociferous campaign from transsexual people.

Moore had written that women were angry at the effect of government policy on the weakest members of society, many of whom happened to be women, and they were angry, among other things, at "not having the ideal body shape – that of a Brazilian transsexual".

This, wrote Burchill, led to Moore being "monstered" by a lobby that Burchill said would rather silence Moore than decry the idea "that every broad should look like an oven-ready porn star". She said the lobby was now saying it was Moore's refusal to apologise that "made" them drive her from Twitter, presumably in the name of solidarity.

Some of Burchill's language was gratuitously offensive: to repeat it here would be to add insult to injury. The ensuing storm was notable both for its vociferous nature and for its individuality.

A controversial issue will often bring a blizzard of identical protest of apparently confected anger but, while clearly this lobby was organised, most of the emails and letters we received were personal and heartfelt. (More than 1,000 emails arrived in my inbox in 24 hours, and 2,952 comments were posted online.)

And they were not only from trans people. Concerned readers with no connection to the trans lobby felt hurt that a minority that could expect to be protected by a liberal publication was being attacked in an extremely insulting manner.

Many correspondents pointed out that our own [editorial code](#) states "...we should not casually use words that are likely to offend" and cited clause 12 of the national Editors' Code: "The press must avoid prejudicial or pejorative reference to an individual's race, colour, religion, gender, sexual orientation or to any physical or mental illness or disability." But note, this is a safeguard for individuals: it offers no protection for groups or "communities".

The problem for the editor, and the reason why he took the decision to take the piece off [guardian.co.uk](#), is that he did not feel he could defend it.

The editor told me: "This clearly fell outside what we might consider reasonable. The piece should not have been published in that form. I don't want the Observer to be conducting debates on those terms or with that language. It was offensive, needlessly. We made a misjudgment and we apologise for that."

The paper established a dialogue with representatives of trans groups, and so far two meetings have taken place in the editors' office. Lessons have been learned.

Other topics to have occupied me in the past 12 months include the extent of the Observer's Olympic coverage (too much, said some readers); the perils of reducing complicated stories into bite-sized "facts" (resulting in too many corrections); the challenges facing the website's team of moderators, and the difficulties encountered by readers buying the paper on a Sunday morning. This required lengthy conversations with wholesalers, distributors and our circulation department to determine how many copies should be sent to individual retailers. It may not have much to do with ethics but it something that readers – and the newspaper's journalists – care about passionately. What is the point of producing a newspaper if retailers seem reluctant to sell it?

These matters – and many, many more, mostly concerning straightforward matters of accuracy – have been discussed in more than 4,000 email exchanges this year.

I'm in my second term as president of the [Organization of News Ombudsmen](#), an association of readers' editors and public editors who work in newspapers, TV, radio and online all around the world. Membership has risen 38% since 2008 as interest in this form of media self-regulation takes hold. Growth has been seen in South America, Africa, India and Germany. ONO continues to work for its growth in other nations, not least in Britain, where, despite a recent proliferation of corrections columns in newspapers, independent readers' editors still exist only at the Guardian and Observer.

## Readers' Survey

# What you think: the 2013 Guardian readers' survey

More than 5,000 readers of the Guardian, Observer and theguardian.com give their views on our values, our content, what we do – and how we do it

[theguardian.com](http://theguardian.com), Wednesday 20 November 2013 17.23 GMT

In the past year, the Guardian and Observer, in print and online, once again cemented their position at the forefront of global journalism with groundbreaking, agenda-setting exclusives, most notably the extraordinary revelations about the NSA's surveillance techniques.

But front-page news is only part of the story: our readers pick up their paper or go online for many reasons, and it is important for us to hear their opinions about what we do – and how we do it. Which is why Guardian News & Media carries out an annual survey of our readers and users: this year, 977 Guardian readers, 585 Observer readers and 3,626 users of theguardian.com gave their views. The respondents reflect our global audience, which includes the UK, the rest of Europe and the US.

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### Coverage of sustainability issues

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In general, our coverage of sustainability issues was rated highly, although readers said they would like to see more on sustainable travel and lifestyle. Among Guardian readers, only 40% rated our coverage of those subjects "excellent" or "good"; among Observer readers the figure was 42%, and among online users 45%.

In other areas, though, levels of reader satisfaction were significantly higher. Coverage of social justice and human rights was rated "excellent" or "good" by 92% of Guardian readers, 85% of Observer readers, and 81% of online users.

Our coverage of climate change was rated "good" or "excellent" by, respectively, 78%, 71% and 67% of readers/users, while global development scored 70%, 67% and 67%; biodiversity and natural environment 64%, 66% and 58%; social enterprise and community development 61%, 55% and 53%; sustainable resources and consumption 62%, 57% and 55%; and ethical finance and business 51%, 50% and 51%.

It is clear from these figures that our coverage is more highly rated by Guardian and Observer readers than by online users.

Although our coverage of ethical finance and business is not ranked highly, when readers were asked if they would like to see more coverage of it, respectively, 48%, 47% and 43% said yes. They would also like to see more on:

Social justice and human rights (41%, 48%, 38%)

Sustainable resources and consumption (38%, 38%, 31%)

Sustainable travel and lifestyle (38%, 39%, 28%)

Social enterprise and community development (34%, 38%, 30%)

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## Content and reader behaviour

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We wanted to know the extent to which our content affects the behaviour of our readers and users and asked whether they had been influenced in the following eight areas (percentage who agreed in brackets):

Helping to swap to an ethical bank account (Guardian 40%, Observer 43%, online 27%)

Identifying/installing alternative energy sources (38%, 37%, 28%)

Finding ways to reduce travel (43%, 44%, 31%)

Identifying/supporting a social charity (57%, 55%, 43%)

Finding new ways to save energy/water at home (58%, 58%, 40%)

Finding new ways to consume less (59%, 59%, 49%)

Purchasing fair trade/sustainable products (75%, 74%, 54%)

Changing purchase due to company behaviour (86%, 82%, 68%).

Our coverage also continues to encourage our audience to take positive action. For instance, 82% of Guardian readers said they had talked to someone about issues raised on the website, while 74% said they had boycotted certain brands/products.

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## Sustainability practices and [editorial content](#)

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The vast majority of our readers (Guardian 89%, Observer 88%, theguardian.com 77%) continue to believe it is important for us to have an organisational strategy that addresses sustainability. Among those who said this, across all our platforms, at least 87% agreed it was important that we:

**Provide** content to inform and influence individuals, companies and government

**Increase** the volume of recycled and certified paper we use for newsprint

**Reduce** our carbon footprint at data centres, print sites and offices.

Guardian readers believe all editorial content should reflect environmental and ethical concerns, but they are not convinced this always happens. For instance, though 86% of them said these issues should be reflected in our motoring coverage, only 50% said that they actually were.

And there was a big disconnect between the figures for beauty coverage – 78% and 36%. On the same subject, the disconnect between figures for Observer readers (79% and 40%) and online users (67% and 37%) was similarly wide.

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## Values, editorial content ratings and ownership

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The survey showed that, although there is a higher awareness among Observer readers of an independent readers' editor (71%), awareness among Guardian readers rose from 62% in 2012 to 67% this year. A high proportion of readers of both titles said the existence of a readers' editor made them feel the papers were responsive to readers' views and opinions (Guardian 81%, Observer 78%).

It is clear that our readers/users believe our journalism is crucial in unearthing information for the public in a trustworthy and unbiased way. Five statements were put to them (percentage who agreed in brackets):

The Guardian/Observer brings information into the public domain that would otherwise be hidden (Guardian 94%, Observer 87%, theguardian.com 84%)

The Guardian/Observer news coverage is trustworthy (91%, 88%, 85%)

Through comment and analysis, the Guardian/Observer presents a broad range of perspectives from a range of writers (84%, 80%, 74%)

The Guardian/Observer gives a voice to under-represented groups in society (71%, 58%, 53%)

The Guardian/Observer news coverage is unbiased (56%, 57%, 45%).

When asked, "Do you believe that it is important for the Guardian to be open with readers in the way it makes editorial decisions and operates as a business?", the vast majority of respondents agreed (97%, 97%, 93%).

Organisational practices to increase openness and accountability are important to our audience. Awareness of the Living our Values Sustainability report was low among print readers (Guardian 34%, Observer 37%), higher among users of theguardian.com (56%). Corrections and clarifications, however, had high awareness scores among readers (Guardian 80%, Observer 73%).

There was low awareness of the Scott Trust among our online audience (43% compared with Guardian 73% and Observer 68%), but almost all readers/users (Guardian 93%, Observer 89%, theguardian.com 86%) felt its mission – to ensure the titles continue as quality newspapers/news sources free from party affiliation, remaining faithful to liberal tradition – is reflected in our content.

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## Advertising

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Our online audience is slightly less tolerant of "controversial" advertising, with unethical financial institutions remaining consistently top of their concerns.

The proportion of print readers (Guardian 13%, Observer 14%) who said they would not object to certain forms of advertising was very similar to 2012. For theguardian.com users, this was slightly higher at 21%, compared with last year's 20%.

Most Guardian and Observer readers (70% and 69%) would like to see omitted from the papers adverts for financial institutions involved in unethical investment, tax avoidance and mis-selling. Online users also objected to this type of advertising the most, although, at 60%, this was a decrease on the 2012 score (63%). Political advertising continues to be the least objected to across the three platforms (Guardian 11%, Observer 12%, theguardian.com 21%).

About a quarter of our audiences (Guardian 25%, Observer 22%, theguardian.com 26%) said they would be influenced to register/log in to Guardian services if a proportion of advertising revenues went to a community/charity project.

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## Reflecting society

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Our titles are seen as reflective of gender, sexual orientation and ethnicity in society, but less reflective in terms of regionality and disability.

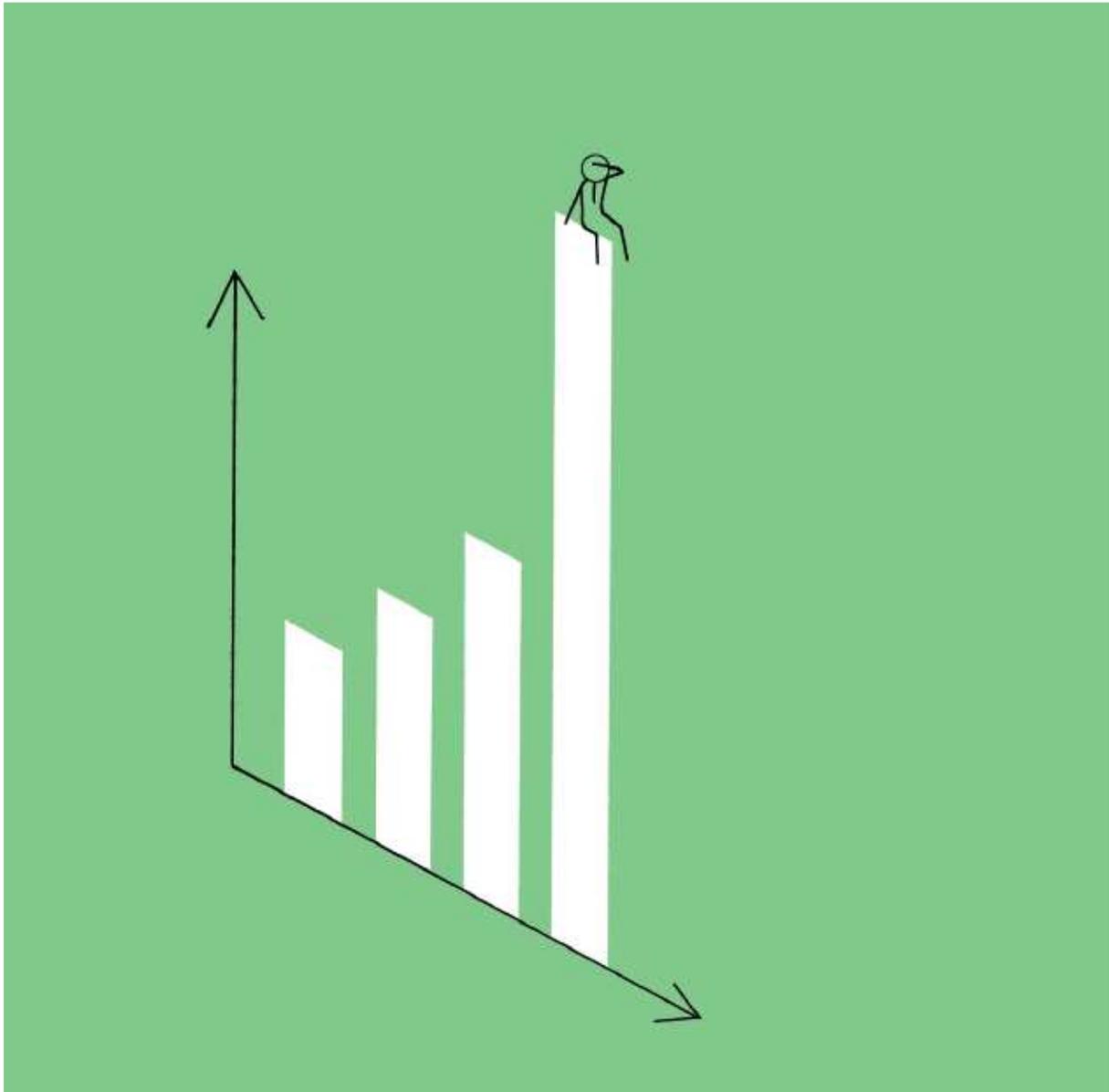
Observer readers are now less likely than online users to think that content is adequately reflective of diverse sections of society. For example, 73% of Guardian readers and 67% of Observer readers felt this way, compared with 71% of online users.

Our content continues to perform well in terms of demographic reflectivity of gender and sexual orientation: most readers/users (Guardian 81%, Observer 78%, theguardian.com 75%) believe that gender is adequately reflected in their content, while similar numbers (77%, 74%, 70%) feel sexual orientation is well reflected in the content.

Across all three platforms, the content that continues to be seen as least representative is disability and regional diversity. Observer readers feel particularly strongly that regionality is under-reflected; only 33% feel that the content represents the regional diversity of Britain.

Although the majority of our print readers feel our writers represent the composition of a multi-cultural society, these scores are declining (Guardian 63% in 2013; 68% in 2012).

# Sustainability Report 2013 – commercial



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## Overview – performance and highlights

### Commercial success built on creativity and innovation

Through brand partnerships, sponsorship opportunities and advertising across all our platforms, we are investing in our digital future

[theguardian.com](http://theguardian.com), Wednesday 20 November 2013 17.24 GMT

Commercially, the Guardian is going from strength to strength. Over the past 12 months we've clearly differentiated our target audience, brought to life our multi-platform planning approach, and delivered creative and innovative solutions for our clients.

Our incredible journalism has paved the way for our commercial success. Through brand partnerships, sponsorship opportunities and advertising across all our platforms, we are able to invest in our digital future and place the Guardian and the Observer at the centre of the news agenda.

However, the commercial landscape is changing and our teams are constantly having to adapt. Our audience no longer consumes their news on one platform but on several, across both print and digital. Whether it's a new ad format or a bespoke app, our commercial teams are innovative and flexible, responding to every commercial opportunity.

"Open" has been adopted as a philosophy not just in our journalism but also through all of our commercial activities. This represents an exchange of ideas, information and opinions which can change the world for the better. Commercial decisions are transparent and we ensure the appropriate checks are in place to maintain our editorial independence and integrity.

In line with the Guardian's overriding values, one of our aims is to generate revenue that positively contributes to social and environmental change – something called Net Positive Revenue. We previously referred to this as "environmental and ethical revenue" but the premise is the same: that we champion commercial opportunities that stay true to our values while at the same time help to secure the long-term future of the Guardian.

[GuardianWitness](#), our innovative partnership with EE is a great example of how "open" has been embraced commercially. User-generated content (UGC) is not a new concept, but now more than ever it offers exciting possibilities for engaging with audiences and building brand loyalty. Teams across commercial, editorial and digital worked together to develop and build a brand new platform. Users can contribute videos, pictures and stories, and browse all the news, opinions and creations submitted by others. Posts are moderated by the editorial team prior to being published on GuardianWitness, with the best pieces featuring on the Guardian website. It's a partnership with digital at its heart – and the effect for EE is also apparent, with positive sentiment for their brand increasing from 34% to 42% in just three months.

Our commitment to sustainability has also helped us to secure a number of other high-profile advertising opportunities, including [Andrex Green Living](#), a series of supplements and articles highlighting the best in greener living; [British Gas Smart Homes](#), which showcased a range of British Gas energy-saving technologies; and [Guardian Trains](#), in partnership with Loco2, which promoted lower carbon footprint travel across Europe.

The [Guardian Sustainable Business](#) (GSB) network has also had a standout year for commercial content partnerships that help clients to communicate the benefits of a sustainable future. They host regular events, supported by the Events team, bringing together sustainability experts and professionals from across the world to take part in discussions, debates and networking. The network now has more than 24,000 members, more than 50,000 Twitter followers and, on average, 180,000 unique monthly browsers.

The [SAB Miller's Water, Food and Energy Nexus](#) is a great example of their success. Working with SAB Miller, GSB facilitated live studio debates and animation to highlight the interconnectivity of essential human needs.

There are numerous other examples of our commercial teams supporting our sustainable values, such as our Events team, which works with social organisations, such as [Connect Crew](#), who offer employment opportunities to ex-homeless candidates. They also work with [Re-Instate](#), an organisation that employs people with mental health issues, to pack delegate bags. In addition, [Guardian Jobs](#) supports clients to reach under-represented groups, using our [Diversity Select](#) offering, while [Guardian Response](#) has developed an infrastructure and strategy for charities to achieve a better return on their advertising and promotional activities.

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## Listening to our audience

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The [Living our Values survey](#), run by the Audience team for the past 11 years, aims to find out from readers if they believe our commitment to our values is being upheld. It is important because the sample we use is very representative of our [target audience](#).

Time and again the results show that our audience cares about the advertising on our platforms, and they expect us to show due diligence and consideration when exploring commercial opportunities. Only 13% of our paper audience and 21% of our online audience said they would not object to any specific forms of advertising at all.

There were strong feelings about advertising from unethical financial institutions (70% of our paper audience, and 60% of our online audience objected) and companies who maintain damaging environmental practices (67% of our paper audience, and 57% of our online audience objected).

We also asked about transparency and openness in business decisions and, overall, an incredible 95% of respondents agreed this is important. That said, only 65% of our online audience, and 70% of our paper audience agreed that GNM are transparent so this does leave room for improvement. We hope that through our [Living our Values 2015 strategy](#), and the other measures discussed below, we can improve this score.

We are fully aware of how damaging a negative commercial decision could be, particularly around a sensitive or controversial [editorial topic](#), and a number of processes and systems are in place to avoid such situations. This includes the editorial partnership group, which was set up in 2012 to protect our editorial independence and integrity while supporting commercial opportunities.

The group meets weekly to discuss all sponsorship proposals greater than £150,000 or where the sponsor is perceived to present a significant risk to the Guardian's editorial reputation or editorial independence. The group is made up of managing editors, heads of commercial teams and network publishers, and is fully supported by the executive committee.

Our [guidance](#) on sponsored content is also being updated to reflect the complexity of digital consumption. This will be made publicly available.

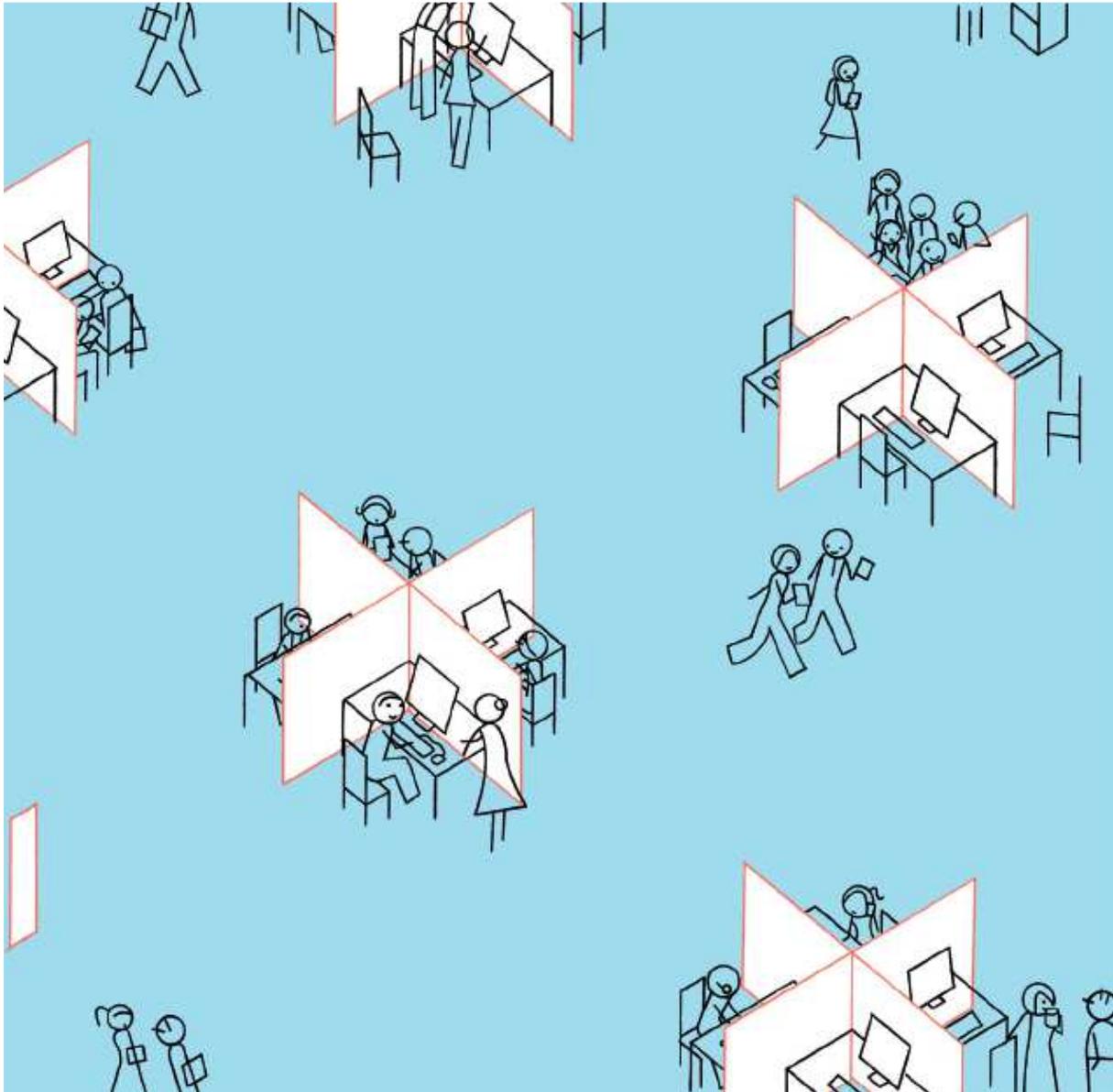
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## Data security and privacy

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Ensuring the privacy of our audiences and their data is paramount to us. We have a [privacy policy](#) and we are open about how we use data. Our cookies compliance mechanism was implemented in May 2012 to meet the requirements of the e-privacy directive and we work hard to ensure data is managed appropriately within our supply chain. Any potential threats to our data and security systems are reviewed and removed, and policies and processes are in place to ensure good security governance.

# Sustainability Report 2013 – people



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## Overview – performance and highlights

### Staff rise to the demands of digital-first strategy

Guardian News & Media's plan remains on track but more challenges and some difficult decisions lie ahead

[theguardian.com](http://theguardian.com), Wednesday 20 November 2013 17.25 GMT

In June 2011, Guardian News & Media announced a strategy that would accelerate its transition to digital publication platforms and address the financial challenges created by the decline of print sales.

The plans outlined by editor-in-chief Alan Rusbridger and Guardian Media Group CEO Andrew Miller were, to say the least, bold: the Guardian would put digital publication first – a radical step for an organisation dependent on print revenues – and seek £25m in cost savings over five years to fund its transformation.

Two years on and the strategy is continuing to have the expected impact. GNM's publications now reach more people than ever before and theguardian.com is now the third largest English-language newspaper website in the world. Embracing digital has given us audiences that it could not have dreamed of even five years ago. Furthermore, as part of its international strategy, we have gone from strength to strength in the US, while also opening a new office in Australia.

Financially, our five-year plan remains on track with digital growth in 2012-13 growing faster than print decline for the first time – a remarkable achievement in a competitive market.

Meanwhile, our people continue to rise to the challenges posed by the strategy, learning new ways of working, using digital technologies to enhance reporting and presentation, reviewing its approach to content and building new businesses.

However, there are more challenges to come and some painful decisions to be taken in order to make savings and fund the next stage of GNM's development. Over the past year, more than 60 journalists took up the opportunity of voluntary redundancy from the editorial department. On the commercial and operational sides, several departments have been restructured, and the process of getting the company to the right size and shape, with resources shifted to digital growth areas, will continue.

But change is not just about reducing headcount and shifting resources. It is also about helping our people to succeed in the digital era and working to ensure that the Guardian's traditional commitment to fairness and respect in the workplace is at the heart of the organisation in the future.

We continue to take active steps to increase employee engagement and are powerful advocates for diversity across industries. We are changing the way that performance is assessed to improve our support for individual development, and continue to equip our employees with digital skills for the future. We remain a destination employer and have revolutionised our recruitment strategy to attract top talent in growth areas.

The strategy announced in 2011 has a long way to go, and there are many more changes to come. The challenge is holding fast to the values that the Guardian has always advocated while ensuring that it can adapt to digital. Miller summed it up this way: "We have to change the way that we do things, but we can never change what we are."

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## Employee engagement

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The GNM staff survey gives staff a regular opportunity to have their say about the company as a place to work. Managed by employee engagement research specialists ORC International, the survey is sent out twice a year to help improve employee experience.

Our survey results in April 2013 revealed notable improvements for communication and performance management, with both areas showing an uplift in positive responses. More staff feel that their views are listened to, that they are given opportunities to increase their skills, and that they receive regular, constructive feedback on their performance.

Other positive results included: more than two-thirds of staff recommend GNM as a great place to work, and more than three-quarters of staff say they are treated with fairness and respect. Four in five staff are clear about what they are expected to achieve in their job, and three-quarters of staff think their job makes good use of their skills and abilities.

The April survey also identified areas for improvement. Co-operation between teams is still a frustration for many, and, as a direct result, we held a number of focus groups, facilitated by ORC International, to explore this in more detail. The results and recommendations were fed back to the executive committee.

Although we saw an uplift in staff receiving regular and constructive feedback, the majority still identified this as a key development point.

All department directors were taken through their departmental results and each developed an action plan. More than ever the senior team are committed to making sure we deliver these actions and the plans will be reviewed on a regular basis to ensure we stay on track and maintain momentum.

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## Digital skills

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Following on from GNM's digital skills survey last year, which gained an understanding of what skills and knowledge will be important across all parts of the business, we have run a range of programmes focusing on digital skills to ensure the Guardian stays ahead of the field in transforming into a digital-first company.

Some team-specific courses, such as multimedia digital production up-skilling, were run in response to the survey. The feedback also led to us running a digital bootcamp pilot intended to harness the creative and talent of 50 members of staff in digital roles across the company. The four-day programme gave staff an awareness of how we can make the most of digital opportunities and growth across editorial, commercial and product, while ensuring open journalism remains at the heart of what we do. We will be collaborating with departments on how to roll out the programme in appropriate ways to more staff across the business.

We have continued to run "Let's talk digital", a season of talks, discussions and masterclasses designed to help staff engage with the digital world. The programme showcases a wealth of internal talent and introduces a host of external digital experts.

We are aware that we need to support staff in making the transition to digital and that often it is about different ways of thinking and working rather than technical skills. In editorial, we plan to launch a monthly series about how specific digital journalists, internal and external, have made the transition to digital. If successful, we will run this series in other departments.

As we expand globally, we need to start using e-learning to ensure all staff can access some of our digital skills training. We are committed to using a variety of approaches to ensure all our staff have the skills required to operate successfully in a digital company.

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## Performance review and feedback

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In January 2013 we launched a new performance management cycle across all non-editorial departments, with development reviews (PDRs) changing from every anniversary to an annual PDR season. A new PDR form was designed with ratings and a streamlined process for setting objectives.

Building a high-performance culture is a fundamental element of GNM's transformation plan. Our key talent objectives are to build a culture that recognises individuals for their personal achievements and contribution towards delivering GNM's objectives; recognising their overall performance levels including their behaviours; and ensuring that managers have the skills to conduct effective performance reviews and see performance management as a core responsibility – providing a clear pipeline for development and harnessing the creativity and talent of our people.

The process was supported with workshops and one-to-one coaching sessions, available to all employees, ensuring a good level of consistency and fair evaluation across the business. The PDR season started with the executive team in February and cascaded through to all remaining non-editorial staff by the end of April, achieving an overall completion rate of 97%.

Work is underway to start a development review process in editorial departments later in the year.

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## Internal vacancies and pay transparency

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The employee survey has shown an increase in the number of employees who feel they are paid fairly, and this is testament to the progress made in addressing pay anomalies within teams and reducing pay disparity across peer groups.

Following a review of the pay governance process, the executive committee now has greater visibility on changes across their areas, which are reported monthly. Plans are underway to establish the GMG remuneration committee information and consultative forum (RCICF), which will consist of union and

employee nominated representatives. This is a very progressive step towards employee involvement and transparency around the activities and decisions made at RemCo.

We continue to advertise all vacancies internally as standard. In an attempt to reduce the need for redundancies and to give staff the opportunity for career development, the majority of all editorial roles, in particular, are advertised internally.

In the last financial year, ending March 2013, there were 17,672 job applications, of which at least 1084 were internal (6%). Of the 1,456 interviews that took place at least 196 were internal (13%). Of the 236 people hired, 81 were employees working in the company, representing 34%.

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### **New-starter days/induction**

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In September 2012, we launched a new Welcome to GNM afternoon event. Running every two months with a key speaker from the GNM executive committee, this gives new joiners an overview of our history, achievements, strategy and plans.

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## **Diversity**

# Pursuing diversity among our colleagues and in our coverage

We are striving to enhance representation and inclusion within our business and in our editorial content

[theguardian.com](http://theguardian.com), Wednesday 20 November 2013 17.26 GMT

Over the past three years, our diversity programme has had two primary focuses – improving diversity and inclusion within the business, and improving the diversity of our editorial content, in terms of coverage and the freelance writers we commission.

One of the objectives of our diversity and inclusion strategy is to increase the diverse representation of staff during this current financial year. There was an improvement in representation of ethnic minority groups to 12.9% in the last financial year, which is in line with the national average of 12%. This is despite a 1% drop in overall staff numbers in the same period.

In addition, a training programme on "unconscious bias" has been developed and is currently being rolled out across the organisation, with a two-year target of 80% of recruiting managers being trained to assist managers interviewing for roles within GNM.

As part of our diversity in recruitment strategy, we have introduced a disability recruitment scheme to target graduates with disabilities for entry-level positions at GNM. This was launched in May 2013, and we will report on progress next year.

In May 2013, we launched a comprehensive women's mentoring programme. Exploring career development for women in middle management positions, 36 staff from across all departments are taking part, with more than 20 high-profile mentors, both external and internal. Again, we will report on progress next year.

GNM's head of diversity and inclusion, Yasir Mirza, continues to work with senior editors on two interconnecting programmes to stimulate new readership from diverse sections of society in an attempt to increase our market share in this area. The strategy is to help ensure that people from all minority backgrounds, including ethnicity, gender, disability, sexual orientation, age, religion and belief, feel affiliated to the Guardian and Observer, and make them their papers – and website – of choice.

The overall aim is to ensure our editorial coverage of these groups is more inclusive and representative and moves away from stereotypes and labelling. The initiatives also aim to increase the breadth and depth of minority voices within our papers and online.

Journalism can be a powerful tool in creating dialogue, understanding and cohesion, while promoting pluralism. If we open up our platform to draw in often unheard, marginalised voices, then this presents the opportunity to enrich our coverage and fulfils our commitment to social justice and open journalism, values underpinned by the Scott Trust.

These initiatives aim to broaden our feature coverage, and to inform our commissioning editors of stories that we are not yet telling. For this reason, the editorial diversity initiatives have focused on the G2, features, culture, comment, Weekend, society and sport sections.

The programmes are:

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### **Minority writers' workshops**

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These workshops are designed to bring diverse voices into our freelance contributor base. We have run advertisements across the paper, website and a wide range of minority press outlets asking people from diverse backgrounds to send in story ideas to the G2, culture, comment, sport, Weekend and society sections. We want to make this process as inclusive as possible, while also attracting serious and aspiring writers.

We ran two minority writers' workshops in the last financial year, in 2012-13 – one for our UK team and one for our US team. These are designed to inject diverse voices into our freelance contributor base. The two workshops resulted in 23 commissions in G2, culture, comment, CiF, news, and society, with many writers being commissioned to write more than once piece.

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### **Open journalism and marginalised voices**

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While India has a strong and active civil society, the media is still driven by the educated middle to upper classes. Those who are most vulnerable in society are also the least likely to report on their experiences. Slum dwellers, those from rural communities (particularly women and girls), those with disabilities, and those from marginalised castes within Indian society are overlooked as sources, contributors and reporters.

By 2020, India will have the biggest internet market in the world, with 600 million online users. However, the people generating and consuming online news and digital information will be those who already have access to disposable income, already enjoy a relative level of social freedom and live within reach of a sufficiently developed infrastructure to allow for connectivity.

According to the Internet and Mobile Association of India, only 2% of rural India currently has access to the web, and about 18% of those rural internet users have to walk more than 10km to access the web. However, about one in two rural households now has a mobile phone. India has one of the lowest call tariffs in the world, and NGO and government authorities are already drawing on the high mobile prevalence to deliver education, health advice and mass development messages to rural districts.

In the run up to the [Big Tent Activate Summit](#) in India, [Radar](#) held a series of practical training workshops for representatives from the most under-represented communities in Indian society, including Dalit women, rural farming communities, youth with disabilities, and female slum dwellers. The workshops, held in Delhi and Himachal Pradesh, trained people how to capture news and opinion via mobile and share that by text message. The Guardian Foundation and Yasir Mirza partnered with Radar in order to help bring these unheard and marginalised voices to the event.

Mirza says: "Tapping into the wealth of diverse and marginalised voices out there is central to what we are trying to achieve with truly groundbreaking and open journalism. It's easy to talk, but we need to get out there and provide the means and tools for these voices to be heard, drawing them in using our platforms and influence."

Five of the Delhi-based citizen reporters were provided the chance to pitch a story idea to a panel of Guardian and Indian national editors, editor-in-chief Alan Rusbridger, the Guardian's South Asia

correspondent, Jason Burke, and a national Indian women's editor. In Dragon's Den style, each editor was encouraged to "invest" their interest in the development of those stories. Three of the five pitches are being followed up by Burke.

In keeping with the Guardian's aim of promoting diversity and open journalism, this project used the simplest mobile technology to bring together community leaders, activists and citizens from the most marginalised groups within Indian society and ensure their active engagement with the high-level summit.

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### Diversity ambassador programme

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In May 2012, the members of the ambassador programme took part in a series of focus groups with the editorial comment desk on how we can better commission articles on race and Islam, as well as encouraging more responses in the comments section below articles.

The participants explored, with our editors, ways of tackling the large number of Islamophobic and racist comments under particular comment articles, and how best to encourage their diverse networks to contribute to our comment threads.

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### View from the NUJ

Company challenged by union over journalist redundancies

The NUJ agreed that reductions in headcount were necessary but opposed compulsion

**Richard Alcock**

[theguardian.com](http://theguardian.com), Wednesday 20 November 2013 17.27 GMT

The barricades were being collected, the braziers were being charged with coke, the placards were down at the printers being primed for action. Well, no, not quite... This was certainly one of the more significant disputes in Guardian/Observer history; at stake was the issue of compulsory redundancies. A combination of restructuring in the media world and a dire economic outlook meant the business had to change – and reducing the number of journalists was part of that change.

That much was agreed by management and the NUJ journalists' union chapel. A letter of understanding between them had been signed in February 2012 saying: "Both the NUJ and GNM management agree that these are exceptional times for newspapers and that all journalistic companies in the developed world are having to come to terms with the dramatic challenges posed by revolutionary technological disruption."

This also agreed that further reductions in headcount were necessary (we had already seen something like 100 colleagues go recently).

But the union had always opposed compulsion, and the management's announcement that 100 more jobs must go – voluntarily or compulsorily – looked like a red rag to a bull.

There were other issues as well, crucially, if we are talking about Living our Values, how decisions about executive pay and bonuses are arrived at. The union was insisting that a modern, forward-looking company such as GNM should have worker representation on the remuneration committee that sets salaries, pensions and bonuses for senior executives.

This raises wider issues about corporate governance and what role workers in the aforesaid modern, forward-looking media company might have in it. GNM could and should lead the way in such areas, looking, perhaps, to some of the more progressive European models.

In Germany, for instance, employees in companies with 500 employees or more have representation on a supervisory board, which oversees the action of the executive board. The proportion of worker representatives varies up to half in companies with more than 2,000 workers.

Will Hutton in [an Observer article](#) has praised this German version as it works in Deutsche Post and suggested it could be a model for a trust-based Royal Mail.

In Austria, works councils can elect up to a third of supervisory board members. In Denmark, employees can elect representatives directly to the managerial board. Even the UK [Treasury thinks worker-owned John Lewis-style companies might be a good idea](#).

There are numerous models and, as it happens, GNM has a unique structure, one that could easily incorporate worker representation.

GMG, formerly owned by a trust, is now a private company with the Scott Trust board (who are also the company's shareholders) signed up to the protection of the Guardian in perpetuity "as heretofore" and to promoting liberal journalism and freedom of the press.

It has characteristics of a German-style supervisory board for the company and hence would seem to be an ideal body to include worker representation. There is already a journalist member of this board, though she is constitutionally independent – representing journalism rather than journalists.

Given that there are no separate shareholders to oversee the trust board (so the board can make a decision and ratify its own decision all in one go), the case for increasing diversity of oversight would seem to be unimpeachable. And, given the crucial role the company's workers have in the necessary (and possibly permanently continuing) changes in the future, there seems no particular reason to resist worker representation on the trust board.

There are other stakeholders, of course, among them, our readers (or our "audience", the preferred term, apparently, to take account of the diverse products we offer them and the multiple ways they consume them). If we are to consider them as stakeholders, this raises a host of ethical issues.

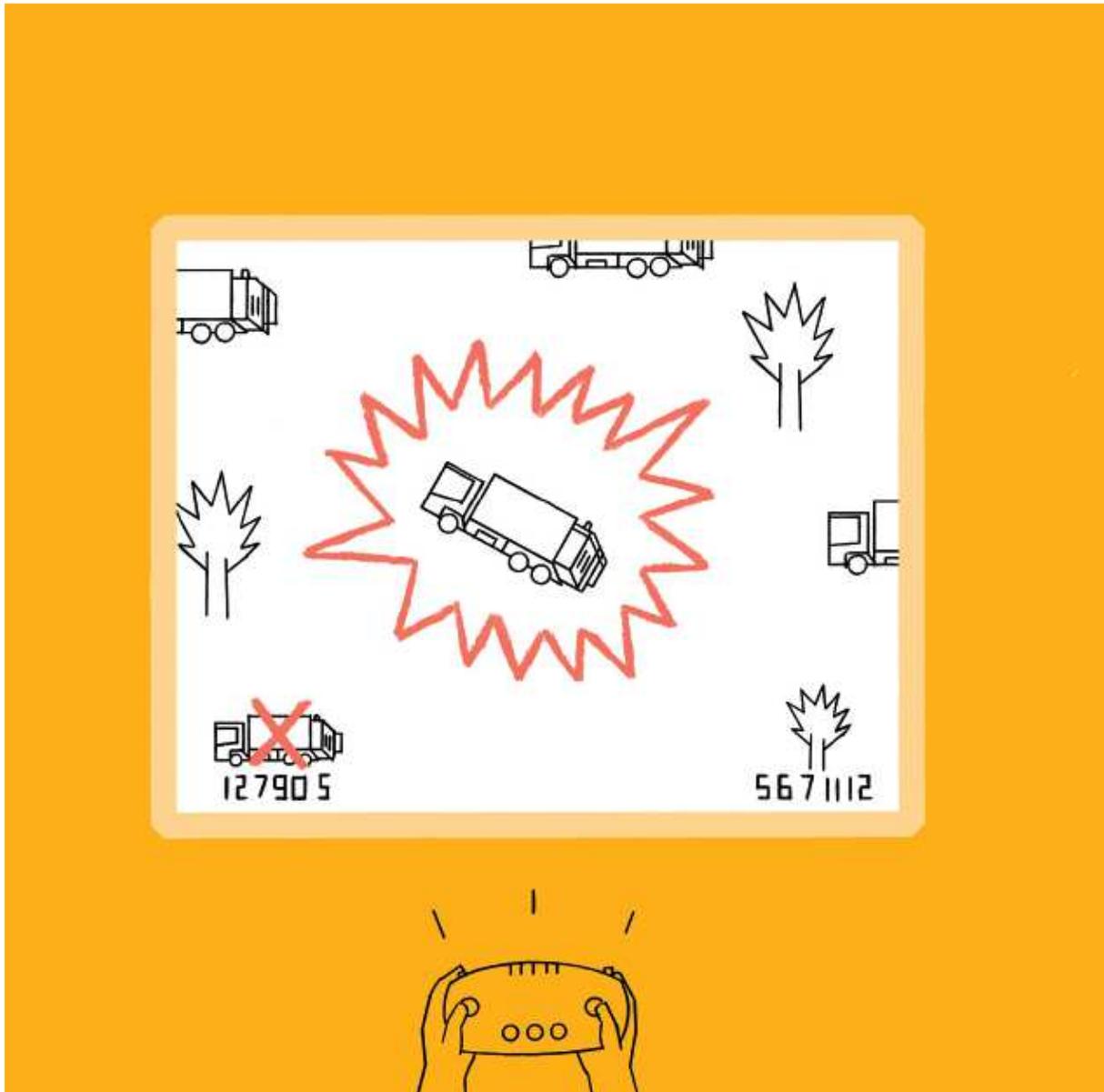
We presumably don't want to go down the route of other mighty web-based organisations. Our readers/viewers/listeners are an asset, but that doesn't mean they should be treated simply as that – to be packaged up and turned into cash-generating consumer-products.

Following the 2013 NUJ dispute, the company has made a move in terms of reforming corporate governance. There is to be a remuneration committee information and consultation forum, made up of elected and trade union-nominated representatives from across the company. This body will be briefed and debriefed before and after the executive remuneration committee meetings and can ask questions and make points.

As for the other elements of the dispute – after an 88% ballot for industrial action, talks continued and the threat of compulsory redundancies was withdrawn. The barricades were left in store, the coke returned to the suppliers and the placards sent for recycling. There is an agreement in place and we are still talking – as heretofore.

*Richard Alcock is NUJ chapel clerk*

## Sustainability Report 2013 – operations



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### Overview – performance and highlights

## Operations: the times they are a-changing – and fast

As the shift to digital first is felt through all of our operations, we are reviewing our global impact on the environment

[theguardian.com](http://theguardian.com), Wednesday 20 November 2013 17.28 GMT

The marketplace within which the Guardian is operating has changed – and continues to change – at breakneck speed. Our digital presence is growing enormously, both in the UK and overseas, and we are no longer a British newspaper but a global media organisation.

While our newspaper products continue to generate more than two-thirds of our revenue, sales of our newspapers are in decline by around 10% a year. Increasingly, we are adapting to take advantage of digital opportunities that are replacing traditional forms of news delivery and consumption.

This shift to digital first is felt through all of our [operations](#), and, as a result, we've had to review our global impact on the environment. We have in place governance processes, including external certification, to ensure we are taking steps in the right direction.

We are positively managing and reducing our environmental impact and, in the financial year ending March 2013, we lowered carbon emissions by 11% and achieved 0% waste to landfill across our UK offices and print sites. To read more, see our section on [managing our responsibilities](#).

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### **Digital media: who's emission is it anyway?**

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A digital product does not simply replace a newspaper product. The digital system is complex and dynamic, which makes managing carbon emissions difficult. Broadly speaking, the greater the digital audience, the more energy will be used and the more carbon emitted, in the same way that a printed product implies using more ink and paper.

However, unlike printed newspapers, interacting with digital products requires continued energy use and will vary from person to person. Some will simply read an article and that's it, while others will comment and share on social media, effectively spending more time on the product. Indeed, similarly, natural peaks and troughs in demand – for example, breaking stories – can also influence carbon emissions associated with digital products.

We know that if the growth in digital media continues beyond a sustainable level this potentially places our editorial values at risk and potentially creates unmanageable environmental impacts. This is complicated further because the inherent complexity of digital means there is no single person or team responsible for overseeing digital carbon emissions.

To get a better understanding of this potential issue, Stephen G Wood from the University of Surrey undertook a study. Speaking to business strategists, technologists and sustainability experts at the Guardian, he found there is limited potential for unilateral actions by the Guardian to reduce emissions, but that there is a need to instigate a debate on the role of the newsroom in determining energy use in digital products. We now need to find ways to have this debate.

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### **Governance for our future**

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We are committed to ensuring robust governance and compliance across our core activities. Our information and security risk team manage this strategically and operationally, completing an annual corporate risk review across the business and ensuring our processes are aligned to the International Standard ISO22301.

We have successfully recertified GNM to the [Carbon Trust Standard](#)(CTS) for our global emissions. CTS is an internationally recognised standard that provides us and our audiences, customers and staff with the confidence that we are managing our carbon effectively. It also verifies that we have reduced our emissions. The most recent CTS benchmark report placed us in the top 15% certified organisations for carbon emission reductions.

Our centralised procurement team recently introduced category management to provide greater control over our supplier base. This means we have a much more robust, traceable and due diligence process to help check and ensure that potential and existing suppliers support our values.

Our print site in London has now joined our site in Manchester in a Climate Change Agreement (CCA) for the print sector. This improves operational control of carbon as both print sites now have a target programme.

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**Footprint**

## Managing our responsibilities

Our carbon emissions are down, we've saved on water and ink, and we achieved 0% waste to landfill

[theguardian.com](http://theguardian.com), Wednesday 20 November 2013 17.29 GMT

Living our values through our [operations](#) means reducing our direct and indirect impact on the environment. We focus our efforts in areas where we can have the biggest impact, and we report on the following footprints:

**Carbon:** emission sources of carbon scope 1, 2 and 3.

**Resource:** consumption and use of natural and processed resources.

**Waste:** sources of waste generation.

The operational activities we cover within this section of the report include:

**Digital:** data centres, the internet, access networks and digital devices.

**Print:** printing presses, distribution and paper purchasing.

**Business and editorial:** offices, enterprise technology and business travel.

In the financial year ending March 2013, we lowered total carbon emissions by 11% (or 4453 tCO<sub>2</sub>e), predominately through activity in our paper supply chain. Digital carbon emissions increased by 415 tCO<sub>2</sub>e for the same period.

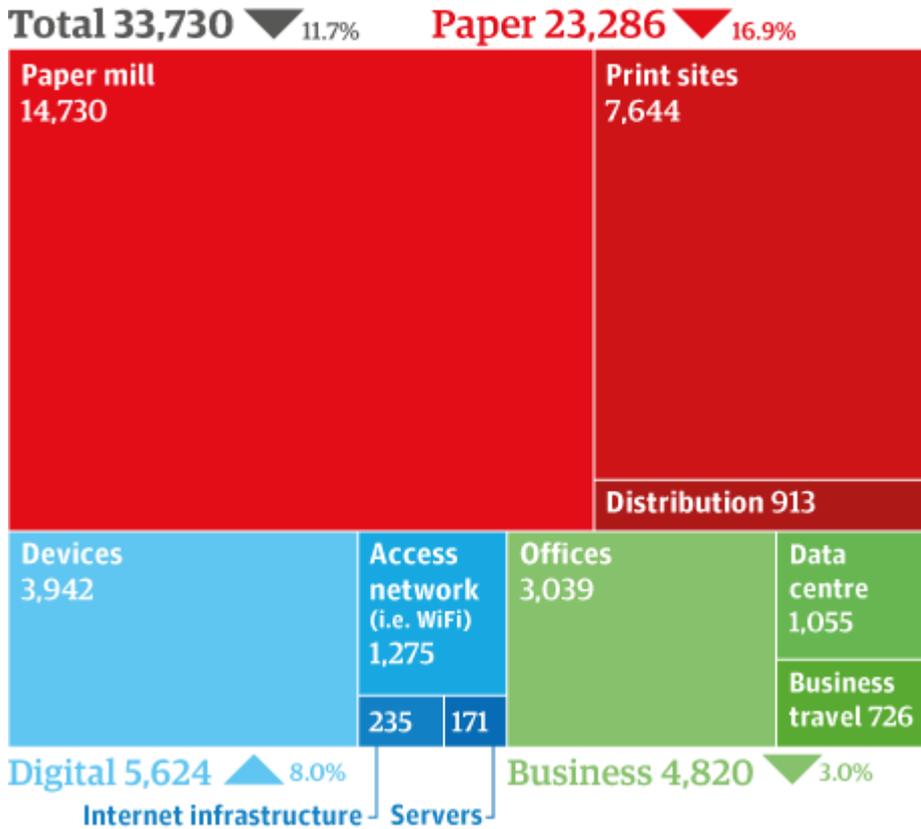
At the print sites, we saved 32% water and 31% ink usage. In the same period, sustainable magazine paper sourcing (recycled or sustainable virgin certified) dropped slightly to 90%.

We have achieved 0% waste to landfill across our office and print sites, improved office recycling rates to 80%, and print site recycling rate to 94%.

**Carbon footprint**

**What was GNM's carbon footprint in 2012/13?**

Tonnes of CO2 equivalents for 2012/13 and change on previous year



Guardian Graphics

For the financial year ending March 2012, our carbon footprint emissions were 33,700tCO<sub>2</sub>e – an 11% reduction on the previous year (38,200tCO<sub>2</sub>e).

For the first time, we have included digital carbon emissions within our overall footprint and this is why last year's figure is over 5000t larger than previously reported. The paper mills are still our greatest single source of emissions, although, with the inclusion of digital, it has fallen from 73% to 69%.

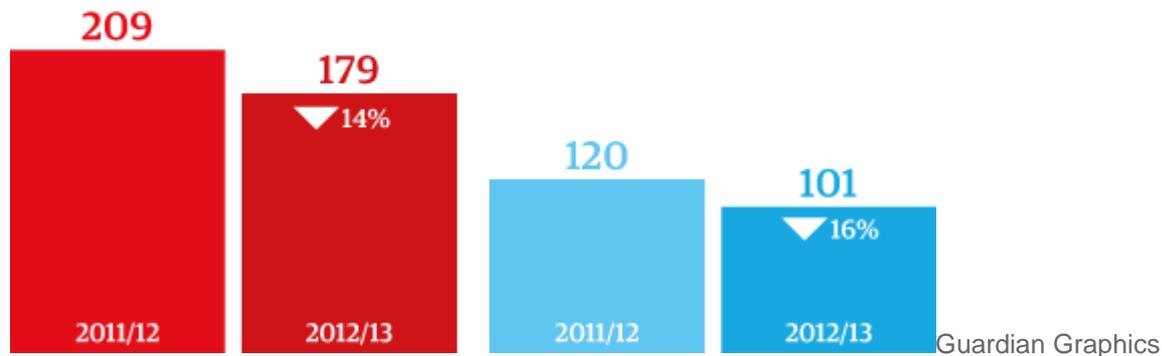
To help compare performance we calculated average paper and digital carbon emissions per £1m of revenue. The results were surprising: digital carbon footprint was 101tCO<sub>2</sub>e per £1m digital revenue, compared with a paper carbon footprint of 177tCO<sub>2</sub>e per £1m of paper revenue. If, however, the growth in digital revenues continues as expected, we would start to see a large divergence in the carbon per £1m of revenue.

## How much carbon does GNM emit per £m revenue?

Tonnes of CO<sub>2</sub> equivalent emitted to deliver £1m of revenue

### Print

### Digital



In line with UK mandatory carbon reporting, we have also calculated our emissions by GHG Protocol Scopes.

### GNM Carbon Emissions 2012/13 by Scope

In line with UK mandatory carbon reporting we have reported our emissions using the Green House Gas (GHG) Protocol

Emission:	Source:	tCO <sub>2</sub> e	% change on previous years
Scope 1	<ul style="list-style-type: none"> <li>• <b>Fuel combustion:</b> gas</li> <li>• <b>Owned transport:</b> leased cars</li> <li>• <b>Fugitive emissions:</b> refrigeration gas</li> </ul>	1,060	<b>Up 3%</b> Increased gas consumption for heating
Scope 2	<ul style="list-style-type: none"> <li>• <b>Consumption of purchased electricity:</b> offices, print centres &amp; data centre</li> </ul>	8,180	<b>Down 1%</b> Efficiency improvements at print sites and office buildings
Scope 3	<ul style="list-style-type: none"> <li>• <b>Transport activities:</b> business travel and paper distribution</li> <li>• <b>Outsourcing:</b> paper mills, print sites, 3<sup>rd</sup> party data centres</li> <li>• <b>Sold services:</b> User IT devices and internet access network</li> </ul>	24,490	<b>Down 15%</b> Purchasing from low emission paper mills, reduced air travel and consumption of digital media on low energy devices

Guardian Graphics

### Digital carbon footprint – 5,624 tCO<sub>2</sub> equivalent

Carbon emissions from our digital operations increased by 415 tCO<sub>2</sub>e and now represent 17% of total emissions. This is a result of increased page visits or hits on our website and an increased dwell time on both text and video products.

That said, a shift by readers to lower-energy devices such as tablets and smartphones (instead of laptops and desktops) reduced the potential increase by 300tCO<sub>2</sub>e and should reduce it further over time.

We have replaced both our data centres and are adopting a more cloud-based operating systems to increase utilisation and energy efficiency. The full extent of these benefits, however, will not be fully realised until the upgrade is complete.

We have seen a reduction in carbon emissions of 13% per £1m of digital revenue (101 tCO<sub>2</sub>e per £1m) as digital revenue increase. Carbon emissions per page view has increased by 4% to 0.111 gCO<sub>2</sub>e. We believe this is due to the extra time our audience spend on each page.

We are still identifying the most appropriate measure of efficiency for digital carbon emissions.

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### **Delivering more content without building more data centres**

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The growth of Guardian and Observer online audiences, combined with the modernisation of IT infrastructure, has changed the way in which we allocate hardware to new digital products. In the past year alone, we have seen a big change in both the data centre estate and the use of [cloud providers](#), such as Level 3, Akami and Amazon.

"We have been able to allow faster time to market new products and to enable scale at short notice for high-impact stories, such as the NSA files or Margaret Thatcher's death without building more and more data centres," explains Jonathan Westlake, GNM Lead Systems Architect.

Overall, the server estate has been cut dramatically, resulting in savings on energy of about 1,200 MWh a year, which in turn will save 830 tonnes of CO<sub>2</sub> year on year.

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### **Paper carbon footprint – 23,265 tCO<sub>2</sub> equivalent**

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Emissions from our paper operations reduced by 18% – over 4700tCO<sub>2</sub>e – for the financial year ending March 2013.

As a result of reduced paper demand, the carbon output from our paper supply chain decreased by 4400 tCO<sub>2</sub>e, or 23%. We also chose to reduce the supply from mills reliant on UK grid energy, instead choosing to work with [Nordic suppliers](#), which predominantly draw on renewables. In addition, we have seen a 14% reduction in carbon emissions per £1m of paper revenue to 177tCO<sub>2</sub>e. Improvements have also been made in the total emissions per paper copy, which have fallen slightly to 8.4 gCO<sub>2</sub>e (0.3%). Consequently, emissions per printed page sit at 0.131 gCO<sub>2</sub>e per page, which is only 15% higher than a digital page.

Again, we have seen energy efficiency improvements at both print sites, including installation of energy efficient lighting at our London site, as discussed in last year's report.

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### **Business and editorial carbon footprint – 4,820 tCO<sub>2</sub> equivalent**

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Overall we saw a reduction of 3%, or 150 tCO<sub>2</sub>e, from our business and editorial carbon footprint, predominantly due to a reduction of business travel.

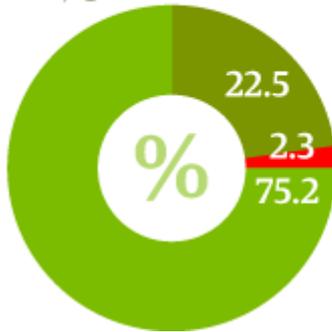
The introduction of new initiatives, such as the building of our [digital UX Studio](#) and the dual running of new and legacy IT kit, has increased emissions generated by our data centres. However, these are expected to decline as these projects are embedded within the organisation. Further efficiencies will be gained by the replacement of our data centres and the adoption of cloud-based operating systems. A separate project is underway to consolidate parts of our network infrastructure and upgrade devices. Additionally, we are aiming to reduce our remaining physical server estate by about 30%. This will be achieved by moving some services to our new virtual platform and retiring others altogether. All of this should also improve energy efficiency next year.

To attempt to achieve a 3% reduction in energy usage we worked with our building contractor to improve the accuracy and use of our metering system, and also undertook a full audit of our Kings Place head office. However, a significant office restructure meant we only achieved a 1% reduction in electricity consumption.

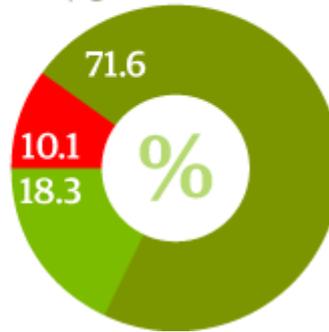
Resource footprint

How much of our paper is sustainably sourced?

Newsprint-grade paper 2012/13



Magazine-grade paper 2012/13



Guardian Graphics

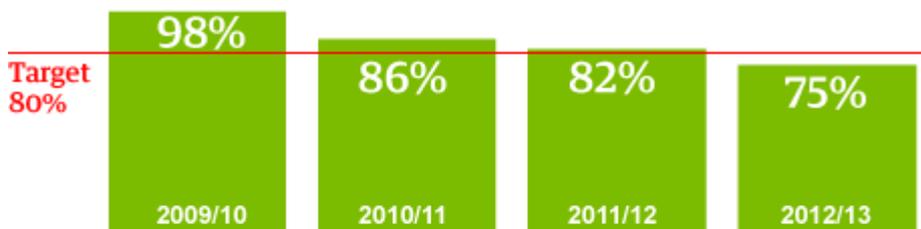
GNM is committed to sustainable paper sourcing, and in the last financial year 98% of the newsprint and 90% of magazine-grade paper used for the Guardian and Observer was sustainably sourced (either recycled or using certified virgin fibre).

Compared to last year, our newsprint contained less recycled fibre, at 75%. However, this was compensated by an increase to 23% in certified virgin sources.

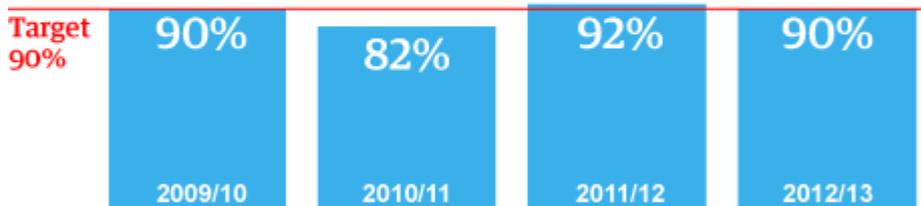
For magazine grade paper the percentage of certified virgin source fell to 72%, with 10% now uncertified. However, recycled content of magazine-grade paper increased to 18%.

What was our performance against sustainable paper indicators in 2012/13?

Use of recycled paper



Use of certified sustainable virgin paper



Kilograms of carbon per tonne of paper



Guardian Graphics

As previously reported, sales of newspapers in the UK are in decline and, as a result, we have purchased less paper, which has meant that the recycled content has also reduced – by 5%.

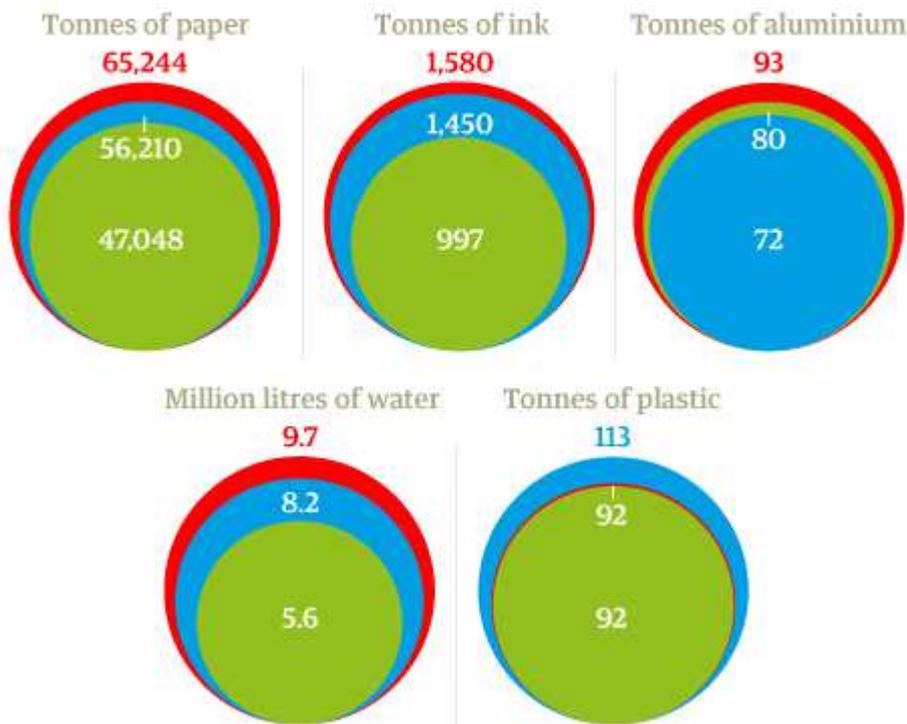
Given that we are purchasing less paper, we have reviewed our supplier to ensure we are purchasing the best stocks. Off the back of this review, we chose to continue our support for low carbon paper and sustainable sourcing by maintaining existing levels of the certified virgin Nordic supply. As a result, our carbon per tonnes of news print fell to 352kg, below the KPI of 369kg.

The fall in the percentage of certified virgin source in magazine grades was due to a down grade of paper for the Observer and Weekend magazine. The chosen grade of paper from a Finish mill had less certified virgin and more recycled content. We are reviewing this supply and are talking to paper mills about their plans to increase certified or recycled content.

We have started to review available alternative supply and opportunities for improvement. We will continue to track this data and discussion with the business about the impacts on the sustainability targets if there is no change.

### What resources have our print operations consumed in the last three years?

Resources and materials consumed in 2010/11, 2011/12, and 2012/13



Guardian Graphics

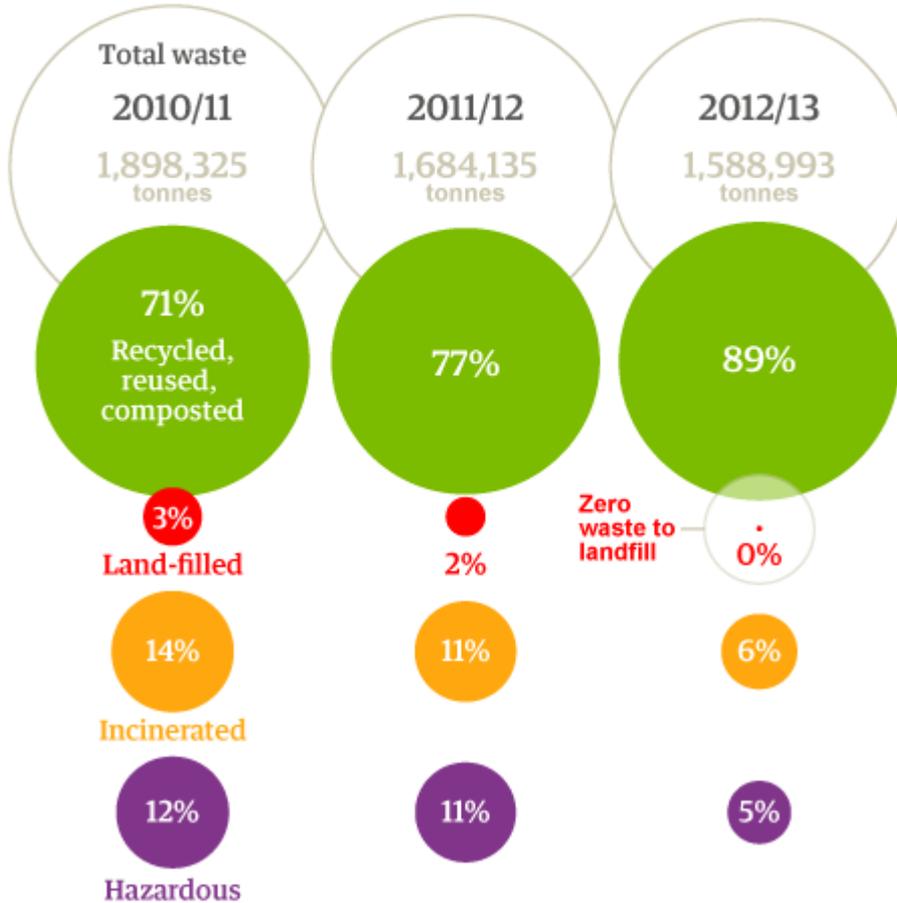
The Guardian print centres reduced water usage by 32%, or 2,587,000 litres, across both sites in the last financial year. This is equivalent to the daily water use of 17,480 average UK citizens. This saving is based on improved shower heads in the print process, leak detection and repair, plus toilet flush control being instigated over the last eight months.

Ink consumption across all print sites, including our contract magazine printers, Polestar, also reduced this year by 31%, or 452,500kg. This reduction was due to efficiency measures and reduced printing.

## Waste footprint

### How much waste has GNM created over the last three years and what do we do with it?

Percentage of operational waste by disposal method over the last three years



Guardian Graphics

GNM continues to reduce its waste footprint by producing less waste at its print sites, which both achieved zero waste direct to landfill and reduced hazardous waste, which includes solvents, plate developers and oil filters. With a focus on segregation and better resource management, total waste at the print sites reduced by 9% or 116,600kgs.

Overall, our print sites now recycle 94% of all waste, compared to 78% last year. Paper waste continues to be a focal point, given that it is a valuable resource, and recycling it generates an income.

While office waste has a relatively low environmental impact compared with our other activities, it is an issue with high visibility among staff. We increased our office waste recycling to 80%, including composting, in the financial year ending March 2013. Also recycled are waste electrical and electronics equipment (WEEE), such as computers and mobile phones, as well as batteries, toner cartridges and CDs. Total waste volumes have increased by 21 tonnes of recycled waste, but general waste fell and we still have zero waste direct to landfill.

The enterprise technology team are reviewing how we manage end-of-life IT equipment and WEEE strategy across all our offices in the UK and overseas.

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**Guardian print sites towards zero waste**

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Zero waste direct to landfill was the goal, and, through the implementation of waste control systems, this ambition has been realised.

Better separation is key to our success and we now have facilities in place to separate and store all waste at both our print sites. This includes printed and white paper waste, cardboard, reel stubs and metal and batteries as well as hazardous waste. We also have containers for empty drinks cans and plastic bottles by the vending machine.

True cradle-to-grave recycling has been achieved at our Manchester site, with printed and white paper waste being collected by Palm paper, which reuses it in their paper mill. Meanwhile, at the London site the need to reduce waste and maintain zero to landfill has been the focal point of new waste collection contracts.

These will be monitored to ensure the targets are achieved as agreed.



How do we realise CP Scott's words in this international context? How do we bring this principle to life? The work of the [Guardian Foundation](#) in part answers these questions. The foundation is the charitable arm of Guardian Media Group and supports liberal journalism and freedom of the press, in the UK and overseas. Peter Preston, a former editor of the Guardian and a trustee, gives an update on the year's activities, showing how the foundation works to put CP Scott's values into action. The Guardian Foundation also funds the education centre, archive and exhibitions. [The Education centre](#) – located in the Guardian offices at King's Cross – runs free classes on news reporting and production to school pupils, further and higher education groups, adult learners and families, as well as teacher training and seminars.

The centre [celebrated its 10th anniversary](#) this year, and during that decade thousands of schoolchildren have been given a taste of reporting and what it's like to work in a newsroom. Read an overview of the centre's activities by Margaret Holborn, head of education at the Guardian, [here](#). The community CP Scott spoke about has grown, but "local" is still important. The Guardian has offices and print sites in London and Manchester and now in New York and Sydney. All the offices are part of their local communities. When the Guardian moved to Kings Place in 2009, we made a conscious effort to be part of the local community and continue to do to.

Since 2009, the number of community partners has expanded from four to 11. It is a busy programme, with more than a quarter of staff volunteering, either as part of the regular programme or the [annual volunteering week](#).

Although it remains a rich and varied programme, we have done less this year than in previous years. Over the past two years, the community programme has had to refocus and develop in line with changes in the business.

The [Scott Trust values](#) remain at the heart of what the Guardian is and does, and the work of the sustainability team supports the business in living its values. However, a key challenge for sustainability departments across all sectors is being seen as relevant and integral to business success.

During lean years – with cost cuts, staff losses and restructuring – this is even more pertinent. It is unfortunate that the business case for volunteering and community projects can be harder to demonstrate than something that has clear cost benefits, such as better recycling or energy efficiency.

We are now two years into [GNM's transformation programme](#), a five-year plan to ensure we are financially sustainable, and our [digital-first strategy is bearing fruit](#), with digital revenues now exceeding the decline in print revenues.

But the past two years have also seen redundancies and staff cuts, reorganisation and the tightening of budgetary belts. While community remains a core value, the company-wide financial pressure has led to a reduction in internal resource and community budget for 2011-12 and 2012-13.

As well as supporting our partners and running volunteering projects, the challenge of the past two years has been to stay relevant and aligned with the business transformation programme. We also aimed to work collaboratively with community partners during the changes, developing projects of mutual benefit.

In developing our community programme, we used the recommendations of the 2012 Acona independent community evaluation to support our work. Read more about our approach to evaluation and methodology [here](#). Our findings are reviewed in [last year's report](#).

## What percentage of GNM staff volunteer each year?

Almost one in four staff volunteer



Guardian Graphics

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### Our approach

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#### 1 Develop a community strategy for 2012-15 and planning activities for 2012-13

**Why?** To better manage internal resources and support partners during time of change.

**How?** Community partners listed requests for support and current activities. We then created an analysis of requests based on partner and community impact, internal needs and costs. We met with all partners to better understand their priorities and explain our own priorities.

**Outcome:** Developed a clearly articulated programme of support for our partners – agreed on at the start of each financial year.

Our aim is to demonstrate value and celebrate success and reported impact through monthly board reports and KPIs to demonstrate relevance to the business and monitor progress.

#### Enhancing our open, progressive and ethical culture

**KPI:** Percentage of staff increasing motivation and collaboration through volunteering

#### Enabling innovative staff development and training

**KPI:** Number of GNM Staff developing/sharing skills with community partners

#### Reach and scale of community programme

**KPI:** Number of people reached through our community programme and number of volunteers

**Lessons:** Halfway through 2013, it is possible to look back and see that we were over-ambitious in how much we could get done. Additionally as a lot of the requests for support involved skilled people from different teams – for example marketing – we should have engaged with these teams first before agreeing to support projects.

#### 2 Link volunteering projects to business goals

**Why?** To stay relevant to the business and to highlight the benefits of volunteering, not just as a "nice to have" or "good thing" to do.

**How?** Digital skills development was a key objective for volunteering week 2012. Projects developed to support staff's learning and sharing knowledge and to support our partners, who were facing similar digital challenges. Read a more comprehensive analysis of volunteering week 2012 here. [LINK]

**Outcomes:** The week scored well for collaboration and staff motivation. Volunteering week also caught the imagination of directors, leading to more senior engagement with the programme.

**Lessons:** It is difficult to have specific skills focus within an organisation with varying needs and competencies. This works better on smaller volunteering projects, and a wider focus – for example, collaboration – is more appropriate for company-wide initiatives. Additionally, staff can be put off volunteering because they feel they do not have the skills needed.

### **3 Integrate the community programme into the business**

**Why?** To build relationships with partners and teams: leads to projects that are better aligned to business needs and creates stronger links between the Guardian and our community partners.

**How?** Setting up team awaydays and skills-sharing initiatives with teams within the business and community partners.

**Outcomes:** Technology support team helped create classrooms on the Global Generation site; some of the team went on to support Global Generation with their computer and IT needs.

**Lessons:** Skills sharing is often hard to do initially because volunteers often want to do something completely different from their work. But, once the relationship has been built with the community partner, staff are keen to share their skills.

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## **Volunteering Week**

# Volunteering week: reaching out to our community partners

More than 90% of our community partners said they benefited from the experience of volunteering week

[theguardian.com](http://theguardian.com), Wednesday 20 November 2013 17.31 GMT

[Volunteering week](#) 2012 provided GNM staff with another opportunity to give their time for the benefit of others. The objectives were to deliver meaningful projects for our [community](#) partners, while at the same time meeting Guardian business requirements, in particular the need for skills development and building pride in working for the company.

We tackled these objectives in a number of ways. We met our community partners to discover their needs, engaged with the business to understand priorities and identified projects that could align with community and business needs

From here we recruited project managers and volunteers from departments across the business, and managed the development and delivery of the projects. Project sponsors, typically a director, secured board participation, ensuring buy-in and volunteering across all levels of the organisation.

[Volunteering Week 2012](#) ran for seven days at the end of September, and included 16 projects (in London and Manchester), 12 community partners and over 200 volunteers. The projects lasted a day (excluding all the planning) and ranged from gardening to developing websites, painting community centres to leadership workshops for inspiring young journalists and schoolchildren. Media managers – Guardian volunteers – took photographs, made short films and wrote blog posts, while artists, from [Scriberia](#), illustrated the volunteering projects live in our communal office. Our multi-media team also produced a [video](#), capturing the essence of what we did.

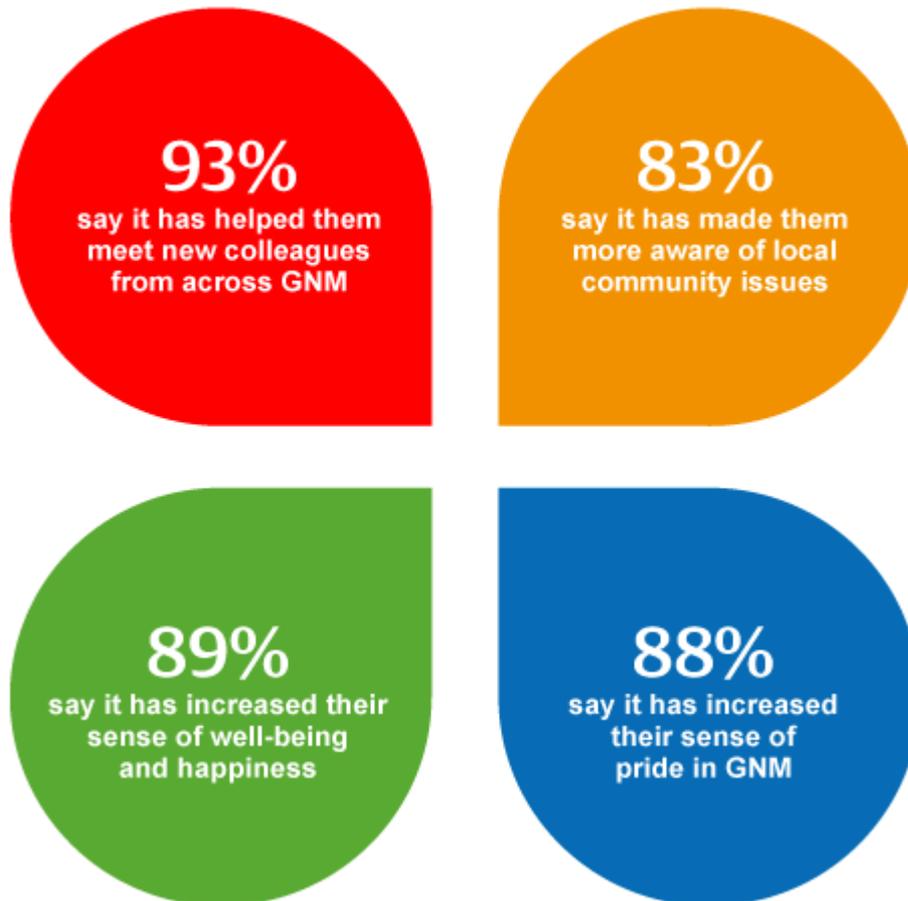
Our community partners gave positive feedback, remarking that our volunteers were "committed and enthusiastic". One partner said: "I am really delighted with this project. It means that our building can now offer long-term support to young people in the local community. Thank you so much! The enthusiasm and inspiration the volunteers provided was invaluable."

We are proud that more than 90% of community partners said they benefited from our volunteers' skills. A young writer from Live magazine said of the project she took part in: "Nothing could have prepared me for what was one of the best days of my life, on a professional and personal level."

Regarding benefits to the business and staff as a whole, one of Volunteering Week's greatest achievements was an increased a sense of wellbeing and pride in working for GNM. We heard staff

felt more connected to the business, and the shared experience of giving bonded people, not just within teams but across the business as a whole. One of our staff members commented especially on improved internal networking: "I found it invaluable in meeting people across the company that I've never had interaction with. This kind of activity helps with cross communication and making you more aware of the departments, work going on here and general awareness of GNM."

### What do our staff get out of GNM volunteering week?



Guardian Graphics

Our staff gained skills and felt they had contributed to the local community: "The week really opened people's eyes to what was possible when you collaborate across the business and share your skills with your local community."

Finally, all our staff had fun taking part – one of the most important elements for sustainable projects. One person said, enthusiastically: "I came away from the day feeling uplifted and in high spirits. This feeling continued into the day after! Engaging with colleagues and the community is a great motivational tool, and it feels good to give something back to the community."

What went well? We had positive feedback from partners, volunteers and senior management, who indicated we had been successful in balancing needs and expectations. Volunteers were inspired, while senior management saw the week as beneficial to business goals, with internal networking and collaboration scoring highly in feedback. Many decided they would do it again. We used our media strengths to ensure that our internal and external communications were engaging.

Of course there is room for improvement, and we would do some things differently next time. The explicit digital theme had made it difficult recruiting volunteers because some staff did not feel they were experts, although they did in fact have a lot to offer. It is difficult to meet diverse training needs in a large project.

In response, we moved away from an explicit focus on digital skills, choosing the broader theme of "collaboration" for 2013. Projects will still be as diverse, developed in line with community needs, our business priorities and the skills we have to offer. We also want to better support volunteers, including project managers, so planned training and structured facilitated sessions for the project groups.

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## Analysis

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How the [feedback from 2012](#) influenced planning for volunteering week 2013.

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## Awards

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2013 [winner environmental category](#)  
 Finalist in [2013 Peer awards](#)

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## Content from the week

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Watch [volunteering week 2012](#)  
 Read blog posts on the projects from participants to volunteers:  
[Future of journalism workshop](#) with Live magazine's young journalists  
 Social enterprise project with [New Horizons youth centre](#)  
 Gardening at [London Wildlife Trust](#)  
 Making furniture with [Global Generation](#)

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## The Education Centre

# Guardian education centre: 'a cocktail of fun, excitement and creativity'

More than 7,000 people visited the education centre, taking part in 250-plus workshops, conferences and events

[theguardian.com](#), Wednesday 20 November 2013 17.32 GMT

The [Guardian education centre](#), funded by the [Guardian Foundation](#), has continued to evolve and develop. Since opening in 2002, 92,000 visitors have taken part in its news and multimedia workshops and activities.

The centre aims to inspire young people about the news-making process and to support teachers using newspapers and news media with their classes. It connects with future readers, promotes the Guardian's commitment to journalism training, supports editorial and commercial departments, and is aided by volunteers from the staff of the Guardian and Observer.

Between 12 April and 13 March, the centre ran 250 sessions for 7,223 visitors: 4,776 children and students under 18 took part in workshops, 887 students aged 18-25 attended higher education and university sessions, 1,356 teachers took part in workshops, conferences and events, 245 adult learners took part in sessions, 206 parents and guardians took part in family sessions, and 91 staff volunteered in the education centre.

The school workshop programme is heavily oversubscribed. Booked an academic year in advance, more than 200 schools are on its waiting list. The centre receives excellent feedback and schools have visited from as far away as Yorkshire, Derbyshire and Cumbria in the UK and from France, Turkey and the UAE. University and higher education groups from the US, Denmark, the Netherlands and the Faroe Islands, as well as from the UK, have also attended sessions.

In May 2012, the centre celebrated its 10th anniversary. Loxford school took over the centre for the day, and students from Coombe girls' school – the first ever to visit the centre – held a press conference with editor-in-chief Alan Rusbridger.

To meet the increasing demand, the centre developed three after-school sessions, which run from 3.30-5.30pm. The team has devised primary and secondary newspaper editing workshops. These have been very popular with school newspaper groups and have proved a great way for pupils to

cascade skills throughout the school. It has also established careers in journalism workshops for sixth-form students keen to get into the media.

The centre has introduced other exciting developments, including a conference programme for teachers. Insight into journalism seminars on topics such as open journalism and the changing face of news have given teachers a greater understanding of how an international news organisation works. Meanwhile, our Reading for Pleasure conferences have developed from half days to full days, while our team's partnership with the British Library resulted in two secondary-school teachers' conferences taking place in July and November. The centre also ran a full-day conference for primary school teachers in March.

The Education Centre works closely with most of the Guardian's [community](#) partners. Some highlights from this year have been a session for young apprentices from the Bemerton estate and a features workshop for volunteers at Camley Street Natural Park. Alongside its support for the Education Centre, the Guardian Foundation funds the GNM archive and the Guardian's exhibitions programme.

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## Testimonials

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### Volunteering

"The education centre offers children of all backgrounds a window into the real world of journalism. The cocktail of fun, excitement and creativity – soaked in the realism of a newsroom – might just make it the day they discovered a new vocation. As a journalist (who was once a child!) I love doing my bit to inspire."

**Jamie Fahey**, sub editor, news

### Schools

"Thank you for making our day so much fun. The feedback and response from the pupils was fantastic, with all of them saying they want to become journalists. I can't believe you offer the service for free."

**Paul Watson**, Dorothy Stringer school, Brighton

"Thank you for organising such an excellent day. The students were really buzzing the whole way home over how interesting it was and how much it had brought to life all the learning we had done in class. Massively impressed with the Guardian education centre for this."

**Emily Hughes**, Morpeth school, Tower Hamlets

### University

"Thanks for two brilliant hours at the Guardian: the students absolutely loved it. Stroke of genius getting the two 'youngsters' to talk, and if they don't inspire them, nothing will! Thanks again for setting this up for us and having everything so wonderfully planned for us."

**Wendy Sloane**, London Metropolitan University

### Bemerton estate

"It is a real privilege to have such a good relationship with you – thank you so much for all you did to give our young lads a taste of life at the Guardian. I was really moved by some of their stories and the way they said that it was easier and took less time than they expected. The whole experience was a real confidence booster and I'm sure they have a lot to tell their friends and family!"

**Paul Shepherd**, Bemerton estate development co-ordinator

### Guardian Foundation

"The education centre is a vital embodiment of the values of the Scott Trust and the Guardian. Its outstanding work delivers our commitment to the community and provides a highly regarded resource to schools and teachers throughout the UK. It is much prized."

**Robert Ingram-Smith**, executive director, Guardian Foundation

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## The Guardian Foundation

# The Guardian Foundation

The Guardian Foundation's key role, over 20 years now, has been as an international clearing house for practical editorial ideas and innovation: we don't "train" in a conventional sense, but we do share and hope to inspire

**Peter Preston**

[theguardian.com](http://theguardian.com), Wednesday 20 November 2013 17.33 GMT

The Guardian Foundation's key role, over 20 years now, has been as an international clearing house for practical editorial ideas and innovation: we don't "train" in a conventional sense, but we do share and hope to inspire.

One example from the past year is a study group visit from Georgian journalists exploring convergence between digital and print media – a joint exercise with the Slovenian Mirovni Institute to promote media plurality and freedom in the Balkans.

A second example is our collaboration with the charity [Bankwatch](#) to develop reporting techniques in the oil and energy sector at an Istanbul symposium.

But perhaps our most consistent effort has been in the launch of the first year of the [European Press prize](#) to encourage quality journalism through the length and breadth of the continent. The first year of partnership with six other distinguished European press foundations brought entries from 32 countries, a resounding success (especially since the Guardian's [Paul Lewis](#) won one of the major awards).

This year, as more foundations come forward to propose membership, should be one more step towards establishing a prize that has global recognition.