



Living
our
Values
2015
PERFORMANCE

What do we measure?

At Guardian News & Media (GNM), our sustainability programme is underpinned by our values of: honesty, cleanness (integrity), courage, fairness, a sense of duty to the reader and the community. To see if we live up to these values we measure our performance in four areas: people and community, open and independent, climate responsibility and good business.

So, how did we do?

People and community

- Our community projects and learning and development programme have been very successful in improving our people's engagement with and commitment to GNM. But we have had mixed success in terms of increasing the diversity of our workforce. Collaboration between departments remains a challenge.
- The number of volunteers in GNM has increased as has the number of hours they put in but we delivered fewer community projects this year.
- The Education Centre welcomed its 100,000th visitor.

Open and independent

- Our new-look website was developed in collaboration with our audience and the wider digital community and we have further protected our editorial integrity through labelling and a complaints panel. We also ran citizen reporting projects in India and training programmes for Turkish journalists.
- We now have more than 120 million monthly unique browsers accessing theguardian.com. But, as new audiences exceed our more established markets, there appears to be less awareness of how we are upholding our editorial purpose and values.

Climate responsibility

- Overall, GNM's carbon emissions increased by 5%. This increase was due to three factors: buying more UK recycled paper, expansion in our digital audience and business travel. We have reduced the amount of energy consumed across our global sites and digital infrastructure. However, emissions from international flights increased by 45% and waste increased by 27%, although recycling is now at 92%.

Good business

- The quality of our editorial coverage of social and environmental justice issues continues to attract a bigger audience.
- The GNM Finance department has made great strides in integrating Net Positive Revenue (NPR)¹¹ into monthly reporting. However, NPR fell in 2014/15.
- We have produced a set of guiding principles for procurement and an ethical assessment tool which will be built into the formal procurement process and shared with potential suppliers.

What did we learn?

- Most people who work at GNM feel they are treated with fairness. They feel they can be honest when expressing their opinions and they believe that GNM management has integrity.
- Work needs to be done to improve diversity and collaboration internally as departmental 'silos' are restricting co-operation and creativity.
- We are passionate about our commitment to the community. But we need to get better at measuring how our projects affect our communities.
- Our readers believe we give a voice to under-represented groups in society.
- We need to get better at telling people about our efforts to be an ethical business, particularly our new audiences. Honesty in sponsored content will be critical to demonstrating integrity.
- We need courage to tackle climate change in our own business by, for example, divesting from fossil fuels in our investments and working to reduce our carbon footprint.

Where are we going?

We have been working on a new sustainability strategy and are waiting for board approval. Targets for 2016 can be found on the final page. We would love to hear your feedback of this report, [click here to comment](#).



Key for Performance section:	
Improvement greater than 1%	
Less than 1% variation	
Decline greater than 1%	
Baseline on which performance is measured against	
● Where sample data is used difference must be statistically significant to be red or green	

People and community



Our goal	Focus for 2015	What did we do?	How well did we do it?	2013	2014	2015
Ethical culture	Diversity - develop more diverse writers and contributors	Attracting & nurturing diverse talent - the Apprenticeship Programme, Digital Journalism Scheme & Graduate Programme	Diversity of GNM's workforce: ● % of staff from ethnic minorities	13% (166 FTE)	14% (181 FTE)	13% (187 FTE)
		Citizen reporting projects - projects ran in South Africa, India and Brazil	● % of staff who are women	42%	44%	47%
		Diversity in Media - hosted panel discussion on the value of diversity in the media	What our people said: ¹ ● I am treated with fairness and respect	76%	77%	82%
		Scott Trust Bursary - support students facing financial difficulties to become journalist	● I feel my pay is fair	41%	44%	49%
Developing people	HR - embed new HR talent system across the business	Leadership capabilities programme - challenge, inspire & provoke new ways of thinking	Staff engagement through volunteering: ● % of staff increasing engagement with GNM through volunteering	16%	16%	20%
		Staff survey - collaboration between departments is still a frustration for many	Increase staff engagement with GNM: ● Loyal to, speak positively of and go extra mile for GNM	53%	56%	60%
		Management development programme - 250 managers attended workshops and one-to-one coaching	What our people said: ● I improved leadership skills through volunteering ²	78%	82%	91%
	Sustainability - deliver Volunteering Week 2014	Skills training programme - 850 people attended workshops from presentation to digital skills training	● I am given opportunities to increase my skills	49%	48%	59%
		Volunteering Week 2014 - 18 diverse projects, 12 community partners and 280 people	Training hours: hours of management and core skills training (Training hours per employee)		2154 (1.4)	4266 (2.6)
Duty to the community	Commercial - raise the profile of volunteering	Community programme - 40 individual volunteering projects, down from last year	Volunteering in the community: % of staff who volunteered through the community programme	22.8%	23.4%	25.5%
		Department community engagement - staff volunteering survey, team awaydays with and ongoing IT support for community partners				
	Operations - building local community partnerships	100,000th visitor - Education Centre celebrated by hosting 2 special workshops	Hours of volunteering: hours of staff time dedicated to supporting the community	3200	3000	4151
	Education Centre - deliver the schools programme	World School Programme - schools from across the world visited the Education Centre	Community reach: individuals supported through our community programme or education centre	8023	8371	8172

Open and independent



Our goal	Focus for 2015	What did we do?	How well did we do it?	2013	2014	2015
Courageous and independent	Editorial - enhancing our position as global news provider and upholding our editorial purpose	New look website - next generation guardian website launched	Our audience: ● Monthly unique browsers of theguardian.com ³	78.3 m	102.3 m	123.8 m
		Democratic process for new editor-in-chief - hustings done in the open and editorial staff vote on preferred candidate	What our audience said: ⁴ ● % who believe we make information public that would otherwise be hidden	86%	88%	83%
		Election coverage - engaging a new audience in the elections targeting 17-24 year olds	● % who feel our news coverage is trustworthy	87%	87%	84%
		Keep it in the Ground - global divestment and climate change campaign	What our people said: ¹ ● I think it is safe to speak up and challenge the way things are done	60%	61%	63%
		Divestment - GMG investment fund commit to move out of fossil fuel				
Open access	Digital - build a "Values" network among digital staff	New Guardian website - developed in open source and directly influenced by readers through beta testing and commenting	What our audience said: ⁴ ● % who believe we give a voice to under-represented groups in society	63%	68%	73%
		Digital knowledge - sharing knowledge and coding with industry peers and global tech community				
		Digital diversity - survey of GNM digital staff and promoting to encourage more diverse groups into tech roles	● % who feel we present a broad range of perspectives from a range of writers	77%	79%	69%
		Guardian Crowd - interactive panel of 4000 readers - putting readers at heart of our decision making	What our people said: ¹ ● I believe my views are listened to	53%	55%	63%
		Access to information - Foundation project to defend rights of journalists in Turkey and the Balkans				
Open reporting	Commercial - produce a customer care charter	Editorial labelling - clear information about what is paid-for content and who has editorial control	Responsiveness to readers' views: ⁵ complaints against Guardian dealt with by the PCC	172 Complaints	131 Complaints	81 Complaints
		Privacy site for readers - infographics and videos on why we use their data and how they can control it	● Breaches of Editorial Code	5	2	0
	Sustainability - report on departments' "Values Plan" and board KPIs	Board reporting - GNM board received quarterly reports on departments' progress against their values plan. Actions & KPI are shown in this report.	What our audience said: ⁴ Guardian and The Observer are open about their business practices	68%	70%	60%
		Guardian's independent complaints panel - providing our readers with re-dress	What our people said: ¹ ● I am kept informed of matters affecting me (in my team) addition for 2015	52%	47%	63%

Climate responsibility



Our goal	Focus for 2015	What did we do?	How well did we do it?	2013	2014	2015
Operational efficiency	Operations - energy efficiency pilot projects and building use optimisation	Building management - improved testing and monitoring. A significant fault was detected in the data centre air conditioning	Data Centre efficiency: ⁶ ratio of total energy used at data centre/ processing energy or (power usage effectiveness, PUE)	1.5 PUE	1.4 PUE (+7%)	1.5 PUE (-7%)
		Baseload monitoring - monitoring energy of different aspects of print process to identify efficiency opportunities	Unproductive energy: ⁷ as a % of average energy used for print operations	56% (550kWh)	47% (477kWh)	46% (444kWh)
		Energy management - cross skills development at print site. Waste heat feasibility complete - not viable	Building energy: GWh of energy consumed across UK, international office and print sites	18.8GWh	17.6GWh (-6%)	17 GWh (-3%)
Resource and pollution	Finance - maintain commitment to the GNM paper policy	Print software - testing new method to reduce ink and water usage	Sustainability of our paper sources: ⁸ % of sustainable fibre per tonne of paper purchased	97%	98%	98%
		UK recycled supply - shift to more sustainable UK recycled paper fibre	Water consumption: million of litres (ltrs) of water used across our print sites	5.6m ltrs	5.4m ltrs	5m ltrs
		Waste - improved monitoring of office waste and plans for new signage & facilities. Major clearout at print sites - causing large spike in waste figures	Waste generated: total generation of waste across our UK operations in kilo grams (kg)	1,605,102 kg	1,676,333 kg (+4%)	2,140,523 kg (+27%)
			Sustainable waste disposal: % of waste sent for recycling or re-use	89%	88%	92%
Carbon management	Operations - infrastructure redesign of telecommunications network (WAN) and further virtualisation of servers	Digital infrastructure platform - providing stability, scalability and flexible access for global staff	Total carbon emissions: ⁹ emission generated from print, digital and business operations (tCO2e)	37,024 (tCO2e)	34,750 (tCO2e)	36,896 (tCO2e)
		Data centre redesign - removed more than 50% of physical servers in our estate	Carbon efficient digital media: carbon emissions per £1m of digital revenue (tCO2e)	108t per £m	79t per £m	73t per £m
		Desktop refresh programme - replace 500 old devices with Energy Star models	Carbon efficient print media: carbon emissions per £1m of print revenue (tCO2e)	176t per £m	160t per £m	177t per £m

Our goal	Focus for 2015	What did we do?	How well did we do it?		2013	2014	2015
Championing sustainability	Marketing - undertake Mood of the Nation 2014/15 research	Mood of the Nation - Produce Top 100 ethical brands for GLabs top client list and “Readers survey” to better understand how our values influence our brand	Coverage of a sustainable future: ¹⁰ monthly unique browsers of sustainability lead sites on theguardian.com		4.4m	6.7m (+55%)	7.5m (+12%)
		Social justice campaigns - deliver numerous funded campaigns to champion social and environmental improvement goals	Pages views (pv) or articles for sustainability lead sites on theguardian.com		77.4m pv	96.5m pv	111m pv
		Live Better for schools - playful and engaging events for schools including volunteering and sustainable sourcing	What our audience said: ⁴ ● % who believe we cover the following well	Climate change	67%	73%	89%
	Events - run workshops for Unilever Live Better Challenge	Midlands Good Shed - planning and building of the new events and Membership building (started)		Human Rights	81%	85%	88%
				Ethical finance and business	51%	48%	85%
Net positive revenue ¹¹	Commercial - ensure the department is better informed about the ethical considerations in commercial partnerships	Editorial integrity: staff training on sponsored content guidelines in UK, Aus and US to ensure editorial remains free of commercial influence	Delivering net positive revenue: ¹¹ ● % of YoY net positive revenue growth		+5%	+8%	-10%
	Finance - support the robust collection of net positive revenue (NPR)	NPR reporting - integrated into business analysts’ monthly finance report to allocate ownership and identification of new NPR streams	● Total net positive revenue generated in millions of £		£12.5m	£13.8m	£12.4m
		Happy for Life app - encouraging readers to take up small challenges such as volunteering	● Net positive revenue as a percentage of total GNM income ¹²		15.5%	16%	15%
	Commercial security	Operations - identify and build consensus among print supply chain on a sustainability collaboration project	Print supplier collaboration - no progress on consensus on collaborative project. Planning for next year’s event underway	Procurement that lives our values: ● % of suppliers that are engaged in our values programme			
Risk - review our business continuity strategy to ensure fit for purpose to protect GNM		Risk - review of global data protection standards and continuity strategy updated					
Finance - implement a Values (sustainability) programme for GNM procurement		Procurement values programme - supplier and service type sustainability and ethical risk model in place	What our people said: ¹ ● I am confident that we will live by our values as we move GNM forward		49%	56%	65%
		Guardian sourcing values - co-created set of principles for supply to the guardian					

Target for 2016 (to improve on last year's performance)



People and community

Our goal	Our targets
Ethical culture	Diversity of GNM's workforce: increase % of staff from ethnic minorities
Developing people	Staff engagement through volunteering: increase % of staff engaging with GNM through volunteering
	Increase staff engagement with GNM: based on responses to annual staff survey: loyal to, speak positively of and go extra mile for GNM
Duty to the community	Community reach: maintain the number of individuals supported through our community programme and Education Centre

Climate responsibility

Our goal	Our targets
Operational efficiency	Building energy: reduce GWh of energy consumed across UK and international office and print sites
Resource and pollution	Sustainability of our paper sources: maintain % of sustainable fibre per tonne of paper purchased
	Sustainable waste disposal: increase % of waste sent for recycling or re-use
Carbon management	Carbon efficient digital media: reduce carbon emissions per £1m of digital revenue (tCO ₂ e)
	Carbon efficient print media: reduce carbon emissions per £1m of print revenue (tCO ₂ e)

Open and independent

Our goal	Our targets
Courageous and independent	What our audience said: improve the % who feel our news coverage is trustworthy
Open access	What our people said: increase those who believe their views are listened to
Open reporting	What our audience said: increase % who feel we are open about editorial and business practices

Good business

Our goal	Our targets
Championing sustainability	Coverage of a sustainable future: increase the monthly unique browsers of sustainability lead sites on theguardian.com
Net positive revenue	Delivering net positive revenue: grow % of YoY net positive revenue growth
Commercial security	What our people said: increase % of those confident that we will live by our values as we move GNM forward

Notes

- 1 GNM annual staff survey
- 2 Refers to survey of volunteering week project managers
- 3 Figures released by ABC (Audit Bureau of Circulations).
- 4 Annual global readers' survey
- 5 The PCC became the Independent Press Standards Organisation

in September 2014. GNM is not a member.

- 6 PUE is a measure of how efficiently a computer data center uses energy
- 7 Unproductive energy is the minimum energy demand or baseload when there is no operational activity i.e. no printing. This value should be as low as possible as there is no output or

value generated.

- 8 Sustainable fibre includes both recycled and certified virgin sources such as FSC/PEFC
- 9 For scope of total emissions see operations section of the report
- 10 Data on Guardian sustainability sites include: Guardian Environment, Global Development & Guardian Sustainable

Business (GSB)

- 11 Net Positive Revenue: Generate revenue in line with editorial values that champions social & environmental justice
- 12 Excludes paper sales, subscriptions and digital display advertising