



Living
our
Values
2014
PERFORMANCE

What does sustainability mean?

These days it is used to describe everything from lifestyles to forests. At Guardian News & Media (GNM), we have been thinking about what it means to us and have distilled it down to three things: **being independent editorially and financially; being environmentally responsible; being committed to social justice.**

These sustainability aims are underpinned by our values of: **honesty, cleanness (integrity), courage, fairness, a sense of duty to the reader and the community.**

To see if we are achieving these three aims, we measure our progress in four distinct areas:

People and community

Are we forming partnerships for sustainable growth?

Open and independent

Are we building a trusted relationship with an engaged audience?

Climate responsibility

Are we reducing the cost and impact of our operations?

Good business

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

So, how are we doing?

People and community: Our education centre was awarded first prize at the World Association of Newspaper awards. Volunteering continues to bring staff together at GNM, even though hours contributed to the community have fallen because of increased time pressure on staff. We have increased the diversity of our staff through training and outreach schemes but there is still more to do.

Open and independent: The Guardian was awarded the Pulitzer prize for public service, the highest accolade in US journalism, for its NSA revelations. Our efforts to increase the diversity of our writers and contributors and the range of voices represented on our site and in our papers have been recognised by our readers. Internally, staff would like to see more transparency, particularly when it comes to matters that directly affect them.

Climate responsibility: Our prints sites, offices and data centres have delivered fantastic improvements in energy efficiency due to the dedication of our operations and digital development staff. Sustainable sourcing of our paper has improved again, with a shift to more recycled stock from the UK. Waste generation has, unfortunately, increased and recycling rates have fallen, as a result of changes in the business.

Good business: We have seen significant growth in the readership of our sustainability coverage; our readers feel our coverage is improving but not across all topics. We are continuing to grow revenue that supports our values and helps to build a more sustainable future - we call this net positive revenue (NPR). Our staff are also more confident about the future of the business and they believe that our values play an important role in its success.

The following pages provide a detailed overview of what we did last year to support our performance in the four challenges set out above. On the final page you can read about our focus and targets for 2015. We hope you find it insightful and would love to hear your feedback and comments - [click here](#).



Key for Performance section:	
Improvement great 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 2014	What did we do?	How well did we do it?	2013	2014
Ethical culture	HR - accessibility of GNM jobs for unrepresented groups including disability	Un-conscious bias training - tackling biases in the recruitment process	Diversity of GNM's workforce¹: ● % of staff from ethnic minorities	13% (166 FTE)	14% (181 FTE)
		Digital journalism - scheme for developing trainee journalist from diverse background	● % of staff who are women	42%	44%
		Disability outreach scheme - programme to reach graduates and entry level candidates	What our people said²: ● I am treated with fairness and respect	76%	77%
		Fair pay - forum to increase transparency of executive pay	● I feel my pay is fair	41%	44%
Developing people	Sustainability - use volunteering to up-skill staff, increase wellbeing and collaboration	Women's mentoring programme - exploring career development and progression for women	Staff engagement through volunteering¹: ● % of staff increasing engagement with GNM through volunteering	16%	16%
		Digital skills training - Let talk Digital series and specialist training	What our people said: ● I improved leadership skills through volunteering ³	78%	82%
	HR - continue our digital skills training and staff engagement across our global business	Talent management system - new system to manage performance development and training	● I am given opportunities to increase my skills ²	49%	48%
		Print skill training program - comprehensive cross skill training	Training hours: hours of management and core skills training ⁴ (Training hours per employee)		2154 (1.4)
Duty to the community	Sustainability - use volunteering to share skills with community partners to address austerity impacts	Volunteering Week 2013 - 17 diverse projects, 14 community partners and 201 staff	Volunteering in the community: % of staff who volunteered through the community programme	22.8%	24%
		Sharing skills projects - providing IT support for our community partners	Hours of volunteering: hours of staff time dedicated to supporting the community	3200	3137
		Community programme - 50 individual volunteering projects	Community reach: individuals supported through our community programme or education centre	8023	8444
		World Association of Newspapers 2013 award - our education centre took joint first prize			

Open and independent



Our goal	Focus for 2014	What did we do?	How well did we do it?	2013	2014
Courageous and independent	Editorial - enhancing our position as global news provider and upholding our editorial purpose	Pulitzer Prize: Guardian awarded for its NSA revelations	Our audience: ● Monthly unique browsers of theguardian.com ⁸	78.3 m	102.3 m
		Press freedom - facing intimidation from UK Government	What our audience said⁵: ● % who believe we make information public that would otherwise be hidden	86%	88%
	Marketing - ensuring that all brand and marketing activity enhances GNM's integrity and values	Campaigning journalism - worldwide "End Female Genital Mutilation" media campaign	● % who feel our news coverage is trustworthy	87%	87%
		Guardian Australia - launched May 2013 challenging the political and media status quo	What our people said²: ● I think it is safe to speak up and challenge the way things are done	60%	61%
Open access	Digital - reducing barriers to improve on-line commenting of new and diverse voices	Online commenting: Diversity questions incorporated into on-line survey	Diversity of our Voices⁶: ● Monitor the % of women commenting on-line	30%	32%⁹
		Open source projects: sharing learnings of digital product development	What our audience said⁵: ● % who believe we give a voice to under-represented groups in society	63%	68%
	Diversity - increase diversity of writes and freelancer and articles commissioned	Diverse writers: pitching seminars to encourage minority writers	● % who feel we present a broad range of perspectives from a range of writers	77%	79%
		IndigenousX - Guardian Australia's Commentisfree series	What our people said²: ● I believe my views are listened to	53%	55%
Open reporting	Editorial - update editorial and commercial guidance for sponsored content	Sponsored content guidelines: updated to reflect the more complex requirements of online content	Responsiveness to readers views⁷: complaints against Guardian dealt with by the PCC	172 Complaints	131 Complaints
			● Breaches of Editorial Code	5	2
	Readers' editors - maintain our high editorial standards and listen, respond and reflect our readers' interests and assessment	Sponsored content labelling: providing clarity on commercial/editorial content	What our audience said⁵: Guardian and Observer are open about its business practices	68%	70%
		Request for deletion¹⁰ - Readers Editors developing test rules and guidance	What our people said²: ● I am kept informed of matters affecting me	52%	47%
		● Senior management are open and honest in their communication with staff	40%	49%	

Climate responsibility



Our goal	Focus for 2014	What did we do?	How well did we do it?	2013	2014
Operational efficiency	Digital - utilisation and optimisation of IT hardware and systems	Data centre upgrades - disk storage and large capacity virtualised servers	Data Centre efficiency¹¹ : ratio of total energy used at data centre/ processing energy or (power usage effectiveness, PUE)	1.5 PUE	1.4 PUE (-7%)
			Unproductive energy^{12 13} : as a % of average energy used for print operations	29% (289kWh)	18% (177kWh)
	Finance - improve monitoring and reporting to reduce impacts and costs	Energy monitoring - targeting the reduction of energy at Kings Place	Print building management - new strategy to reduce heating, lighting and baseload energy	Building energy : GWh of energy consumed across UK, international office and print sites	18.8GWh
Sustainable paper sourcing - switch from uncertified stock to UK recycled					Sustainability of our paper sources¹⁴ : % of sustainable fibre per tonne of paper purchased ¹⁵
Resource and pollution	Procurement - engaging suppliers on non-certified virgin source	Print efficiency programme - reducing ink and water in printing process	Water consumption : million of litres (ltrs) of water used across our print sites	5.6m ltrs	5.4m ltrs
			Data centre upgrades - reduced physical kit from 500 to 80 servers		Waste Generated : total generation of waste across our UK operations in tonnes
	Technology - consider energy, resources, waste, time in the life cycle of IT hardware and systems	IT waste management - new collection arrangements to improve reuse and data security	Sustainable waste disposal¹² : % of waste sent for recycling or re-use	89%	88%
			Digital network - new high-performance telecommunications networks routing data into Kings Place		Total carbon emissions : Emission generated from print, digital and business operations (tCO ₂ e) ¹⁶
Carbon management	Sustainability - wider engagement with stakeholders to progress digital sustainability research	Digital engagement - Future of Journalism conference and Journal of Digital Journalism	Carbon efficient digital media⁶ : carbon emissions per £1m of digital revenue (tCO ₂ e)	108t per £m	109t per £m
			Print supplier sustainability day - conference to engage and explore future opportunities for collaboration		Carbon efficient print media¹⁴ : carbon emissions per £1m of print revenue (tCO ₂ e)
	Operations - develop a cross print sustainability partnership team and engagement programme with suppliers				

Good business



Our goal	Focus for 2014	What did we do?	How well did we do it?	2013	2014									
Championing sustainability	Editorial - convening ideas, insights and debates for progressive business leaders	Digital interactives: creating new ways of telling sustainability stories	Coverage of a sustainable future⁷: monthly unique browsers of guardian sustainability sites ¹⁷	4.4m	6.7m (+55%)									
		Events and campaigns: Global supply chain and Activate summit series	Pages views (pv) of sustainability sites on theguardian.com	77.4m pv	96.5m pv									
		New professional networks - launch of Women in Leadership network	What our audience said⁵: ● % more coverage on ethical finance & business	41%	50%									
	Marketing - tracking the importance and competitive position of sustainable content	Tracking value: Monitoring commercial value of sustainable coverage	● % who rated the following coverage good or excellent ¹⁸ :	<table border="1"> <tr> <td>Climate change</td> <td>67%</td> <td>73%</td> </tr> <tr> <td>Global Development</td> <td>67%</td> <td>69%</td> </tr> <tr> <td>Ethical finance and business</td> <td>51%</td> <td>48%</td> </tr> </table>	Climate change	67%	73%	Global Development	67%	69%	Ethical finance and business	51%	48%	
Climate change	67%	73%												
Global Development	67%	69%												
Ethical finance and business	51%	48%												
Net positive revenue ²⁰	Finance - explore whether we are fully exploiting net positive sales data	Revenue data: review of Net Positive Revenue data collection and monitoring	Delivering net positive revenue¹⁹: ● % of YoY net positive revenue growth	+18%	+10%									
	Digital - track actual and potential net positive revenue generation in digital services	Digital Agency - targeting sustainability work including SABMiller sustainable farming programme	● Total net positive revenue generated in millions of £ ²⁰	£12.5m	£13.8m									
		Sponsored content: Live Better Challenge, sponsored by Unilever	● Net positive revenue as a percentage of total GNM income ²¹	15.5%	16%									
Commercial security	Finance - continue supplier category sustainability risk mapping and assessment	Procurement values programme: Assessment of sustainability risk in procurement categories	Procurement that lives our values¹²: ● % of suppliers that are engaged in our values programme		In development									
		Personal data: Data privacy and security training and communication across GNM	What our people said²: ● I am confident that we will live by our values as we move GNM forward	49%	56%									
	Risk - ensure good governance and compliance in support of our audience and values	Personal data: Developing a simple and transparent statement around how we collect personal data	● I believe the senior management has a clear vision for the future of GNM	40%	58%									
		Supplier assessment: Score cards approved for use by Risk and Info Security Team												

Focus for 2014/15



People and community

Our goal	Focus for 2015	Our targets	2015
Ethical culture	Diversity - Develop more diverse writers and contributors	Diversity of GNM's workforce¹: Increase % of staff from ethnic minorities	14% (181 FTE)
Developing people	HR - Embed new HR talent system across the business	Staff engagement through volunteering¹: Increase % of staff engaging with GNM through volunteering	16%
	Sustainability - Deliver Volunteering Week 2014	Increase staff engagement with GNM by 2%¹: based on responses to annual staff survey: loyal to, speak positively of and go extra mile for GNM	56%
Duty to the community	Commercial - Raise the profile of volunteering	Community Reach: maintain the number of individuals supported through our community programme and education centre	8371
	Operations - Building local community partnerships		
	Education Centre - Deliver the schools programme		

Open and independent

Our goal	Focus for 2015	Our targets	2015
Courageous and independent	Editorial - enhancing our position as global news provider and upholding our editorial purpose	What our audience said: Maintain the high % who feel our news coverage is trustworthy	87%
Open access	Digital - build an "Values" network among digital staff	Diversity of our Voices⁶: Monitor the % of different & diverse users commenting and contributing	In development
Open reporting	Commercial - produce a customer care charter	Responsiveness to readers views⁷: Reduce the complaints against Guardian dealt with by the Press Complaints Commission	131 Complaints
	Sustainability - report on departments "Values Plans" and board KPIs	What our audience said: Increase % who feel we are open about editorial and business practices	70%

Climate responsibility



Our goal	Focus for 2015	Our targets	2015
Operational efficiency	Operations - energy efficiency pilot projects and building use optimisation	Building energy: Reduce GWh of energy consumed across UK and international office and print sites	17.6 GWh
Resource and pollution	Finance - maintain commitment to the GNM paper policy	Sustainability of our paper sources¹²: Maintain % of sustainable fibre per tonne of paper purchased	98%
		Sustainable waste disposal¹⁴: Increase % of waste sent for recycling or re-use	88%
Carbon management		Carbon efficient digital media: reduce carbon emissions per £1m of digital revenue (tCO ₂ e)	109t per £m
	Operations - infrastructure redesign of telecommunications network (WAN) and further virtualisation of servers	Carbon efficient print media¹⁴: reduce carbon emissions per £1m of print revenue (tCO ₂ e)	160t per £m

Good business

Our goal	Focus for 2015	Our targets	2015
Championing sustainability	Marketing - undertake Mood of the Nation 2014/15 research	Coverage of a sustainable future⁷: Increase monthly unique browsers of sustainability lead sites on theguardian.com	6.7m
	Events - run workshops for Unilever Live Better Challenge		
Net positive revenue	Commercial - ensure the department is better informed about the ethical considerations in commercial partnerships	Delivering net positive revenue²⁰: Grow % of YoY net positive revenue growth	+10%
	Finance - support the robust collection of net positive revenue (NPR)		
Commercial security	Operations - identify and build consensus among print supply chain on a sustainability collaboration project	Procurement that lives our values¹²: Increase % of suppliers that are engaged in our values programme	In development
	Risk -review our business continuity strategy to ensure fit for purpose to protect GNM		
	Finance - implement a Values (sustainability) programme for GNM procurement		

Notes

- 1 Objectives for Director of HR, Sustainability and Pensions
- 2 GNM annual staff survey
- 3 Refers survey of volunteering week project managers
- 4 Training hours reported is a significant under representation of actual training across the business due to available data in 2013/14. This is being addressed for 2014/15.
- 5 Annual readers' survey for The Guardian, Observer and theguardian.com readers
- 6 Objective for Chief Digital Officer
- 7 Objective for Editor in Chief
- 8 Figures released by ABC (Audit Bureau of Circulations).

- 9 Unfortunately, the Adobe survey tool has been discontinued
- 10 "the right to be forgotten" following the privacy ruling by the EU Court of Justice
- 11 PUE is a measure of how efficiently a computer data center uses energy
- 12 Objective for Chief Financial Officer.
- 13 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.
- 14 Objective for Director of Operations
- 15 Sustainable fibre includes both recycled and certified virgin sources such as FSC/PEFC

- 16 For scope of total emissions see carbon footprint section of the report
- 17 Data on Guardian sustainability sites include: Guardian Environment, Global Development & Guardian Sustainable Business (GSB)
- 18 Response refers to theguardian.com respondents only within the Readers Survey
- 19 Objective for Chief Commercial Officer
- 20 Net Positive Revenue: Generate revenue in line with editorial values that champions social & environmental justice
- 21 Excludes paper sales, subscriptions and digital display advertising