



Working Report  
2016-2017

# The Guardian Media Group working report

The Guardian Media Group working report covers the period 1 April 2016 to 31 March 2017. The report follows a proud tradition established between 1947 and 1989, when working reports were issued by the Manchester Guardian and Evening News Ltd. John Russell Scott, founder and chairman of The Scott Trust and managing director of the Manchester Guardian and Evening News Ltd, introduced the first working report for the company in 1947, saying:

**“It is a good thing that those who are employed in the service of our company should know as much as possible about the business which earns for them their bread and butter.”**

As we seek to bring our readers, subscribers, members and others closer to our journalism, this report aims to provide an insight into our activity over the year.

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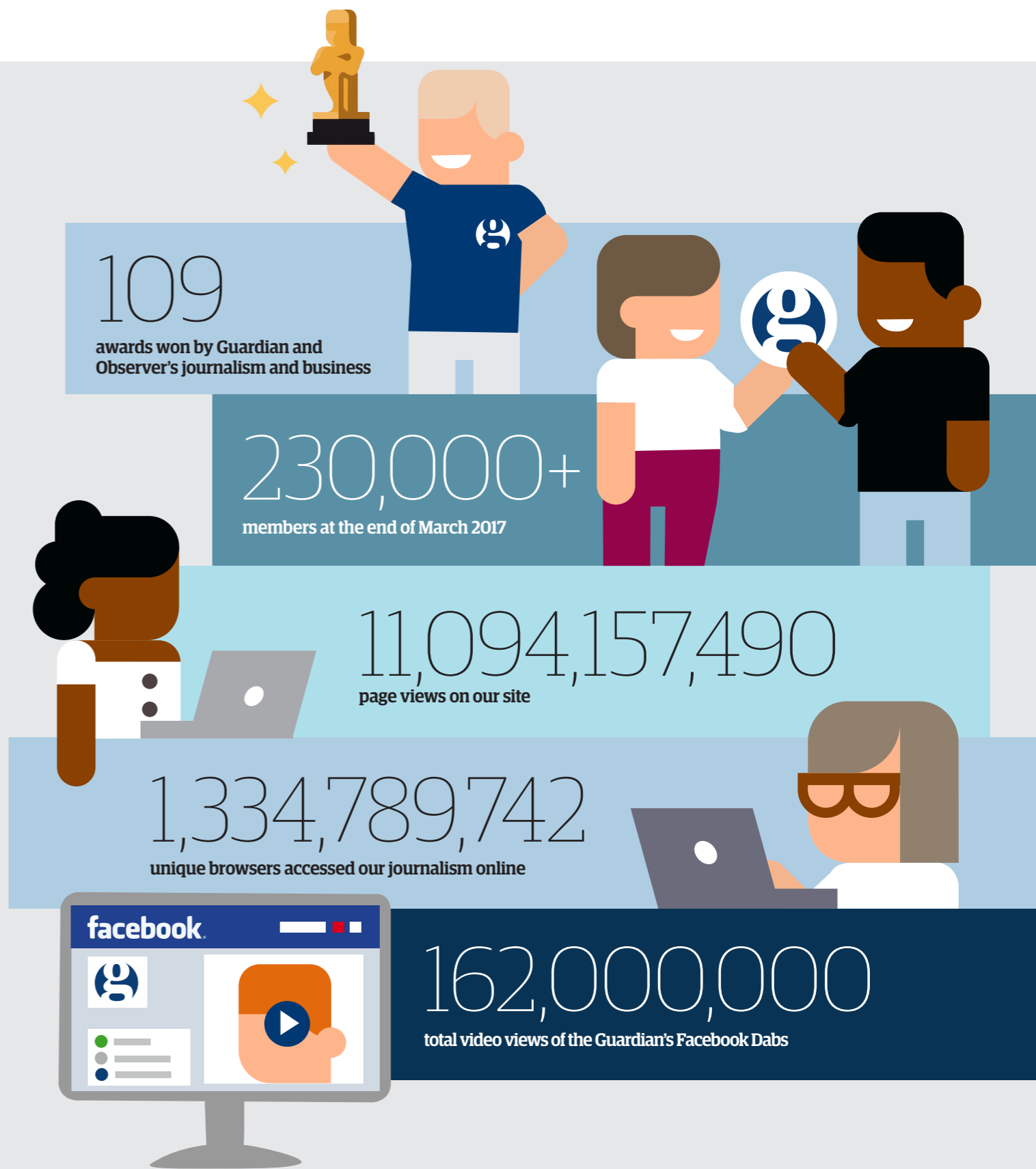
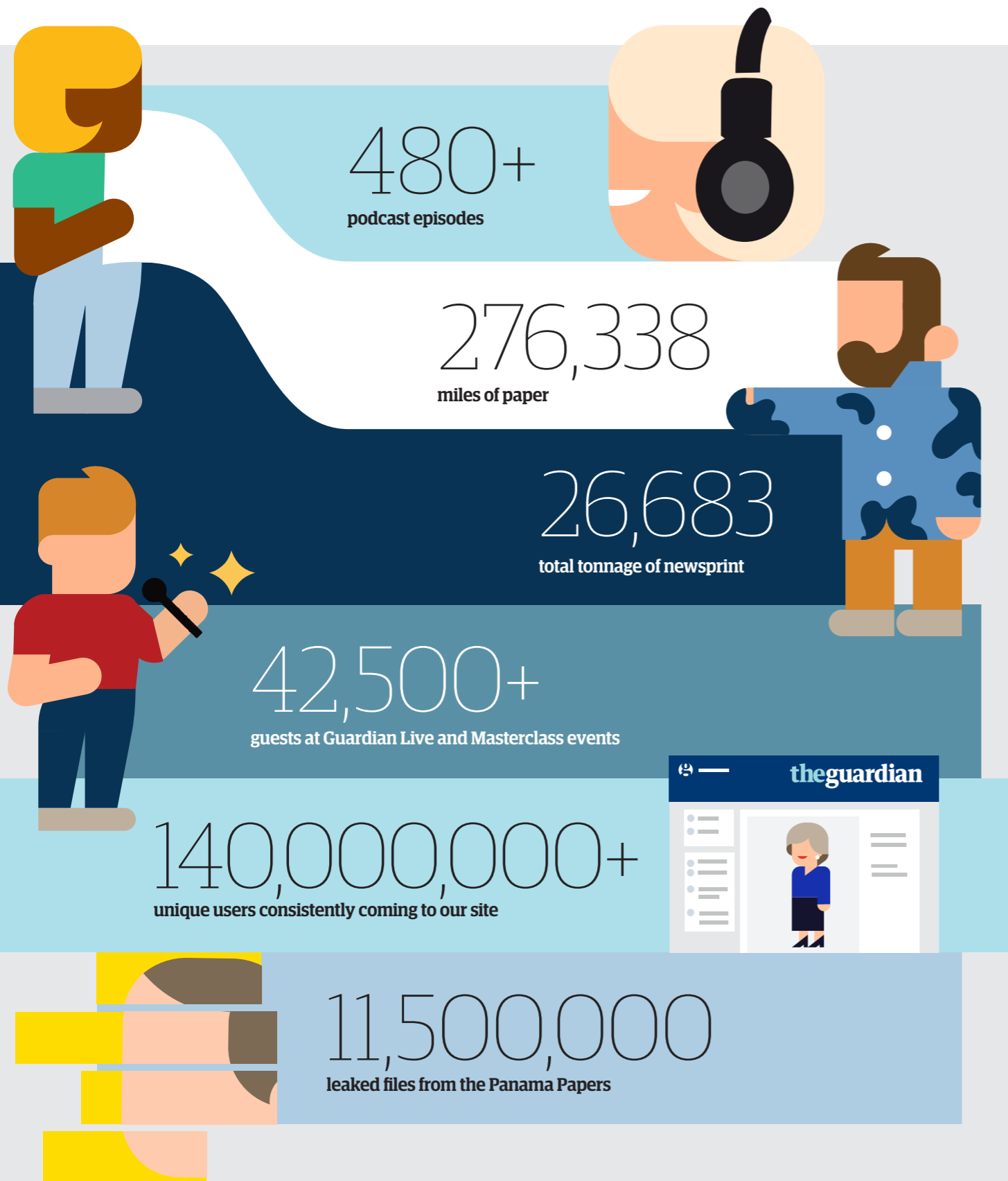
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Your reporting is stellar and your opinions are sharp  
**Jörn**, *Guardian supporter, US*



# A year in numbers



## Introduction from the editor-in-chief



**Katharine Viner**

It was a year of seismic news. The vote for Brexit and the election of Donald Trump threatened to overthrow the established political order and challenged news organisations that were already facing a business model under strain. Throughout its history of almost 200 years, the Guardian has found its voice most clearly at moments of crisis, and so it has felt these past 12 months. I am proud of how our journalists - in Britain, the US, Australia and around the world - rose to multiple challenges, reporting fearlessly and ceaselessly, holding power to account and untangling the complexities of the modern world.

The response has been not just a rise in our global readership but also clear evidence that the relationship we have with our audience is growing ever deeper: metrics that show a staggering rise in the number of pages that visitors to our digital platforms read; figures from government regulator Ofcom in the UK that show the Guardian is considered more accurate, reliable and trustworthy than any of our competitors, from newspapers to news apps to broadcasters, including the BBC; heartening sales in print of the Guardian and The Observer (the oldest Sunday newspaper in the world, which celebrated its 225th birthday in December); and hugely encouraging figures for how Guardian readers have become our supporters, via membership and contributions.

Reporting is the bedrock of what we do, and while in the run-up to the Brexit vote and the US election we followed every twist of the political narrative - often through our indefatigable live coverage - I was also keen that Guardian reporters escaped the Westminster and Washington bubbles and went to places that other news organisations didn't. Reporters went out, got to know a place, listened to what people were saying, and revealed why voters acted as they did. Reporters were on the ground intensively reporting terror attacks around the world, bravely running towards danger. Our unrivalled team of opinion writers, too, has established the Guardian as the place where the most important debates of our age will take place.

Scoops and great investigative reporting are critical, beginning with the [Panama Papers](#) and encompassing the shocking [child abuse scandal in British football](#), the [gig economy](#), Silicon Valley tech titans, [leaked Australian immigration detention system documents](#) and many more. Meanwhile, our coverage of sport and the arts, together with the excellence of our features writers, have brought delight and inspiration.

We have also flourished on new platforms and in new media, as the way we tell stories evolves in step with changing reading (or viewing) habits. Guardian journalism is thriving as short-form video on Facebook and Instagram, while some of our most powerful work came in the form of lengthy [documentaries](#) and [virtual reality](#).

Writing in 1921, the great Guardian editor CP Scott talked about how the different teams in the Guardian "should be like a racing boat's crew, pulling well together, each man doing his best because he likes it, and with a common and glorious goal". We would now talk about each woman as well as each man, but Scott would surely appreciate the efforts of the commercial teams here, of colleagues in digital development and in different departments across the globe. Even in a year with a news agenda like this one, everyone at the Guardian has worked together tirelessly.

Finally, this was the year in which news itself became the news, with a US president calling the media "enemies of the people", and confusion everywhere about what constitutes "fake news". Governments around the world took measures to restrict press freedom, in some cases threatening and endangering reporters. We continue to hold ourselves to the highest possible journalistic standards - backed up by our unique Scott Trust ownership structure, with no proprietor or shareholders - because at a time when journalism is under attack, we believe that what we do can make a difference. I hope you do too, and I would like to thank you for supporting us together with the values that the Guardian was founded to defend.



*The Guardian kept me informed on election night (as on so many occasions). We are at such a significant, uncertain time, worldwide. I want the Guardian to continue to reflect that, respond to and question it*  
**Susan, Guardian supporter, UK**



*I appreciate an alternative to newspapers owned by billionaires. You give me hope*  
**Fred, Guardian supporter, UK**

## Introduction from the CEO



**David Pemsel**

Our industry faces dramatic challenges. The advertising market that has underpinned the funding of news organisations for more than 200 years is more severely challenged than at any time in living memory, and news organisations around the world are exploring new models as print circulation and ad revenues continue to decline. Facebook and Google continue to disrupt the digital distribution of news, as well as receiving the vast majority of digital advertising growth in 2016. News organisations large and small, old and new, are struggling to make their way in this environment.

In late 2015 and early 2016, Guardian Media Group undertook a fundamental review of our business, our objectives, our cost base and our prospects for growth. The result was a strategy founded on reader relationship. We will make the Guardian sustainable, with our core Guardian News & Media news business breaking even by 2019. In 2016-17, the first year of our strategy, we have taken a number of tough decisions and, thanks to the dedication of each one of our employees, we have made significant progress towards our goals.

This working report represents the first year of a three-year strategy to rebalance the business, focus on new revenue streams and build deeper relationships with our audience. Over this year, we have reduced our operating losses by 35% and have disposed of our remaining 22.4% stake in Ascential plc, raising £239m in the process to bolster our endowment fund and cash position.

We have continued to evolve our advertising business, enhancing our relationships with advertisers and agencies, and renewing our Guardian Labs proposition. We continue to develop our print and digital advertising offerings, based on the trust and quality that readers and brands associate with the Guardian.

We are strengthening our relationships with our readers - in 2016-17, we increased the number of readers who come to us regularly to around 9 million a month. And we have made it easier for them to support our journalism financially. The strong news agenda over the past 12 months has encouraged more and more readers to seek out and support the Guardian's trusted journalism. As of April 2017, we had more than 400,000 paid relationships with

readers, either as print or digital subscribers or as supporters through our membership scheme, which is performing particularly strongly. An additional 190,000 readers gave us one-off financial contributions last year, motivated by particular causes or by the values they share with the Guardian. In a complex, sometimes troubling world, readers not only seek out high-quality journalism, free of influence - they are willing to support it.

The Guardian has a global brand and audience, and our international businesses have progressed well. Guardian Australia continues to grow, and has made a meaningful impact on the Australian media landscape in the four years since launch. In the US, given the rapidly shifting advertising market, we undertook a thorough review of our business, cutting back on some roles - but I am very pleased that Guardian US has grown revenues and readership for the fourth year running, and will be in profit this year.

We continue to build on the Guardian's reputation for innovation, and have partnerships with both Founders Factory and Betaworks that connect us with promising start-ups in the media sector and adjacent industries. We are constantly exploring new partnerships and new platforms: this year we launched our [Facebook Messenger chatbot](#), allowing readers to get a daily morning briefing; we launched [Guardian podcasts on Spotify](#); and we have a significant partnership with Google on the [use of virtual reality for news and storytelling](#). We have also signed a number of important philanthropic partnerships, enabling funders such as the Rockefeller and Gates foundations among others to support Guardian journalism. In the year ahead, we will continue to diversify the range of our partnerships, both to fund our world-leading journalism and to improve the experience we offer to readers.

The challenges we face are substantial, and the pace of change huge. Even so, in 2016-17, we made significant progress against our financial and strategic goals. As this report shows, our organisation has taken big - and sometimes difficult - steps to ensure that the Guardian is able to thrive in a rapidly changing world.

# A year of outstanding journalism

The UK's political landscape was dominated by one event: the vote on 23 June 2016 to exit the European Union. We are still feeling the aftershocks, which include huge economic and social shifts. Coverage of the referendum was led by our political editors Anushka Asthana and Heather Stewart, while our video series [Anywhere But Westminster](#) provided eye-opening, on-the-ground reporting from across the country. We sought to explain the issues at stake through expert analysis and commentary, we sought the particular perspective of younger voters and the view in (the rest of) Europe, and writers including Martina Hyde and John Crace brought a mordant wit to proceedings. The Friday of the result saw what was at the time a record number of visitors to the Guardian website.

Much of our reporting last year focused on areas of injustice and exploitation. Several investigations on the gig economy – including going [undercover in Sports Direct](#), where reporter Simon Goodley revealed that many workers were receiving less than the minimum wage – provoked a government inquiry.

Daniel Taylor's remarkable series of [exclusive stories about child abuse in British football](#) at all levels produced instant and extraordinary results: more than 500 victims have come forward with their stories and the ongoing investigation involves 22 police forces. He was named both [reporter of the year and sports journalist of the year at the British Press Awards](#).

Meanwhile, pursuing the devastating story of the 1989 Hillsborough disaster through countless court machinations, [David Conn](#) was the only national news reporter to attend every day of the two-year inquest. At the press conference that followed the verdict in April, the victims' families gave him a round of applause; his final story was one of the most moving pieces of journalism of this or any other year.

“I read you daily. I want you to thrive!”  
Jennifer,  
Guardian supporter,  
Australia

**the guardian** £2.00 (IR €2.50) Wednesday 29.03.17

**Today Britain steps into the unknown**

**Over. And out.**

• Britain votes for Brexit  
• Europe tells UK: leave now  
• Scotland: we'll go it alone

• David Cameron resigns as PM  
• Pensions crash to 30-year low  
• Johnson and Gove urge calm

change as a result. The question is how ... It will be a national failure of historic proportions if the prime minister comes back from Brussels without having secured protection for jobs and living standards." But the historic action that formally begins the UK's Brexit process, following last June's referendum, continues to pitch senior political figures against each other as the ferocity of the debate shows no sign of reducing.

Michael Heseltine, the Conservative former cabinet minister, told the Guardian the move represented the "worst post-war decision taken by any modern post-war government", with the power now all in the hands of European leaders. "Our friends and allies in Europe will now tell us what conditions we must accept to trade in our largest market," Lord Heseltine said. "This is the moment when the empty phrases and undeliverable promises of the Brexiters will be replaced by the hard reality. They will decide. We will be told. It is what every Conservative prime minister I have worked for was determined to avoid."

But Iain Duncan Smith, a former Conservative leader and longstanding Brexit campaigner, insisted that it marked the "end of all of the preamble and the beginning of departure". "Tomorrow, ironically, is the day the United Kingdom becomes truly united because it has only one position: that we are leaving the EU," he said.

The former Lib Dem leader Nick Clegg said it was the moment when the "utopian wishful thinking from Brexiters" would give way to hard realities, calling on May to "face down the Brexit zealots in her own party and in the Brexit press". However, the former Ukip leader Nigel Farage said of the moment that article 50 would be triggered: "After a quarter of a century spent campaigning for this moment, it will be a big happy day."

Gisela Stuart, the Labour MP who chaired the Vote Leave campaign, called on colleagues to bring an end to the arguments. "This is when we move on. David Cameron called a nationwide referendum, which had a massive turnout and a clear majority. Whether people agreed or not, it is done."

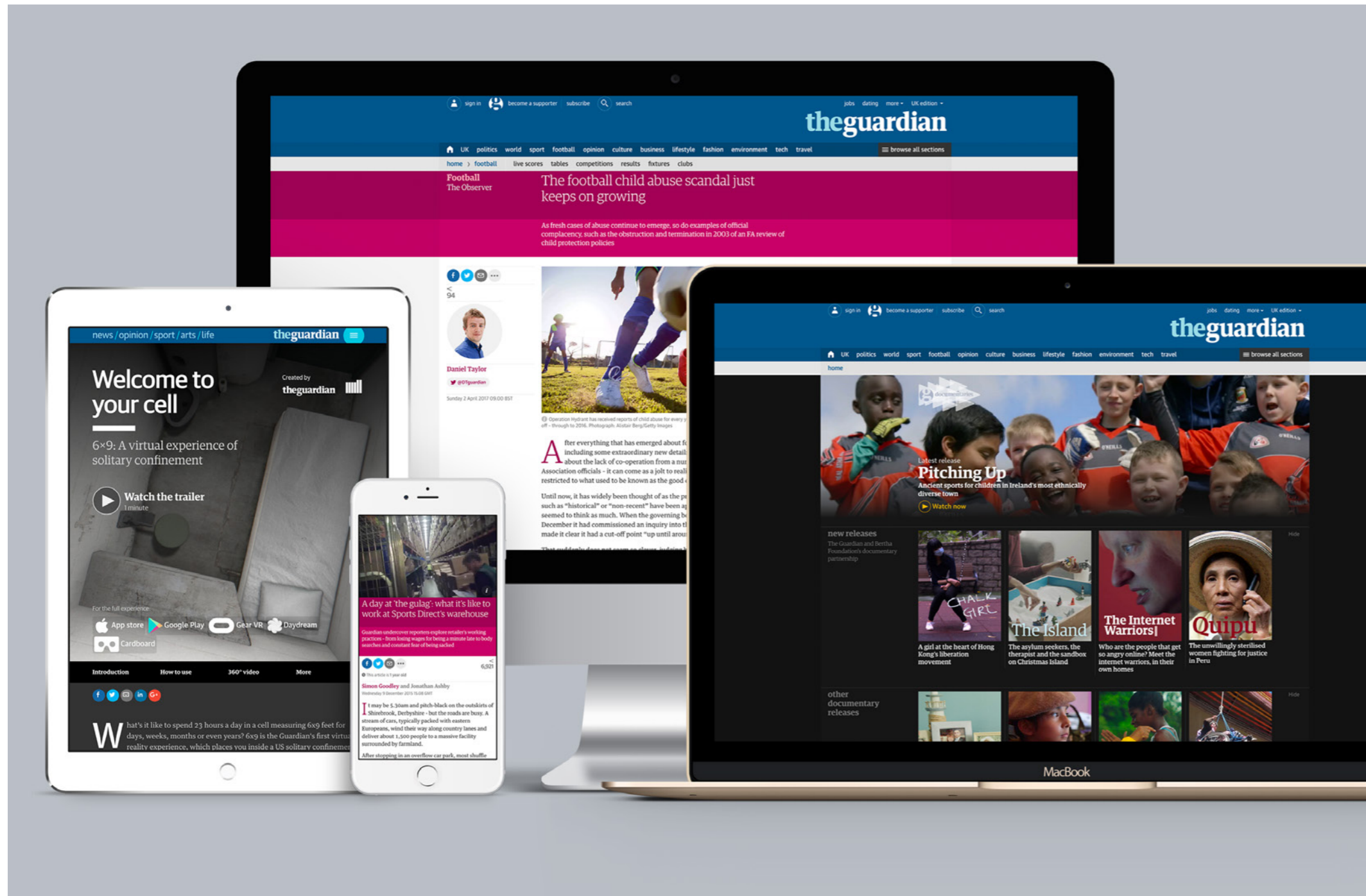
The notice to quit will be handed to Tusk by Britain's EU ambassador, Sir Tim Barrow. It marks the start of a two-year period in which British and EU27 negotiators will lock horns over questions of citizens' rights, an exit bill, immigration and a future trading relationship.

The first issue to be placed on the negotiating table is likely to be the status of EU citizens living in the UK and British people living on the continent, with some suggesting that the prime minister could be minded to set 29 March 2017 as a cut-off date for

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“This is the moment the undeliverable promises will be replaced by the hard reality”

In the wake of the Brexit vote, politics moved with amazing and bewildering speed, leading to a memorable front page of the newspaper on 25 June when David Cameron resigned as prime minister, headlined “Over and Out”. Since then, we have charted every twist of Theresa May's prime ministership and followed every machination in Brussels with our specially created team of [Brexit specialists](#), who bring in exclusive stories on both the technical negotiations and the human side.

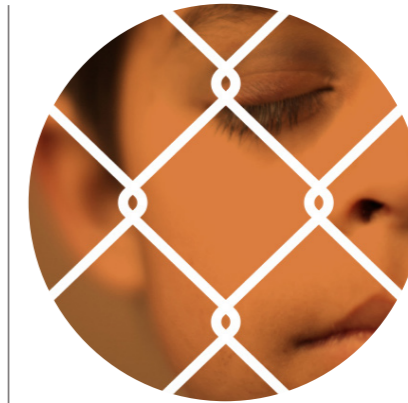


Our coverage of the closure of the [Calais refugee camp](#) stood in stark contrast to the disturbing nature of reporting in much of the rest of the British press. [Amelia Gentleman](#) won specialist reporter of the year at the British Press Awards. There was fearless reporting from Syria, where [Martin Chulov](#) accompanied Kurdish troops into battle; and from Iraq with Ghaith Abdul-Ahad's documentary film [Battle for Mosul](#) (made in conjunction with PBS Frontline). It was a terrible year for terror attacks, from Nice to Baghdad, Orlando to Istanbul to Westminster Bridge; these incidents saw teams of reporters, livebloggers and visual journalists work seamlessly together, showing one of the real strengths of the Guardian as the rolling coverage was passed from London to New York to San Francisco to Sydney and back again.

In February, Guardian US launched [Outside in America](#), a year-long series reporting on homelessness in the US, part funded by the Bill

and Melinda Gates Foundation, one of a number of bold reporting initiatives. The Guardian's first foray into virtual reality, a piece called [6x9](#), dealt with the experience of solitary confinement in a US jail and was shown at the South by South Lawn festival at the White House. But, one subject cast a dark shadow over all others in America: the election and [inauguration of the 45th president, Donald Trump](#).

The character of the Republican candidate was revealed through the US team's [exclusive interviews with two women](#) at the centre of sexual assault allegations against him, while exemplary commentary and journalism explained the appeal of Trump to American voters. The video series [Anywhere But Washington](#) showed why people were voting for Trump while Gary Younge undertook a groundbreaking collaborative reporting project, [The View from Middletown](#), delving well beneath the surface of ordinary America.



Guardian Australia's exclusive story the [Nauru Files](#) involved a cache of 2,000 leaked documents that revealed the shocking scale of abuse of children in an offshore detention centre. The report sparked international debate. The Guardian has always been renowned for its environmental reporting and the Australian team also laid bare the damage being done to the [Great Barrier Reef](#) through superbly executed reporting. In January all of our offices worked together to produce a [24 hour liveblog](#) to highlight climate change happening around the world.

Finally, one story that showed the Guardian at its very best, and also pointed a way forward for an embattled news industry: the [Panama Papers](#). This was the biggest leak in journalistic history: 11.5 million documents, spread over a 38-year period, from Panamanian legal firm Mossack Fonseca. The papers exposed how thousands of companies channel rivers of money around the globe - for the purpose of tax avoidance - and unmasked hundreds of politicians, business people and celebrities caught up in secretive deals.

An unprecedented coalition of global news organisations, led by Sueddeutsche Zeitung, the Guardian and the International Consortium of Investigative Journalists, worked on the papers for five months. The ramifications are still being felt: at least 150 inquiries, audits or investigations into Panama Papers revelations have been announced in 79 countries around the world.



Our live coverage of the US election, involving [excellent graphics and interactives](#), drove record traffic to the Guardian websites and apps: a total of **24.8 million unique browsers** and **85.3 million page views** that day, beating the records previously held by the Brexit referendum.

The Observer has made a conscious and bold decision to restate, reinforce and reiterate the values, passion and politics that brought it into being 225 years ago. Over the past year it has found a new and emphatic voice with a powerful **series of leaders** on the follies of the government's Brexit strategy, displayed boldly on its front page achieving widespread coverage and praise. The debate around Europe allowed the paper to restate its fundamental attachment to liberal Enlightenment principles of tolerance, open debate and truth. The paper used its comment pages to initiate a series of debates about critical social and political issues, introducing new writers from across the spectrum to cover themes ranging from **the future of work; the history and place of Black Britons; the impact of technological change.** Its political coverage, led by **Toby Helm** and the new policy editor **Michael Savage**, is widely recognized for its balance and breadth, and **Emma Graham Harrison** has brought a new dimension to the paper's international coverage.

It reaffirmed its commitment to long-form investigative reporting with the introduction of a new Special Report section, featuring issues such as the **spread of global corruption into Britain's suburbs**, the ethical challenges of **embryo research**, and the **world's threatened tribes**. The paper's outstanding New Review section carried a **brilliant and richly researched investigation by Carole Cadwalladr** into the use (and misuse) of data in the democratic process, which ranged from the Brexit referendum, to the US and British elections, and shone a light on the connections between politicians, billionaires and the secretive world of data hoarding and analysis. And as always the Observer has played host to a peerless group of feature writers and critics, such as **Rachel Cooke, Rowan Moore, Tim Adams, Laura Cumming** and **David Mitchell**. To its core of widely admired columnists, such as **Eva Wiseman** and **Mariella Frostrup**, the magazine added investigations with a human interest at their centre, such as Chris McGreal's **outstanding account of revisiting the Vietnamese boat people** he helped rescue when he worked as merchant seaman in the early 70s. **Observer Food Monthly** continues to attract new readers and set standards in writing about food across the national press.



“Today, when so much seems to be going wrong in the world, the Guardian is working hard to confront and challenge those in power. I want to support that Robb, Guardian supporter, Canada





# A year for supporting the Guardian

It has been a transformative 18 months for the Guardian's relationship with its readers. While others have looked to paywalls to fund their work, we've been pursuing a different approach - working with our readers to build a sustainable business model in the face of declining advertising revenues.

We have revisited and reimagined the Guardian's existing membership scheme, launched in 2014, so that it is now rooted in the Guardian's journalism, ethos and global outlook. And we have listened to our readers, who tell us how much they value the Guardian's quality, independent journalism and how willing they are to support it.

While buying a print newspaper is an ongoing habit for some of our readers, most now experience our journalism in a digital format. We are asking people to support Guardian journalism and many say they will pay for it. We are asking people to pay for it voluntarily, because they support it.

In the US, this is not an unusual approach. But we are the first media organisation to pursue this model in the UK. We are able to do so because our unique ownership structure - we have no billionaire owner and **The Scott Trust** is our sole shareholder - means that money from our readers goes directly into producing our journalism.

We are thrilled with the progress we're making. Over the past year, readers responded to our coverage of the EU referendum and elections in the US and UK particularly, to help us grow our support at speed: in January 2016 we had 15,000 members; by the end of March 2017 we had more than 230,000. We have learned that supporting the Guardian is not a one-size-fits-all proposition. Some people want to join us, giving money on a regular basis, while others want to support us when they feel moved to, or when they are able.

So this year we also began to introduce a way for readers to fund our journalism through one-off contributions, of an amount of their choosing. This has had an enthusiastic response,

especially in the US, and by March 2017 we had received more than 190,000 individual contributions from more than 100 countries around the world.

Our new members and contributors join the 185,000 loyal print and digital subscribers whom we value immensely. Overall, more people than ever are paying for our journalism in some form - whether that's through membership, one-off contributions or print and digital subscriptions - and by the end of March 2017 we were getting about the same amount of money from our readers as we did from advertising.

We still have a long way to go - but our evidence-led approach means we're continually learning what works best for us and our readers. It also allows us to listen more closely to what they tell us is important about the Guardian's coverage. Our goal isn't just to find a new business model for the Guardian. It also presents a fresh opportunity to focus our journalism on what both we and our readers most care about: in-depth, rigorous investigative reporting that has a positive impact on the world. This year, we have been developing new collaborative journalism projects with our readers, and working harder to make our journalism clearer and more useful to them.

All of this feels particularly pertinent given the current political context - Britain's historic decision to leave the European Union, the election of Donald Trump in the US, and the ongoing global challenges of inequality, climate change and the refugee crisis. As our supporters regularly tell us, the role of the Guardian's fair and factual reporting, informed by our progressive and liberal values, feels more important now than ever.

We have much more to discover and to do. What's heartening is that hundreds of thousands of our readers, in the UK, US, Australia, Europe and the rest of the world, want to do that with us. By pledging their support, our readers are helping the Guardian's journalism, and the impact it has in the world, to thrive and flourish in a new era.



*I realised just how important your reporting is to me and how much I value being able to read coverage of current affairs without unacceptable bias and sensationalism. I realised that I need to do my bit to support you financially if I want this to continue*

**Alison, Guardian supporter, UK**

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Membership

Get closer to our journalism

theguardian  
members

The Guardian | Saturday 17 June 2017

## We need to talk about... Readers' thoughts on the future of Brexit



We want to hear your views and questions about Britain leaving the EU and how the Guardian is covering the story, writes **Vicky Frost**

It will soon be a year since Britain voted to leave the European Union. A year in which we have learned relatively little about what is likely to happen next - Theresa May has not only failed to progress beyond "Brexit means Brexit", she appears also to have massively weakened her negotiating hand. The "Brexit election" she rashly called after triggering article 50, which started the 24-month period in which the UK needs to strike a deal, has delivered less certainty about what it might contain. And yet the first round of exit negotiations is meant to begin in Brussels on Monday.

We have heard feedback from many Guardian members and contributors on this subject; you have told us that you want more Brexit coverage, and that you are relying on us to hold politicians to account; to reveal the reality of claim and counterclaim. But you have also had very different views of the important issues, the best solutions to them, and the way in which we are covering them. This is unsurprising, perhaps, when our supporters now number many hundreds of thousands, living around the world.

For the latest in our podcast series We Need to Talk About... we'll be discussing Brexit - and we want to reflect the full range of your voices. In the podcast, which I host, we'll feature members' opinions and views, and will also put some of your questions on the subject to an expert panel of Guardian journalists and guests.

We'd like to hear from members on all sides of the debate, and from all around the world. What are the Brexit issues that most concern you at this time? What are your hopes and fears for the negotiations? Even if you have contacted us before on this subject we'd love you to get in touch again; your position may have changed to reveal new questions or your thoughts may have been reinforced by recent events. In this podcast, everything Brexit is up for debate.

Members who voted to remain have explained why the Guardian's voice matters in a media landscape dominated by Eurosceptic opinion. One contributor told us: "I'm in favour of in-depth, honest journalism. I'm a journalist overseas and had followed the Brexit referendum. The level of dishonest reporting from a section of



Clockwise from main image: Boris Johnson; Leave eu supporters; a Brexit flotilla; David Cameron; a remain supporter  
Main photograph: Stefan Rousseau/PA

the press was absolutely shocking and shameful." But we know, too, that you hold our Brexit coverage to high standards, and are searching for answers to difficult questions. Might the election fallout mean a move away from a hard Brexit? And what would that mean in practice? When the Guardian's associate editor Martin Kettle wrote about the lack of

Brexit debate over the election, many of the issues he raised chimed with the frustration of readers - in the UK and beyond. There was no debate on "the post-Brexit relationship with the EU that would be best for the UK economy and for living standards", Kettle wrote. "On that, all is silence." We have also, however, heard from supporters and contributors who either

voted to leave, or believe that it was the right thing for Britain to do.

As part of a conversation about the rise of nationalism in the most recent episode of We Need to Talk About... I spoke to a member who explained why, even as a European living in Britain, he supported the leave campaign. For him, the problem was an increased lack of democratic accountability that came with increased distance between voters and institutions. For other readers, there are questions about immigration and its impact on wages. And some want us to reconsider how we might be characterising those who voted for leave. If that's your point of view, we'd like to hear it.

It is very simple to get involved: you can send us your questions for the panel or submit a brief outline of your thoughts, hopes and fears about Brexit via email, or our online form, including an email address and a phone number. Please do also let us know which Guardian journalists, or outside commentators, you'd love to hear on the panel.

All your responses will be read, and we will take into account the number of people getting in touch around a particular issue when selecting the questions to put to the panel, and which voices to feature. If you are among them, the podcast producer

“The Brexit election has delivered less certainty about what Britain's final deal with the EU might contain”

Stuart Silver or I will contact you by phone and record the conversation, before assembling the panel and inviting their responses to it, and then publishing the podcast, which you can now subscribe to through iTunes.

We work this way, rather than holding a live event, to allow as many readers as possible to contribute to the podcast, regardless of where you live or your other commitments.

The range of views you hold is what makes this podcast such a treat to work on. The Guardian's membership is not always what you might expect. In a world where we talk a lot about filter bubbles, the We Need to Talk About... series proves that it doesn't take much to get beyond them. I look forward to hearing from you.

Email us on [weneedtotalkabout@theguardian.com](mailto:weneedtotalkabout@theguardian.com). The online submission form can be found at [www.theguardian.com/membership](http://www.theguardian.com/membership) in the We Need to Talk About... podcast section

Thank you

Every day, more and more of you are helping to secure the future of independent journalism. Thanks for supporting the Guardian.

theguardian

## Guardian Foundation



*The even-handed, fact-oriented, non-flamboyant reporting*  
**Dennis, Guardian supporter, US**

**The Guardian Foundation** is an independent charity that puts the Guardian's sense of duty to the community into action. The foundation runs five programmes: an [international capacity-building programme](#) supporting marginalised journalists in Turkey and the Balkans; [The Scott Trust Bursary Scheme](#), enabling talented young journalism students from under-represented backgrounds in the UK to study for a postgraduate qualification in newspaper journalism; [The GNM Education Centre](#); the [GNM Archive](#) and the [Exhibition Space](#), supporting socially conscious artists and photographers. The charity is also a founding partner for the [European Press Prize](#) and this year it launched the inaugural [Hugo Young Award](#), an event that celebrates new and original political opinion writing in the UK.

In the year of its 15th anniversary, the charity's award-winning and oversubscribed Education Centre has hosted more than 118,000 visitors, inspiring children in the process of making news and supporting the teaching of media literacy in schools. In 2016, 8,300 children, teachers, university students, adults and families took part in our activities. More than 5,500 schoolchildren from across the UK took part in free newspaper, video and coding workshops using state-of-the-art technology throughout the year.

Throughout 2016-17, the foundation has piloted an outreach project to engage children and adults in sessions that focus on critical thinking about the world around them. The foundation is seeking partnership funding to turn the results of those pilots into a formalised programme of work.

Our foundation-funded journalism continues to influence policy and policymakers. The Guardian's global development coverage, supported by the Gates Foundation, is the world's leading media voice on issues affecting developing economies across the globe, and has been referenced in publications such as the World Disasters Report, and briefings prepared by the UK House of Commons Library. Our reporting on modern-day slavery has also been cited in a European Commission-funded report into learning lessons from human trafficking.



**15 years of the Guardian Education Centre** (clockwise from top): Over 20,000 university students have taken part in Q&A journalist sessions; Over 80,000 school children have attended our workshops; We also run sessions for families, including our annual cartoon and art day.

theguardian TheObserver

There are some burdens no child should carry

The marks left by their traumas may never fade. But together, we can stop child refugees from becoming invisible. **Donate at [guardian.charitiestrust.org](http://guardian.charitiestrust.org) or call 0151 284 1126\***

*“You support my beliefs but don't do it at the expense of thoughtful, truthful reporting of the facts. The Guardian does what its name suggests: upholds the guardianship of democracy and free press Petra, Guardian supporter, New Zealand”*

\*Phone lines are open Mon–Thu 9am–5pm, Fri 9am–4pm, Sat & Sun 10am–3pm. Calls are charged at your normal network rate

The Children's Society | SAFE PASSAGE legal routes to sanctuary | CITIZENS | Help Refugees

## Philanthropic partnerships

Thanks to increasing philanthropic support for our independent journalism, we have been able to create some of the reporting of which we are most proud, and that fits with the tradition of powerful Guardian journalism that has a positive impact on the world.

In addition to long-standing commitments from foundations such as Gates, Rockefeller, and Humanity United, this year saw the launch of a number of new and exciting projects.

### New Arrivals

Supported by the European Centre for Journalism with a grant from the Gates Foundation, [New Arrivals](#) is an ambitious, long term project that exposes the human cost of the refugee crisis by following the lives of asylum seekers as they settle across Europe. Working with Der Spiegel, Le Monde and El País, who have each selected a family to follow, the Guardian has been charting the fortunes of a [nine-year-old Afghan boy, who fled the Taliban with his parents and six siblings](#), but became separated from everyone but his father on the way.

### Modern-day Slavery

This year saw the renewal of our partnership with Humanity United to support journalism on modern-day slavery, building on our record of achieving real world change as a result of our investigations. In March 2017, a report into the plight of Romanian [migrant workers in Sicily](#) led to ministers and officials being sent from Romania to Sicily to investigate the plight of citizens featured in the Guardian's journalism. Stories about the conditions of some of the work's largest multinational corporations have led to increased scrutiny of their business practices. A focus on the lives of [McDonald's workers in Malaysia](#), and workers within the supply chains of Samsung and Panasonic in Malaysia, have led to new policies, contract cancellations and changes in market operations that are like to enhance and save lives globally.

### The Guardian and The Observer charity appeal

More than 17,500 readers donated to our editorial teams' annual charity appeal for child refugees, raising over £1,750,000 for our chosen three charities: Help Refugees, Safe Passage, and the Children's Society. Our editorial team took part in the annual charity telethon, which was livestreamed on Facebook for the first time, and individual donations ranged from £1,000 to £1.33 from one caller who said he only had £1.34 in his account. Our annual sleaze raffle raised over £2,500 in total.



The new arrivals  
A long term project following the lives of refugees as they settle across Europe

500 days 25 lives 4 newspapers 1 project

Supported by the European Journalism Centre and the Bill & Melinda Gates Foundation



They fled the Taliban and lost most of their family on the way. Now will Said Norzai and his son Wali Khan be able to start a new life in Britain?

[Read about Said & Wali Khan](#) →

[Watch the film](#) →



Britain is one of the worst places in western Europe to be an asylum seeker or refugee, according to an analysis conducted by the Guardian in conjunction with Der Spiegel, Le Monde and El País.

[Read more](#) →



Meet all the new arrivals in our project - Syrians in Germany, Sudanese in France, Senegalese in Spain - and follow the ups and downs of life as a refugee in Europe.

[Read More](#) →



## Our people

GMG invests in professional development and wellbeing, shaping a diverse and inclusive culture and offering competitive benefits. As part of our diversity and inclusion strategy, we provide a number of opportunities to attract people from a range of backgrounds, including our 12-month entry-level digital development scheme, bursaries to help aspiring journalists break into the media, and two work experience schemes aimed at young people who might not have otherwise considered a career in journalism.

To support our people in developing their knowledge and skills, we have launched a development curriculum and an online learning library, available to all employees. Our Wellbeing Curriculum focuses on personal growth and health and opportunities for our employees to volunteer in the local community. As part of this, people from across GMG give up their time to mentor children in local schools.

We are exploring ways to enable our employees to shape their benefits to suit their personal circumstances and lifestyles. We have a range of voluntary benefits currently available to employees. To ensure our people have regular opportunities to share their views and give us feedback, we continue to conduct an annual engagement survey.

We are also committed to paying the London Living Wage.

Through this work, GMG aspires to create an environment for our people to thrive by creating a diverse and inclusive culture.



*I read the Guardian every day and it's only fair to contribute to the fearless and honest journalism. Now as never before we need it to stand up for the weak and hold the greedy to account*

**Andy, Guardian supporter, UK**



*I'm 25 and am both worried for our future as a human community and angry against people who exploit the ignorance of their fellow citizens. I read newspapers online a lot, for free. Now is the time to give what I can*

**Jeremie, Guardian supporter, France**

