

GUARDIAN MEDIA GROUP PLC

Corporate governance

The Board is committed to high standards of corporate governance and believes that it is in the interest of all its stakeholders to detail how the principles of corporate governance are applied within the Group.

Corporate governance code

The Company has adopted its own corporate governance code (GMG Code) which to a large extent reflects the structure and content of the UK Corporate Governance Code (although, as an unlisted plc, there is no requirement for the Company to comply with the UK Corporate Governance Code). The GMG Code reflects the fact that the Company is unquoted and that 100% of its share capital is held by The Scott Trust Limited (STL). The current GMG Code can be viewed [here](#).

The Board

GMG's Board normally comprises a non-executive chair, three executive directors and eight independent directors. The Executive Board directors are the CEO, the CFOO (Chief Financial & Operating Officer; CFO with a wider operational remit), and the Editor-in-Chief. Keith Underwood, CFOO, was appointed interim chief executive on 1st July 2021 until 19 September 2022 and the role of CFO was filled on an interim basis by James Bishop. This temporarily reduced the number of Executive Board directors to two (as James Bishop was not appointed to the Board). Anna Bateson was appointed chief executive on 19 September 2022 and Keith Underwood returned to his role of CFOO.

Following the resignation of Neil Berkett, Charles Gurassa was appointed chair and director on 17 March 2022. The role of the chair is distinct and separate from that of the chief executive and the division of responsibilities between the chair and the chief executive has been clearly established, set out in writing and agreed by the Board.

Baroness Gail Rebusk has been the senior independent director since April 2017.

The non-executive directors meet the independence criteria set out in the GMG Code.

During 2021, the Scott Trust carried out a review of the governance of the organisation and the findings can be viewed [here](#). The Editor-in chief is the only STL director who is also a director of GMG. The chair of STL attends GMG Board meetings and there is a reciprocal arrangement whereby the chair of the GMG Board is invited to attend the STL Board meetings. All STL directors receive copies of financial reports and GMG Board approved minutes on a regular basis. This results in a close relationship between the GMG Board and STL as its shareholder.

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

Non-executive directors are appointed for terms of three years which can be renewed. Under GMG's articles of association, directors are subject to re-appointment by STL (as sole shareholder) at the annual general meeting following their appointment. GMG's articles of association also require that the number of directors closest to, but not exceeding, one-third is subject to re-appointment at each annual general meeting.

A monthly financial report is provided to the directors. Board papers, which include regular and ad hoc reports, 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 setting and monitoring Group strategy, reviewing trading performance and the approval of significant contracts, capital expenditure, acquisitions and disposals. The Board delegates to management the detailed planning and implementation of Group strategic objectives in accordance with appropriate risk parameters. Board meetings are minuted and the minutes circulated to all Board members and made available to the STL Board.

Led by the chair, the independent directors meet formally during each year without the executive directors being present. The senior independent director holds a meeting of independent directors without the chair present, where appropriate, to discuss the chair's performance. The views of executive directors are taken into account at that meeting.

On appointment to the Board, directors receive appropriate briefings on the Group and its activities and follow a tailored induction programme which includes meeting management. It is expected that directors will continually update their skills and the knowledge and familiarity with the Company required to fulfil their role both on the Board and its committees and the Company provides resources for developing and updating its directors' knowledge and capabilities.

The Board undertakes, normally at intervals not exceeding two years, a formal evaluation of its own performance and that of its committees and individual directors. Evaluation may be by self-evaluation questionnaire, or external evaluation or such other means as the Board determines to be appropriate. An evaluation exercise was undertaken in June 2022 and subsequently in May 2023. It was noted that diversity should continue to remain a high priority for appointments of future directors.

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.

The Company maintains an appropriate level of directors' and officers' insurance which was in force throughout the financial year and at the date of approval of the financial statements. In accordance with the Company's articles of association, the directors and officers of the Company are 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. Neither the Company's indemnities nor directors' and officers' insurance provide cover in the event that a director or officer has acted fraudulently.

The Scott Trust Limited (STL)

STL is the sole shareholder of the company. The shares in STL are held in equal numbers by five of the STL directors. The articles of association of STL ensure that its shareholders can receive no personal economic benefit from their shareholding.

STL chooses to appoint only a minority of its directors as executive directors of GMG.

One place on the STL Board is customarily reserved for a Guardian journalist who is chosen by the other STL directors in consultation with the body of Guardian journalists. Nils Pratley held this role until 15th June 2022, at which point he was succeeded by Haroon Siddique.

The normal tenure of STL directors, except those in executive positions, is five years, with the possibility of extension for up to a further five years following review.

Committees

The Board has a number of committees consisting of independent directors and with executive directors and senior executives in attendance. Some members of the board also serve on the Scott trust investment committee.

Composition of the GMG committees as at 2 April 2023 and frequency of meetings is set out in the table below.

Director	Audit committee	Remuneration and People committee	Nominations committee
Charles Gurassa			Chair
Jennifer Duvalier		Chair	Member
Gail Rebuck		Member	Member
Coram Williams	Chair		
Yasmin Jetha	Member		
Rene Rechtman	Member		
Emily Bell			Member
Mary Ann Sieghart		Member	
Ete Davies			Member
Frequency of meetings per financial year	4	3	2

Notes:

1. As chair, Charles Gurassa normally attends meetings of the Remuneration and People Committee and meetings of the Audit Committee but is not a member.
2. The chief executive is not a member of any Committees, but normally attends their meetings.
3. The editor in chief, Katharine Viner is not a member of any Committees, but is invited to attend the Remuneration and People Committee and Audit Committee.
4. The chief financial officer normally attends meetings of the Audit Committee but is not a member of the Committee.
5. Rene Rechtman joined the Audit Committee with effect from 2nd February 2023.
6. Yasmin Jetha resigned from the Remuneration & People Committee on 19th May 2022 and joined the Audit Committee with effect from 1st July 2022
7. Jennifer Duvalier resigned as a director of the Company on 30th April 2023 and Mary Ann Sieghart became Chair of the Remuneration and People Committee.
8. Ete Davies was appointed as a director on 1st December 2022 and became a member of the Nominations Committee on 16 May 2023.
9. Trei Brundrett was appointed as a director on 1st July 2023 and became a member of the Audit Committee with immediate effect.

The number of meetings of the Board and committees held in the financial year ended 2 April 2023, with details of individual attendance by directors is set out in the table below.

Director	Board meetings	Audit committee meetings	Remuneration and People committee meetings	Nominations committee meetings
Charles Gurassa	8	4*	4*	5
Katharine Viner	6		4*	2*
Jennifer Duvalier	6		3	5
Nigel Morris	2			
Gail Rebuck	7		4	5
Coram Williams	7	4		
Yasmin Jetha	8	4	1	
Anders Jensen	1	1		
Keith Underwood	8	4*	1*	
René Rechtman	6	2		
Emily Bell	7			5
Mary Ann Sieghart	6		4	
Ete Davies	3			
Anna Bateson	5	3*	3*	

<i>Number of meetings held</i>	8	4	4	5
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* In attendance

1. *Two additional board meetings were held during the year.*
2. *Nigel Morris resigned from the GMG Board on 1st September 2022.*
3. *Anders Jensen resigned from the GMG Board on 31st August 2022.*
4. *Keith Underwood attended one Remuneration & People Committee meeting in his capacity as interim CEO.*
5. *The EiC attended two Nomination Committee meetings in connection with the appointment of the CEO.*

Details of the purposes of the committees are set out below. All the committees have written terms of reference, which are subject to regular review and which are available on request from the company secretary.

Audit committee

The audit committee currently comprises four non-executive directors, and is chaired by Coram Williams, one of its members. In accordance with the GMG Code, Charles Gurassa, Chair of GMG is not a member of the committee but is invited to attend all meetings. In addition, the CEO, CFOO, company secretary, director of finance and tax, and senior representatives of the external auditors normally attend the committee's meetings, with invitations extended also to the Editor-in-chief. More than one member of the committee has recent and relevant finance experience.

The group's external auditor is BDO LLP who were appointed following a competitive tender process managed by the audit committee in 2020. Following BDO's appointment, a self-evaluation effectiveness review is now carried out following the completion of the audit process. BDO do not perform any other activities for the group other than the external audit to ensure independence. The committee regularly meets with the external auditors and separately with the outsourced internal audit function without executive members of the Board present. The committee makes recommendations to the Board in relation to the appointment, re-appointment and removal of the external auditors and agrees their scope of work and fees prior to the commencement of the annual audit. The committee no longer uses the external auditor for non-audit services. Note 10 to the financial statements (Auditors' remuneration) contains details of the fees payable to the external auditors for audit services, audit-related services and other non-audit services.

The committee considers issues arising from the external audit and reviews the annual financial statements and written reports from the external auditors; it monitors internal financial control procedures and reviews the operation and output of the outsourced internal audit function.

The committee oversees arrangements by which Group employees may, in confidence, raise concerns about possible improprieties in matters of financial reporting or other matters.

The committee has an agreed annual calendar of activities.

The committee's proceedings are minuted and circulated to all Board members by the company secretary. The audit committee chair reports to the Board on the outcome of audit committee meetings and provides an annual update of the committee's activities to the STL's governance and reputation committee.

The standing activities of the audit committee include:

- monitoring the integrity of the Group's financial statements and reviewing the significant and financial reporting judgements they contained. This oversight is extended to include the company's parent company, The Scott Trust Limited.
- oversight of the external audit strategy and review of the report by the external auditors
- oversight of the internal audit and tax functions
- receipt and review of periodic reports from the outsourced internal audit function
- consideration of internal and external audit issues
- oversight of risk management and consideration of risk management issues

During the financial year ended 2 April 2023, the activities of the audit committee included:

- evaluation of cyber security (including the response to the ransomware attack on the Group in December 2022)
- review of finance & HR systems
- consideration of data management process and capability
- review of the identity and access management initiatives
- review of internal audit function/providers
- policy and regulatory update
- Print business overview

Remuneration and People committee

The remuneration and people committee currently comprises two independent non-executive directors and was chaired by Jennifer Duvalier until 30 April 2023, when Mary Ann Sieghart was appointed chair. As chair of the Company, Charles Gurassa normally attends the committee's meetings. In addition, on matters other than those concerning themselves, the chief executive, editor in chief and group HR director normally attend meetings.

The committee is responsible to the Board for the Group's compensation framework and for determining the remuneration packages of the executive directors and key senior managers. While responsibility for EiC salary decision making rests with the Scott Trust, the Committee will consult with, and support the Chair of the Scott Trust, to review the EiC's remuneration, as part of the annual cycle of RemCo activity. It retains the right to scrutinise and, if necessary, veto proposals for individuals outside this group. It advises on executive remuneration policy issues. The committee oversees talent management and the overall employee experience for all staff across the company. Deloitte LLP is retained as independent advisors to the committee and it also provides additional services to the company. The committee has access to other professional advice where necessary.

The committee's proceedings are minuted and circulated to all Board members by the company secretary. The remuneration and people committee chair reports to the Board on the outcome of remuneration committee meetings and also assumes the role of chair of the remuneration committee information and consultation forum ("the RCICF") which is a body made up of elected representatives from GNM employees which has the opportunity to contribute to and influence remuneration committee agenda matters.

Details of Directors' remuneration and more detail as to the proceedings of the Remuneration and People Committee are set out in the Directors' Remuneration Report which may be viewed [here](#).

Nominations committee

The committee comprises the chair and three independent non-executive directors. It is chaired by Charles Gurassa (as chair of the Board).

The committee deals with the selection of, and makes recommendations to the Board on, the appointment of GMG's CEO and other Board members, where necessary obtaining advice and assistance from internal or external legal, accounting, or other advisors and with authority to appoint external search consultants.

The committee ensures that plans are in place for an orderly succession for appointments to the Board and to senior Group management, taking into account appropriate diversity, and monitors senior leadership development.

STL approval is required for the appointment of the chair of the Board, and STL has sole responsibility for the appointment of the editor-in-chief of the Guardian.

External search consultants assist in the appointment of executive and non-executive directors where necessary.

The committee's meetings are minuted and circulated to Board members. The nominations committee chair reports to the Board on the outcome of nominations committee meetings.

Risk Management

GMG operates in a challenging and competitive environment, requiring a balance between risk taking and risk mitigation to secure delivery of our strategy, ongoing sustainability of our business model and our strong brand and reputation.

In accordance with our corporate governance code, the Board has overall accountability for risk management and the setting of risk appetite. It conducts a regular review of our principal risks, both directly and through the Audit Committee, with reporting focussed on risk movements each quarter and changes to the risk landscape. Risk appetite has been clearly identified through a series of qualitative statements, aligned to each risk category, including strategic, reputational, financial, regulatory and operational risk. This provides guidance for our leaders in decision making.

New and emerging risks are identified in a number of ways, including strategic review of the external environment, public affairs activities and routine risk review processes within our business.

The Executive Committee has stewardship of the risk management approach, including the strategy and operational plans required to manage risks within the appetite set by the Board. Each principal risk is owned and managed by a member of the Executive Committee, with ongoing monitoring undertaken by the risk management function. Additional governance is provided through risk specific forums, including those relating to privacy, information security and technology. The Group's internal audit function, which is fully outsourced, provides independent assurance to the GMG Board.

Our unique governance structure is designed to ensure editorial independence. The GMG Board does not set a risk appetite in respect of libel but does maintain oversight of the internal controls environment relating to this risk.

The key features of the internal control system are:

- a clear organisation structure with defined levels of responsibility delegated to operational management
- maintenance of an extended risk register, which identifies and evaluates risks and document control procedures and monitoring arrangements. Regular review and update of risk registers is embedded in executive committee and operational reporting procedures including Board review
- certain key Group functions including taxation, treasury, insurance and day-to-day administration of the investment fund are handled centrally with regular reports to the Board through the CFOO. The treasury function operates within Board-approved limits
- a structured process for approval of capital projects and significant contracts which includes appropriate authorisation levels
- all significant acquisitions or investments are subject to detailed internal appraisal involving both Group and operating personnel and due diligence procedures, prior to being presented to the Board for approval within agreed thresholds
- comprehensive business planning procedures which include a rigorous annual budget process, culminating in the budget for the year ahead and plans for subsequent years being approved by the Board. Forecasts are updated quarterly and presented to the Board for review and comment
- monthly management accounts which report on trading performance by operation against budget and previous year, including relevant key performance indicators and latest year-end forecasts, are provided to management and the Board
- the outsourced internal audit function delivers independent review and assurance on the management of key business risks and on the effective operation of governance processes and systems of internal control
- regular review of business operations throughout the Group by operating and executive management.