



Guardian Media Group Tax Strategy

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This tax strategy applies across the Guardian Media Group. This document, approved by the Executive Board of Guardian Media Group plc sets out the Group's approach to conducting its tax affairs and dealing with tax risks for the year ending 2 April 2017. Guardian Media Group regards the publication of this tax strategy as complying with the duty under paragraph 16(2) of Schedule 19 of the Finance Act 2016.

About Guardian Media Group

Guardian Media Group is one of the UK's leading media organisations. We exist to support quality, independent and liberal journalism. Our core business is Guardian News & Media, which publishes the theguardian.com website and the Guardian and the Observer newspapers.

The parent company of the Group is The Scott Trust Ltd, a UK tax resident company, which was established to secure the financial and editorial independence of the Guardian in perpetuity.

The Group has business operations in the UK, US and Australia. All companies in the Group are incorporated in these countries, hold all of the Group's assets and are fully subject to prevailing tax laws and regulations.

The Group also has an endowment fund which exists solely to support and fund our journalism. The endowment fund consists of diversified medium and long term focused investments managed by a number of specialist fund managers. The investments include global and emerging markets equity, fixed income, hedge funds and private equity and venture capital funds. Whilst the investments are a mixture of UK and non-UK assets, they are all held by UK tax resident companies in the Group which are fully subject to UK tax laws and regulations on all of the income and realised gains arising from all of the investments held.

Our values

CP Scott, the famous Manchester Guardian editor, outlined the paper's principles in his celebrated centenary leader on May 5, 1921. The much-quoted article is still used to explain the values of the present-day newspaper, Trust and Group. The values he described are: honesty; cleanness (today interpreted as integrity); courage; fairness; and a sense of duty to the reader and the community.

Group strategy and results

This year, the Group has continued to implement the three-year plan launched in January 2016, the goals of which are to:

- Address the balance of costs and revenues at the Group, focusing on new revenue streams including reader revenues and international growth
- Build a far deeper set of relationships with our audience; and
- Reduce the Guardian's cost base by 20%

The Group is on track to achieve the aim of the plan, for Guardian News & Media to break even at an EBITDA level by 2018/19, and for the Group to become financially sustainable in perpetuity.

For the year ending 2 April 2017 the Group reported revenues of £214.5m, up 2% on the previous year, as the Guardian continued to strengthen its relationship with its readers and saw good growth from Guardian US and Guardian Australia.

In a significant move towards securing the Group's long-term future, the value of the Group's investments and cash holdings has risen to £1.03 billion. This was due to a 20.6% increase in the value of the endowment fund and the sale of the Group's 22.4% stake in Ascential plc, the international business-to-business media and events group, for a gross consideration of £239m.

During the year, the Group reduced its costs by £19 million to £259.2m, and reduced headcount by approximately 300 FTE roles. These moves, painful though necessary, enabled the Group to reduce losses at the EBITDA level by 35% to £44.7m before £9.6m of exceptional costs.

Our tax position in the year ended 2 April 2017

The Group is committed to reporting on its tax position in a transparent manner and makes extensive disclosures relating to tax in its annual financial statements. An abridged version of the disclosures for the year-ended 2 April 2017 detailing the corporation tax position of the Group is included as an Appendix to this document.

The Group's business operations in the UK, US and Australia have historically been loss making. These historic losses were legitimately used to offset taxable profits and gains that arose in the year which meant that the Group paid no Corporation Tax in the year ended 2 April 2017.

The Group collects and pays indirect and payroll taxes in the countries in which it operates. In 2017, the Group collected and paid £49.8million of income taxes and social security associated with its employees.

Our tax strategy

Our tax strategy seeks to enable and support the Group's business strategy by managing tax risks and costs in a manner consistent with The Scott Trust values.

Our tax strategy consists of four key principles:

1. We manage our tax affairs in a manner consistent with the values of The Scott Trust and the organisation's purpose to secure the financial and editorial independence of the Guardian in perpetuity and to support journalistic freedom and liberal values.
2. We seek to act lawfully and with integrity when managing our tax affairs by paying and collecting tax in accordance with all relevant laws and regulations in the countries in which we operate. If we discover instances of non-compliance we seek to resolve them with the appropriate tax authority.
3. We only engage in reasonable and sustainable tax planning that is aligned with commercial and economic activity. This means:
 - We do not enter into artificial tax arrangements;
 - We only respond to tax incentives and exemptions in the manner in which they were intended; and
 - All transactions between Group companies are carried out on an arms-length basis.
4. We are open and transparent with tax authorities and provide all relevant and reasonable information that is necessary for them to fully understand our tax affairs.

Our approach to governance arrangements and risk management

Governance arrangements

The Guardian Media Group plc Board approves the Group's tax strategy. From an operational perspective, the Audit Committee, made up primarily of independent non-executive directors, is considered to be the supervisory body for all Group tax activities and monitors on-going compliance with the tax strategy.

The head of tax is responsible for ensuring that appropriate procedures and guidelines are established, and suitable training and education provided to support the four strategic principles detailed above.

The head of tax meets regularly with the Chief Financial Officer and Finance Director to discuss tax matters as they arise including the impact of the introduction of new tax legislation on the Group, the tax implications of changes to the Group's operations and the outcomes of tax risk management reviews.

The head of tax reports at least annually to the Audit Committee on the tax position of the Group and the on-going adherence to the tax strategy.

Risk management

Tax risks can arise as a result of changes in tax legislation and changes to the Group's underlying operating model, systems and processes. The head of tax is responsible for ensuring that the Group's tax position and tax risk management procedures are regularly reviewed to enable the appropriate management of tax risk.

The tax function actively assesses and monitors UK tax risk throughout the year by maintaining a detailed tax risk register, which documents the processes and controls implemented to mitigate the risks. The tax risk register is reviewed regularly during the year to ensure its completeness and to check the effectiveness of the processes and controls. The outcomes of the reviews are discussed with the Chief Financial Officer and Finance Director and, where issues are identified, new processes and controls are designed and implemented.

The level of risk in relation to UK taxation that we are prepared to accept

The Group has a low appetite for tax risk and manages its tax affairs accordingly. Whilst standardised, acceptable levels of tax risk are not formally documented or quantified, tax risk is primarily managed with the aim of complying with all relevant laws and regulations and preventing and reducing tax disputes and uncertainty.

This is achieved by maintaining documented policies and procedures in relation to tax risk management and maintaining open and constructive relationships with tax authorities.

Our attitude towards tax planning

Our attitude to tax planning is governed by the four key strategic principles detailed above in the 'Our tax strategy' section. The Group may engage in tax planning in order to manage its tax costs and an assessment of the appropriateness of doing so is made against all four principles to ensure they are adhered to.

External tax advice is taken from time to time where clarification of the tax implications of the Group's activities is required.

Our approach towards our dealings with HMRC

A constructive relationship with HMRC is important in the operation of the Group's tax strategy.

We engage in an open and transparent way with HMRC to allow them to fully understand our tax affairs. Where appropriate we engage with them on a timely basis and seek advance clearance, either formally or informally, on the tax implications of a transaction or a change to our business.

We have a track record of pro-actively bringing tax issues in our business to the attention of HMRC and collaboratively working with them to resolve these as quickly as possible.

Appendix: Abridged tax disclosures in the Guardian Media Group plc financial statements for the year ended 2 April 2017

The following abridged disclosures detail the corporate tax position of the Guardian Media Group for the year ended 2 April 2017. The full tax disclosures including those relating to deferred tax can be found in the Guardian Media Group plc consolidated financial statements for the year ended 2 April 2017.

1. Corporate tax charge

	2017 (£ m)
Corporate tax credited in the income statement:	
Corporate tax	(1.2)
Corporate tax charged to the consolidated statement of comprehensive income:	
Corporate tax charge on unrealised profits on available for sale financial assets	1.2
Corporate tax charge	-

2. Factors affecting corporate tax charge for the year

The tax charge on the loss before tax for the period is equal to the standard rate of corporation tax in the UK of 20%.

The adjustments which increase and decrease the tax charge are reconciled below:

	2017 (£ m)
Loss before tax	(0.2)
Tax on profit calculated at standard rate of 20.0%	-
Adjustments increasing the corporate tax charge in the year:	
Expenses not deductible for tax purposes	1.6
Foreign taxes paid	0.1
Increase in tax charge in respect of joint ventures and associates	4.9
Increase in tax charge on available for sale financial assets	1.0
Depreciation in excess of capital allowances	1.3
Adjustments decreasing the corporate tax charge in the year:	
Utilised tax losses in the year	(8.0)
Tax relief on pension contributions	(0.2)
Short term timing differences on accounting provisions	(0.7)
Total corporate tax charge	-

3. Details of items increasing and decreasing the corporate tax charge for the year

Expenses not deductible for tax purposes

Some expenses by their very nature are entirely appropriate charges for inclusion in these financial statements but are not allowed as a deduction against taxable income when calculating the tax liability. Examples of such expenditure are certain legal expenses and depreciation charged on assets that do not qualify for capital allowances.

Foreign taxes paid

The majority of the Group's activities are performed and taxed in the UK. Certain local taxes are incurred by the Group's activities in Australia and the US.

Increase in tax charge in respect of joint ventures and associates

The Group did not hold any joint venture investments in the year.

The accounting treatment of the disposal of Ascential plc differs from the tax treatment. For tax purposes, the Group is required to ignore the accounting transactions and

instead perform a separate calculation of the taxable gain made on disposal in accordance with the relevant tax legislation. The taxable gain was greater than the accounting profit on the disposal and therefore contributed to an increase in the corporate tax charge in the year.

Increase in tax charge on available for sale financial assets

The accounting treatment of disposals of available for sale financial assets differs from the tax treatment. For tax purposes, the Group is required by law to ignore the accounting transactions and instead perform a separate calculation of the taxable profit or loss made on disposal. The taxable profit was greater than the accounting profit on the disposals and therefore contributed to an increase in the corporate tax charge in the year. The Group is also required by law to disregard for tax purposes the accounting transactions associated with derivatives entered into relating to the available for sale financial assets.

These transactions are subsequently brought into account for tax purposes on the disposal of the assets.

Depreciation in excess of capital allowances

The accounting treatment of expenditure on fixed assets differs from the tax treatment. For accounting purposes an annual rate of depreciation is applied to the cost of the assets over their useful economic life. Tax relief is only available for the depreciation charged on fixed assets held under finance leases. Instead, capital allowances are available to be claimed on non-finance lease assets as a tax relief provided in law. The depreciation charge on which no tax relief was available was greater than the value of the capital allowances claimed and therefore contributed to an increase in the corporate tax charge in the year.

Utilised tax losses arising in the period

The Group has utilised historic losses to offset profits and gains recognised in the income statement and consolidated statement of comprehensive income earned in the year which has resulted in a reduction in the corporate tax charge in the year.

Tax relief on pension contributions

The Group is entitled to claim a tax deduction for the payment of contributions into its pension schemes which has resulted in a reduction in the corporate tax charge in the year.

Short term timing differences on accounting provisions

Short term timing differences arise on items such as certain provisions because the treatment of these items is different for tax and accounting purposes. The Group is entitled to claim a tax deduction on the commercial utilisation of these provisions, which has resulted in a reduction in the corporate tax charge in the year.