

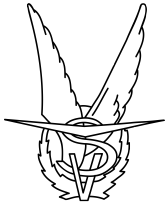


## Sustainability Policy VSV 'Leonardo da Vinci'

By the Sustainability Action Force of  
the VSV 'Leonardo da Vinci'  
Version 2



Delft, 31 October 2025



## 1 | Introduction

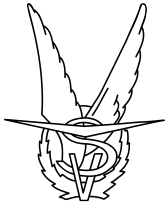
In a world where the importance of climate protection is undeniable, the VSV 'Leonardo da Vinci' is taking action to make a significant difference. This Sustainability Policy not only acknowledges the urgency of our environmental challenges but also signifies our unwavering commitment to more environmentally responsible practices. We have evaluated our current way of operating with the help of the GreenTU team, who concluded that our current practises are insufficient to work towards a better world. Furthermore, compared to other TU Delft associations, we are performing significantly worse. Hence, the VSV starts a journey towards becoming more sustainable.

With this policy, our primary objective is to establish clear and robust standards for the VSV and all its activities. It serves as our guidebook, outlining the path toward striking a harmonious balance between our ambitious societal goals and our profound responsibility to the planet we call home. We understand that sustainability is not just a buzzword; it's a way of life and a collective responsibility.

This document gives hard rules, guidelines, and ideas for the VSV. The scope of this policy is everything that is put on the budget of the VSV or is organized through VSV channels. Hard rules are, as the name suggest, the rules that will be enforces and put in place for the VSV, and should always be followed. Guidelines are rules that can be followed or give clarification in cases in which the hard rules might not be fully cover the situation. Ideas are suggestions for or creative options of how to implement the rules and guidelines.

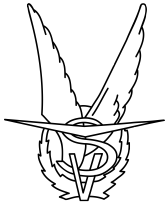
These rules and guidelines represent the current standing of the VSV and should serve as inspiration for the future. We recognize the ever-evolving nature of sustainability efforts and the society as a whole and pledge to evaluate them regularly and provide an update at least once a year at a GMA. This proactive approach ensures that we remain at the forefront of environmental stewardship, constantly adapting and improving to minimize our impact on climate change. Our commitment is resolute, and with this policy as our compass, we embark on a journey towards a greener, more sustainable future for the VSV.

Approved by the General Members Assembly of the VSV 'Leonardo da Vinci' on January 9, 2024, with the exception of section 3.2.



## 2 | Sustainability Wiki

To help implement this policy, as well as keep track of the efforts done by all the committees, a [sustainability wiki page](#) has been created. This wiki can be used to share best practises, keep track of food leftovers after events to prevent leftovers during a next event, and much more. It will be shared with all active VSV members. The responsibility of keeping the sustainability wiki up to date lies with the board (and more specifically the QQ of every committee).



### 3 | Acquisition and company selection

As a consequence of the function of the VSV of connecting students to the aerospace industry, we carry a unique responsibility to be conscious of the impact that our choices in industry partners have on the future of the field. This means that we must be deliberate in the choices made as to the types of industry collaborations that we support.

Note, this policy is not applicable to the Delft Career Days or Delft Career Platform. They have their own board and policy regarding this topic. If there are any questions about this they can be contacted.

#### 3.1 | General Policy

In principle, we do business with all aviation, aerospace, and technical companies that are interested in exposure to our members. The perceived sustainability of such companies was until now not considered.

#### 3.2 | Hard rules

It is important for the VSV to make a clear decision supported by the members on which companies we choose to partner with. To streamline the selection process, the following step method was devised:

- **Step 1:** Is the company mainly active in the aerospace sector?
  - If yes: Partnership is possible.
  - If no: Go to step 2.
- **Step 2:** Is the company mainly active in an unsustainable sector?
  - If yes: Additional requirements must be met.
  - If no: Go to step 3.
- **Step 3:** Is the company an SME (Small and Medium-sized Enterprise) or smaller?
  - If yes: Partnership is possible.
  - If no: Go to step 4.
- **Step 4:** Does the company have a sufficient ESG (Environmental, Social, Governance) score?
  - If yes: Partnership is possible.
  - If no: Additional requirements must be met.

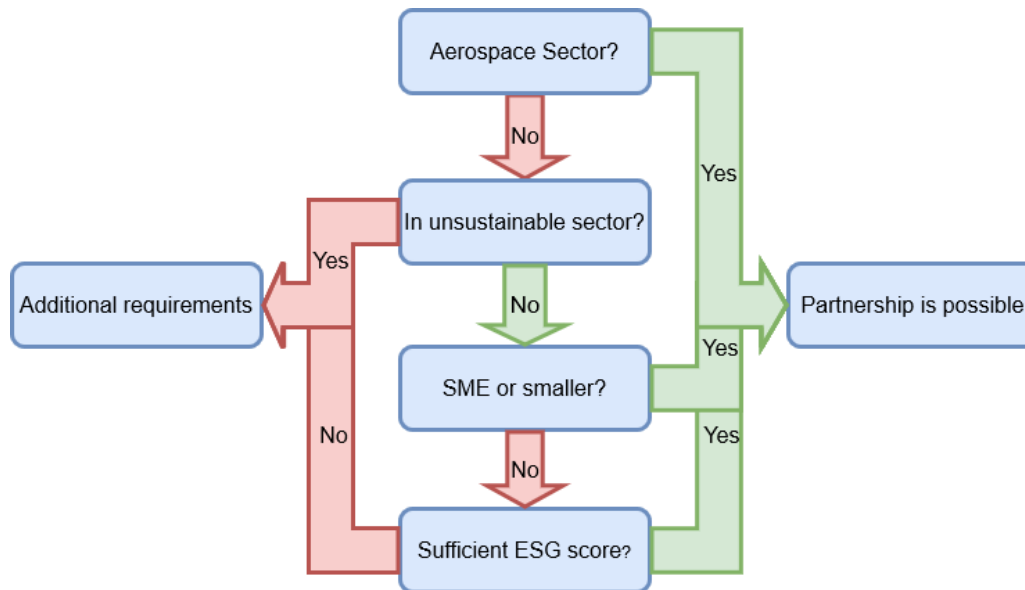


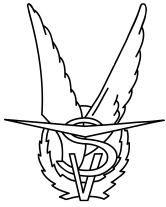
Figure 3.1: Flow diagram of the step method

### 3.2.1 | Clarifications

- Included in the unsustainable sectors are the fossil fuel industry, heavy industry (e.g., steel mills, large chemical plants, power plants), construction, and mining. These sectors are in the top 5 sectors by greenhouse gas emissions. The automotive sector is also in this top 5, but it was decided to exclude this sector from the unsustainable sectors list. This is done because a significant number of aerospace engineering students want to work in this industry, and because these emissions are (for a large part) not directly caused by the companies themselves.
- An SME is a definition used by the EU to determine if a company is small enough to have fewer requirements or reduced fees for EU administrative compliance. To classify as an SME, the staff headcount (in FTE) should be less than 250 **and** either the turnover should be less than €50 million or the balance sheet total should be less than €2 million. Since performing an exhaustive emission inventory is costly, it can be prohibitively expensive for smaller companies.
- The ESG rating is determined by independent organizations. There are two types of ESG ratings: Risk and impact ratings. A sufficient rating is either a low or negligible risk rating, or a sufficient impact score. Preferably, multiple sources should be used to determine whether or not a company passes the test.
- The order in which the steps are applied does matter. For instance, an SME in an unsustainable sector still needs to meet the additional requirements.
- It is important to note that this is not the only deciding factor in whether or not the VSV forms a partnership with a company. Successfully passing the step-method test only means that there are no obligations from a sustainability point of view.

### 3.2.2 | Additional requirements

The additional requirements have been determined in order to keep the conversation with the company open and to inform the company when the VSV will be open for a partnership again. Furthermore, they are meant to still allow cooperation with companies that are in an unsustainable sector, but are not unsustainable themselves. The additional requirements are as follows:



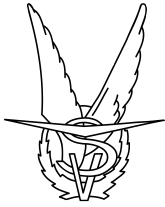
1. The company must transparently disclose its emissions and environmental impact.
2. The company must have a clear and accessible sustainability policy.
3. The sustainability policy must align with global goals, such as the Paris agreement.

What classifies as transparently, clear and accessible is up to the discretion of the commissioner of external affairs, or to the board.

### 3.3 | Guidelines

The following aspects are considered when considering collaboration with a company:

1. When in doubt regarding the suitability of a company for collaboration, the board is encouraged to consult the General Members Assembly.
2. Vice versa, the General Members Assembly is always able to enforce a reconsideration of the continuation of certain collaborations in the future.



## 4 | Budget versus sustainability

Making things more sustainable often means that you have to spend more money. Deciding whether the organising committee (and therefore the VSV) or the participants should cover the extra costs can significantly impact the feasibility and success of sustainability efforts. We want to encourage a fair and effective distribution of financial responsibilities between organizers and participants in sustainable endeavors.

### 4.1 | General Policy

Generally, as a organising committee, there is a maximum amount of money that can be spent, which is described in the budget of that event. Therefore, everything that is written in this sustainability policy must fit within the existing budget of the event. This means that sometimes choices will have to be made to make an event sustainable at the expense of other aspects on the budget.

There remains still the possibility for your event to apply for the Activity Fund if you have ideas to make your event extra special. For this we refer you to the [webpage on the VSV Activity Fund](#).

### 4.2 | Sustainability Fund

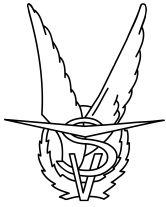
If you have an outstanding idea to make your event more sustainable in a special way, you could request funding from the VSV Sustainability Fund. This new fund is part of the Activity Fund, but will be used to make events or other ideas extra sustainable. Similarly to the Activity Fund, the decision on whether or not you will receive support lies with the Treasurer of the VSV.

An important side-note, this fund cannot be used to fulfill this sustainability policy. Making events and other VSV aspects sustainable within the current budget is a must. Only the extra sustainability ideas will be supported by the Sustainability Fund. To help you brainstorm, here are some ideas that could be considered:

- "Festival Flower": a flower that is a solar power generating electricity that can be used at the event
- Planting trees as a Media/Lustrum stunt
- Online routecard/stampcard for the BBB instead of the now sustainable paper cards

### 4.3 | Emission compensation

Carbon offsetting is a possible alternative to make events of the VSV more sustainable, however, it is definitely not a long term solution. However, when carbon offsetting is considered, it is possible to pay organisations to offset emissions of activities the society does. You can calculate your emissions and contribute funds to projects that reduce or capture an equivalent amount of carbon elsewhere. These projects can include reforestation efforts, renewable energy installations, or methane capture initiatives. This is especially common to offset emissions from flights. However, it does cost money and does not directly contribute to the mission of the VSV. Therefore it can be considered as an option, but it should be thoroughly discussed. Furthermore, caution should be taken when looking for a project that offsets carbon and other emissions. It has become a business model for scammers [2], so a clear investigation should take place before committing to emission compensation. The decision for emission offsetting lies with the committee, responsible QQ, and the treasurer of the VSV. The CE can help in selecting the right company and perhaps offer a solution for multiple committees at the same time. The best practises and other good ideas for emission compensation will be posted on the Sustainability Wiki



## 5 | Traveling guests

For some of the biggest events organized by the VSV, guests are invited from all over the world. Due to the global nature of the aerospace industry, this is necessary to give a good overview of the entire industry. Additionally, because of the specialist nature of the industry, this is also required for expert colloquia on certain topics. Consequently, invited guests need to travel from quite far away for certain events organized by our association. The most important examples of such events are the annual symposium, the interviews to inspire, and the lunch lectures.

### 5.1 | General Policy

Overall, it is difficult to impose strict requirements on this aspect of policy, because visiting guests are already doing us a favour by visiting. Referring back to the mission and vision of our association, it is also not possible to exclude visits from non-local guests in its entirety. Instead, an overall choice is made here to focus on *offering* sustainable alternatives to the speakers that come to visit: the decision to make use of these alternatives is kept up to them.

### 5.2 | Hard rules

The following hard rules will be imposed surrounding the traveling of invited speakers:

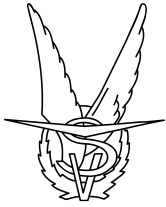
1. Symposium speakers traveling less than 700 km or 8 hours are offered reimbursement for their train ticket when appropriate, irrespective of the ticket price.
2. When offering travel options to a symposium speaker, the train option(s) are offered to them first. In case of rejection, a flight can be offered and will also be reimbursed.

### 5.3 | Guidelines

The following points are to be kept in mind, but are not hard requirements:

1. Where appropriate in the context of the event, speakers are asked to consider presenting via videocon.
2. Minimizing the number of non-local guests at events.
3. Reconsider for each invited guest whether there would be possible guests with similar expertise nearer to Delft.
4. Try to combine the visits of guests with other events they have in Europe or near Delft, to reduce the total amount of travels.





## 6 | Yearbook and Leonardo Times

The VSV releases two printables on a regular basis: the yearbook and the Leonardo Times magazine. While of significant value to the VSV in its representation toward its members and the outside world, such printables can carry a significant environmental footprint, especially when printed in excess. Consequently, it is important to be conscious of the number of editions printed, and to ensure that all printed copies do reach the intended target audience.

### 6.1 | General Policy

Overall, the intention regarding both printables is to shift towards an opt-in instead of opt-out model. This does not mean that physical prints are to be discouraged; this is merely supposed to combat overprinting. Keeping in mind the fundamental goals of the yearbook and Leonardo Times magazine, physical copies are considered irreplaceable.

### 6.2 | Hard rules

The following hard rules are formulated regarding our publications:

1. Starting this year, yearbooks will only be handed out to those who signed up for a copy prior to release.
2. The Leonardo Times is moving towards a hybrid model where the magazine is also made available online.

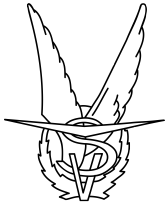
### 6.3 | Guidelines

There are no specific additional guidelines to consider. It is up to the Jaerbouck and Leonardo Times committee to continuously revise the approach to distribution of these publications, and to monitor whether additional measures are necessary or warranted.

### 6.4 | Ideas

The following ideas are to be kept in mind for further future reduction of printing waste due to these publications:

- Asking an own contribution before receiving either publication.
- Moving towards an opt-in model for the physical Leonardo Times in its entirety.
- Asking for explicit opt-in for a physical Leonardo Times on a yearly basis.



## 7 | Gadgets

Gadgets are often used in the current VSV practices. Sometimes as promotional material, sometimes just because they are AZG. The items are quite diverse, but frequent items are: pens, notebooks, bottles, tote bag, stickers, "Remove before flight" key chain. On their own, these items might be useful to most people, some might argue that that makes them indeed sustainable. However, research shows that a tote bag needs at least 52 uses to make an impact, and even over a thousand uses to be sustainable [1]. Handing out multiple tote bags per year is, therefore, not really sustainable. This item will tackle these issues and provide hard rules and guidelines.

This is valid for all committees, departments, managements, teams, and boards.

### 7.1 | General Policy

The general policy of the VSV is that we will not tolerate any gadgets anymore, with a few exceptions. When an exception is made, the source of the gadget must be sustainable and the gadget itself needs to be useful for the receivers.

### 7.2 | Hard rules

1. No gadgets anymore, except when:
  - [a] When these are provided by the companies (e.g. companies at DDB, Symposium Innovation Floor)
  - [b] When they will be paid for (e.g. faculty sweater, lustrum merchandise, caps, COVID-masks). For this, there should be a pre-order system in order to get a good estimate of the total amount needed such that there is not an overload of items that will eventually not be sold.
  - [c] Give-away actions (i.e. winning speakers, coffee machine etc.) can still be possible when discussed with the board.
2. For case 1b and 1c, the source should be sustainable, e.g. organic cotton for the faculty sweaters. For case 1a this should be preferred, but this is not always within the influence of the VSV.

### 7.3 | Guidelines

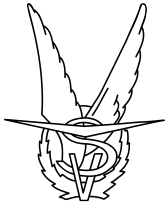
1. Items should be useful for the receivers.

### 7.4 | Ideas

- Quick-dry Towel made by Studytour 39 as a studytour gadget
- Borrelplank
- Travel coffee mug
- Price give-away
- Pre-lustrum merchandise can be pre-ordered at the Freshmen Weekend instead of selling it there.

Anti-idea's: idea's of things that should not be considered anymore

- 'Remove before flight'-key-chains
- Notebooks, although useful, there are usually too many already
- Stickers



## 8 | Foreign travels

The study tour is an important and highly regarded event of the VSV 'Leonardo da Vinci'. This also goes for the (Mini-) Multiple Day Excursion and Case Tour. Next to this, the Wispo is also a unique event for the VSV which attracts many participants each year.

While travel broadens horizons and fosters cultural exchange, the environmental consequences of these travels should not be underestimated. A large part of the CO<sub>2</sub> and other greenhouse gas emissions come from traveling abroad.

This policy is especially meant for Study Tour, C1AS, Galaxski, LVD, RVD, MD Apollo and the Board.

### 8.1 | General Policy

Most of this is based on the soon to be the AE policy

### 8.2 | Hard rules

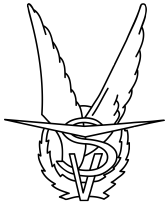
1. Optimize travel schedule to minimize CO<sub>2</sub> and other emissions, whilst preserving the nature of the travel.
2. If the travel is < 8 hours by public transport, public transport is a must for travels.
3. Cities to be visited by train are: London, Manchester, Paris, Lille, Lyon, Orleans, Brussels, Brugge, Frankfurt, Cologne, Berlin, Bremen, Hannover, Stuttgart, Dusseldorf, Braunschweig, Luxembourg (soon to be AE Policy)

### 8.3 | Guidelines

1. Offer an option to compensate for the emissions in various degrees of compensation (minimal CO<sub>2</sub> compensation to full emission compensation and options in between).
2. Minimize flying as much as possible on a Study Tour.

### 8.4 | Ideas

- When planning a visit, talk to the Climate Action Task Force of the faculty, who can also provide ideas of minimizing travel emissions.



## 9 | Event locations and transport

Some events of the VSV are being held outside of Delft. This is due to either the absence of a suitable location in Delft or the location of the visited company being elsewhere. To reach those kinds of events transport is needed. Some transportation methods are more sustainable than others. We aim to use the most sustainable option.

Events to which this applies are:

- Freshmen Weekend
- Active Members Weekend
- (Lustrum)gala
- Airshow
- Excursions/Inhousedays

### 9.1 | General Policy

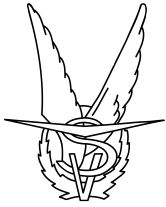
When possible, we will use public transport (PT). If a certain location is too far away from PT options, or the travel time becomes significantly higher when using PT, group busses will be used. Only when the group size is too small for one group bus, or the budget does not allow group busses, the option of using car/vans will be considered.

### 9.2 | Hard rules

1. For inhousedays and excursions that require own transport, only travel costs made by using PT will be refunded (if this generally applies to the event). Fuel costs will never be refunded.

### 9.3 | Guidelines

1. If the ideal travel time when using PT is 1.75 times the car travel time (measured from and to Delft station), group busses can be used.
2. For groups larger than 35 people, group busses can be used. The exception here is the study tour, where group busses are always allowed.



## 10 | Committee clothing

The goal of committee clothing is to make a committee recognizable during their event as being the responsible organisation. However, as committees change every year it is not sustainable to buy new clothing for each committee each year which will only be worn a hand-full of times. Therefore the goal is to minimize the amount of clothing being bought and maximize the amount it is being used. This is relevant for all committees within the VSV. It should be noted that some committees/departments/managements within the VSV have a different dress code for their events which is a white shirt and a tie. This section, such as all, also applies to board members.

### 10.1 | General Policy

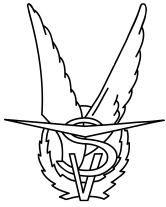
The VSV will have a large inventory of organisation committee (crew) shirts in different sizes which can be used by each committee during their event to be recognizable. This stock is kept and managed by the board. In light of this, there will no compensation anymore for printing a VSV logo on clothing. With this the (positive) financial incentive away for committee members to buy a committee shirt is taken away. People helping out at the bar (like TapCies or BarCos) will get a non-personal t-shirt. This keeps uniformity as bar personnel while being able to reuse these outfits. Departments/managements who wear a tie as an outfit can wear a plain white shirt with the tie that is provided by the VSV at their installation.

### 10.2 | Hard rules

1. There is no compensation for printing the VSV logo on clothing.
2. General VSV crew shirts are available and can be used by committees during their events. Bar shirts for TapCie and BarCo are available for these committee. This replaces a personal shirt for all committee members.
3. If a tie is used to project uniformity (e.g. a management, department or studytour participant tie), they will still be provided through the VSV.

### 10.3 | Guidelines

1. Departments/managements/teams do not need a name/function/logo on a dress shirt.



## 11 | Cups and cans

Due to the frequent use of plastic cups and cans at our events, a substantial amount of waste is generated. Starting from July 2023, the distribution of single-use items will only be permissible with an associated charge. This strategic step not only addresses the waste issue but also encourages the VSV community to strongly consider reusable alternatives, further enhancing the appeal of sustainable choices.

### 11.1 | General Policy

Disposable cups will cease to be provided at VSV events. Instead, 'de Atmosfeer' will offer the option to rent durable cups for use during all our gatherings. For events where cans are still the best option, the organising committee should make sure that the cans are recycled.

### 11.2 | Hard rules

These are the hard rules regarding the usage of cups and cans at VSV events:

1. All events will only use reusable cups.
2. All cans used at an event will be collected for recycling.

### 11.3 | Ideas

- Have committees hand in the cans themselves.
- Make a game out of handing in the cans so you can recycle more.
- The committee can consider donating the money earned by turning in the deposit on bottles and cans to a cause of their choosing.



## 12 | Promotion

The VSV uses a very wide range of promotion methods for their events. These methods have a varying range of environmental impact. By making a policy on which ways of promotion are allowed we want to lower the total impact.

### 12.1 | General Policy

Physical promotional material can only be used an exception. When this exception is made a very limited amount should be made. The goal is to move away from unnecessary promotion as much as possible.

### 12.2 | Hard rules

These are the hard rules regarding promotion:

1. No more than 50 posters should be printed.
2. No flyers and stickers should be printed.
3. No physical promotional material can be printed without a specific destination.
4. Focus on online promotion channels.
5. When making physical promotion, sustainable material and production methods should be used (e.g. sustainable paper for posters). It must be researched by the committee that this option is indeed more sustainable than regular options.

### 12.3 | Guidelines

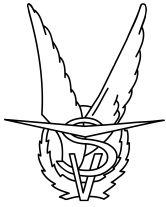
These are the guidelines regarding promotion:

1. When making physical promotional material, (e.g. banners) try and make it timeless.

### 12.4 | Ideas

These are the ideas regarding promotion:

1. Look at the impact of online promotion and investigate how it can be optimized as to reduce our emission footprint. This can then be incorporated into a next iteration of this policy.



## 13 | Food and drinks

For multiple events, the VSV arranges the catering. This ranges from sandwiches during lunch lectures, to three days of breakfast, lunch and diner at EJW. Enhancements can be implemented regarding food selection and the reduction of food waste.

This applies to all events where catering is provided by the VSV.

### 13.1 | General Policy

For all VSV events, the entire catering will be fully vegetarian and there will be vegan options as well. We will also exercise greater caution regarding food waste. For most events with catering, a record should be maintained, documenting the quantity of food ordered and the amount that was discarded. Furthermore, the amount of events with unlimited consumptions should be minimal, as unlimited consumptions lead to more food/drinks being thrown away.

### 13.2 | Hard rules

1. All catering of all VSV events is fully vegetarian.
2. If the VSV offers a dinner/meal, it will only have vegetarian/vegan options.
3. At all events with catering, there is at least one vegan option.
4. At every event with catering, the committee should keep track of how many foods/drinks are left over after the event and document this clearly in the sustainability [wiki](#) page.
5. When eating out, there should be a vegan option if there are participants that prefer this.

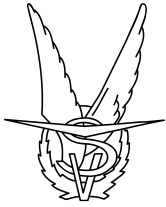
### 13.3 | Guidelines

1. Minimize the amount of events with unlimited consumptions.
2. Pay more attention to the supply chain of food

### 13.4 | Ideas

- For EJW specific: look into an buffet option for breakfast and lunch, instead of crates. That way you don't have to open 20 potts of chocolate paste.
- Investigate how left-overs from an event can be distributed among volunteers.





## 14 | Garbage disposal

### 14.1 | General Policy

Waste will be separated in accordance with the regulations of the town/municipality where the event takes place. In Delft this means separating glass, paper, GFT, PMD and residual waste.

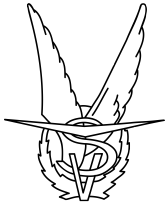
The committee that is organizing the event is end responsible for this.

### 14.2 | Hard rules

1. Waste will be organized and separated following the guidelines of the local authorities in the location where the event is being hosted.
2. All cans used at an event should be recycled.

### 14.3 | Ideas

- Try to minimize the amount of waste.



## 15 | Decoration

VSV events are often brightened up by decorations to add more sphere. These are made from various materials, can be newly bought or rented and are sometimes reusable if storage allows and there is a recurring theme. While budget and safety remain important factors, it is also imperative to consider the environmental impact associated with these decorations. Since decorations are not essential for the overall progression of an event, there is a growing need to minimize their environmental footprint while retaining the function of adding sphere. This is especially applicable to themed social events such as the faculty party or the BBB, but should also be considered for smaller events.

### 15.1 | General Policy

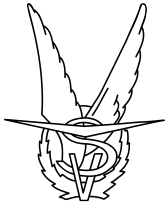
The core policy for this is to decrease the amount of decoration used, especially for single use decorations. At the end of an event, the amount of decoration ending up in the garbage should be minimized.

### 15.2 | Hard rules

1. Recurring (theme) parties use re-usable or second-hand multi-year decorations.
2. Re-usable decorations should be stored and labelled clearly.

### 15.3 | Guidelines

1. The environmental impact of decorations is to be minimized, for example by reducing the amount.
2. Decorations used should be re-usable keeping in mind how the event changes every year
3. Non re-usable decorations should be made from recycled and/or recyclable materials.



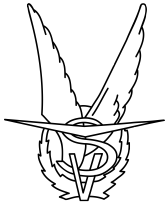
## 16 | Lustrum and exceptions

Celebrating a lustrum for the VSV is not only good but also incredibly important for several reasons. Firstly, it serves as a momentous milestone, marking another five years of dedicated service, growth, and achievement within the society. This celebration provides an opportunity to reflect upon the VSV's journey, acknowledging the hard work and dedication of its members, both past and present. It fosters a sense of pride and unity among the community, strengthening the society's identity and values. Additionally, a lustrum celebration can be a valuable networking event, bringing together alumni, current members, and potential future collaborators, thereby expanding the VSV's reach and influence. Moreover, it can serve as a platform to set new goals and aspirations for the coming years, invigorating the VSV's commitment to excellence and innovation. Overall, celebrating a lustrum is a moment of reflection, appreciation, and inspiration that reinforces the VSV 'Leonardo da Vinci's' significance and relevance in the years to come. Apart from the lustrum, there are some other exceptions. Such as the Extraordinary GMA that takes place every 2,5 years. Furthermore, the Freshmen weekend, where the purpose is to make the new freshmen enthusiastic for the VSV, is also seen as an exception regarding flyovers.

As such, it should be treated with caution, as well in a sense of being true to our heritage as well as looking out to and for the future. To do so, there are a couple of guidelines for organizing special lustrum activities.

### 16.1 | Guidelines

1. Extravagant emissions (e.g. flyovers) should be minimized or compensated for.
2. Lustrum budget can and should be allocated towards sustainability of the celebrations, whilst adhering to the rules and guidelines stipulated in this document.
3. During the lustrum celebration, there must be room for an event (e.g. debate and discussion, sustainable stunt) on a sustainable aerospace future.



## 17 | References

- [1] Valentina Bisinella, Paola Federica Albizzati, Thomas Fruergaard Astrup, and Anders Damgaard. Life cycle assessment of grocery carrier bags. Technical report, Danish Environmental Protection Agency, 2018.
- [2] Patrick Greenfield. Revealed: more than 90 certifiers are worthless, analysis shows, jan 2023. The Guardian.