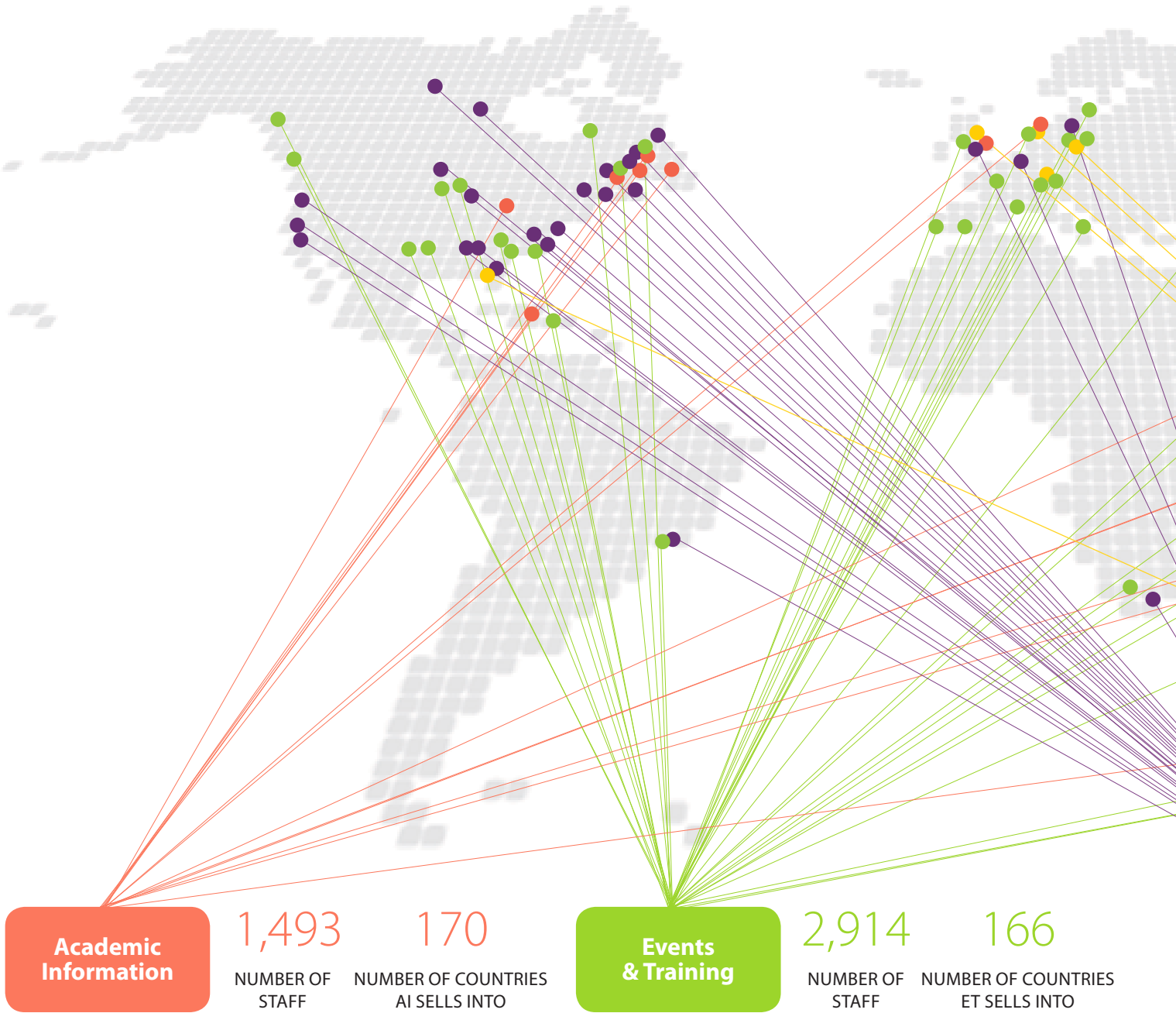


CR Report 2012

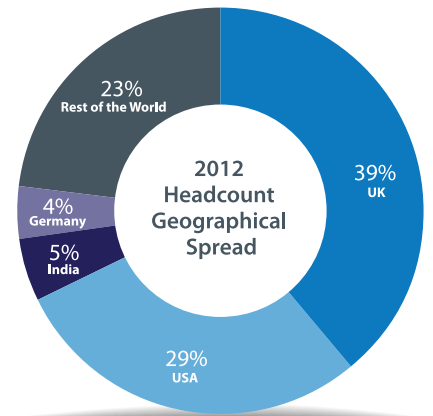
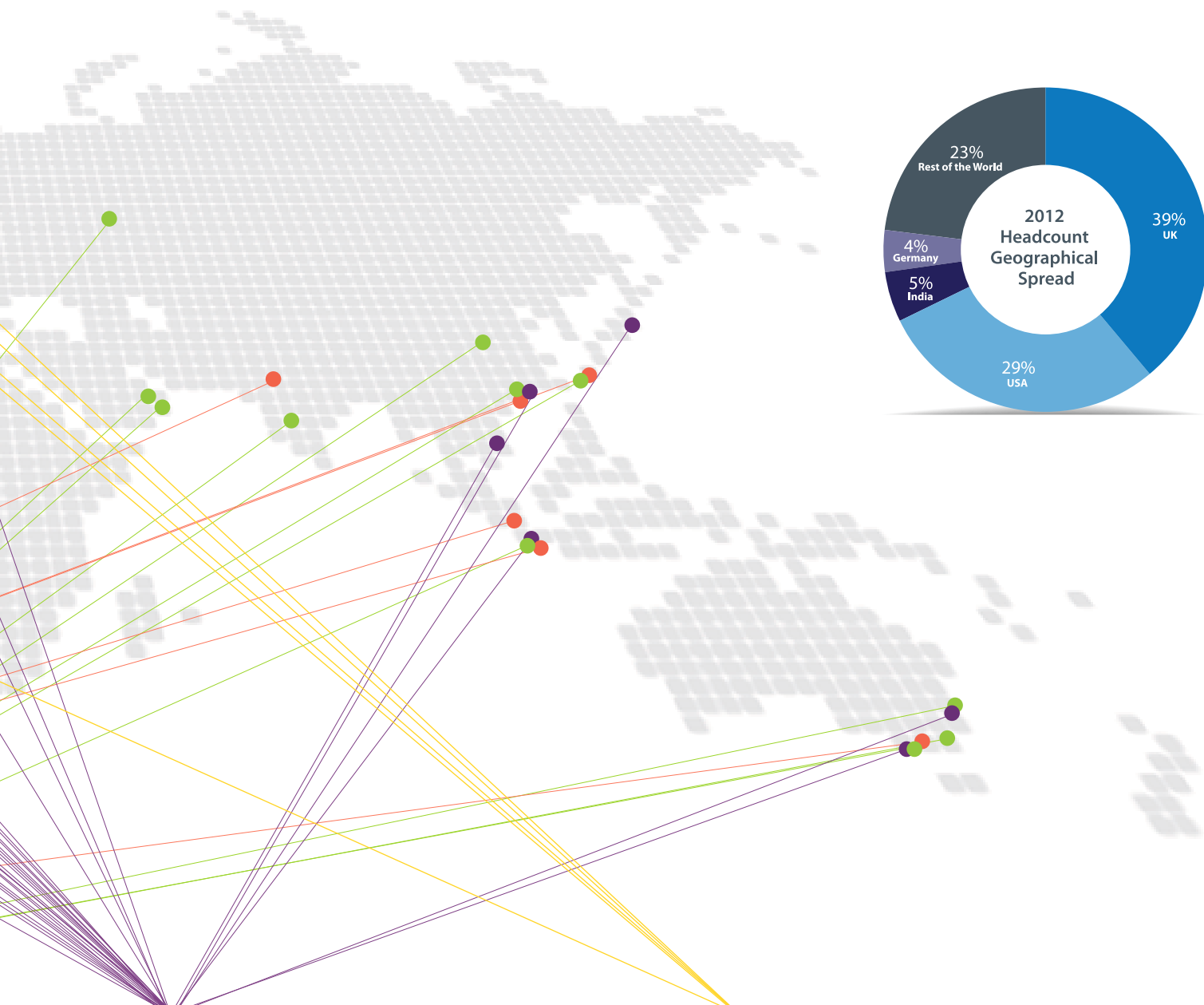
# Where we operate



Our Academic Information (AI) division, Taylor & Francis Group, includes the publishing imprints Routledge, Psychology Press, CRC Press, Taylor & Francis and Garland Science. Publishing books and journals to the academic community, the division has expanded rapidly in recent years.

With brands such as IBC, Euroforum and IIR, Informa's Events & Training (ET) division is the world's largest publicly-owned events, conference and training organiser. Some of our leading events include Arab Health, IPEX, Cityscape and the Monaco Yacht Show.





**Professional & Commercial Information**

2,541

NUMBER OF STAFF

165

NUMBER OF COUNTRIES PCI SELLS INTO

**Central Group Functions**

583

NUMBER OF STAFF

Informa's Professional & Commercial Information (PCI) division serves the industry intelligence needs of corporations and governments. Its product platforms include structured databases, subscription based services, real-time news, books and journals. The division incorporates brands such as Lloyd's List, Datamonitor, Citeline, Informa Telecoms & Media and Informa Research Services.

Our Central Group Functions include Finance, IT, Legal, HR and Shared Services and support all of Informa's businesses globally.

Lloyd's List

 DATAMONITOR

citeline

informa  
telecoms & media

informa  
research services

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Our front cover illustrates what we do best at Informa: taking inputs from many sources and turning them into useful knowledge for our clients. By providing highly specialised knowledge through a variety of channels, we empower individuals, organisations and society to make better decisions.

## Chief Executive's Introduction



### Peter Rigby explains Informa's commitment to knowledge that is professionally produced, rigorously researched and properly disseminated

We are a diverse business with crystal clear priorities and ambitions. Each of our divisions has its own specialisms and audiences, but we share a fundamental commitment to ensure that the knowledge we provide is always professionally produced, rigorously researched and properly disseminated.

The high profile events of 2012 reminded those of us operating in the media sector that our most important impact is, without doubt, our content. From the board to the most recent graduate employee, we all know that our continued survival and success depend on our content's integrity and reach. Every day, millions of people in education, healthcare, agriculture, finance and other sectors rely on our products and services. They would expect nothing less from us.

It has been an exciting experience to develop content as a fundamental part of our CR programme. Our CR function is in a unique position to drive debates internally due to its 'all access' remit. We have engaged with people across the business to understand what 'good' content means to them, what the different divisions can learn from each other and how we can continue developing our strengths. We have also introduced content-related KPIs in this year's CR Report, but as always there is much more to do. Alongside content, we continue delivering on the wider priorities that we share with other sectors: bringing down our environmental footprint, building meaningful community partnerships and providing a great place to work.

All this and much more is discussed in greater detail in the following pages.

A handwritten signature in dark ink, appearing to read 'Peter Rigby'. The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Peter Rigby  
Chief Executive

## CR Director's Strategic Review



### Emma Blaney explains how Informa has worked hard to define sustainability priorities that are uniquely relevant to us and our business objectives

2012 was challenging for the media sector. Questions around the role of business in society, the integrity of media, the push for Open Access and the reconfiguration of the media landscape made our programme focus on content more relevant than ever.

We have recently relaunched our approach to sustainability under the heading 'Louder than Words'. Louder than Words is symptomatic of how we do things at Informa: we focus on outcomes rather than gestures, not least when it comes to sustainability.

We were not the first media company to adopt a more strategic approach to sustainability, nor do we top the many CR rankings out there. However, our approach to sustainability is marked by an increasing sense of confidence, as we have worked hard to define the priorities that are uniquely relevant to us and our business objectives. The foundation is in place and it is a solid one.

There are many examples of how this has translated into results:

- Evaluating the impact of one of our major events affirmed the socio-economic benefits brought about by Informa Events & Training, both as a result of direct employment and more widely through the activities of suppliers, partners and delegates;
- We are actively moving towards genuine partnerships with third sector organisations, using our distinct skills and knowledge to benefit the communities in which we do business;
- Our greatest impact on society is through our content. This year we have introduced new content-related KPIs to show how we are performing as a knowledge provider;
- We are boosting our efforts to manage office energy usage more effectively. Our publishing businesses continue to cut their paper use and minimise environmental impacts throughout the product lifecycle. We have also successfully run large-scale zero-waste and carbon neutral events.

As ambitious supporters of CR, we recognise that there are plenty of areas still to be focused on and improved. A key objective of mine concerns internal engagement with sustainability. Our employees have shown a keen interest in getting involved in our CR initiatives, but we are not yet at a stage where we engage them strategically in the conversation of where we want to be. In 2013, we hope to change this. We know that it takes many local perspectives to tackle global sustainability challenges.

In the meantime, have a look at the following pages to see what kept us busy in 2012 and get in touch with us if you have any comments.

A handwritten signature in black ink that reads "Blaney".

Emma Blaney  
HR and CR Director

## 2012 Highlights

### Mapping our 'brainprint'

Ran workshops with employees at Taylor & Francis (T&F) and Informa Business Information (IBI) to explore the impacts of our content on society.

### Reducing waste from print over-runs

Improved the quality and accuracy of the customer data we use to forecast journal print runs, helping us to reduce the amount of printed journals that needed pulping to 11% (2011: 19%).

### Indigo, virtual workplace

Launched new global virtual workplace, Indigo, which provides increased visibility of activities across the Group, ease of communication and better means of collaboration. 75% of employees are currently connected, with work continuing in 2013 to achieve 100% coverage.

### Biodegradable journal wrapping

100% of our journals come in biodegradable packaging, which will degrade fully within 30 years compared to 100 years for traditional oil based material.

### A great place to work

Certified as one of Britain's Top Employers for the fifth year in a row. Awarded "Ones to Watch" status in the Best Companies Accreditation 2012. Shortlisted for WorkingMums and Personnel Today awards as a result of our approach to flexible working.

### Certified paper

All UK books and journals are printed on paper certified by either the FSC or PEFC forest certification schemes. The proportion of certified paper used for US books and journals also increased.

### Sustainability Initiative of the Year

Introduced a "Sustainability Initiative of the Year" award to recognise visionary colleagues and business units internally.

### Zero-waste events

Informa Canada produced large-scale zero-waste events, working in partnership with service providers (cleaning teams, caterers, waste management companies), exhibitors and attendees.

### Prince's Trust partnership

Continued partnership with the Prince's Trust, providing workshops for young people wanting to move into employment, with ambitious plans for further development in 2013.

### Young leaders

IBI organised the seminal Young Leaders conference to give our young employees the chance to come together for a two-day event to gain insight into career progression opportunities, understand the business strategy and network with the management team.

### Community investment

12% of Informa employees volunteered in 2012 (2011: 8%). Company donations (cash and in kind) to charitable and community causes amounted to £539,560 (2011: £489,476).


### Informa Academy

Achieved an 8% increase in attendance to Informa Academy courses and webinars, our internal training provider.

### Socio-economic footprint of events

Developed and tested economic footprint methodology on our event, Fispal, in Brazil, demonstrating the multiplier effect in terms of employment and spend with suppliers.

## Objectives and Plans

Achieved: In progress: Deferred: 

| Objectives             | 2012 Progress  | 2013 Plans  |
|------------------------|--|---|
| <b>Our Content</b>     | <ul style="list-style-type: none"> <li> • Developed key performance indicators (KPIs) relating to our content;</li> <li> • Explored how best to ensure the integrity of the content of our conferences;</li> <li> • Increased awareness of online accessibility policies, but best practice discussions still to be had;</li> <li> • Conducted workshops with T&amp;F and IBI to discern how best to measure content impacts on society.</li> </ul>  | <ul style="list-style-type: none"> <li>• Continue to develop methods for measuring the impact of our content on society;</li> <li>• Continue developing ownership and understanding within our businesses of the link between sustainability and our content;</li> <li>• Develop our capacity in offering Open Access (OA) within Academic Publishing.</li> </ul>   |
| <b>Our People</b>      | <ul style="list-style-type: none"> <li> • Recognised as a great place to work through independent awards and staff survey results;</li> <li> • Increased training courses per employee;</li> <li> • Failed to reduce voluntary annual turnover of employees to &lt;18%;</li> <li> • Reduced average absenteeism from 2.82 days per employee to 2.52;</li> <li> • Audited the teams implementing our Events Health &amp; Safety management system to ensure consistency across our Events division.</li> </ul> | <ul style="list-style-type: none"> <li>• Boost our internal training capability &amp; capacity by increasing investment in Informa Academy to improve the training materials and increase the number of courses available to staff;</li> <li>• Develop and implement a talent and succession programme for high level positions across the Group;</li> <li>• Develop our approach to engaging employees in strategic conversations around CR.</li> </ul>                    |
| <b>Our Environment</b> | <ul style="list-style-type: none"> <li> • Reduced our warehouse waste through improved stock control and forecasting;</li> <li> • Increased number of T&amp;F book titles on Print On Demand (POD) to 50,000;</li> <li> • Switched all journal wrapping to biodegradable poly-wrap;</li> <li> • Failed to measure the number of recycling partnerships in place for major events;</li> <li> • Failed to reduce emissions of CO2 arising from the energy used in our offices.</li> </ul>                     | <ul style="list-style-type: none"> <li>• Continue rolling out POD across our publishing businesses;</li> <li>• Further reduce waste from journal print over-runs;</li> <li>• Map the key environmental impacts in the supply chain for our large scale events.</li> </ul>   |
| <b>Our Community</b>   | <ul style="list-style-type: none"> <li> • Work still in progress to establish at least one strategic community partnership for each business;</li> <li> • Did not succeed in increasing the number of work placements we offer to young people;</li> <li> • Increased participation in volunteering from 8% to 12% of staff;</li> <li> • Developed and tested a methodology to measure the wider economic footprint of our major events.</li> </ul>  | <ul style="list-style-type: none"> <li>• Develop new and existing community partnerships that provide long-term benefits and make the most of our unique resources, skills and knowledge;</li> <li>• Improve our capacity to assess the impacts of our employee volunteering programme, e.g. on staff, the business and our community partners;</li> <li>• Continue mapping the socio-economic impacts of our major events, using our own-developed methodology.</li> </ul> |





Informa's publications and events help drive better decisions in just about all spheres of society; from health science to shipping intelligence, leaving a truly global social, cultural and economic 'brainprint' in our wake.

We continue to recognise the impact of our content as our greatest point of leverage. In 2012, we made good progress in aligning the CR programme with our business objective of being the best knowledge provider. All our businesses share a commitment to ensuring that our content is always professionally produced, rigorously researched and properly disseminated. For us, that is where the major risks and opportunities lie.

In 2012, we ran a number of workshops across the business to engage key employees in thinking about the strategic link between sustainability and the ways in which our content inspires, educates and challenges our clients. The feedback given in these sessions was incredibly positive and we are confident that 'local' ownership of this branch of our CR programme will grow significantly in the years to come.

Another outcome of the sessions was a set of key performance indicators (KPIs) relating to our content performance. This is new territory for us, and the media sector in general, but we will continue the drive towards better measurement in the future.



Running since 1976, Informa's annual Arab Health exhibition most recently attracted over 83,000 attendees representing 142 countries

## Developing the highest quality content

### Safeguarding trust and integrity

The common denominator for all our businesses is thriving on the delivery of high quality, trusted content. Our quality assurance mechanisms vary between the different formats we specialise in, ranging from events and training to academic publications.

Our Academic Information division operates a robust and well regarded peer review process to ensure that content is always of the highest standard. Both IBI and Academic Information work closely with the Committee on Publication Ethics ("COPE"), a charity dedicated to promoting the integrity of peer-reviewed publications in science. 2012 saw Taylor & Francis become the largest global publisher in the Thomson Reuters' Journal Social Science Citation Index, a position we already held in the Arts and Humanities Citation Index.

Our Professional and Commercial Information division has a strong editorial and content code in place, to which editorial staff must adhere. Our event production process is strongly research driven, with some of our bigger events employing independent advisory boards to help shape content. In addition to our formalised codes and procedures, all of our products are subject to rigorous research and analysis. Where possible, we share best practice standards and guidelines across the Group. We measure our ability to deliver quality content across all channels and take action on the feedback we get.

### External recognition

In 2012, we continued to receive considerable praise and recognition for the content we provide. For example:

- Routledge was honoured by the Association of American Geographers for its long-term commitment to geography and its innovative efforts to enhance the quality of publications in the field;
- Ovum, a part of Informa Telecoms and Media, was named Global Analyst Firm of the Year by the Institute of Industry Analyst Relations and was commended for its ease of use, value for money, objectivity and originality of research; and
- Lloyd's List won the inaugural British Media Award for Paid Content Innovation for its drive and success in providing high-value insight, data and news.

## Our Content

### Promoting the topic of sustainability

Several of our products and services facilitate debate around sustainability directly. Earthscan, a company in the Academic Information division, is widely recognised as the world's leading publisher on sustainability and environmental technologies. On the events side, the examples of sustainability-themed content are numerous:

- Our "TOC Container Supply Chain Europe" conference brought together leading experts to explore new approaches and technologies to deliver 'green' container transport operations;
- Now in its fourth year, our Handelsblatt Annual Conference "Renewable Energy" has established itself as one of the most important events for the sector;
- "Sustainability in the Food Supply Chain", an Agra Informa event, provided an international platform for industry professionals to identify ways to overcome sustainability challenges within the supply chain.



Earthscan, a T&F company, is widely recognised as the world's leading publisher in sustainability and environmental technologies



The decreasing price of solar power – a speaker at Euroforum's Handelsblatt Annual Conference on Renewable Energy

### Creating expertise

Intellectual capital is the lifeblood of our business. Our success is fully dependent on attracting the best people, making sure they stay up to date with developments within their specialisation and giving them the freedom to succeed. For example, IBI organised a major internal event, the Journalism Summit, bringing together journalists, management teams and external speakers to understand the future of journalism and business intelligence. Training and development initiatives are widely available to our employees. In 2012, our internal training resource, Informa Academy, grew in popularity, increasing attendance to courses and webinars by 8%. Our approach to staff engagement and development is discussed in more detail under 'Our People' on page 12.

## Making our content as widely available as possible

We do business in almost all countries and are always exploring ways to innovate our delivery platforms and formats to maximise reach and accessibility.

### Open Access

Open Access (OA) initiatives continued to evolve in 2012. OA aims to apply the principles of free availability and unrestricted use to the results of academic research. The Finch Report was released in the UK in July 2012, which detailed the conclusions of an expert working group tasked with investigating how to expand access to published research findings. It recommended the 'gold' open access model, where open access is funded by article publishing charges (APCs). The report noted that widening access will require co-ordinated, balanced action by funders, universities, researchers, libraries, publishers and others, and additionally that no single model can, on its own, maximise access to research publications. Implementation of the Finch recommendations is proving complex and we have held focus groups with key university stakeholders to understand how OA will be applied in their institutions, and we are investing resources in staff and new systems to further develop our OA capabilities. Currently, more than 96% of our journals have an OA option and we expect virtually all of our journals to have one by the end of 2013. In addition, we publish 22 pure OA journals and expect to grow this further in the coming year.

## Broadening access in developing countries

We continue to provide free and low-cost access to our publications for the research community and not-for-profit institutions in developing countries. We do so through the International Association for Digital Publishers' Affordable Access Program, INASP's PERii Program, TEEAL, and Research4Life which includes the Hinari Access to Research in Health Program. More than 200,000 Informa Healthcare articles and books were downloaded through Hinari in 2012. Taylor & Francis remains an active founding member of Publishers for Development (PFD), working to meet the research and information needs of developing countries. In addition, Taylor & Francis' home-grown author access and resource programme, STAR, continues to grow strongly, with more than 1,000 new researchers from Africa, South Asia and Latin America registered during 2012.

## Expanding our reach

It is imperative for us to explore ways to innovate our delivery platforms and formats to maximise reach and accessibility. Some examples of developments in 2012 were:

- Routledge's innovative digital South Asia Archive, developed in association with the South Asia Research Foundation. In response to growing demand from researchers for research and teaching resources relating to South Asia, the archive offers over five million pages of interdisciplinary content, unrivalled in breadth and depth;
- Informa Healthcare launched a new partnership with the Chinese Medical Record Association for the publication of Chinese Medical Record: English Edition. This marks an important step in making high-quality, peer-reviewed content from China accessible worldwide; and
- Taylor & Francis announced a new publishing partnership with the Atomic Energy Society of Japan (AESJ), bringing quality peer-reviewed articles to a global audience, in print and online.

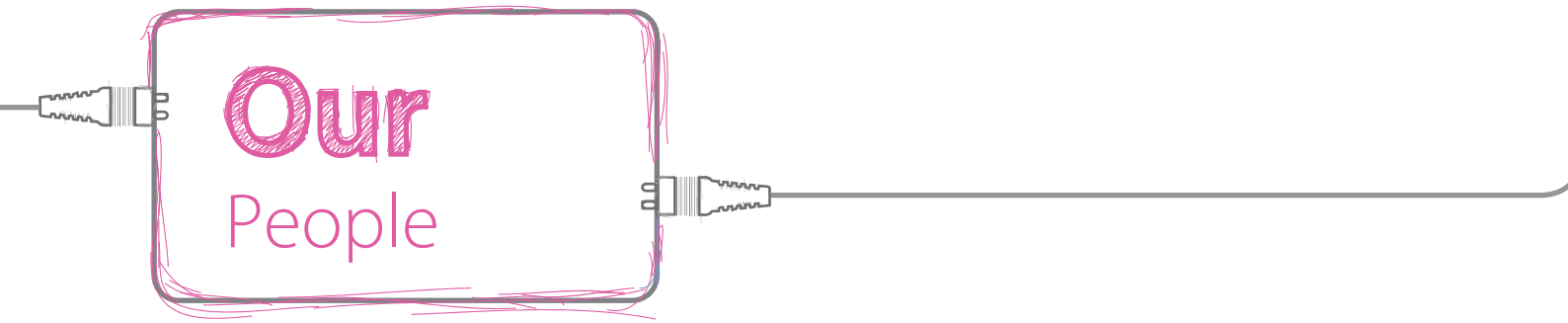
The inclusion of two new KPIs on our reach illustrates our commitment to make the knowledge we produce as widely accessible as possible.



Routledge's innovative digital South Asia archive offers over 5 million pages of interdisciplinary content, unrivalled in breadth and depth

## Content Performance

|             | KPI   | 2013 Target | 2012         | 2011  | 2010  |
|-------------|---|-------------|--------------|-------|-------|
| Open Access | Journals with an Open Access option                             | ~100%       | <b>96.5%</b> | 40.9% | 33.6% |
| Reach       | Proportion of book titles available digitally                   |             | <b>50.6%</b> | 47.3% | 44.8% |
|             | Proportion of group revenue derived from outside Europe and USA |             | <b>30%</b>   | 27%   | 23%   |



Our business is fully dependent on the expertise, skills and passion of our employees. We therefore do all we can to attract, retain and develop the best people, giving them the space and support they need to perform their roles to the best of their ability.

## Giving employees freedom to succeed

### External recognition

2012 saw us certified as one of Britain's Top Employers for the fifth year in a row, based on independent research conducted by the Corporate Research Foundation (CRF) Institute. We were also awarded a "Ones to Watch" status in the Best Companies Accreditation 2012 project. This project provides the research behind the well recognised UK Sunday Times 'Best Companies to Work for' lists, based purely on employee feedback.

### Training

We achieved an 8% increase in attendance to Informa Academy courses and webinars. Our individual businesses and shared service centres built up their core training and launched new initiatives. Taylor & Francis, for example, rolled out an Essentials of Management suite of programmes in the UK for all managers and deputy managers. ESI International launched ESI University with a focus on education, collaboration and sharing of best practice. Topics include business acumen, strategy, revenue recognition and leadership. IBI stepped up their Sales Academy with all new hires now receiving a full induction to sales techniques. Lastly, our UK Shared Service Centre continued to support Accounting and Compliance staff through professional finance qualifications, Credit Management staff through Institute of Credit Management training and Customer Operations staff through Institute of Customer Service qualifications.

### Work life balance

We put our flexi-time policy in place six years ago and approximately 9% of Informa's UK staff work flexibly. In 2012, we conducted a survey of UK staff on flexible working, which highlighted again the value of this: 96% of respondents said it positively impacts their productivity; 84% could not continue working without it; and the average length of service for staff on flexi-time is 3.2 years longer than for non-flexi staff. We were shortlisted for both a WorkingMums and Personnel Today award in the past year as a result of our approach to flexible working.

### Employee charity involvement

We have seen great mutual benefits arise from our partnerships with charities. Details of our partnerships are highlighted under "Our Community", but one particular area for Informa has been staff development as employees use their skills, knowledge and initiative to support charities. Staff taking part highlighted many development benefits, including increased confidence, better team skills and greater awareness of the positive impact on society both they and Informa can have.

### Communication and Collaboration

In a business the size and complexity of Informa, reliable and accessible communication channels are extremely valuable in allowing the sharing of best practice and supporting staff in their roles. In 2012, we launched a best-in-class, bespoke digital workplace. The new system replaced our previous intranet and provides increased visibility of activities across the Group, ease of communication and better means of collaboration. 75% of staff globally are now on this new platform, with work continuing in 2013 to achieve 100% coverage.

## Recognising good performance

### Celebrating achievements

Our aim at Informa is to give employees the freedom to succeed and there is always plenty to celebrate in terms of staff achievements. We do so at a Group level annually at the Informa Awards where there are 20 categories including Best New Product Launch, Employee of the Year and Award for Innovation. Staff are nominated by colleagues and entries judged by senior executives. The 2012 Awards ceremony took place in a hotel in London and were presented by our CEO, Peter Rigby, and Adam Walker, our Finance Director.

Awards for Marketing Excellence continue to be held on a quarterly basis with winning entries featured on the intranet and cash prizes for the candidates.

We also launched a "Sustainability Initiative of the Year" award for the first time in 2012. This will continue to be awarded annually, alongside our Unsung Green Champions' awards, to encourage and recognise efforts that see long-term sustainable improvements made in our operations.

## Supporting young leaders

Five young employees were selected to take part in the exceptional One Young World summit. They joined 1,200 young people from 183 countries in Pittsburgh, USA to address the problems of today and hear from leading inspirational figures. On their return, they presented back to their business' management team on areas relevant to the business, such as creating youth opportunities, social business objectives and transparent business communications.

Inspired by One Young World, IBI launched its first young leaders' conference last year, giving young employees the chance to come together for a two-day event in London. Here they gained insight into career progression opportunities and discussed their thoughts on Informa with their peers and the management team. Receiving strong positive feedback, we will repeat the event in 2013.



Informa employees attend 2012's One Young World summit in Pittsburgh, USA

## Health & Safety at events

Following a focus on training and the implementation of event health and safety (H&S) plans in 2011, the UK events teams were subject to an audit covering all divisions and some of the countries in which they operate in 2012. The individual audits overall achieved a high standard of H&S management with an average score of 80%. The training programme was continued and a first aid module for events organisers was well attended by staff. This has helped ensure first aid cover at all our events.

The events venues continue to be approved by the new Venues H&S Administrator, who also administers the safe contractor programme for all event divisions.

In 2013, further H&S training modules will be added to the current programme to assist in the H&S management at events. Following a programme of looking at best practice within the international events divisions, a global framework has been established to ensure greater consistency with events teams based in all of our geographical locations.

## People Performance

|                | KPI   | 2013 Target            | 2012              | 2011       | 2010                    |
|----------------|---|------------------------|-------------------|------------|-------------------------|
| Headcount      | Total headcount                                 |                        | <b>7,531</b>      | 8,275      | 8,241                   |
| Gender split   | Headcount gender split                          |                        | <b>56% female</b> | 55% female | 57% female <sup>1</sup> |
|                | Management gender split                         |                        | <b>47% female</b> | 47% female | 50% female <sup>1</sup> |
| Staff turnover | Staff turnover for all departments              |                        | <b>30%</b>        | 28%        | 25% <sup>1</sup>        |
|                | Voluntary staff turnover                        |                        | <b>21%</b>        | 19%        | 18% <sup>1</sup>        |
| Training       | Average number of training courses per employee |                        | <b>1.41</b>       | 1.27       | Not reported            |
| Absenteeism    | Average days absence per employee               | <4.5 days <sup>2</sup> | <b>2.52</b>       | 2.82       | Not reported            |

<sup>1</sup>in 2010 we were only able to report on UK, US and Dubai.

<sup>2</sup>National average for the UK.

## Maintaining integrity

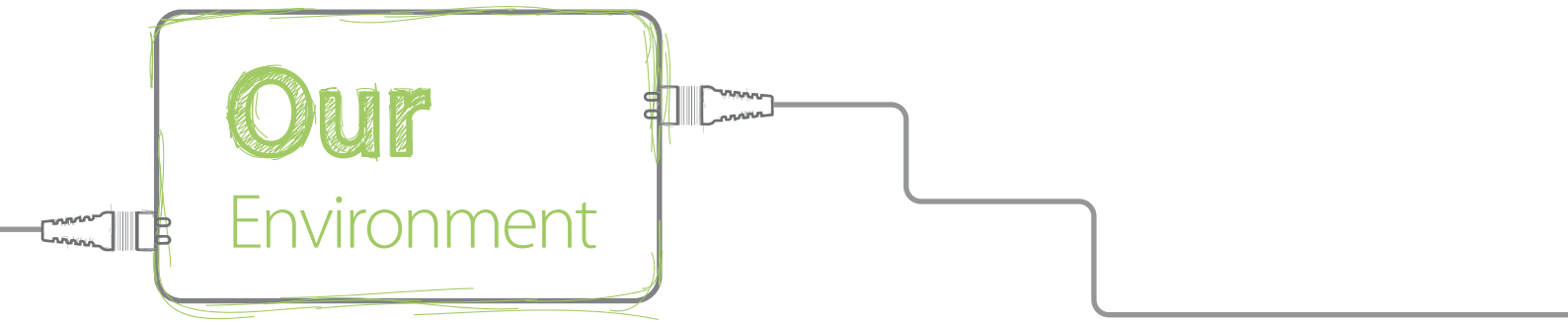
We updated our anti-bribery and corruption policies back in 2011 after the introduction of the new UK Bribery Act. In 2012, an additional obligatory training podcast was launched for all staff globally to ensure everyone is aware of how bribery and corruption can affect their roles.

We continue to respect the privacy of individuals and are committed to handling personal information responsibly and in compliance with all relevant privacy and data protection laws. In December 2012, we reviewed our existing policies and launched "The Informa Group Privacy Principles" and associated guidance. In conjunction with the new policy, we introduced a training and awareness programme which will continue to run during 2013.

## Investing in Staff – ESI International

89% of ESI International's staff reported in 2012 that they believe that "ESI invests in their professional development". This compares very well with the published average engagement score of other companies. During the year, ESI launched their own internal university, supporting staff in their roles and encouraging collaboration. Attendance is nearly always cross-functional and from all levels of the organisation. An 'onboarding' programme was also launched – having a team of tenured staff form a welcoming committee for each new joiner. Each member of the committee meets with the new hire during their first 60 days to discuss their role, ESI's business and how they will work together.

*ESI is an Informa training business, employing over 250 staff globally*



In addition to our content impacts, we leave a direct environmental footprint through our operations; be it the physical print and paper supply chains that our publications use, the data centres that power our ever growing digital content or the infrastructure of the major events that we run. We are working to minimise and mitigate our environmental impacts. In this section we highlight some of the key initiatives and developments of 2012 relating to this commitment.

## Reducing our waste

### Reducing waste from journal print over-runs

A key source of waste in the publishing industry stems from print over-runs. In 2012, we continued to improve the quality and accuracy of the customer data we use to forecast journal print runs. This helped us to reduce the amount of printed journals that needed pulping from 19% in 2011 down to 11% in 2012. We anticipate the 11% figure will rise slightly as we'll inevitably have to pulp some 2012 printed copies in the early part of this year; however, we expect to still see a significant year on year saving and to cut this even further in 2013 as we further improve our print run forecasting.

### Reducing waste through increasing use of print on demand

Print on Demand (POD) means we only raise a print request to our digital printers when we have got actual demand from a customer, rather than printing copies based on anticipated demand. We are continually making titles available on a POD basis, thereby doing away with the need to warehouse high stocks of books, some of which inevitably end up being pulped. In 2012, T&F UK increased the number of their book titles available as POD by 23%.

For US book titles we operate a combination of POD and also a system called micro-inventory, which means that a very small inventory of back-titles is held and this is then automatically reprinted when it hits a pre-determined level. In 2012, we increased the number of US titles available as either POD or micro-inventory by 21%. Overall, the number of book titles available on POD or micro-inventory, increased to 57,473.

On the journals side, T&F's US journals business piloted a POD project for a selection of titles in 2012. In 2013, the US T&F's journal business has set the target of having 275 titles available on a POD basis by the end of the year. T&F UK will be running their own POD pilot project in 2013.

### Biodegradable packaging for journals

For several years our USA journals have been using biodegradable packaging. In 2012, we switched all UK journals to biodegradable packaging too. This means that the wrap used for an additional 2.25 million journals in 2013 will degrade fully within 30 years, compared with 100 years for traditional oil based material.

### Zero waste events

Our major exhibitions events have the potential to produce large amounts of waste due to their bespoke, short-lived nature. In 2012, Informa acquired a new business in Canada that has achieved zero waste at their events. Working in partnership with their service providers (cleaning teams, caterers, waste management companies), their exhibitors, and the attendees at their events, they have managed to deliver zero waste conferences for the past six years. For their exhibitors, from whom much of the waste is generated, they provide advice on what materials to bring based on their recyclability. For those materials where they are unable to provide recycling options, exhibitors are asked to take this material away with them at the end of the event. The methodology has since been shared across the Group. Building on these insights, one of our objectives for 2013 is to map the key environmental impacts in the supply chain for our large scale events.

## Managing our supply chain

### Paper sourcing

Informa's paper sourcing policy was implemented across all our publications in 2012. Now all books and journals in the UK, both T&F and IBI, are printed on paper certified by either the FSC<sup>3</sup> or PEFC<sup>4</sup> forest certification schemes, with the majority, including all journals, being printed on FSC certified paper. For T&F USA journals, the figure is closer to 80%, with the majority being printed on PEFC certified paper. The target for the coming year is to continue to work with printers to switch the remaining 20% to certified paper.

Our daily newspaper, Lloyds List, is printed by the Guardian Media Group. In 2012, virtually all of the paper they used was either FSC or PEFC certified, or made from post-consumer recycled waste.

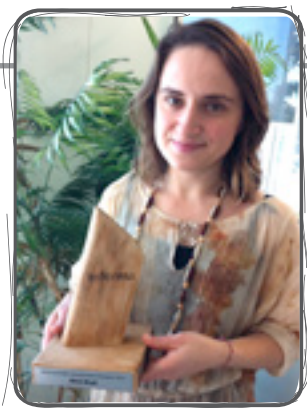
We also reduced the total amount of paper we use by reducing our standard journal paper weight for T&F's UK journals by 12.5%, from 80gsm to 70 gsm, as well as through the various initiatives in place to reduce print over-runs.

### Engaging our supply chain

We continue to ask our print suppliers to fill in our environmental scorecard. This enables us to assess their performance against a range of 'green' criteria covering chemical use, water efficiency, greenhouse gas emissions and waste management.

<sup>3</sup>FSC – Forest Stewardship Council ([www.fsc.org](http://www.fsc.org)).

<sup>4</sup>PEFC – Programme for the Endorsement of Forest Certification ([www.pefc.org](http://www.pefc.org)).



Alicia Boyd, Informa Australia - one of our 2012 *Unsung Green Champions*

## Managing our energy impacts

### Measuring and reducing our office emissions

In 2012, we further improved the way we gather energy consumption data from our office network. This has always been a challenge, as we have over 120 offices, located across 30 countries. We have redesigned our data gathering tool to ensure those filling in the data can clearly see what data we need and why, and have collected energy data from offices covering 68% of our staff. Our focus is to reduce emissions arising from energy used at our offices. However, we focus our efforts on reducing energy usage in our 25 largest offices. These larger offices house 64% of our employees, and tend to have facilities managers in place to drive reductions in energy usage. In 2012, we reissued our internal Guide to Office Energy Efficiency to these managers.

### Carbon Neutral Events

Euroforum Germany, an Informa Events business and one of the leading conference producers in Germany, produced eight carbon neutral events in 2012. Together with their carbon off-set partner, Klimainvest, Euroforum identified four off-set projects, two of which were Gold Standard Projects.<sup>5</sup>

*“Companies like Euroforum, who willingly seek certification and neutralise their emissions, are trailblazers in their industries. As a partner in their climate efforts, we are happy to be working with such a progressive company and together initiate new projects”.*

**Klimainvest’s Director, Jobst Jenckel**

### More efficient logistics

In the UK, our largest paper type is our standard 70gsm journal paper. In 2012, we changed the way we manage this paper supply chain. Previously we took delivery of the paper in a central warehouse and then distributed it out to our printers. Now the paper is delivered direct from the mill to our printers, thereby reducing the number of haulage miles.

We continue to develop our distributed print model, where printing is done as close to the local market as possible (when economically viable). Doing so means we can reduce the distribution airmiles of our journals. For journals we now have well established regional print hubs in the UK, Singapore, and the USA. For our books we now have digital printing hubs in Singapore, UK, USA, Australia and Japan. 30% of our new US titles are now printed in multiple locations on the first print.

The exploration of how we might extend print on demand operations to journals will, we hope, lead to further reductions in transport miles for our physical publications.

In the USA, T&F has also been working on a project with their air freight logistics provider to further consolidate shipments, where required, and so reduce the overall number of airfreight trips.

### Engaging our employees

Every year we hold a Green Week across all of our businesses globally. As part of Green Week, we run a number of Group-wide competitions, including ‘Sustainability Initiative of the Year’, ‘Unsung Green Champion’ and our ‘Green Games’. In the latter, staff across the business compete to improve daily habits so they become more environmentally friendly. Local offices organise activities including volunteer days where staff contribute to many different activities. For instance, Informa employees helped run a Foodcycle café, in which surplus food from supermarkets is used to make nutritious meals for those at risk of food poverty.



Employees in London volunteer with Foodcycle – a charity using surplus food from supermarkets to make nutritious meals for those at risk of food poverty

## Environment Performance

|               | KPI  | 2013 Target | 2012          | 2011   | 2010         |
|---------------|--|-------------|---------------|--------|--------------|
| Waste         | Number of book titles available as POD &/or micro-inventory                              | 60,000      | <b>57,473</b> | 46,846 | Not reported |
| CO2 emissions | Total CO2 (tonnes) arising from office energy use <sup>6</sup>                           |             | <b>9,728</b>  | 9,242  | Not reported |
|               | Kg CO2 per person arising from office energy use for our 25 largest offices <sup>7</sup> | 1,789       | <b>1,988</b>  | 1,689  | Not reported |

<sup>5</sup>Every Gold Standard project must comply with the United Nations Framework Convention on Climate Change’s (UNFCCC) strict standards and feature additional environmental and social benefits.

<sup>6</sup>2011 data covers 70% of our staff, 2012 data covers 68% of our staff.

<sup>7</sup>2011 data covers 61% of our staff, 2012 data covers 64% of our staff.



As a global company, we leave a social footprint wherever we do business. Through our operations, we create employment, drive economic progress and foster social development.

## Establishing strategic partnerships

There is growing recognition that long-term, strategic partnerships between businesses and third sector organisations can bring about lasting social benefits. Over the past couple of years, our businesses have received their own charities budget to support them in developing such partnerships, so that our professional skills and resources can help address local and regional challenges. Although more partnerships have been established and those already in existence have developed further, work continues to meet our objective that all businesses should have a strategic partnership in place with a local organisation.

Here are a few examples of existing partnerships:



London school pupils attend the Young Journalists' Academy supported by IBI

In the UK, our partnership with the Prince's Trust remains strong. Our employees have continued to run workshops for young people wanting to move into employment. Four Informa teams took part in the Million Makers Corporate Challenge, creating their own mini enterprises to raise money for the Trust. Our teams compiled business plans, went through rigorous Dragon's Den style assessment processes and successfully launched their own products, with all profits going to the Trust. For 2013, we are planning to make our training resources available to mentors on the Trust's enterprise groups that help young people set up businesses.

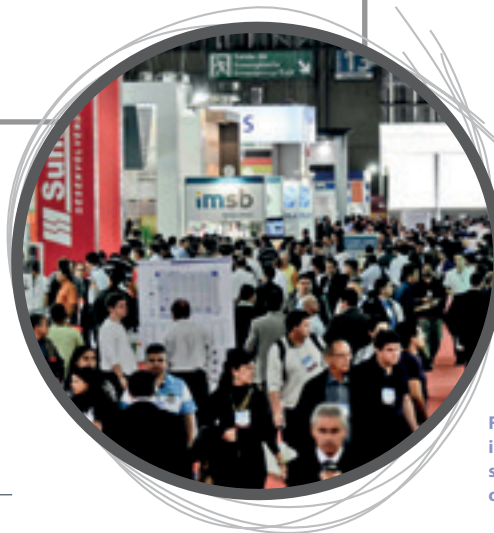
During 2012, IIR Middle East, based in Dubai, entered into a partnership with the Al Noor Training Centre for Children with Special Needs. The Centre serves children with special needs from different nationalities and can accommodate up to 300 children. It runs a holistic programme addressing all domains of a child's development, with a view to integration into mainstream society. The programme will see IIR Middle East offering training opportunities to staff, both in terms of professional and personal development. The initial plan is to provide 38 complimentary seats at various training sessions over the year.

IBI supported the Young Journalists' Academy, a programme for 16 to 18-year-old London state school pupils who are interested in pursuing a journalism career, through sponsorship and pro bono work. Various senior editors from Lloyd's List presented on the future of journalism and the skills needed to succeed. Three 'rising stars' from the 30-strong group of participants subsequently enjoyed internships across IBI on Lloyd's List, Scrip and The Public Ledger.



Senior editors from Lloyd's List present at the Young Journalists' Academy





Fispal, Informa's annual tradeshow in Sao Paulo, Brazil, measured significant socio-economic impacts on the city

## Engaging employees

### Six years of Going Bananas

Go Bananas is our annual fundraising event, bringing together Informa employees across the world to support our charity partner, World Cancer Research Fund (WCRF). Now in its seventh year, employees worldwide have fun taking part in a range of banana-themed activities, from scavenger-hunts to fun runs. For the London run, our CEO, Peter Rigby, annually dons a banana suit with employees challenged to "beat the banana". While there may be more strategic ways to engage staff in community matters, we see Go Bananas as a flagship event that brings our diverse businesses together and builds teams and relationships locally. In total, almost 1,500 staff, along with family members, took part in 2012, raising over £77,000 through employee fundraising and corporate donations. The amount raised since 2007 totals more than £445,000.

### Stop! for the Community

All Informa employees get one day off per year to volunteer in the local community. We call this programme 'Stop! for the Community'. The slideshow below gives a taster of 2012's activities and the enthusiasm shown by our workforce to deliver positive community impacts. Employee participation in volunteering activities increased by 4% from 2011, bringing the total proportion of staff volunteering in 2012 to 12%. Company donations (cash and in kind) to charitable and community causes totalled £539,560, up 10% from £489,476 in 2011. Employee fundraising across the Group amounted to £91,387, down by 41% compared to 2011.



A slideshow celebrating examples of employee volunteering around the world in 2012

### Community Performance

|                       | KPI  | 2013 Target | 2012            | 2011     | 2010         |
|-----------------------|--|-------------|-----------------|----------|--------------|
| Fundraising           | Employee fundraising                       |             | <b>£91,387</b>  | £155,659 | £124,246     |
| Company contributions | Company donations (cash)                   |             | <b>£301,136</b> | £283,520 | £166,118     |
|                       | Volunteer programme costs                  |             | <b>£97,644</b>  | £105,054 | Not reported |
|                       | Gifts in kind                              |             | <b>£140,780</b> | £100,902 | Not reported |
|                       | Total company donations (cash and in kind) |             | <b>£539,560</b> | £489,476 | Not reported |
| Volunteering          | % of staff volunteering                    | >10%        | <b>12%</b>      | 8%       | Not reported |

## Understanding our impacts

We have become better at quantifying and measuring our community investment spend, whether in cash, in kind or pro bono. We are also increasingly interested in understanding more systematically the social and economic impacts of our day-to-day business operations.

In 2012, Informa continued to work with PRELIMS ([www.prelimgroup.com](http://www.prelimgroup.com)). PRELIMS is a collaboration of leading UK and US publishers who have been working together since 2003 to develop a common process to assess labour and environmental standards in the facilities that produce our products. Together we have established a Code of Conduct which sets out the standards we expect in the sites producing our product, wherever they may be located. Any supplier to one or more of our members may be asked to undertake an audit against this Code of Conduct. The supplier can then choose to share the results with as many of the members as they wish, thereby avoiding having to undertake more than one audit. PRELIMS is not a compliance programme. It is about helping to identify gaps between the PRELIMS Code and what is actually happening at a supplier's site, and to then help members to support suppliers with improvement plans.

One of our objectives for 2012 was to better understand the socio-economic footprint of our major events, i.e. the value created for our partners and the host community. Together with Informa Brazil we conducted a pilot study to measure the social and economic impacts of Fispal, an annual packaging and logistics tradeshow in Sao Paolo. The event attracted over 7,400 visitors from outside Sao Paolo, spending more than £2.1m on hotels alone. 26 people were directly employed organising the event while over 500 jobs were created during the exhibition period, all of whom received training. In addition to the direct employment figures, we estimate that more than 15,000 indirect temporary positions were created to produce materials for the event, manage the stands and deliver other services across the value chain. The findings confirm that, through their core operations, our events contribute to economic growth, stimulate local entrepreneurship and drive social development across the world. In 2013, we will continue this mapping exercise for our major events, drawing out lessons about our key impacts and how we can manage these to the best effect for our business and local communities.

## Our Performance at a Glance

### Content Performance

|             | KPI   | 2013 Target | 2012         | 2011  | 2010  |
|-------------|---|-------------|--------------|-------|-------|
| Open Access | Journals with an Open Access option                             | ~100%       | <b>96.5%</b> | 40.9% | 33.6% |
| Reach       | Proportion of book titles available digitally                   |             | <b>50.6%</b> | 47.3% | 44.8% |
|             | Proportion of group revenue derived from outside Europe and USA |             | <b>30%</b>   | 27%   | 23%   |

### People Performance

|                | KPI   | 2013 Target            | 2012              | 2011       | 2010                    |
|----------------|---|------------------------|-------------------|------------|-------------------------|
| Headcount      | Total headcount                                 |                        | <b>7,531</b>      | 8,275      | 8,241                   |
| Gender split   | Headcount gender split                          |                        | <b>56% female</b> | 55% female | 57% female <sup>1</sup> |
|                | Management gender split                         |                        | <b>47% female</b> | 47% female | 50% female <sup>1</sup> |
| Staff turnover | Staff turnover for all departments              |                        | <b>30%</b>        | 28%        | 25% <sup>1</sup>        |
|                | Voluntary staff turnover                        |                        | <b>21%</b>        | 19%        | 18% <sup>1</sup>        |
| Training       | Average number of training courses per employee |                        | <b>1.41</b>       | 1.27       | Not reported            |
| Absenteeism    | Average days absence per employee               | <4.5 days <sup>2</sup> | <b>2.52</b>       | 2.82       | Not reported            |

<sup>1</sup>In 2010 we were only able to report on UK, US and Dubai.

<sup>2</sup>National average for the UK.

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### Community Performance

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## CR Governance: 'Louder than Words'

### Corporate Responsibility at Informa

Informa Group continues to be a collection of well-known but distinct businesses. Over the past few years, we have developed a CR strategy – Louder than Words – that rests on four pillars: our content, our people, our environment and our communities. While this framework provides direction for each of our businesses, insofar as possible the responsibility for implementing our priorities in a meaningful way sits locally. This is to ensure that individual Informa businesses have the flexibility to pursue themes that are relevant in their markets.

We currently have 24 CR leaders across Informa who work closely with their CEO/MD to develop and take action under 'Louder than Words' in a way that matches their unique geographical location and business priorities. Our Group CR function runs an 'open door' policy and acts as a catalyst for ideas, a centre of expertise and a distributor of information for the business units. They also hold quarterly meetings with our CR leaders - in person in the UK, and via conference call with others globally.

The Group CR function is headed up by our Director of HR and CR, Emma Blaney, who reports directly into our CEO, Peter Rigby, and has a global remit. Overall governance of CR sits with the Board. CR and governance issues are considered regularly by the Board as an integral part of our corporate risk review process.

It remains a challenge to collect key performance indicators for all of our operations given the heavily distributed nature of Informa. We continue to trial new ways of collecting data and providing guidance to ensure consistency in our reporting and coverage.



**louder than words**  
informa sustainability strategy

### Stakeholder Engagement

We work with a wide range of stakeholders to understand and address our key sustainability impacts. Our businesses take part in sector associations and initiatives relevant to them, as described in more detail throughout this report. We have a range of channels in place to obtain employee feedback, both at the local level and within the Group as a whole. We respond to, and learn from, relevant investor requests such as CDP, formerly the Carbon Disclosure Project, as and when needed. Through our membership of the Media CSR Forum, we meet regularly with media sector stakeholders, participate in sector research and contribute to wider debates around media sustainability.

Media **CSR** Forum

**Got anything to say? Please share your thoughts on this report and our approach to CR.**

**We can be contacted at:**

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