

# SUSTAINABILITY REPORT

2015

informa

# INFORMA AT A GLANCE

● INFORMA OFFICE LOCATIONS



//Informa is a leading business intelligence, academic publishing, knowledge and events business, operating in the Knowledge and Information Economy.//

Our products and services provide knowledge, intelligence, insight, analysis, connections and networking, creating advantage for customers across the world in many different industries, from Life Sciences to Finance, Beauty, Education, Agriculture and Telecoms, Media and Technology.

We are organised around four Operating Divisions, each owning a portfolio of leading brands. We also have a fifth Division, **Global Support**, which is the team behind the teams, comprising a central group of experts in specialist functions including Finance, Tax & Treasury, Technology and Intellectual Property.

## ACADEMIC PUBLISHING

1,860  
NUMBER OF EMPLOYEES

170  
NUMBER OF COUNTRIES SOLD INTO

**Academic Publishing** produces specialist upper level books and journals in Humanities & Social Sciences, and Science, Technology & Medicine. It operates as Taylor & Francis (T&F) with other imprints including *Routledge*, *CRC Press*, *Garland Science* and *Cogent OA*.

## BUSINESS INTELLIGENCE

1,890  
NUMBER OF EMPLOYEES

145  
NUMBER OF COUNTRIES SOLD INTO

**Business Intelligence** provides specialist data-driven intelligence and insight to professionals in niche communities. It has over 100 digital subscription products including *Lloyd's List*, *Citeline*, *Scrip* and *Ovum*, catering to five vertical markets.



## GLOBAL EXHIBITIONS

790  
NUMBER OF EMPLOYEES

40  
NUMBER OF COUNTRIES  
WHERE EVENTS ARE HELD

**Global Exhibitions** connects groups seeking to develop commercial relationships and expand their business. It organises transaction-oriented Exhibitions, including *Arab Health*, *World of Concrete* and *Vitafoods Europe*, enabling specialist communities to meet face-to-face and conduct business.

## KNOWLEDGE & NETWORKING

1,390  
NUMBER OF EMPLOYEES

75  
NUMBER OF COUNTRIES  
WHERE EVENTS ARE HELD

**Knowledge & Networking** creates and connects communities based on the sharing of insights and learning. Its events, including *SuperReturn*, *Bio-Europe*, the *Internet of Things* and *Broadband World Series*, help professionals meet, network and share knowledge.

## GLOBAL SUPPORT

650  
NUMBER OF EMPLOYEES

**Global Support** is the team behind the teams: a central, global team of experts from different specialist functions. It provides business services to Informa's four Operating Divisions and the leadership and structure that supports the Group's overall performance and progress.

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The 501st Legion's  
Stormtroopers  
at Informa's  
FAN EXPO CANADA™  
Exhibition in Toronto

# INTRODUCTION FROM THE CEO

//We need to proactively support increased accessibility to information and knowledge, championing innovation, trust and openness whilst maintaining our own uniqueness.//



There is much talk today of the purpose of business. At Informa, our purpose is simple really: we are in the business of producing, managing and distributing critical knowledge and information to help individuals, organisations and societies connect, become smarter and make better decisions.

Every person, and certainly every parent, wants the next generation and their children to do better than them, and often the definition of better is smarter. Be more knowledgeable, have more insight, become experts in something they are passionate about. Whether in business, academia, government or at home, the drive and desire to acquire more knowledge and more information will only ever go one way, and that is up. In that sense, there are few markets like ours; not only is the potential demand virtually infinite, but growth in our business reflects social and human development.

Informa made good progress in 2015. It marked the second year of the *2014-2017 Growth Acceleration Plan*, an ambitious programme to return every

part of Informa to growth, enhance operational efficiency and seize new market opportunities. We have managed to invest at scale in our own business whilst meeting our commercial performance targets. Building on this strong foundation, it is becoming increasingly clear that 2016 will be a year of Disciplined Delivery.

To deliver on our promises, in 2016 and beyond, we will have to build deeper capabilities around talent, data and technology, as well as our ability to operate effectively in international markets as we approach a scenario where less than 10% of our revenue will come from our traditional home market in the UK. The Group's strategy and ambition for Sustainability around the world is an integral part of this. Specifically, I see three key areas of focus:

- In the knowledge area, we need to proactively support increased accessibility to information and knowledge, championing innovation, integrity and openness whilst maintaining our own uniqueness;

- We need to bring new focus to how we embrace diversity and inclusion. Increasingly, access to human capital and our ability to get the most from it is business critical. Whatever the cultural, social or ethnic background, we aim to give existing and future colleagues the freedom and environment they need to succeed with us;
- We need to keep a mindful eye on our footprint in the world. No business can afford to ignore its environmental impacts. We are certainly no exception.

This Sustainability Report reflects the progress we achieved, and indeed the challenges we faced in progressing this strategy during 2015. It sets out our current position against these three imperatives, and our ambitions for the future. We know it can take several years to achieve meaningful improvements but we very much welcome the challenge.

**STEPHEN A. CARTER**  
GROUP CHIEF EXECUTIVE

# FOREWORD FROM THE DIRECTOR OF INVESTOR RELATIONS, CORPORATE COMMUNICATIONS & BRAND

//2016 will see us taking advantage of the new operating structure, engaging colleagues around themes that are relevant locally but applicable globally.//

**A**s we enter 2016, Sustainability sits prominently at Informa within an integrated unit overseeing four pillars of activity that also includes Investor Relations, Communications and Branding. Being organised in this way, we are able to drive Sustainability using the rigour that we apply to commercial decisions combined with the power of clear, persuasive communications. Over the past couple of years, we have made new appointments, clarified responsibilities and established synergies in how we go about setting and delivering our strategy. I would like to think that many more people, internally and externally, now have an understanding of who Informa is and what we are trying to achieve.

For the business in general and Sustainability specifically, there is a simplicity and a coherence around the structure that we simply have not

had before. Just a few years ago, Informa consisted of more than twenty business units, each with its own CEO and management team. Today, we have a much simpler operating model consisting of four Operating Divisions and a fifth central Division, **Global Support**. Each has its own line of authority and Executive team. Through the *2014-2017 Growth Acceleration Plan (GAP)*, in recent years we have invested in simplifying our structure, adding capability and building scale in core areas of excellence. When *GAP* completes in 2017, we will have spent around £90m in 30-40 different work streams across all five Divisions. These investments are in a mixture of people, products, processes and platforms, setting us up to deliver value, with values, over the long term.

Within this changing landscape, not only do I consider Sustainability a mechanism to help bring the Group

together, cementing what Informa is and what we stand for across business areas and geographies. But also, and more importantly perhaps, we are now in a position to deliver much more impactful Sustainability programmes, focused on our core skills and priorities. 2016 will see us taking advantage of the new operating structure, engaging colleagues around themes that are relevant locally but applicable globally.

It is not all about the future though. I was pleased with our progress this year, particularly in the following areas:

- Our approach to health and safety (H&S) at large-scale events was overhauled and simplified, ensuring that all our exhibitions apply the same high standards, be it at Arab Health in Dubai or Internet of Things World in Silicon Valley;
- Becoming an inclusive employer: We have set out a blueprint to give us better access to talent from all backgrounds by refreshing our recruitment practices and collecting the right data; and
- Our innovation and capabilities in relation to open access (OA): the number of articles we published under OA schemes doubled and we have ambitious plans for the future, including an OA acceleration programme and launching a new publishing platform.

As always, I trust and hope you enjoy reading this report to learn about what kept us busy in 2015 and what our plans are for the future. Please do get in touch with myself and the Sustainability Team if you have any thoughts, suggestions or comments.

**RICHARD MENZIES-GOW**  
DIRECTOR OF INVESTOR  
RELATIONS, CORPORATE  
COMMUNICATIONS & BRAND



# 2015 HIGHLIGHTS

## **AUTHORS IN DEVELOPING COUNTRIES:**

Over 1,000 researchers registered with T&F's STAR (Special Terms for Authors & Researchers) programme, bringing the total since STAR was launched to 6,400 users across 39 countries.

## **NEW GENERATION OF TALENTED COLLEAGUES:**

Successfully launched the Informa Graduate Fellowship scheme as well as an Apprenticeship scheme in our European Shared Services Centre.

## **CHAMPIONING CONTENT INTEGRITY:**

T&F undertook one of the most comprehensive studies into peer review to date, engaging more than 7,400 respondents from across the sciences, social sciences, medicine and humanities.

## **OPERATING SAFELY:**

Launched a global H&S programme, setting out standards, expectations and a performance monitoring framework for all our large-scale events and exhibitions.

2015

## **OPEN ACCESS:**

More than doubled the number of articles published under OA schemes, with 65 pure OA journals published and virtually all journals offering an OA option.

## **COMMUNITY IMPACTS:**

For the sixth year running, Informa's International Roofing Expo partnered with local community organisations to run a Community Service Day encouraging Expo attendees to participate. Volunteers helped rebuild the homes of elderly, disabled or financially disadvantaged families in New Orleans.

## **HEADQUARTERS BREEAM CERTIFIED:**

Moved our headquarters to a new building rated as Excellent by the leading sustainable building rating scheme, BREEAM.

## **SUSTAINABLE EXHIBITIONS LADDER:**

Constructed a rating system whereby Informa's Exhibitions can measure their sustainability and understand how best to progress to improve their impacts, whether social, environmental or economic.

# PERFORMANCE OVERVIEW

	OUR OBJECTIVES	TARGETS	2015		2016
			KPI	PERFORMANCE	KPI
OUR CONTENT	Create unique content and connectivity for customers all over the world	Use training and outreach activities to increase the content from emerging regions	9% increase in articles from emerging regions	Percentage of articles accepted from emerging regions didn't increase but remained at 20% of total articles accepted	Organise or participate in 35 events to support authors in emerging regions
		Increase the number of articles published under Open Access schemes	100% increase	Increased by 106%	Increase by a further 50%
		Be recognised as a leader in independence of content	New target for 2016		Score 100% in the DJSI for assuring Independence of Content
		Use our insights and editorial reach to advance sustainable development	New target for 2016		Map content against the UN's Sustainable Development Goals to identify where we progress debate and where there are gaps
OUR PEOPLE	Provide an exciting and rewarding place to work, where our people have the freedom to succeed	Develop current and future leaders by launching management development programmes across the Group	Further to the success of the <b>Academic Publishing</b> management development programme, launch another similar programme within a further Division	New competency based management development programme is being developed for <b>Global Support</b>	Develop a talent strategy and plan for each Division. This will assess talent gaps across the Divisions and provide a solid foundation for meeting further management development needs
		Develop an innovative and rewarding graduate fellowship scheme	First intake of graduates on Informa's Fellowship scheme	Completed	Further develop our Graduate Fellowship scheme, welcoming our second cohort and improving the programme based on feedback from graduates
		Be a diversity and inclusion leader within our sector	Establish a working party with global representatives to gather relevant data and identify key future initiatives	Working party established, data gathering has begun	Improve our diversity and inclusion data capabilities, implement mentoring schemes and conduct policy reviews overseen by the Boards of each Operating Division
		Be a leader in H&S performance at large-scale events & exhibitions	Launch Group-wide H&S policies and reporting framework	Completed	Deliver training to drive consistent application of H&S requirements
OUR ENVIRONMENT	Reduce our environmental impacts and create innovative ways to manage our key impacts	Understand and manage our digital environmental impacts	Join Media CSR Forum working group looking at industry digital impacts	Completed	Engage with key suppliers in our digital value chain to understand our wider GHG impacts
		Reduce the waste from major exhibitions	By end of 2017 ensure at least 70% of the waste from major exhibitions is recycled	Ongoing & now incorporated into our Sustainable Exhibitions Ladder	
		Run increasingly sustainable exhibitions	New for 2016	Developed the Informa Sustainable Exhibitions Ladder	Roll out the Sustainable Exhibitions Ladder
		Reduce the energy usage in our office estate	Reduce the energy usage of our 10 major offices by 10% between 2013-2015	Reduced the energy usage by 8.2%	Require all of our large offices (>100 staff) to put in place an energy saving target and plan for the next two years. Develop an Energy Guidance document to aid the above
OUR COMMUNITY	Use our skills and resources to help the communities we operate in thrive	Develop a Group-wide strategic community programme that is well recognised and supported both internally and externally	Launch a cohesive community programme across our Divisions	Used the planning process for Walk the World, a new Group-wide employee-engagement and fundraising initiative, to introduce the concept of strategic community partnerships	Launch at least 5 new shared value community partnerships across the Group
		Grow the value of our in-kind community investment through innovative partnerships making good use of our resources	New Target for 2016		Grow the value of our in-kind community investment by 20%
		Maximise the socioeconomic footprint of our major events	Develop a guidance template for our events business on how to maximise positive community impacts	Completed as part of the Sustainable Exhibitions Ladder	

ACHIEVED
 IN PROGRESS
 MISSED



# OUR CONTENT

## MAINTAINING TRUST IN OUR CONTENT

Delivering trusted content is the one objective that unifies all of our Operating Divisions. While we use a variety of delivery platforms – from digital to print to face-to-face – across multiple geographies, integrity is always a prime focus. The digital era has created new challenges and opportunities to develop and maintain trust in knowledge, products and services. As mentioned elsewhere in this report, through *GAP*, we have committed significant resources to ensure Informa is a digital leader, always with product and service integrity in mind. We also maintain constructive partnerships with third parties to understand the issues facing our sector. For example, we remain committed to raising research and publication standards by working closely with Sense About Science and the Committee on Publication Ethics ('COPE').

Our **Business Intelligence** Division has in place an editorial and content code, to which all journalists and editorial employees must adhere. Our event and conference production process is based on rigorous research and several of our major events employ independent advisory boards to ensure original content. **Academic Publishing** operates robust and well regarded

fraud screening and peer review processes to ensure that all content is original and always of the highest standard. In addition, **Academic Publishing** provides researchers with a wealth of resources on publication ethics and peer review standards on its Author Services website. During 2015, Taylor & Francis undertook what is to date one of the most comprehensive studies into peer review, engaging more than 7,400 respondents from across the sciences, social sciences, medicine and humanities. The study set out to explore the best approaches to peer review and will inform not only our own but the wider sector's future approach to scholarly communication.

## PRODUCING CONTENT FOR A CHANGING WORLD

Throughout 2015, digital transformation has been a running theme across the Group and we aim to build digital excellence into everything we do. We are shifting towards more agile ways of working, placing additional emphasis on real user involvement, fast iterations and constant feedback. This is increasing engagement with our customers and clients, as we support them on an ongoing basis, be it through

in-person events, online interaction or training.

The way scholarly communities produce, access and share information is changing rapidly. We have taken steps to help researchers understand the impact of their articles in greater detail by rolling out Altmetric across our journal platforms. Altmetric allows researchers to see all mentions of an article across the web, e.g. on news sites, blogs and social media. We also work closely with libraries to understand the role of social media in scientific publishing.

Our aim is to be a leading open access (OA) publisher in all research areas. During 2015, we more than doubled the number of articles we published under OA schemes. We publish 65 pure OA journals and virtually all of our journals offer an OA option. Cogent OA, our dedicated OA publishing platform, has gone from strength to strength since its launch in 2013. It publishes 15 journals across Arts and Humanities, Social Sciences, Science, Technology, Engineering and Medicine. By operating autonomously but benefitting from the experiences and resources of **Academic Publishing**, Cogent OA offers all the traditional services provided by a journal such as peer review as well as the tools and the reach to create more connected content and communities.

Accessibility was another important theme in 2015. Our customers expect our content to be fully accessible anytime, anywhere and in the right format. Our initiatives range from significant investment into enhanced data tools at Lloyd's List Intelligence to undertaking an audit of the whole of Informa's web estate looking at accessibility and mobile responsiveness. As our content is increasingly audio-visual, one of our **Academic Publishing** Division's priorities for 2016 is to ensure ease of access in areas with poor internet connectivity and low bandwidth.

//The way scholarly communities produce, access and share information is changing rapidly.//



Dr. Mike Smith, founder and editor of *Journal of Maps*, presenting at a Taylor & Francis supported early-career researcher workshop, organised by Sense about Science

## SHAPING THE FUTURE

Thriving research communities bring prosperity to nations, driving social and scientific progress for individuals and institutions alike. We are aware of our role in the global research ecosystem and we strive to increase the number of articles accepted from developing markets. Of the 73,707 articles we accepted in 2015, 20% came from developing countries.

We provide free and low-cost access to our publications for the research community and not-for-profit institutions in resource-constrained parts of the world. We do so through multiple recognised initiatives, aiming for maximum geographical reach. We are also a founding member of Publishers for Development (PfD), working to meet information and author resource needs in developing countries.

We are particularly proud of STAR (Special Terms for Authors and Researchers); our home-grown, pioneering access scheme for individual academic authors from emerging regions. STAR's objective is to make top scholarly content more accessible to economically constrained parts of the world and to support regional contributions to the global knowledge economy. To date, over 6,400 researchers in 39 countries have used STAR.

Our access programmes are not just targeting developing markets. Since 2014, we have been involved in Access to Research, a sector initiative to give



Greenbuild Unity Home: a 1,620 square foot LEED v4 Platinum, net zero-energy demonstration home on display at Informa's Greenbuild International Conference & Expo

free, walk-in access to a wide range of academic research in public libraries across the UK. The objective is to make research findings available to small businesses, independent researchers and others who have previously struggled to gain access.



During 2015, we further embedded our new information protection ambassador, 'Infobot' – the 'face' of our information security programme for employees – through communication and employee learning on key areas of risk. We also developed and implemented Group-wide information security policies. Lastly, we appointed new Divisional Risk and Security leadership and management positions. By putting the expertise closer to the business, whilst maintaining strong links to the global team, we are better able to respond to the specific risks and needs of each of our different businesses.

During the course of 2016 we will be focussing our efforts on ensuring our business is ready for the EU General Data Privacy Regulation implementation, taking this as an opportunity to identify any areas in which we can further strengthen our programme.

## RESPECTING PRIVACY AND DATA PROTECTION

Respecting the right to privacy and being proactive in protecting our company information is business critical to us. Our databases store valued customer and prospect records, not to mention employee, supplier and business partner information. We consider it essential to continually strengthen our data security, as cyber-attacks become more frequent and sophisticated.

## LINDSAY ROBERTS



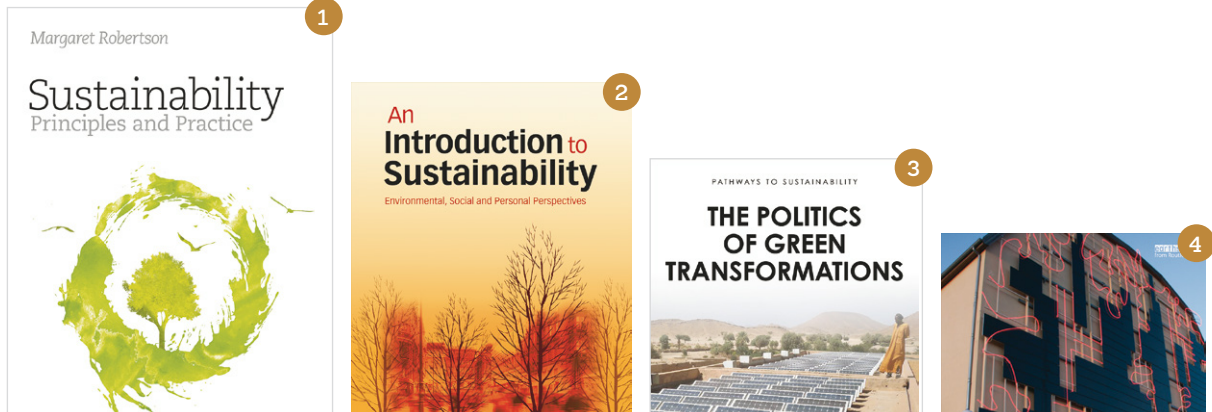
**Group Director**  
Greenbuild International Conference & Expo, Global Exhibitions Division

### What do you enjoy most about your work?

I have worked in the Dallas office for 15 years, in a variety of positions and on a number of our events. We acquired the Greenbuild show in 2013 and it was a game changer for me. The show is 100% dedicated to Sustainable Building & Design and has a very strong strategy around sustainable tradeshow production. I now get to continue to do what I love, producing tradeshows, but also know that the work we are doing is making a very important impact on our environment and our future. My job is meaningful and I love seeing the impact at the end of the day.

### How do you channel that excitement into the rest of the business?

Greenbuild is a truly special event, but you have to see it to believe it. This year, we had the pleasure of hosting over 100 Informa colleagues and investors from all over the globe. The annual investor day, annual budget meetings, a company-wide HR meeting and a company-wide marketing meeting all took place at Greenbuild. We were able to do tours of the event and really showcase the great work going on to our executive team, employees and investors.



As well as operating sustainably, we curate, develop and distribute sustainability knowledge through our events, conferences, networking platforms and publishing.

## OUR BEST-SELLING SUSTAINABILITY BOOKS IN 2015 WERE:

- 1 **Sustainability Principles and Practice**  
Margaret Robertson
- 2 **An Introduction to Sustainability**  
Martin Mulligan
- 3 **The Politics of Green Transformations**  
Edited by Ian Scoones, Melissa Leach and Peter Newell
- 4 **Green Solar Cities**  
Peder & Katrine Vejsig Pedersen, Jacob Klint and Karin Kappel
- 5 **Food Policy in the United States**  
Parke Wilde
- 6 **NISA: The Life and Words of a !Kung Woman**  
Marjorie Shostak
- 7 **Renewable Energy Resources**  
John Twidell and Tony Weir
- 8 **Coffee Agroecology**  
Ivette Perfecto and John Vandermeer
- 9 **Understanding Human Ecology**  
Robert Dyball and Barry Newell
- 10 **Understanding Sustainable Development**  
John Blewitt



## CONTENT REVIEW

	RPI	2015	2014	2013
Open access	Journals with an open access option	90%	91%	95%
	Number of open access journals	65	60	17
Reach	Proportion of book titles available as ebooks	63%	62%	55%
	Proportion of accepted academic articles from developing countries	20%	20%	19%

# OUR PEOPLE

We are a people-led knowledge business. Our strength and the value we create stem from the talented people working for us, and we do everything we can to attract and develop the best employees. First and foremost we recognise that work needs to be enjoyable and stimulating. For a business of our size, we pride ourselves in maintaining an innovative mindset, valuing learning, development and flexibility, and promoting employee wellness. Around 7% of our over 6500-strong workforce work part-time. We are in the process of bringing more focus to the business and will launch Inside Informa in 2016, a Group-wide survey of colleagues, the results of which will be used to inform our talent strategy.

## FOSTERING DIVERSITY & INCLUSION

In the war for talent, diversity and inclusion is becoming an important theme for us. Inclusion is about creating an environment, an attitude, a set of values and the conditions where all colleagues can succeed, work together and contribute, ultimately producing a creative working environment. We have developed a diversity and inclusion strategy to guide our activities until the end of 2016. This strategy is overseen by boards within each of our Operating Divisions and introduces initiatives such as baseline assessments, mentorship schemes, awareness-raising activities and policy reviews. We consider it important to foster diversity of thinking in everything we do, going beyond gender and visible diversity. This is a strategic area for us and we look forward to

providing more detailed updates on our progress in the years to come.

## FURTHERING OUR CAPACITY TO INNOVATE AND LEAD

We launched Invent in 2014, an exciting event bringing together Informa's leaders and future leaders to generate new business ideas and to help shape the strategic growth of the company. Invent was held for a second time in 2015, with 50 participants from across the Group. This year it consisted of a month long programme of learning and exercises, culminating in a two-day offsite focused on strategic innovation. Participants left Invent with a practical understanding of how to embed innovation into their businesses, as well as an expanded network of colleagues from other parts of the company.

Unfortunately, the average number of training days per employee fell from 1.1 days in 2014 to 0.5 days in 2015. This is due to reorganisation and restructuring in a number of our business units, affecting both our ability to deliver training and record training attendance systematically across the Group. Leadership development training continued though with our **Academic Publishing** Division rolling out programmes for high potential employees as well as for those already in management positions. The programme for 'high potentials' will support employees as they move into leadership roles, while the training for current senior managers provides a solid grounding in the essential skills and capabilities required to be a leader.



Cookery class for colleagues at Informa's headquarters, looking at nutritious, environmentally friendly lunchtime recipes

In addition, 21 directors were given mentorship training and have been paired with high performance individuals across the Division. Following on from this, one of our objectives for 2016 is for Informa's **Global Support** HR function to map the skills and talent of our people, understand business development goals and create talent management strategies for each of Informa's Divisions.

## BRINGING IN THE NEXT GENERATION OF TALENT

We are keen to invest in young professionals starting out in their careers, allowing people from diverse backgrounds to make meaningful entries into the job market. This commitment is an investment in the long-term successful operation and sustainability of the Group.

2015 saw the first intake of Fellows (graduates) for Informa's Graduate Fellowship Scheme. The scheme allows Fellows to work on assignments across all four of Informa's Operating Divisions and **Global Support** over a two-year period, including a 6 month international placement. The programme is tailored to each individual's skills, interests and aspirations, giving candidates a sound understanding of the whole Group, our diverse content and platforms, and to allow them to develop relationships across the Divisions. Our Fellows are mentored by senior leaders from within the business, giving them added support, guidance and direction as a new starter. The early success of the scheme has been very encouraging and we have started the search for the next round of talent to join us in 2016.

Informa's 2015 Graduate Fellows



## PROGRESSING DIVERSITY & INCLUSION

We have refreshed our approach to diversity and inclusion. We are going about these activities in the same way we do everything else, collaboratively, with discipline and purpose, and some of the key actions include:

### Refreshing recruitment practices:

- Reviewing shortlists to ensure they are diverse and inclusive
- Encouraging the use of diverse selection panels for recruitment
- Providing training on unconscious bias to those involved in hiring decisions

**Gathering the right data** to enable us to identify and monitor diversity, helped by new technology we are implementing, and ultimately to report on that data

**Educating and supporting colleagues** with additional awareness-raising initiatives, specific mentoring activities, networking forums and communications on inclusion in the workplace



Apprentices gaining work experience at Informa's European Shared Services Centre in Colchester, UK

During the year, we also launched an exciting apprenticeship scheme in our European Shared Services Centre in Colchester. The scheme allows apprentices to gain valuable work experience while obtaining a Level 2 NVQ. Travelling to London can often be cost-prohibitive for young people in the area and this apprenticeship scheme allows college students to join a local yet global organisation with an opportunity to build their career and move into more senior roles in the future. Their fresh ideas, strong technology and systems skills, and willingness to help with existing projects have been met with hugely positive feedback. To date, seven apprentices have been employed into permanent roles.

## RECOGNISING GOOD PERFORMANCE

We launched Informa ShareMatch in 2014, an initiative which rewards colleagues with a free share in the Group for every two purchased. It is pleasing to see that so far over 16% of eligible Informa employees have chosen to invest in the company. ShareMatch provides a reward for commitment and further helps drive purpose in the workplace, aligning everyone's interests in the future success of the Group.

Each year we seek to recognise and reward those who have worked hard to take the company forward, been an inspiration to others and achieved great success. In 2015, the Informa Awards ceremony was again held at the Shard in London. Awards were given for categories such as "Digital Delivery" for

best use of digital technology, "Leading the Way" for great leadership and "Louder than Words" for demonstrating real commitment to sustainability.

## PROMOTING HEALTH, SAFETY AND WELL-BEING

Health and Safety (H&S) is a central issue to the successful management of exhibitions and large-scale events. We strive to be a leader in H&S performance. 2015 saw the launch of a global H&S programme, "Operating Safely", setting out best practice standards for all of our large-scale events and exhibitions. The new approach will drive consistently high H&S standards for visitors, exhibitors, colleagues and business partners across our growing portfolio. 2016 will focus on training on these standards to drive a consistent and worldwide application of H&S requirements. We will also harmonise our approach to H&S for our corporate premises to further our commitment to providing a safe working environment wherever our colleagues are located.

Our nutritional information programme, Nutrition 21, gained good traction in 2015. The interactive three week campaign to raise awareness around healthy eating led to almost 10% of the workforce signing up to various initiatives. It brought healthy eating to life through blog posts, video content, podcasts and gave employees the opportunity to submit a food diary for review by a nutritionist.

## PEOPLE REVIEW

	KPI	2015	2014	2013
<b>Headcount</b>	Total Employees	6,570	6,627	6,514
<b>Gender split</b>	Employee gender split	59% female	57% female	59% female
	Management gender split	46% female	52% female	49% female
	Senior Management gender split	25% female	30% female	36% female
	Director gender split	20% female	22% female	33% female
<b>Employee turnover</b>	Employee turnover for all departments	24%	22%	26%
	Voluntary employee turnover	15%	15%	19%
<b>Training</b>	Training days per employee	0.5	1.1	0.7
	Spend on training	£611,067	£1,423,691	£1,647,323
<b>Absenteeism</b>	Average days absence per employee	2.5	2.5	2.1

# OUR ENVIRONMENT

As a knowledge provider and one of the world's leading sustainability publishers, our greatest impact on the environment is through our ability to inform and contribute to environmental debate and academic progress.

From an operational perspective, our major environmental impact is the energy we use to generate and distribute our content. This includes the heat and power used in our office estate; the energy and resources needed to deliver that content to our customers; the data centres that house our digital information; the print supply chain of our physical publications, and the energy and materials used by us and our exhibitors at our events and conferences. Our content section shows the breadth of our contribution to the environmental agenda. In this section we show how we are managing these operational impacts.

## MANAGING OFFICE ENERGY CONSUMPTION

Our businesses operate from over 80 offices across more than 20 countries. We focus our energy reduction efforts on the major offices where Informa is either the sole tenant or has a significant share of the building, enabling us to exert more control over the management of the energy bill. Specifically, we have 10 large offices which, together, house over 50% of our staff. Back in 2013 we set a target to reduce energy usage from these offices by 10% by the end of 2015. We fell short of this target but

nevertheless managed to reduce energy consumption by an impressive 8.2% in two years.

Energy reduction measures included the installation of solar panels and LED lighting throughout our Shared Services Centre in the UK. In London, we moved our headquarters to a new building rated as *EXCELLENT* by the leading sustainable building rating scheme, BREEAM. The air cooling system within this new head office is powered by a gas fired combined heat and power (CHP) unit.

Alongside specific targets, we gather energy usage data from across the Group and run webinars for colleagues involved in that process, explaining how to accurately capture and record consumption. For 2015 we gathered data from offices covering 90% of our workforce. The remaining 10% is made up of locations where we employ small numbers of people within large office buildings.

### ENGAGING OUR EMPLOYEES: GREEN WEEK

Although we refrain from setting specific targets outside of our top 10 offices, we include all colleagues in our awareness campaigns and behavioural change initiatives, focusing on what they can do as individuals. Our main campaign is the annual Green Week event. This year we partnered with the social enterprise Do Nation. Colleagues were invited to make a 'Pledge for the Planet', with prizes offered to offices with the employees who made the most environmentally friendly changes to their day-to-day routine. Over 2,000 pledges were made, the greatest number coming from our

Asia offices with T&F India being the out and out leader.

Informa is all about knowledge and our Green Week activities reflect this. In the past, we have made highly discounted environmental titles available to all colleagues and asked external speakers to come and share insights. This year we heard from our own employees on everything from the economics of domestic biomass heating systems, to planting and maintaining productive terrace gardens, to building and maintaining simple solar panels. Content was shared across the Group using our newly developed Green Week Hub.

## UNDERSTANDING OUR DIGITAL IMPACTS

In our **Business Intelligence** Division, over 95% of revenues come from digital subscription products. In the **Academic Publishing** Division, all journals and new book titles are available in a digital format, as is over 60% of the 75,000 titles on the books backlog. We recognise that our digital content has environmental impacts, albeit ones that are partially beyond our control and difficult to measure. In recognition of this, together with our peers in the media sector, we have joined the environmental impacts of digital ('Dimpacts') working group under the Media CSR Forum. The aim is to further the sector's ability to measure the environmental impacts of digital content, beginning with energy consumption attributable to data centres and content distribution networks. As a participant, we will play an active role in developing this digital impact methodology and later we hope to engage with suppliers in our digital value chain to understand our wider impacts.

## MINIMISING PRINT IMPACTS

Whilst we are an increasingly digital content provider, we continue to print a significant amount of our content to meet client demands. In 2015, we printed almost 4 million journals and just over 3 million books.



We are working towards reducing stock write-off through print on demand as well as better analysis of subscription data and print needs

## PAPER SOURCING

Our target is to source all of the paper used in our physical printed publications from sustainably certified forest sources.

In 2015 the vast majority, around 95% of our books, were printed on certified paper. The figures for journals was over 90% for UK printed journals and just under 90% for US printed journals.

We continue to increase the availability of titles available on a print on demand (POD) basis. From 2014 to 2015 the number of titles available on POD increased from 71,400 to 86,100, a proportional increase from 71% to 72%. The low proportional increase is in part due to an acquisition with a lower percentage of titles available on POD. Among our key initiatives was a roll-out of POD books in India.

Many of our journals still have a large initial print run, but we continue to improve the way we analyse subscription data and print needs. This, combined with the movement towards POD, helped us to reduce the amount of journal stock we wrote off in 2015 by 32% compared to the previous year. The saving is equivalent to almost a quarter of a million copies. For our large initial print runs of journals we try and print as close to the market as possible to save transport miles. We now operate print hubs across five continents in the UK, USA, Canada, Singapore, India, Australia and South Africa.

Regrettably, we saw a big increase in the stock write-off of books, from 440,000 in 2014 to 1.2 million in 2015, the bulk of which related to our US operations. A big factor here was the decision to pulp a large amount of old stock from Focal Press science publications, an imprint that we bought in 2012 and which has

had substantial stock over-run issues due to poor sales forecasting. This reflects a general further push to clear surplus books and move to print on demand.

We continue to participate in the publishing industry collaborative supply chain project PRELIMS. This year PRELIMS launched an online environmental questionnaire for the print supply chain. We will be encouraging our print suppliers to register and complete the questionnaire and use the results to benchmark their performance.

## THE SUSTAINABLE EXHIBITIONS LADDER

Our **Global Exhibitions** Division continues to go from strength to strength. In 2015 we held over 170 exhibitions, attracting around 2 million visitors. We grow because we are good at what we do. Our exhibitions are often key must-attend industry events, and exhibitors invest time and money to ensure their stands have maximum impact. It takes significant expertise, effort and resources to turn an empty venue into a world class exhibition. Our high profile events have the potential to have a big impact on both the industry

they represent and also the local community in which they operate. We want to make sure that our impact is positive in the broadest sense:

- **Economic:** jobs and investment through the event itself and the money delegates spend in the local economy;
- **Social:** opportunities to develop local community and charitable partnerships on the back of our events, and the ability for us to leverage the sector around a specific issue;
- **Environmental:** ensuring we support venues in their efforts to manage the events' environmental impacts, particularly around waste.

During the year we developed the Informa Sustainable Exhibitions Ladder (SEL). The SEL takes a holistic score card approach to assessing the impacts of a specific exhibition, allowing event teams to measure their performance across economic, social and environmental criteria as well as branding and communications. The SEL provides organisers with an assessment of where their event sits – beginner, improver, leader – against each criteria and overall. This allows the event team to see how they are performing against other events in the portfolio, and what they need to do to move up the ladder. To date, we have trained the teams of 10 major events across the globe on how to use the tool. Once the pilot is complete we will make adjustments as necessary and roll out the SEL across our Exhibitions Division.



Informa's Interior Design Show in Toronto partners with Habitat for Humanity

## ENVIRONMENT REVIEW

	KPI	2015	2014	2013
Waste	Stock write-off (units)	1,744,297	1,135,388	968,076
	Books available as POD (titles)	86,100	71,400	60,000
Greenhouse Gas Emissions	Scope 1: Fuel Oil, Gas & Car Mileage (tonnes CO <sub>2</sub> e)	886	1,116	1,188
	Scope 2: Electricity & Steam (tonnes CO <sub>2</sub> e)	7,373	7,190	7,823
	Total scope 1 & 2 (tonnes CO <sub>2</sub> e)	8,258	8,305	9,011
	Emissions per employee	1.40	1.34	1.50

POD data restated due to updated accounting practices. 2015 absolute data for GHG emissions is an estimate based on actual data coverage for 90% of office based staff. 2013 & 2014 absolute data for GHG emissions has been restated from the 2014 report using an estimate for office based staff as per the methodology for 2015 data.

# OUR COMMUNITY

As a knowledge company, we are in the business of creating value for all our stakeholders. We serve commercial, professional and academic communities by helping them connect and learn. We provide highly skilled jobs in the communities in which we operate and generate significant value through the taxes and salaries we pay and our spend with business partners. Above and beyond that, we partner with relevant non-profit organisations to widen our skills, foster colleague engagement and, of course, use our resources to create lasting community benefits.



Colleagues take part in the UK's 3 Peaks Challenge for the youth charity the Prince's Trust

//We serve commercial, professional and academic communities by helping them connect and learn.//

## CREATING ECONOMIC BENEFITS

We have major positive impacts on the cities, regions and countries in which we do business. We recognise the importance of taxes in sustaining healthy, prosperous societies. Taxes paid by companies like Informa help governments provide vital services and infrastructure that we in turn rely on to run our business successfully. In 2015, we paid a total of £58.6m in taxes on profit, of which £39.2m was paid in the UK. We collected an additional £96.1m in taxes paid by others but generated as a result of our business operations. This brings our total tax footprint to £154.7m against a 2014 figure of £168.1m. £79.9m of this was paid in the UK. This footprint was made up as follows:

	2015		2014	
	Worldwide (£m)	Amount paid in UK (£m)	Worldwide (£m)	Amount paid in UK (£m)
Corporation Tax and similar taxes	30.7	23.4	44.3	25.0
Employer's Social Security Contributions	27.9	15.8	27.1	14.9
<b>Total taxes paid out of profits</b>	<b>58.6</b>	<b>39.2</b>	<b>71.4</b>	<b>39.9</b>
Net VAT and sales taxes	15.1	(1.4)	18.9	2.2
Employees' income taxes deducted at source	61.9	32.7	59.2	30.8
Employees' social security contributions	19.1	9.4	18.6	8.7
<b>Total taxes paid by others but generated by our businesses</b>	<b>96.1</b>	<b>40.7</b>	<b>96.7</b>	<b>41.7</b>
<b>TOTAL TAX CONTRIBUTION<sup>1</sup></b>	<b>154.7</b>	<b>79.9</b>	<b>168.1</b>	<b>81.6</b>

<sup>1</sup>Amounts shown are actual amounts paid in the year, which may include amounts arising from other years. The Group also pays property taxes such as business rates, capital taxes in some jurisdictions and suffers taxes such as air passenger duty on employee travel. We have not included such taxes as the time and cost of defining what should be collected, collecting and analysing the data would be disproportionate to the value of disclosure.

The fall in worldwide total tax contribution (TTC) is principally due to a one-off reduction in US corporate tax payments arising from additional tax deductions attributable to our acquisition of Hanley Wood Exhibitions. The small reduction in UK TTC reflects lower corporation tax rates in the UK and VAT refunds arising from additional investments in technology and systems in the UK, partly offset by higher employment taxes.

Our approach to taxes falls under the responsibility of our Group Finance Director and Group Corporate Services Director, with regular oversight from the Audit Committee and the Board. In managing our tax affairs, we commit to the following principles:

- Ensuring our tax disclosures are transparent, meeting all regulatory requirements and reflecting best practice as it develops;
- Complying with, and following the spirit of the law in the countries where we operate;
- Engaging constructively and openly with local and national tax authorities;
- Being consistent with paying our taxes where revenue-generating activities take place; and
- Using available tax incentives to optimise returns to our shareholders.



## SHARING OUR TIME, RESOURCES AND SKILLS

All Informa colleagues are entitled to up to two days of paid volunteering every year. We do our best to provide meaningful opportunities for those colleagues wanting to use their allowance while also being flexible enough to let individuals pursue their own openings. Our aim is to develop long-term, strategic partnerships wherever possible. Below are some examples of projects undertaken in 2015:

- Staff from T&F India spent two days working with the Read India Centre in the small village of Shahabad Mohammadpur. T&F colleagues are helping to set up a library in the village, comprising both physical books and digital content provided through on-site Kindles and laptops;
- For the sixth year running, Informa's International Roofing Expo partnered with local community organisations to run a Community Service Day encouraging Expo attendees to participate. Volunteers helped rebuild



A member of staff from T&F India at the Read India Centre in Shahabad Mohammadpur

the homes of elderly, disabled or financially disadvantaged families in New Orleans; and

- Informa's relationship with the UK's youth charity, the Prince's Trust, entered its fourth year with Informa employees volunteering to run CV and interview skills workshops for the Trust's students, as well as taking students on placement in IT, Corporate Communications and Group Strategy.

Our approach to community investment and volunteering is characterised by high levels of autonomy and decentralisation, reflecting the multitude of businesses and geographies that sit under the Informa umbrella. This has helped us deliver flexible programmes meeting the needs of small community partners. We are now entering a phase where we would like to focus our activities further behind fewer key priorities, thereby scaling our positive community impacts. We took steps to revise our strategy in 2015 and this planning work will continue into 2016.

## RAISING FUNDS FOR CHARITY

Against a tragic backdrop of human crises, 2015 saw a big rise in emergency response giving and match funding. Colleagues responded generously to the Ebola campaign, Nepal Earthquake Appeal and the European Refugee Crisis, raising over £35,000 for various charities. Informa matched those donations, giving the same figure to the Red Cross. At the lighter end of the spectrum, we ran a Group-wide February Fitness Challenge for the third year in 2015. 100 teams competed in numerous sports to clock up the most number of

miles or hours to win £4,000 towards their charity of choice. After the success of our 2014 London-to-Paris Informa bike ride, we challenged a group of colleagues to cycle to Brussels from London. In addition, 46 colleagues completed the 3 Peaks Challenge, climbing Ben Nevis, Scarfell Pike and Snowden within 24 hours. The group raised £31,000 for our UK partner charity, the Prince's Trust.

## SAFEGUARDING HUMAN RIGHTS

We continue to support the principles laid out in the Universal Declaration of Human Rights. Our major human rights impacts relate to our employees & contractors, the supply chain needed to deliver our products, and our products themselves. We manage these impacts through our Divisional and Group Human Resource programmes and policies. We have also been working closely with our external advisors to interpret what human rights mean in an Informa context.

The impacts relating to our products differ from Division to Division and depend on the nature of the product or service being offered. **Academic Publishing**, for example, has a global print supply chain with potential impacts relating to labour standards within the print factories. We use our membership of the publishing supply chain initiative, PRELIMS, to communicate our expectations to suppliers and to assess conditions.

In 2016 we will have a sharper focus on our Human Rights impacts, specifically around the risks of modern slavery. We will be taking a risk-based approach and working with our supply chain to strengthen the mechanics we have in place to manage these impacts.

## COMMUNITY REVIEW

	RPI	2015	2014	2013
<b>Fundraising</b>	Employee fundraising	£192,872	£160,372	£106,139
<b>Company contributions</b>	Company donations (cash)	£246,046	£298,796	£356,560
	Volunteer programme costs	£98,375	£117,164	£83,097
	Gifts in kind	£254,391	£99,907	£189,953
	Total company donations (cash and in kind)	£598,812	£515,867	£629,610
	<b>Exceptional Item: Monaco Yacht Show</b>	Total raised at watch auction (£)	£7,691,683	
<b>Volunteering</b>	% of employees volunteering	8%	11%	7%

# REVIEW SUMMARY

## CONTENT REVIEW

	KPI	2015	2014	2013
<b>Open access</b>	Journals with an open access option	90%	91%	95%
	Number of open access journals	65	60	17
<b>Reach</b>	Proportion of book titles available as ebooks	63%	62%	55%
	Proportion of accepted academic articles from developing countries	20%	20%	19%

## PEOPLE REVIEW

	KPI	2015	2014	2013
<b>Headcount</b>	Total Employees	6,570	6,627	6,514
<b>Gender split</b>	Employee gender split	59% female	57% female	59% female
	Management gender split	46% female	52% female	49% female
	Senior Management gender split	25% female	30% female	36% female
	Director gender split	20% female	22% female	33% female
<b>Employee turnover</b>	Employee turnover for all departments	24%	22%	26%
	Voluntary employee turnover	15%	15%	19%
<b>Training</b>	Training days per employee	0.5	1.1	0.7
	Spend on training	£611,067	£1,423,691	£1,647,323
<b>Absenteeism</b>	Average days absence per employee	2.5	2.5	2.1

## ENVIRONMENT REVIEW

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<b>Exceptional Item: Monaco Yacht Show</b>	Total raised at watch auction (£)	£7,691,683		£4,210,773
<b>Volunteering</b>	% of employees volunteering	8%	11%	7%

# SUSTAINABILITY AT INFORMA

## OUR APPROACH

Our sustainability strategy is developed and delivered by an integrated unit reporting directly to our CEO.

The unit manages all activities relating to Informa's investor relations, corporate communications, sustainability and brand. This provides us with a unique reach across the business and into core decision-making processes, reflecting our intention to scale and focus sustainability activities further.

Our principal sustainability issues relate to the content we provide, i.e. our ability to produce knowledge with integrity, rigour and professionalism, delivered using the most accessible and

innovative platforms. The other strands of our sustainability priorities are largely shared with other companies. Namely, attracting and developing the most capable employees, managing natural resources in an efficient manner, and maximising the positive impacts we have on society and local communities.

We have a framework in place that defines our responsibilities, tracks progress and guides our reporting across these four priorities.

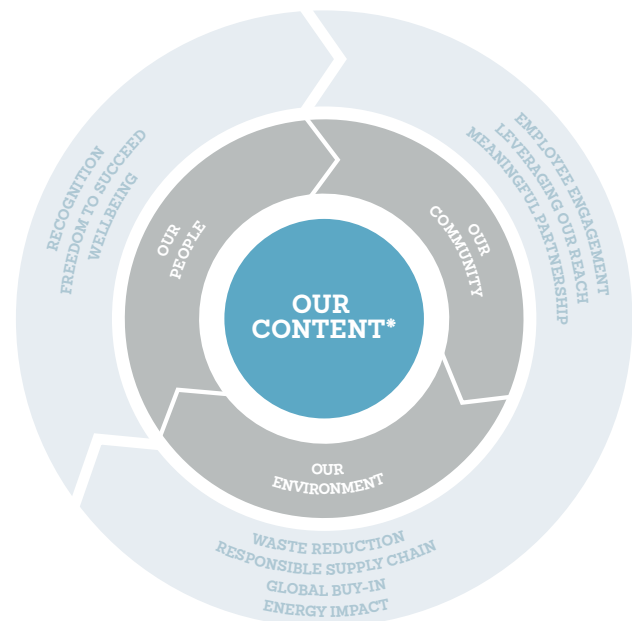
We review these priorities regularly, using both quantitative and qualitative methods to determine key risks and

opportunities. We are transparent in our communication with stakeholders, both through our own reporting and third party initiatives such as FTSE4Good and the Dow Jones Sustainability Indices (DJSI).



FTSE4Good

//We have a framework in place that defines our responsibilities, tracks progress and guides our reporting across these four priorities.//



\*Ensuring the highest quality content  
Mapping the impact of our content on society  
Providing the most accessible and innovative delivery platforms

## WORKING WITH OUR PEERS

We are strong believers in the power of partnerships. We engage with a vast array of organisations, both at a Group level and within individual businesses, to learn about new developments and share our experiences. We have mentioned several of these on the previous pages, including PRELIMS, COPE and Publishers for Development. At Group level we remain active members of the Media CSR Forum.



### COMMENTS?

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